Strategic Plan
2016 - 2020 (updated 2017)

Exceptional people. Exceptional healthcare.
Sunshine Coast Hospital and Health Service Strategic Plan 2016-2020 (updated 2017)

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We are pleased to present the Sunshine Coast Hospital and Health Service Strategic Plan for 2016-2020. This plan provides the essential vision and direction to ensure our transition toward the internationally recognised health service we aim to be in 2020. The plan is also reflective of Queensland Government priorities and is aligned with the Queensland Health Strategic Plan 2014-2018.

This health service is committed to providing high quality healthcare to its communities by being a responsive, efficient and person-centred healthcare service.

We are not and cannot be satisfied with just continuing to do what we do in its current form. Innovation and improvement are our companions on the journey, underpinned by an expanding emphasis on research and education.

We are determined to succeed in our objective to be a health service that puts people first and provides safe and quality healthcare.

If we are to meet the challenges and the expectations rightly placed on us, we must work closely with consumers and the community, as well as with our strategic partners across health and other sectors. Building on and strengthening these partnerships will be fundamental to our success.

The $1.8 billion Sunshine Coast University Hospital, just recently completed, brings us great opportunity. The hospital brings new clinical capability and capacity, an expanded workforce and an increase in self-sufficiency in healthcare on the Sunshine Coast. It is an important element in helping us achieve our vision of delivering ‘Health and wellbeing through exceptional care’.

On behalf of the Board and the Executive Leadership Team we commend this plan to you and commit to working with our colleagues throughout the organisation and with our partners to deliver on our objectives.
Our vision, purpose and priorities

Our vision:
Health and wellbeing through exceptional care.

Our purpose:
To deliver better care and experience for individuals, better health outcomes for our population and better use of resources for healthcare.

Our strategic priorities and our future:

We will simultaneously pursue the following health and care priorities:

1. Enhance the experience and health outcomes with people accessing our services (safe, effective, patient-centred, timely, efficient and equitable).
2. Improve the health of our population.
3. Better use of resources for the benefit of our communities.
4. Build capability across our organisation and shared communities of practice.

We commit to work together to build and achieve a healthier community supported by a growing, highly skilled and valued workforce and an innovative world class hospital and health service.

To do this work effectively, we will:

• Harness the collective health capacity and resources within our communities.
• Target improvement in a range of health determinants.
• Work in partnership with individuals, families and communities.
• Substantially broaden the role and impact of primary care and other community-based services.
• Assure a seamless journey through the system of care throughout a person’s life.
Our strategic objectives:

Better care and experience for individuals

Better use of resources for health care

Better outcomes for our local population

Supported by improving capability across our organisation and shared communities of practice.

Our Values:

We are driven by Queensland public sector values:

Customers first    Ideas into action    Unleash potential    Be courageous    Empower people.
Who we are

Between 2016 and 2020 the Sunshine Coast Hospital and Health Service (SCHHS) will experience significant growth in both the range of services provided and the expanded capacity. The opening of the new tertiary level Sunshine Coast University Hospital (SCUH) will change the way services are delivered across the health service. This exciting opportunity has supported the SCHHS to introduce innovative models of care that will better meet the diverse health needs of our community. Our new integrated and coordinated health network includes:

- **Sunshine Coast University Hospital:**
  - commenced services with the approx 450 beds in March 2017 and will expand to its built capacity of a 738-bed facility by 2021
  - provide level 5/6 services such as cardiology, neonatal care, child and adolescent mental health, and expanded surgical services.

- **Nambour General Hospital** will change to a regional hospital providing up to level 3 emergency, medical, surgical and mental health inpatient, ambulatory and outpatient services. The hospital will be developed over time as a sub-acute centre of excellence. Community services will also be collocated on site.

- **Gympie Hospital** will continue to provide a comprehensive range of emergency, medical, surgical, women's and family and sub-acute services. A range of ambulatory services will be expanded over time.

- **Caloundra Health Service** will provide an extended hours GP Minor Injury and Illness Centre, ambulatory care services including renal dialysis, dental care and ophthalmology and an expanded inpatient palliative care service.

- **Maleny Soldiers Memorial Hospital** will continue to provide local health services including emergency stabilisation, sub-acute, ambulatory and end of life care.

- The health service will continue to provide a comprehensive range of other clinical services including public health, community health, oral health, mental health and residential aged care.

We continue to partner with the Noosa Hospital and Sunshine Coast University Private Hospital for public hospital services to ensure and maintain access to acute public health services in key localities across a network of services provided within the Sunshine Coast Region.

The health service is expanding its teaching and health research capability with the introduction of the Sunshine Coast Health Institute (SCHI). This includes the development of significant strategic partnerships with universities, vocational education and industry to ensure our research priorities translate to practice and ultimately improve health and care within our communities. SCHHS is uniquely positioned to provide health service roles, experience, teaching and research across a diverse range of settings from rural, regional to tertiary settings within the one health service.

The adoption of contemporary technologies is paramount in ensuring the SCHHS is able to share clinical information with other health service providers as well as populate a central information store for both clinical and corporate performance reporting, research, education and population health. This will be achieved through the implementation of an integrated electronic medical records (ieMR) system as well as deep interfacing with clinical and biomedical systems.

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1 As detailed in the Clinical Services Capability Framework.
Who we care for

Our health service covers approximately 10,020 square kilometres and encompasses the areas of Sunshine Coast, Noosa and Gympie local government areas. Most of the population resides in the coastal regions; however, there are significant hinterland and rural communities.

In 2013, SCHHS served a population of 378,579 people (eight per cent of the Queensland population).

