

Governance

Our People

Our Board

The Sunshine Coast Hospital and Health Board is comprised of ten members appointed by the Governor in Council on the recommendation of the state Minister for Health and Minister for Ambulance Services. Members bring a wealth of knowledge and experience in both the public and private sector with expertise in health, finance, law and community engagement.

The Board is responsible for the overall governance of the Sunshine Coast Hospital and Health Service and derives its authority from the *Hospital and Health Boards Act 2011* and other subordinate legislation.

The Board provides strategic direction to the health service to ensure goals and objectives meet the needs of the community it provides health services to and are aligned to current government health strategies and policies.

Key responsibilities

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

- overseeing the health service including its control and accountability systems
- reviewing, monitoring and approving systems for risk management, internal control and legal compliance
- ensuring appropriate safety and quality systems are in place to ensure safe, high quality health care is provided to the community
- providing input into and final approval of management's development of organisational strategy and performance objectives, including agreeing the terms of our Service Agreement with the Director-General of the Department of Health
- approval of, and ongoing monitoring of the annual health service budget and financial and performance reporting.

Board member profiles as at 30 June 2020

Dr Lorraine Ferguson AM RN, BSocSc, MPH, PhD, FACN, AFACHSM, ACCCN (life member), GAICD

Chair

Lorraine has a background as a registered nurse and midwife, educator and manager with experience in senior nursing leadership roles, academia and health service management positions within hospitals and health services and as a senior executive in a private not-for-profit professional organisation.

Lorraine has significant experience as board member and office holder on not-for-profit boards, is a Graduate of the Australian Institute of Company Directors and has an excellent understanding of corporate and clinical governance systems and frameworks. She was appointed to the inaugural Sunshine Coast Hospital and Health Board in 2012 as a member and held the positions of Deputy Chair and Chair of the Board Safety and Quality Committee. In May 2016 she was appointed to the position of Chair of the Board. She is also a member of the Wishlist Board and holds an Adjunct Associate Professor position with the University of the Sunshine Coast.

Lorraine 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.

Original appointment date 29 June 2012
Current term 18 May 2019 to 17 May 2021

**Mr Peter Sullivan BBus (Acc), FCPA
Deputy Chair**

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

Peter was the Pro Vice-Chancellor (Corporate Services) and Chief Financial Officer of the University of the Sunshine Coast from 2007 until his retirement in 2013 and was responsible for overseeing a range of business functions to facilitate the ongoing financial and planning viability of the university. He provided advice on budget and financial management issues as well as major strategy and policy functions.

Peter's 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 accountable system of governance and continuous improvement processes.

Original appointment date 6 September 2012
Current term 18 May 2019 to 17 May 2021

**Mr Brian Anker MAICD
Board Member**

Brian has held a number of 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 the industry, science and technology sectors.

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 assessments. In addition, he provides employee mentoring to corporations.

Brian has an extensive background in the business and industry sectors, and he is the former Chair of the federally funded National Research Data Services Initiative. He is a current member of the Australian Institute of Company Directors and has been a member of a number of boards and committees.

Original appointment date 18 May 2013
Current term 18 May 2020 to 31 March 2022

**Mr Terry Bell BA, Grad Cert P.S. Mgt, MBA, DoPS (current)
Board Member**

Terry is long term resident of the Sunshine Coast having bought his first property in Mooloolaba in 1978 and has lived on the coast ever since.

Terry is a Bundjalung man of the Southern Gold Coast and Northern New South Wales regions. Terry has extensive experience in leadership roles in the public, private and tertiary sectors and is currently undertaking Doctoral studies at Central Queensland University and working as Business Consultant to improve Indigenous employment outcomes.

Terry has been heavily involved in Sunshine Coast Sport where he has played and coached Rugby League and participated heavily in Surf Lifesaving, competing at National levels and successfully holding management positions.

