
4 Our governance

Hospital and Health Board

The Sunshine Coast Hospital and Health Board (the Board) is the governing body of the Sunshine Coast Hospital and Health Service. The Board is responsible for providing strategic direction and oversight of the organisation, to ensure objectives and goals meet the needs of the community and are in line with government health policies and directives.

The Board is comprised of eight members who were appointed by the Governor in Council on the recommendation of the Queensland Minister for Health and Minister for Ambulance Services (the Minister), in accordance with the provisions of the *Hospital and Health Boards Act 2011*. The Board reports to the Minister.

New Board members are inducted at both the local and state-wide level. Ongoing professional development and education is provided to Board members as appropriate, to ensure they have a clear understanding of their roles, responsibilities and duties as a member.

The functions of the Board, as articulated in the Board Charter, include but are not limited to:

- overseeing the health service, including its control and accountability systems
- providing input into and final approval of management's development of organisational strategy and performance objectives, including approving the Service Agreement with the Department of Health

- monitoring the Health Service Chief Executive and other senior executives' performance
- reviewing, approving and monitoring systems of risk management, internal control and legal compliance
- approving and monitoring the annual health service
- budget and financial and performance reporting.

The Board's major priority for 2016-2017 was ensuring the new Sunshine Coast University Hospital commenced safe patient services in March 2017. The Board was required to determine readiness based on various recommendations provided by numerous readiness assessment processes and criteria.

Other key Board achievements for 2016-17 include:

- governance and oversight of the Sunshine Coast University Hospital Program and subsequent successful opening of the new hospital.
- development and approval of the 2016–2020 (updated 2017) Strategic Plan
- approval of the health service budget
- approval of the Internal Audit Charter and internal audit strategic and annual plans
- approval of the health service accounting policies and the annual financial statements
- review and approval of Board and Committee Charters
- completion of Board and Board Committee evaluations.

Organisational structure



Board member profiles



Dr Lorraine Ferguson AM

Board Chair

RN, BSocSc, MPH, PhD, FACN, Ass.FACHSM, ACCCN (life member),
Dip Company Directors Course

Dr Lorraine Ferguson AM is a registered nurse, a respected educator, an experienced executive, board member and author of a number of published works on healthcare reform, clinical management and nursing. She was appointed a Member of the Order of Australia in 2002 for service to critical care nursing, particularly in clinical, management and education disciplines, and to professional nursing organisations.

Since 2008, Lorraine has worked as a casual academic and independent education consultant, and has been involved in research and development of online educational materials for a number of tertiary institutions. Previously she held a conjoint appointment as Associate Professor of Nursing (Clinical Leadership and Professional Development) with the University of Western Sydney and the Sydney West Area Health Service.

Lorraine has held senior nursing and management positions at The College of Nursing, Northern Sydney Area Health Service and Royal North Shore Hospital.

She has also served as a member of nursing executive teams, and as a member and chair of local, state and national committees including quality, casemix, clinical costing, healthcare funding, research ethics and curriculum development.

She also held numerous board memberships and executive positions including President and Honorary Treasurer, New South Wales College of Nursing.

Lorraine currently holds Adjunct Associate Professor positions with the University of the Sunshine Coast and the University of Western Sydney.

Original appointment date 1 July 2012.
Current term 18 May 2016 to 17 May 2019.



Peter Sullivan

Deputy Chair

BBus (Acc), FCPA

Mr Peter Sullivan is a highly-credentialed executive and has held a broad range of financial leadership and strategic planning positions in large and complex organisations.

Peter was the Pro Vice-Chancellor (Corporate Services) and Chief Financial Officer of the University of the Sunshine Coast from 2007 until his retirement in 2013 and was responsible for overseeing a range of business functions to facilitate the ongoing financial and planning viability of the university.

Peter provided advice on budget and financial management issues as well as major strategy and policy functions.

His key achievements included the establishment of a planning and reporting framework that allowed the University to undertake strategic and operational planning. He also established an audit and assurance framework to assist the university in its stewardship responsibilities, as well as establishing an open and accountable system of governance and continuous improvement processes.

Prior to that appointment Peter was appointed Executive Director — Finance and Resource Planning at the Queensland University of Technology, where he was responsible and accountable for corporate planning and resourcing policies and practices of the university.

Original appointment date 6 September 2012.
Current term 27 May 2016 to 17 May 2019.



