The Sunshine Coast Hospital and Health Board is comprised of eight 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, business and law.

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 the SCHHS Service Agreement with the Chief Executive (Director-General) of the Department of Health
- approval of, and ongoing monitoring of the annual health service budget and financial and performance reporting.
Organisational structure

Executive Director Human Resources
- HR Business Partners
- HR Conduct and Performance
- Recruitment
- Workforce Analytics
- Organisational Capability
- Projects

Executive Director SCUH Program
- Project Delivery Unit
- Health Service Planning

Executive Director Finance, Business and Operational Services
- Finance, Funding and Performance
- Business Services
- Asset and Infrastructure Management Services - BEMS
- Contracts, Procurement and Commercial Services
- Operational Support Services

Executive Director Clinical Services
Professional Leads
- Executive Director Medical
- Executive Director Nursing and Midwifery
- Executive Director Allied Health
Service Groups
- Surgical Services, Medical Services, Community Integrated and Sub-acute Services, Mental Health and Addiction Services, Women’s and Families Services
- Clinical Access and Operations
- Facilities

Chief Information Officer
- ICT Strategy and Architecture
- ICT Services
- Clinical Information Services
- Corporate Records

Executive Director Innovation, Quality, Research and Education
- Safety, Quality and Innovation
- Research
- Education
- Sunshine Coast Health Institute

Chairperson
- Clinical Council

Sunshine Coast Hospital and Health Board

Health Service Chief Executive

Office of the CE
- Director
- Internal Audit
- Communications and Corporate Affairs
- Legal Counsel
- Risk Management
- Board Operations
- Ethics and Integrity

Executive Director Finance, Business and Operational Services
- Project Delivery Unit
- Health Service Planning

Executive Director Human Resources
- HR Business Partners
- HR Conduct and Performance
- Recruitment
- Workforce Analytics
- Organisational Capability
- Projects

Our governance
Dr Lorraine Ferguson AM
Board Chair
RN, BSoSc, MPH, PhD, FACN, Ass.FACHSM, ACCCN (life member),
Dip Company Directors Course

Dr Lorraine Ferguson AM is a registered nurse, a respected educator, an experienced executive and Board member and author of a number of published works on healthcare reform, clinical management and nursing. She 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.

Since 2008 Lorraine has worked as a casual academic and independent education consultant and has been involved in research and development of online educational materials for a number of tertiary institutions. Previously she held a conjoint appointment as Associate Professor of Nursing (Clinical Leadership and Professional Development) with the University of Western Sydney and the Sydney West Area Health Service.

Lorraine has held senior nursing and management positions at the College of Nursing, North Sydney Area Health Service and Royal North Shore Hospital. She has also served as a member of nursing executive teams, and as a member and chair of local, state and national committees including quality, casemix, clinical costing, healthcare funding, research ethics and curriculum development.

Lorraine also held numerous board memberships and executive positions including President and Honorary Treasurer, New South Wales College of Nursing. She also holds Adjunct Associate Professor positions with the University of the Sunshine Coast and the University of Western Sydney.

Peter Sullivan
Deputy Chair
BBus (Acc), FCPA

Mr Peter Sullivan 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 an assurance framework to assist the university in its stewardship accountable system of governance and continuous improvement processes.

Prior to that appointment Peter was appointed Executive Director Finance and Resource Planning at the Queensland University of Technology, where he was responsible and accountable for corporate planning and resourcing policies and practices of the university.
Cosmo Schuh
Board member
BBus, CA, CPA

Cosmo Schuh has worked as a Public Accountant in Gympie and South-East Queensland for more than 35 years. After graduating from the University of Southern Queensland in 1976 he moved to Gympie and developed an accounting business servicing the Gympie area and extending throughout rural Queensland.

Cosmo has been involved extensively in property development and syndication, financial management, estate planning and strategic management for small to medium businesses. He sits on a number of boards for private and public companies and is a Director of a family Charitable Foundation. He is also a Registered Company Auditor.

