Governance
Governance

Our people

Board membership

Our Board

The Sunshine Coast Hospital and Health Board comprises 10 members appointed by the Governor in Council on the recommendation of the Minister for Health and Minister for Ambulance Services. As a skills-based Board, 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, Hospital and Health Boards Regulation 2012, 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, which 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 to the terms of the health service’s agreement with the Chief Executive (Director-General) of the Department
- approval of, and ongoing monitoring of the annual health service budget and financial and performance reporting.
Dr Lorraine Ferguson AM, Board Chair

RN, BSocSc, MPH, PhD, FACN, AFACHSM, ACCCN (life member), GAICD

Dr Lorraine Ferguson AM has a background as a registered nurse and midwife, educator and manager with experience in senior nursing leadership roles, academia and health service management positions within hospitals and health services and as a senior executive in a private not-for-profit professional organisation.

Lorraine's last full time appointment prior to moving to the Sunshine Coast was as Associate Professor of Nursing (Clinical Leadership and Professional Development) in a conjoint appointment with the University of Western Sydney (UWS) and Sydney West Area Health Service (SWAHS). In that role she held positions of Associate Head of School, Head of Program for clinical leadership and management masters programs at UWS and within SWAHS she was a member of the Nursing Executive and Human Research Ethics Committees and Co-Director of the SWAHS Nursing Research Unit.

Lorraine has served as a member of local, state and national committees including quality and safety, casemix, clinical costing, healthcare funding, human research ethics and curriculum development and is the author of a number of published works on healthcare reform, clinical management, safety and quality and education.

Lorraine has significant experience as board member and office holder on not-for-profit boards, has completed the Diploma from the Australian Institute of Company Directors and has an excellent understanding of corporate and clinical governance systems and frameworks. She was appointed to the inaugural Sunshine Coast Hospital and Health Board (SCHHB) in 2012 as a member and held the positions of Deputy Chair and Chair of the Board Safety and Quality Committee. In May 2016 she was appointed to the position of Chair of the SCHHB. She is also a member of the Wishlist Board and holds an Adjunct Associate Professor position with the University of the Sunshine Coast.

Lorraine 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.

Original appointment date 1 July 2012.
Current term 18 May 2019 to 17 May 2021.
Mr 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 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. He 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 assurance framework to assist the university in its stewardship of an 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.

Original appointment date 6 September 2012.
Current term 18 May 2019 to 17 May 2021.

Brian Anker, Board member

MAICD

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 the former 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.

Original appointment 18 May 2013.
Cosmo Schuh, Board member  
*BBus, CA, CPA*

Cosmo Schuh has worked as a public accountant in Gympie and South-East Queensland for more than 40 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.

*Original appointment 18 May 2013.  
Current term 17 May 2017 to 18 May 2020.*

Associate Professor Edward Weaver (OAM), Board member  
*MBBS, FRANZCOG, PACM (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) from 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.

*Original appointment 6 September 2012.  
Term expired 17 May 2019.*
Anita Phillips, Board member

BA, Grad Dip Leg.Studs, MPA, Dip Soc.Studs, GAICD, AMAASW

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 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.

Anita 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.


Dr Mason Stevenson, Board member

MB BS, FAMA

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. He continues work as a full-time GP at Coolum Beach.

Ms Debbie Blumel  
*BA, BSocWk, MSocWk, MBA, GAICD*

Debbie has extensive experience in strategic leadership positions in health, disability and housing organisations facing disruptive challenges and requiring transformational change. Debbie served as a Councillor on the Sunshine Coast Council (2008-2012) and represented Sunshine Coast Council on the Council of Mayors’ Infrastructure Committee.

She was chair of Regional Development Australia Sunshine Coast and was elected to represent Queensland coastal councils on the National Sea Change Taskforce. In 2012, Debbie was appointed CEO Northern Territory Medicare Local with a focus on improving the primary health care system and streamlining patient pathways, particularly for remote Indigenous peoples.

In 2016, Debbie accepted the position of CEO Children’s Therapy Centre to transform the longstanding and iconic company to thrive under the NDIS. Debbie’s previous experience in Queensland Health includes as Manager Public Health Planning and Research and as the Strategic Research and Development Advisor. In these roles, Debbie developed an integrated planning and reporting system to improve health outcomes, harness resources to evidence-based strategies, and foster a one-organisation performance culture.

