

HEALTH SERVICE PLAN

2024-2034



StratDoc - 0095

ACKNOWLEDGEMENT OF TRADITIONAL CUSTODIANS

Sunshine Coast Health respectfully acknowledges the Traditional Custodians, the Kabi Kabi (Gubbi Gubbi) and Jinibara people on whose land we provide our services.

We also pay our respects to the Aboriginal and Torres Strait Islander Elders, past, present, and future and recognise the strength and resilience that Aboriginal and Torres Strait Islander peoples and their ancestors have displayed in laying strong foundations for the generations that follow.

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FOREWORD

Message from the Board Chair and Health Service Chief Executive

Sunshine Coast Health is a vital part of our community, providing essential healthcare services to residents and visitors alike. As the population of the Sunshine Coast continues to grow, it is imperative that we have a comprehensive and forward-thinking health service plan in place.

This Health Service Plan provides a ten-year roadmap for future service delivery. It outlines our vision for a responsive, integrated, and consumer-centered healthcare system that promotes wellness, prevents illness, and provides timely and equitable care to all.

This plan recognises the unique challenges and opportunities facing the Sunshine Coast, such as population growth, an ageing population, and the need to address lifestyle-related health issues. It also acknowledges the importance of mental health, access to care, and the role of technology in healthcare delivery.

As we move forward, we commit to investing in infrastructure, workforce development and innovative healthcare solutions. We will work together with our partners in prevention and health promotion initiatives to achieve better health outcomes for everyone.

We would like to express our gratitude to all those who have contributed to the development of this plan. Your expertise, dedication, and passion for healthcare have been instrumental in shaping our vision for the future. We are confident that we can build a healthcare system that continues to meet the needs of our community.

Additionally, it is important that we acknowledge the Sunshine Coast Hospital and Health Board and Executive team for their strategic direction. Country to Coast Queensland, North Coast Aboriginal Corporation for Community Health, our staff, partners and consumers who also played a key role in the development of this plan.



Dr David Rowlands OAM
Sunshine Coast Health
Board Chair



Dr Peter Gillies
Health Service
Chief Executive

We invite you to join us on this journey as we implement the strategies outlined in this plan. Together, we can create a healthier and more resilient Sunshine Coast.

MESSAGES FROM SUNSHINE COAST HEALTH

In developing the Health Service Plan, staff and consumers from Sunshine Coast Health were invited to provide insights relating to the facilities in which they work or receive care, their culture and environment as well as any future challenges perceived. Across all levels of feedback, there were strong themes of community and teamwork and the sense of identity unique to each of the facilities.

“Delivering positive consumer outcomes, working with a variety of teams and opportunities for problem solving”

Gympie Hospital staff member

“A difficult journey made easier with welcoming and friendly staff, including cleaners and kitchen staff”

Caloundra Health Service consumer

“Strong sense of community, new facility and equipment and ease of access to many services”

Sunshine Coast University Hospital staff member

“Our hospital is an important part of the community and the work we do is important”

Nambour General Hospital staff member

“The staff have not only been kind and caring but responsive to our many questions and have kept us informed of the care and progress. Such positive support is very valuable”

Family member

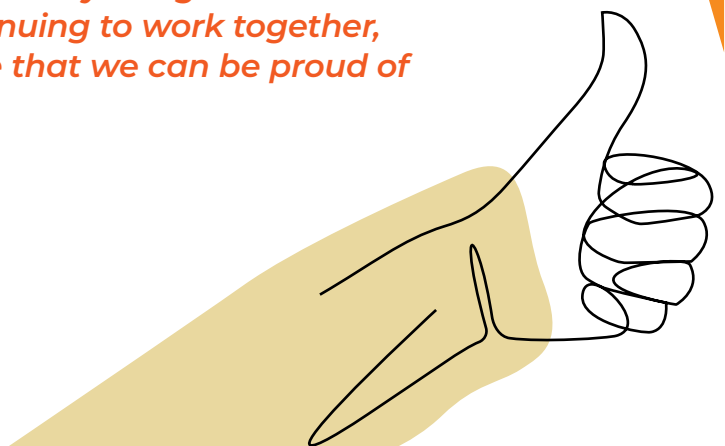
“We are able to offer consumers state-of-the-art technology and services for people in their local area”

Sunshine Coast University Hospital staff member

“Family orientated, great communication, positive culture”

Maleny Soldiers Memorial Hospital staff member

Everyone plays an important role in shaping the culture of the Sunshine Coast Health community, particularly as our organisation and region continues to grow and expand. For our workforce, it is an exciting time ripe with possibility. We place enormous value on our staff and all that they bring to Sunshine Coast Health. We look forward to continuing to work together, to shape an outstanding health service that we can be proud of now and into the future.



EXECUTIVE SUMMARY

The Sunshine Coast Health (SCH) Health Service Plan outlines the key strategies by which we will respond to the needs of our community over the next decade. It has been informed by a comprehensive local population health needs assessment, an evaluation of our current service delivery, identified service gaps, available resources, extensive stakeholder consultation and has been written in consideration of activity projections.

We have a growing reputation and a dedicated and skilled workforce that offers a positive outlook in further establishing our place in the health system as a dynamic, innovative and caring organisation. We will leverage these strengths and opportunities to deepen our connections with community and develop a mature health service that is sustainable and well positioned to tackle the challenges ahead.

The Sunshine Coast is a highly desirable place to live, with projected population growth to be experienced across the entire locality and more concentrated rapid population increases forecast in the southern areas. Without changes to the way we deliver care, this will result in Sunshine Coast Health reaching bed capacity by 2031, therefore, to meet our communities needs we must reimagine how we provide services.

The way we will achieve this will be through investing in intelligent infrastructure, embracing digital health and contemporary models of care, innovation in service design and embedding meaningful partnerships across the layers of the healthcare system that keep the consumer at the centre of all that we do. The following key focus areas will underpin planning activities and strategic investment:

- **Tertiary services** - commencing new tertiary services
- **Facilities** - investing in healthcare infrastructure
- **Workforce** - attracting, retaining and developing skilled staff for quality service delivery
- **Access and flow** - ensuring service efficiency
- **Service growth planning** - meeting future demand
- **Digital health** - strengthening capability and enabling innovation
- **Research** - improving healthcare through research and innovation

This plan maps out a ten-year roadmap for Sunshine Coast Health and includes a suite of actions to explore.

