

Our future

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The Sunshine Coast Hospital and Health Service (SCHHS) is planning for the future health needs of our communities.

Health Service Plan

The SCHHS 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 towards the health service organisation we aim to be in 2016 and beyond is achieved.

The Health Service Plan (HSP) provides information on:

- how our communities' health needs will change over the next 15 years
- the SCHHS responses to meeting these needs
- service priorities between 2012 and 2016-2017.

A key part of the strategy for addressing the SCHHS health needs is the opening of the Sunshine Coast Public University Hospital (SCPUH) in 2016. Since this plan was prepared government priorities, data, planning and funding methodologies have evolved. As a result, in 2014-2015 SCHHS will review and refresh HSP to ensure future service provision across the SCHHS and align with the changing needs of the community.

Transformation and Transition

The commissioning of the new hospital presents a significant opportunity for the SCHHS to transform the way health services are delivered on the Sunshine Coast supporting innovative service models, increased capacity and capability and a significant expansion in our workforce. A priority focus area for the SCHHS in 2013-2014 was planning the transformation of public health services on the Sunshine Coast including the transition to the new SCPUH.

In 2013-2014 the SCHHS has worked to advance the Transformation and Transition (TnT) program of works. Key achievements include:

- finalising the design phase of the new SCPUH
- delivering obligations to meet public private partnership transition program requirements
- advancing design and planning for ICT
- advancing planning for services across the SCHHS
- managing partnerships with key stakeholders.

In June 2014 the SCHHS, in partnership with the Department of Health, commenced the TnT Program, including establishing a program management office (PMO) to ensure the success of the complex program of work required to deliver the new Sunshine Coast Public University Hospital and the transformational change agenda. Deloitte have been engaged to support this function for the next 18 months.

Care of the older person

To provide opportunities for patients to receive care in the most appropriate setting, SCHHS will lead planning for care of the older person in 2014-2015. The plan will explore opportunities for care in the acute setting including sub acute, community and home settings. As the SCHHS has an ageing population, care of the older person is a focus for 2014-2015. We will undertake further planning to identify innovative approaches to caring for the older person.

Hospital avoidance

We will focus on helping our community members with chronic disease avoid being admitted to hospitals. Future planning around hospital avoidance programs to better support the management of chronic conditions in partnership with the primary care sector.

We will also increase:

- Hospital In the Home (HITH) – allowing patients to access care in their own homes
- wound care at home – caring for patients with wounds as an outreach service.

New models of care

In 2014-2015 we will focus on exploring a range of new models of care. New models will include:

- Nurse Practitioners located at Gympie to assess people presenting in DEM with less complex conditions.
- increase in nurse-led clinics
- centralised referral processes
- increase in advanced scope allied health roles.

Strategic workforce planning

Strategic workforce development and planning is integral to the SCHHS as we move closer to the opening of the SCUH in 2016.

We have implemented a SCHHS Strategic Workforce Plan 2011-2021.

It is estimated that the SCUH will require approximately 2,760 FTE in 2016-2017. The attraction, recruitment and retention of these estimated workforce requirements represent a challenge for the SCHHS.

It is also critical that we continue to invest in our current workforce and grow and source the workforce required for future service requirements.

Further information relating to our workforce planning and development can be found in this document in Section 3-Our People.

Employee recruitment

SCHHS will continue to be guided by actions from the Recruitment Plan 2012-2017.

Our future focus will include:

- tailored selection resources to assess a range of relevant skills and attributes specific to professional employment streams
- broaden the exposure of the SCHHS as a prospective employer through consistent marketing messages
- creation of SCHHS role description library for professional streams of employment detailing generic role descriptions to be used for benchmarking and/or the role description creation process
- continued refinement of recruitment services internal work practices to include greater use of eRecruitment software to gain efficiencies in transactional components of recruitment for example, pre-employment screening
- increase line manager understanding of the recruitment and selection process to support its precise execution.

Drug and alcohol services

Future SCHHS alcohol and drug services will be targeted to provide higher level capability services for clients with alcohol and drug dependencies. SCHHS alcohol and drug services will be required to grow in response to population growth and demand increase for these services.

SCHHS will introduce a tiered model of alcohol and drug services including harm reduction, early intervention, targeted prevention and self management to reduce the adverse effects of alcohol and substance abuse. Included in the new model will be improved access and integrated services with more services provided in community settings. Ensuring continuum of care over time and treatment targeted specialist services will also be part of the new service delivery.

