Sunshine Coast Hospital and Health Service covers approximately 10,020 square kilometres. It encompasses the local government areas of Sunshine Coast, Gympie and Noosa; stretching to Gympie at its northern boundary, south to Caloundra and out to Kilkivan in the west.
Gympie Hospital
Emergency Department, Surgical and Medical Services, Maternity, Palliative Care, Rehabilitation, Renal Dialysis, Specialist Stroke Unit, a range of community-based adult and child services.

Nambour General Hospital
Emergency Department, Surgical and Medical Services, Clinical and Non-Clinical Support Services, Chemotherapy, Renal Dialysis, Mental Health Services, Community Integrated and Subacute Services, Medical Imaging Services, Women's and Families Services.

Glenbrook Residential Aged Care Facility
45 bed purpose built facility, providing aged care in a home-like environment.

Sunshine Coast University Hospital
Emergency Department, Cancer Care including radiation therapy and chemotherapy, Specialised Medical and Surgical Services, Trauma Service, Paediatrics and Paediatric Critical Care Unit, Maternity Services, Special Care Nursery, Rehabilitation, Renal Dialysis, Mental Health, Interventional and Diagnostic Clinical Support Services, Specialist Ambulatory Care Services, Allied Health Services.

Sunshine Coast Health Institute
Purpose built facility for clinical research, training and teaching, in partnership with University of the Sunshine Coast, TAFE Queensland East Coast and Griffith University.

Caloundra Health Service
Palliative Care, Community Services including Oral Health and Child Health, Renal Dialysis, Ophthalmology, Minor Injury and Illness Clinic.

Maleny Soldiers Memorial Hospital
Emergency Department, Medical Services, Palliative Care, Ambulatory Clinics, Essential Diagnostic and Clinical Support Services, Community Based Services.

Services are also provided for Sunshine Coast Hospital and Health Service patients at Noosa Private Hospital and Sunshine Coast University Private Hospital, in Birtinya.
Local hepatology partnership curing Hepatitis C in the community

Sunshine Coast University Hospital's gastroenterology and hepatology department is helping cure hepatitis C sufferers in the Sunshine Coast and Wide Bay regions.

The Sunshine Coast Hepatitis C Partnership (supported by the Department of Health's Clinical Excellence Division) is providing an innovative and rapid access service to patients across the two regions.

The Acting Clinical Director of Gastroenterology and Hepatology, Dr Jonathan Mitchell said the community-based, nurse-led hepatitis C (HCV) clinic offered mobile fibroscan service to patients at multiple locations across the region. This simple, quick and painless test uses ultrasound to screen for liver disease by assessing the amount of HCV-related scarring in the liver.

“The scan is followed by a rapid decision on treatment through a multi-disciplinary team meeting run by hepatologists (liver specialists),” Dr Mitchell said.

“The amount of liver scarring influences the choice of treatment and the follow up required.”

“If necessary, treatment is prescribed by a specialist and is be monitored by the patient’s GP, with ongoing support from the Hepatology Partnership.”

In its first year of operation, the mobile clinic has proven to be a success, with 85 per cent of Hepatitis C patients now being treated in primary care, relieving congestion in secondary care clinics.

Hepatology Partnership has sent treatment recommendations to General Practitioners for 273 individuals. Referrals on the Maryborough Correctional Centre (MCC) have reduced, with 124 of 233 patients now assessed.

“It is great that patients are able to have their treatment initiated though this fantastic rapid access program, close to home.

“Patients can ask their GP to organise a referral into the service, or call our Hepatology Nurse about the program,” Dr Mitchell said.

Recent advances in medicine mean that in most cases, hepatitis C can now be successfully treated. The national goal is for elimination of Hepatitis C in Australia by 2026.

The project partnership is funded by the Queensland Health Integrated Care Innovation Fund (ICIF) and the Australian Centre For Health Services Innovation (AusHSI) until December 2018.
A unique partnership in crime prevention is proving successful at Nambour General Hospital.

A first of its kind, the Hospital Watch program has brought together Sunshine Coast Hospital and Health Service staff, Queensland Police Service, Neighbourhood Watch, and the local community together with the aim to discourage any incidence of crime in and around the hospital.

Nambour General Hospital Director of Nursing and Facility Manager Graham Wilkinson said the program had been on trial since October 2017, and was proving a success.

