About Us
Sunshine Coast Hospital and Health Service (the health service) is the major provider of public health services, health education and research in the Sunshine Coast, Gympie and Noosa local government areas. The health service covers approximately 10,000 square kilometres, stretching from Gympie in the north, south to Caloundra and out to Kilkivan in the west.

Established in 2012, the health service is an independent statutory body governed by the Sunshine Coast Hospital and Health Board. Over this relatively short history, the health service has undergone significant change, particularly in more recent years with the successful design, build and move into our first ever University Hospital on the Sunshine Coast. Whilst further development is underway with our other facilities we have also had one of the largest digital implementation programs over the past year that has set the future platform for patient and community benefits. It is this significant change that has shaped the Sunshine Coast Way of doing things. We are an organisation committed to looking at ways to do things better, and one that prides itself on its commitment to continuous improvement. We also acknowledge that our success to date was not achieved in isolation, and as such, conduct our business in a highly collaborative way both locally and across Queensland with an extensive range of stakeholders.

We operate according to the service agreement with the Department of Health, which identifies the services to be provided, funding arrangements, performance indicators and targets to ensure the expected health outcomes for our communities are achieved. This service agreement is negotiated annually and is available publicly via the Queensland Health website at: [https://www.health.qld.gov.au/system-governance/health-system/managing/agreements-deeds](https://www.health.qld.gov.au/system-governance/health-system/managing/agreements-deeds). We are also dedicated to fulfilling our role as a significant contributor to the Queensland health service landscape through further developing our tertiary services and continuing with integrated models of care with other hospital and health services, and clinical networks.

**Our strategic direction**

Our Strategic Plan 2016-2020 outlines our vision, purpose, values, objectives and future direction as well as how we work with our community to improve people’s health and wellbeing. Our strategic objectives are:

- improving everyone’s experience of health care throughout our health service
- optimising the health outcomes of our community through collaboration and education
- delivering sustainable, safe and high-value services driven by continuous improvement, research and education.

**Our vision and purpose**

- Health and wellbeing through exceptional care.
- To provide high-quality health care in collaboration with our communities and partners and enhanced through education and research.

**Our values**

The values of the health service underpin the culture of our organisation. We have adopted the Queensland Public Service values of: Customers First, Unleash Potential, Ideas into Action, Empower People, Be Courageous.

**Our strategic priorities**

1. Improving everyone’s experience of healthcare throughout our health service
2. Optimising the health outcomes of our community through collaboration and education
3. Delivering sustainable, safe and high-value services driven by continuous improvement, research and education
Aboriginal and Torres Strait Islander Health

Sunshine Coast Hospital and Health Service prides itself on providing culturally appropriate care to its Aboriginal and Torres Strait Islander communities.

Aboriginal and Torres Strait Islander people account for 2.2 per cent of the health service’s population compared to 4.4 per cent for Queensland. We have a higher percentage of Aboriginal and Torres Strait Islander people under 19 years than the Queensland average. This age group represents 47 per cent of the total Aboriginal and Torres Strait Islander population in the Sunshine Coast Hospital and Health Service region.

The health service is committed to achieving the outcomes of the Queensland Government’s strategy, Making Tracks toward closing the gap in health outcomes for Indigenous Queenslanders by 2033.

Overseen and monitored by its Closing the Gap Committee, the health service is on track to meet its targets of:

- embed Aboriginal and Torres Strait Islander representation in leadership, governance and workforce
- improve local engagement and partnerships between the health service and Aboriginal and Torres Strait Islander people, communities and organisations
- improving transparency, reporting and accountability in our efforts to Close the Gap in health outcomes for Aboriginal and Torres Strait Islander people by maintaining and regularly reviewing an outcome-based report of services delivered.