A plan for Gympie Health Services

Maintaining health services at Gympie is a priority for the SCHHS. A Gympie Health Service Plan will be undertaken to describe Gympie Health Service's role over the next five years with a ten year outlook. The project will develop future directions for Gympie Health Service in the context of the SCHHS Strategic Plan and Health Service Plan.

The Gympie Health Service Plan will analyse population projections, health service needs of the population, clinical capability, service profiles and partnership arrangements along with infrastructure requirements. This project will identify the mix and breadth of services to be delivered from Gympie Health Service, improve equity of access, improve health outcomes and enable a coordinated and cost-effective approach to service delivery in the Gympie region.

Gympie Service redesign and relocation

In 2013 Gympie Health Service developed a strategy and action plan to implement contemporary models of patient centred care by redesigning the service delivery areas.

Building at the Gympie Hospital has commenced and the new design will feature:

- relocation of administrative services to the Red Cross building
- additional short stay emergency and surgical beds
- relocation and expansion of outpatients services to deliver on the key outpatient service priorities of the SCHHS Health Services Plan including:
 - cardiology and respiratory services
 - relocation of Simulation Training Unit to provide accessible education programs across all services

The redesign within the Gympie Hospital will result in more efficient utilisation of staff and increased expertise. These staffing increases at Gympie will include;

- establishment of a paediatric principle house officer as a training position rotating from Nambour Hospital to improve the medical support for paediatric services and to provide services seven days a week
- integration of the paediatric services to the Women's Health Unit to provide a Families and Children's Service and better utilisation of nursing staff
- establishment of two nurse practitioners in partnership with SCML to provide primary care clinic for category 4 and 5 DEM attendances. This will improve patient access and create a new more cost effective service model. This will include management of patients back to the care of a GP.

Sleep Clinic

SCHHS has recognised there is an unmet demand for sleep study facilities in the region. In the coming 12 months a sleep study service will open at Nambour Hospital. This service will be the only public sleep service in the region. Currently patients suffering from sleep apnoea are only able to be treated at a private facility or be placed on an extensive waiting list at Brisbane public hospitals that offer the service.

Skills, Academic and Research Centre

The Skills, Academic and Research Centre (SARC) vision is to provide the tools and training opportunities that will grow and maintain the best possible health workforce for the Sunshine Coast, for the present and into the future.

A key philosophy behind the SARC is that by working in collaboration with education, training and research partners, far greater outcomes can be achieved than if working in isolation.

An overview of the SARC was provided at the Chief Executive All Staff forum on 1 May to update SCHHS staff on the progress made in bringing this important component of the SCUH to life. The SARC is a collaboration between Queensland Health, the Sunshine Coast Hospital and Health Service and leading education and training providers including USC and Sunshine Coast TAFE.

The facilities will include a range of areas for learning and research (including an auditorium, lecture theatre, simulation rooms, computer labs and research laboratories), with a blend of dedicated and shared spaces available for use by all parties. The SARC has been designed to maximise collaboration between the SARC parties and ensure best utilisation of the education, training and research facilities at our new public hospital.

SARC activities for 2014

- finalisation of the SARC design, including internal fit-out and equipment selection
- ongoing discussions to progress appointment of a medical school partner
- development of a SARC blueprint to progress and define the scope of education and research services provided by each member and how these will meet the workforce and training requirements.

Telehealth

As we continue to implement additional Telehealth initiatives across the SCHHS we will see the first permanent Telehealth clinic in operation. This cardiac Telehealth clinic is scheduled to go live in August 2014.

Planning is also underway with paediatrics, obstetrics, renal, the Pre Admission Evaluation Unit (PAEU), immunology, palliative care, mental health, physiotherapy, genetics, persistent pain and respiratory clinics.

Our Telehealth services will improve patient access to specialist care and reduce the burden of travel for our patients.

Community Care Unit

SCHHS Mountain Creek facility will be expanded to accommodate 15 new community care beds. The new infrastructure will augment the 20 community care beds currently located at Mountain Creek. Extensive planning has occurred and construction is expected to begin in September 2014.

Information and Communication Technology

The major focus of ICT activities in 2014-2015 will be on planning for the delivery of ICT applications and infrastructure required for SCPUH. This will include detailed design and procurement of systems where necessary, as well as developing solutions for the integration of SCPUH with the broader health service.