

Our governance

Our Board

The Sunshine Coast Hospital and Health Service Board (the Board) is appointed by the Governor in Council on the recommendation of the Minister for Health, Mental Health and Ambulance Services and Minister for Women in accordance with section 23 of the *Hospital and Health Boards Act 2011*. To strengthen local decision making, our Board members represent and oversee the health services in the region and are accountable for its performance in delivering quality health outcomes to meet the needs of our communities.

Key responsibilities

The Board has a range of functions as articulated in the Board Charter which include:

- 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 make sure safe, high-quality healthcare 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 membership

Dr David Rowlands MBBS (Qld), MRACGP, FAICD

Board Chair

David is a graduate of The University of Queensland. He served as a Medical Officer in the Royal Australian Army Medical Corps and worked in Accident and Emergency in the United Kingdom, before deciding on a career in General Practice. He is the co-owner of a mixed billing General Practice, where he works part-time in clinical practice.

David also has an extensive career in governing healthcare organisations, and in ensuring that safe and efficient care is delivered to the community they serve. He has high level skills in the areas of corporate governance, clinical governance, fiscal management, patient safety and patient experience. He is a graduate of the Australian Institute of Company Directors and has more than 25 years' experience as a company director. In 2019, he was awarded Fellowship of the Australian Institute of Company Directors. He is currently also serving as a director of a not-for-profit organisation which provides medical outreach services to rural and remote communities in Queensland.

David was instrumental in establishing both the Gold Coast Medicare Local and the Gold Coast Primary Health Network and served as Chair of both organisations. He has extensive experience in community engagement and has also served as Chair of the Gold Coast Health and Wellbeing Council. In 2021, David was awarded the Medal of the Order of Australia for services to Medicine, in General Practice.

Original appointment date: 1 April 2022

Current term: 1 April 2022 to 31 March 2026

Appointed as Chair from 1 April 2024

Mr Brian Anker MAICD

Acting Chair

Brian has extensive knowledge and experience in strategic planning and policy development within government and non-government organisations.

He is the principal of a consulting firm which he established in 2011 and provides strategic advice and planning particularly to the research and university sector. Brian has previously held senior executive positions within the Queensland State Government including as the Deputy Director General Innovation of the Department of Employment, Economic Development and Innovation. He is the Chair of the Sunshine Coast Hospital and Health Board Workforce Committee and is a member of the Finance and Performance Committee and has been the Chair of the Safety and Quality Committee.

Original appointment date: 18 May 2013

Current term: 1 April 2022 to 31 March 2024

Acting Chair: 23 July 2023 to 31 March 2024

Mr Terrance (Terry) Bell BA, Grad Cert P.S. Mgt, MBA, DoPS

Board Member

Terry is a long term resident of the Sunshine Coast having bought his first property in Mooloolaba in 1978 and has lived here on the coast ever since. Terry is a Bundjalung man of the Southern Gold Coast and Northern NSW regions. Terry has a B.A., Grad. Cert Public Sector Management, MBA and currently undertaking a Doctor of Professional Studies. Terry 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: 1 April 2024 to 31 March 2026

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

Board Member

Debbie has extensive experience in organisational and strategic leadership in health, disability and housing organisations facing disruptive challenges and transformational change. Her roles include CEO of a Medicare Local and a Sunshine Coast regional health and National Disability Insurance Scheme provider organisation. Debbie is interested in meeting contemporary challenges, such as increasing health system demand and costs, through smarter integrated care models that span hospital, community, family and private care services. Debbie is committed to safe quality services and chairs the Board's Safety and Quality Committee. Debbie was the inaugural Chair of Regional Development Australia Sunshine Coast and served as a Sunshine Coast Councillor where she held the Major Projects Portfolio and represented council on the Council of Mayors' Infrastructure Committee.

Debbie's worked for almost three decades in Queensland Health including as Manager Public Health Planning and Research and worked on a range of national policy, strategy and costing forums. Debbie has made a significant contribution to women's issues through a pioneering research project, "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: 1 April 2022 to 31 March 2026

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

Board Member

Emeritus Professor Lohmann has an Honours degree in Physics from the University of Adelaide, a Ph. D. in Atomic Physics from Flinders University, and is a Graduate of the Australian Institute of Company Directors.

