

# Our organisation

## Vision, purpose and values

**Sunshine Coast Hospital and Health Service is the major provider of public health services, health education and research in the Sunshine Coast, Gympie and Noosa regional council areas.**

As outlined in Sunshine Coast Hospital and Health Service's (SCHHS) Strategic Plan 2013–2017, our vision, purpose, values and objectives describe and support our direction and how we work with our community to improve people's health and wellbeing.

### Our vision

**Health and wellbeing through exceptional care.**

To achieve our vision we:

- will work for the community and be part of the community
- will provide exceptional services to ensure the community is confident in us
- acknowledge everything we do involves people and we will ensure they feel respected, safe, valued and listened to and that their dignity is maintained
- commit to fundamentally changing health care delivery across our health service including establishment of the new Sunshine Coast Public University Hospital as a key part of our services from 2016.

### Our purpose

Our purpose is 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.

### Our values

The values of the SCHHS underpin the cultural expectations within our organisation. Our original values of vision, integrity, collaboration, influence and inspiration, and resilience are reflected in the Queensland public service values.

As part of our Hospital and Health Service annual review, the decision was made to officially adopt the Queensland public service values as our own.

We will continue to develop a culture that is modelled on these values:

- Customers first
- Ideas into action
- Unleash potential
- Be courageous
- Empower people.

## Objectives, role and function

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### Our objectives

SCHHS objectives reflect our commitment to working closely with the Queensland Government to implement its:

- Blueprint for better healthcare in Queensland
- Queensland Government Statement of Health Priorities
- Queensland Government's objectives for the community
- Queensland Health Strategic Plan 2012-2016.

The SCHHS Strategic Plan 2013-2017 sets out five interrelated objectives to deliver on our vision of health and wellbeing through exceptional care.

Our five interrelated strategic objectives are:

1. Care is person centred and responsive
2. Care is safe, accessible, appropriate and reliable
3. Care through engagement and partnerships with our consumers and community
4. Caring for people through sustainable, responsible and innovative use of resources
5. Care is delivered by an engaged, competent and valued workforce.

### Our role and function

The SCHHS is an independent statutory body governed by the Sunshine Coast Hospital and Health Board (SCHHB). We were established as a statutory body on 1 July 2012. Our responsibilities are set out in legislation through the *Hospital and Health Boards Act 2011* and the *Financial Accountability Act 2009* and subordinate legislation.

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

### Research

We are committed to developing and delivering best practice patient care through the development of quality research programs. The growth of research is a high priority for our health service in line with our strategic vision of providing health and wellbeing through exceptional care.

The SCHHS Research Strategic Plan: 2013-2016 detailing the vision and goals for research within our health service, has been an important development for our research function.

Over the past year, we have achieved major developments in infrastructure, including the opening of the Sunshine Coast Academic and Research Centre (SCARC) in Nambour.

We have built on our research successes from previous years. Our health service is moving into an exciting phase of transition as we prepare for the opening of the Skills, Academic and Research Centre at Kawana in 2016.

### Education

As part of our commitment to deliver care by an engaged, competent and valued workforce, we have implemented a Practice Development Strategy and Framework 2014–2017.

This framework consolidates training and education services into an integrated, flexible and efficient education program in preparation for becoming a tertiary training facility and a successful learning organisation.

## Our services

The SCHHS delivers a range of specialty and sub specialty services in surgery, medicine, mental health, women's and families and community integrated and sub-acute services.

### Our facilities

At the core of our service are four main hospital/health services providing a range of acute and sub-acute services:

#### Nambour Hospital

- acute regional facility that services Sunshine Coast and Gympie regions
- 373 beds and 52 bed alternatives

#### Caloundra Health Service

- services the southern end of the Sunshine Coast
- 67 beds and 20 bed alternatives

#### Gympie Health Service

- provides services primarily to residents in the Gympie, Cooloola and Kilkivan areas.
- 67 beds and 23 bed alternatives

#### Maleny Soldiers Memorial Hospital

- rural facility providing services to the southern Sunshine Coast hinterland
- 24 beds

We also have a residential aged care facility and community and other health centres:

#### Residential Aged Care Facility - Glenbrook

- high care residential aged care facility in Nambour
- 25 high care beds, 18 transition beds and 2 mental health sub-acute beds

#### Community and other health centres

- 25 centres located across the SCHHS region

SCHHS also funds public patient services at Noosa Hospital and Sunshine Coast University Private Hospital.



