

1

Our organisation



Community Facilities

Health facilities based in Caloundra, Gympie, Maroochydore, Nambour and Noosa

Gympie

Noosa

Nambour

Maroochydore

Birtinya

Maleny

Caloundra

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, Chemotherapy, Renal Dialysis, Mental Health Services, Rehabilitation, Subacute Services, Specialist Ambulatory Care Services, Community Health Services.



Glenbrook Residential Aged Care Facility

45 bed purpose built facility, providing aged care in a home-like environment.

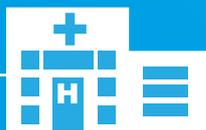


Sunshine Coast University Hospital

Emergency Department, Cancer Care including radiation therapy and chemotherapy, Specialised Medical and Surgical Services, Trauma Service, Paediatric Service, 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 a medical school 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

Sunshine Coast University Hospital: our biggest achievement this year

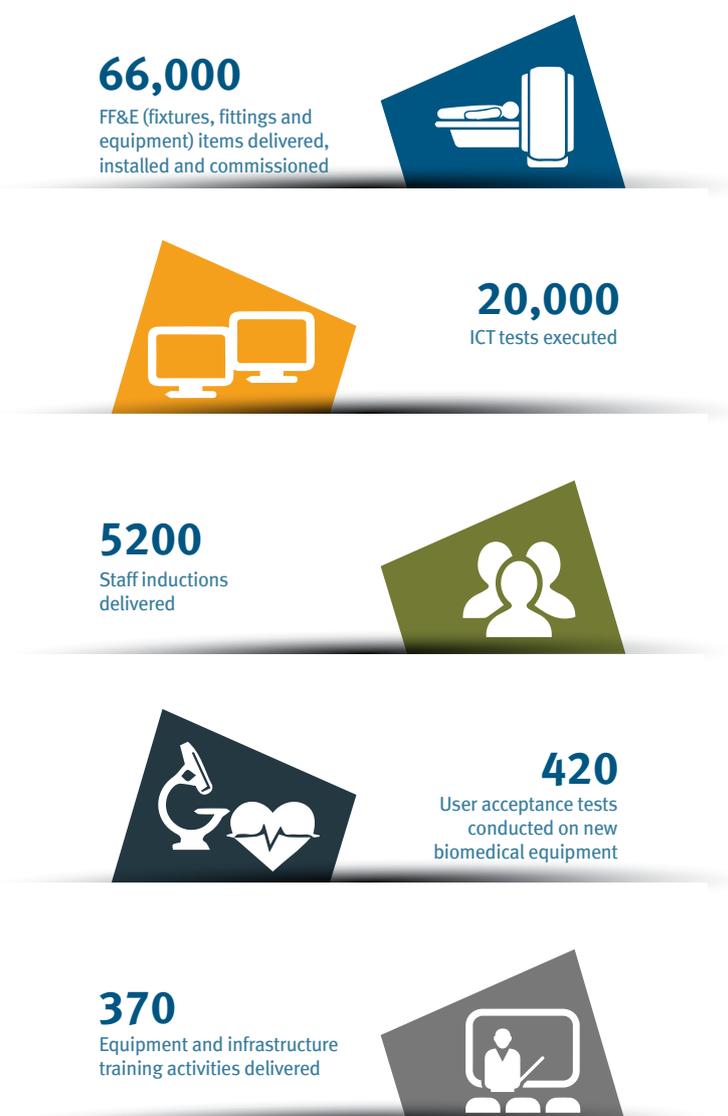
Undoubtedly the most significant achievement made by our organisation this year was the opening of Sunshine Coast University Hospital. This is the first new, not replacement, tertiary level hospital in Australia in more than 20 years.

After four years of construction, the new hospital was ready for Hospital Operational Commissioning in January 2017. Hospital Operational Commissioning is the process of transforming a building into a hospital, and was

an intensive period involving staff from across the health service. Service commencement and delivery was also supported by a wonderful team of more than 250 volunteers.

This period comprised activities to ensure that staff and volunteers were ready to transition, systems were operational and equipment was safe and in place. This included a number of real-life scenario tests, from the simulation of everyday situations to major events.