Birgit has been a Board member of a number of not-for-profits. Birgit was the Senior Deputy Vice-Chancellor of University of the Sunshine Coast from 2011 to 2018. Previously, Emeritus Professor Lohmann had academic and management roles at the Australian National University, Murdoch University, Griffith University and the University of Adelaide.

Original appointment date: 18 May 2019

Current term: 1 April 2022 to 31 March 2026

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

Board Member

Mr Rod Cameron 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
- professional services
- disability services.

Rod is a Fellow of the Australian Institute of Company Directors and has been a director of sophisticated non-for-profit and for-profit companies for more than a decade.

He has held a host of leadership roles in sophisticated organisations, including:

- Chief Executive Officer of Autism Queensland
- Chief Financial Officer of Endeavour Foundation
- Chief Financial Officer for an ASX listed company
- Chief Financial Officer of the subsidiary of a NYSE listed multinational corporation.

Rod is also a qualified accountant, being a Fellow of CPA Australia, he holds an Honours degree in Commerce, Master of Business Administration and Master of Financial Management.

Original appointment date: 10 June 2021

Current term: 1 April 2022 to 31 March 2026

Mr Bruce Cowley BComm/LLB (Honours), FAICD

Board Member

Mr Bruce Cowley was, until 30 June 2019, Chair of Australia's largest law firm, MinterEllison, and has practiced as a corporate lawyer for nearly 40 years. In this role he specialised in mergers and acquisitions, director's duties and corporate governance. He has authored "Directorship in Context", a practical guide to the intricacies of being a modern board director, and co-authored the book entitled "Duties of Board and Committee Members".

Bruce has been Chair and Board member of a number of not-for-profit Boards, including the Children's Hospital Foundation Queensland and CPL (formerly Cerebral Palsy League).

Bruce is currently:

- a director of Australian Retirement Trust, South Bank Corporation, Queensland Trust for Nature, Fijian Drua and Klarna Australia Pty Ltd
- a member of the Takeovers Panel
- Chair of Griffith University Business School's Strategic Advisory Board
- a member of the Australian Institute of Company Directors (AICD) Not for Profit Chairs Forum.

Bruce was the recipient of the Australian Institute of Company Directors' Gold Medal in Queensland for services to governance in 2021 and the Queensland Law Society's President's Medal for services to the legal profession in 2022.

Original appointment date 18 May 2021

Current term 1 April 2022 to 31 March 2026

Ms Sabrina Walsh Exec MPA, M.App.Psych, GAICD

Chair

Sabrina has over 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 leadership and leading major digital transformation initiatives in health. 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. Her recent consulting work has focussed on strategy and governance in health organisations. 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. Sabrina is a graduate of the Australian Institute of Company Directors, and her qualifications include a Master of Applied Psychology and an Executive Master of Public Administration.

Original appointment date: 18 May 2020

Appointed as Chair: 10 June 2021 to 31 March 2024

Resigned: 21 December 2023

Ms Sandra McCullagh BSc, BA, MBA and GAICD

Board Member

Sandra is an experienced non-executive director, focussing on complex for-purpose organisations. She has a background in energy, investment banking and IT. She is a Graduate of the Australian Institute of Company Directors, has a B Science (Computer Science, Maths), a B Arts (Computer Science), and a Master of Business Administration. Sandra is a member of the Sunshine Coast Hospital and Health Board Audit and Risk Committee and the Workforce Committee.

Sandra is also a non-executive director of Workcover Queensland (chairing the People Committee), ASX listed Australian Ethical (chairing the Investment Committee), and two not-for-profits, Sydney Dance Company (member of the Audit and Risk Committee) and the Clayfield College Foundation (as Chair). She is a member of Chief Executive Women and chairs its Membership Committee. Sandra was previously a non-executive director of QSuper, The Investor Group on Climate Change, and an advisory member of the New Zealand Stock Exchange Corporate Governance Institute.

Original appointment date: 1 April 2024

Current term: 1 April 2024 to 31 March 2028

Dr Sue McAvoy PhD, MBA, B. Econ, Econometrics(Hons)

Board Member

Sue has 28 years' experience working in both public and private sector financial management leadership roles and 12 years systems thinking research experience working with the UQ Business School and subsequently as Health Systems lead with UQ's Centre for the Business and Economics of Health.