“Hospital Watch has increased the community’s perceptions of safety, as well as reassuring our patients and staff,” Mr Wilkinson said.

A Hospital Watch Nambour committee has been formed, involving all major stakeholders. The committee has identified high risk locations within the hospital precinct and installed Hospital Watch signage.

Queensland Police Service Superintendent Darryl Johnson, District Officer of the Sunshine Coast said criminal offences often occurred in the surrounding areas of hospitals.

“A significant amount of this criminal behaviour is preventable and can be deterred by the adoption and fostering of proactive partnerships with the community and by following simple crime prevention strategies such as placing valuables in a safe area and keeping a look out for suspicious behaviour.

“Hospital Watch is a Queensland first, with an aim is to minimise the incidence of preventable crime, by encouraging people to report crime and suspicious activity near health service facilities and in nearby car parks,” Supt. Johnson said.

To support information sharing, Nambour General Hospital Protective Services have established a Tasking and Coordination meeting that meets daily to review reported incidents across the health service as well as information received from partner agencies.

Following the success of the Hospital Watch pilot program, there are plans in place to role the model out across the health service.
Our role and function

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.

Established in 2012, the health service is an independent statutory body governed by the Sunshine Coast Hospital and Health Board.

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.

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 vision
Health and wellbeing through exceptional care.

Our purpose
To achieve our vision by delivering better care and experience for individuals, better health outcomes for our population and better use of resources for healthcare.

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
  - know your customers
  - deliver what matters
  - make decisions with empathy

- Ideas into action
  - challenge the norm and suggest solutions
  - encourage and embrace new ideas
  - work across boundaries

- Unleash potential
  - expect greatness
  - lead and set clear expectations
  - seek, provide and act on feedback

- Empower people
  - lead, empower and trust
  - play to everyone’s strengths
  - develop yourself and those around you

- Be courageous
  - own your actions, successes and mistakes
  - take calculated risks
  - act with transparency
Our objectives

- better care and experience for individuals
- better use of resources for healthcare
- better outcomes for our local population.

These objectives are supported by improving capability across our organisation and shared communities of practice. Our objectives reflect our commitment to working closely with the Queensland Government to implement:

- the Queensland Government’s objectives for the community
- the Queensland Health Strategic Plan 2016-2020
- Queensland Health’s Health and Wellbeing Strategic Framework 2016-2020
- Queensland Health’s My health, Queensland’s future: Advancing health 2026.

Our region and people

Sunshine Coast Hospital and Health Service covers approximately 10,020 square kilometres. It encompasses the local government areas of Sunshine Coast, Gympie and Noosa; stretching to Gympie at its northern boundary, south to Caloundra and out to Kilkivan in the west.

The 407,638 persons living in the catchment area make up approximately 8 per cent of Queensland’s population and by 2031, the SCHHS population is projected to increase by 23 per cent, compared to 22 per cent for Queensland.

According to the 2016 census:

- 2.1 per cent of the SCHHS population identify as Aboriginal and/or Torres Strait Islander
- 18.9 per cent of residents were born overseas and 5.0 per cent of residents speak a language other than English at home
- 45 per cent of the region’s 94,355 families are couples with no children, 37.9 per cent are couples with children, and 16 per cent are one parent families
- 28.8 per 10,000 persons are homeless across the SCHHS, however 58.5 persons per 10,000 are homeless in Gympie-Cooloola area
- 20,915 residents (6.0 per cent) report having a profound or severe disability or need for assistance
- residents aged 65 years and over represent 20.4 per cent of the population
- 38 per cent of our population suffer relative socioeconomic disadvantage.

Compared to the whole of Queensland, our region has:

- a higher percentage of children between zero and 14
- a higher median age
- a higher crude death rate per 1000 persons
- a higher percentage of persons in need of assistance, or with a profound or severe disability
- a lower percentage of indigenous persons
- a lower crude birth rate per 1000 persons
- a lower percentage of residents born overseas and lower percentage of residents speaking a language other than English at home
- a lower percentage of families who are couples with children
- a lower rate per 10,000 persons of homeless persons (except for Gympie-Cooloola area).
Our five-year growth

During the past five years our health service has experienced significant growth across all areas and met greater demand for services.

By the end of 2017-2018, for an average day in SCHHS:
- 366 people will have presented for emergency care
- 382 people will have been discharged from our hospital facilities
- 2397 people will have accessed our ambulatory services across specialist clinics, breast screening, dental services, community services and primary health
- nine babies will have been born.