The four core strategies of the plan are:

- **Optimise current services to maximise efficiency**
- **Expand existing services to build a resilient and sustainable healthcare system**
- **Commence new services to support growth in capability across our network**
- **Embed and strengthen digital capabilities**

The Sunshine Coast Health Service Plan 2024 to 2034 will inform and supplement detailed planning activities, including workforce planning, infrastructure planning, service and operational plans.



PURPOSE

The Sunshine Coast Health Service Plan 2024 to 2034 provides a ten-year roadmap for service delivery across the region. The purpose of the plan is to address the healthcare needs and challenges specific to our region and inform future infrastructure and investment priorities.

This plan considers factors such as population growth projections, demographic profiles, and health trends to inform its strategies.

Implementation of this plan will be undertaken via a targeted approach and will inform other planning activities. This includes strategic, operational, infrastructure, workforce and digital technology plans.

Given the nature in which populations evolve and the rapid advancement of healthcare models and technologies, this plan will be reviewed every two years.

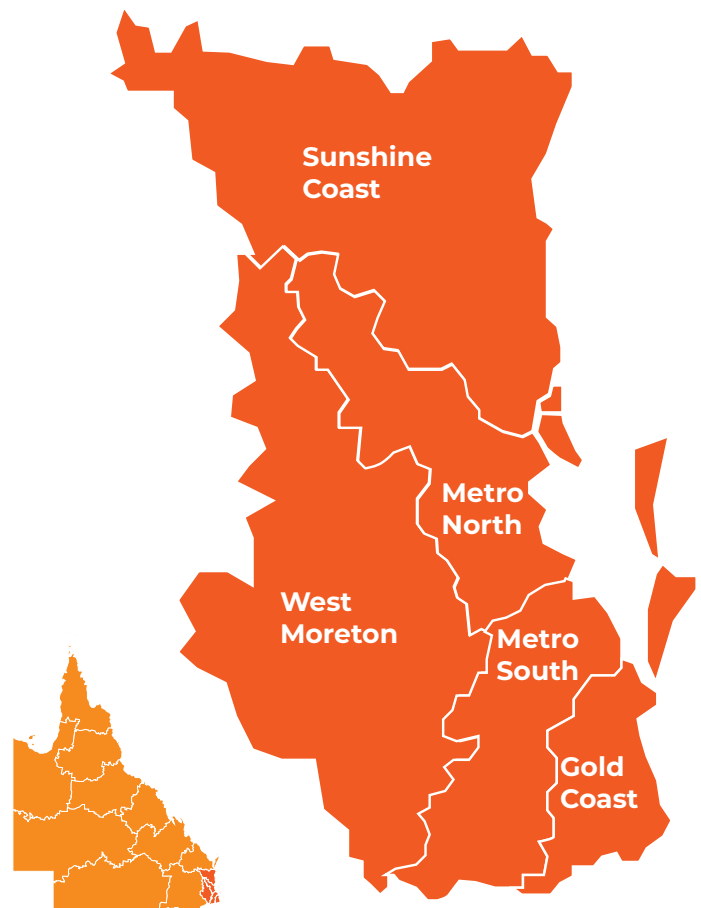
Our place in the system

Sunshine Coast Health is one of 16 Hospital and Health Services (HHSs) that operate health facilities and provide healthcare services within Queensland. HHSs play a critical role in the health system, and work hand in hand with primary care, private providers, community and non-government organisations to deliver coordinated and comprehensive healthcare within our communities.

Sunshine Coast Health is an important component of our health system and we are committed to and invested in improving health outcomes for our community now and into the future.

Our tertiary facility, Sunshine Coast University Hospital serves as a teaching hospital, collaborating with universities and medical schools to train future healthcare professionals and contribute to advancements in medical research. Similarly, Sunshine Coast Health is committed to working alongside the Country to Coast Queensland Primary Health Network and local primary care providers to deeply understand community health needs, and to innovate in early intervention, prevention and consumer education strategies.

Regardless of where a consumer lives within our region, Sunshine Coast Health provides care across the continuum for all consumers – working within the Queensland Health network and external partners to ensure consumers are connected to the services they need and supported along their healthcare journey.



OUR COMMUNITY



Our population is ageing, and how we provide care for consumers as they get older is transforming. In areas of new housing development, we are also experiencing growth with younger people and their families, which presents fresh opportunities to establish purpose-built infrastructure and health care models for the future.

We are seeing an increasing proportion of younger Aboriginal and Torres Strait Islander people living in the Sunshine Coast Health region, resulting in an even stronger call to action for our commitment to health equity.