Sue has expertise in project leadership, governance, regulatory and strategic oversight, policy frameworks, and financial and enterprise risk management. She has more than 15 years' experience as a Non-Executive Board member including the Edmond Rice Education Australia Board and chairing the Nudgee College Advisory Board.

In her early career as the newly appointed Group Treasurer for AMH Pty Ltd Sue established a full group treasury operation in a company born of an industry rationalisation. More recently, Sue has developed a strong practical competency in systems thinking for policymaking. Projects she has led include developing a pilot system dynamics patient flow model of a public emergency department; exploring the risks and mitigating factors for COVID-19 spread in urban Indigenous communities; using participatory systems approaches to conceptualise and develop a tool for exploring outpatient referral flows and waitlists; and an evaluation of Queensland's nursing/midwifery ratios trial (as part of a wider evaluation approach).

Sue has completed an AICD New Director's Course, London Business School's Leading Change Course, and this year will participate in Oxford University's Healthcare Leadership residential programme.

Appointment date: 1 April 2024

Current term: 1 April 2024 to 31 March 2028

Professor Jody Currie

Board Member

Jody is currently a Professor of Practice at the Queensland University of Technology in the Health Faculty. Jody has over 20 years' experience in health, housing and human service delivery, with a particular focus on vulnerable families and Aged Care, working in several executive positions in both the community and government sector.

Jody was most recently Chief Executive Officer of the Aboriginal and Torres Strait Islander Community Health Service (A&TSICHS) Brisbane. She established A&TSICHS Brisbane as a Nationally Registered Early Childhood Education provider, a Nationally Registered Housing provider, and a Registered National Disability Insurance Scheme provider.

Jody is an appointed member to the Federal Government's National Aged Care Advisory Council and currently a Non-Executive Director on Cape York Partnership, Brisbane North Primary Health Network, Hearing Australia and has expertise in workforce strategy, government and stakeholder engagement.

Appointment date: 1 April 2024

Current term: 1 April 2024 to 31 March 2028

Committees

The Board has legislatively prescribed committees that assist the Board to fulfil 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:

- Dr David Rowlands
- Mr Bruce Cowley
- Emeritus Professor Birgit Lohmann (from 15 May 2024)
- Mr Terry Bell (from 15 May 2024)
- Mr Brian Anker (until 31 March 2024).

Audit and Risk Committee

The Audit and Risk Committee provides independent assurance and assistance to the Board on:

- the organisation's 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)
- Mr Rodney Cameron
- Emeritus Professor Birgit Lohmann (until 15 May 2024)
- Ms Sandra McCullagh (from 15 May 2024).

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 (until 31 March 2024)
- Emeritus Professor Birgit Lohmann
- Professor Jody Currie (from 15 May 2024)
- Dr Sue McAvoy (from 15 May 2024).

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)
- Dr David Rowlands
- Dr Sue McAvoy
- Professor Jody Currie
- Mr Terry Bell (until 15 May 2024).

Workforce Committee

The Workforce Committee is responsible for assisting the Board in its oversight of Sunshine Coast Health workforce responsibilities.

Committee members:

- Mr Brian Anker (Chair, until 31 December 2023)
- Emeritus Professor Birgit Lohmann (Chair from 1 January 2024)
- Ms Debra Blumel (until 15 May 2024)
- Mr Terry Bell
- Ms Sandra McCullagh (from 15 May 2024).