The Australian Bureau of Statistics (ABS) projects the Sunshine Coast Population will increase over the next 11 years to reach 497,397 people by 2026.

This growth is in line with projected growth for Queensland of 2.1 per cent, per year, over the same period.
Our opportunities

Challenges

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

The drivers of demand for health services in the SCHHS include:

- rapid population growth
- older population growth
- relatively low Socio-Economic Indexes for Areas (SEIFA) (socio-economic disadvantage is associated with a lower life expectancy, a greater burden of disease and higher levels of avoidable deaths and hospital separations)
- changing nature of disease and injury, in particular an increase in chronic disease across all ages, driving demand for new models of care to cost effectively address this issue
- changing nature of service delivery, in particular innovative medical technologies will change length of hospital stays and demand trends, improving life expectancy, increasing day only procedures and expanding options for care in non-hospital settings
- consumer, community and government expectations regarding access to and performance of health services.

Risks

The following strategic risks have been identified:

- **Workforce**—capacity and capability of the workforce (right person, right job, right time). *Mitigation:* Effective recruitment, training and engagement.
- **Health technology**—ability to introduce new and advanced technologies. *Mitigation:* Rigorous assessment and implementation, scenario testing and staff support.
- **Financial pressures**—ability to maintain budget integrity, increase revenue and deliver services within a nationally efficient price. *Mitigation:* Performance culture in which quality and efficiency are evident.
- **Changes**—change to the health service may have impacts on staff and the Sunshine Coast communities. *Mitigation:* Effective change management and engagement.
- **Patient safety and quality**—continue to meet the already established regulatory or industry standards, and community expectations. *Mitigation:* Robust governance, compliance systems and staff and consumer engagement.
- **Demand**—increasing consumer, community and government expectations regarding access and performance of health services. *Mitigation:* Innovation and enhancing services and staff capability and capacity.
Better care and experience for individuals

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<th>Strategies</th>
<th>Outcome measures</th>
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| Our patients experience safe, reliable care. | - We partner with consumers and their families to optimise experience while in contact with our health service.  
- We improve patient safety and experience by including consumers in developing and implementing innovative models of care.  
- We reduce unwarranted clinical variation of care using principles of Better Value Healthcare.  
- We put people first and will focus on better flow and align different parts of the system to improve access and patient experience. | - Care expectations are met or exceeded measured by consumer survey and feedback.  
- Health Outcomes including preventable harm, standardised mortality and quality indicators demonstrate safe high quality care.  
- Clinical variation is reduced through innovative service development and redesign initiatives.  
- NSQHS healthcare standards are met or exceeded.  
- All access, patient safety and quality care performance indicators are met or exceed State benchmarks. |
## Objective 2

### Better outcomes for our local population

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| Our services are connected to improve access to health and care for our population. | • We support the development of a ‘connected care’ health care models across the SCHHS.  
  • We work with our healthcare partners to ensure our community has the right care, at the right time, and in the right place.  
  • We provide a regional leadership role in promoting collaboration and the integration of care across the continuum as a key organising principle to improve the health of our population.  
  • We work with our vulnerable communities to increase health literacy, understanding of available health services.  
  • We will work with our communities and government to plan and prioritise current and future service development, adoption of innovative technologies and translational research into practice across all facilities. | • ‘Connected care’ health care models, inclusive of established health pathways are used across the SCHHS.  
  • Avoidable hospitalisations are actively monitored and targeted for reduction.  
  • ‘Access’ key performance indicators achieved or exceeded.  
  • Joint projects and partnering initiatives between SCHHS and its partners are developed and effectively used.  
  • Key health indicators with our communities are actively monitored.  
  • Access to services for our vulnerable communities is improved.  
  • Access to specialised services is increased for Sunshine Coast residents. |
Objective 3

Better use of resources for healthcare

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| We will optimise the use of our resources. | - We grow ambulatory, community and same day services to reduce reliance on inpatient based services.  
- We will enhance service models to support and improve reliable health care outcomes across seven days a week and after hours.  
- We will share information and use technology to deliver efficient work processes and streamline the transfer of information with our consumers and other providers across the health network.  
- We will maintain strong financial performance and improve business intelligence and analysis systems to improve delivery of health care.  
- We will maintain or increase care for our community within the existing cost model. | - Ambulatory and same day service models are expanded.  
- Models of care incorporate seven day services as appropriate.  
- Enhanced business and analysis systems are established that support improvement in safety and quality measures.  
- Weighted Activity Unit (WAU) costs are maintained below efficient price.  
- Financial performance is met or exceeded as outlined in Queensland Health Service Agreement. |

Government objective: Delivering quality front line services.
## Objective 4

### Better organisational capability

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| Our people are engaged, competent and valued. | • We will become a regional leader in clinical health education, safety and research and build partnerships and invest to build and sustain our innovation, quality, education and research priorities.  
• We will expand innovative workforce models using advanced capacity roles-right person, right job.  
• We will expand local job opportunities, roles and training in health care for the Sunshine Coast.  
• We will maintain an environment that promotes and supports the SCHHS values promoting inclusive behaviours and respect for diversity.  
• We encourage all staff to 'all teach and all learn' to actively support team-based health care delivery. | • Profile and number of staff engaged in research and evaluation is expanded.  
• Workforce models are implemented that support staff capacity and capability –right person, right job.  
• SCHHS actively contributes towards the Sunshine Coast Councils Regional Services Plans.  
• Staff engagement is optimised and improved as measured in annual survey.  
• Improvements in team work are reflected in the annual engagement survey results. |

**Government objective:** Creating jobs and a diverse economy.