Cosmo Schuh

Board member

BBus, CA, CPA

Cosmo Schuh has worked as a Public Accountant in Gympie and South East Queensland for more than 35 years. After graduating from the University of Southern Queensland in 1976, he moved to Gympie and developed an accounting business, servicing the Gympie area and extending throughout rural Queensland.

Cosmo has been involved extensively in property development and syndication, financial management, estate planning and strategic management for small to medium businesses. He sits on a number of boards for private and public companies and is a Director of a family Charitable Foundation. He is also a Registered Company Auditor.

Original appointment 18 May 2013. Current term 17 May 2017 to 18 May 2020

Dr Karen Woolley

Board member

PhD(MedSc), BSc/BEd(HonsClass)

Dr Karen Woolley has more than 25 years' experience in medical research and publications within tertiary hospital settings and the biotech and pharmaceutical industry in North America and the Asia Pacific region.

In 2000, Karen co-founded ProScribe Medical Communications, an internationally recognised medical writing company that won the Queensland Premier's Regional Exporter of the Year in 2014. In December 2014 Karen sold ProScribe to the Envision Pharma group and now leads the Asia Pacific division.

Karen is the recipient of an Honorary Doctorate from the University of the Sunshine Coast, is a Fellow of the American Medical Writers Association, a Life Member of the Association of Regulatory and Clinical Scientists and has received several business awards (including the Telstra Business Woman of the Year Award). She is also a Certified Medical Publication Professional.

Appointed 18 May 2013 to 17 May 2017



Associate Professor Edward Weaver OAM

Board member

MBBS, FRANZCOG, FACM (Hon)

Edward (Ted) Weaver is a Senior Medical Officer in the Department of Obstetrics and Gynaecology within the Sunshine Coast Hospital and Health Service. He is also an Associate Professor in the Department of Obstetrics and Gynaecology and Deputy Head of the Sunshine Coast Clinical School, both within The University of Queensland.

From 1990 to 2011, he was a private specialist in obstetrics and gynaecology in Nambour and a visiting medical officer at Nambour and Selangor Private Hospitals. In 2001 he was awarded an Honorary Fellowship of the Australian College of Midwives in recognition of work developing collaborative systems of maternity care.

Ted was Vice President of the Royal Australian and New Zealand College of Obstetricians and Gynaecologists (RANZCOG) from 2006, and President from 2008, during a time of significant maternity care reform in Australia.

Ted is currently the Chair of the Queensland Training Accreditation Committee for RANZCOG, overseeing specialist Obstetrician and Gynaecologist training in Queensland hospitals. He was on the Board of Directors for the RANZCOG Research Foundation, responsible for the financial management, fundraising and overall financial viability of the foundation, and for overseeing the annual awarding of eight research scholarships. He was a member of the Recognition of Medical Specialists committee of the Australian Medical Council.

In 2011, Ted was awarded The University of Queensland Medical Society and School of Medicine Distinction in Clinical Teaching Award for the Sunshine Coast Clinical School.

Ted was awarded an Order of Australia Medal (General Division) for his service to medicine and to medical education in the 2016 Australia Day Honours.

Original appointment 6 September 2012.
Current term 18 May 2016 to 17 May 2019



Anita Phillips

Board member

BA, Grad Dip Leg.Studs, MPA, Dip Soc.Studs, GAICD, AMAASW

Anita Phillips has an extensive career spanning more than thirty years as an Executive Director in the public sector at all levels of government and in social welfare and community services agencies.

Her most recent position was as the Public Advocate/Guardian in the Australian Capital Territory. Anita also brings valuable experience as a former Member of the Queensland Parliament and an adviser to Federal Ministers. After graduating as a social worker, Anita spent many years in North Queensland, predominately in hospital and health settings. She has also worked in a diverse range of health and community settings, where she enjoyed direct consultation with patients, their families and other consumers of these services, as well as managing and developing these agencies.

Anita holds a Master of Public Administration and a Graduate Diploma in Legal Studies, and is a sessional lecturer in Legal Studies and Public Policy in Social Work at the Australian Catholic University. Since 2014, Anita has conducted her own consultancy, Calm Energy Consulting, through which she provides services and is a Board Director for several not-for-profit agencies.

She has current governance experience, in that she is a Graduate of the Australian Institute of Company Directors, and has been appointed by the Commonwealth Government as a Community Member on the Aboriginal and Torres Strait Island Health Practitioners' Board, and is an elected Director on the National Board of the Australian Association of Social Workers.

Appointed 18 May 2017 to 17 May 2020



Brian Anker

Board member

MAICD

Brian Anker has held a number of senior executive roles within the Queensland Government. Until November 2010 he was the Deputy Director-General, Innovation of the former Queensland Department of Employment, Economic Development and Innovation, and worked in partnership with leaders in industry, science and technology.

