

ANNUAL REPORT

2015–2016

Sunshine Coast Hospital and Health Service



Queensland
Government

This annual report fulfils Sunshine Coast Hospital and Health Service's reporting requirement to the community and to the Minister for Health and Minister for Ambulance Services. It summarises the Hospital and Health Service's results, performance, outlook and financial position for 2015-2016.

In particular, the report outlines Sunshine Coast Hospital and Health Service's performance against objectives identified in the Sunshine Coast Hospital and Health Service Strategic Plan 2013-2017, as well as the Queensland Government's objectives for the community.

Open data:

We are committed to the Queensland Government's open data strategy and have published additional information to form part of our 2015-2016 annual report. This information is published at: www.qld.gov.au/data

Sunshine Coast Hospital and Health Service has published the following data on the government's Open Data website:

- consultancy expenditure
- overseas travel expenditure
- language services policy.

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The Sunshine Coast Hospital and Health Service is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding the annual report, you can contact us on (07) 5470 6600 and we will arrange an interpreter to effectively communicate the report to you.

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Letter of compliance

31 August 2016

The Honourable Cameron Dick MP
Minister for Health and Minister for Ambulance Services
Member for Woodridge
GPO Box 48
Brisbane QLD 4000

Dear Minister

I am pleased to present the Annual Report 2015-2016 and financial statements for Sunshine Coast Hospital and Health Service.

I certify that this Annual Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the Financial and Performance Management Standard 2009, and
- the detailed requirements set out in the Annual Report Requirements for Queensland Government agencies.

A checklist outlining the annual reporting requirements can be found at page 103 of this annual report or accessed at <http://www.health.qld.gov.au/sunshinecoast/annual-reports/default.asp>.

Yours sincerely



Dr Lorraine Ferguson AM Chair
Sunshine Coast Hospital and Health Board

Sunshine Coast Hospital and Health

Board Chair's overview

On behalf of the Board, I am delighted to present my first report as Chair.

As an inaugural Board member since July 2012 I have had the satisfaction over the past four years of observing the organisation's staff rise to the challenge of not only providing high quality patient care to an ever increasing population, but prepare for the immense task of the transition to the Sunshine Coast University Hospital. I commend each and every one of you for your contribution and ongoing dedication to the health and wellbeing of the people of our community.

I wish to acknowledge the significant contribution of the inaugural Chair, Emeritus Professor Paul Thomas AM whose term expired in May 2016 and who for personal reasons did not seek reappointment. Professor Thomas' leadership and guidance over the past four years has ensured the Board has matured to a highly functioning body that will continue to provide robust governance and oversight of the health service into the future.

2015-2016 has again presented various challenges with increased demand for public health services across most disciplines with finite financial resources. The health service has responded positively by developing and implementing innovative clinical pathways and models of care to ensure patients receive safe, timely, high quality healthcare.

The Board's significant focus over the past 12 months has been the oversight of activities associated with ensuring the successful commissioning of the Sunshine Coast University Hospital. In March 2016, the Board made the important decision to set a new targeted opening date of 2017.

This decision was made by the Board after intense scrutiny and consideration of advice provided by expert independent advisors, together with lessons learned from other major hospital commissioning projects. Our clear reference point was what is best for patient safety. This will always be our critical determining factor.

The complexity of commissioning a hospital of this size needed to be afforded the time to comprehensively test and assess all aspects of it from construction, technology and clinical service readiness perspectives. The Board will continue to closely monitor governance aspects of the Sunshine Coast University Hospital Program through to its completion and subsequent opening of the new hospital.

The Board's prescribed committees have matured into 'well-oiled' machines and continue to provide strategic review and forensic interrogation of the health service's performance across the relevant domains; Finance and Performance, Safety and Quality and Audit and Risk.

I wish to acknowledge the Chairs of the committees for their significant contributions enabling efficient and effective discharge of their respective responsibilities. Under the expert direction of the Chairs, the committees have provided comprehensive analysis of issues to the Board to ensure informed deliberations occur and subsequent considered decisions are made.

I would also like to thank the Executive Leadership Team for their staunch management through these exciting, but challenging times and in particular Kevin for his exemplary performance, tenacity and resilience in leading and guiding the health service forward.

On behalf of the Board I would like to thank the community for their support and the staff of the health service for their many achievements in 2015-2016. We look forward to working along-side you as we meet the many challenges ahead of us in 2016-2017.



