Sunshine Coast Hospital and Health Service
Strategic Plan 2016-2020
Updated 2019

Our vision:
Health and wellbeing through exceptional care.

Our purpose:
To provide high quality health care in collaboration with our communities and partners and enhanced through education and research.

Our strategic objectives:
• 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.

Aligning with government priorities
Our priorities align with Queensland Government’s objectives for the community, Our Future State: Advancing Queensland’s Priorities which will aim to tackle key health challenges to:
• keep Queenslanders healthy; and
• give our children a great start.

…and exemplify delivery, of the directions outlined in My health, Queensland’s future: Advancing health 2026
• promoting wellbeing
• delivering healthcare
• connecting healthcare
• pursuing innovation.

Risks we manage
• Workforce: the ability to meet service and skills demands of a transforming HHS that is responsive to our communities’ health needs may not sufficiently be achieved by the current size, capacity and capability of our workforce. Mitigation: SCHHS Workforce Strategy developed that addresses strategic workforce priorities in the evolving health care environment.
• Information technology: Expected benefits of digital adoption may not be fully realised due to poor planning, governance, lack of ICT maturity and skills limitations of the ICT organisation. Mitigation: Introduction of 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.
• Financial sustainability: The ability to achieve the scale of productivity and efficiency required to be delivered may hinder the ability to achieve financial sustainability. Mitigation: Development and implementation of sustainability, efficiency and assurance frameworks that are closely monitored and assessed.
• Transformation: The scale and pace of transformational change may impact the ability to deliver required outcomes in access to care, quality of care and staff engagement and wellbeing. Mitigation: The embedding of strong corporate and clinical governance, including Strategic and Operational Planning and Performance and Accountability Frameworks.
• Patient safety and quality: Inadequate alignment of the SCHHS governance resources to manage, implement and meet established regulatory and industry standards may impact our ability to meet community expectations in delivery of quality, safe healthcare. Mitigation: Further development of the Clinical Governance Framework to align with the national model in addition to a strengthened model of safe care governance.
• Demand: The health needs of the community may exceed the resource and service capacity of the Hospital and Health Service unless our models of care are refocused to embrace a contemporary response to care delivery. Mitigation: Strengthening of strategic partnerships throughout the region we serve, and further development of hospital avoidance models that would decrease the necessity to attend hospital or EDs and the expansion of non-hospital options.

Our story to date
Sunshine Coast Hospital and Health Service (SCHHS) has experienced significant growth in both the range of services provided and the expanded capacity. Sunshine Coast University Hospital (SCUH) is changing the way services are delivered across the health service. The new tertiary health precinct is supporting our health service to innovate and better meet the diverse health needs of our community.

What’s important now is that while the health service grows, it becomes sustainable and services delivered align with best practices in patient care. The successful transformation of the health service towards a sustainable future is a priority. Our focus is looking at how to improve business as usual processes which support clinical care, optimise clinical and non-clinical services and support targeted organisational redesign befitting of a contemporary tertiary health service.

An intensive program of clinical, consumer and community engagement, demand projection forecasting, evidence based benchmarking and peer review will be undertaken to develop our new Master Clinical Services Plan (the plan). The plan will provide a 10-year outlook for service delivery and service priorities across the hospital and health service, to meet the growing demand for healthcare services in our catchment area.

As our people are our most valuable asset we will continue to further develop and maintain an exceptional workforce to provide a great place to work. The development and delivery of the Leading the Sunshine Coast Way program will utilise contemporary research and best practice and be responsive to the challenges currently facing our leaders and epitomise and demonstrate the values of person centred compassionate care. Workforce planning is ongoing to meet the needs of future growth to ensure we have the right people in the right place with the right skills and knowledge as required. We are committed to developing a culture in which highly reliable and safe care is consistently delivered for great patient outcomes.

Our vision for our Health Service will only be achieved through collaborative partnerships and harnessing the skills and knowledge of our local partners which includes but not limited to the Primary Health Network and our primary health care providers. We will continue to partner with industry, communities, governments and non-government bodies to develop collaborative models of care that create living and work environments that support improved health.