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The Sunshine Coast Hospital and Health Service (SCHHS) covers approximately 10,020 square kilometres. It encompasses the areas of the Sunshine Coast, Gympie and Noosa Councils, the health service reaches to Gympie as its northern boundary down to Caloundra in the south and out to Kilkivan in the west.

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## Growing population

Servicing a population of over 380,000, the Sunshine Coast 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 403,053 by 2016 and 450,049 by 2021.

## Ageing population

We have an ageing population. In 2011, approximately 18 per cent of the population were over 65 years of age. This is projected to increase to approximately 22 per cent by 2026.

## Aboriginal and Torres Strait Islander people

We have a lower number of Aboriginal and Torres Strait Islander people in our region compared to the Queensland state average. Aboriginal and Torres Strait Islander people account for 1.7 per cent of the SCHHS population compared to 3.7 per cent for Queensland.

We have a higher percentage of Aboriginal and Torres Strait Islander people in the 0-19 age group than the Queensland average. This age group represents 50 per cent of the total Aboriginal and Torres Strait Island population in the SCHHS region.

## Compared to the whole of Queensland, our region has:

- a faster population growth
- similar age and health risk factors
- significantly higher melanoma incidence
- relatively low Socio Economic Indexes for Areas (SEIFA)
- lower avoidable hospital deaths
- higher mortality due to mental and behavioural disorders
- higher percentage of people over 65 years
- higher percentage of people born in Australia
- higher coronary health disease separations
- lower percentage of Aboriginal and Torres Strait Islander people
- lower percentage of people between the age of 15-24 years
- lower diabetes mellitus separations
- higher intentional self harm separations
- lower stroke separations.

## Strategic risks, opportunities and challenges

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### Challenges

The SCHHS, like all health services in Australia and internationally, operates in a complex and challenging environment balancing efficient service delivery with accountable, high quality health outcomes to meet the Government's expectation of ensuring that health care expenditure achieves value for society.

The SCHHS faces service delivery challenges associated with:

- rapid population growth
- older population growth
- relatively low Socio-economic Indices for Areas (SEIFA)
- increase in chronic disease across all ages
- changing nature of service delivery relating to innovative medical technologies
- consumer, community and government expectations regarding access to and performance of health services.

### Opportunities

There are a number of opportunities for the SCHHS to capitalise upon:

- evolution and progression of the SCHHS as an independent statutory body under the governance of a local board
- building and commissioning of the Sunshine Coast Public University Hospital (SCPUH) as a Public Private Partnership (PPP)
- enhancement of research and academic initiatives including the establishment of the Skills Academic and Research Centre (SARC) in partnership with the University of the Sunshine Coast and the Sunshine Coast TAFE
- enhancing consumer and community engagement in service planning, service delivery and performance monitoring and evaluation in collaboration and partnership with the Medicare Local
- optimisation of expenditure and revenue activities to improve efficiency and effectiveness
- improved workforce capacity through workforce redesign utilising new technologies to enhance clinical service delivery models and improve access.