Table 1: Board and committee meeting attendance 2023-2024

Sunshine Coast Hospital and Health Service					
Act or instrument	<i>Hospital and Health Boards Act 2011</i>				
Functions	<i>The Sunshine Coast Hospital and Health Service’s main function is to deliver the hospital services, other health services, teaching, research and other services stated in the service agreement with the Department of Health.</i>				
Achievements	<i>Refer to ‘Our Performance’</i>				
Financial reporting	<i>Refer to Annual Financial Statements</i>				
Remuneration					
Position	Name	Meetings/sessions attendance	Approved annual fee	Approved sub-committee fees if applicable (per annum, per committee)#	Actual fees received
Board Chair	Sabrina Walsh*	1 Board	\$85,714	\$4,000 (Chair)	\$5,185
Member (Acting Chair from 21 July 2023 – 31 March 2024)	Brian Anker	10 Board Committees 8 Finance and Performance 4 Workforce	\$44,503 (\$85,714 from 21 July 2024 to 31 March 2024)	\$3,000 \$4,000 (Chair) until 31 December 2024)	\$69,438
Member Board Chair from 1 April 2024	Dr David Rowlands OAM	12 Board Committees 3 Executive 5 Safety and Quality	\$44,503 (\$85,714 from 1 April 2024 to 30 June 2024)	\$3,000 \$3,000	\$60,597
Member	Terry Bell	10 Board Committees 3 Workforce 5 Safety and Quality	\$44,503	\$3,000 \$4,000 (Chair)	\$50,330
Member	Debra Blumel	12 Board Committees 4 Workforce 6 Safety and Quality	\$44,503	\$4,000 (Chair) \$3,000	\$50,924
Member	Rodney Cameron	12 Board Committees 12 Finance and Performance 6 Audit and Risk	\$44,503	\$4,000 (Chair) \$3,000	\$51,326
Member	Bruce Cowley	10 Board Committees 6 Audit and Risk 1 Executive	\$44,503	\$4,000 (Chair) \$3,000	\$53,596
Member	Emeritus Professor Birgit Lohmann	11 Board Committees 11 Finance and Performance 4 Audit and Risk 1 Workforce	\$44,503	\$3,000 \$3,000 \$4,000 (Chair from 1 January 2024)	\$52,323
Member	Professor Jody Currie	3 Board Committees 1 Safety and Quality 2 Finance and Performance	\$44,503	\$3,000 \$3,000	\$11,892
Member	Dr Susan McAvoy	3 Board Committees 1 Safety and Quality 2 Finance and Performance	\$44,503	\$3,000 \$3,000	\$11,892
Member	Sandra McCullagh	3 Board Committees 1 Audit and Risk 0 Workforce	\$44,503	\$3,000 \$3,000	\$11,892
Board meetings	12				

Committee meetings	
Audit and Risk	6
Executive	3
Finance and Performance	12
Safety and Quality	6
Workforce	4
Total out of pocket expenses	Nil out of pocket expenses

** Resigned from Board December 2023*

#Committee fees - \$4,000 for Committee Chair and \$3,000 for Committee members

Executive Management

Dr Peter Gillies

Health Service Chief Executive

Peter was appointed as Health Service Chief Executive in October 2021. Peter is a Fellow of the Royal Australasian College of Medical Administrators and has a Master of Business Administration from Otago University.

He is also a Graduate of the Australian Institute of Company Directors. He has been a medical professional for nearly 30 years and has worked in hospital and general practice roles in Australia, New Zealand, South Africa and the United Kingdom including over five years as a Health Service Chief Executive in Toowoomba prior to moving to the Sunshine Coast role. He also has a background in general management, previously working in the health software industry and as a regional manager for a not-for-profit private hospital group in Auckland, New Zealand.

Joanne Shaw

Chief Operating Officer

Joanne was appointed Chief Operating Officer in December 2021. She has broad experience in leadership and management roles, including an extensive knowledge of strategic and operational leadership to provide high-quality, safe, sustainable, patient and family centred care. Joanne has a varied background in different organisations which includes tertiary centre work in metropolitan Melbourne and Perth coupled with regional, rural and remote experience in Queensland. Joanne holds a Bachelor of Nursing and is a registered nurse with postgraduate qualifications including a Graduate Certificate in Critical Care Nursing, Graduate Certificate in Transfusion Practice, Graduate Certificate in Consumer and Community Engagement, and a Master of Nursing.

Other notable achievements include graduating from the Australian Institute of Company Directors and publishing in the British Journal of Haematology. Joanne is passionate about health and she uses values-based leadership to build integrated service models to ultimately improve patient and community outcomes.

Julian Tommei

Executive Director Legal and Governance

Julian joined Sunshine Coast Health in January 2022 as Executive Director, Legal and Governance. He has more than 20 years' experience in public sector corporate law and governance in both Australia and New Zealand. Julian studied a Bachelor of Arts (1985) at the University of Natal in South Africa and law at the University of the Witwatersrand (1998).