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

Edward (Ted) Weaver is a Senior Medical Officer in the Department of Obstetrics and Gynaecology at the Sunshine Coast University Hospital. He is Head of the Sunshine Coast Clinical Unit, School of Medicine University of Queensland, and Sub Dean Griffith University School of Medicine Sunshine Coast. He is an Associate Professor in Obstetrics and Gynaecology at both University of Queensland and Griffith University.

From 1990 to 2011, he was a private specialist in obstetrics and gynaecology in Nambour and a visiting medical officer at Nambour and Selangor Private Hospitals. In 2001 he was awarded an Honorary Fellowship of the Australian College of Midwives in recognition of work developing collaborative systems of maternity care.

Ted was Vice President of the Royal Australian and New Zealand College of Obstetricians and Gynaecologists (RANZCOG) form 2006, and President from 2008, during a time of significant maternity care reform in Australia.

Ted sits on the Education Strategy and Selection Committees and is the Vice Chairman of the Queensland Training Accreditation for RANZCOG. He was a member of the Recognition of Medical Specialties Committee for the Australian Medical Council.

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 and in the 2016 Australia Day Honours he was awarded an Order of Australia Medal (General Division) for his service to medicine and to medical education.
Ms Anita Phillips 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.

Her 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. She 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 holds a Master of Public Administration and a Graduate Diploma in Legal Studies, and is a sessional lecturer in Legal Studies and Public Policy in Social Work at the Australian Catholic University. Since 2014, Anita has conducted her own consultancy, Calm Energy Consulting, through which she provides services and is a Board Director for several not for profit agencies.

She 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.

Brian Anker 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.

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 currently the 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.

Brian has also served as government representative on review bodies for the Australian Institute of Bioengineering and Nanotechnology, Australian Tropical Forest Institute, Australian Tropical Science and Innovation Precinct, and the Institute for Molecular Bioscience.
Dr Mason Stevenson
Board member
MB BS (Monash Uni 1983), FAMA(2011)

Dr Mason Stevenson has 30 years’ experience as a General Practitioner (GP), the majority on the Sunshine Coast. He has held senior roles within medical associations since 1996 and owned and managed medical practices since 1990.

Mason began his medical career in Melbourne after completing his studies at Monash University in 1983. He completed his internship and Junior Resident Medical Officer training at the Queen Victoria Medical Centre. Once completed, Mason worked as a doctor for Melbourne Doctors After Hours Cooperative for a number of years before joining the Glen Waverley Medical Centre in Melbourne as Principal General Practitioner Assistant in 1988.

In 1990, Mason moved to the Sunshine Coast to open and work in his own private practice as a GP. Mason received his Vocational Registration – General Practitioner in 1996. This same year he became an owner in a group GP practice with three other doctors and Treasurer of the Sunshine Coast Division of General Practice for two years.

Mason has held various executive positions within medical associations including Treasurer and President of the Sunshine Coast Local Medical Association (SCLMA), Treasurer and President of the Australian Medical Association (AMA) of Queensland, and Queensland representative for the AMA Federal Council. From 2010 to mid-2014, Mason worked as a GP subcontractor while continuing in executive positions within these organisations.

Mason has and will continue to be the Chair of the PHN Sunshine Coast Clinical Council from 2016 – 2020.

Professor Julie-Anne Tarr
Board member
PhD, JD, LLM, BA, GAICD

Professor Julie-Anne Tarr 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 area of specialty is complex project management, insurance and risk.

From 2007 to 2010, Julie-Anne served as the General Manager/Chief Operational Officer of the Queensland Institute of Medical Research and also actively engaged in the boards of several medical research facilities and start-up companies.

Prior to returning to Australia in 2007, Julie-Anne worked as the Director of USP Solutions, the commercial arm of the University of South Pacific and at Indiana University, where held a professional appointment in the Law School. Julie-Anne has authored three books on insurance and risk, several editions of the Laws of Australia treatise on Insurance and Insurance Contracting, and a number of articles and law reform reports.