In 2011, Brian established Anker Consulting Pty Ltd, to provide strategic advice and planning particularly to the research and university sectors. He has undertaken strategic reviews for the University of the Sunshine Coast, assisted the University of Queensland and Queensland University of Technology on specific funding projects, and assisted the Sunshine Coast Regional Council on project assessments. In addition he provides employee mentoring to corporations.

Brian currently is the Chair of the federally funded National Research Data Services Initiative, and Chair of the Sunshine Coast Education and Research Taskforce. He has also acted as strategic advisor to a number of Queensland-based universities.

Brian has an extensive background in the business and industry sectors. He is a current member of the Australian Institute of Company Directors, and has been a member on a number of boards and committees. Brian has also served as a government representative on review bodies for the Australian Institute of Bioengineering and Nanotechnology, Australian Tropical Forest Institute, Australian Tropical Science and Innovation Precinct, and the Institute for Molecular Bioscience.

Original appointment 18 May 2013.
Current term 18 May 2017 to 17 May 2020



Dr Mason Stevenson

Board member

MB ChB

Dr Mason Stevenson has 30 years' experience as a General Practitioner (GP), the majority on the Sunshine Coast. He has held senior roles within medical associations since 1996 and owned and managed medical practices since 1990.

Mason began his medical career in Melbourne after completing his studies at Monash University in 1983. He completed his internship and Junior Resident Medical Officer training at the Queen Victoria Medical Centre. Once completed, Mason worked as a doctor for the Melbourne Doctors After Hours Cooperative for a number of years before joining the Glen Waverley Medical Centre in Melbourne as a Principal General Practitioner Assistant in 1988.

In 1990, Mason moved to the Sunshine Coast to open and work in his own private practice as a GP. Mason received his Vocational Registration – General Practitioner in 1996. This same year he became an owner in a group GP practice with three other doctors and Treasurer of the Sunshine Coast Division of General Practice for two years.

Mason has held various executive positions within medical associations including Treasurer and President of the Sunshine Coast Local Medical Association (SCLMA), Treasurer and President of the Australian Medical Association (AMA) of Queensland, and Queensland representative for the AMA Federal Council. From 2010 to mid 2014, Mason worked as a GP subcontractor while continuing in executive positions within these organisations.

Original appointment 1 July 2012.
Current term 18 May 2017 to 17 May 2020



Professor Julie-Anne Tarr

Board member

PhD, JD, LL.M, BA, GAICD

Professor Julie-Anne Tarr brings a diverse background in commercial law and governance to the Board. As a Professor in the Business School of the Queensland University of Technology, her particular area of speciality is complex project management, insurance and risk.

From 2007 to 2010, Julie-Anne served as the General Manager/Chief Operational Officer of the Queensland Institute of Medical Research and was also actively engaged in the Boards of several medical research facilities and start-up companies.

Prior to returning to Australia in 2007, Julie-Anne worked at the Director of USP Solutions, the commercial arm of the University of the South Pacific and at Indiana University, where she held a professorial appointment in the Law School.

Julie-Anne has authored three books on Insurance and risk, several editions of the Laws of Australia treatise on Insurance and Insurance Contracting, and a number of articles and law reform reports.

She is a Fellow of the Australian Centre for Philanthropy and Non-profit Studies and has served on the Humanitarian Law Committee for the Red Cross (Qld) as well as a number of other community based non-profit bodies.

She holds degrees from The University of Queensland (PhD), Cornell University (JD), Monash University (LLM), and University of Wisconsin (BA).

Original appointment 18 May 2016.
Current term 18 May 2017 to 17 May 2021

Board Committees

The Board has legislatively prescribed committees which assist the Board to discharge its responsibilities. Each committee operates in accordance with a Charter that clearly articulates the specific purpose, role, functions and responsibilities.

The committees are:

- Executive Committee
- Audit and Risk Committee
- Finance and Performance Committee
- Safety and Quality Committee.

Executive Committee

The role of the Executive Committee is to support the Board in its role of controlling our organisation by working with the Health Service Chief Executive to progress strategic priorities and ensure accountability in the delivery of services.

Committee members:

- Dr Lorraine Ferguson AM (Chair)
- Mr Peter Sullivan
- Assoc Prof Edward Weaver.