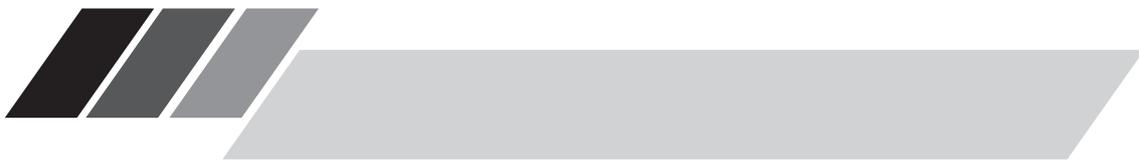
Original appointment date 18 May 2020 to 31 March 2024

**Ms Debbie Blumel BA, BSocWk, MSocWK, MBA, GAICD
Board Member**

Debbie has extensive experience in strategic leadership positions in health, disability and housing organisations facing disruptive challenges and requiring transformational change.

In 2012, Debbie was appointed CEO Northern Territory Medicare Local with a focus on improving the primary health care system and streamlining patient pathways, particularly for remote Indigenous peoples.

In 2016, Debbie accepted the position of CEO Children's Therapy Centre to transform the longstanding and iconic company to thrive



under the NDIS. Debbie's previous experience in Queensland Health includes as Manager Public Health Planning and Research and as the Strategic Research and Development Advisor. In these roles, Debbie developed an integrated planning and reporting system to improve health outcomes, harness resources to evidence-based strategies, and foster a "one organisation" performance culture.

Original appointment date 18 May 2019 to 31 March 2022

Emeritus Professor Birgit Lohmann BSc (Hons), PhD, GAICD

Board Member

From 2011 to 2018, Birgit was the Senior Deputy Vice-Chancellor of University of the Sunshine Coast. In that role she had broad responsibility for the academic activities of the University, was the standing deputy to the Vice Chancellor, Chair of Academic Board and a member of University Council.

Birgit previously had academic and management roles at the Australian National University, Murdoch University, Griffith University and the University of Adelaide, and has served in a number of leadership roles including Head of the School of Science and Director of the Centre for Quantum Dynamics at Griffith University, and Pro Vice Chancellor (Learning and Quality) at the University of Adelaide.

Birgit has been a Board member of a number of not-for-profit Boards.

Original appointment date 18 May 2019 to 31 March 2022

Ms Anita Phillips BA, Grad Dip Leg.Studs, MPA, Dip Soc. Studs, GAICD, AMAASW

Board Member

Anita has an extensive career, spanning more than thirty years as an Executive Director in the public sector at all levels of government and in social welfare and community services agencies.

Anita's most recent position was as the Public Advocate/Guardian in the ACT. Anita also brings

valuable experience as a former Member of the Queensland Parliament and an adviser to Federal Ministers. After graduating as a social worker, Anita spent many years in North Queensland, predominately in hospital and health settings.

Anita has also worked in a diverse range of health and community settings, where she enjoyed direct consultation with patients, their families and other consumers of these services, as well as managing and developing these agencies.

Anita has current governance experience, in that she is a Graduate of the AICD, and has been appointed by the Commonwealth Government as a Community Member on the Aboriginal and Torres Strait Island Health Practitioners' Board and is an elected Director on the National Board of the Australian Association of Social Workers.

Original appointment date 18 May 2017

Current term 18 May 2020 to 31 March 2022

Professor Julie-Anne Tarr PhD, JD, LL.M, BA, GAICD
Board Member

Julie-Anne brings a diverse background in commercial law and governance to the Board. As a Professor in the Business School of the Queensland University of Technology, her areas of specialty are complex project management, commercial law, insurance and risk.

Outside academia, Julie-Anne has held senior management roles in Australia, the US and the South Pacific including as the General Manager/ Chief Operational Officer of the QIMR Berghofer Medical Research Institute and Director of Queensland's Litigation Reform Commission.

Julie-Anne has been a director of a number of medical services and bio-technology start-up Boards, and currently chairs the Finance Committee of the Gold Coast Primary Health Network Board.

Original appointment date 18 May 2016

Current term 18 May 2017 to 17 May 2021



Ms Sabrina Walsh Exec MPA, M.App.Psych
Board Member

Sabrina has more than 30 years' experience in consulting and senior executive roles in the health industry. She began her career in health as a clinical psychologist before moving into health policy, health service management and leading major transformation initiatives in health.