She is a Fellow of the Australian Centre for Philanthropy and Non-profit Studies and has served on the Humanitarian Law Committee for the Red Cross (Qld) as well as a number of other community based non-profit bodies.

Julie-Anne holds degrees from the University of Queensland (PhD), Cornell University (JD), Monash University (LLM), and University of Wisconsin (BA).
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.

The committees are:
- Executive Committee
- Audit and Risk Committee
- Finance and Performance Committee
- Safety and Quality Committee.

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

Audit and Risk Committee

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

- the organisation’s 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.

The Audit and Risk Committee has observed the terms of its charter and had due regard to the Treasury’s Audit Committee Guidelines.

The Audit and Risk Committee is responsible for overseeing, advising and making recommendations to the Board on the following matters, including but not limited to:

- appropriateness of the health service's financial statements ensuring compliance with relevant accounting policies and standards
- monitoring and advising the Board about the internal audit function
- consulting with Queensland Audit Office—the external auditor—in relation to proposed audit strategies and annual audit plans
- reviewing the findings and recommendations of external audit (including from performance audits) and the management response
- reviewing the risk management framework for identifying, monitoring and managing significant risks, including fraud
- assessing and contribute to the audit planning processes relating to the risks and threats to the health service
- reviewing, through the internal and external audit functions, whether relevant policies and procedures are in place and complied with, including those for management and exercise of delegations.

Committee members:
- Mr Cos Schuh (Chair)
- Professor Julie-Anne Tarr
- Mr Peter Sullivan

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. It also provides advice and recommendations to the Board on the following matters including, but not limited to:

- assessing the budgets and ensuring they are consistent with the organisational objectives and appropriate having regard to the organisations funding to enable the approval of the annual budgets by the Board
- monitoring the financial and operating performance of the health service
- monitoring activity performance against prescribed indicators and targets
- monitoring the health service’s performance against relevant Service Agreement KPIs specifically related to performance and funding
- monitoring human resource indicators and compliance with the health service’s strategic workforce planning.

Committee members:
- Mr Peter Sullivan (Chair)
- Mr Brian Anker
- Mr Cos Schuh
- Dr Mason Stevenson.
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.

The Committee is also responsible for advising the Board on matters relating to safety and quality of health services provided including:

- strategies to minimise preventable patient harm
- reducing unjustified variations in clinical care
- improving the experience of patients and carers of the health service in receiving health services
- monitoring the health service’s governance arrangements relating to the safety and quality of health services, including monitoring compliance with health service policies and plans about safety
- promoting improvements in the safety and quality of health services being provided.

Committee membership:
- Mr Brian Anker (Chair)
- Dr Mason Stevenson
- Associate Professor Edward Weaver
- Ms Anita Phillips

Table 6: Board member meeting attendance 2017-2018

<table>
<thead>
<tr>
<th></th>
<th>SCHHB meetings</th>
<th>Executive Committee</th>
<th>Finance and Performance Committee</th>
<th>Audit and Risk Committee</th>
<th>Safety and Quality Committee</th>
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<tbody>
<tr>
<td>Total number of meetings*</td>
<td>11</td>
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<tr>
<td>Dr Lorraine Ferguson AM</td>
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<tr>
<td>Assoc Prof Edward Weaver</td>
<td>9</td>
<td>1</td>
<td></td>
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<tr>
<td>Mr Peter Sullivan</td>
<td>10</td>
<td>1</td>
<td>11</td>
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<tr>
<td>Dr Mason Stevenson</td>
<td>10</td>
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<tr>
<td>Mr Brian Anker</td>
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<tr>
<td>Mr Cosmo Schuh</td>
<td>11</td>
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<tr>
<td>Prof Julie-Anne Tarr</td>
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<td>4</td>
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<tr>
<td>Ms Anita Phillips</td>
<td>11</td>
<td></td>
<td></td>
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<td>4</td>
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</tbody>
</table>

* Board member remuneration is approved by Governor-in-Council as part of the terms of appointment. Each member is entitled to receive a fee, with the exception of appointed public service employees unless otherwise approved by the Government. Members may also be eligible for superannuation payments. Annual Board fees payable to the Chair are $85,714 and for the Deputy Chair and members $44,503. Annual Sub-Committee fees for Chairs are $4,000 and for Sub-Committee members $3,000.