In 2018-2019 our health service delivered the following for our Aboriginal and Torres Strait Islander communities:

- 179 People attended a Gibir Galangur programs, held in partnership with community organisations
- 14 Eye clinics were held across the region with 176 patients receiving care
- 1733 Patients supported through to other community programs and services by Hospital Liaison Officers
- 96% Pregnant women had five or more antenatal appointments
- 94% Children vaccinated at age 5
- 446 Occasions of service provided at our sexual health clinic
- 256 Youth supported through Deadly Young Person’s Program over 24 sessions (Sunshine Beach State High School, Mountain Creek State High School and Gympie State High School)
- 1.3% Rate of discharge against medical advice (compared to state rate 2.8%)
- 1905 Completed courses of oral health care (adults and children)

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On 29 May 2019, Sunshine Coast Hospital and Health Service celebrated National Reconciliation Week by officially opening the Reconciliation Garden at the Sunshine Coast University Hospital.

Chief Executive Adjunct Professor Naomi Dwyer said the idea of the Reconciliation Garden was developed during community consultation for the Reconciliation Action Plan.

“Consultation with our Traditional Custodians, our Aboriginal and Torres Strait Islander Team, Project Delivery Unit planning team, and Exemplar Health’s builder Lendlease enabled the concepts and ideas to be brought to life,” Adjunct Professor Dwyer said.

“The beautiful area showcases our heritage, tradition and ceremonies and is also a place where all are welcome to visit, gather and enjoy the surroundings and sit in quiet reflection.

“This health service is committed to person-centred care to meet the needs of our Aboriginal clients and their families, and this Reconciliation Garden will serve as a positive reminder to our staff and community of our reconciliation journey,” Adjunct Professor Dwyer said.

The opening of the Reconciliation Garden was also a special opportunity to remember Aunty Betty, who was a prominent Elder in this community and meant a great deal to the health service.

Aboriginal and Torres Strait Islander Health member Valma King said: “The opening of the Reconciliation Garden is the culmination of a lot of behind the scenes work from interested parties. I am particularly proud of the artwork created by students at Nambour State College, which is now displayed at all our facilities.

“I hope by having a beautiful garden space for the community and staff members to enjoy it will create positive conversations which will bring about greater reconciliation,” Ms King said.
Our community-based and hospital-based services

Sunshine Coast University Hospital

Sunshine Coast University Hospital, the health service’s newest facility, opened in 2017 with about 450 beds, and will continue to grow its tertiary-level services into the future. The health service is now planning for new services, as part of the Service Transition Strategy, when Sunshine Coast University Hospital is planned to expand to 738 beds by the end of 2021. It is collocated with the Sunshine Coast Health Institute and the Sunshine Coast University Private Hospital.

Nambour General Hospital

Nambour General Hospital has a proud history of providing services to the Sunshine Coast community since the 1920s and until recently, was the primary referral centre and largest hospital in the region. Nambour General Hospital is undergoing a $86.239 million redevelopment to better service the growing health needs of the local community and provide an expanded emergency department, mental health, surgical services and medical services with a focus on sub-acute services and services for older persons. Short stay wards will be expanded and collocated, while design improvements will be made to the renal dialysis unit, surgical cleaning facility, oncology and day unit infusion therapy units, and kitchen facilities.

Caloundra Health Service

Caloundra Health Service has undergone a $17 million refurbishment and is the health service’s hub for palliative care and ophthalmology and provides a range of outpatient, ambulatory and community-based services including:

- a Minor Injury and Illness Clinic
- ambulatory care, renal, oral health and community services for residents of Caloundra and surrounds.

Maleny Soldiers Memorial Hospital

Maleny Soldiers Memorial Hospital (MSMH) is a rural facility providing services to the Maleny region. It delivers an emergency service, medical care, a fully functional subacute rehabilitation unit with a primary focus on patient-centred care, ambulatory clinics, essential diagnostic and clinical support services and oral health and community-based services. It is the hub for the health service’s Movement Disorders Clinic for patients with Parkinson’s Disease.