Sabrina has expertise in governance, strategy, planning and delivery in complex health services and is passionate about helping health organisations prepare for the future and improve health outcomes and patient experience. Sabrina now provides management consulting services with a focus on digital transformation and performance improvement. She recently led the digitisation of one of the largest health services in New South Wales (NSW).

Previous roles include chief information officer roles in Queensland and NSW; chief executive roles for public sector health services in Queensland; and executive leadership roles in mental health, aged and disability services. As Director for Mental Health in the Northern Territory, she led territory-wide policy development, strategic planning, resource allocation and evaluation of mental health services

Original appointment date 18 May 2020 to 31 March 2024

Associate Professor Edward (Ted) Weaver (OAM)
MBBS, FRANZCOG, FACM (Hon)

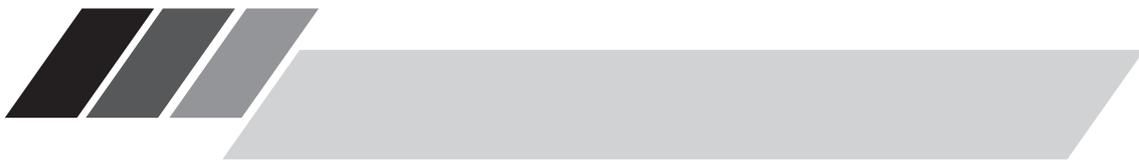
Board Member

Ted is a Senior Medical Officer in the Department of Obstetrics and Gynaecology at the Sunshine Coast University Hospital. He is Clinical Sub-Dean Griffith University School of Medicine Sunshine Coast. He is an Associate Professor in Obstetrics and Gynaecology at both The University of Queensland and Griffith University. Ted co-chairs the Queensland Maternal and Perinatal Quality Council which oversees the quality of maternity and perinatal care in Queensland, reporting to the Queensland Minister for Health.

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 sits on the Education Strategy Committee and is the Vice Chairman of the Queensland Training Accreditation for RANZCOG.

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. In 2016, he was awarded an Australia Day Achievement award for excellence in medical practice, and he was also awarded an Order of Australia Medal (General Division) in the Australia Day Honours in the same year for his service to medicine and to medical education.

Original appointment date 6 September 2012
Current term 18 May 2020 to 31 March 2022



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.

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:

- Dr Lorraine Ferguson AM (Chair)
- Mr Peter Sullivan
- Associate Professor Edward Weaver (from 4 June 2020)
- Dr Mason Stevenson (4 June – 30 June 2020)

Audit and Risk Committee

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

- the organisations 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*.

Committee members:

- Mr Cos Schuh (Chair. Term expired 17 May 2020)
- Professor Julie-Anne Tarr (appointed Chair 4 June 2020)
- Mr Peter Sullivan
- Emeritus Professor Birgit Lohmann

Finance and Performance Committee

The Finance and Performance Committee oversees the financial position, performance and resource management strategies of the health service in accordance with relevant legislation and regulations.

Committee members:

- Mr Peter Sullivan (Chair)
- Mr Brian Anker
- Mr Cos Schuh (term expired 17 May 2020)
- Ms Debra Blumel
- Associate Professor Edward Weaver (non-Board member Committee member from 27 August 2019 to 17 May 2020)
- Ms Sabrina Walsh (appointed 4 June 2020).

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.

Committee membership:

- Mr Brian Anker (Chair)
- Dr Mason Stevenson (term expired 17 May 2020)
- Ms Anita Phillips
- Mr Mark Raguse (resigned from Board 9 August 2019)
- Associate Professor Edward Weaver (non-Board member Committee member from 27 August 2019 to 17 May 2020)
- Mr Terence Bell (appointed 4 June 2020).