Audit and Risk Committee

The purpose of the Audit and Risk Committee is to provide independent assurance and assistance to the Board on:

- the organisation's risk, control and compliance frameworks
- the Board's external accountability responsibilities as prescribed in the *Financial Accountability Act 2009*, the *Hospital and Health Boards Act 2011*, the *Hospital and Health Boards Regulation 2012* and the *Statutory Bodies Financial Arrangements Act 1982*.

The Audit and Risk Committee has observed the terms of its charter and had due regard to the Treasury's Audit Committee Guidelines.

The Audit and Risk Committee is responsible for overseeing, advising and making recommendations to the Board on the following matters, including but not limited to:

- appropriateness of the health service's financial statements, ensuring compliance with relevant accounting policies and standards
- monitoring and advising the Board about the internal audit function
- consulting with Queensland Audit Office — the external auditor in relation to proposed audit strategies and annual audit plans
- reviewing the findings and recommendations of external

- audit (including from performance audits) and the management response
- reviewing the risk management framework for identifying, monitoring and managing significant risks, including fraud
- assessing and contributing to the audit planning processes relating to the risks and threats to the health service
- reviewing, through the internal and external audit functions, whether relevant policies and procedures are in place and complied with, including those for management and exercise of delegations.

Committee members:

- Mr Cosmo Schuh (Chair)
- Professor Julie-Anne Tarr
- Mr Peter Sullivan.

Finance and Performance Committee

The Finance and Performance Committee oversees the financial position, performance and resource management strategies of the health service in accordance with relevant legislation and regulations. It also provides advice and recommendations to the Board on the following matters including, but not limited to:

- assessing the budgets and ensuring they are consistent with the organisational objectives and having appropriate regard to the organisation's funding to enable the approval of the annual budgets by the Board
- monitoring the financial and operating performance of the health service
- monitoring activity performance against prescribed indicators and targets
- monitoring the health service's performance against relevant Service Agreement KPIs specifically related to performance and funding
- monitoring human resource indicators and compliance with the health service strategic workforce planning.

Committee members:

- Mr Peter Sullivan (Chair)
- Mr Brian Anker
- Mr Cosmo Schuh
- Dr Mason Stevenson.

Safety and Quality Committee

The role of the Safety and Quality Committee is to ensure a comprehensive approach to governance of matters relevant to safety and quality of health services is developed and monitored. The Committee is also responsible for advising the Board on matters relating to safety and quality of health services provided by the health service including:

- strategies to minimise preventable patient harm
- reducing unjustified variations in clinical care
- improving the experience of patients and carers of the health service in receiving health services
- monitoring the health service governance arrangements relating to the safety and quality of health services, including monitoring compliance with health service policies and plans about safety

- promoting improvements in the safety and quality of health services being provided.

Committee membership:

- Mr Brian Anker (Chair)
- Dr Mason Stevenson
- Dr Ted Weaver
- Dr Karen Woolley (until 17 May 2017)
- Ms Anita Phillips (from 6 June 2017).

Table 9: Board member meeting attendance 2016-2017

	SCHHB meetings	Executive Committee	Finance and Performance Committee	Audit and Risk Committee	Safety and Quality Committee
Total number of meetings	12	1	12	4	4
Dr Lorraine Ferguson AM	10	1			
Assoc Prof Edward Weaver	10	1			3
Mr Peter Sullivan	12	1	12	4	
Dr Mason Stevenson	11		12		4
Dr Karen Woolley	11*				3*
Mr Brian Anker	12		10		4
Mr Cosmo Schuh	10		10	4	
Prof Julie-Anne Tarr^	12			4	
Ms Anita Phillips *	1				

*Ms Anita Phillips appointed 18 May 2017

*Dr Karen Woolley's term expired on 17 May 2017

* There were no out of pocket expenses for Board members.

Hospital and Health Service executive

Reporting to the Health Service Chief Executive are executives who are responsible for a portfolio within the organisation. Together they form the Executive Leadership Team.



Kevin Hegarty

Health Service Chief Executive (until 30/06/2017)

BBus (Acc), MAICD, MCHSM

The Health Service Chief Executive is accountable to the Board for all aspects of our performance including the overall management of human, material and financial resources, and the maintenance of health service and professional performance standards. The Health Service Chief Executive, with the Board, is also responsible for ensuring the development of our strategic direction.

Kevin served in senior positions within Queensland Health from 1995, including District Manager of the Rockhampton Health Service District. He commenced as District Manager Sunshine Coast Health Service District in December 2003, and continued as Chief Executive in a number of iterations of the health service's structures.

