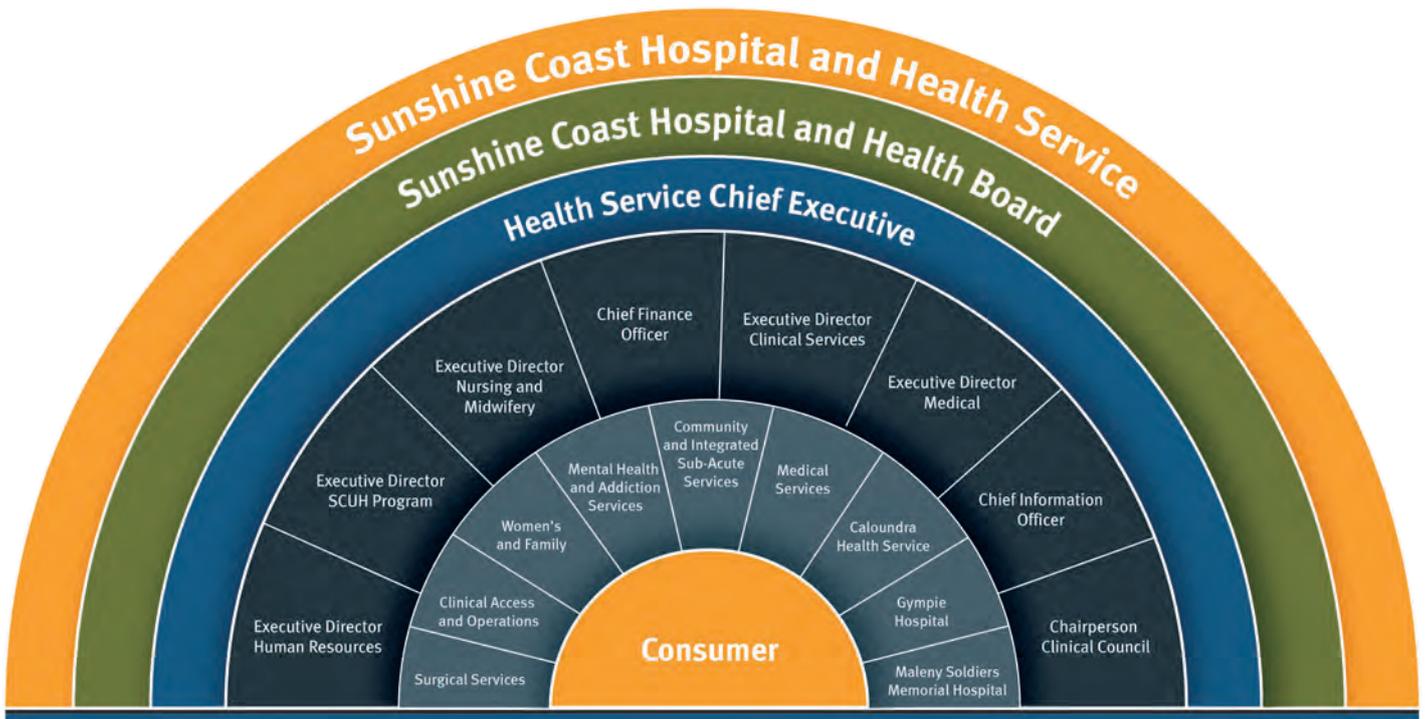


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Our governance



Hospital and Health Board

The Sunshine Coast Hospital and Health Service is an independent statutory body that is controlled locally and independently by the Sunshine Coast Hospital and Health Board (the Board).

The Board has eight members, including the Chair, who were appointed by the Governor in Council on the recommendation from the Queensland Minister for Health and Minister for Ambulance Services in accordance with the provisions of the *Hospital and Health Boards Act 2011* (the Act). The Board reports to the Minister for Health and Minister for Ambulance Services.

All new Board members are provided with a comprehensive induction program to the Department of Health and the Sunshine Coast Hospital and Health Service (the health service) to ensure they have a clear understanding of their roles, responsibilities and duties as a member.

The Board is responsible for setting the strategic direction for the organisation and monitors its performance against key objectives and goals to ensure they meet the needs of the

community and are in line with government health policies and Department of Health directives.