Debbie also represented Queensland Health on national policy and strategy forums including National Public Health Expenditure Project, National Strategies Coordination Working Group, and the National Research and Development Task Group. She led a research team in a pioneering research project that published ‘Who Pays? The Economic Cost of Violence Against Women’ which was used by the Queensland Government in its Stop Violence Against Women campaign.

*First appointed 8/05/2019 to 31/03/2022.*

Mr Mark Raguse, Board Member

Mark Raguse is the Vice-President and District Secretary for Southern District of the Australian Workers’ Union, Queensland Branch.

Mark has over 20 years of experience in industrial relations, human resources and workplace health and safety across South-East Queensland including the Sunshine Coast.

For most of his career Mark has had a close engagement with the Department of Health as well as the private health sectors.

Mark currently sits on the Queensland Work Health and Safety Board, the Retail and Wholesale Sector Industry Safety Standing Committee and the Queensland Industrial Relations Consultative Committee. He has previously sat on the Health and Community Sector Industry Safety Standing Committee, the Queensland Industrial Relations Legislative Reform Reference Group, the Queensland Health Occupational Violence Taskforce, the Mining Safety and Health Advisory Committee and the Stakeholder Reference Group on Workers’ Compensation Matters.

Mark holds tertiary qualifications in education and policy.

*Term: 18 May 2019 to 19 August 2019.*
Emeritus Professor Birgit Lohmann  
*BSc (Hons), PhD, GAICD.*

From January 2011 until April 2018, Birgit Lohmann was the Senior Deputy Vice-Chancellor of University of the Sunshine Coast. In that role she had broad responsibility for the academic activities of the University, including the Faculties, was the standing deputy to the Vice Chancellor, Chair of the Academic Board and a member of the University Council. As Senior Deputy Vice Chancellor, she represented the University at high level national forums, in meetings with the various levels of government, and engaged with a broad range of community organisations and other stakeholders.

Birgit previously had academic and management roles at the Australian National University, Murdoch University, Griffith University and the University of Adelaide. She served in a number of leadership roles including Head of the School of Science and Director of the Centre for Quantum Dynamics at Griffith University, and Pro Vice-Chancellor (Learning and Quality) at the University of Adelaide.

She has been a Board member of a number of not-for-profit Boards.

Emeritus Professor Lohmann is a graduate of the University of Adelaide (Honours degree in Physics), and of Flinders University (Ph.D. in Atomic Physics).

*First appointed 18 May 2019 to 31 March 2022.*

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Professor Julie-Anne Tarr  
*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 speciality 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 she 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).

*Original appointment 18 May 2016.  
Current term 18 May 2017 to 17 May 2021.*
Board committees

The Board has legislatively prescribed committees that 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

Board and Committee meeting attendance 2018-2019

<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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<td><strong>Dr Lorraine Ferguson AM</strong></td>
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<td><strong>Mr Peter Sullivan</strong></td>
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<td><strong>Associate Professor Edward Weaver</strong></td>
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<td><strong>Dr Mason Stevenson</strong></td>
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<tr>
<td><strong>Mr Brian Anker</strong></td>
<td>11</td>
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<tr>
<td><strong>Mr Cosmo Schuh</strong></td>
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<tr>
<td><strong>Professor Julie-Anne Tarr</strong></td>
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<tr>
<td><strong>Ms Anita Phillips</strong></td>
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<tr>
<td><strong>Mr Mark Raguse^</strong></td>
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<td><strong>Ms Debbie Blumel^</strong></td>
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</table>

*Associate Professor Edward Weaver – term expired 17 May 2019

^Three new Board members were appointed on 18 May 2019
Executive

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
  (1 July 2018 – 17 May 2019)
- Dr Mason Stevenson (from 4 June 2019)

Safety and quality

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 by Sunshine Coast Hospital and Health Service including:
- strategies to minimise preventable patient harm
- reducing unjustified variations in clinical care
- improving the experience of patients and carers of Sunshine Coast Hospital and Health Service in receiving health services
- monitoring the Hospital and 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
  (1 July 2018 – 17 May 2019)
- Ms Anita Phillips
- Mr Mark Raguse (from 4 June 2019)

Audit and risk

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 Queensland 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 contributing 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 Cosmo Schuh (Chair)
- Professor Julie-Anne Tarr
- Mr Peter Sullivan
- Emeritus Professor Birgit Lohmann
  (from 4 June 2019)
Finance and performance

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 organisation's 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 key performance indicators specifically related to performance and funding
- monitoring human resource indicators and compliance with the health service strategic workforce planning.

