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Funding boost expands Sunshine Coast Child Development Service



The Child Development service now has a fully trained Fetal Alcohol Spectrum Disorder (FASD) multidisciplinary team onboard.

A \$1.3 million Australian Government funding boost has expanded Sunshine Coast Hospital and Health Service's ability to care for children dealing with Fetal Alcohol Spectrum Disorder (FASD) and their Families.

The Federal Government Alcohol and Drug unit funding grant was awarded to Sunshine Coast Child Development Service in conjunction with consortium partners: Griffith University, Gold Coast Child Development Service, University of Sunshine Coast, The University of Queensland and Institute for Urban Indigenous Health (IUIH) covering the greater Brisbane region. Griffith University's Professor Sharon Dawe is the project lead and chief research investigator.

Service Director, Dr Heidi Webster, said the additional funding enabled more children to receive care in a timelier manner.

"Prompt diagnosis and support is key for children with FASD. Children with FASD need extra help in developing important foundational skills essential for school and life. There is growing evidence that supporting children and their families at this critical time reduces some of the longer-term detrimental effects of prenatal alcohol exposure," Dr Webster said.

"We are excited to be able to provide families the opportunity to meet with a team of Allied Health

Therapists and Doctors who are experts in assessment and diagnosis of FASD much earlier than before."

"We've been overwhelmed by the gratitude of parents whose children have been on waitlists, and now can access help much sooner than they had expected."

The Child Development Service now has a fully trained FASD multidisciplinary assessment team on-board. A research project, being carried out in conjunction with university psychologists and occupational therapists, is also underway. The team have started additional assessments of children 3-7 years of age to determine what assessments are best for kids in this age group, for example they are trialling new iPad tests of attention and concentration.

Dr Webster said: "This information will help advise government and other services of the needs and best ways to assess children from a young age, also what interventions can best support optimal development throughout their childhood.

In August 2018 the Child Development Service will be relocating to a new space at Caloundra Health Service where families will be able to access all community child health services in one convenient location.

Aboriginal and Torres Strait Islander diabetes service opens at Caloundra

Aboriginal and Torres Strait Islander people on the Sunshine Coast can now access a new diabetes clinic at the Caloundra Health Service. Since opening in October 2017, more than 16 clinics have been held and more than 40 patients have been seen.

The Clinical Director of Endocrinology and Diabetes, Dr Shyam Sunder said the clinic was established in direct response to feedback from our patients and the community.

“We are very proud to have launched this service in Caloundra. Culturally appropriate, community initiated and supported health services such as these are key to making an impact.” Dr Sunder said.

“Aboriginal and Torres Strait Islander people are four times more likely to have diabetes and be hospitalised with diabetes related conditions,” Dr Sunder said.

“Diabetes occurs at a younger age in indigenous people and its complications can therefore develop earlier than is the case for the non-indigenous population.

“Early intervention in the form of risk factor modification and good management of diabetes will help with closing this gap.”

Gemma Stevens, Aboriginal and Torres Strait Islander advanced health worker, said patients at the clinic are consulted by a multi-disciplinary team, including an endocrinologist, other key members of the diabetes service such as a diabetes educator and a dietitian, as well as an Aboriginal and Torres Strait Islander health worker.

“The clinic team helps patients ‘live strong’ with diabetes. In addition to providing clinical care, we promote important lifestyle changes. Weight loss and good diet are key,” she said.

“We work hard on our relationship with the community to encourage and empower self-management. We do our best to make our service as convenient as possible for clients by offering consults face-to-face or on the phone.

“Our service does not stop at the front-door, we have regular contact with our Aboriginal and Torres Strait Islander Hospital Liaison Officers who will notify us if a client is in hospital so we can support them if they are admitted.”

One client said: “The support is so important; the clinic and staff feel like family. Having people who understand you and your community has made finding out about my diabetes less scary. I am not alone and feel proud I am managing it the best I can.”

Team members of the Aboriginal and Torres Strait Islander Health and Cultural Capability teams join local Elders for the opening of the Caloundra Health Service Diabetes Clinic.



Leadership development

During the 2017-2018 financial year there was a continued focus on the delivery of, and participation in, a number of leadership and management development programs. These were designed to empower and enable a strong and positive leadership culture for the health service. The two priority initiatives were the Step Up Leadership Program and the Process Communication Model® (PCM).

The Step Up Leadership Program was a three month program designed to meet the complex leadership needs of the health service. The program focuses on developing and strengthening the skills staff need to supervise, motivate and provide effective leadership within a healthcare team. As a state-wide organisation, Queensland Health offering two programs were successfully delivered to 31 employees during the 2017-2018 financial year.

Process Communication Model® (PCM) is a course which is supported by the Royal Australasian College of Surgeons for advanced training positions. It aims to teach participants how to observe and analyse verbal and non-verbal behaviours to ensure they communicate effectively, specifically in high pressured situations. The health service delivered one program in November with 12 participants from senior leadership positions representing

both clinical and non-clinical elements of our workforce. In total 15 clinical staff from across various professions and facilities in the health service also attended Leadership Programs offered by the Clinical Excellence Division (CED), Department of Health. These programs, focussed on building the foundations of leadership and included:

- The Learn2Lead
- Step Up Leadership
- Clinician Business Development
- Manage4Improvement
- Emerging Clinical Leaders
- Medical Leadership in Action.