*Note: Full year 2017-18 data is projected from actual data to the end of March 2018, ambulatory services include specialist clinics, breast screening, oral health, hospital avoidance, primary health, midwifery and maternity, and community services. Staff numbers are a headcount.

Five (5) year growth plan

Caloundra Health Service
The role of Caloundra Health Service has changed since the opening of Sunshine Coast University Hospital in 2017, but it continues to play an essential role within the health service providing care to the local community. Caloundra Health Service 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.

In December 2016, $17 million was allocated for the redevelopment of Caloundra Health Service. It is due for completion by end 2018.

Gympie Hospital
Gympie Hospital 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. The facility has a specialist stroke unit and commenced a CT service during the year. Infrastructure funding of $2.7 million funding has been allocated towards replacement of the paging and emergency power systems and upgrades to the kitchen and pharmacy facilities. These monies are in addition to more than $300,000 which will be provided to Gympie Hospital to refurbish the front entrance and the repaint of ward areas.

Our Services

Sunshine Coast University Hospital
Sunshine Coast University Hospital, the health service’s newest facility, opened in 2017 and will grow to provide tertiary-level services by 2021. The health service is now preparing for services that will commence in Stage 2, as part of the Service Transition Strategy, when Sunshine Coast University Hospital will expand to more than 600 beds from July 2018. It is collocated with the Sunshine Coast Health Institute and the Sunshine Coast University Private Hospital. The advancement of the precinct is a collaboration between the health service, the University of the Sunshine Coast, TAFE Queensland and Griffith University Medical School.

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 will undergo a $86.239 million redevelopment to better service the growing health needs of the local community and provide an expanded emergency department, increased medical imaging service capacity, 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.
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 sub-acute 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.

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.

Janelle Killick Community Care Unit
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.

Aboriginal and Torres Strait Islander people
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.

Work on the Sunshine Coast Hospital and Health Service Diversity Plan is ongoing. Four action plans are included within the Diversity Plan including Aboriginal and Torres Strait Islander Health Action Plan (Closing the Gap), Reconciliation Action Plan (RAP), Disability Action Plan and the Multicultural Action Plan.

The health service has an Aboriginal and Torres Strait Islander SCHHHS Workforce Plan 2018 – 2021. We currently employ 104 staff who have identified as Aboriginal and/ or Torres Strait Islander people, which represents 1.44 per cent of the workforce. As our regional Aboriginal and Torres Strait Islander population represents 2.2 per cent of the total population, we continue to focus on closing the gap.

Health service plan
Sunshine Coast Hospital and Health Service’s Health Service Plan 2012-2022 was developed through consultation and engagement with consumers, our staff and the wider community. It provides essential direction to ensure our transition toward the health service organisation we aim to be in 2017-2018 and beyond is achieved. The plan provides information on:

- how our communities’ health needs will change
- the health service’s responses to meeting these needs
- service priorities to 2022.

Strategic challenges and opportunities
Risk is intrinsic to healthcare and exists in all facets of public healthcare delivery—from our day-to-day clinical activities, to managing our workforce and finances, to making decisions about the future of our health service as we expand to become a tertiary level health service. A culture of robust risk management, through effective internal controls, is required to ensure that we achieve our objectives and realise our vision of health and wellbeing through exceptional care. The strategic risks we manage:

- Workforce: Ensure size, capacity and capability of the workforce is sufficient to meet service and skills demands of a transforming hospital and health service
- Information technology: the ability to effectively plan, evaluate and introduce new information, application and technology assets to improve service efficiencies
- Financial sustainability: the ability to maintain budget integrity, increase revenue and deliver services within allocated funding
- Transformation: the scale of change associated with the transformation of our health service through expansion, coupled with the implementation of state-wide initiatives
- Patient safety and quality: ability to continue to meet or exceed established regulatory or industry standards and community expectations in delivery of quality, safe healthcare
- Demand: the ability to meet the health needs of the community and match the resource capacity of the health service.
Opportunities

In 2018-2019 our focus will turn to our opportunities:

**Collaboration and Partnerships**
- Working collaboratively with individuals, families and communities to optimise experience while in contact with our health service.
- Broadening the role and impact of primary care and other community-based services as part of a cohesive health system.
- Targeting improvement in a range of health determinants.
- Engaging clinicians and consumers in service planning, delivery and review for existing and expanded services.

