

Strategic Plan | 2022-2026

This Strategic Plan was reviewed March 2024 and remains current

Our vision

Health and wellbeing through person-centred care.

Our purpose

High-quality, cost-effective, innovative healthcare in collaboration with our communities and partners.

We will respect, protect and promote human rights in our decision-making and actions.

Our values | CAN



Integrity:

we are respectful, trustworthy, equitable and honest in everything we do.



Compassion:

we respect others, act with kindness, encourage and take time to listen to others.



Accountability:

we take responsibility for our performance and behaviours and celebrate our achievements.



innovation:

we embrace change and strive to know more, learn more and do better.



About this plan

The Sunshine Coast Hospital and Health Service (SCHHS) provides healthcare to a rapidly growing population. There has been significant investment in services over the past few years, in particular the establishment of the Sunshine Coast University Hospital and the Nambour General Hospital redevelopment.

The SCHHS also delivers services through hospitals in Gympie, Caloundra and Maleny. In addition, the SCHHS operates a residential aged care facility in Nambour and provides community health services and community mental health services through a range of stand-alone facilities located across the Sunshine Coast region.

This Plan sets out our strategic priorities over the next four years and is underpinned by detailed strategies and plans including the Master Clinical Services Plan. This Strategic Plan, along with our annual Service Agreement, is delivered through our annual Operational Plan which includes detailed actions, measures and targets.

Like all health services, we face many challenges and to achieve our purpose we must continually improve how we provide health care. The

Our opportunities:



Use our clinical resources and infrastructure to our fullest potential and integrate our network of services.

Develop and embed new and innovative models of care to better meet the needs of our communities.

Enhance our organisational and governance structures to clarify responsibilities, reduce red tape and meet the requirements of the health service.

Leverage current and emerging digital technologies to improve our processes and models of care.

In partnership with our people, embed our consumer voice in the continuous improvement and innovation of our care and service delivery.

Our challenges:



Cultural capability

To build sustainable cultural capability that provides equitable and inclusive health outcomes for Aboriginal and/or Torres Strait Islander peoples and culturally and linguistically diverse groups.

Workforce

To attract and retain a skilled workforce to meet service demand in an environment of industry-wide workforce shortages.

Demand

To meet the diverse needs of our communities and improve health outcomes amidst rising demand that potentially exceeds capacity and funding.

Disaster/pandemic response

To meet the needs of our patients and the wider community in the advent of outbreak events and emerging threats.

Financial sustainability

To provide safe and cost-effective healthcare within the available funding.

key message from our consumers is that services need to be better coordinated across settings and providers and we need to help people to navigate the health system.

People are at the heart of everything we do and to be successful we need:

- robust consumer input and feedback at every level to make sure our services provide not only good health outcomes but good experiences
- strong and productive partnerships across the wider healthcare network including General Practitioners and other primary health care providers, private specialists, private hospitals, community services and our fellow Hospital and Health Services so that care is coordinated, and
- our staff to be proud to work for us and feel supported to live our values every day.

It is only through harnessing the energy and ideas of our staff, our partners and our consumers, that we will successfully deliver this Plan.

Sunshine Coast Hospital and Health Service 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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Our care

Our people

Our sustainability

Our future

Intent

We provide high-quality, equitable, accessible, person-centred care

We value and support our people

We manage our financial, physical, and environmental resources responsibly

We improve and prepare for the future through research, education and innovation

Strategies

- ✔ Continue to enhance the safety of our services.
- ✔ Purposefully partner with our consumers to inform the delivery and experience of their care.
- ✔ Improve health equity for Aboriginal and Torres Strait Islander peoples.
- ✔ Ensure inclusive and equitable access to safe and appropriate care for people with disabilities and special needs, and their carers.
- ✔ Improve access to services and grow into our tertiary provider status in line with our Master Clinical Service Plan.
- ✔ Strengthen partnerships with primary and community healthcare providers to better connect care.
- ✔ Safeguard our community with our pandemic and disaster preparedness and response.
- ✔ Prevent disease and enhance the health and wellbeing of the community.

- ✔ Drive a values-based organisational culture.
- ✔ Enhance the safety, health and wellbeing of our employees.
- ✔ Build the capability and accountability of our leaders.
- ✔ Attract, retain, empower and develop a capable, diverse and inclusive workforce.
- ✔ Support our people to work to their full scope of practice.

- ✔ Optimise our network of services, facilities and models of care.
- ✔ Transform non-admitted care to improve patient outcomes.
- ✔ Engage our people to identify and drive cost-effectiveness.
- ✔ Optimise our organisational structure, processes and governance to maximise efficiencies and manage risk.
- ✔ Maximise revenue and invest wisely.
- ✔ Minimise our impact on the environment.

- ✔ Build a strong, sustainable research culture.
- ✔ Integrate research, education and clinical care in collaboration with Sunshine Coast Health Institute and other partners.
- ✔ Strengthen our virtual care and digital health capability.
- ✔ Foster innovation.

Measures

- Hospital acquired complications rates below 25th percentile of peer hospitals
- Sunshine Coast Health Equity strategy is implemented meeting at least 80% of the implementation milestones on time
- At least 75% of patients rate overall care at SCHHS as very good on the State-wide inpatient PREMS

- SCHHS leadership program is implemented with 80% of managers completing the program by June 2026
- BPA Analytics employee survey results demonstrate employee engagement improved by 5%, by the next survey
- Between 2.2%- 2.63% of the workforce identify as Aboriginal or Torres Strait Islander by 2024

- Nambour redevelopment is complete and fully operational by planned date.
- 50% of non-admitted consultations are conducted virtually by June 2026
- A balanced operating position is achieved by June 2024

- Annual number of SCHHS research projects and clinical trials increased by June 2026 by 20%
- Increase number of publications that score within the highest-ranking journals (Q1 and Q2) by 20% by 2026
- 75% of clinical departments have an identified research team and active research projects by June 2024

Government sub-objectives for the community

✔ Keeping Queenslanders Safe

✔ Backing our frontline services

- ✔ Keeping Queenslanders Safe
- ✔ Backing our frontline services
- ✔ Protecting the environment

- ✔ Keeping Queenslanders Safe
- ✔ Backing our frontline services
- ✔ Connecting Queensland

Health and wellbeing through person-centred care

The agency supports the Government's objectives for the community:

- » Good jobs: Good, secure jobs in our traditional and emerging industries
- » Better services: Deliver even better services right across Queensland
- » Great lifestyle: Protect and enhance our Queensland lifestyle as we grow