The Management Capability Program, which comprises a number of key modules for assisting in the development of core human resource management skills for managers, was again delivered throughout 2017-2018. The number of sessions that were offered and the number of staff that attended these sessions are outlined in table below. This program has recently been redeveloped and re-badged as a Line Manager Fundamentals Program with other managerial skill areas, which include finance and procurement, and will be launched in July 2018.

Table 1:
Management Capability Program

Management Capability Program		
MCP Attendance 2017-2018	No. of Sessions	No. of staff attendances
MCP1(A)-Recruiting for Success: selecting the right candidate	24	210
MCP1 (B) – Recruiting for Success: Policy and obligations	13	75
MCP2 – Effective performance discussions	10	97
MCP3 – Work health and safety for managers and supervisors	Online	92
MCP4 – Working together: supporting ill or injured employees	7	26
MCP5 (A) – Payroll Management Foundations: Payroll Assurance	13	110
MCP5 (B) – Payroll Management Foundations: Workbrain Assurance	13	108

In March 2017, the SCHHS made a successful submission for funding to the Office of Chief Nursing and Midwifery Officer for the Nurse Unit Manager/Midwifery Unit Manager (NUM/MUM) Project aimed at developing and implementing a 12-month nurse leadership program targeting current and prospective leadership capability of the NUMs/MUMs employed in the health service. The planned NUM/MUM project provides a professional focus developing contemporary clinical leadership attributes using an evidence-based approach underpinned by transformation leadership theory and practice development methodology. During this period, the project implemented the following initiatives:

1. 'Immersive Clinical Leadership' program: This course was developed by Monash University in partnership with members of the Practice Development team to contextualise the material and ensure its relevance and applicability to the health service context. The engagement of the Practice Development Team in co-facilitation increased with each delivery building capacity for self-delivery in future. A total of 59 participants attended this course, which was delivered in November 2017 and then again in May and June 2018.
2. Provision of Professional Coaching: The project also engaged a qualified Coach from within the health service to provide a coaching program consisting of 12 fortnightly sessions to support NUMs/MUMs who participated in the 'Immersive Clinical Leadership' course. A total of 15 NUMs/MUMs completed the coaching program.
3. Provision of a Series of Clinical Leadership Sessions: Additionally, the project engaged the services of a Health Service Improvement Coach to deliver a series of six sessions from August 2017 to March 2018. These were four-hourly sessions and were repeated three times each month to enable wider participation of NUMs/MUMs from across the health service. A total of 56 participants attended these sessions, which aimed to:
 - Reiterate the focus of clinical leadership as central to the role of the NUM/MUM
 - Enable SCHHS NUMs/MUMs to be engaged, competent and valued
 - Reinvigorate NUMs/MUMs after the recent transfer to and integration with health service
 - Provide an overview of key leadership and management principles to help to address the workload pressures faced by NUMs/MUMs
 - Enable and support NUMs/MUMs to refocus, re-energise and prepare for Stage 2 of the health service transition.

Leadership Culture and Capability Development Program

The health service is entering an exciting phase of its transformation and is committed to developing a culture in which highly reliable and safe care is consistently delivered for improved patient outcomes. Critical to this is the development of leaders who are visible, active and courageous. This means that our leaders hold each

other, and their team, to account for the delivery of our values and its translation into quality care. To achieve this objective the health service has embraced the opportunity to enter a three year partnership with the Department of Health's Clinical Excellence Division to develop the leadership culture and capability of our leaders to support our leaders to meet the expectations of their role.

The program will launch in July 2018 and the initial focus will be supporting and equipping our leaders and managers to more effectively and capably deal with the change, transition and competing challenges. To undertake this process and program of work the health service has established some key project sponsors including the:

- Chief Executive
- Executive Director, Innovation Quality Research and Education
- Executive Director, People and Culture
- Executive Director, Centre for Leadership Excellence, Department of Health.

There is also a project team of representatives from Innovation, Quality, Research and Education, Human Resources and Clinical Excellence Division.

Work health safety and wellbeing

Continuous improvement of the safety and wellbeing standards of all workers and our volunteers, students, contractors and visitors is the key driving factor to support the vision and strategic priorities of the Sunshine Coast Hospital and Health Service. Our vision of *Health and wellbeing through exceptional care* is best supported by ensuring those providing exceptional care are also experiencing very high standards of safety, health and wellbeing.

The health service growth through the opening of Sunshine Coast University Hospital and associated personnel and department moves has provided significant challenges to achieving and maintaining high standards of safety and wellbeing. The process that has been used has included the thorough application of safety management system principles including:

- Commitment to health and safety by all levels of management and personnel
- The rigorous application of risk management processes
- Provision of, and adherence to, Work Health and Safety procedures
- A coordinated approach to safety education and training including inductions
- Safety assurance processes that include audit and review against recognised standards and accreditation by the Australian Council on Healthcare Standards.