The Board oversees the health service including its control and accountability systems, approval of, and ongoing monitoring of the health service's budget and financial and performance reporting. It is also responsible for approving, monitoring and reviewing quality of care, risk management and legal compliance systems.

In 2015-2016 the Board's major focus has again been the monitoring and oversight of the Sunshine Coast University Hospital Program in preparation for the opening of the new hospital in 2017. This included the important decision to set a new target opening date of the new hospital. It is important to restate the rationale behind the Board's decision to change the targeted opening date for SCUH. The lessons learnt from other hospital commissionings has forever changed the previous practice of a partial parralling of building, ICT and clinical service commissioning. There is clear evidence that the successful commissioning and patient safety are best addressed by a sequential approach to these three discrete but interdependent activities.

Board member profiles



Dr Lorraine Ferguson AM

Board Chair

RN, BSocSc, 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 through 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, Northern Sydney Area Health Service and Royal North Shore Hospital and has 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, health care funding, research ethics and curriculum development. She also held numerous board memberships and executive positions including President and Honorary Treasurer, New South Wales College of Nursing.

Lorraine is a Fellow of the Australian College of Nursing, an Associate Fellow of the Australasian College of Health Service Management and a life member of the Australian College of Critical Care Nurses.

Lorraine was a member and Deputy Chair of the inaugural Sunshine Coast Hospital and Health Board from June 2012, appointed to Board Chair in May 2016.

Original appointment date 1 July 2012, Current term 18 May 2016 to 17 May 2019



Dr Karen Woolley

Board member

PhD (MedSc), BSc/BEEd (HonsClass)

Dr Karen Woolley has more than 25 years' experience in medical research and publications within tertiary hospital settings and the biotech and pharmaceutical industry in North America and the Asia Pacific region.

In 2000, Karen co-founded ProScribe Medical Communications, an internationally recognised medical writing company that won the Queensland Premier's Regional Exporter of the Year in 2014. In December 2014 Karen sold ProScribe to the Envision Pharma group and now leads the Asia Pacific division.

In 2012, Karen was appointed as Director of the International Society for Medical Publication Professionals (United States of America) and Chair of its Asia Pacific Advisory Committee. In 2011, Karen accepted Professor (Adjunct) positions with the University of the Sunshine Coast, Faculty of Science Health and Education, and The University of Queensland's Faculty of Health Sciences.

Between 2007 and 2011, Karen was a member of The Innovation Centre Board at the University of the Sunshine Coast. From 1989 to 2000, Karen worked as a Scientific Officer and Clinical Research Manager, and was a member of the Queensland Government Small Business Advisory Council from 2007 to 2010.

Karen is the recipient of an Honorary Doctorate from the University of the Sunshine Coast, is a Fellow of the American Medical Writers Association, a Life Member of the Association of Regulatory and Clinical Scientists and has received several business awards (including the Telstra Business Woman of the Year Award). She is also a Certified Medical Publication Professional.

Appointed 18 May 2013 to 17 May 2017



Cosmo Schuh

Board member

BBus, CA, CPA

Mr 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.

Appointed 18 May 2013 to 17 May 2017



Associate Professor Edward Weaver OAM

Board member

MBBS, FRANZCOG, FACM (Hon)

Assoc. Prof Edward (Ted) Weaver is a Senior Medical Officer within the Department of Obstetrics and Gynaecology at Nambour hospital. He is also an Associate Professor in the Department of Obstetrics and Gynaecology and Deputy Head of the Sunshine Coast Clinical School, both within The University of Queensland.

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) from 2006, and President from 2008, during a time of significant maternity care reform in Australia.

Ted is currently the Chair of the Queensland Training Accreditation Committee for RANZCOG, overseeing specialist Obstetrician and Gynaecologist training in Queensland hospitals. He was on the Board of Directors for the RANZCOG Research Foundation, responsible for the financial management, fundraising and overall financial viability of the foundation, and for overseeing the annual awarding of eight research scholarships. He was a member of the Recognition of Medical Specialists committee of 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.