Median age

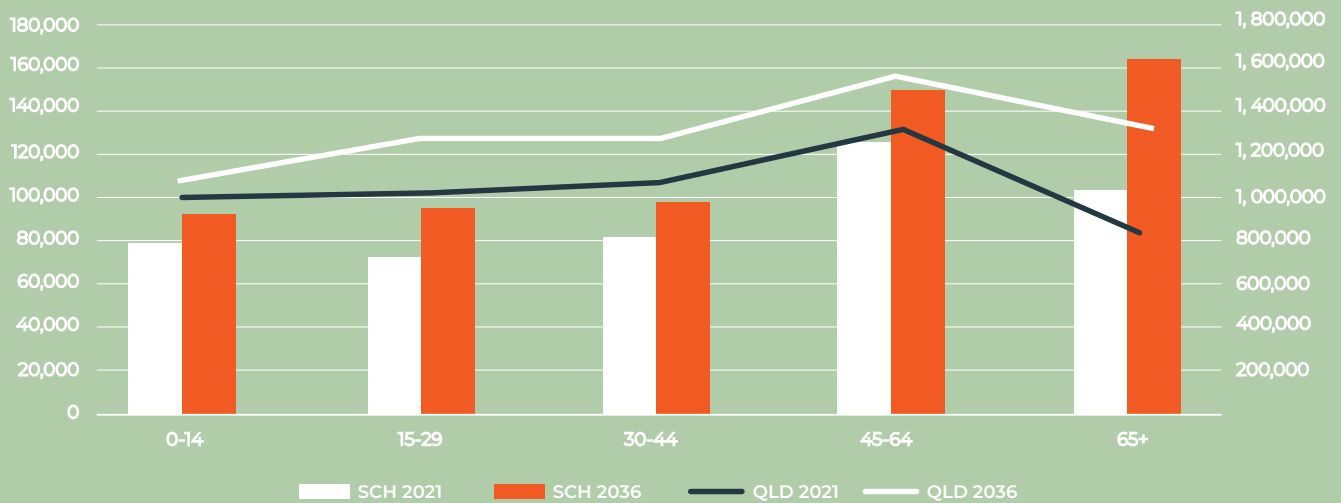
44.7 YRS

in 2021 compared to

38.4 YRS

in Queensland

Age profile 2021 to 2036



Aboriginal and Torres Strait Islander population

12,000

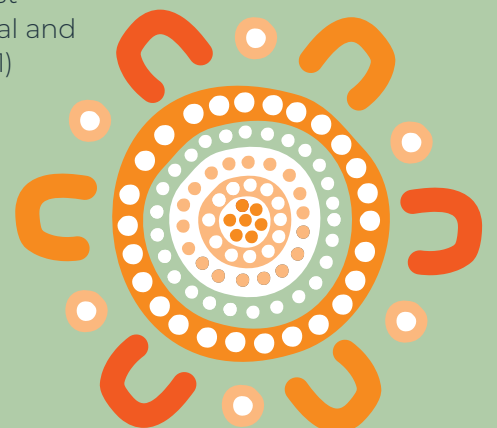
people living in the Sunshine Coast Health region identify as Aboriginal and Torres Strait Islander peoples (2021)

26 YRS

is the median age for the Aboriginal and Torres Strait Islander population

2.8%

of the Sunshine Coast Health population identify as Aboriginal and Torres Strait Islander peoples



OUR POPULATION

457,270

people in 2021



594,268

people by 2036



9%

of total QLD population



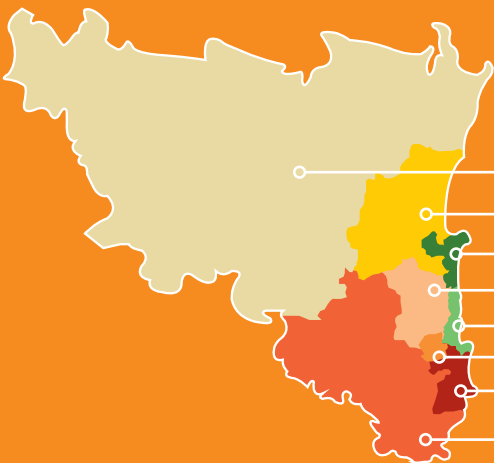
10,061

square kms (8 local regions)

2%

growth per year
(compared to QLD 1.6%)

Population growth



Gympie/Cooloola

Population 2021: 53,749 / 2036: 59,477

11% Growth

Noosa Hinterland

Population 2021: 24,520 / 2036: 28,212

15% Growth

Noosa

Population 2021: 47,075 / 2036: 52,192

11% Growth

Nambour

Population 2021: 50,618 / 2036: 62,338

23% Growth

Maroochydore

Population 2021: 64,533 / 2036: 80,220

24% Growth

Buderim

Population 2021: 59,796 / 2036: 65,190

9% Growth

Caloundra

Population 2021: 97,290 / 2036: 152,621

57% Growth

Sunshine Coast Hinterland

Population 2021: 59,669 / 2036: 94,018

58% Growth

The Caloundra and Sunshine Coast Hinterland regions are projected to have the highest growth over the next ten years.

OUR HEALTH STATUS

We are challenged with a growing and ageing population, with high levels of chronic disease and disability, all of which translates to increasing demand for healthcare services.



Arthritis

13.0%
SCH
10.7%
QLD

Cancer

4.6%
SCH
3.7%
QLD

Heart Disease

5.8%
SCH
5.0%
QLD

Lung Conditions

2.8%
SCH
2.5%
QLD

Stroke

1.4%
SCH
1.2%
QLD

Disability

6.4%
SCH
5.8%
QLD

Despite this, our community is also focused on wellbeing with an increasing community awareness in making healthier lifestyle choices.

Adult obesity rates

SCH
21%
vs
QLD 25%

Adult smoking rates

SCH
9%
vs
QLD 11%

National Bowel Screening participation rates:

SCH
46%
vs
QLD 42%

National Cervical Screening participation rates:

SCH
50%
vs
QLD 46%

OUR FACILITIES

Sunshine Coast Health is made up of five public hospitals connected and supported by specialised community services either from locations within community facilities or virtually. Each of the facilities has its own unique identity and has an important role in our hospital network. Over the next ten years, facilities will further develop into their identities.

Sunshine Coast University Hospital – Situated in the rapidly expanding southern corner of the Sunshine Coast, Sunshine Coast University Hospital is a state-of-the-art, tertiary teaching hospital that is the hub of critical care for the region. Its focus is on the provision of higher complexity care (across inpatient and outpatient settings). It offers a comprehensive suite of emergency, medical and surgical services, mental health as well as birthing, neonatal and paediatric care. It is also home to the Adem Crosby Cancer Centre.

Nambour General Hospital – Nambour is a hospital with a vibrant history of growth and evolution that holds close links to the local area and community. Currently emerging from a major redevelopment, Nambour provides emergency, medical and surgical services with a focus on rehabilitation, lower acuity elective surgery and specialist mental health care as well as providing linkages to community-based and ambulatory care services.

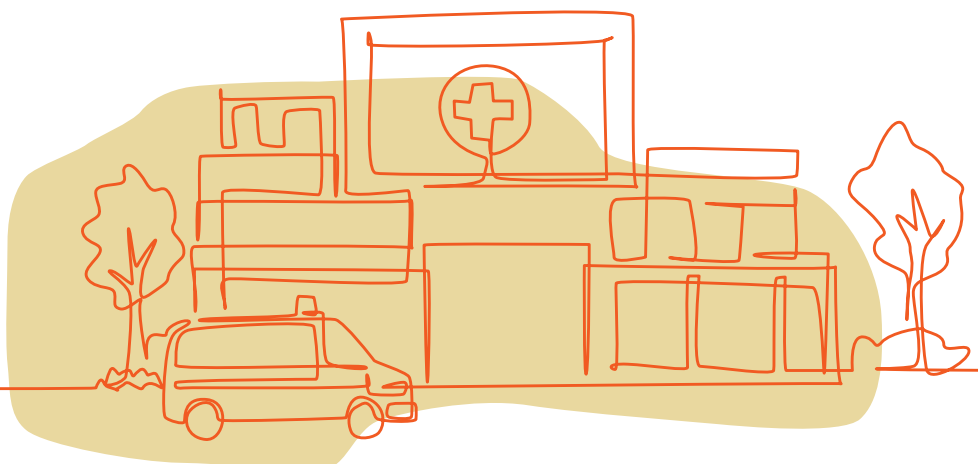
Gympie Hospital – With over 150 years of proud service to its community, Gympie Hospital is one of the oldest facilities in the state, offering emergency, ambulatory and inpatient services. Gympie operates via a hybrid rural generalist/specialist model and is an important facility within the Sunshine Coast Health network.