Kevin was appointed inaugural Health Service Chief Executive of Sunshine Coast Hospital and Health Service on its creation as a statutory body on 1 July 2012. He was directly involved with the development and progress of the Sunshine Coast University Hospital, since its announcement in 2005.

He was the Senior Responsible Officer for all aspects of the commissioning on the new hospital

Throughout his time as Chief Executive, Kevin worked with senior clinicians to grow and expand both service capacity and capability. This saw the strategic development of services, particularly in the context of preparing for the opening of Sunshine Coast University Hospital.

After 13 years of service, Kevin left the organisation at the end of the 2016-2017 financial year. At the time of this report's publication, Scott Lisle, Executive Director Sunshine Coast University Hospital Program, was acting in the Health Service Chief Executive role.



Kerrie Hayes

Executive Director Clinical Services

BNurs, Grad Dip Ed, Grad Cert Mgt (Health)

The Executive Director Clinical Services is accountable for the management of integrated clinical services across the health service. This role ensures that current 'best practice' models for safe and effective clinical care and consumer involvement are in place to deliver on our operational and strategic actions and achieve better health for our communities on the Sunshine Coast.

This leadership role focuses on continuous improvement and optimising the health service performance across these key result areas: patient safety and service quality; access and equity of services; balanced budget performance; workplace culture; partnerships; cooperation and integration; prevention and health outcomes; clinical education and research.

Kerrie joined the Sunshine Coast Hospital and Health Service team in October 2014 and has extensive Australian and New Zealand experience in health service leadership and service development at executive level. Kerrie is passionate about collaborating and working with clinicians, support staff and consumers to actively participate in making health services better for our communities.



John Slaven

Executive Director Finance, Business and Operational Services

B Commerce CA

The Executive Director Finance, Business and Operational Services provides leadership and strategic advice on the financial performance and the financial management of our organisation to the Board, Health Service Chief Executive, Executive Leadership Team and senior management.

The Executive Director Finance, Business and Operational Services supports the Health Service Chief Executive in strategic negotiations with Department of Health, and has an overarching responsibility to enable the maximisation of our revenue streams.

John commenced with the health service in April 2015.

He began his career with 12 years working for PricewaterhouseCoopers (PwC), initially employed in business services, taxation and audit. John later moved to Senior Manager roles in audit, as an IT specialist and financial advisory. Over the following 15 years John gained valuable experience from senior roles in commercial businesses including finance, change management, business development and company restructuring.

Between 2009 and 2015 John gained a strong understanding of Queensland Health and the challenges faced in providing health services as the Chief Finance Officer for the Cairns and Hinterland Hospital and Health Service.

John is committed to maintaining the financial sustainability the Service has achieved since its establishment in 2012 while providing access to high quality care.



Dr Margaret Way

Executive Director Innovation, Quality, Research and Education

BSc, MBA, FACHSM, DrPH

The Executive Director Innovation, Quality, Research and Education is a key member of the Executive Leadership Team accountable for the effective leadership and management of safety and quality, clinical and corporate governance functions, ensuring effective consumer engagement, oversight and leading initiatives to increase organisational effectiveness and high quality patient care.

The role is responsible for leading the development of teaching, training and research activities across the health service, and establishing a central hub to support faculties and partnering academic organisations including those at Sunshine Coast Health Institute.

Margaret joined the health service in March 2017 and has extensive experience in health service leadership, strategy and performance. Her previous positions at Austin Health and Alfred Health involved strategic planning, performance improvement, and implementing clinical governance systems and processes to deliver effective and safe healthcare to patients. She has a strong research and educational background underpinned by a Masters of Business Administration from Monash University, a Professional Doctorate in Public Health at LaTrobe University and she is a graduate of the Leadership Victoria Program. She is an Adjunct Associate Professor, Monash University Department Epidemiology and Preventive Medicine, where she teaches in the Masters of Public Health Program. She also holds an expert appointment with the Australian Commission on Safety and Quality in Healthcare on the Clinical Communications Advisory Group. She was recently appointed Chair of Queensland Health's State Clinical Governance Forum. Margaret is passionate about collaborating and working with clinicians, support staff and consumers to actively participate in making health services better for our communities.



Scott Lisle

Executive Director Sunshine Coast University Hospital Program

BPhy, MHA

The Executive Director Sunshine Coast University Hospital Program responsibilities have changed during the year to a focus on leading the planning and delivery of the Sunshine Coast University Hospital, including the Transformation and Transition Program.