The Community Care Unit (CCU) provides a 24-hour, seven days per week, mental health residential rehabilitation service. The service aims to promote an individual’s recovery by providing opportunities to maximise their strengths and potential, with access to 24-hour mental health care, peer support and supervised rehabilitation. Clinical interventions and living skills development are provided to consumers who require medium to long term mental health care and rehabilitation.

The Maroochydore Community Hub opened in January 2019. This is a purpose-built facility which consolidates 19 community-based services into one facility increasing and improving access for our patients and the community. The hub accommodates services from Mental Health and Addiction, Community Integrated and Sub Acute, and Women’s and Families services.

Glenbrook Residential Aged Care Facility

Glenbrook Residential Aged Care Facility is a 45-bed purpose built high care residential aged care facility in Nambour. Glenbrook aims to provide high quality resident-focussed care in a home-like environment including:
- Transition care
- General aged care
- Older persons mental health care
- Secure dementia wing.

Gympie Hospital

Gympie Hospital has served the community for more than 150 years and provides acute regional services to residents in the Gympie, Cooloola and Kilkivan areas. A range of acute, ambulatory, community and mental health services are provided including emergency, surgical and medical services, palliative care and rehabilitation, maternity services and renal dialysis.

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Janelle Killick Community Care Unit
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Targets and challenges

Sunshine Coast Hospital and Health Service has experienced significant growth in both the range of services provided and the expanded capacity. The new tertiary health precinct at Sunshine Coast University Hospital is supporting the health service to innovate and better meet the diverse health needs of our community. The health service understands it must become sustainable and deliver services that align with best practices in patient care. The successful transformation of the health service toward a sustainable future is a priority.

Targets

Collaboration and partnerships

Our focus, now and into the future, is to develop and foster strong partnerships with primary health and other care providers to enable better care for our community. We are committed to working collaboratively with individuals, families and communities to optimise their experience within our health service. To ensure we get this right, we’re engaging our clinicians and consumers in service planning, delivery and review for existing and expanded services.

Optimisation, transformation and growth

By adopting a clinician-led transformative approach we will work to continuously improve our services and ensure our consumers experience a safe and seamless journey of care. We will work to implement models of care/service models that include workforce innovation and service redesign whilst embracing new technologies to improve access, safety and consistent care across all parts of our organisation. In addition, realising the benefits of the Sunshine Coast Health Institute partnership will help us to enhance workforce capability, innovation and translational research.

Value creation

Through Choosing Wisely (reduction in low value care), avoiding waste and duplication and being responsible stewards of public money, we will become a more efficient health service. Our consumers are integral to our Choosing Wisely agenda and co-designing the way we care for our patients. Our goal is to harness the collective health capacity and resources within our communities to provide better care, together, for our consumers. We will also create an organisational culture where our people feel valued and are supported in their ongoing development.

Challenges and opportunities

Like all health services across the state, Sunshine Coast Hospital and Health Service faces some challenges, and opportunities including:

- **Workforce:** Our Workforce Strategy has been developed to address strategic workforce priorities in the evolving health care environment. This will help us meet service and skills demands of a transforming health service that is responsive to our communities’ health needs.

- **Information technology:** We will introduce strengthened governance processes and ICT strategy that guides appropriate responses to demand and introduces contemporary ICT capabilities (clinical and corporate systems) which aim to consolidate technologies and reduce the number of disparate local systems. With these actions in place, we will realise the benefits of being a digital health service.

- **Financial sustainability:** We will develop and implement sustainability, efficiency and assurance frameworks that are closely monitored and assessed.

- **Demand:** To assist the health service meet the health needs of the community, we will strengthen our strategic partnerships throughout the region we serve, and further develop hospital avoidance models that will decrease the necessity to attend hospital or emergency departments, including the expansion of non-hospital options. A great example of this is our commitment to provide care closer to home for renal patients by offering Telehealth video consultations with renal specialists.
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