Table 1: Board and committee meeting attendance 2019-2020

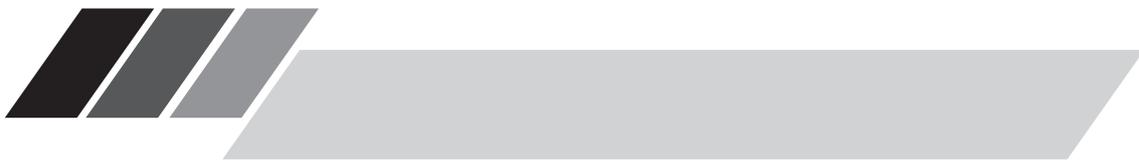
	SCHH Board	Executive Committee	Finance and Performance Committee	Audit and Risk Committee	Safety and Quality Committee
Total meetings ☆	14	2	12	5	4
Board Members					
Dr Lorraine Ferguson AM	13	2	12	4	4
Mr Peter Sullivan	14	2	11	5	
Assoc. Prof Edward Weaver^	1		7		2
Dr Mason Stevenson*	13	2			4
Mr Brian Anker	14		12		4
Mr Cosmo Schuh*	14		10	4	
Prof. Julie-Anne Tarr	13		11	4	
Ms Anita Phillips	14				4
Mr Mark Raguse #	2				
Ms Sabrina Walsh^	1		1		
Mr Terence Bell^	1				
Emeritus Professor Birgit Lohmann	14			5	
Ms Debbie Blumel	13		12		

☆ There were no out-of-pocket expenses for Board members in 2019-2020

Board member resigned 9 August 2019

* Board member terms expired 17 May 2020

^ New Board members appointed 18 May 2020



Executive management

Adjunct Professor Naomi Dwyer Health Service Chief Executive

Naomi was appointed as the Chief Executive of the Sunshine Coast Hospital and Health Service in December 2017.

This follows an extensive history of executive leadership roles including Chief Executive Officer of South Australia's state-wide Women's and Children's Health Network and Chief Operating Officer, Gold Coast Hospital and Health Service where she was instrumental in leading transformational change to deliver high quality care to her community.

Naomi holds academic titles with both Griffith University and University of Adelaide, and has undergraduate and postgraduate qualifications in Business and Law.

Ms Karlyn Chettleburgh Chief Operating Officer

Karlyn joined the health service in August 2018. She has extensive executive leadership experience within public health services undergoing significant transformation. This includes transition to a multi-site, university health service, having been actively involved in the reform agenda of Gold Coast Hospital and Health Service as Executive Director Mental Health and Specialist Services, as well as Acting Chief Operations Officer on multiple occasions. Prior to this, Karlyn held senior roles within the Victorian Health Service including forensic care.

Ms Rebecca Freath Executive Director Legal, Commercial and Governance

Rebecca joined the health service in May 2020. Rebecca is a solicitor and qualified Company Secretary with a background in commercial energy and resources, public health and human services.

Rebecca's qualifications include: Bachelor of Laws, Bachelor of Business (International Business), Graduate Diploma of Legal Practice,

Graduate Diploma of Applied Corporate Governance, and Graduate Australian Institute of Company Directors.

Dr John Menzies Acting Executive Director Medical Services

John joined the health service in May 2020 and has a long history in Queensland Health as CEO of Royal Brisbane and Women's Hospital, Regional Director of Sunshine Coast and former Executive Director Medical Services of Nambour General Hospital, and General Manager Health Roundtable. He also serves on the Board of our Central Queensland, Wide Bay and Sunshine Coast PHN. John is an experienced medical administrator and clinical leader.

Ms Suzanne Metcalf Executive Director Nursing and Midwifery

Suzanne commenced her role as Executive Director Nursing and Midwifery in February 2017, after moving from Melbourne, Victoria where she worked as the Director of Nursing Services at a large metropolitan health service.

Suzanne's background is in renal nursing, education, safety, quality and workforce development. She has extensive nursing leadership experience in Australia and England.

Ms Gemma Turato Executive Director Allied Health

Gemma commenced in the role of Executive Director Allied Health in September 2017. Gemma has worked for the health service since 2005 in a variety of clinical and leadership roles. Gemma has extensive experience in allied health leadership, starting her career in New Zealand in 1991 and then in Australia from 2004.