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

Original appointment 6 September 2012. Current term 18 May 2016 to 17 May 2019



Peter Sullivan

Board member

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 and complex organisations.

In 2007 Peter was appointed Pro Vice-Chancellor (Corporate Services) and Chief Financial Officer of the University of the Sunshine Coast and was responsible for overseeing a range of business functions to facilitate the ongoing financial and planning viability of the university.

Peter provided advice on budget and financial management issues as well as major strategy and policy functions.

His 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 stewardship responsibilities, as well as establishing an open and accountable system of governance and continuous improvement processes.

Prior to that appointment Peter was appointed Executive Director of 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.

In 2007, Peter was appointed to the Board of the Southbank Institute of Technology where he was accountable to the Minister for the Institute's performance.



Brian Anker

Board member

MAICD

Mr Brian Anker has held numerous 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 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 assisted the Sunshine Coast Council on project assessments. In addition he provides employee mentoring to corporations.

Brian currently is the Chair of the federally funded National Research Data Services Initiative, and Chair of the Sunshine Coast Education and Research Taskforce. He has also acted as strategic advisor to a number of Queensland-based universities.

Brian has an extensive background in the business and industry sectors. He is a current member of the Australian Institute of Company Directors, and has been a member on a number of boards and committees. Brian has also served as a 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 ChB

Dr Mason Stevenson is a General Practitioner (G.P.) with more than 30 years' experience. He has spent the majority of his time practicing as a G.P. 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 Residential Medical Officer training at the Queen Victoria Medical Centre.

In 1990, Mason moved to the Sunshine Coast to open his own private practice as a G.P. He received his Vocational Registration G.P. in 1996 and in this same year, he became an owner in a group G.P. practice with three other doctors on the Sunshine Coast.

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



Professor Julie-Anne Tarr

Board member

Prof 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 particular area of speciality is complex project management, insurance and risk.

From 2007 to 2010, Julie-Anne served as the General Manager/COO of the Queensland Institute of Medical Research and was 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 at the Director of USP Solutions, the commercial arm of the University of the South Pacific and at Indiana University, where she held a professorial 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 Nonprofit 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.

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

Hospital and Health Service executive

Reporting to the Health Service Chief Executive are executives who are responsible for a portfolio within the organisation. Together they form the Executive Leadership Team.

Kevin Hegarty

Health Service Chief Executive

BBus (Acc), MAICD, MCHSM

The Health Service Chief Executive is accountable to the Board for all aspects of our performance, including the overall management of human, material and financial resources and the maintenance of health service and professional performance standards. The Health Service Chief Executive, with the Board, is also responsible for ensuring the development of our strategic direction.

Kevin has served in senior positions in Queensland Health since 1995, including District Manager of the Rockhampton Health Service District. He commenced as the District Manager of the Sunshine Coast Health Service District in December 2003. Since this time he has been the Chief Executive in a number of iterations of health service structures.

Kevin was appointed the inaugural Chief Executive of the Sunshine Coast Hospital and Health Service on its creation as an independent statutory body on 1 July 2012. He has been directly involved with the development and progress of the Sunshine Coast University Hospital, since the announcement of the hospital in 2005.

Since November 2005, he has been the 'Senior Responsible Officer' for all aspects of the Sunshine Coast University Hospital project, having the responsibility for its construction and service commissioning.

Since commencing in the Chief Executive role, Kevin has worked with senior clinicians to grow and expand both service capacity and capability. This has seen the strategic development of services, particularly in the context of preparing for the opening of Sunshine Coast University Hospital.

Kevin is committed to engaging with employees at all levels. He is passionate about improving the quality, safety and sustainability of health services, particularly in the areas of mental health and Aboriginal and Torres Strait Islander health. He has overseen the development of close networks between the Hospital and Health Service and other key organisations.

Kerrie Hayes

Executive Director Clinical Services

BNurs, Grad Dip Ed, Grad Cert Mgt (Health)

The Executive Director Clinical Services is accountable for the management of integrated clinical services across the health service. This role ensures that current 'best practice' models for safe and effective clinical care and consumer involvement are in place to deliver on our operational and strategic actions and achieve better health for our communities on the Sunshine Coast.