Committee members:

- Mr Peter Sullivan (Chair)
- Mr Brian Anker
- Mr Cosmo Schuh
- Dr Mason Stevenson (1 July 2018 – 4 June 2019)
- Ms Debbie Blumel (from 4 June 2019)
Adjunct Professor Naomi Dwyer

*Adjunct Professor Naomi Dwyer was appointed as the Chief Executive of 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, focused on accelerating the translation of evidence into health care delivery across the life course.

Naomi holds academic titles with Griffith University, University of Sunshine Coast and University of Adelaide. Naomi has undergraduate and postgraduate qualifications in Business and Law.*

Ms Karlyn Chettleburgh

*Chief Operating Officer

Karlyn joined the health service in August 2018. She has extensive executive leadership experience within public health services undergoing significant transformation. This includes transition to a multi-site, university health service, having been actively involved in the reform agenda of Gold Coast Hospital and Health Service as Executive Director Mental Health and Specialist Services, as well as Acting Chief Operations Officer on multiple occasions. Prior to this, Karlyn held senior roles within the Victorian Health Service including forensic care.*
Mr Luke Worth
Executive Director Strategy, Performance and Governance

Luke joined the health service in December 2018. He has worked as an executive at Northland District Health Board (NZ), Townsville Health Service, and Capital Coast District Health Board (NZ). From 2010–2012 he was Operations Executive for Bundaberg Hospital and Rural Health Services at the Wide Bay Health District.

Luke is the former Director of System Relationships Branch at the NSW Ministry of Health and from early 2013 he led the state-wide work for the NSW Ministry of Health on the whole-of-hospital program to improve access to high-quality, safe and affordable healthcare for patients in New South Wales.

Following this, Luke spent two years at Metro North Hospital and Health Service and was later appointed Executive Director of Ipswich Hospital, where he led the ieMR implementation as Executive Lead.

Ms Suzanne Metcalf
Executive Director Nursing and Midwifery

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.
Dr Andrew Hallahan
MBBS (Hons), BSc (Med), Dip Paed, FRACP, FRACMA
Acting Executive Director Medical Services

Dr Andrew Hallahan joined us from Children’s Health Queensland where he was Executive Director Medical Services. He also holds a state-wide leadership role as the paediatric lead for the Clinical Excellence Queensland Patient Safety and Quality Improvement Service, and he established the Queensland Children’s Critical Incident Panel, as a state-wide resource to support expert review of children’s patient safety events.

Andrew is recognised for his significant leadership in systems improvement, and has expertise in clinical governance, medical professional leadership and relations, digital hospital and clinical and biomedical research. He is a paediatric oncologist, and led clinical services including gastroenterology, hepatology and liver transplantation while fulfilling the medical lead for patient safety at Children’s Health Queensland.

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

Gemma commenced in the role of Executive Director Allied Health in September 2017. Gemma has worked for the 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 wellbeing, 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 of the Sunshine Coast completing research on allied health leadership and specifically looking at effective leadership programs that deliver efficient and effective outcomes.
Mr Michael DeZwart  
MBA, BAppSc  
Acting Executive Director Digital Transformation and Chief Information Officer

Michael was acting in the Chief Information Officer role from October 2018 having joined the health service in July 2017 as part of the Sunshine Coast University Hospital ICT build team. He has more than 10 years’ experience in healthcare, most recently in new hospital builds and overseeing state-wide ICT service delivery. Michael has previously held positions across the retail and the resources sectors, delivering complex programs of work and leading operational delivery teams.

Michael’s passion is ensuring ICT provides seamless information and solutions to support healthcare delivery. He has driven organisational change programs to grow high-performing teams and holds a Bachelor of Applied Science (Computer Technology) and MBA from the Melbourne Business School.

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Mr Terence Seymour  
Interim Executive Director People and Culture

Over the past decade Terence’s focus has been on improving the provision and quality of health care services. Terence’s most recent role prior to joining the health service was as the inaugural Executive General Manager Organisational Capability and Change for the Australian Digital Health Agency. In addition, he has been the Chief Operating Officer and Chief Strategy Officer for a not-for-profit hospital group and has spent a decade as a hospital CEO.

Terence has a diverse background, having held a number of roles during his career. Initially starting in civil engineering and construction in local government, he then moved into bio-mechanical research and ergonomic design. Following this he spent time developing his skills in human resources and organisational improvement and transformation. In this field he was a service line leader for the Asia Pacific region with a major international business advisory firm.