Caloundra Health Service – A much loved facility that has more recently extended itself within areas of specialty including the Dove Palliative Care Unit and Ophthalmology services. Caloundra Health Service provides a footprint for a range of ambulatory care services and is also home to the Minor Injury and Illness Clinic (MIIC), the first of its kind introduced in the state.

Maleny Soldiers Memorial Hospital – A sub-acute facility with strong ties to the community. Maleny Hospital provides a small emergency department, rehabilitation, palliative care and interim care services.

Community facilities – Sunshine Coast Health hospital facilities are supported by a network of specialist community sites, including Glenbrook Residential Aged Care, Maroochydore Community Health, Nambour Aboriginal and Torres Strait Islander Health, Nambour Community and Mental Health, Noosa Community Health, Janelle Killick Community Care Unit and a range of oral health and BreastScreen Queensland service sites.

Aboriginal and Torres Strait Islander Health – Based in Nambour at Waterfall Road, providing community services and clinics specifically for the Aboriginal and Torres Strait Islander Community.



OUR WORKFORCE



9,303

Staff members

20%

Growth in workforce over the past 5 years

Diversity

1.9%

of workforce identify as
Aboriginal and/or Torres
Strait Islander

9.7%

Culturally and Linguistically
Diverse

1.8%

People with a Disability

Age

44YRS

Average age of workforce

7.8YRS

Average length of staff service

Gender

74.4%

Female

25.3%

Male

0.3%

Non-binary

Data as of March 2024

BED CAPACITY AND DEMAND



In 2021/22, the number of inpatient beds and bed alternatives was

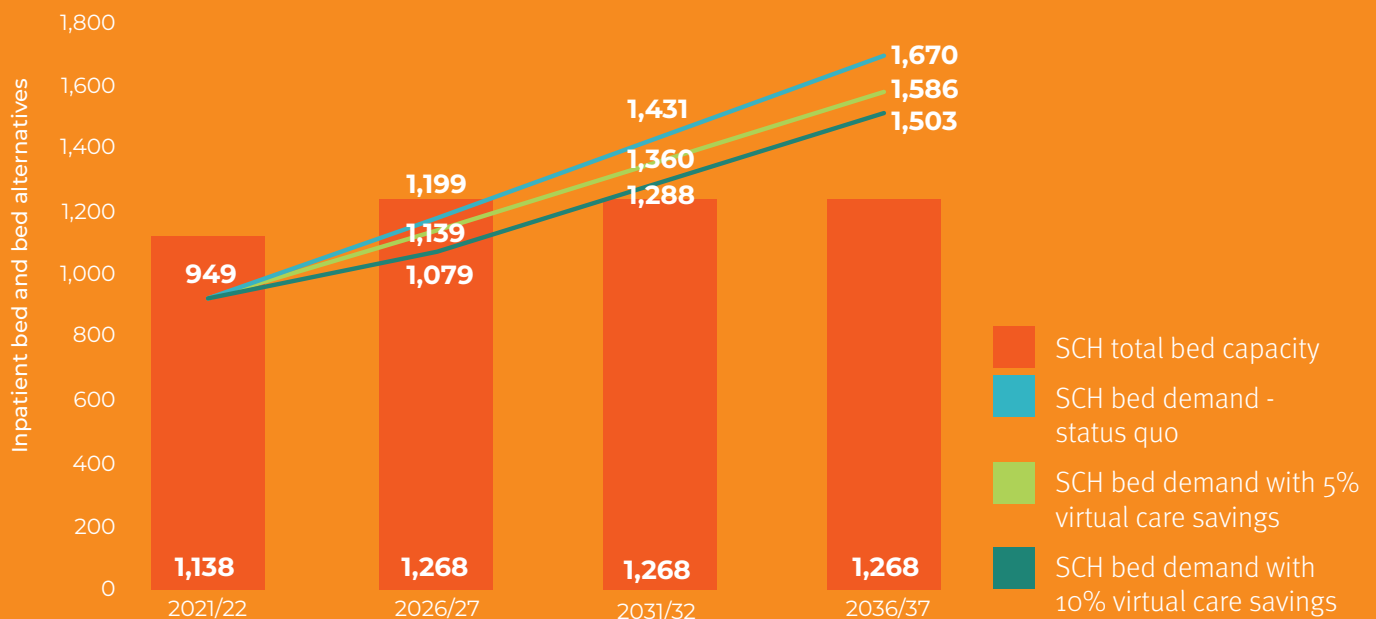
1,138

To mitigate predicted bed shortfalls, particularly at the Sunshine Coast University Hospital, we must explore targeted actions that increase capacity and manage demand.

Upon completion of the Nambour General Hospital redevelopment, the number of beds will increase to

1,244

Projected activity demand will result in Sunshine Coast Health reaching bed capacity by 2031/32



BED CAPACITY AND DEMAND

Population growth in the Sunshine Coast Health region is above the state average. The latency of bed capacity upon which the Sunshine Coast University Hospital opened with in 2017 will be fulfilled sooner than expected. Nambour General Hospital redevelopment has contributed to easing the bed stock pressure, however shortfalls are anticipated by 2031 if clever infrastructure investments and considerable expansion of virtual care and services expansion and innovation are not prioritised.

The following projected shortfalls will require built infrastructure solutions, however will also be partially mitigated by the associated strategies outlined.

Projected shortfalls by 2036/37

Maternity Services

15-17 overnight and 13-15 day assessment maternity beds

Maternity services capacity will be bolstered through the commencement of home birthing services and other alternative models of care.

Operating Theatres

7-8 operating theatres

Theatre utilisation across Sunshine Coast Health will be maximised by increasing surgical activity at Nambour General Hospital, and optimising the utilisation of surgical infrastructure at Gympie and Caloundra.

Ambulatory Care

150-166 ambulatory care consultation rooms

Ambulatory care capacity will be increased through the establishment of a dedicated Ambulatory Care Centre (ACC) at Caloundra South and maximisation of space at Maroochydore Hub and Caloundra Health Service.

Surgical Services

77-85 overnight surgical beds

Surgical activity will be optimised across all facilities, ensuring activity aligns with capability levels and capacity. Existing day surgery capacity at Sunshine Coast University Hospital will be maximised.