This leadership role focuses on continuous improvement and optimising the health service performance across these key result areas; patient safety and service quality, access and equity of services, balanced budget performance, workplace culture, partnerships, cooperation and integration, prevention and health outcomes, clinical education and research.

Kerrie joined the Sunshine Coast Hospital and Health Service team in October 2014; and has extensive Australian and New Zealand experience in health service leadership and service development at executive level. Kerrie is passionate about collaborating and working with clinicians, support staff and consumers to actively participate in making health services better for our communities.

John Slaven

Chief Finance Officer

B Commerce

The Chief Finance Officer 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 Chief Finance Officer supports the Health Service Chief Executive in strategic negotiations with Department of Health, and has an over-arching 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.

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

Scott Lisle

Executive Director

Sunshine Coast University Hospital Program

BPhy, MHA

The Executive Director, Sunshine Coast University Hospital Program responsibilities have changed during the year to a focus on leading the planning and delivery of the Sunshine Coast University Hospital, including the Transformation and Transition Program.

Scott commenced with Queensland Health in January 2010, after almost four years as Executive Director Service Planning and Development, South Metropolitan Area Health Service in Perth. He was a senior executive on the Fiona Stanley Hospital project, a position similar to his current role in the development of Sunshine Coast University Hospital. Prior to that, he held senior executive positions in Northern Sydney Central Coast Health Service in roles such as Director of Finance and Director Population Health, Planning and Performance.

Scott is committed to ensuring we continue to deliver on community expectations and work towards providing the majority of services on the Sunshine Coast through the commissioning of Sunshine Coast University Hospital. He is committed to delivering health services of a high quality and balancing available resources with growing demands.

Graham Wilkinson
Executive Director
Nursing and Midwifery Services

RN, BAppSc (Nursing), MHA, Wharton Fellow - University of Pennsylvania

The Executive Director of Nursing and Midwifery Services is the professional lead for nursing and midwifery services. In this role, Graham 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.

Graham has worked as a nurse with Queensland Health for more than 35 years, commencing as an enrolled nurse. He has a diverse clinical background having held positions of Charge Nurse and Nurse Unit Manager in surgical, medical and oncology units. Over the past 20 years, Graham has worked in senior management positions, including District Director of Nursing at West Moreton prior to his current position. He is also an Adjunct Professor with the University of the Sunshine Coast and has held similar appointments with The University of Queensland and Griffith University.

Graham strives to bridge the gap between theory and practice, and provide nursing services to the community which are contemporary, sustainable and enriching for the nurses and midwives involved.

Dr Piotr Swierkowski
Executive Director Medical Services

BSc (Biochem), MBBS(Hons), FRACGP, FRACMA, MHA, E-MBA, GAICD

The Executive Director of Medical Services is the professional lead for all medical staff. The Executive Director Medical Services leads the strategic direction, governance and professional support for the patient safety agenda, including the functions of patient safety management, patient complaints, maintenance of clinical standards and compliance with the National Safety and Quality Health Service (NSQHS) Standards, medical administration including credentialing and recruitment, and medical education and research.

Piotr (pronounced Peter), commenced his role as Executive Director Medical Services in March 2009, after moving from the central coast of New South Wales where he worked as Director of Medical Services. His clinical background is in general practice, with continuing limited clinical practice and the Fellowship of the Royal Australian College of General Practitioners.

He has worked clinically in various settings, both in Australia and the United States of America. His particular interest is in data analysis and financial mathematics and he is pursuing a PhD in a related area.

Dr Jeremy Long

Chair Clinical Council

MB BCH, FCP(SA), FRACP

The Clinical Council was formed in 2015 following a revision of the Clinical Leadership Group. The Clinical Council is a forum for the strategic engagement of clinicians. This group enables the opportunity for clinicians to have formal input by providing advice and decisions that are considered part of our strategic and operational planning processes. The Clinical Council also focusses and deliberates on aspects of research, quality and education.

Jeremy was appointed as inaugural Chair of the Clinical Council in March 2014 and the first Clinical Council meeting was held in April 2015. He is included as a member of the Executive Leadership Team, to support the organisation's decision making processes and work as a direct conduit between the Executive Leadership Team and clinicians.