She completed a Masters in Human Movement Science at the University of Wollongong in 1995, and is currently enrolled in a doctoral program through the University Sunshine Coast completing research on allied health leadership.



Ms Loretta Seamer
Chief Finance Officer

Loretta has more than 30 years of experience as a finance professional and more than 18 years with specific focus in the Healthcare Sectors in Australia, United Kingdom and the Middle East. Loretta has worked across public and private tertiary, academic and research health organisations as an executive, health planner and consultant. Loretta has led teams in finance and performance, health services planning, strategy and risk management, project and change management.

Ms Angela Bardini
Chief Information Officer and Infrastructure Officer

Angela commenced with Queensland Health 28 years ago at Royal Brisbane Hospital. She has held a variety of clinical and health infrastructure roles across public and private sector, with the past five and a half years in positions at a health service executive level.

Angela held the senior leadership role of Program Director—Operational Commissioning for the Sunshine Coast University Hospital Program, committed to the ongoing transformation of the health service to meet community expectations.

She commenced in her current role in July 2019.

Mr Colin Anderson
Executive Director People and Culture

Colin joined the health service in March 2020. He has worked in senior leadership and executive roles within a number of Qld public sector agencies and most recently as a Director from within the People and Capability Command of the Queensland Police Service.

Colin brings with him more than 30 years' experience delivering a broad range of strategic Human Resource initiatives and services within Government Departments, Statutory Authorities, Government-Owned Corporations and the Private Sector. He has broad operational, tactical and strategic level knowledge in all areas of People

and Culture including workplace transformation and redesign. Colin also has considerable experience working collaboratively with Queensland public sector unions.

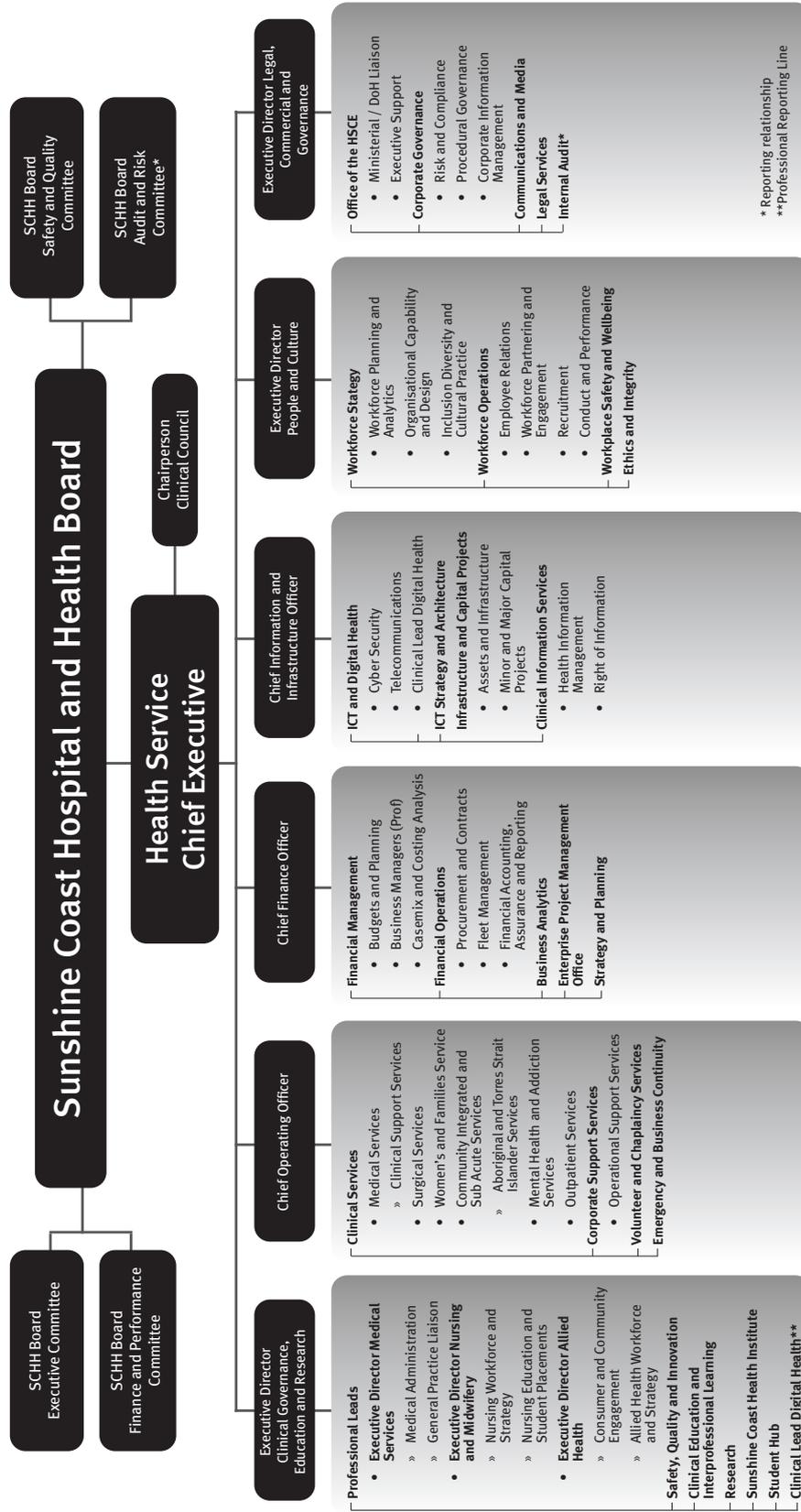
Dr Morne Terblanche
Chair Clinical Council