Medical Services

91-101 overnight medical beds

Medical inpatient infrastructure capacity will be increased through the redevelopment of Gympie Hospital and the use of alternative models of care including hospital in the home and virtual care.

Sub-acute Services

22-25 Geriatric Evaluation Management (GEM) and 18-20 interim care beds

Infrastructure at Nambour General Hospital and Maleny Soldiers Memorial Hospital will be used to enhance capacity for delivery of GEM services, and alternative solutions for interim care will be explored.

Emergency Department

122-135 emergency department treatment spaces

Emergency department infrastructure capacity will be increased through expansion of services at Gympie and establishment of minor injury and illness clinics at suitable locations.



OUR CHALLENGES

Local challenges, specific to our population's health and wellbeing needs, are well understood and called out within the Sunshine Coast Health Local Area Needs Assessment. In addition, there are a myriad of system-wide challenges that will present further hurdles, including infrastructure, workforce and culture.

Demand

Faster than average population growth is expected across the Sunshine Coast, particularly in the southern region which will comprise 42% of our total population in 2036. With this comes a need to carefully plan for this growth in the context of steady population increases in all other areas.

Consumer complexity

An increase in consumer complexity is expected to be driven by a range of factors, including increasing burden of chronic disease and comorbidity, and our population living longer. With ongoing health and social issues comes an increased likelihood for ongoing complex care requirements.

Consumer vulnerability

Our population is dispersed across a large geographical area, with a greater vulnerability profile often residing in more regional and rural areas. Two distinct cohorts that experience unique challenges requiring targeted support are the Aboriginal and Torres Strait Islander communities and those living with a disability and their carers.

Sustainability

From a system perspective, without transforming how we conduct business, future service delivery is unlikely to be sustainable. On its current trajectory, growth in healthcare demand will lead to a deficit in inpatient infrastructure by 2031/2032.

Infrastructure

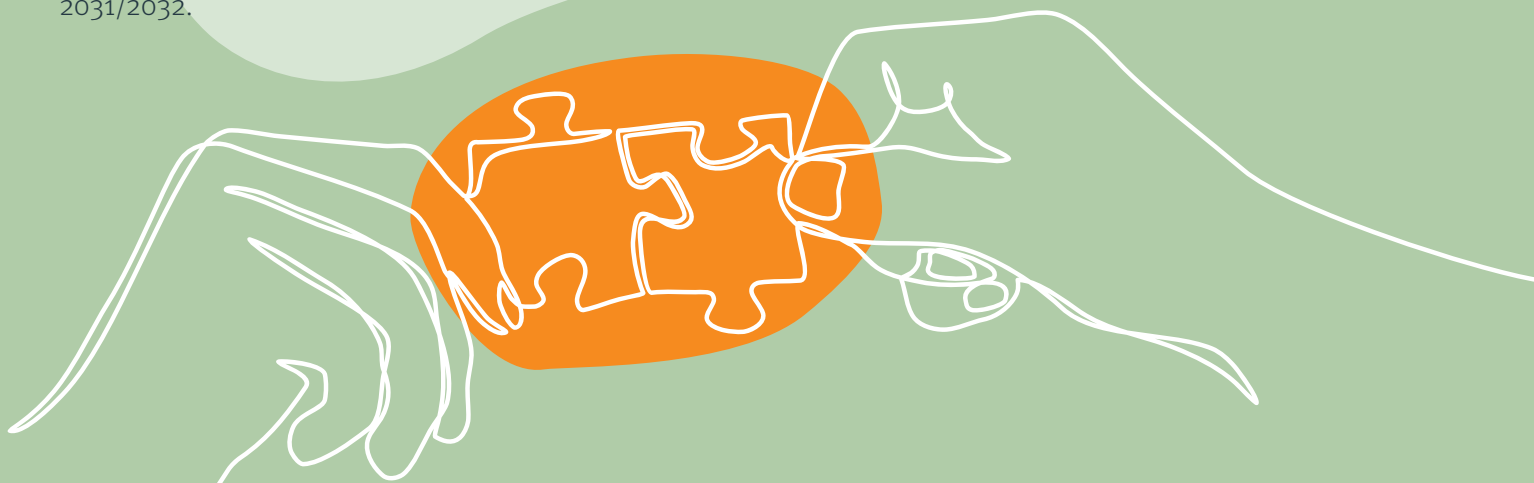
As infrastructure and Information and Communication Technology (ICT) approaches their end of useable life, we are presented with a range of challenges that are only exacerbated with the advancements of medical technology, digital health and service design.

Workforce shortage

The health workforce faces significant challenges due to increasing demand for healthcare, with an ageing workforce, skilled staff availability and retention issues likely to lead to a shortfall in clinicians over the next ten years.

Core delivery

The culture of health and the way people access healthcare services is evolving. The way in which people, families and communities live now requires healthcare services to be more flexible, more accessible and more collaborative to achieve and maintain health outcomes.



OUR OPPORTUNITIES

Stretching from the iconic Glass House Mountains to the Mary Valley and bordered by pristine coastline and mountain ranges, Sunshine Coast Health is situated on Gubbi Gubbi and Jinabara Country. Home to a thriving local community and a 'home away from home' to many visiting tourists, the region is a sought-after destination. In contrast, the region also boasts a range of expanding industries, including education and training, farming and agriculture, sport and recreation and most importantly, health care.

With the Sunshine Coast recently experiencing some of the top migration rates in the country, Sunshine Coast Health is an employer of choice for a broad range of healthcare professionals at the top of their fields who are wanting to live and work in this highly desirable region.

Service growth and clinical expertise

Sunshine Coast Health is focused on progressively expanding its services and clinical expertise in line with population need and statewide system capacity. Planning is currently underway for the introduction of new services, including neurosurgery and cardiothoracic surgery, as well as increases in capability for trauma and paediatric services.

Growing reputation and culture

Sunshine Coast Health is proud of its reputation as a provider of high-quality, sustainable, and innovative healthcare. We are committed to building and maintaining a culture that is centred around continuous improvement for the health and wellbeing of our consumers and staff alike.

Skilled and dedicated workforce

Sunshine Coast Health is an employer of choice with a highly motivated and experienced workforce. We are committed to strengthening staff engagement across all levels with an emphasis on education, professional development and patient safety.

Appetite for digital innovation

Sunshine Coast Health is committed to digital innovation. As an early adopter, Sunshine Coast Health will be one of the first HHS' to have all facilities live with ieMR. Similarly, our appetite for innovation is stretching to new areas of interest including robotics and virtual care, to enhance the delivery and accessibility of our services.