Originally trained in South Africa, Jeremy moved to New Zealand to continue his work as a Medical Oncologist, becoming a Fellow of the Royal Australasian College of Physicians in 1998. Jeremy has directed the Cancer Unit at Waikato hospital in New Zealand, was a member of the cancer treatment working party of the Ministry of Health, and was the inaugural clinical Chair of the Midland Cancer Network.

Jeremy is a clinician with an interest in service development and is active in teaching and contributing to clinical trials.

Nicholas Lake

Executive Director Human Resources

BA (Econ and Psych), MA (Psych), GradDip Labour Law

The Executive Director Human Resources is accountable for the development and implementation of human resource strategies to ensure the health service is well-positioned to deliver current, emerging and future health needs. In this role the Executive Director Human Resources works at all levels in the organisation to develop, promote and maintain a culture of teamwork, personal accountability and continuous improvement.

Nick commenced with the health service in March 2015. He has an extensive background as a Human Resources executive in the private sector having worked recently for BHPBilliton and ANZ. He has also worked offshore having spent six years based in Switzerland and 18 months in the US. He has a Masters in Psychology from Sydney University and a Graduate Diploma in Labour Law from the Melbourne Law School.

Nick is passionate about working with executive and management teams to create a working environment that aspires to excellence and enables all individuals to fully contribute.

Barry Mather

Chief Information Officer

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 health care organisation where he transferred from the parent operations in the UK. Barry is a UK 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 health care 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.

Strategic committees

The Executive Leadership Team is the overarching body within our committee structure and also supports 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 are all chaired by an Executive Leadership Team member who has the 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, and reporting.

Our strategic committees:

- Patient Safety and Quality Committee
- Health Planning and Infrastructure Committee
- Safe Practice and Environment Committee
- Information, Communication and Technology Committee
- Education Council.

Table 2: Strategic committees

Number of meetings held		
1	Executive Leadership Team	40
2	Patient Safety and Quality Committee	7
3	Health Planning and Infrastructure Committee	2
4	Safe Practice and Environment Committee	11
5	Information, Communication and Technology Committee	7
6	Education Council	16

Table 4: Executive Leadership Team and strategic committee meetings for 2015-2016.

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.

There were no out-of-pocket expenses for Board members during 2015-2016.

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:

- Emeritus Professor Paul Thomas AM (Chair)*
- Dr Lorraine Ferguson AM
- Dr Ted Weaver.

* Board Chair's term expired 17 May 2016 and he did not seek reappointment

Audit and Risk Committee

The purpose of the Audit and Risk Committee is to provide assurance and advice to the Board on the organisation's risk, control and compliance frameworks and the Board's external accountability responsibilities in accordance with relevant legislative requirements.

The Audit and Risk Committee has observed the terms of its charter and has had due regard to the Treasury's Audit Committee Guidelines. The committee is responsible for overseeing, advising and making recommendations to the Board on matters, including but not limited to compliance with relevant accounting policies and standards as they relate to the annual financial statements, monitoring the internal audit function and reviewing findings and recommendations from external audits.

Committee members:

- Mr Cos Schuh (Chair)
- Mr Brian Anker*
- Mr Peter Sullivan.

* As at 21 June 2016 by resolution of the Board, Professor

Julie-Anne Tarr replaces Mr Brian Anker as a member of the Audit and Risk Committee.

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 about the budget, financial and operating performance and 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 care provided by the health service including but not limited to strategies to minimise preventable patient harm, improving the experience of patients and carers receiving health services and promoting improvements in workplace health and safety, and quality of health services being provided.

Committee membership:

- Dr Lorraine Ferguson AM (Chair)*
- Dr Mason Stevenson
- Dr Ted Weaver
- Dr Karen Woolley.

* As at 21 June 2016 by resolution of the Board, Mr Brian Anker was appointed as the Chair of the Safety and Quality Committee.