His focus is on working with people and the organisation’s values to create environments where staff can succeed.
Mr Andrew McDonald
Acting Chief Financial Officer

Andrew has been acting in the role of Chief Financial Officer since July 2018 and has been in his substantive role as the Financial Controller for the health service since May 2016. He has a Bachelor Degree in Business majoring in Accounting and has been a qualified Chartered Accountant for 14 years. Andrew’s background is in audit, where he was a manager at KPMG in Melbourne, Brisbane and Canada.

He then continued his career in senior leadership positions in large commercial organisations in the mining and oil and gas industries before transitioning to Queensland Health in 2016. Andrew brings an in-depth knowledge of best practice process, technical and compliance in all aspects of finance and accounting as well as performance and reporting.

Dr Morne Terblanche
Chair Clinical Council

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 a 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 equity of access for all Australians to excellent healthcare.
Workforce profile

Sunshine Coast Hospital and Health Service acknowledges the importance of having a sustainable, capable and adaptable workforce in responding to rapidly changing environments during the continued growth of the health service.

To ensure we are able to continue to meet the health needs and requirements of our community the health service will work toward having:

- a clear plan for ensuring the effective introduction of new health services and models of care by having the right staff with the right skills at the right time
- a workforce which has the capability to efficiently and flexibly deliver services
- a focused and strategic approach to attracting, developing and retaining a highly-skilled workforce.

As at 30 June 2019, the health service employed 5,954 Full Time Equivalent (FTE) staff, an increase of 208.05 FTE or 3.62 per cent across the previous 12 months. The health service’s female workforce is 75.02 per cent in 2018-2019. The majority of employees are employed permanently with 73 per cent being employed permanently at 30 June 2019. The permanent separation rate was 4.51 per cent at 30 June 2019.

The health service supports the As One Public Service Disability Employment Strategy. As at 30 June 2019, 1.26 per cent of the workforce (100 employees) identified as having a disability.

Increasing Aboriginal and Torres Strait Islander representation in employment and reducing the overall level of disadvantage among Indigenous Australians is an integral part of the health service’s commitment to closing the gap between Indigenous and non-Indigenous Australians. As at 30 June 2019, the health service employed 101 staff who identified as Aboriginal and Torres Strait Islander people, which represents 1.64 per cent of the workforce.
The health service encourages and supports linguistically diverse backgrounds across all occupational streams. As at 30 June 2019, 8.44 per cent (638 employees identified themselves as having a non-English speaking background.

### Table 1: More doctors and nurses*

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<td>Medical staff</td>
<td>517</td>
<td>584</td>
<td>712</td>
<td>753</td>
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<tr>
<td>Nursing staff</td>
<td>1,623</td>
<td>1,764</td>
<td>2,082</td>
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<td>Allied Health staff</td>
<td>513</td>
<td>542</td>
<td>695</td>
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### Table 2: Greater diversity in our workforce*

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<td>Persons identifying as being Aboriginal and/or Torres Strait Islander</td>
<td>61</td>
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</tbody>
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* Workforce is measured in MOHRI – Full-Time Equivalent (FTE).
Additionally, the health service’s Leadership and Management Capability Development Framework, along with a set of underlying business principles to support this model, has been endorsed by the Strategic Executive Committee. The framework enables the identification, development and acquisition of new opportunities under a consistent and aligned approach to develop existing and future leadership and management capability.

Development programs (current and proposed) will be available through a range of providers (internal and external). These will be inclusive of but not limited to:

- emerging leaders/managers program — providing opportunities for individuals who have been identified as having the desire and/or capability to progress to leadership or managerial roles
- management capability programs — including foundation and ongoing management development programs (e.g. line manager fundamentals)
- cross leadership programs — for core behavioural development across all leadership groups
- service group or profession specific programs
- executive programs — strategic development needs of executive roles.

Early retirement, redundancy and retrenchment

No redundancy/early retirement/retrenchment packages were paid during the period 2018-2019.
Strategic committees

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.

The health service's committee structure plays a key role in strengthening the performance of our large and diverse organisation, through:

- alignment of cross-service or functional activity with the strategic and operational plans and objectives of the organisation
- increasing the transparency of decision-making
- undertaking an assurance function to assess the management of risks and the ongoing effectiveness of the controls environment
- providing an opportunity for the input of various perspectives and experience into health service activities across organisational and professional boundaries.