Total remuneration to Board Members (including out of pocket expenses reimbursed) is disclosed in the Financial Statements segment of this Annual Report (refer to Key Management Personnel, Board members, note 26).
Adjunct Professor Naomi Dwyer 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 believes that authentic clinician and consumer engagement are at the heart of high performing healthcare organisations, which explains much about her leadership style and career achievements. She is also committed to connecting education, research and clinical service, and was a key member of South Australia’s successful bid to develop one of Australia’s first National Health and Medical Research Council Academic Health Science Centres in South Australia, focused on accelerating the translation of evidence into health care delivery across the life course.

Naomi holds academic titles with both Griffith University and University of Adelaide, and has undergraduate and postgraduate qualifications in Business and Law. She is also a Director, Health Roundtable.

Dr Piotr Swierkowski commenced his role as the Executive Director Medical Services in March 2009, after moving from the central coast of New South Wales where he had worked as the Director of Medical Services.

His clinical background is in general practice. While pursuing a career in management, he has continued limited clinical practice and holds the dual Fellowship of the Royal Australian College of General Practitioners as well as the Fellowship of the Royal Australasian College of Medical Administrators. Furthermore, he holds an MBA and is a Graduate Member of the Australian Institute of Company Directors. In his role, Piotr oversees maintenance of high standards of clinical practice. He also contributes to the HHS’ achievement of key safety, quality and operational KPIs as well as ensuring timely access to safe and reliable services for patients.

He has worked clinically in various settings, both in Australia and the United States of America. As a qualified statistician, his particular interest is in data analysis and financial mathematics, he is pursuing a PhD in a related area. During his time with the health service, he has led a number of innovative initiatives aimed at improving patient access to appropriate care. Furthermore, he has fostered active collaboration with university academics to commence a program of research at the health service, pertaining to human factor analysis of medication-related incidents.
The Executive Director Finance, Business and Operational Services provides leadership and strategic advice on the financial performance and the financial management of our organisation to the Board, Health Service Chief Executive, Executive Leadership Team and senior management.

The Executive Director Finance, Business and Operational Services supports the Health Service Chief Executive in strategic negotiations with Department of Health, and has an overarching responsibility to enable the maximisation of our revenue streams.

John commenced with the health service in April 2015.

He began his career with 12 years working for PriceWaterhouseCoopers (PwC), initially employed in business services, taxation and audit. John later moved to Senior Manager roles in audit, as an IT specialist and financial advisory. Over the following 15 years John gained valuable experience from senior roles in commercial businesses including finance, change management, business development and company restructuring.

Between 2009 and 2015 John gained a strong understanding of Queensland Health and the challenges faced in providing health services as the Chief Finance Officer for the Cairns and Hinterland Hospital and Health Service.

John is committed to maintaining the financial sustainability the Service has achieved since its establishment in 2012 while providing access to high quality care.

The Executive Director Innovation, Quality, Research and Education is a key member of the Executive Leadership Team accountable for the effective leadership and management of safety and quality, clinical and corporate governance functions, ensuring effective consumer engagement, leading initiatives to increase organisational effectiveness and the provision of high quality patient care.

The role is also responsible for leading the development of teaching, training and research activities across the health service, and establishing a central hub to support partnering with University of the Sunshine Coast, Griffith University and TAFE Queensland through a Joint Venture Appointment established as the Sunshine Coast Health Institute.

