

Our organisation

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Vision, purpose and values

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. Our vision, purpose, values and objectives describe and support our direction and how we work with our community to improve people's health and wellbeing.

Our vision

Health and wellbeing through exceptional care.

To achieve our vision we:

- will work for the community, and be part of the community
- will provide exceptional services to ensure the community is confident in us
- acknowledge everything we do involves people and we will ensure they feel respected, safe, valued and listened to and that their dignity is maintained
- commit to fundamentally changing health care delivery across our health service including establishment of the new Sunshine Coast Public University Hospital as a key part of our services from 2016.

Our purpose

Our purpose is to deliver the highest standards of safe, accessible, sustainable, evidence-based health care with a highly-skilled and valued workforce that optimises the wellbeing of our community.

Our values

The values of the health service underpin the cultural expectations within our organisation. We have adopted the Queensland Public Service values to inspire vision, integrity collaboration, influence and inspiration, and resilience in our workforce. These values are:

- Customers first
- Ideas into action
- Unleash potential
- Be courageous
- Empower people.

Objectives role and function

Our objectives

Sunshine Coast Hospital and Health Service's objectives reflect our commitment to working closely with the Queensland Government to implement:

- *The Queensland Plan*
- the Queensland Government Statement of Health Priorities
- the Queensland Government's objectives for the community
- the *Queensland Health Strategic Plan 2012-2016*.

The *Sunshine Coast Hospital and Health Service Strategic Plan 2013-2017* sets out five inter-related objectives to deliver on our vision of *health and wellbeing through exceptional care*. Our five strategic objectives are:

1. Care is person-centred and responsive
2. Care is safe, accessible, appropriate and reliable
3. Care through engagement and partnerships with our consumers and community
4. Caring for people through sustainable, responsible and innovative use of resources
5. Care is delivered by an engaged, competent and valued workforce.

Our role and function

The health service is an independent statutory body governed by the Sunshine Coast Hospital and Health Board (the Board). We were established as a statutory body on 1 July 2012. Our responsibilities are set out in legislation through the *Hospital and Health Boards Act 2011* and the *Financial Accountability Act 2009* and subordinate legislation.

We operate according to a service agreement with the Department of Health which identifies the services to be provided, the funding arrangements for our services, the performance indicators and targets to ensure outcomes are achieved and our performance and reporting requirements.

Research

We are committed to developing and delivering best practice patient care through the development of quality research programs. The growth of research is a high priority for our health service in line with our strategic vision of providing *health and wellbeing through exceptional care*.

The *Sunshine Coast Hospital and Health Service Research Strategic Plan: 2013-2016* detailing the vision and goals for research within our health service, has been an important development for our research function.

Over the past year, we have further developed the Sunshine Coast Academic and Research Centre in Nambour and continued with construction of, and planning for the transition to, the new Skills Academic and Research Centre which will open on the new Sunshine Coast Public University Hospital campus in 2016.

Education

As part of our commitment to deliver care by an engaged, competent and valued workforce, we have implemented a *Practice Development Strategy and Framework 2014-2017*.

This framework consolidates training and education services into an integrated, flexible and efficient education program in preparation for becoming a tertiary training facility and a successful learning organisation.

Our services

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

Over the next 10 years, the health service will experience significant growth in both service range and capacity. The construction and commissioning of the new tertiary Sunshine Coast Public University Hospital at Birtinya will open with 450 beds in 2016. The new hospital will offer a range of new and expanded services for the Sunshine Coast, including a Skills, Academic and Research Centre on the site.

Our facilities

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

- Nambour General Hospital - acute regional facility that services Sunshine Coast and Gympie regions; 366 beds and 50 bed alternatives.
- Gympie Hospital - provides services primarily to residents in the Gympie, Cooloola and Kilkivan areas; 70 beds and 23 bed alternatives.
- Caloundra Health Service - services the southern end of the Sunshine Coast; 67 beds and 20 bed alternatives.
- Maleny Soldiers Memorial Hospital - rural facility providing services to the southern Sunshine Coast hinterland; 24 beds.

We also have a residential aged care facility and community and other health centres:

- Glenbrook Residential Aged Care Facility - high care residential aged care facility in Nambour; 25 high care beds, 18 transition beds and two mental health sub-acute beds.
- 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 Hospital and Sunshine Coast University Private Hospital.