Table 3: Board member meeting attendance 2015-2016

	SCHHB meetings	Executive Committee	Finance and Performance Committee	Audit and Risk Committee	Safety and Quality Committee
Total number of meetings	11	1	12	4	4
Emeritus Professor Paul Thomas AM#	10	1			
Dr Lorraine Ferguson AM	11	1			4
Assoc. Pro Edward Weaver	10	1			3
Mr Peter Sullivan	11		10*	4	
Dr Mason Stevenson	11		8		4
Dr Karen Woolley	7				3
Mr Brian Anker	10		11	4	
Mr Cosmo Schuh	11		12	4	
Prof. Julie-Anne Tarr^	1				

Board Chair's term expired 17 May 2016 and he did not seek reappointment

^ New board member appointed on 18 May 2016

* Board member's term expired on 17 May 2016 and reappointed on 27 May 2016

Governance and risk management

Ethics and code of conduct

Sunshine Coast Hospital and 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. The health service is a prescribed public service agency under the Public Sector Ethics Regulation 2010 and therefore the Code of Conduct for the Queensland Public Service is applicable to all employees of the Sunshine Coast Hospital and Health Service.

The ethics principles are:

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

All employees are expected to uphold the code by committing to and demonstrating the intent and spirit of the ethics principles and values. We strongly support and encourage the reporting of Public Interest Disclosures. All employees have a responsibility to disclose suspected wrongdoing and to ensure any disclosure is in accordance with our ethical culture. This responsibility is again reinforced by the *Public Sector Ethics Act 1994*, as well as our Public Interest Disclosures Policy and Public Interest Disclosure Management Procedure.

Ethics awareness and fraud control

To adhere to Department of Health mandatory training updates, the Code of Conduct training module was replaced with the Ethics, Integrity and Accountability training. The requirements to attend Code of Conduct training were every two years. The Ethics, Integrity and Accountability module has been replaced by Conduct and Ethics. At the end of 2015-2016, 79.8 per cent of employees (4700 staff) had completed this module.

Diversity Action Plan

The Sunshine Coast Hospital and Health Service Diversity Plan 2015-2016 has been approved and implementation is ongoing. Three action plans are included within the Diversity Plan including Aboriginal and Torres Strait Islander Health Action Plan (Closing the Gap), Disability Action Plan and the Multicultural Action Plan.

The health service employs 64 staff who have identified as Aboriginal and/or Torres Strait Islanders. This represents 1.35 per cent of health service employees. This is a slight decrease from the previous year, and is below our target of 2.0 per cent of our workforce. As our regional Aboriginal and Torres Strait Island population represents 1.7 per cent of the total population, we continue to focus on closing the gap.

Audit and risk management

Internal audit

The Sunshine Coast, Wide Bay and Central Queensland hospital and health services established an internal audit function under a hub and spoke model. This model ensures the effective, efficient and economical operation of the function. The role, operating environment and reporting arrangements of the function are established in the Internal Audit Charter that has due regard to professional accounting and auditing standards and Treasury's Audit Committee Guidelines: Improving Accountability and Performance.

The health service's internal audit function provides independent assurance and advice to the Board Audit and Risk Committee, the Health Service Chief Executive and senior management. It enhances the health service's corporate governance environment through an objective, systematic approach to evaluating the effectiveness and efficiency of corporate governance processes, internal controls and risk assessment. This is in keeping with the role and responsibilities detailed in Part 2, Division 5 of the Financial and Performance Management Standard 2009.

The internal audit function is independent of management and the external auditors and has operated in accordance with a strategic and annual plan approved by the Board Audit and Risk Committee. The activities of the function and the status against the Annual Plan are provided to the Audit and Risk Committee through a Quarterly Report. 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 Board Audit and Risk Committee
- monitored and reported on the status of the implementation of audit recommendations to the Board Audit and Risk Committee. (Management is responsible for the implementation of audit recommendations)
- 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
- review of the health service's annual financial statements presented to the Audit and Risk Committee for endorsement.

The audit team are members of professional bodies including the Institute of Internal Auditors, CPA Australia and the Information System Audit and Control Association. The Service continues 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. These include Queensland Audit Office (QAO), Crime and Corruption Commission, Office of the Health Ombudsman, Australian Council on Healthcare Standards, 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 year the Auditor-General issued two reports to Parliament relative to Sunshine Coast Hospital and Health Service:

- Report 15: 2015-2016 Queensland public hospital operating theatre efficiency
- Report 5: 2015-2016 Hospital and Health Services: 2014-15 financial statements.