Morne completed his anaesthetic training at Chris Hani Baragwanath hospital in Soweto, South Africa before emigrating to Australia.

Morne was Director of Anaesthetics on the Sunshine Coast before becoming the medical lead for safety and quality. During his time as director, Morne completed a Masters in Health Management from the University of New South Wales.

Morne also serves in the RAAF specialist reserves with the rank of Squadron Leader, and is a qualified commercial pilot.

Organisational structure and workforce profile



As at 30 June 2020

Strategic workforce planning and performance

Strategic workforce planning plays a key role in creating alignment between our strategic priorities and the workforce required to successfully deliver these.

The Sunshine Coast Hospital and Health Service Workforce Strategy 2019-2021 guides strategic workforce planning and, in conjunction with the Workforce Planning Toolkit, assists services to successfully drive workforce planning for their services to deliver sustainable, consumer-centred healthcare into the future.

At 30 June 2020 the Sunshine Coast Hospital and Health Service workforce was 6170 Full Time Equivalent (FTE) staff. The separation rate was 5.01 per cent. Tables 2 and 3 show our workforce composition.

Staff wellbeing

The Sunshine Coast Hospital and Health Service Employee Wellbeing Strategy 2019 fosters and promotes a supportive environment where employees are involved in healthy lifestyles and our workplace is conducive to employee wellness. Our Employee Wellness Framework recognises the multi-faceted nature of wellbeing across four dimensions (emotional, physical, social and financial). A significant initiative from this strategy was the development of our own Peer Support Program, known as *CareForUs*, with a trained network of staff volunteers in psychological first aid available to support their colleagues. In response to the evolving COVID-19 situation a dedicated Employee Support and Wellbeing Response Plan was put in place to support our workforce.

Leadership

Sunshine Coast Hospital and Health Service's Leadership and Culture Strategy aims to create an environment where our leaders strive to create and sustain a community of care where staff experience joy at work, while delivering exceptional healthcare and wellbeing to the our community. Sunshine Coast Hospital and

Health Service identifies leadership capability development as a guiding principle in shaping a positive and productive organisational culture and the behaviours that underpin this. A range of strategies, programs and support mechanisms are in place and continue to be reviewed and developed to support staff. Sunshine Coast Hospital and Health Service has continued to partner with the Department of Health's Clinical Excellence Queensland branch in the delivery of a range of leadership programs which include customisation of existing offerings to align to the capability development of our current and employees are involved in healthy lifestyles and our workplace is conducive to employee wellness.