Dr Lorraine Ferguson AM

Sunshine Coast Hospital and Health Service

Chief Executive's overview

The 2015-2016 Annual Report is the fourth such report for the Sunshine Coast Hospital and Health Service. Like the three previous iterations, it presents a quantum of evidence to showcase the organisation as a high performing, innovative provider of safe high quality care with a clear patient / client focus. That is our commitment to the community we serve and our Board ensures we are held accountable for a consistent attainment of that objective.

In mentioning our Board I wish to acknowledge the leadership contribution of the inaugural Chair, Emeritus Professor Paul Thomas AM. Having the opportunity to work closely with someone of Paul's experience and knowledge over the past four years has been a very effective partnership and one that I have also very much enjoyed.

The appointment of Dr Lorraine Ferguson AM as Chair following Paul's retirement ensures the governance of the organisation will remain in most capable hands. I look forward to continuing to work with Lorraine and all members of the Board as the organisation enters what I am sure will be the most momentous period in the history of public health services on the Sunshine Coast.

Given 2015/16 was the penultimate year prior to the opening of the Sunshine Coast University Hospital, our focus has been dually intense on the delivery of current services and also the detailed planning and implementation of the actions needed to ensure the safe successful opening of the new hospital by the target date of April 2017.

The engagement of staff across the organisation in the growth journey gained even more momentum over recent months, with our determination to maximise opportunities for existing staff through a formal transition process, particularly for staff at Nambour and Caloundra. This process ensured individual staff preferences for future work location were sought and considered whenever possible within the organisational requirements.

Our organisation is as one with a focus on ensuring that we set a new benchmark in the successful commissioning of a major hospital, where patient safety and excellence in care are guaranteed and the reputation of the health service and its staff are justifiably enhanced. We are also determined to continue the development of an impressive and expanding research and educational profile. The creation in November 2016 of a Clinical Readiness Advisory Group was another very important example of how we operate. Clinician engagement is fundamental to our modus operandi. This group will ensure that our clinicians have a direct input into informing and assessing our readiness to safely commence services at Sunshine Coast University Hospital. This surprisingly has not been a standard feature of the commissioning of other hospitals.

The health service has undertaken a deliberate staged growth of its services in the lead up to the opening of the Sunshine Coast University Hospital. Nambour General Hospital in particular, has been used as a staging post for the creation and development of services that will be offered at the university hospital. An indication

of the impact on employment of this planned growth saw a 14.7 per cent increase of staff between 30 June 2014 and 31 March 2016. As at 30 June 2016, the health service staff headcount was 5491. In full-time equivalent positions this equated to 4309.

Returning to reprising the 2015-2016 year, it is best achieved by stating that it was a year of record level of service – record numbers of patients presenting at our Emergency Departments and being referred to our Specialist Outpatient Clinics. It was also a year that saw Elective Surgery wait times improve with virtually no long wait patients in any category. Not to be overlooked, are our Mental Health and Addiction Service, comprehensive community health services and other services such as Oral Health, BreastScreen, and Glenbrook Residential Aged Care Facility, which have all provided important quality services to the community.

The past year has also seen our formal engagement of consumers in the processes of the hospital and health service continue to develop. While that occurs across the organisation it is most clearly evidenced by the Sunshine Coast University Hospital and Health Service Consumer Advisory Group. Our commitment to this engagement is genuine as is our determination to maintain a patient focus on all we do.

As I have noted in previous Annual Reports, we are very fortunate to operate in an environment with the support and collaboration of a number of key partners and collaborators. They include: North Coast Aboriginal Corporation for Community Health; the Primary Health Network; University of the Sunshine Coast; TAFE Queensland East Coast and the Sunshine Coast Local Medical Association.

Sunshine Coast Hospital and Health Service patients and staff also benefit from the substantial support received from Wishlist, our health service foundation, and the extraordinary assistance of three auxiliaries at Nambour, Caloundra and Maleny hospitals.

I take this opportunity to formally record thanks to my colleagues on the Executive Leadership Team and the broader leadership group across the organisation for their professionalism, enthusiasm and resilience particularly over the past year. I also express the same thanks and appreciation to all staff. Each of you makes a real contribution to what we have achieved and the successful future that we are developing. We are a performance focused organisation that delivers for the Sunshine Coast and Gympie communities.