Scott commenced with Queensland Health in January 2010, after almost four years as Executive Director Service Planning and Development, South Metropolitan Area Health Service in Perth. He was a senior executive on the Fiona Stanley Hospital project, a position similar to his current role in the development of Sunshine Coast University Hospital. Prior to that, he held senior executive positions in Northern Sydney Central Coast Health Service in roles such as Director of Finance and Director Population Health, Planning and Performance.

Scott is committed to ensuring we continue to deliver on community expectations and work towards providing the majority of services on the Sunshine Coast through the commissioning of Sunshine Coast University Hospital. He is also committed to delivering health services of a high quality and balancing available resources with growing demands.



Dr Piotr Swierkowski

Executive Director Medical Services

BSc (Biochem), MBBS(Hons), FRACGP, FRACMA, MHA, E-MBA, GAICD

The Executive Director Medical Services is the professional lead for all medical staff. The Executive Director Medical Services leads the strategic direction, governance and professional support for the patient safety agenda, including the functions of patient safety management, patient complaints, maintenance of clinical standards and compliance with the National Safety and Quality Health Service (NSQHS) Standards, medical administration including credentialing and recruitment, and medical education and research.

Piotr (pronounced Peter), commenced his role as Executive Director Medical Services in March 2009, after moving from the central coast of New South Wales where he worked as Director of Medical Services. His clinical background is in general practice, with continuing limited clinical practice and the Fellowship of the Royal Australian College of General Practitioners.

He has worked clinically in various settings, both in Australia and the United States of America. His particular interest is in data analysis and financial mathematics and he is pursuing a PhD in a related area.



Suzanne Metcalf

Executive Director Nursing and Midwifery

RN, DipHE, BSc (Hons) Healthcare Practice, Grad Dip Clinical Education, Grad Dip Renal Nursing

The Executive Director Nursing and Midwifery is the professional lead for nursing and midwifery services. In this role, Suzanne leads the strategic direction, clinical governance and professional support for all nursing and midwifery services. The position is also accountable for enhancing research, innovation, education, the nursing and midwifery workforce, and the future development of these services.

Suzanne commenced her role as Executive Director Nursing and Midwifery in February 2017, after moving from Melbourne, Victoria where she worked as the Director of Nursing Services at a large metropolitan health service.

Suzanne's background is in renal nursing, nursing education, safety and quality and workforce development.

She has extensive nursing leadership experience in Australia and England and is passionate about working collaboratively with the Nursing and Midwifery Leadership team to support all nurses and midwives to deliver exceptional care and reach their career potential.



Nicholas Lake

Executive Director Human Resources

BA (Econ and Psych), MA (Psych), GradDip Labour Law

The Executive Director Human Resources is accountable for the development and implementation of human resource strategies to ensure the health service is well positioned to deliver current, emerging and future health needs. In this role the Executive Director Human Resources works at all levels in the organisation to develop, promote and maintain a culture of teamwork, personal accountability and continuous improvement.

Nick commenced with the health service in March 2015. He has an extensive background as a Human Resources executive in the private sector having worked recently for BHP Billiton and ANZ. He has also worked offshore having spent six years based in Switzerland and 18 months in the United States of America. He has a Masters in Psychology from Sydney University and a Graduate Diploma in Labour Law from the Melbourne Law School.

Nick is passionate about working with executive and management teams to create a working environment that aspires to excellence and enables all individuals to fully contribute.



Dr Jeremy Long
Chair Clinical Council

MB BCh, FCP(SA), FRACP

The Clinical Council was formed in 2015 following a revision of the Clinical Leadership Group. The Clinical Council is a forum for the strategic engagement of clinicians. This group enables the opportunity for clinicians to have formal input by providing advice and decisions that are considered part of our strategic and operational planning processes. The Clinical Council also focusses and deliberates on aspects of research, quality and education.

Jeremy, who is Oncology Director for Sunshine Coast Hospital and Health Service, was appointed as inaugural Chair of the Clinical Council in March 2014 and the first Clinical Council meeting was held in April 2015. He is included as a member of the Executive Leadership Team, to support the organisation's decision making processes and work as a direct conduit between the Executive Leadership Team and clinicians.



Barry Mather
Chief Information Officer

Barry commenced as the inaugural Chief Information Officer in February 2015. Prior to this he was the Chief Technology Officer at Ramsay Health Care, based in Sydney, New South Wales, where he had worked in many different technology roles since 2005.

Prior to Ramsay Health Care, Barry worked for a small private healthcare organisation where he transferred from the parent operations in the United Kingdom. Barry is a United Kingdom national and moved to Australia in 2003.