Partnerships with impact

Sunshine Coast Health operates in alignment with its adjacent Government departments and is a key partner with Country to Coast Qld Primary Health Network, North Coast Aboriginal Corporation for Community Health, Sunshine Coast Health Institute, and a range of universities and education providers. We continue our longstanding public private partnership with Ramsay Health, providing select public health services at Noosa Hospital, to the residents of Noosa and surrounds.

Networked facility model

Sunshine Coast Health operates via a comprehensive, networked care delivery model allowing facilities to deliver services that are tailored to meet the needs of target populations and communities. This connected structure supports flexible and responsive care delivery as well as demonstrates service efficiency.



LOOKING AHEAD

The future of healthcare is evolving. From the macro needs of the population and the way people seek out and utilise services, to the micro needs of the individual and the unique complexities of the consumer. As a health service, Sunshine Coast Health is primed to become a leader of this transformation through our commitment to exploring the following:

Megatrends

Both global and local megatrends will create new opportunities for how we provide care. Avenues that hold great potential include digital health, innovation and technology, the convergence of mental and physical health and wellbeing, healthy ageing across the lifespan, and new ways of working that drive integration through the layers of the health system.

Models of Care

Demand for service activity is driven by our growing and changing population. To ensure sustainable services that can meet these rising demands we must adopt new and emerging care delivery models, innovative hospital avoidance strategies and invest in partnerships that build capacity and strengthen prevention and early intervention.

Infrastructure

As infrastructure and ICT approaches the end of usable life and advancements in technology signal exciting new possibilities, investment in infrastructure will help services to become more accessible, user friendly, safe and environmentally sustainable.

Geopolitical Environment

The current geopolitical environment is increasingly complex. We must consider how we can be more agile, flexible and resilient in responding to healthcare demands in the context of changing cultural and environmental circumstances including natural disasters and pandemics.

Workforce Transformation

We must strategically explore workforce planning to understand future workforce requirements, and creatively consider alternative workforce models across the continuum of employees' careers. To optimise our workforce we will target interdisciplinary collaboration and support clinicians to work safely to their full scope of practice and be provided with opportunities for greater professional development and work life balance.

Ten year forecasted service demands

91%

increase in inpatient separations

52%

increase in ambulatory care appointments

47%

increase in ED presentations

Top services contributing to growth in demand include:

1. Ageing population and chronic disease services (eg. rheumatology, cardiology, renal dialysis, neurology)
2. Surgical specialities including orthopaedics and general surgery
3. Mental Health
4. Pregnancy and birthing



Ten year plan

Responding to the healthcare needs of our population will require Sunshine Coast Health to face a range of new challenges and compounding complexities with creativity and careful consideration.

The Sunshine Coast University Hospital will emerge as a mature CSCF Level 6 facility. Nambour General Hospital will continue as a pillar of sustainability and productivity. Gympie Hospital, Caloundra Health Service and Maleny Soldiers Memorial Hospital will each further expand in their respective remits, enabling timely access to care for their communities.

To achieve this, we have explored the key focus areas to determine four overarching strategies.

Each strategy is underpinned by a series of actions to help us to arrive at where we need to be. These strategies and actions are designed to guide decision making pertaining to service design, facility planning and investment of resources.







Optimise current services to maximise efficiency

1.1 Improve access to care for all Sunshine Coast Health consumers:

- maintain sustainability and growth for existing services by proactively identifying and addressing high growth areas
- improve workforce capacity to meet the needs of Aboriginal and Torres Strait Islander Community, LGBTIQ+ and culturally diverse populations
- continue to deliver against the SCH Aboriginal and Torres Strait Islander Health Equity Implementation Plan
- develop and implement a disability service plan to drive service improvements for people living with a disability

1.2 Improve the delivery of sub-acute services such as Geriatric Evaluation Management and interim care:

- develop a plan for interim care to reduce pressure on our acute services
- redirect appropriate Geriatric Evaluation and Management activity from Sunshine Coast University Hospital to Nambour General Hospital
- redirect appropriate interim care activity from our acute facilities to Maleny Soldiers Memorial Hospital and Glenbrook Residential Aged Care facility

1.3 Redistribute surgical activity to align with facility capability levels:

- increase elective surgery activity at Nambour General Hospital
- increase low acuity surgery at Gympie Hospital for residents of the Gympie region
- investigate opportunities for expansion of surgical services at Caloundra Health Service

1.4 Improve the delivery of culturally safe, appropriate, and accessible services for the Aboriginal and Torres Strait Islander population:

- improve pathways into and out of hospital for the Aboriginal and Torres Strait Islander community
- explore opportunities to provide alternative models of care for the Aboriginal and Torres Strait Islander community
- grow service awareness in the community and with staff and undertake regular consultation to understand barriers





Expand existing services to build a resilient and sustainable healthcare system

2.1 Prioritise infrastructure planning to address the future needs of the Sunshine Coast Health population:

- redevelop Gympie Hospital and associated infrastructure including:
 - expansion of the emergency department
 - increased renal dialysis and cancer care infrastructure
 - expanded ambulatory care infrastructure
 - new inpatient ward/s
- develop service and/or infrastructure plans for:
 - Maroochydore Hub – ambulatory care services
- plan for expansion of current Minor Illness and Injury Clinic at Caloundra Health Service

2.2 Target immediate service growth priorities of Renal, Paediatrics, Mental Health, Cancer Care and Maternity:

- increase the number of renal dialysis chairs at Gympie Hospital
- maximise the use of renal dialysis infrastructure at other facilities
- explore the establishment of an adolescent and young adult service at Sunshine Coast University Hospital
- increase the capacity and capability of paediatric surgical services at Sunshine Coast University Hospital
- increase the number of cancer care treatment chairs in the region in line with demand
- implement a Midwifery Group Practice model in Gympie
- implement a home birthing service for the region

- explore alternative models of care and accommodation options for maternity consumers at Sunshine Coast University Hospital
- establish an adolescent mental health service at Nambour General Hospital

2.3 Increase access to ambulatory care services across Sunshine Coast Health:

- plan for a new ambulatory care centre at Caloundra South
- expand ambulatory care services at Maroochydore hub and Caloundra Health Service
- investigate options for the expansion of ambulatory care services at Sunshine Coast University Hospital and Nambour General Hospital

2.4 Grow research and education capability across Sunshine Coast Health:

- prioritise research activities, including:
 - development of creative approaches to workforce design
 - innovative models of care
 - adoption of approaches that drive scientific discoveries through to clinical improvement
- promote opportunities for interprofessional collaboration and education
- support end-to-end, workplace-based, and simulation-supported education/training