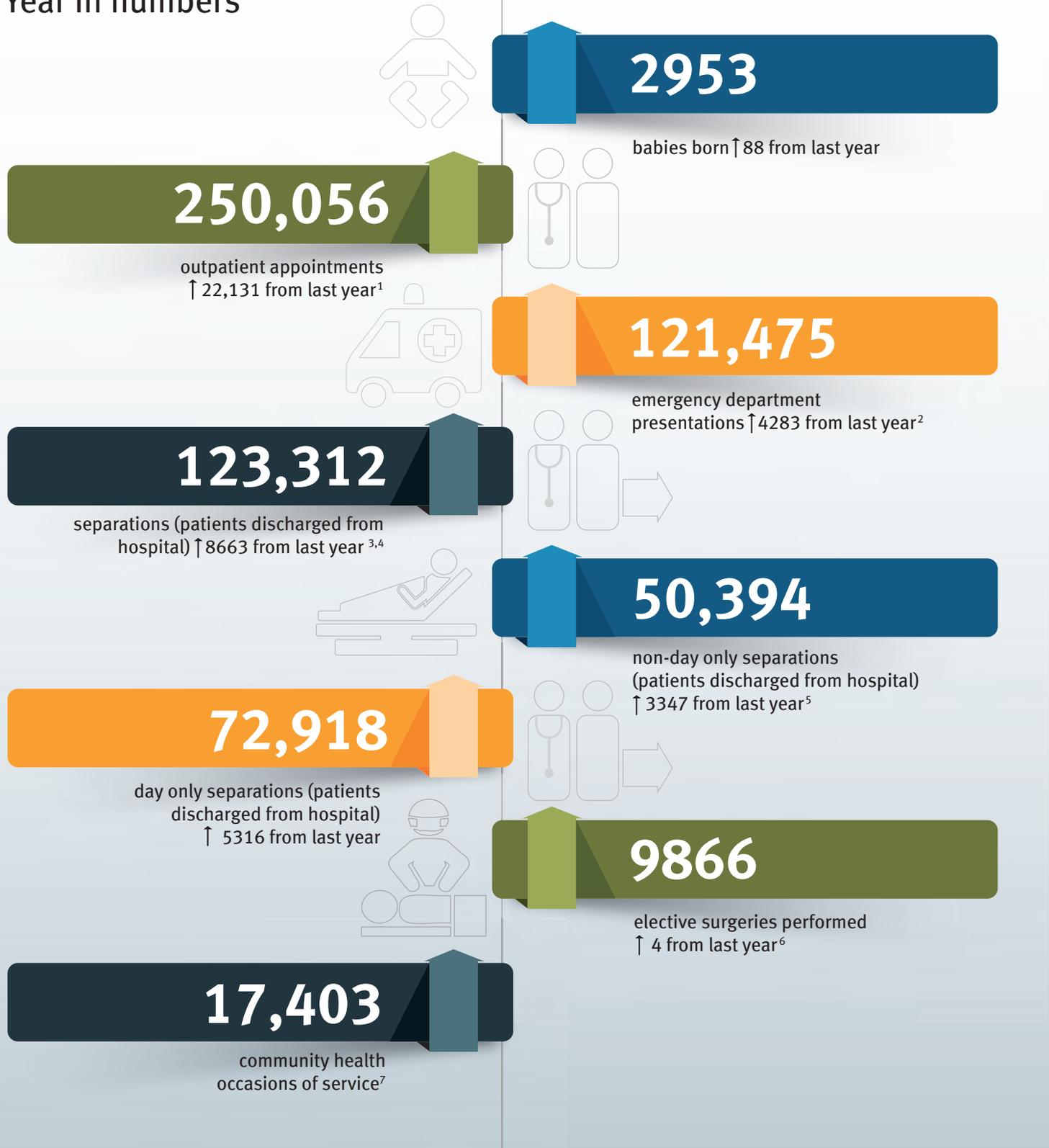
It is with pride and on behalf of all health service staff that I commend our 2015-2016 report to you and encourage you to note and share its substantive content that evidences health and wellbeing through exceptional care.



Kevin Hegarty - Health Service Chief Executive

2015-2016 highlights

Year in numbers



¹ Includes public patients who received outpatient appointments at Noosa Private Hospital. Queensland Health requested health services collect data for community health occasions of service in July 2015.

² Includes public patients who presented to the emergency department at Noosa Private Hospital.

³ Includes public patients being treated at Noosa Private and Sunshine Coast University Private hospitals

⁴ Change in admission codes re: same day admissions for chemotherapy, endocrinology and cardiac investigations in FY2015

⁵ Includes public patients admitted to Noosa Private and Sunshine Coast University Private hospitals

⁶ Includes public patients treated at Noosa Private and Sunshine Coast University Private hospitals

⁷ New data collection from FY2016 onwards. Submitted at health service level only, not by facility.