He was admitted as a Solicitor in South Africa (1992), as a Barrister and Solicitor in New Zealand (2003) and as a Solicitor in Australia (2012). Julian has interests in leadership development and culture change in the workplace.

Dr Marlene Pearce

Executive Director Medical Services

Dr Marlene Pearce joined our executive team in 2022 as the Executive Director of Medical Services. She is an experienced Specialist General Practitioner, having worked in rural and regional Victoria and Queensland. Since joining Sunshine Coast Hospital and Health Service (SCHHS) in 2015, Marlene's time has been marked by diverse roles including General Practice Liaison Officer, Safety and Quality Clinical Lead, Deputy EDMS (Medical Workforce), and operational leadership.

In her current role, Dr Pearce plays a pivotal role in ensuring our organisation delivers safe, high-quality care in collaboration with our consumers and community. She oversees clinical research governance and development while providing professional leadership for medical officers within SCHHS. Dr Pearce's qualifications include a Bachelor of Biomedical Science (UQ 2004), Bachelor of Medicine and Bachelor of Surgery (UQ 2008), Fellowship of the Royal Australian College of General Practitioners (2014), and a Master of Health Administration (Monash 2021).

Lisa Newport

Executive Director Nursing and Midwifery

Lisa has had a long career in health leadership roles including mental health and addiction nursing, facility management, and as Executive Director of Nursing and Midwifery. She is committed not only to the health and wellbeing of the people in our communities but also in growing support for nurses and midwives to professionally succeed. Lisa recognises that the best outcomes for patients in an interprofessional collaborative approach to care, with a multi-disciplinary team.

Lisa is focussed on investing in the next generation of nurses and midwives, and further promoting the importance of evidence-based practices, training, and development for sustainable services. She believes that being a nurse or midwife is more than just a profession – it's a lifelong journey.

Dr Gemma Turato

Executive Director Allied Health

Gemma commenced in the role of Executive Director of Allied Health in September 2017. Gemma has worked for Sunshine Coast Health since 2005. Gemma has extensive experience in allied health management and leadership, working in dual clinical and leadership roles in New Zealand from 1999 and then in Australia from 2004.

She completed a Diploma in Occupational Therapy in 1991, Master in Human Movement Science at the University of Wollongong in 1995, and completed her Ph.D. through the University of the Sunshine Coast in 2022 completing research on using systems theory to identify the components of an evidence-based framework for allied health leadership development.

Further research interests include allied health governance and structure for optimal functioning. Gemma has published her research in peer reviewed journals including Q1 and Q2 journals.

Karen Dean

Chief Finance Officer

Karen joined Sunshine Coast Health in 2017 and was appointed Chief Finance Officer in June 2022. Karen holds more than 18 years of experience as a finance leader, and as a management consultant. She has worked with various organisations to implement finance and business performance improvements, spanning funding model reviews, cost saving projects, benchmarking, finance shared services, and organisational redesign. Karen has worked across the public and private sector as a finance professional and worked overseas at a multi-national financial services company.

Karen is a Fellow Certified Practising Accountant (FCPA) with a Graduate Certificate in Professional Accounting and Bachelor of Commerce (Banking and Finance).

Hayley Farry

Executive Director Workforce

Hayley Farry joined health in 2011 and was appointed to the Executive Director Workforce in 2018 at Darling Downs Health overseeing learning and development, culture and engagement, workforce planning, workforce relations, recruitment, and workplace health and safety. During her time at Darling Downs Health, Hayley invested in safety and quality by successfully implementing a partnership with the Cognitive Institute's programs for Speaking Up for Safety and Promoting Professional Accountability under Darling Downs Health's Safer Together initiative. In 2021, Hayley joined the private sector in the Diocese of Toowoomba Catholic Schools in the position of Director: People and Engagement Services. Hayley was responsible for employee services, student protection, professional standards, professional learning, and health and safety. During her time at Toowoomba Catholic Schools Hayley was instrumental in implementing large-scale change in the People and Services Directorate which resulted in improved service provision and governance.