Training in electrical and mechanical engineering, Barry has a keen eye for detail which he twins with a passion for technology.

A keen desire for technology to help to increase the safe and efficient delivery of healthcare is paramount to his working ethics. He is proud of a 'can-do' attitude to delivering technology solutions to meet both clinical and non-clinical business requirements. Involving clinicians in solution design and delivery is often key to ensuring successful project delivery; Barry sees this as the key to a successful partnership of technology in healthcare.

Barry also has a desire to give back to the community, having devoted 10 years of volunteer service in senior rescue positions to the New South Wales State Emergency Service, and can often be found fundraising for charity events.

Strategic committees

The Executive Leadership Team is the overarching body within our committee structure supporting the Health Service Chief Executive.

To guide the operation of the organisation, a strategic level committee system has been implemented. Each committee has terms of reference clearly describing their respective purpose, functions and authority.

These committees are all chaired by an Executive Leadership Team member who has the appropriate sub-delegation relevant to the function and purpose of the committee. The committees are a vehicle for providing essential integration and uniformity of approach to health service planning, patient safety and quality, service development, workforce, resource management, information, communication and technology, performance management and reporting.

Our strategic committees:

- Clinical Council
- Patient Safety and Quality Committee
- Health Planning and Infrastructure Committee

Table 10: Strategic committees

Number of meetings held	
1	Executive Leadership Team 38
2	Clinical Council 4
3	Patient Safety and Quality Committee 10*
4	Health Planning and Infrastructure Committee 2
5	Safe Practice and Environment Committee 7
6	Information Service Governance Committee 2
7	Education and Training Strategic Committee 6

*10 meetings, 2 did not proceed as quorum not met

- Safe Practice and Environment Committee
- Information Service Governance Committee
- Education and Training Strategic Committee

Ethics and code of conduct

Sunshine Coast Hospital and Health Service is committed to ensuring the highest level of ethical behaviour through all aspects of our activities. We uphold our responsibility to the community to conduct and report on our business transparently and honestly while maintaining processes that ensure our staff, at all levels, understand these responsibilities. The health service is a prescribed public service agency under the Public Sector Ethics Regulation 2010 and therefore the Code of Conduct for the Queensland Public Service is applicable to all employees of the Sunshine Coast Hospital and Health Service. The ethics principles are:

- integrity and impartiality
- promoting the public good
- commitment to the system of government
- accountability and transparency.

All employees are expected to uphold the code by committing to and demonstrating the intent and spirit of

the ethics principles and values. We strongly support and encourage the reporting of Public Interest Disclosures. All employees have a responsibility to disclose suspected wrongdoing and to ensure any disclosure is in accordance with our ethical culture. This responsibility is again reinforced by the *Public Sector Ethics Act 1994*, as well as our Public Interest Disclosures Policy and Public Interest Disclosure Management Procedure.

Ethics awareness and fraud control

To adhere to Department of Health mandatory training updates, the Code of Conduct training module was replaced with the Ethics, Integrity and Accountability training. Staff must attend Code of Conduct training every two years. At the end of 2016-2017, 78 per cent of employees (5475 staff) had completed this module.

Audit and risk management

Internal audit

The Sunshine Coast, Wide Bay and Central Queensland hospital and health services have established a hub and spoke internal audit function to ensure effective, efficient and economical operation of the function. The function provides independent assurance and advice to the Board Audit and Risk Committee and executive management. It enhances the health service's corporate governance environment through an objective, systematic approach to evaluating internal controls and risk assessment.

The role, operating environment and reporting arrangements of the function are established in the Internal Audit Charter that has been approved by the Hospital and Health Board Chairs. The Charter is consistent with the Institute of Internal Auditors Professional Practices Framework and the Audit Committee Guidelines.

The internal audit function is independent of management and the external auditors. The function has:

- discharged the responsibilities established in the Internal Audit Charter by executing the annual audit plan prepared as a result of risk assessments, materiality, contractual and statutory obligations, as well as through consultation with executive management
- provided reports on the results of audits undertaken to the Health Service Chief Executive and the Audit and Risk Committee
- monitored and reported on the status of the management's implementation of audit recommendations to the Audit and Risk Committee
- liaised with the Queensland Audit Office to ensure there was no duplication of 'audit effort'
- supported management by providing advice on corporate governance and related issues including fraud and corruption prevention programs and risk management
- allocated audit resources to areas on a risk basis where the work of internal audit can be valuable in providing positive assurance or identifying opportunities for positive change.