Margaret joined the Health Service in March 2017 and has extensive experience in health service leadership, strategy and performance. Her previous positions at Austin Health and Alfred Health involved strategic planning, performance improvement, and implementing clinical governance systems and processes to deliver effective and safe healthcare to patients. She has a strong research and educational background underpinned by a Masters of Business Administration from Monash University, a Professional Doctorate in Public Health at LaTrobe University and she is a graduate of the Leadership Victoria Program. Margaret is an Adjunct Associate Professor, Monash University Department Epidemiology and Preventive Medicine, where she teaches in the Masters of Public Health Program. Margaret also holds an expert appointment with the Australian Commission on Safety and Quality in Healthcare on the Clinical Communications Advisory Group. She is also appointed Chair of Queensland Health’s State Directors Clinical Governance Improvement and Implementation Partnership.

Margaret is passionate about collaborating and working with clinicians, and supporting staff and consumers in improving the safety and quality of the health services we provide to our communities.
Angela Bardini
A/Executive Director Sunshine Coast University Hospital Program
RN, Grad Cert Health Services Management

The Executive Director Sunshine Coast University Hospital Program provides leadership in the planning and delivery of health services across the Sunshine Coast Hospital and Health Service, including the delivery and ongoing transformation of the new Sunshine Coast University Hospital.

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; in tertiary, secondary and corporate settings; with the last 5.5 years in positions at a health service executive level. The past 18 months have been spent in the senior leadership role of Program Director—Operational Commissioning for the Sunshine Coast University Hospital Program.

Angela is committed to the ongoing transformation of the health service to meet community expectations. She is focused on the successful implementation of the health service’s Project Delivery Unit to ensure the lessons and benefits of all our significant initiatives are realised; supporting our staff through exceptional change with the aim of adding value to our patients experiences through facilitating exceptional care.

Dr Mauritius Du Toit
A/Executive Director Medical Services
MBChB, M. Med (Community Health), FRACMA

Dr Mauritius du Toit was appointed to the health service in April 2011 as the Deputy Executive Director of Medical Services (DEDMS) and is currently acting in the role of Executive Director of Medical Services (EDMS). The DEDMS oversees the recruitment and professional performance of the junior medical staff and is the professional lead for medication safety and medication approvals. The DEDMS further assists the EDMS role in the execution of its core functions which include but not limited to supporting the strategic responsibilities of the role, credentialing and the performance management of Senior Medical Staff, maintenance of and compliance with the national safety standards, medical education and accreditation standards and matters pertaining to demand and patient flow.

Mauritius completed his MB,ChB at the University of Stellenbosch, South Africa and after a few years working in clinical medicine in Australia, New Zealand and the United Kingdom, returned to South Africa to specialise in Public Health. Following attainment of his specialty, Mauritius was appointed as the Senior Medical Superintendent of Mowbray Maternity Hospital and Midwife Obstetric Units, a large public neonatal and obstetric services in Cape Town and later as the Senior Medical Superintendent of Alexandra Hospital, Cape Town. Alexandra Hospital is a psychiatric hospital.

Mauritius relocated to Australia in 2008 and was appointed as the Deputy Director of Medical Services for Northern Sydney Central Coast Health Services. During this period he attained his Fellowship in Medical Administration (FRACMA).

Mauritius believes the success of the organisation lies with its employees in conjunction with setting and maintaining clear standards.
Our governance

Suzanne Metcalf
Executive Director Nursing and Midwifery
RN, DipHE, BSc (Hons) Healthcare Practice, Grad Dip Clinical Education, Grad Dip Renal Nursing

The Executive Director Nursing and Midwifery is the professional lead for nursing and midwifery services. In this role, Suzanne leads the strategic direction, clinical governance and professional support for all nursing and midwifery services. The position is also accountable for enhancing research, innovation, education, the nursing and midwifery workforce, and the future development of these services.

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, nursing education, safety, quality and workforce development.

She has extensive nursing leadership experience in Australia and England and is passionate about working collaboratively with the Nursing and Midwifery Leadership team to support all nurses and midwives to deliver exceptional care and reach their career potential.

Gemma Turato
Executive Director Allied Health
Dip Occ Therapy, MSc (Human Movement), Enrolled PhD, USC

The Executive Director of Allied Health is the professional lead for allied health services. In this role, Gemma leads the strategic direction, clinical governance and professional support for up to 30 allied health professions. The position is responsible for the future development and enhancement of services through embracing and leading innovation, research and education across the allied health workforce.