Term: Appointed Executive Director Workforce 17 June 2024

Silven Simmons

Executive Director Workforce

Silven joined Sunshine Coast Health in January 2022 as the Executive Director Workforce. Prior to this Silven worked as the Senior Director, People Safety and Performance and Executive Director, Employment Relations, Human Resources Branch, Corporate Services Division with Queensland Health for five years. Silven has also worked as the General Manger, Human Resources for Roads and Maritime Services in New South Wales.

Silven has more than 20 years of experience working in senior human resources and corporate professional roles with demonstrated experience managing large corporate functions through periods of significant change and transformation in large and complex environments. Silven has a Diploma in Business, Graduate Certificate in Business (Public Sector) and has completed the Australian Institute of Company Directors course.

Term: Executive Director Workforce until 12 April 2024

Warren Campbell

Acting Executive Director Workforce

Warren has been working in senior Sunshine Coast Health Workforce roles since September 2021 and has held a number of senior portfolios within Queensland Health both at Sunshine Coast Health and eHealth over the past 15 years. Prior to this, Warren was in the corporate services sector where he worked internationally for Custom House Global Foreign Exchange in Victoria, British Columbia, and Canada. Warren has extensive experience in strategic workforce management, leadership capability, employee relations, and legal compliance within the healthcare sector. He also has a proven track record of providing visionary leadership to HR teams, driving organisational performance, and fostering a culture of excellence.

Term: Acting Executive Director Workforce 13 April 2024 to 16 June 2024.

Sharon Barry

Service Director Aboriginal and Torres Strait Islander Health

Sharon is a proud Aboriginal woman and comes from a long line of strong Aboriginal women born in Central West Queensland and is connected to the Iningai people. Her father was born in Linaskea, Northern Ireland and arrived in Australia in 1949. Sharon has been working in Queensland Health for more than 20 years, prior to this she worked in the Community Control sector. Sharon has extensive knowledge on leadership, community and health service delivery and has been integral in building strong relationships with various stakeholders and community.

She is a strong advocate for Aboriginal and Torres Strait Islander peoples and is a key contributor to the design and implementation of Aboriginal and Torres Strait Islander Health services across Sunshine Coast Health.

Mr Andrew Leggate

Senior Director Capital Assets and Infrastructure

Andrew has a technical background in Electrical engineering systems with further studies in asset management. Andrew started with Queensland Health in 2014 and has worked across several Hospital and Health Services. He commenced with Sunshine Coast Hospital and Health Service in 2016 as the Director of Assets and Infrastructure after working on the Sunshine Coast University Hospital development as part of the State engineering compliance team.

Andrew has worked across multiple government departments including Police, Education and Public Works in the fields of project, programs and asset management. Prior to joining the public sector Andrew worked for several multinational companies across States and Territories of Australia, in the B2B sector managing commercial supply and service contracts to companies such as BHP, Comalco and Rio Tinto.

Mr Jake Penrose

Senior Director Digital Health and Technology

Jake has 20 years of experience in Information and Communication Technology (ICT) across health, banking and consulting industry sectors. This experience includes leading major ICT transformation initiatives such as the Queensland Health new hospitals program, as well as delivering clinical ICT solutions critical to the opening of the Gold Coast University Hospital, Queensland Children's Hospital and Sunshine Coast University Hospital. More recently, Jake led the technical delivery of the integrated electronic Medical Record deployment at Sunshine Coast Health and has worked closely with clinical leads in the development of the new health service Digital Health strategy.

Jake has expertise in ICT and Digital Health strategy, planning and delivery in complex health services and as well as loving the Sunshine Coast lifestyle is passionate about helping improve health outcomes for our community and consumers.