Issues identified in relevant Auditor-General reports are tracked through to completion by Internal Audit and the status reported to the Audit and Risk Committee. Report 15: 2015-2016 included recommendations for Queensland Health in relation to increasing utilisation and better managing the costs of surgery. Report 5: 2015-2016 identified minor issues previously reported through direct interim and final management letters.

Office of the State Coroner

Sunshine Coast Hospital and Health Service had two coronial inquests in this financial year and recommendations were made in one of the coronial findings directed to the Department of Health and the health service. The recommendations to the health service had been addressed prior to the release of the coronial findings.

Risk management

Risk is managed in accordance with our Enterprise Risk Management Framework 2014-2017, which is designed to enhance risk governance, culture and practice across the organisation. The framework reinforces that risk management is a responsibility for all staff and designates risk accountabilities and responsibilities at appropriate management levels across the organisation.

We ensure that risk is adequately considered and appropriately managed. This is achieved through integrating risk management within existing systems and day to day processes, including strategic and operational planning and decision-making in support of achievement of our objectives. We apply a standardised and structured approach for risk management, aligned to AS/NZS ISO 31000:2009.

A key achievement for 2015-2016 has been the development and approval of the first Sunshine Coast Hospital and Health Service risk appetite statement. Approved by the Board in December 2015, the statement articulates the tone for risk management and provides guidance on the types and levels of risks the health service should pursue or retain. Translation of the appetite statement has commenced and will continue to be refined throughout 2016-2017 to enable the establishment of operational boundaries and performance tolerances and targets.

We continue to contribute to system risk management and the risk management community of practice across Queensland Health through our participation in the Health System Risk Working Group.

Our risk management function supports the capacity and capability of the health service to effectively manage risk through the development of risk profiles and the provision of risk advisory, analysis and training services.

Right to information and records management

Right to information

Access to documents and records held by the health service may be requested under the *Right to Information Act 2009* and *Information Privacy Act 2009*. Applications for access to non-personal documents are made under the *Right to Information Act*, an application fee applies. Applications for access to personal information can be made under the *Information Privacy Act* with specific identification documentation required. Applications should be lodged to the Clinical Information Access Unit, details are available at <https://www.health.qld.gov.au/sunshinecoast/html/rti-home.asp> This financial year 2015-2016, there were 298 applications received under both Right to Information and Information Privacy acts (2014-2015: 320), with 40 withdrawn by the applicant and 258 finalised in the year. The total number

of pages processed including full and part access was 41998 with 2928 pages refused in full. Fees collected for applications under the Right to Information totalled \$6238.51 (including application fees and access fees).

Administrative and functional records management

Sunshine Coast Hospital and Health Service aims to establish and maintain an effective and compliant program for the management of administrative records. An effective program enables records to be used as a valuable source of organisational knowledge, support the efficient conduct of business and support the facilitation of high quality, evidence-based health care.

The Chief Information Officer carries a significant level of responsibility in the implementation of effective information management solutions for the transformation and transition to the Sunshine Coast University Hospital. In 2015-2016 the focus has been on supporting employees in their information management and recordkeeping roles with the aim of preparing for Sunshine Coast University Hospital, raising the recordkeeping maturity of the health service and continuously improving recordkeeping practices.

Initiatives include:

- Assistance to employees managing administrative records:
- Follow-up actions from the health service's Recordkeeping Maturity Survey and Gap Analysis 2015 including:
- Employees continue to receive ad hoc advice and assistance via on-site visits and/or telephone, from the Manager Information and Records.

The Sunshine Coast University Hospital Program's the 'Big Clean' Project provided employees with a suite of resources to enable them to identify and archive records (in accordance with the *Public Records Act 2002*). A Project Officer personally visited locations and assisted employees with direction on how to manage their business record holdings.

On-site record holdings were significantly reduced in preparation for the transition to Sunshine Coast University Hospital.