Strategic Plan
2016 - 2020

Exceptional people. Exceptional healthcare.
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We are pleased to present the Sunshine Coast Hospital and Health Service Strategic Plan for 2016-2020. This plan provides the essential vision and direction to ensure our transition toward the internationally recognised health service we aim to be in 2020. The plan is also reflective of Queensland Government priorities and is aligned with the Queensland Health Strategic Plan 2014-2018.

This health service is committed to providing high quality healthcare to its communities by being a responsive, efficient and person-centred healthcare service.

We are not and cannot be satisfied with just continuing to do what we do in its current form. Innovation and improvement are our companions on the journey, underpinned by an expanding emphasis on research and education.

We are determined to succeed in our objective to be a health service that puts people first and provides safe and quality healthcare.

If we are to meet the challenges and the expectations rightly placed on us, we must work closely with consumers and the community, as well as with our strategic partners across health and other sectors. Building on and strengthening these partnerships will be fundamental to our success.

The $1.8 billion Sunshine Coast University Hospital, currently under construction, brings us great opportunity. The hospital will bring new clinical capability and capacity, an expanded workforce and an increase in self-sufficiency in healthcare on the Sunshine Coast. It is an important element in helping us achieve our vision of delivering ‘Health and wellbeing through exceptional care’.

On behalf of the Board and the Executive Leadership Team we commend this plan to you and commit to working with our colleagues throughout the organisation and with our partners to deliver on our objectives.
Our vision, purpose and priorities

Our vision:
Health and wellbeing through exceptional care.

Our purpose:
To deliver better care for individuals, better health for our population and better use of resources for healthcare.

Our strategic priorities and our future:
We will simultaneously pursue the following health and care priorities:

1. Enhance the experience and health outcomes with people accessing our services (safe, effective, patient-centred, timely, efficient and equitable).
2. Improve the health of our population.
3. Better use of resources for the benefit of our communities.
4. Build capability across our organisation and shared communities of practice.

We commit to work together to build and achieve a healthier community supported by a growing, highly skilled and valued workforce and an innovative world class hospital and health service.

To do this work effectively, we will:
- Harness the collective health capacity and resources within our communities.
- Target improvement in a range of health determinants.
- Work in partnership with individuals, families and communities.
- Substantially broaden the role and impact of primary care and other community-based services.
- Assure a seamless journey through the system of care throughout a person's life.
Our strategic priorities

Supported by improving capability across our organisation and shared communities of practice.

Our Values:

We are driven by Queensland public sector values:

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

Between 2016 and 2020 the Sunshine Coast Hospital and Health Service (SCHHS) will experience significant growth in both the range of services provided and the expanded capacity. The opening of the new tertiary level Sunshine Coast University Hospital (SCUH) will change the way services are delivered across the health service. This exciting opportunity has supported the SCHHS to introduce innovative models of care that will better meet the diverse health needs of our community. Our new integrated and coordinated health network includes:

- **Sunshine Coast University Hospital:**
  - opening with 450 beds in November 2016 and expanding to a 738-bed facility by 2021
  - will provide level 5/6 services such as cardiology, neonatal care, child and adolescent mental health, and expanded surgical services.

- **Nambour General Hospital** will change to a regional hospital providing up to level 3 emergency, medical, surgical and mental health inpatient and outpatient services. The hospital will be developed over time as a sub acute centre of excellence. Ambulatory care and community services will also be collocated on site.

- **Gympie Hospital** will continue to provide a comprehensive range of emergency, medical, surgical, women’s and family and sub acute services. A range of ambulatory services will be expanded over time.

- **Caloundra Health Service** will provide an extended hours urgent care service, ambulatory care services including renal dialysis, dental care and ophthalmology and an expanded inpatient palliative care service.

- **Maleny Soldiers Memorial Hospital** will continue to provide local health services including emergency stabilisation, rehabilitation, ambulatory and end of life care.

- The health service will continue to provide a comprehensive range of other clinical services including public health, community health, oral health, mental health and residential aged care.

We continue to partner with the Noosa Hospital and Sunshine Coast University Private Hospital (to June 2018) for patient services.

The health service is expanding its teaching and health research capability with the introduction of the Sunshine Coast Health Institute (SCHI). This includes the development of significant strategic partnerships with universities, vocational education and industry to ensure our research priorities translate to practice and ultimately improve health and care within our communities. SCHHS is uniquely positioned to provide health service roles, experience, teaching and research across a diverse range of settings from rural, regional to tertiary settings within the one health service.

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1 As detailed in the Clinical Services Capability Framework.
Who we care for

Our health service covers approximately 10,020 square kilometres and encompasses the areas of Sunshine Coast, Noosa and Gympie local government areas. Most of the population resides in the coastal regions; however, there are significant hinterland and rural communities.

In 2013, SCHHS served a population of 378,579 people (eight per cent of the Queensland population).

The Australian Bureau of Statistics (ABS) projects the Sunshine Coast Population will increase over the next 11 years to reach 497,397 people by 2026.

This growth is in line with projected growth for Queensland of 2.1 per cent, per year, over the same period.
Our opportunities

Challenges

The SCHHS, like other health services in Australia and internationally, 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 its community.

The drivers of demand for health services in the SCHHS 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.

