

# Our governance

## Our people

### Our Board

The Sunshine Coast Hospital and Health Board is comprised of nine members appointed by the Governor in Council on the recommendation of the Minister for Health and Ambulance Services. Members bring a wealth of knowledge and experience in both the public and private sector with expertise in health, finance, law and community engagement.

The Board is responsible for the overall governance of the Sunshine Coast Health and derives its authority from the *Hospital and Health Boards Act 2011* and subordinate legislation. The Board provides strategic direction to Sunshine Coast Health to ensure goals and objectives meet the needs of the community it provides health services to and are aligned to current government health strategies and policies.

### *Key responsibilities*

The Board has a range of functions as articulated in the Charter and include but are not limited to:

- overseeing Sunshine Coast Health including its control and accountability systems
- reviewing, monitoring and approving systems for risk management, internal control and legal compliance
- ensuring appropriate safety and quality systems are in place to ensure safe, high quality health care is provided to the community
- providing input into and final approval of management's development of organisational strategy and performance objectives, including agreeing the terms of our Service Agreement with the Director-General of Queensland Health
- approval of, and ongoing monitoring of the annual health service budget and financial and performance reporting.

## Board member profiles as at 30 June 2021

### **Ms Sabrina Walsh** Exec MPA, M.App.Psych **Chair**

Sabrina has more than 30 years' experience in consulting and senior executive roles in the health industry. She began her career in health as a clinical psychologist before moving into health policy, health service management and leading major digital transformation initiatives in health. She recently led the transformation of technology services and the digitisation of one of the largest health services in New South Wales.

Previous roles include: Chief Information Officer roles in Queensland and NSW; chief executive roles for public sector health services in Queensland; and executive leadership roles in mental health, aged and disability services. As Director for Mental Health in the Northern Territory, she led territory-wide policy development, strategic planning, resource allocation and evaluation of mental health services.

She has expertise in governance, strategy, planning and delivery in complex health services and is passionate about helping health organisations prepare for the future and improve health outcomes and patient experience.

Original appointment date 18 May 2020  
Appointed as Chair 10 June 2021 to 31 March 2024

### **Mr Brian Anker** MAICD **Board Member**

Brian has held a number of senior executive roles within the Queensland Government including that of Deputy Director-General, Innovation of the former Queensland Department of Employment, Economic Development and Innovation where he worked in partnership with leaders in the industry, science and technology. He has an extensive background in the business and industry sectors, commercialisation and innovation.

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 Queensland universities, chaired Commonwealth Government research initiatives and established special purpose vehicles on behalf of the Queensland Government. In addition, he provides employee mentoring to corporations.

Original appointment date 18 May 2013  
Current term 18 May 2020 to 31 March 2022

### **Mr Terry Bell** BA, Grad Cert P.S. Mgt, MBA, DoPS (current) **Board Member**

Terry is long-term resident of the Sunshine Coast having bought his first property in Mooloolaba in 1978 and living here ever since.

Terry is a Bundjalung man of the Southern Gold Coast and Northern NSW regions. He has extensive experience in leadership roles in the public, private and tertiary sectors and is currently undertaking Doctoral studies at Central Queensland University and working as Business Consultant to improve Indigenous employment outcomes.

Terry has been heavily involved in Sunshine Coast Sport where he has played and coached Rugby League and participated heavily in Surf Lifesaving competing at National levels and successfully holding management positions.

Original appointment date 18 May 2020  
Current term 18 May 2020 to 31 March 2024

### **Ms Debra (Debbie) Blumel** BA, BSocWk, MSocWK, MBA, GAICD

#### **Board Member**

Debbie has extensive experience in strategic leadership positions in health, disability and housing organisations facing disruptive challenges and requiring transformational change.

In 2012, Debbie was appointed Chief Executive Officer (CEO) Northern Territory Medicare Local with a focus on improving the primary health care system and streamlining patient pathways, particularly for remote Indigenous peoples. She is now CEO of Your Best Life Disability and Health

Services Ltd which includes Children's and Teens' Therapy Services, Mindcare Mental Health Services, LevelUp Independent Living, and Your Choice Plan Management.

Her previous experience in Queensland Health includes as Manager Public Health Planning and Research and as the Strategic Research and Development Advisor. Debbie led a research team in a pioneering research project that published 'Who Pays? The Economic Cost of Violence Against Women' which was used by the Queensland Government in its Stop Violence Against Women campaign.