Commence new services to support growth in capability across our network

3.1 Plan for and deliver CSCF Level 6 tertiary services at Sunshine Coast University Hospital:

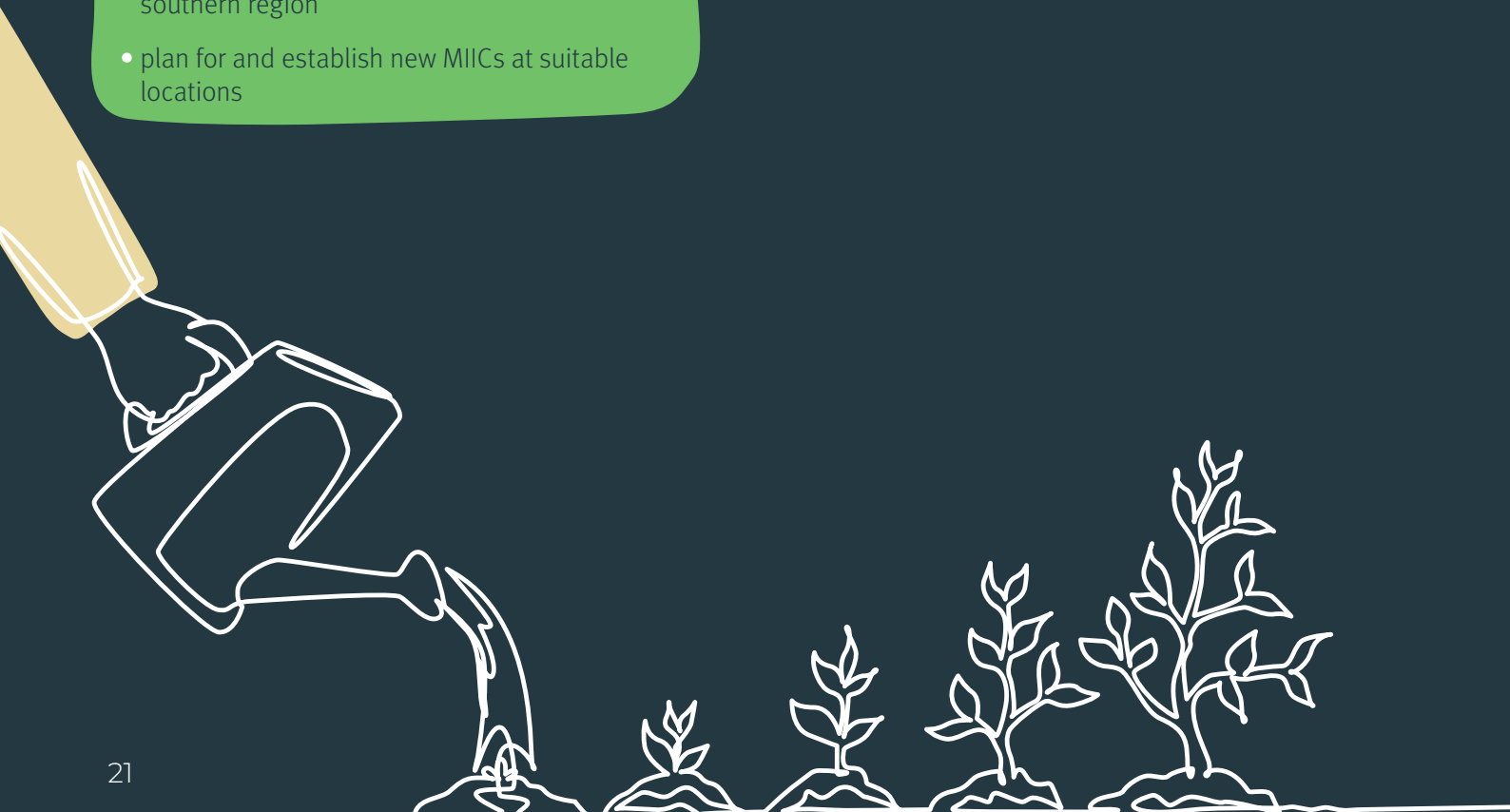
- commence Neurosurgery service in January 2026
- commence Cardiothoracic Surgery service in July 2026
- obtain Royal Australasian College of Surgeons (RACS) accreditation for trauma level 2 services by 2027

3.2 Plan for the establishment of new facilities in high growth areas:

- plan for and deliver an ambulatory care services hub at Caloundra South
- commence planning for a health facility in the southern region
- plan for and establish new MIICs at suitable locations

3.3 Invest in health partnerships:

- partner with Country to Coast Qld, North Coast Aboriginal Corporation for Community Health, and local non-government organisations to develop integrated models of care
- investigate and implement alternative workforce solutions in collaboration with our Sunshine Coast Health Institute partners
- identify opportunities to partner with residential aged care facilities, aged care package providers and primary care providers to address the health needs of our ageing population
- partner with community services, primary care providers and National Disability Insurance Scheme providers to implement hospital avoidance and early discharge initiatives for those with chronic disease and disability





Embed, strengthen and optimise digital capability

4.1 Commit to virtual care options as part of standard service delivery:

- increase availability of virtual care options for care across the region that works in partnership with statewide initiatives including:
 - emergency department services
 - inpatient services
 - ambulatory care services

4.2 Implement ieMR (Integrated electronic Medical Records) across all Sunshine Coast Health facilities:

- implement ieMR at:
 - Gympie Hospital
 - Maleny Soldiers Memorial Hospital
 - Caloundra Health Service

4.3 Increase telehealth services across the region:

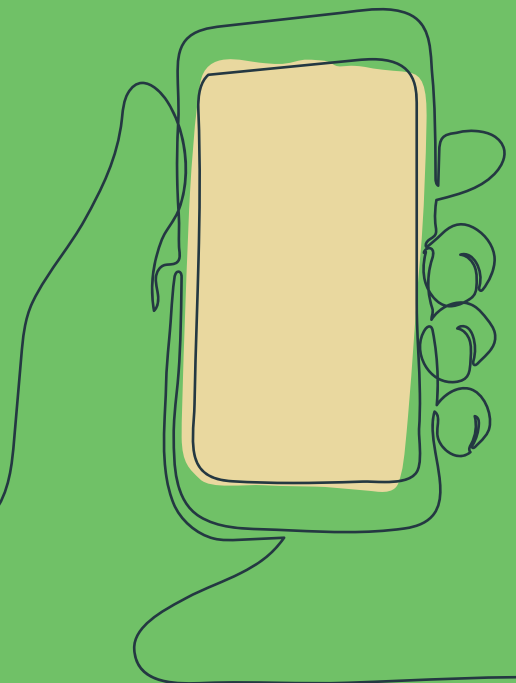
- improve access to telehealth services for ambulatory care consumers
- increase remote monitoring capability to reduce the need for travel for consumers with ongoing monitoring requirements