Gemma commenced in the role of Executive Director Allied Health in September 2017. Gemma has worked for health service since 2005 in a variety of clinical and leadership roles. Gemma’s passion clinically has been in the assessment and treatment of hand and upper limb conditions, achieving full membership of the Australian Hand Therapy Association for more than 10 years.

Gemma has extensive experience in allied health leadership, starting her career in New Zealand in 1991 and then in Australia from 2004. She is also very passionate about health and well-being, completing a Masters in Human Movement Science at the University of Wollongong in 1995. She is currently enrolled in a doctoral program through the University Sunshine Coast completing research on allied health leadership and specifically looking at effective leadership programs that deliver efficient and effective outcomes.
Morne completed his Anaesthetic training at Chris Hani Baragwanath hospital in Soweto South Africa before emigrating to Australia.

During his time in Bundaberg as Director of Anaesthetics and Intensive Care Unit, Morne was instrumental in the hospital gaining ANZCA accreditation for Anaesthetic specialists training.

In 2011 Morne received an Australia Day medal for contributions made to telehealth.

He 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 has very strong focus on clinical governance, with particular interest in patient advocacy, clinical engagement and learning from other industries. He is a firm believer in equality of access for all Australians to excellent healthcare.

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

Barry commenced as the inaugural Chief Information Officer in February 2015. Prior to this he was the Chief Technology Officer at Ramsay Health Care, based in Sydney, New South Wales, where he had worked in many different technology roles since 2005.

Prior to Ramsay Health Care, Barry worked for a small private healthcare organisation where he transferred from the parent operations in the United Kingdom. Barry is a United Kingdom national and moved to Australia in 2003. Training in electrical and mechanical engineering, Barry has a keen eye for detail which he twins with a passion for technology.

A keen desire for technology to help to increase the safe and efficient delivery of healthcare is paramount to his working ethics. He is proud of a ‘can-do’ attitude to delivering technology solutions to meet both clinical and non-clinical business requirements. Involving clinicians in solution design and delivery is often key to ensuring successful project delivery; Barry sees this as the key to a successful partnership of technology in healthcare.

Barry also has a desire to give back to the community, having devoted 10 years of volunteer service in senior rescue positions to the New South Wales State Emergency Service, and can often be found fundraising for charity events.
The Strategic Executive Committee is the overarching body within our committee structure supporting the Health Service Chief Executive.

To guide the operation of the organisation, a strategic level committee system has been implemented. Each committee has terms of reference clearly describing their respective purpose, functions and authority. 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:

- Strategic Executive Committee
- Clinical Council
- Work Health Safety and Wellbeing Governance Committee
- Education Council
- Patient Safety and Quality Committee
- Research Clinical Council
- ICT Governance
- Strategic Project Management

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<thead>
<tr>
<th>Number of meetings held</th>
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<td>1 Executive Leadership Team*</td>
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<td>2 Clinical Council</td>
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<td>3 Work Health Safety and Wellbeing Governance Committee</td>
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<td>4 Education Council**</td>
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<td>6 Research Clinical Council***</td>
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<td>7 ICT Governance</td>
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<tr>
<td>8 Strategic Project Management</td>
<td>25</td>
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</tbody>
</table>

* Strategic Executive Committee formerly Executive Leadership Team.
** Education Council commenced May 2018.
*** Research Clinical Council commenced February 2018.
Internal audit

The Sunshine Coast, Wide Bay and Central Queensland hospital and health services have established a hub and spoke internal audit function to ensure effective, efficient and economical operation of the function. The function provides independent assurance and advice to the Board Audit and Risk Committee and executive management. It enhances the health service’s corporate governance environment through an objective, systematic approach to evaluating internal controls and risk assessment.

The role, operating environment and reporting arrangements of the function are established in the Internal Audit Charter that has been approved by the Hospital and Health Board Chairs. The Charter is consistent with the Institute of Internal Auditors Professional Practices Framework and the Audit Committee Guidelines.