Original appointment date 18 May 2019  
Current term 18 May 2019 to 31 March 2022

**Emeritus Professor Birgit Lohmann BSc (Hons), PhD, GAICD**

#### **Board Member**

Birgit has extensive leadership experience in the Higher Education sector, most recently as the Senior Deputy Vice-Chancellor of University of the Sunshine Coast. In that role she had broad responsibility for the academic activities of the University, including the Faculties, was the standing deputy to the Vice Chancellor, Chair of Academic Board and a member of University Council. She represented the University at high level national forums, in meetings with the various levels of government, and engaged with a broad range of community organisations and other stakeholders.

Birgit previously had academic and management roles at the Australian National University, Murdoch University, Griffith University and the University of Adelaide. Leadership roles included Head of the School of Science and Director of the Centre for Quantum Dynamics at Griffith University, and Pro Vice Chancellor (Learning and Quality) at the University of Adelaide. She has been a Board member of a number of not-for-profit Boards.

Original appointment date 18 May 2019  
Current term 18 May 2019 to 31 March 2022

**Ms Anita Phillips BA, Grad Dip Leg.Studs, MPA, Dip Soc.Studs, GAICD, AMAASW**

#### **Board Member**

Anita has an extensive career spanning more than 30 years' as an Executive Director in public sector health, social welfare and community services agencies, including considerable experience in hospital and health centres as a clinician and senior manager particularly in Queensland. From 2005 – 2013, she was Public Advocate/ Public Guardian in the ACT. Anita brings valuable strategic/public policy experience as a former Member of Queensland Parliament and an advisor to Federal Ministers and has just completed her PhD in the Institute of Governance and Public Policy at University of Canberra.

Anita has additional governance experience in that she is a Graduate of the AICD and is currently a Director on the Board of a large not-for-profit aged care provider. She was elected for three consecutive terms to the board of the National Social Workers Association, was appointed by the Minister as Community Member on the Aboriginal and Torres Strait Islander Health Practitioners' Board of AHPRA, as well as several community services boards.

Original appointment date 18 May 2017  
Current term 18 May 2020 to 31 March 2022

**Professor Edward (Ted) Weaver (OAM) MBBS, FRANZCOG, FACM (Hon)**

#### **Board Member**

Ted is a Senior Medical Officer in the Department of Obstetrics and Gynaecology at the Sunshine Coast University Hospital. He is Clinical Sub-Dean Griffith University School of Medicine Sunshine Coast. He is an Professor in Obstetrics and Gynaecology at both University of Queensland and Griffith University. He co-chairs the Queensland Maternal and Perinatal Quality Council which oversees the quality of maternity and perinatal care in Queensland, reporting to the Minister for Health.

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 and in the 2016 he was awarded an Australia Day Achievement award for excellence in medical practice, and in the Australia Day Honours he was awarded an Order of Australia Medal (General Division) for his service to medicine and to medical education.

Original appointment date 7 September 2012  
Current term 18 May 2020 to 31 March 2022

**Mr Rodney (Rod) Cameron BComm (Honours), CPA, MBA, MFM, FAICD**

#### **Board Member**

Rod has more than 35 years' domestic and international experience with multinational ASX and NYSE listed and unlisted companies operating in sectors including energy, resources, manufacturing and disability services. He has held a host of leadership roles in sophisticated organisations, including Chief Executive Officer of Autism Queensland and Chief Financial Officer of Endeavour Foundation, as well as, Chief Financial Officer for an ASX listed company and Chief Financial Officer of the subsidiary of an New York Stock Exchange listed multinational corporation.

Rod has been a Partner in a large Australian management consulting business and has operated his own management consultancy for over a decade providing corporate financial advisory services to corporate clients. In that time, he has personally raised in excess of \$20 billion project finance and equity on some of the most complex and largest project finance transactions ever completed in the world. He also provides general management consultancy services on strategy, finance and operations to the small-to-medium enterprise market.

Rod has been a director of sophisticated not-for-profit and for-profit companies for more than a decade.