These committees all have appropriate sub-delegations relevant to the function and purpose of the committee.

Our Strategic Committees:

- Strategic Executive Committee
- Clinical Council
- Work Health and Safety Governance Committee
- Education Council
- Safe Care Leadership Committee
- Research Clinical Council
- Information Services Governance Committee
- Executive Operations Committee
- Assets and Infrastructure Committee
- Closing the Gap Committee
- Consumer Advisory Group

<table>
<thead>
<tr>
<th>Number of Meetings Held</th>
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<tr>
<td>1. Strategic Executive Committee (SEC)</td>
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<tr>
<td>2. Clinical Council</td>
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<td>3. Work Health and Safety Governance Committee*</td>
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<td>4. Education Council</td>
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<td>5. Safe Care Leadership Committee**</td>
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<td>6. Research Clinical Council</td>
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<td>7. Information Services Governance Committee (IGC)</td>
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<td>8. Strategic Project Management Committee***</td>
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<td>9. Executive Operations Committee (EOC)****</td>
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<td>10. Assets and Infrastructure Committee*****</td>
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<tr>
<td>11. Closing the Gap Committee</td>
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<tr>
<td>12. Consumer Advisory Group******</td>
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* Work Health and Safety Governance Committee, restructure and rename effective February 2019
** Safe Care Leadership Committee formerly Patient Safety and Quality Committee
*** Strategic Project Management Committee disbanded October 2018 and reported largely through Executive Operations Committee and/or Strategic Executive Committee
**** Executive Operations Committee established October 2018.
***** Assets and Infrastructure Committee was established as a Strategic Committee in 2019.
****** Five committee meetings, one planning workshop and two intersession meetings
Our 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 and supported by a risk information management system (RiskMan). The framework applies a standardised and structured approach for the identification, assessment, evaluation, mitigation and monitoring of risks aligned to international standards. Central to the framework is that all staff have a role to play in identifying and managing risk within the health service. This is overlaid with the framework assigning particular accountabilities for risk management at appropriate management levels, with regular reporting of significant risks to the Board, its sub-committees and the Strategic Executive Committee.

Our risk appetite statement establishes the tone for risk management, providing guidance on the type and level of risk the Sunshine Coast Hospital and Health Board will tolerate in pursuit of our objectives. Our key risk exposures under active management relate to the achievement of our strategic objectives, the provision of safe and quality healthcare services, digital health transformation, sustainable financial management and enabling a skilled and engaged workforce that meets the evolving health needs of the community.

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.

Internal audit

Sunshine Coast, Wide Bay and Central Queensland hospital and health services 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 Board. The charter is consistent with the Audit Committee Guidelines and the function has been externally assessed as conforming with the International Standards for the Professional Practice of Internal Auditing.

External scrutiny, information systems and recordkeeping

Sunshine Coast Hospital and Health Service’s operations are subject to regular scrutiny from external oversight bodies. During the financial year 2018-2019 this has included the Queensland Audit Office, 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.

Sunshine Coast Hospital and Health Service did not participate in any coronial inquests in this financial year and accordingly there were no adverse findings or recommendations.
Sunshine Coast Hospital and Health Service's administrative records program has continued to collaborate with stakeholders across the health service to identify opportunities for improved document management and business efficiency. Initiatives including the design of an electronic procedural document portal, giving greater control over local work instructions to service groups.

The department has continued to liaise with Project Management Office regarding the use of the SP-eDRMS (electronic document records management system). This system is used by the Project Management Office to capture important project records (e.g. the ieMR project).

Current activities include the commencement of an audit of off-site record holdings and SharePoint sites as the health service expands the volume and space of its information repositories.

Procedural information has been expanded to cover the terms of use for applications made available to staff across Queensland Health via Office 365 and SharePoint online.

Video education sessions on file/archive box registration were created for staff managing records and education session continue across the service.

Sunshine Coast Hospital and Health Service adheres to the requirements of Queensland Health's Information Security Policy.

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. In addition, it is mandatory for all health service staff to undertake training annually for Public Interest Disclosure, Conduct and Ethics and Fraud Awareness. 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.

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 2018-2019.

Queensland Public Service ethics

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. This support includes management, investigation and resolution of matters that may require reporting to external agencies (i.e. Crime and Corruption Commission, Public Service Commission, Queensland Ombudsman, Office of the Health Ombudsman), conciliation and advocacy within industrial and other tribunals. 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 health service.
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