4.4 Deliver IT and digital solutions in line with construction and redevelopment works:

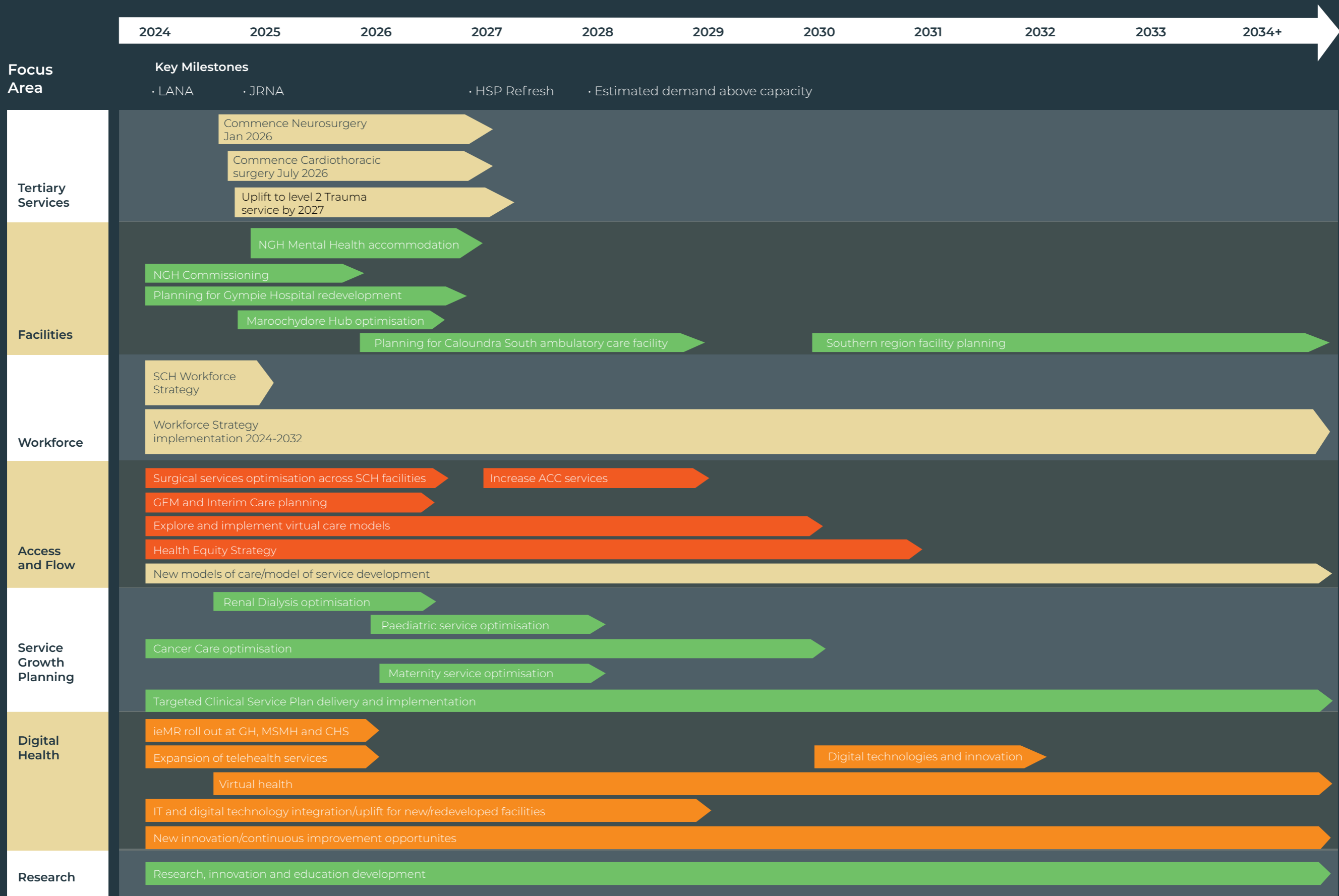
- implement IT infrastructure initiatives for redevelopment and new construction work at:
 - Gympie Hospital
 - Caloundra South ACC
 - MIIC
 - Nambour Hospital
 - Mental Health services across Sunshine Coast Health

4.5 Explore digital technology and innovation opportunities:

- explore and implement innovation and continuous improvement opportunities (generative AI, robotics, robotic process automation, machine learning, corporate and clinical predictive analytics)
- respond to and implement emerging technology solutions that improve healthcare outcomes



TIMELINE



Strategy 1
Optimise current services to maximise efficiency

Strategy 2
Expand existing services to build a resilient and sustainable healthcare system

Strategy 3
Commence new services to support growth in capability across our network

Strategy 4
Embed and strengthen digital capabilities

GLOSSARY

| Acronym | Definition |
|---------|--|
| ACC | Ambulatory Care Centre |
| AI | Artificial Intelligence |
| CSCF | Clinical Services Capability Framework |
| CHS | Caloundra Health Service |
| ED | Emergency Department |
| GEM | Geriatric Evaluation Management |
| GH | Gympie Hospital |
| HITH | Hospital in the Home |
| IEMR | Integrated Electronic Medical Record |
| JRNA | Joint Regional Needs Assessment |
| MIIC | Minor Injury and Illness Clinic |
| MSMH | Maleny Soldiers Memorial Hospital |
| NGH | Nambour General Hospital |
| RACS | Royal Australasian College of Surgeons |
| SCH | Sunshine Coast Health |
| SCUH | Sunshine Coast University Hospital |

Data used in the development of this plan was obtained from the following sources:

- Population data: Queensland government Statistician's Office – QLD Government Statistician's Office, Projected population, by five-year age group and sex, Queensland and regions, 2021 to 2046
- Health status data: Torrens University, Public Health Information Development Unit, Social Health Atlas of Australia 2023
- Current health service activity: Queensland Health Decision Support System, Activity Based Funding Module
- Projected health service activity: Queensland Health Acute Inpatient Estimates, Sunshine Coast HHS Scenario, Base Year 2020-21 (Inpatient activity); Queensland Health Planning Portal (all other service activity)