Original appointment date 10 June 2021  
Current term 10 June 2021 to 31 March 2022

**Mr Bruce Cowley BComm/LLB (Honours), FAICD**  
**Board Member**

Bruce practised as a corporate and governance lawyer for nearly 40 years at the law firm, MinterEllison. He was elected global chair of the firm for three consecutive terms from 2013 to 2019 immediately prior to his retirement from the firm. He has extensive experience on boards, having served on a range of listed, unlisted and not-for profit companies. Bruce is a former national Chair of the Law Council of Australia's Corporations Committee and the Australian Institute of Company's Directors Law Committee. He has also recently held roles as Chair of the Children's Hospital Foundation, Deputy Chancellor of the University of Sunshine Coast, Chair of the Indigenous Diabetes Eyes and Screening Partnership and Chair of the Queensland Children's Medical Research Institute.

Bruce has written two books on directors' duties and corporate governance: *Duties of Board and Committee Members*, with Stephen Knight as co-author (Thompson Reuters 2017) (with a second edition in the planning stages) and *Directorship in Context* (AICD Publishing) which is due out in coming months. Bruce is also an Adjunct Professor in the University of Queensland School of Law.

Original appointment date 18 May 2021  
Current term 18 May 2021 to 31 March 2024

#### **Past Board Members**

**Dr Lorraine Ferguson AM RN, BSocSc, MPH, PhD, FACN, AFACHSM, ACCCN (life member), GAICD**

Term of appointment 29 June 2012 to 17 May 2021

**Mr Peter Sullivan BBus (Acc), FCPA**

Term of appointment 7 September 2012 to 17 May 2021

**Professor Julie-Anne Tarr PhD, JD, LL.M, BA, GAICD**

Term of appointment 18 May 2016 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.

### ***Executive Committee***

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

#### *Committee members:*

- Ms Sabrina Walsh (Chair)
- Professor Edward Weaver
- Mr Brian Anker
- Dr Lorraine Ferguson (Chair 01/07/2020 – 17/05/2021)
- Mr Peter Sullivan (01/07/2020 – 17/05/2021).

### ***Audit and Risk Committee***

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

- the organisations 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*.

#### *Committee members:*

- Mr Bruce Cowley (Chair)
- Emeritus Professor Birgit Lohmann
- Mr Rodney Cameron
- Professor Julie-Anne Tarr (Chair 01/07/2020 – 17/05/2021)
- Mr Peter Sullivan (01/07/2020 – 17/05/2021).

## ***Finance and Performance Committee***

The Finance and Performance Committee oversees the financial position, performance and resource management strategies of Sunshine Coast Health in accordance with relevant legislation and regulations.

#### *Committee members:*

- Mr Rodney Cameron (Chair)
- Mr Brian Anker
- Ms Debra Blumel
- Emeritus Professor Birgit Lohmann
- Mr Peter Sullivan (Chair 01/07/2020 – 17/05/2021)
- Sabrina Walsh (01/07/2021 – 23/06/2021).

## ***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.

#### *Committee members:*

- Ms Debra Blumel (Chair)
- Ms Anita Phillips
- Professor Edward Weaver
- Mr Terence Bell
- Mr Brian Anker (Chair 01/07/2020 – 23/06/2021).

Table 1: Board and committee meeting attendance 2020-2021<sup>~</sup>

	SCHH Board	Executive Committee	Finance and Performance Committee	Audit and Risk Committee	Safety and Quality Committee
<b>Total meetings</b> <sup>☆</sup>	<b>13</b>	<b>2</b>	<b>12</b>	<b>4</b>	<b>4</b>
<b>Board Members</b>					
Dr Lorraine Ferguson AM <sup>+</sup>	12	2	9	4	2
Mr Peter Sullivan <sup>+</sup>	13	2	10	4	
Prof Edward Weaver	13	2			3
Ms Sabrina Walsh <sup>#</sup>	13		12		
Mr Brian Anker	13		12		4
Prof. Julie-Anne Tarr <sup>+</sup>	13		8	4	
Ms Anita Phillips	13				4
Mr Terence Bell	12				4
Emeritus Professor Birgit Lohmann	13		3	4	
Ms Debbie Blumel	13		12		
Mr Rodney Cameron <sup>^</sup>					
Mr Bruce Cowley <sup>*</sup>	1		1		

<sup>~</sup> On 26 August 2020, pursuant to section 44A of the Hospital and Health Boards Act 2011, the then Deputy Premier and Minister for Health and Minister for Ambulance Services appointed Ms Elizabeth Crouch as an advisor to Sunshine Coast Hospital and Health Board to serve a six-month term commencing 14 September 2020 to 14 March 2021. Ms Crouch attended five (5) Board meetings as an observer.