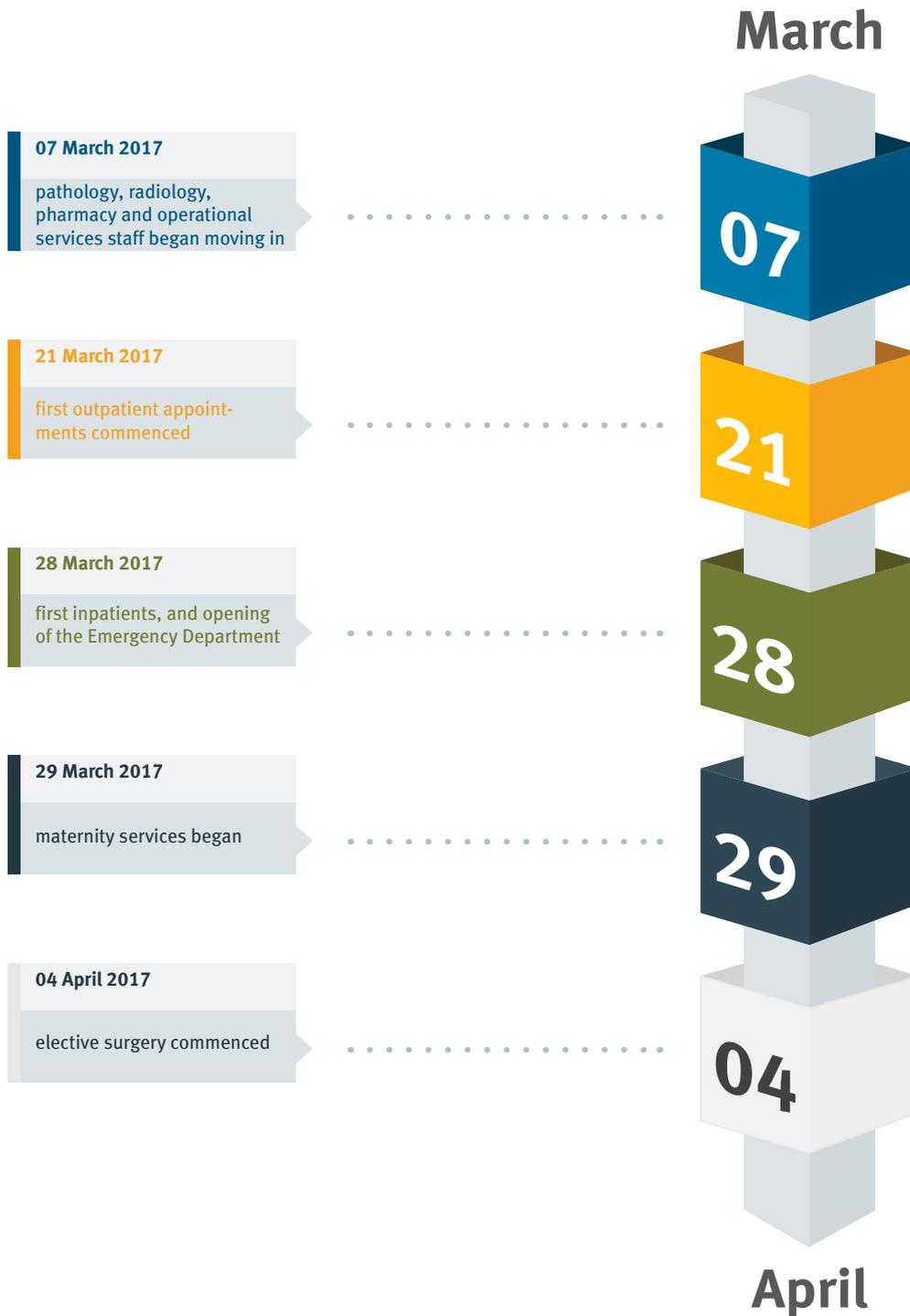
Infographic 3: Sunshine Coast University Hospital - Hospital Operational Commissioning, January-March 2017



The Hospital Operational Commissioning period was signed off after a comprehensive process of readiness assessments covering all clinical and support services, and reports from external advisors. Sunshine Coast University

Hospital then began its staged opening sequence, also designed to ensure a successful and safe commencement of services.

Infographic 4: Sunshine Coast University Hospital staged opening sequence, March to April 2017



Sunshine Coast University Hospital was officially opened by the Premier of Queensland and the Minister for Health and Minister for Ambulance Services on 19 April 2017. From service commencement to the end of June 2017, the new hospital has already cared for more than 16,000 patients presenting to the emergency department, had more than 700 babies born, assessed and treated more

than 50,000 patients in outpatients and discharged almost 18,000 admitted patients.

New services will commence in stage 2 when Sunshine Coast University Hospital will expand to more than 600 beds from July 2018.

Infographic 5: Sunshine Coast University Hospital patient activity from opening (21 March 2017) to end of FY17

50,638

Outpatients visits



16,845

Emergency Department presentations



1042

Elective surgeries



724

Births



Accreditation for the Sunshine Coast University Hospital

On 9 May 2017, Sunshine Coast University Hospital received interim accreditation from the Australian Council on Healthcare Standards.

