

# Our future

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Sunshine Coast Hospital and Health Service is growing rapidly and the addition of the new Sunshine Coast University Hospital in 2017 will revolutionise the delivery of public healthcare in our communities. The health service is planning for the community's future health needs.

## Health Service Plan

The 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 towards the health service organisation we aim to be in 2017 and beyond. The plan provides information on:

- how our communities' health needs will change
- the health service's responses to meeting these needs
- service priorities between 2012 and 2016-2017.

A key part of the strategy for addressing our communities' health needs is the opening of the Sunshine Coast University Hospital in 2017. Since this plan was prepared government priorities, data, planning and funding methodologies have evolved. As a result, in 2015-2016 the health service reviewed the plan to ensure future service provision across the health service and align with the changing needs of the community. In 2016-2017, the focus for health service will be on the continued works to ensure a successful commissioning of, and safe transition to, the Sunshine Coast University Hospital.

## Sunshine Coast University Hospital Program

The Sunshine Coast Hospital and Health Board is committed to ensuring that the commissioning and opening of Sunshine Coast University Hospital is achieved in a way that ensures patient safety and clinical services are of the highest standards. In March 2016, the Board decided that the targeted opening date for Sunshine Coast University Hospital would change to April 2017. The change will ensure our clinicians and all staff have the access and time to undertake the essential preparation prior to treating the first patients at the new hospital.

The health service is committed to responding to the lessons learnt from the Review of Lady Cilento Children's Hospital

opening. In 2015-2016, the Transformation and Transition program was realigned to form the Sunshine Coast University Hospital Program to ensure strengthened governance around the project. This was also done in accordance with the review by the Independent Hospital Commissioning Advisor.

The Sunshine Coast University Hospital Program ensures the health service makes the most of the opportunities that the Sunshine Coast University Hospital brings to the Sunshine Coast communities and health care delivery.

It will ensure that the health service is ready and services are reconfigured or established to deliver the full scope of services at the new hospital.

The program is delivered through a number of workstreams which focus on the design, transition and transformation of the health service. During the 2015-2016 financial year, the staff resources of these workstreams have increased substantially, enabling significant advancement in the mobilising, planning and detailed design stages of the program, including the accomplishment of a number of critical deliverables. Key achievements for the year include the:

- implementation of a new operating model for the health service, incorporating the new models of care
- formation of an independent Clinical Readiness Advisory Group to inform the Board and Health Service Chief Executive on the health service's readiness to open Sunshine Coast University Hospital on the scheduled date in the context of our ability to provide safe and appropriate care at that time
- development and implementation of strategies for sub-acute, outpatient, and community health services
- development of a radiation oncology model of care which will provide the region's first publicly delivered radiation oncology service
- \$1 million funding to support five health service clinical research teams to conduct research in neurosciences and aged care, to hospital antibiotic prescribing and advanced care planning, the grants will enhance the health service's research capacity prior to the opening of the Sunshine Coast

## University Hospital

- development and delivery of Information and Communication Technology (ICT) systems such as electronic medical record and patient flow manager.

## Reconfiguration of Nambour General Hospital and Caloundra Health Service

The commissioning of the Sunshine Coast University Hospital in 2017 will bring change for Nambour General Hospital and Caloundra Health Service, and the services they provide.

Caloundra Health Service will provide an urgent care centre, palliative care services, ophthalmology services and a range of outpatient and community services. The palliative care ward will be extended to meet the growing needs of the Sunshine Coast Hospital and Health Service establishing its role as the hub site for palliative care for the region. Nambour General Hospital will continue to provide essential acute and ambulatory health services.

The refurbishment project is coordinating the reconfiguration of services to be available at the two sites following the opening of the new hospital, as well as the developing the models of care for services at each site.

Both sites will be redeveloped to ensure the effective delivery of patient-centric and contemporary models of care.

## Opportunities and priorities

Between 2016 and 2020 the health service will experience significant growth in both the range of services it provides and the expanded capacity to provide new treatments and treat more patients.

- A priority for this financial year will be the commissioning and opening of the new tertiary-level Sunshine Coast University Hospital. This exciting opportunity has driven the health service to introduce innovative models of care that will better meet the diverse health needs of our community. This included an increased emphasis on ambulatory models of care, leading to more efficient and patient-centred care provision.
- Research has been an area of significant growth in the health service and is a key component in transforming this health service into a tertiary provider of health care. Integral to this transformation is the establishment of Sunshine Coast University Hospital and the associated skills, academic and research centre, now officially named as the Sunshine Coast Health Institute (SCHI). This represents a significant opportunity for enhancing our status as a knowledge organisation and to further grow a culture of enquiry. The *Sunshine Coast Hospital and Health Service Research Strategic Plan, 2016-2021* was launched in December 2015. The strategy identified future research opportunities with regard to prevailing trends and niche areas, existing local capability and opportunities for external funding resources.

- Significant strategic partnerships with universities, vocational education and industry will be built upon and further developed to ensure our research priorities translate to practice and ultimately improve health and care within our communities.
- Within the first month of opening the Sunshine Coast University Hospital will undergo interim accreditation assessment with the Australian Council on Healthcare Standards and Australian Commission on Safety and Quality in Health Care on the new hospital and its facilities. A health service-wide survey is scheduled for later that year. These events will enable the health service to re-validate that its provision of health care is optimal.
- We will continue to use the private hospital contracts with the Noosa Hospital and Sunshine Coast University Private Hospital to provide services as we transition to Sunshine Coast University Hospital to assist with management of demand and provide a seamless transition and continuity of care for the people who need our services.
- Implementation and confirmation of our workforce development and education strategies will continue to be a priority as there will be an increase in workforce growth with a significant number of jobs developed to support services to be provided at Sunshine Coast University Hospital.
- Service models will continue to be enhanced to support and improve reliable health care outcomes in high risk times, including weekends and afterhours.
- Additional shared care models will be developed with General Practice and the Primary Health Network to build upon the significant achievement to-date.
- Ambulatory, community and same day services will grow to reduce reliance on inpatient based services. The Health Service will build on initiatives such as Hospital in the Home; The primary care fracture and soft tissue injury management program; The Geriatric Emergency Department Initiative; and CEDRIC (Care coordination through Emergency Department, Residential Aged Care and Primary Health Collaboration) to ensure our patients get the best possible care whilst reducing the need for inpatient based services.
- Implementation of a re-designed comprehensive clinical audit is planned for the second half of 2016. This will enhance patient safety and meet the requirements of the national EquipNational Standards while enabling local quality improvements.

The ongoing redesign and growth of the health service will allow us to continue to meet the already established and acknowledged high level of health care commensurate with a truly academic tertiary provider and underpinned by regulatory standards as well as community expectations.