<sup>☆</sup> There were no out-of-pocket expenses for Board members in 2020-2021.

<sup>^</sup> Appointed to the Board on 10 June 2021.

<sup>+</sup> Appointed to the Board on 18 May 2021.

<sup>#</sup> Appointed as Board Chair on 10 June 2021.

<sup>\*</sup> Term expired on 17 May 2021.

## **Executive management**

### **Dr Mark Waters**

#### **Interim Health Service Chief Executive**

Mark is an experienced health care leader. He has worked in both public and private health sectors. His previous work includes the building and commissioning of new hospitals. He has also consulted on healthcare reform in other states within Australia.

### **Ms Karlyn Chettleburgh**

#### **Chief Operating Officer**

Karlyn joined Sunshine Coast Health in August 2018. She has extensive executive leadership experience within public health services undergoing significant transformation. This includes transition to a multi-site, university health service, having been actively involved in the reform agenda of Gold Coast Hospital and Health Service as Executive Director Mental Health and Specialist Services, as well as Acting Chief Operations Officer on multiple occasions. Prior to this, Karlyn held senior roles within the Victorian Health Service including forensic care.

### **Ms Kristy Frost**

#### **Interim Executive Director Legal, Commercial and Governance**

Kristy has worked within the health portfolio for more than 14 years and joined the Sunshine Coast Health in March 2021. Prior to joining the Health Service Kristy worked in senior leadership positions both in the private and public sector and most recently in Queensland Health. As well as working in finance, risk and governance, Kristy has held roles in patient safety, counter terrorism and disaster management.

### **Dr Sue Nightingale**

#### **Executive Director Clinical Governance, Education and Research**

As an experienced chief clinician of an international tertiary health service, Sue brings considerable expertise in benchmarking, and its use for performance measurement and enhancement. Importantly, she is the accountable Executive

Lead for the portfolios of Clinical Education and Research, including through our valued partnerships with members of the Sunshine Coast Health Institute.

Sue is a Fellow of the Royal Australasian College of Medical Administrators and a Fellow of the Royal Australian and New Zealand College of Psychiatrists. An experienced leader, Sue is passionate about improving healthcare and the healthcare experience, and has a strong focus on education, research and health collaborations.

### **Ms Suzanne Metcalf**

#### **Executive Director Nursing and Midwifery**

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, education, safety, quality and workforce development. She has extensive nursing leadership experience in Australia and England.

### **Ms Gemma Turato**

#### **Executive Director Allied Health**

Gemma commenced in the role of Executive Director Allied Health in September 2017. Gemma has worked for Sunshine Coast Health since 2005 in a variety of clinical and leadership roles. Gemma has extensive experience in allied health leadership, starting her career in New Zealand in 1991 and then in Australia from 2004.

She completed a Masters in Human Movement Science at the University of Wollongong in 1995, and is currently enrolled in a doctoral program through the University Sunshine Coast completing research on allied health leadership.

**Mr Andrew McDonald**  
**Chief Finance Officer**

Andrew has a Bachelor Degree in Business majoring in Accounting and is a Chartered Accountant. Andrew has a background in audit where he worked for KPMG in Australia and Canada. He has also held senior leadership positions in large commercial organisations in the mining and oil and gas industries before transitioning to Queensland Health in 2016.

Andrew brings an indepth knowledge of best practice process, technical and compliance in all aspects of finance and accounting as well as performance and reporting.

**Ms Angela Bardini**  
**Chief Information and Infrastructure Officer**

Angela commenced with Queensland Health 28 years ago at Royal Brisbane Hospital. She has held a variety of clinical and health infrastructure roles across public and private sector, with the past five and a half years in positions at a health service executive level.

Angela held the senior leadership role of Program Director—Operational Commissioning for the Sunshine Coast University Hospital Program, committed to the ongoing transformation of Sunshine Coast Health to meet community expectations. She commenced in her current role in July 2019.