Risks

The following strategic risks have been identified:

- workforce—capacity and capability of the workforce (right person, right job, right time) is insufficient to meet increased service and skills demands this could lead to potential delays in the commissioning of services at SCUH
- health technology—ability to introduce new and advanced technologies to improve efficiency, effectiveness and quality of health service due to inadequate infrastructure, resources or skills
- 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 SCUH 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 Sunshine Coast community may exceed the resource capacity of current service delivery as the SCHHS prepares for the opening of SCUH, and the infrastructure improvement at Nambour and Caloundra.
### Objective 1

**Better care for individuals**

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<th>Strategic objective</th>
<th>Strategies</th>
<th>Outcome measures</th>
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| Our patients experience safe, reliable care. | • We partner with consumers and their families to optimise their experience while in contact with our health service. | • Peoples care expectations are met or exceeded measured by consumer survey and feedback.  
• People state that they are partners in their care measured by consumer survey and feedback. |
| | • We improve patient safety and experience by including consumers in developing and implementing innovative models of care. | • Innovative service development initiatives using co-design to optimise consumer experience are identified and promoted. |
| | • We reduce unwarranted clinical variation of care using principles of Better Value Healthcare. | • Best practice care guidelines and pathways developed and implemented across the care continuum. |
| | • We put people first and will focus on better flow and align different parts of the system to improve access and patient experience. | • Meet or exceed NSQHS healthcare standards.  
• Improved benchmark trends for all access, patient safety and quality care performance indicators.  
• SCHHS safety-first program is embedded. |
# Objective 2

## Better outcomes for our local population

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| Our services are connected to improve access to health and care for our population. | • We support the development of a ‘connected care’ health care models across the SCHHS. | • Established health pathways in partnership with the Primary Health Network (PHN) and General Practice.  
• Measured effectiveness of connected referral and clinical care handover systems between hospital and other healthcare providers. |
| | • We work with our healthcare partners to ensure our community has the right care, at the right time, and in the right place. | • Reduced trend and number of avoidable hospitalisations.  
• “Access” key performance indicators achieved or exceeded.  
• Increased self sufficiency that reflects planned reduction in referrals and transfers out of SCHHS for care. |
| | • We provide a regional leadership role in promoting collaboration and the integration of care across the continuum as a key organising principle to improve the health of our population. | • Partnering initiatives.  
• Promotion of progress on health indicators with our communities. |
| | • We work with our vulnerable communities to increase health literacy, understanding of available health services. | • Improved access to services for our vulnerable communities. Key Performance indicators met or exceeded.  
• Consumer involvement in the development and implementation of strategies to improve health literacy in our communities.  
• Number and description of initiatives targeting health improvements at the population level. |
| | • We will work with our communities and government to plan and prioritise current and future service development, adoption of innovative technologies and translational research into practice across all facilities. | • SCHHS Health Services Plan 2012-2022 implemented.  
• Sunshine Coast University Hospital is opened and commissioned.  
• Settle, and Grow our expanding health services including the new tertiary services at SCUH.  
• Planned service changes at Nambour, Caloundra and Gympie have been achieved. |
### Objective 3

**Better use of resources for health and care**

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<td>We will optimise the use of our resources.</td>
<td>• We grow ambulatory, community and same day services to reduce reliance on inpatient based services.</td>
<td>• Enhanced ambulatory and same day service models. • Maintained balance of capacity and demand for inpatient and outpatient activity for the population.</td>
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<td>• We will enhance service models to support and improve reliable health care outcomes across seven days a week and after hours.</td>
<td>• Models of care incorporate seven day access to services as appropriate. • Health Outcomes including preventable harm, standardised mortality and quality indicators demonstrate reliable care.</td>
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<td>• We will share information and use technology to deliver efficient work processes and streamline the transfer of information with our consumers and other providers across the health network.</td>
<td>• SCHHS ICT Blueprint implemented • Expanded range and increased number of local and regional Telehealth services delivered. • Increased uptake and use of the national eHealth patient record. • Advanced Care Plans documented and shared using connected IT platforms.</td>
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<td>• We will maintain strong financial performance and improve business intelligence and analysis systems to improve delivery of health care.</td>
<td>• SCHHS meets or exceeds financial performance expectation outlined in Queensland Health Service Agreement. • Evidence of enhanced business and analysis systems that support improvement in safety and quality measures.</td>
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<td>• We will maintain or increase care for our community within the existing cost model.</td>
<td>• Maintain cost per Weighted Activity Unit (WAU) below efficient price.</td>
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Objective 4

**Better organisational capability**

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<td>Our people are engaged, competent and valued.</td>
<td>• We will become a regional leader in clinical health education, safety and research.</td>
<td>• Sunshine Coast Health Institute (SCHI) opened and productive partnerships evident.</td>
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<td>• We actively promote research as integral to our care that includes commitment to build partnerships and invest to build and sustain our research priorities.</td>
<td>• Achievement against the SCHHS Research Strategic Plan.</td>
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<td>• We explore and strengthen partnerships with education and learning organisations to build an exceptional healthcare workforce.</td>
<td>• Translational research priorities are identified and reviewed annually to reflect our communities population health needs.</td>
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<td>• We will expand local job opportunities, roles and training in health care for the Sunshine Coast.</td>
<td>• Collaborations promoted and published across our communities.</td>
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<td>• We will maintain an environment that promotes and supports the SCHHS values promoting inclusive behaviours and respect for diversity.</td>
<td>• Achievement of the SCHHS Workforce plan.</td>
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<td>• Enhancements towards the Sunshine Coast Council's Regional Services Plans.</td>
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<td>• Core values are outlined in all plans, position descriptions and are embedded in practice.</td>
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<td>• Increased staff engagement trend measured in annual survey.</td>
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