Some of the significant achievements in the field of safety and wellbeing during 2017-2018 were:

- an internal audit of hazardous chemical storage and procedures that included a laboratory audit and hazardous zone audit
- an external audit of the health service's Safety Management System against the Australian Standard 4801: Occupational Health and Safety Management Systems
- the implementation of the new Queensland Health incident and risk management software solution, RiskMan which provides enhanced reporting and analysis of work health and safety incidents and facilitates varying levels of investigation to help prevent recurring incidents.

There has also been a concerted effort to increase the profile and effectiveness of health service's wellbeing initiatives. Standard workplace health promotion provisions have included the continuation of the Fitness Passport and various injury and illness prevention programs. In addition to these provisions the health service has introduced a number of targeted programs to meet the needs of its growing workforce including:

- focus groups to address mental health
- a medical officer fatigue management working group
- support for individual department health and well-being initiatives
- a request for, and subsequent granting of a \$160,000 government support program for healthier drink choices.

Support for the staff driven Health4Life Steering Committee has also been reinforced to ensure its efforts and those of the growing list of health and wellbeing champions is recognised and potential is realised. The Health4Life Steering Committee also provides an avenue for all staff to offer suggestions to improve their health and wellbeing and for those suggestions to be included in the health and wellbeing plan.

Work health and safety performance

There were 1860 work health and safety incidents reported in 2017-2018. Manual handling, occupational violence and slips/trips and falls were the top three work health and safety risk exposures. Incidence of each causative factor has remained approximately stable and proportionate compared to last year.

Workforce profile

Sunshine Coast Hospital and Health Service is working to ensure we have a capable workforce that has the capacity to efficiently and flexibly deliver the health service requirements into the future. There are a number of challenges facing the future growth of our organisation, including:

- further commissioning of new services and growth in demand
- an ageing workforce
- significant population growth on the Sunshine Coast
- rapidly advancing health information communication technologies.

To meet these challenges and other emerging needs of the health service environment, it is critical we continue to invest in our people.

The health service has undergone significant change with the opening of Sunshine Coast University Hospital in March 2017, changing the way services are delivered across the health service. This exciting addition has supported the health service to introduce innovative models of care that will better meet the diverse health needs of our community.

As at 29 June 2018 we employed 5745.54 Full Time Equivalent (FTE) staff. The health service's female workforce is 74.8 per cent in 2017-2018.

The workforce increased by 367.98 FTE or 6.84 per cent. The increase was mainly associated with the opening of Sunshine Coast University Hospital.

The majority of our employees are employed permanently. In the 2018 financial year, the proportion of permanent employees was 74.8 per cent.

The proportion of employees aged over 55 years was 22.4 per cent in 2017-2018. The proportion of employees aged less than 25 years is 4.2 per cent in 2017-2018. Supporting our ageing workforce is a key focus in our Strategic Workforce Plan.

The average age of our workforce is 44.44 years in 2017-2018.

The average length of service is 8.02 years in 2017-2018. The health service's permanent employee retention rate is 95.13 per cent in 2017-2018.

The health service supports the As One Public Service Disability Employment Strategy. As at 29 June 2018, 1.38 per cent of the workforce (100 employees) had identified as having a disability.

Increasing Aboriginal and Torres Strait Islander representation in employment and reducing the overall level of disadvantage among Indigenous Australians, is an integral part of the health service's commitment to closing the gap between Indigenous and non-Indigenous Australians.

As at 29 June 2018, the health service employs 104 staff who have identified as Aboriginal and Torres Strait Islander people, which represents 1.44 per cent of the workforce.

The health service encourages and supports linguistically diverse backgrounds across all occupational streams. As at 29 June 2018, 8.02 per cent (579 employees) have identified themselves as having a non-English speaking background.

Workforce performance, ethics and conduct

The health service's employment framework is designed to enable a high performing, impartial and productive workforce. It encompasses workforce planning, attraction and retention, industrial awards and agreements, union and employee engagement, the Code of Conduct, and performance development and management.

Recognising the importance of achieving a balance with the demands of professional and personal life, the Health Service continues to explore flexible working options available within our employment framework. Employees have access to accrued leave time, compressed hours, flexible hours of work, job sharing, part-time employment and telecommuting arrangements.

The Health Service Consultative Forum, along with local consultative forums representative of our workforce disciplines, continues to operate in line with the Public Service Commission Guidelines for Consultative Forums. These forums enable a strong focus and commitment to local resolution and provide a robust framework for consultation between management and unions on matters arising out of industrial instruments, workforce change or other workforce matters.

The 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. This support includes management, investigation and resolution of matters that may require reporting to external agencies (i.e. Crime and Corruption Commission, Public Service Commission, Queensland Ombudsman, Office of the Health Ombudsman), conciliation and advocacy within industrial and other tribunals.

During 2017-2018 the health service continued to navigate the industrial environment with minimal industrial disputation reaching the Queensland Industrial Relations Commission.