Health and safety

The health service has a Safety Management System in place. An external audit of the health service's Safety Management System was completed in March 2020. This audit did not identify any instances of non-conformance.

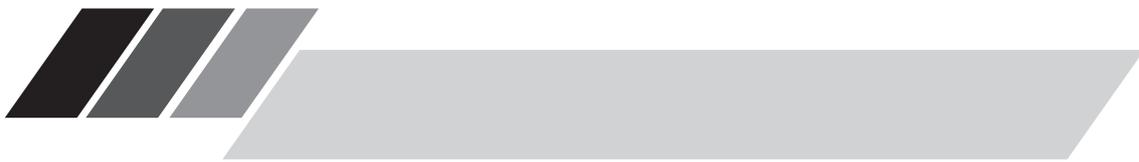
On 15 June 2020 the health service became a non-prescribed employer. The Safety and Wellbeing team continues to work with the Queensland Health to identify necessary reforms.

Maybo Occupational Violence Program training was introduced this year, with commendation by Queensland Health for our approach.

In response to the evolving COVID-19 situation a dedicated Workplace Health and Safety Plan was implemented to support our workforce. As COVID-19 restrictions changed, the health service introduced guidelines and assistance to ensure staff can return to the workplace, or normal operations, in a safe environment. The documents included a Keeping a Workplace Safe through the Pandemic workplace guideline and a Pandemic Safe Workplace Assessment.

Early retirement, redundancy and retrenchment

No redundancy, early retirement and/or retrenchment packages were paid during the period 2019-2020.



*Table 2: More doctors and nurses**

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020 FTYD
Medical staff ^a	584	712	753	800	834
Nursing staff ^a	1764	2082	2338	2476	2585
Allied health staff ^a	542	695	754	767	787

*Table 3: Greater diversity in our workforce**

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020 FTYD
Persons identifying as being First Nations ^b	61	74	87	101	110

*Note: * Workforce is measured in MOHRI—Full-Time Equivalent (FTE). Data presented reflects the most recent pay cycle at year's end. Data presented is to May-20.*

Source: ^a DSS Employee Analysis, ^b Queensland Health MOHRI, DSS Employee Analysis

Strategic committees

The health service is committed to building and supporting an executive leadership team that promotes a culture of safety, accountability, service and operational excellence and organisational learning.

The Strategic Executive Committee (SEC) is the overarching body within our committee structure supporting the Health Service Chief Executive. SEC operates in an environment of collective leadership, professional respect and courtesy, mutual support, innovation and teamwork.

Strategic committees are established to oversee broad strategic portfolios across corporate and clinical boundaries, including standards to which the Health Service must comply. Strategic committees provide a forum to address issues that may impact on relevant strategic or operational objectives and plans, and act as a vehicle to provide relevant executives assurance regarding organisation-wide activities that are directly related to the scope of that Strategic Committee. These committees all have 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:

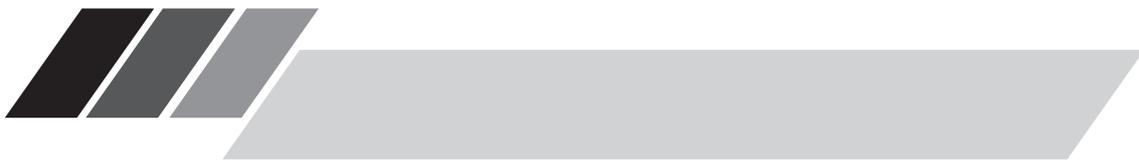
- Safe Care Leadership Committee
- Performance and Sustainability Executive Committee
- Workplace Safety and Wellbeing Committee
- Education Council
- Research Clinical Council
- Information Services Committee
- Executive Operational Committee
- Closing the Gap Committee
- Executive Coordination Group—Major Projects (inaugural meeting April 2020)
- Clinical Council (Strategic Advisory Committee)