**Mr Colin Anderson**  
**Executive Director People and Culture**

Colin joined Sunshine Coast Health in March 2020. He has worked in senior leadership and executive roles within a number of Queensland public sector agencies and most recently as a Director from within the People and Capability Command of the Queensland Police Service.

Colin brings with him more than 30 years' experience delivering a broad range of strategic Human Resource initiatives and services within Government Departments, Statutory Authorities, Government-Owned Corporations and the Private Sector.

He has broad operational, tactical and strategic level knowledge in all areas of People and Culture including workplace transformation and redesign. Colin also has considerable experience working collaboratively with Queensland public sector unions.

**Dr Morne Terblanche**  
**Co-Chair Clinical Council**

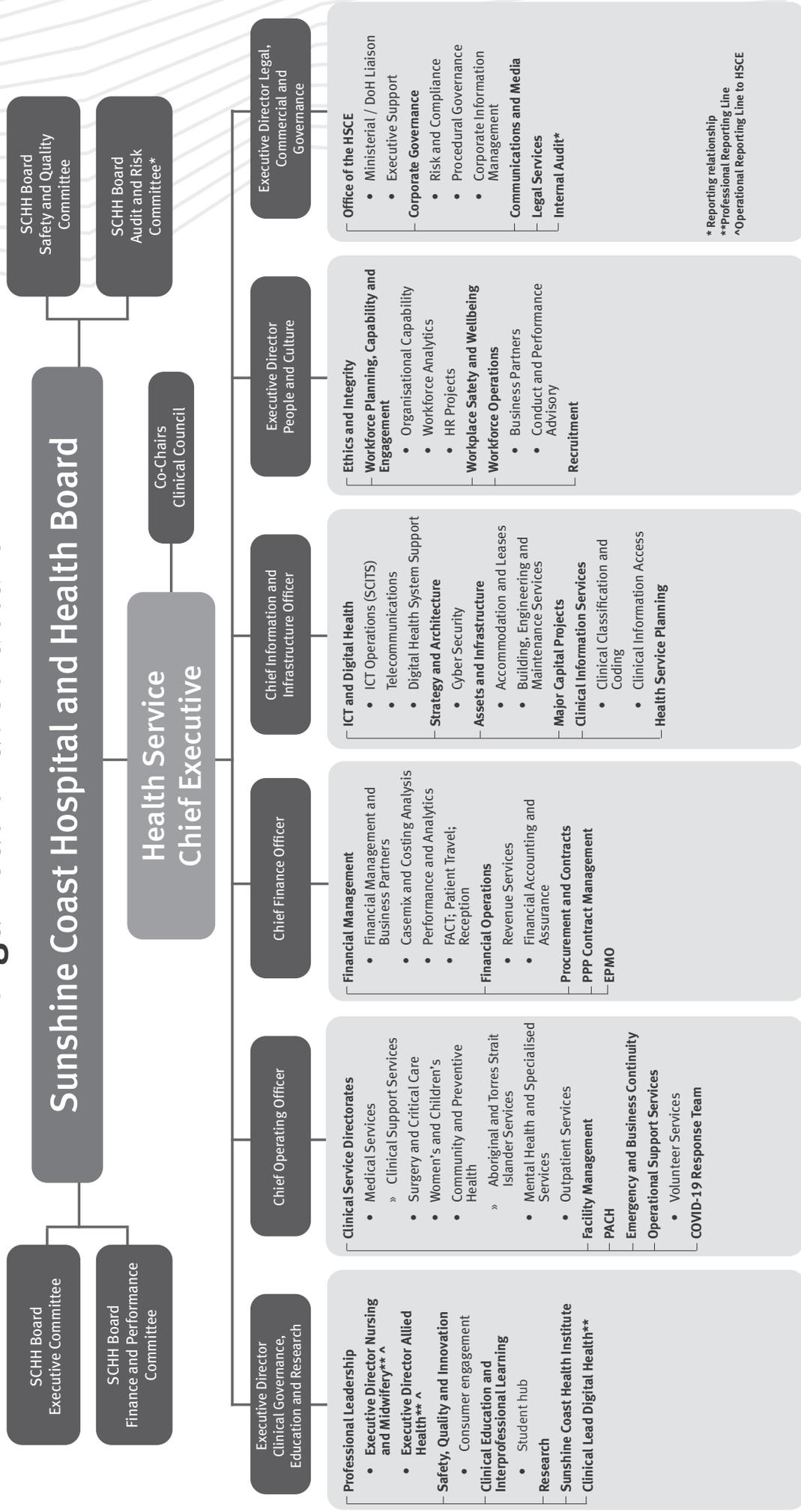
Morne was Director of Anaesthetics on the Sunshine Coast before becoming the medical lead for safety and quality. During his time as director, Morne completed a Masters in Health Management from the University of New South Wales. Morne also serves in the RAAF specialist reserves with the rank of Squadron Leader, and is a qualified commercial pilot.