The audit team are members of professional bodies including the Institute of Internal Auditors, CPA Australia and ISACA. The health services continue to support their ongoing professional development.

External scrutiny

Sunshine Coast Hospital and Health Service's operations are subject to regular scrutiny from external oversight bodies. These include Queensland Audit Office, Crime and Corruption Commission, Office of the Health Ombudsman, Australian Council on Healthcare Standards, Aged Care Standards and Accreditation Agency, National Quality Management Committee of BreastScreen Australia, Postgraduate Medical Education Council of Queensland, Australian College of Accreditation, National Association of Testing Authorities, Queensland Ombudsman, the Coroner and others. Sunshine Coast Hospital and Health Service had one coronial inquest in this financial year and there were no adverse findings or recommendations.

Risk management

Risk is managed in accordance with our Enterprise Risk Management Framework 2014-2017. Aligned to Australian and international standards (ISO31000), the framework confirms the Board and Executive Leadership Teams' commitment to appropriately identify, analyse and treat risks across the organisation.

The framework reinforces that risk management is a responsibility for all staff and designates risk accountabilities and responsibilities at appropriate levels across the organisation. Our risk management function supports the capacity and capability of the health service to effectively manage risk through the provision of risk advisory, analysis and training services.

We ensure that risk is adequately identified, thoroughly analysed and appropriately treated across all management levels and work contexts. This is achieved through integrating risk management within existing systems and processes, including strategic and operational governance functions, planning and decision making that support endeavours to achieve our strategic objectives.

We apply a standardised and structured approach for identifying, evaluating and managing our risks. Significant risks are reported to the Board, its sub-committees and the Executive Leadership Team on a regular basis. Organisational-wide and operational risks are regularly considered at Strategic Committee, Service Group operational performance and cost-centre management meetings. Key activities and achievements for 2016-2017 include:

- Continual improvement in risk management practice and maturity through the use of the Enterprise Risk Management Framework 2014-2017 and associated risk analysis tools designed to standardise, enhance, strengthen and streamline our risk management approach.
- Revision and improvement of our strategic risks information and reporting to reflect the changing context associated with the expansion of the health service to include a tertiary university hospital.
- Articulation of key risk exposure areas for the health service through the development of work health and safety, fraud and corruption, clinical safety and quality and significant project (transformation and transition) risk profiles.
- The safe and successful opening of the Sunshine Coast University Hospital. Through build, fit out and commissioning, risk management played an integral part in the project.
- Continued networking with the Department of Health and other hospital and health services through our participation in the Health System Risk Working Group. We have actively contributed to the development of health system risks and the risk management community of practice across Queensland Health.
- Participating in external risk and governance group activities (such as those run by the Governance Institute of Australia) in order to identify and understand current best practice and trends in the domain.

Right to information

This financial year 2016-2017, there were 262 applications received under both Right to Information and Information Privacy Acts (2014–2015: 320), with 36 withdrawn by the applicant and 251 finalised in the year. The total number of pages processed including full and part access was 35,248 with 12,295 pages refused in full. Fees collected for applications under the Right to Information totalled \$5148.60 (including application fees and access fees).

Administrative and functional records management

The most significant improvements for recordkeeping and information management have addressed the aim to transition from paper to digital records as follows:

- Clinical records—the health service is undertaking a staged roll out of an Electronic Medical Record in the Sunshine Coast University Hospital and Nambour General Hospital. The Electronic Medical Record will provide enhanced support for the delivery of healthcare and clinical decision-making. It is planned to extend the use of the Electronic Medical Record in future to the entire health service.
- Administrative and functional records—the health service has partnered with eHealth to develop an electronic recordkeeping system. It will be trialled by 120 users over the next 18 months and forms a potential springboard for future administrative records management.
- Identity and Access Management solution—a new identity and access management solution (the health service Personnel Register) provides a reliable and up-to-date record of all persons (staff and non-staff) involved with delivering services at the health service. This system streamlines access and security administration to over 90 different information systems. This efficiency gain in the management of records and information was a key factor in delivering a smooth onboarding experience for the thousands of new workers required at Sunshine Coast University Hospital.

Other significant activities include regular education for staff in administrative records management, along with the continued progress in reducing significant paper repositories managed at all facilities across the health service.

Release of confidential information

In accordance with section s160 of the *Hospital and Health Boards Act 2011*, the health service is required to include a statement in its Annual Report detailing the disclosure of confidential information in the public interest. There were no disclosures under this provision during 2016-2017.