Accreditation is recognition of the achievement of 10 National Safety and Quality Health Service Standards, demonstrated through an independent external assessment of performance.

Accreditation is an essential independent assurance of the quality of care provided and the systems and procedures that underpin consistent provision of safe care.

The systems, standards and processes at Sunshine Coast University Hospital are those that apply across our organisation. They are underpinned by the commitment of all our staff to deliver care to the highest standard and to do so in a caring and professional way.

The achievement of interim accreditation can directly be attributed to clinicians maintaining a focus on patient safety during the transition and opening of the hospital. Clinicians were involved in the planning and facilitation of the accreditation processes in many ways including maintaining evidence, sharing knowledge and experience, assisting with the designing and implementation of new models of care, quality improvement activities and meeting with surveyors.

The enthusiasm of our clinicians to continuously improve our service was evident throughout the accreditation process and was recognised by the surveyors.

Sunshine Coast University Hospital was the first new hospital to receive accreditation under the full suite of national standards within such a short time after opening. This outcome, while expected, demonstrates the absolute commitment of staff across the entire health service to patient safety in the preparation and execution of the changes the new hospital has brought to health service delivery across the Sunshine Coast and Gympie regions.



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 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



Unleash potential

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



Ideas into action

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



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 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 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.



Commitment to the government's objectives

In keeping with the Queensland Government's objectives, the health service has in 2016-2017:

- ensured National Safety and Quality Healthcare Standards are met or exceeded
- enhanced patient access, safety and quality care
- ensured our services are connected to improve access to health and care for our population
- optimised the use of our resources
- supported and expanded our workforce to ensure it is engaged, competent and valued.

Our services

Sunshine Coast Hospital and Health Service delivers a range of hospital-based specialty and sub specialty services in surgery, medicine, mental health, women's and families. It also provides community integrated and sub-acute services.

Our facilities

At the core of our health service are five main hospital facilities, providing a range of acute and sub-acute services:

- Sunshine Coast University Hospital—tertiary hospital that services all parts of the Sunshine Coast and Gympie regions
- Nambour General Hospital—acute regional facility that services the Nambour and hinterland region
- Gympie Hospital—provides acute regional services to residents in the Gympie, Cooloola and Kilkivan areas
- Caloundra Health Service—is the hub for the health service's palliative care and ophthalmology services and provides a range of outpatient, ambulatory and community-based services
- Maleny Soldiers Memorial Hospital—rural facility providing services to the Maleny region
- Glenbrook Residential Aged Care Facility—high care residential aged care facility in Nambour
- Community and other health centres—25 centres located across the health service.

Sunshine Coast Hospital and Health Service also funds public patient services at Noosa Private Hospital and Sunshine Coast University Private Hospital.

Growing population

With an estimated resident population of 389,663 in 2015, the region is one of the fastest growing population areas in Queensland. Annual growth is expected to be approximately two per cent per year, with the population reaching more than 434,000 by 2021 and 527,309 by 2031.

(Data source: InfoBank population projections 2015 edition - previous figures from the 2013 edition).

We have an ageing population. In 2015, it is estimated that 20 per cent of the population was aged over 65 years. This is projected to increase to approximately 35 per cent by 2031. (Data source: InfoBank population projections 2015 edition - previous figures from the 2013 edition).

Compared to the whole of Queensland, our region has:

- similar low Socio-Economic Indexes For Areas (SEIFA)
- higher per cent of residents aged over 65 years
- lower per cent of Aboriginal and Torres Strait Islander people
- similar age and health risk factors
- lower avoidable hospital deaths
- higher per cent born in Australia
- lower per cent of people aged 15 to 24 years
- lower diabetes mellitus per 100 population.

Aboriginal and Torres Strait Islander people

Aboriginal and Torres Strait Islander people account for 2.1 per cent of the health service's population compared to 4.5 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 50 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. Three action plans are included within the Diversity Plan including Aboriginal and Torres Strait Islander Health Action Plan (Closing the Gap), Disability Action Plan and the Multicultural Action Plan.

The health service currently employs 89 staff who have identified as Aboriginal and Torres Strait Islander people, which represents 1.34 per cent of the workforce. As our regional Aboriginal and Torres Strait Island population represents 2.1 per cent of the total population, we continue to focus on closing the gap.

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 toward the health service organisation we aim to be in 2016-2017 and beyond is achieved. The plan provides information on:

- how our communities' health needs will change over the next five years
- the health service's responses to meeting these needs
- service priorities to 2022.