**Ms Tania Wood**  
**Co-Chair Clinical Council**

Tania joined Sunshine Coast Health in April 2020 as Director Physiotherapy in the new Allied Health Directorate. Tania has previously worked in Physiotherapy and Allied Health leadership roles at Fiona Stanley Fremantle Hospital Group (Western Australia) and Royal Hobart Hospital(Tasmania).

Tania joined Sunshine Coast Health Clinical Council team in October 2020. Her goal is to bring a system thinking approach and use varied health experience to question what we do and how we may do it better for the benefit of local health consumers and staff. The Clinical Council team aim to positively impact staff and patient experience, building Sunshine Coast Health that we are proud to work in and promote.

# Sunshine Coast Hospital and Health Service Organisational Structure



## Strategic committees

Sunshine Coast Health is committed to building and supporting an executive leadership team that promotes a culture of safety, accountability, service and operational excellence and organisational learning.

The Strategic Executive Team (SET) is the overarching body within our committee structure supporting Sunshine Coast Health Chief Executive. SET operates in an environment of collective leadership, professional respect and courtesy, mutual support, innovation and teamwork.

Sunshine Coast Health has established Strategic (Tier 2) Committees. These committees all have appropriate sub-delegation relevant to their function and purpose to support the SET.

Table 2: Strategic committee meetings held in 2020-2021

Strategic (Tier 2) Committees 2020-2021	
Safe Care Leadership Committee	11
Performance and Sustainability Executive Committee	16
Work Health and Safety Governance Committee	3
Workplace Safety and Wellbeing Committee <sup>^</sup>	1
Education Council	9
Research Clinical Council	6
Information Services Committee	3
Executive Operations Committee	11
Closing the Gap Committee	6
Executive Coordination Group—Major Projects <sup>*</sup>	7
Clinical Council (Strategic Advisory Committee)	7

<sup>^</sup>Inaugural meeting June 2021

<sup>\*</sup>Inaugural meeting April 2020

## Strategic workforce planning and performance

At 30 June 2021, the Sunshine Coast Health workforce had a Full-Time Equivalent (MOHRI FTE) of 6343.55. Tables 3 and 4 provide a breakdown of staff.

The nursing workforce makes up more than 46 per cent of the total health service workforce, with more than 72 per cent of nurses working on a part-time basis.

Sunshine Coast University Hospital (SCUH) is Sunshine Coast Health's largest facility with more than 5211 staff (MOHRI Headcount) or 64 per cent of the workforce.

Sunshine Coast Health's annual separation rate for the 12 months to June 2021 was 4.74 per cent.

No redundancy/early retirement/retrenchment packages were paid during the period.

## Our risk management

Sunshine Coast Health is committed to embedding risk management as an informative management tool into a governance model to help support service delivery objectives and obligations.

Sunshine Coast Health has an established risk management system, underpinned by the Enterprise Risk Management Framework. The framework applies a structured, evidence-based approach to risk management aligned to international standards. All staff have a role to play in managing risk within Sunshine Coast Health and this is reflected in supporting tools and systems.

Our Risk Appetite Statement sets out the Board's approach to accepting risk for all service delivery activities in order to meet its strategic objectives. A range of appetites exist for different risks and these may change over time as determined by the Board annually.

The COVID-19 emergency response continues to manage and control risks created by the existence and uncertainty of the current pandemic.

Strategic risks to services, including those created by the COVID-19 presence are monitored and managed by the health service Executive and monitored by the Board and the Board Audit and Risk Committee.

The *Hospital and Health Boards Act 2011* requires annual reports to state each direction given by the Minister to a health service during the financial year and the action taken by the health service as a result. During 2020-2021, no directions were given by the Minister to Sunshine Coast Health.