Growing population

Servicing a population of about 390,000, the region is one of the fastest growing population areas in Queensland. With annual growth of approximately four per cent over the past five years, current projections have the population reaching 403,053 by 2016 and 450,049 by 2021.

We have an ageing population. In 2011, about 18 per cent of the population was aged over 65 years. This is projected to increase to approximately 22 per cent by 2026.

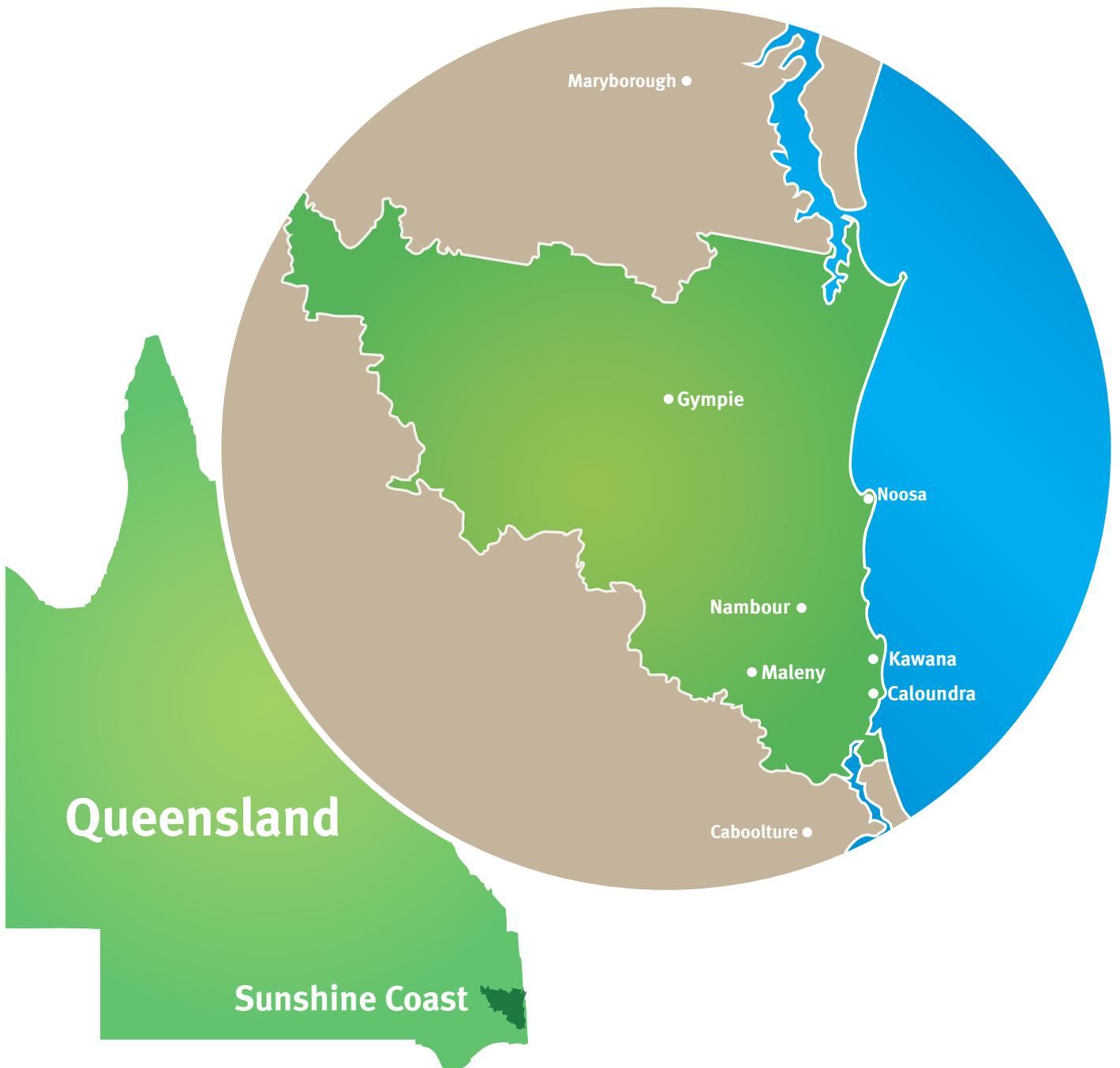
Aboriginal and Torres Strait Islander people

We have a lower number of Aboriginal and Torres Strait Islander people in our region compared to the Queensland state average. Aboriginal and Torres Strait Islander people account for 1.7 per cent of the health service's population compared to 3.7 per cent for Queensland.