**Optimisation, Transformation and Growth**
- Improving access to high reliability care.
- Adopting clinician-led, transformative approaches so our consumers experience a safe and seamless journey of care throughout their life.
- Realising the benefits of the Sunshine Coast Health Institute partnership to enhance workforce capability, innovation and translational research.
- Implementing models of care/ service models that include workforce innovation, service redesign and new technologies to improve access, safety and consistent care across all parts of our organisation.
- Activating the benefits of a digital future, through the introduction of the integrated electronic medical record and other new technologies.

**Value Creation**
- Articulating the role of all parts of our inter-dependent health service, and the distinct value they provide to our community.
- Harnessing the collective health capacity and resources within our communities.
- Optimising our efficiency through choosing wisely, avoiding waste and being responsible stewards of public money.
- Creating an organisational culture where our people feel valued and are supported in their ongoing development.

Interpreter services

The Queensland Health Interpreter Service provides interpreters in Queensland Health public facilities for patients from non-English speaking backgrounds. Interpreters are provided on-site (face-to-face), via video conference or over the phone. Interpreters are available 24 hours a day, seven days a week and are provided at no charge to the client. Our interpreter service expenditure during 2017-2018 can be found on the Queensland Government’s Open Data website www.qld.gov.au/data.

Machinery of government changes

There were no machinery of government changes which impacted Sunshine Coast Hospital and Health Service’s operations.
Closing the gap on health inequities

The health service is committed to improving health outcomes for Aboriginal and Torres Strait Islander people. The health service is on track to meet its Closing the Gap targets through a range of initiatives including preventable hospitalisation programs (PHP), immunisation programs, antenatal and postnatal care for pregnant women and nutrition programs.

**PHP Outgoing Referrals - Jul to Dec 2017**

**PHP Occasions of Service - Jul to Dec 2017**

**Median age of death - SCHHS**

Increased the Medium Age of Death by 14 years
Consumer engagement 2017–2018

In 2017 we launched our strategy for P.E.A.C.E (Patient Experience and Consumer Engagement) 2017-2020 to provide clear direction and a course of action to guide all health service staff and consumers to build meaningful relationships and support the delivery of person centred care.

Active since 2013, the Sunshine Coast Hospital and Health Service Consumer Advisory Group (CAG) continues to meet five times a year with the Health Service Chief Executive and Executive Director Medical Services to provide higher level strategic advice to the health service. The committee of 10 consumers is led by the consumer chair. The group is representative of the diversity of the Sunshine Coast Region and contributes to service planning through their understanding of local and regional issues and dialogue between the health service and the wider community.

Consumer Engagement
Our consumer engagement register has grown, there are now 150 consumers signed up.

Ninety-four consumer representative positions on committees, working groups of focus groups throughout the health service, including:
- Comprehensive Care Committees
- Nurse Navigator Program
- Medication safety Committee
- Mental Health Consumers and Carers Group
- End of Life Care Committee

The Consumer Publication Review Group has co-designed and reviewed more than 50 documents for the health service, leading to improved readability and suitability for our community.
Patient Experience
This year marked the completion of our three-phase patient experience survey. Feedback on a health service-wide postal survey was received from 5332 patients. The survey was conducted over three waves and received an overall response rate of 25 per cent. This project was undertaken to gauge any impact on the patient experience throughout the health service before, during and after the opening of Sunshine Coast University Hospital. The results are currently being collated and will be delivered to the health service and our consumers over the next few months.

During 2017-2018, 1087 consumers responded to additional surveys providing anonymous feedback on both new and existing services, including:
- Minor Injury and Illness Clinic, Caloundra
- Community Chronic Conditions Service
- Short Stay Unit, Sunshine Coast University Hospital Emergency Department
- Ambulatory Care Centre signage, Sunshine Coast University Hospital
- NAIDOC Week, Community Health Services
- Musculoskeletal Physiotherapy Screening, Allied Health.

Feedback
As in previous years, the health service continues to receive a significantly higher proportion of compliments than complaints (494 complaints in Riskman since January versus 954 compliments). Compliments and complaints provide valuable information to improve our services. We are within key performance indicators (KPIs) for complaints being closed within 35 calendar days, sitting at 86.4 per cent for May.