Table 4: Number of strategic committee meetings 2019-2020

[^]Executive Coordination Group—Major Projects formed in April 2020

*Closing the Gap Committee established as strategic committee in July 2019

Strategic committee	No. of meetings held
Safe Care Leadership Committee	11
Strategic Executive Committee	6
Performance and Sustainability Executive Committee	9
Workplace Safety and Wellbeing Committee	9
Education Council	7
Research Clinical Council	9
Information Services Group Committee	8
Executive Operations Committee	12
Executive Coordination Group—Major Projects [^]	3
Closing the Gap Committee*	6
Clinical Council (Advisory)	9



Our risk management

Sunshine Coast Hospital and Health Service is committed to providing the highest standards of consumer and staff safety and regards risk management as both a tool of good management and governance to meet its objectives and obligations.

The health service has an established risk management system, underpinned by the Enterprise Risk Management Framework. The framework applies a standardised and structured approach for the identification, assessment, evaluation, mitigation and monitoring of risks aligned to international standards. Central to the framework is that all staff have a role to play in managing risk within the health service.

Our Risk Appetite Statement sets out the type of risk that the organisation is willing to take in order to meet its strategic objectives. A range of appetites exist for different risks and these may change over time and are reviewed annually.

As part of the COVID-19 emergency response, the health service enhanced the risk management function to oversee and coordinate all risk identification, assessment, and management activities related to COVID-19. This ensured appropriate identification and response to all possible risk events to the health service as a result of the pandemic.

Internal audit

The health service has partnered with Central Queensland Hospital and Health Service to establish an effective, efficient and economical internal audit function. The function provides independent and objective assurance and advisory services to the Board and executive management. It enhances the health service's governance environment through a systematic approach to evaluating internal controls and risk management.

The purpose, authority and responsibility of the function are established in the Internal Audit Charter approved by the Board. The

Charter is consistent with the Audit Committee Guidelines and the audit and ethical standards of the Institute of Internal Auditors International Professional Practices Framework. The internal audit function is independent of management and the authorised auditors.

The function has executed the strategic and annual audit plan prepared as a result of the review of significant operational and financial risks, materiality, contractual and statutory obligations and consideration of other assurance providers.

The audit team are members of professional bodies including the Institute of Internal Auditors, CPA Australia and ISACA. The health service continues to support their ongoing professional development.

External scrutiny, Information systems and record-keeping

There were no external reviews during 2019-2020.

The health service's administrative records program has continued to collaborate with stakeholders across the health service to support improved operational document management and business efficiency.

An audit of off-site records is continuing and over 75 per cent of the health service's off-site records have been audited. Following the audit, all holdings will be reviewed for authorised destruction following Queensland State Archive requirements.

Staff have access to comprehensive record-keeping and information management information on the health service's intranet site.



Queensland Public Service Ethics

Ethical organisational culture

The health service is committed to embedding an ethical organisational culture. In delivering public health services to the Sunshine Coast and Gympie communities, we uphold our responsibility to conduct and report on our business in an open, transparent and accountable manner.

A strong ethical culture is influenced by a robust code of conduct and is integral to establishing an ethical culture. The *Public Sector Ethics Act 1994* sets out the ethics principles and related values fundamental to good public administration and provides the basis for codes of conduct for Queensland public sector agencies.

The ethics principles are:

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

Confidential information

In accordance with section s160 of the *Hospital and Health Boards Act 2011*, the health service is required to include a statement in its Annual Report detailing the disclosure of confidential information in the public interest. There were no disclosures under this provision during 2019-2020.

Human rights

During COVID-19 the health service played an essential role in the government's efforts to protect and support Queenslanders. From a human rights perspective the health service took action and made decisions which protected the following rights:

- Taking part in public life
- Privacy and reputation
- Protection of families and children
- Cultural rights—generally
- Cultural rights—First Nations people
- Right to health services.

In taking actions and making decisions the health service was mindful of its obligation to act compatibly with human rights, by ensuring that any limitations on human rights were reasonable and justified. The health service reviewed policies and procedures to ensure human rights.

During the reporting period, the health service responded to one complaint relating to human rights.