The health service is expanding its teaching and health research capability through the Sunshine Coast Health Institute. Significant strategic partnerships with universities, vocational education and industry ensure our research priorities translate to practice and ultimately improve health and care within our communities. In 2019, the new Sunshine Coast Griffith University Medical Program commenced its first cohort of medical students, providing the medical workforce for our future.

We are transforming service delivery through the adoption of contemporary technologies enabling our health service 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.

Our digital health transformation includes the implementation of an electronic medical records (EMR) system as well as deep interfacing with clinical and biomedical systems. A digital transformation journey that supports best practice and the next generation of care.

Data security and protection of consumer’s records will always be a key consideration.
Collaboration and Partnerships
- Working collaboratively with individuals, families and communities to optimise experience while in contact with our health service and broader health system.
- Partnering with primary health and other service providers to better integrate the system of health on the Sunshine Coast.
- Targeting improvement in a range of health determinants impacting on the health and wellbeing of our community.
- 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
- Optimising our efficiency through Choosing Wisely, (reduction in low value care), avoiding waste and duplication and being responsible stewards of public money.
- 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.
- Creating an organisational culture where our people feel valued and are supported in their ongoing development.

Our opportunities

**Strategic Priority 1**
Improving everyone’s experience of health care throughout our health service

We will:
1. consistently deliver person centred and appropriate care
2. coordinate and integrate services to improve equitable and timely access across our community
3. implement best practice care guidelines and pathways across the care continuum
4. introduce innovation and improvement excellence programs to improve patient experience and flow
5. build and maintain partnerships with our health care partners to ensure our patients receive the right care in the right place at the right time
6. build a high performing culture which attracts and retains exceptional talent
7. partner with consumers, staff and community in planning, delivering and evaluating our services to improve the consumer experience and care received.

Headline indicators:
- improved access to timely care (Emergency, Elective, Out-patients, Telehealth utilisation)
- reduction in LOS and avoidable hospitalisations for the frail and aged
- enhanced consumer and clinician engagement in model of care development and implementation
- enhanced participation and progress in our staff engagement survey, demonstrating increased clinician and workforce satisfaction.

**Strategic Priority 2**
Optimising the health outcomes of our community through collaboration and education

We will:
1. provide a regional leadership role with integration of care across the continuum to improve the health of our population
2. partner with our Aboriginal and Torres Strait Islander communities and other diverse groups to reduce health inequalities and demonstrate that all our facilities are safe places to receive care
3. prioritise care and develop indicators of health outcomes appropriate to the consumers and communities we serve
4. work with the community and partners to create reasonable expectations of the system through use of technology to provide health promotion and evidence based care education and receive feedback on experience in real time
5. support and grow healthy, sustainable communities through health literacy, injury and illness prevention programs and health promoting practice.

Headline indicators:
- PHN network partnership delivers effective hospital avoidance strategies
- expand non-hospital options by increasing home and community – based services
- Master Clinical Services Plan developed and in place
- improved progress on population based needs assessment and initiatives, including improved immunisation rates, decreased smoking and Closing the Gap initiatives
- reduction in rates of potentially preventable hospitalisations
- improve same day discharge rates.

**Strategic Priority 3**
Delivering sustainable, safe and high value services driven by continuous improvement, research and education

We will:
1. leverage information and technology to the benefit of our patients and deliver efficient work practices
2. assure sustainable strong financial performance by improving efficiencies and productivity in the delivery of services
3. become a leader in clinical health education, safety, research and analytics through building partnerships to sustain innovation, quality, education and research priorities and opportunities
4. maintain an environment that supports and promotes inclusive behaviours and respects diversity where staff are inspired to do their best work
5. build our capacity to be a centre of excellence for clinical analytics (3 horizons)
6. develop a sustainable strategy to ensure National standards and regulatory requirements are met.

Headline indicators:
- a measurable reduction in low benefit care
- successful implementation of the eIMR at SCUH and NHG resulting in increased evidence driven clinical decision making
- increased number of research collaborations.