We have a higher percentage of Aboriginal and Torres Strait Islander people in the 0-19 years age group than the Queensland average. This age group represents 50 per cent of the total Aboriginal and Torres Strait Island population in the Sunshine Coast Hospital and Health Service region.

Compared to the whole of Queensland, our region has:

- a faster population growth
- relatively 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 number of patients presenting after stroke
- significantly higher melanoma incidence
- higher mortality: mental and behavioural disorders
- higher coronary health disease
- lower diabetes mellitus.



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 as its northern boundary, south to Caloundra and out to Kilkivan in the west.

Challenges and risks

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 health care expenditure achieves value for society. The drivers of demand for health services in the health service include:

- rapid population growth
- older population growth
- relatively low Socio-economic Indexes for Areas (SEIFA). Socio-economic disadvantage is associated with a lower life expectancy, a greater burden of disease and higher levels of avoidable deaths and hospital separations
- changing nature of disease and injury, in particular an increase in chronic disease across all ages, driving demand for new models of care to cost effectively address this issue
- changing nature of service delivery, in particular innovative medical technologies will change length of hospital stays and demand trends, improving life expectancy, increasing day only procedures and expanding options for care in non-hospital settings
- consumer, community and government expectations regarding access to and performance of health services.

The following are the key strategic risks that may impact the health service over the next four years:

- workforce - capacity and capability of the workforce (right person, right job, right time) is insufficient to meet service and skills demands leading to delays in the commissioning of services
- health technology - ability to introduce new and advanced technologies to improve efficiency, effectiveness and quality of health service
- financial pressures - ability to maintain budget integrity, increase revenue and deliver services within a nationally efficient price while continuing to meet consumer, community and workforce expectations for service scope and quality
- change - the transition to include the Sunshine Coast Public University Hospital into the health service may have considerable impacts on staff and the Sunshine Coast community as a result of clinical service capability scope changes, infrastructure and resource capabilities and heightened service delivery expectations
- patient safety and quality - continuing to meet the already established and acknowledged high level of health care commensurate to regulatory or industry standards and community expectations
- demand - the health needs of the health service's communities may exceed the resource capacity of current service delivery as the health service prepares for the opening of the Sunshine Coast Public University Hospital in 2016.

Machinery of government

Although there was a change in Government in February 2015, Sunshine Coast Hospital and Health Service was not subject to any Machinery of Government changes.

Our contribution to the government's priorities

The Queensland Plan

Sunshine Coast Hospital and Health Service is committed to aligning with The Queensland Plan. The health service will achieve this by supporting the Queensland Government's objectives for the community.

Government's objectives for the community

In keeping with the Queensland Government's objectives, the health service has in 2014-2015:

- maintained full compliance with National Safety and Quality Health Service (NSQHS) standards and whole organisation accreditation by Australian Council of Healthcare Standards (ACHS)
- enhanced accountability and transparency through the health service's internal audit function
- advanced construction of Sunshine Coast Public University Hospital to meet growing demand for public hospital services and train local residents to be the health workforce of the future
- continued health service planning for the opening of the Sunshine Coast Public University Hospital and the transition of services

Prescribed employer

At 1 July 2014, the Sunshine Coast Hospital and Health Service became the employer of all staff with greater responsibility and accountability for all people management related matters, excluding the setting of terms and conditions of employment. The health service adheres to the requirements of the *Prescribed Employer Evidence Framework* and has cemented itself as an employer of choice within the region.

Land and buildings transfer

The transfer of legal ownership of land and building assets from the Department of Health to Sunshine Coast Hospital and Health Service occurred in December 2014. In order for this ownership transfer to occur the health service underwent an assessment (against the endorsed framework) of its capability to sustainably manage our land and building assets.