Strategic challenges and opportunities

Like other health services in Australia and internationally, Sunshine Coast Hospital and Health Service operates in a complex and challenging environment balancing efficient service delivery with high quality health outcomes to meet the government's expectation of ensuring that healthcare expenditure achieves value for society. Our main challenges are:

- workforce – capacity and capability of the workforce
- health technology – ability to introduce new and advanced technologies
- financial – ability to maintain budget integrity
- patient safety and quality – meeting already established regulatory, industry and community expectations
- demand – increased consumer, community and government expectations.

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 2016-2017 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.

Unique collaboration strengthens research and education



Sunshine Coast Health Institute

The Sunshine Coast Health Institute (the institute) is a training, education and research facility at the Sunshine Coast University Hospital. It is a unique joint operation partnership between the Sunshine Coast Hospital and Health Service, the University of the Sunshine Coast, TAFE Queensland East Coast and a university that will deliver medical education.

The institute is expected to play an integral role in the delivery of the vision for the Sunshine Coast University Hospital, “to provide excellent care through collaboration”.

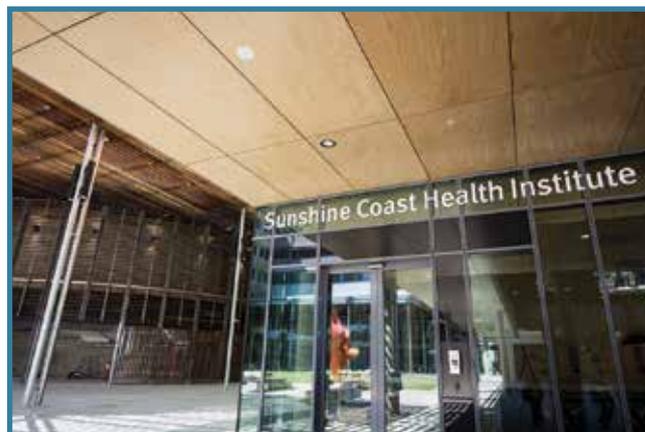
The objectives of SCHI are the:

- development of an integrated, collaborative and comprehensive education, skills training and research facility for health professionals
- provision of tools and training to improve the skills of doctors, nurses allied health professionals and other health staff
- enhancement of the quality of patient care
- fostering of connectivity and collaboration across the domains of education, patient care and research.

Sunshine Coast Health Institute commenced activities in January 2017, with more than 900 students on campus in Semester 1 studying nursing, midwifery, nutrition and dietetics. Training and education for health service staff also increased significantly since the opening of Sunshine Coast University Hospital in March 2017.

The three research labs, designed for the handling of chemicals or other materials in liquid form, have achieved compliance. Lab activity will begin operations when University of the Sunshine Coast researchers take up occupancy in the third quarter of 2017.

Partnerships have been established with key stakeholders within the Sunshine Coast Health Campus and wider Sunshine Coast Health Precinct, with the Institute’s vision of collaboration at the forefront of the stakeholder engagement. A dedicated website for the Institute provides greater detail of the education, research and partnerships offered at the facility—www.schealthinstitute.com.au



Consumer engagement 2016–2017

Sunshine Coast Hospital and Health Service’s consumer engagement program is overseen by the Consumer Advisory Group which was established in 2013 to foster meaningful, two way dialogue between the health service and the wider community. The purpose of the committee is to improve the health outcomes and experiences for consumers of our health services by ensuring that decision making has a patient focus.

Membership is comprised of 11 individuals who are consumers of the health service, carers of consumers, or

members of the health service community. Members are appointed on a volunteer basis and membership is based on experience of local healthcare service delivery and understanding of local and regional issues. Our current Consumer Advisory Group members are from diverse community and health experience backgrounds including university lecturers, retired engineers, health managers, teachers and patients/carers. Membership includes consumers from all parts of the region.



As in previous years, the health service continues to receive a significantly higher proportion of compliments (1532 or 63 per cent of total feedback) than complaints (890 or 36 per cent of total feedback). Compliments and complaints provide valuable information to improve our services. 91 per cent of complaints were resolved within 35 days in 2016-2017 (target is 80 per cent).

In addition to the many consumer engagement activities undertaken this year, two significant community engagement events were held at Sunshine Coast

University Hospital, strengthening the connection and communication between health service staff, the new facility, and the wider community. These were two Sunshine Coast University Hospital open days, which provided facility tours prior to the new hospital's staged opening. The first, held on 11 February 2017, was dedicated to staff and their families and a community open day was held on 25 February 2017. A combined total of more than 4000 people toured the hospital over the two days.