The internal audit function is independent of management and the external auditors. The function has:

- discharged the responsibilities established in the Internal Audit Charter by executing the annual audit plan prepared as a result of risk assessments, materiality, contractual and statutory obligations, as well as through consultation with executive management
- provided reports on the results of audits undertaken to the Health Service Chief Executive and the Audit and Risk Committee
- monitored and reported on the status of the management’s implementation of audit recommendations to the Audit and Risk Committee
- liaised with the Queensland Audit Office to ensure there was no duplication of ‘audit effort’
- supported management by providing advice on corporate governance and related issues including fraud and corruption prevention programs and risk management
- allocated audit resources to areas on a risk basis where the work of internal audit can be valuable in providing positive assurance or identifying opportunities for positive change.

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

External scrutiny

Sunshine Coast Hospital and Health Service’s operations are subject to regular scrutiny from external oversight bodies. During the financial year 2017-2018 this has included the Queensland Audit Office, Crime and Corruption Commission, Office of the Health Ombudsman, Australian Council on Healthcare Standards (full accreditation received 30 June 2018), Aged Care Standards and Accreditation Agency, National Quality Management Committee of BreastScreen Australia, Postgraduate Medical Education Council of Queensland, Australian College of Accreditation, National Association of Testing Authorities, Queensland Ombudsman, the Coroner and others.

During the period 1 July 2017 to 23 May 2018 there have been no health service reported cases to the Coroner that have progressed to Coronial Inquest.

On 30 September 2017 the health service received a recommendation from the coroner that an independent clinical review should be conducted on a Healthcare related death. This was conducted accordingly and the coroners feedback to improve recognition and response to clinical deterioration has been actioned.

Risk management

Sunshine Coast Hospital and Health Service is committed to effectively managing its risks through the application of best practice risk management principles and practices.

The health service has an established risk management system, underpinned by our Enterprise Risk Management Framework. Revised in 2018 to reflect implementation of a new information management system (RiskMan), the framework applies a standardised and structured approach for the identification, assessment, evaluation, management and monitoring of risks aligned to...
international standards (ISO 31000). The framework reinforces that everyone within SCHHS has a role to play in managing risk and assigns accountabilities and responsibilities for risk management at appropriate management levels.

Our risk appetite statement establishes the tone for risk management, providing guidance on the type and level of risk the health service should pursue or retain in pursuit of our objectives. Our risk exposures relate to the achievement of our strategic objectives, the provision of safe and quality health care services, promotion of a healthy and engaged workforce, sustainable financial management and ability to meet statutory obligations. Significant risks are reported to the Board, its sub-committees and the Strategic Executive Committee on a regular basis.

Right to information
This financial year 2017–2018, there were 184 applications received under both Right to Information and Information Privacy Acts (2014–2015: 320), with 26 withdrawn by the applicant and 142 finalised in the year. The total number of pages processed including full and part access was 29,376 with 1502 pages refused in full. Fees collected for applications under the Right to Information totalled $48,484 (including application fees and access fees).

Please note: above figures do not necessarily represent a decrease in volume of overall applications. A better reflection would be to also include the amount of Administrative Access applications we are processing as this would demonstrate our commitment to the “Push” model in making data available under administrative access schemes (which is a requirement of the RTI Act)

Administrative and functional records management
The Sunshine Coast Hospital and Health Service administrative records program has continued to collaborate with the Sunshine Coast University Hospital Program to implement a SharePoint-eDRMS (electronic document records management system). This system is being used by the program to capture its records and will form a benchmark against which to assess future developments in records and information management for the health service.

New governance has been placed over SharePoint use within the health service and on the classification of administration and functional records.

Sunshine Coast Hospital and Health Service has completed its third record-keeping maturity survey. The higher tiers of the health service were measured for record-keeping compliance. The results show improved record-keeping practices with some areas identified for improvement.

The records education sessions continue and resources are set to expand with video education to be made available.

Release of 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 2017-2018.