### Risks

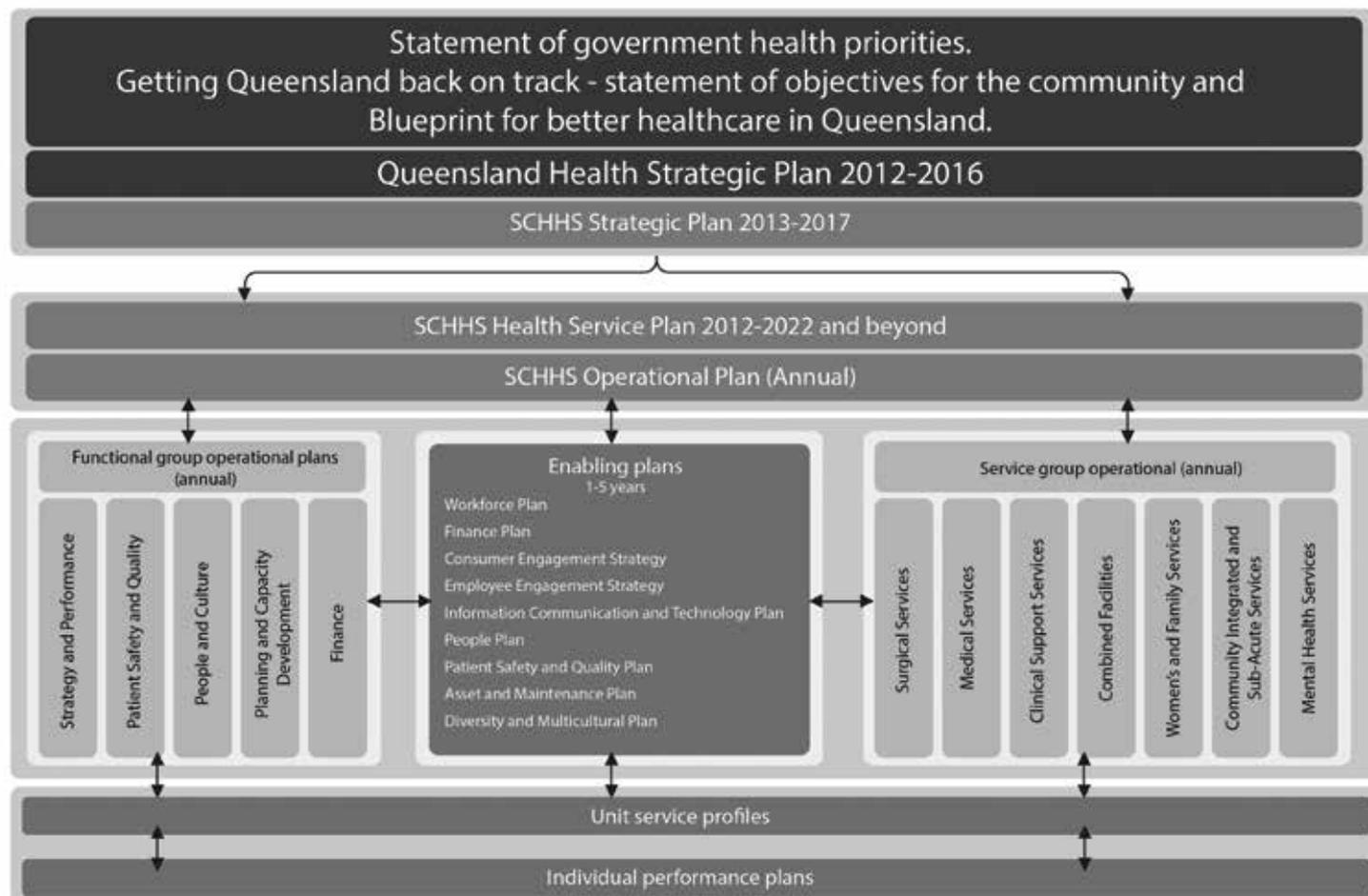
We have identified a number of strategic risks that may impact on the SCHHS:

- Workforce – capacity and capability of the workforce (right person, right job, right time) is insufficient to meet service and skills demands
- Health technology - ability to introduce new and advanced technologies to improve efficiency, effectiveness and quality of health service due to inadequate infrastructure, resources and skills
- Financial pressures - the ability to maintain budget integrity, increase revenue and deliver services within a nationally efficient price while continuing to meet consumer, community and workforce expectations for service scope and quality
- Change - the transition to include the Sunshine Coast Public University Hospital (SCPUH) into the SCHHS may have considerable impacts on staff and the Sunshine Coast community as a result of clinical service capability scope changes, infrastructure and resource capabilities and heightened service delivery expectations
- Patient safety and quality - continuing to meet the already established and acknowledged high level of health care commensurate to regulatory or industry standards and community expectations
- Demand - the health needs of the Sunshine Coast community may exceed the resource capacity of current service delivery as the SCHHS prepares for the opening of the SCPUH.

### Machinery of Government changes

In 2013-2014 SCHHS was not subject to any Machinery of Government changes.

## Commitment to the government's objectives



### Government's objectives for the community

Sunshine Coast Hospital and Health Service (SCHHS) is committed to contributing to the Queensland Government's statement of objectives for the community, *Getting Queensland back on track*.

There are five government objectives:

- to grow a four pillar economy
- lower the cost of living for families by cutting waste
- deliver better infrastructure and better planning
- revitalise front-line services for families
- restore accountability in government.

### Blueprint for better healthcare

In 2013 the Queensland Government released the *Blueprint for better healthcare in Queensland* (the Blueprint). The Blueprint sets the direction for the structural and cultural improvements to establish Queensland as the leader in Australian healthcare.