### Internal audit

Sunshine Coast Health has partnered with Central Queensland Hospital and Health Service to establish an effective, efficient and economical internal audit function. The function provides independent and objective assurance and advisory services to the Board and executive management. It enhances Sunshine Coast Health's governance environment through a systematic approach to evaluating internal controls and risk management.

The function has executed the strategic and annual audit plan prepared as a result of the review of the strategic objectives, strategic and high-level operational risks, contractual and

Table 3: More doctors and nurses\*

	2016-17	2017-18	2018-19	2019-20	2020-21
Medical staff <sup>a</sup>	712	753	800	834	852
Nursing staff <sup>a</sup>	2082	2338	2476	2585	2734
Allied Health staff <sup>a</sup>	695	754	767	787	966

Table 4: Greater diversity in our workforce\*

	2016-17	2017-18	2018-19	2019-20	2020-21
Person's identified as being First Nations <sup>b</sup>	74	87	101	110	112

Note: \* Workforce is measured in MOHRI – Full-Time Equivalent (FTE). Data presented reflects the most recent pay cycle at year's end. Data presented is to Jun-21. Source: <sup>a</sup> DSS Employee Analysis, <sup>b</sup> Queensland Health MOHRI, DSS Employee Analysis

statutory obligations and prior audit assurance in consultation with the Audit and Risk Committee and executive management.

The audit team are members of professional bodies including the Institute of Internal Auditors, CPA (Chartered Practising Accountants) Australia and ISACA (International Systems Audit and Control Association). Sunshine Coast Health continues to support their ongoing professional development.

### External scrutiny, Information systems and record-keeping

There were no external reviews during 2020-2021.

Sunshine Coast Health's administrative records program has continued to collaborate with stakeholders across Sunshine Coast Health to support improved operational document management and business efficiency.

Sunshine Coast Health is in the process of identifying administrative and functional records due for destruction under the relevant Queensland State Archive Retention and Disposal Schedules as set out in s26 of the *Public Records Act 2020*.

Staff have access to comprehensive record-keeping and information management information on Sunshine Coast Health's intranet site.

### **Queensland Public Service Ethics and Values**

As part of Sunshine Coast Health's ongoing commitment to embedding an ethical culture in all we do, key initiatives were actioned throughout the year including:

#### ***Secondary employment***

In the past year a central single register for all employee declarations has been created. The register is designed to assist employees undertake meaningful declarations around their secondary employment and/or conflict of interests in the workplace, via an add-on module that has been created in the Learning Management System. The module is an extension of the mandatory Conduct and Ethics module completed annually by all employees. Employees will now reflect upon their need to declare at the time they have undertaken their mandatory training, and their completed declarations will be raised via LMS with their line manager at their next performance and development meeting. This approach will streamline the process and the employee's prompt to review declarations will be in line with their mandatory training date.

#### ***Privacy awareness—ethical decision-making (prevention is better than the cure)***

A pilot strategy on privacy issues has been successfully undertaken in the Department of Emergency Medicine over the past three months which has resulted in greater awareness amongst the team. This initiative will be rolled out to other departments within Sunshine Coast Health in 2021-2022.

### ***Matters Assessment Team (MAT)***

A multidisciplinary leadership group was formed in the second-half of 2020 to assess conduct and disciplinary matters. MAT is a collaborative approach to the effective management of employee related matters via early intervention to determine and allocate cases within the legislative and organisational framework. Maintaining our employee's engagement throughout the human resources process wherever possible is the priority. The MAT is scheduled weekly and promotes ethical decision-making principles when assessing matters and providing support and advice to the delegated decision-makers.

### **Human Rights**

Queensland's *Human Rights Act 2019* (the Act) protects 23 human rights and commenced from 1 January 2020. In 2020-2021, Sunshine Coast Health undertook a review to determine if there were any gaps in embedding the Act, with further training requirements identified. A training package will be rolled out in 2021-2022.

Under section 97 of the Act, public entities are required to include the number of human rights complaints received. As at 30 June 2021 Sunshine Coast Health received three human rights complaints with one of those having been resolved.

### **Confidential information**

The *Hospital and Health Boards Act 2011* requires annual reports to state the nature and purpose of any confidential information disclosed in the public interest during the financial year. The chief executive did not authorise the disclosure of confidential information during the reporting period.