

Strategic Plan 2020-2024 Updated May 2021

Our vision

Health and wellbeing through exceptional care.

Our purpose

To provide high quality healthcare in collaboration with our communities and partners, enhanced through education and research.

Who we are

Sunshine Coast Hospital and Health Service (SCHHS) is the major provider of public health services, health education and research across the Sunshine Coast, Gympie and Noosa local government areas.

While Sunshine Coast University Hospital is the region's tertiary centre for acute, critical and specialised care, all our facilities play unique and complementary roles including Nambour General Hospital, Caloundra Health Service, Gympie Hospital, Maleny Soldiers Memorial Hospital, Glenbrook Residential Aged Care Facility, Maroochydore Community Hub, Janelle Killick Community Care Unit and other community health services.

Our region is one of the fastest growing regions in Queensland, with the area's population expected to grow by 147,144 residents between 2016 and 2031. This represents growth of approximately 36 per cent, compared to a growth of 28 per cent for the whole of Queensland. The Aboriginal and Torres Strait Islander population is projected to grow at a slightly slower rate compared to the total SCHHS population, with 28 per cent growth expected over the 2016 to 2031 period. By 2031, it is expected that the Aboriginal and Torres Strait Islander population will increase to approximately 12,810 people, continuing to account for two per cent of the total population.

Rapid development in the southern areas of the Sunshine Coast, including residential developments at Caloundra South and Beerwah East, mean that most of this growth will occur in the southern regions, with the hinterland, northern coastal and Gympie regions experiencing slower increases in population. By 2031, an additional 84,142 people are expected to reside in the Caloundra and the Southern Sunshine Coast regions.



Our challenges

With such rapid growth it is imperative we have health services highly responsive to our community's increasing needs. Our challenges/risks include:

- **Financial sustainability**—if we don't ensure we provide an efficient and sustainable health service that is adequately resourced, we will not have ability to meet the diverse needs of the community we serve
- **Workforce**—if we don't ensure we attract and retain a skilled workforce, we will not be able to meet service demands
- **Digital health and information technology**—inadequate optimisation of digital technologies may hinder the ability to enhance patient care thereby impacting service efficiency
- **Capital management**—inadequate or unaligned capital investment will result in the inability to invest and maintain our infrastructure
- **Outbreak events or emerging threats**—could disrupt or overload the health system and our ability to meet the needs of our patients, compromise the health, safety and wellbeing of our staff and compromise the financial and operational performance of SCHHS.

The objectives/priorities outlined in this strategic plan have been developed to mitigate these challenges or risks.

Aligning with government priorities

Our objectives/priorities align with the Queensland Government's objectives for the community—Unite and Recover, specifically:

-  safeguarding our health
-  building Queensland
-  backing our frontline services
-  protecting the environment.

Our health service also exemplifies delivery of the directions outlined in My health, Queensland's future: Advancing health 2026:

- promoting wellbeing
- delivering healthcare
- connecting healthcare
- pursuing innovation.

Additionally, we respect, protect and promote human rights in our decision-making and actions.

Health service values



Values wheel adapted from the values base leadership program.

Strategic Plan 2020-2024

Our opportunities	Responsive health services	Partnerships	Focus on our people	Grow research and education capability	Embrace technology for a digital future	Closing the Gap
Strategic Objectives / Priorities	Provide a network of health services that are responsive to the needs of our population/region.	Strengthen and grow strategic and operational partnerships.	Inspire a workplace where staff thrive and know they are valued.	Leading and embedding an education and research culture.	Leveraging digital and technology advances in healthcare.	Aboriginal and Torres Strait Islander health—making it everyone’s business.
What we are doing	<ul style="list-style-type: none"> Develop a responsive health service that supports the delivery of high quality care, and meets the needs of our community. Safeguard our community with our pandemic response and preparedness. Deliver sustainable healthcare through reform and resource stewardship. Develop an approach to environmental sustainability to support health and wellbeing. 	<ul style="list-style-type: none"> Work with our partners and community to improve the health of our population. Embed person-centred care to ensure we are delivering the right care, in the right place, at the right time. Engage effectively with our consumers, clinicians and strategic partners. 	<ul style="list-style-type: none"> Value, engage and recognise our workforce. Build the capability of our leaders. Enhance the health, safety and wellbeing of our employees. Embed practices which support an enhanced culture of integrity, accountability and performance. Attract, retain and develop a capable, diverse and inclusive workforce. 	<ul style="list-style-type: none"> Nurture research and clinical education opportunities. Embed evidence-based practice. Optimise collaboration with Sunshine Coast Health Institute partners. Actively support education, translating knowledge into practice. 	<ul style="list-style-type: none"> Optimise the advantages of digital healthcare. Explore technology opportunities and foster innovation to transform care. Improve data reporting to inform decisions. 	<ul style="list-style-type: none"> Champion health equity for Aboriginal and Torres Strait Islander people in our community. Implement programs to improve health outcomes for Aboriginal and Torres Strait Islander people. Increase our Aboriginal and Torres Strait Islander workforce. Strengthen the cultural capability of our workforce. Work in partnership with the community to identify their cultural and health needs.
What success looks like	<ul style="list-style-type: none"> Service Agreement targets are met, within agreed budgets. National Safety and Quality Standards are met and maintained. Capital projects are delivered within scope, budget and on time. Waste, energy and water consumption are reduced. The health service is responsive and informed by long-term clinical planning. 	<ul style="list-style-type: none"> Increased and diversified consumer and community representation across SCHHS. Improved consumer satisfaction and experience. Improved consumer, family and carer understanding of their health. Increased number of co-design activities and consultation/collaboration opportunities with consumers and the community. 	<ul style="list-style-type: none"> A growing, highly skilled and valued workforce. Improved employee health and wellbeing, and a reduction in the number of staff incidents and injuries. Improved staff engagement and satisfaction results. Improved capability of leaders and succession plans for key leadership roles in place. Decreased number of grievances and/or disputes. 	<ul style="list-style-type: none"> Increased consumer participation in clinical trials and research. Increased number of research publications and citations. Increased number of conjoint appointments. Increased number of inter-professional education and training opportunities. Sunshine Coast Health Institute hosted national conferences. 	<ul style="list-style-type: none"> Enhanced sharing of information and data facilitated by use of digital technologies across the health and community sector Increased technology enabled models of care to deliver care as close to home as possible. Improved reporting and clinical data analytics to improve health service delivery. Data security is enhanced through the implementation of SCHHS information Security Management System. 	<ul style="list-style-type: none"> Improved consumer outcomes for Aboriginal and Torres Strait Islander people. Improved access and inclusiveness to health care for Aboriginal and Torres Strait Islander consumers. Improved health outcomes for Aboriginal and Torres Strait Islander people. Improved participation rates of Aboriginal and Torres Strait Islander people in our workforce.