The Blueprint has four themes:

- health services focused on patients and people
- empowering the community and our health workforce
- providing Queenslanders with value in health services
- investing, innovating and planning for the future.

## Our contribution

In keeping with the Queensland Government's objectives and the Blueprint, SCHHS in 2013-2014 we have:

- undergone a major contestability process in relation to the delivery of clinical services for the SCPUH
- engaged in the contestability process for clinical support services at the new SCPUH
- ongoing build, own, operate transfer contract with Ramsay Health at Noosa Hospital
- returned a financial year operating surplus of \$5,977,000
- achieved full compliance with National Safety and Quality Health Service (NSQHS) standards and achieved whole organisation accreditation by Australian Council of HealthCare Standards (ACHS)
- enhanced accountability and transparency through the establishment of an internal audit function
- explored alternative options for health service delivery through contestability
- continued construction on the Sunshine Coast Public University Hospital (SCPUH) – a new public tertiary teaching hospital to meet growing demand for hospital services and train local residents to be the health workforce of the future
- participated in eight Queensland Institute of Clinical Redesign (QuICR) projects throughout 2013-2014 and implemented new processes as a result
- continued health service planning for the opening of the SCPUH and the transition of services through a review of the SCHHS Health Services Plan
- increased capacity through the commencement of the Service Agreement at the Sunshine Coast University Private Hospital (SCUPH) in December 2013
- consolidated our commitment to research with the opening of the Sunshine Coast Academic Research Centre (SCARC) at Nambour - our partnership with the University of Queensland and the University of the Sunshine Coast.
- increased consumer and community engagement and refined our practices as a result
- focussed on high priority health areas to reduce the burden of disease
- built on existing and established new partnerships for the delivery of health care to the community
- enhanced the Telehealth capacity and capability throughout the SCHHS.

## Contestability

As part of the Queensland Government's Renewal Program, the Health Renewal Portfolio Office was established in the Office of the Director General to support the delivery of the improvements identified in the Blueprint for better healthcare in Queensland (the Blueprint) and other whole-of-government and internal renewal agendas.

The Blueprint announced that public health services would be exposed to contestability processes, to ensure our public health services are affordable and sustainable. Contestability of service delivery was also one of the key principles recommended by the Commission of Audit (February 2013) to assist the government in achieving better value for money in the delivery of services.

The two major contestability processes for the SCHHS are in relation to the delivery of clinical services and clinical support services at the new Sunshine Coast Public University Hospital (SCPUH) scheduled to open November 2016.

In February 2013, the Queensland Government announced that a contestability process would be undertaken for the provision of all services (including clinical) at the SCPUH. An external consultancy firm (KPMG) was engaged to facilitate this process in conjunction with senior executives and senior clinicians from the SCHHS.

On the 6 December 2013, the Queensland Government announced that clinical services at the SCPUH would be delivered by the public sector (the SCHHS) and, further advised it would seek expressions of interest for contestability of clinical support services for the SCPUH. A rigorous evaluation process continues with an outcome expected in late 2014.

## Prescribed Employer

As 1 July 2014, the SCHHS will become the employer of all staff and therefore have greater responsibility and accountability for all people management related matters, excluding the setting of terms and conditions of employment.

The SCHHS fully addressed the requirements of the Prescribed Employer Evidence Framework and prepared a response to each of the seven evidence criteria and critical indicators to confirm that the SCHHS has the capacity and capability to be prescribed as the employer.

Becoming the employer is an important step in the ongoing devolution of responsibility and accountability to the SCHHS under the governance of our Board. This will allow for the development and implementation of local initiatives to deliver on the strategic objectives from the *Blueprint for better health care in Queensland*, the Queensland Public Service values and the intent of the *Hospital and Health Boards Act 2011*.

### **Land and buildings transfer**

The transfer of legal ownership of land and building assets to the SCHHS will occur by December 2014. In order for this ownership transfer to occur the SCHHS has undergone an assessment (against the endorsed framework) of our capability to sustainably manage our land and building assets.

Following the development of a comprehensive property portfolio, a Transfer Notice will be drafted to facilitate the legal transfer of land and buildings from the Department of Health to the SCHHS. This is an exercise of a ministerial statutory power under the *Hospital and Health Boards Act 2011*.