Katie Healy

Senior Director Strategy and Planning

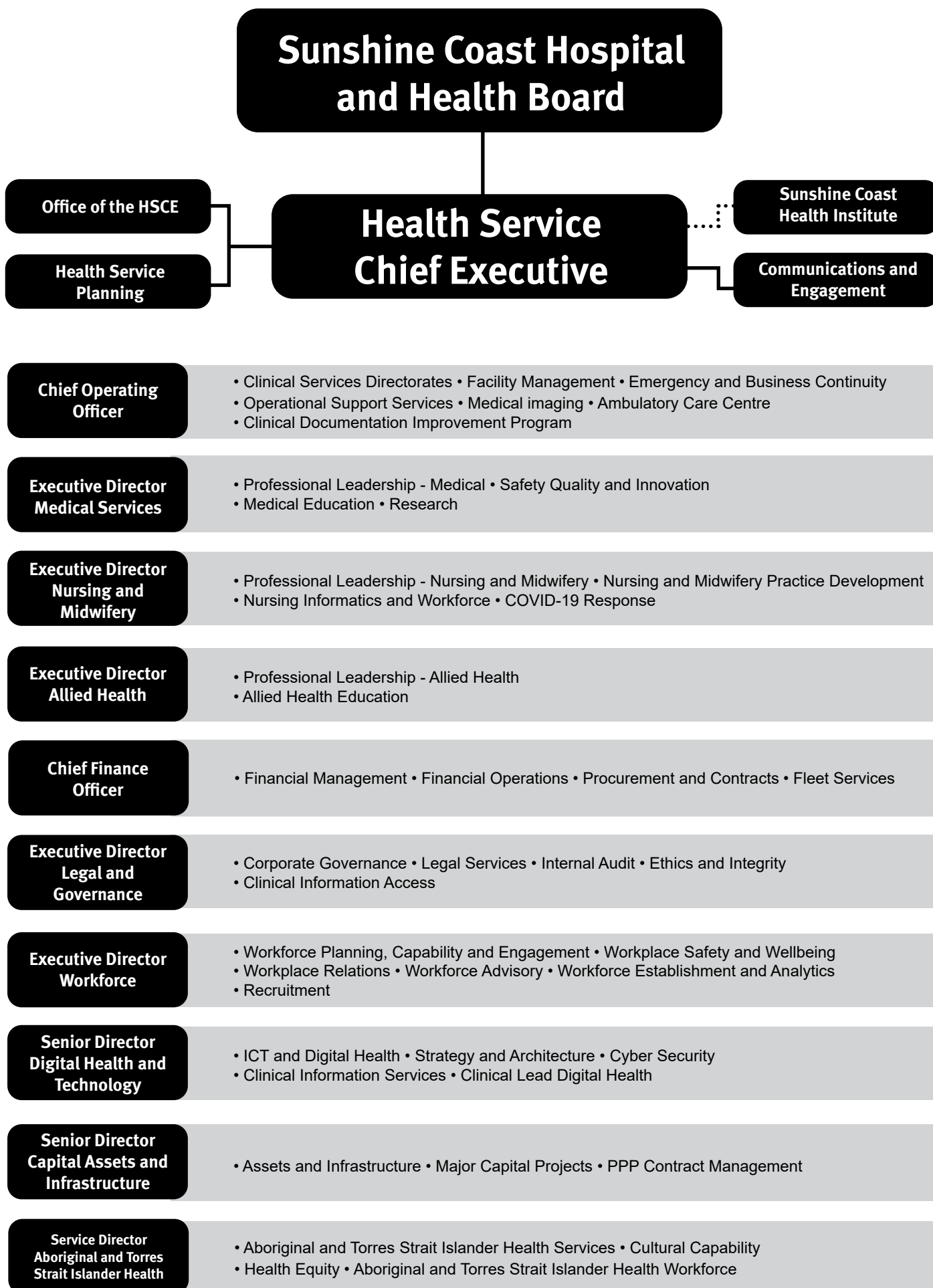
Katie Healy is a seasoned health industry planner, passionate change leader, skilled project manager and workforce strategist with experience across both the private and public sectors. Leading large complex major infrastructure projects from business case to commission, Katie has extensive project management experience and has also played a vital role in digital health uplift for major IT infrastructure projects across both metro and regional health services. Katie's clinical background and interprofessional education leadership experience allows her to draw from 'real world' experience to engage with health leaders and successfully implement change. With data-driven decision-making, Katie is the senior director and strategist for Sunshine Coast Health and an accomplished graduate of the Australian Institute of Company Directors, Bachelors Degree in Speech Pathology and a Master of Health Service Management.

Bekki Fisher

Senior Director Communications and Engagement

Bekki is a specialist in the communications field with a focus on digital and content marketing, media relations, crisis management, stakeholder engagement, and strategic communications planning. Known for her handling of complex communication challenges in fast-paced environments, Bekki blends strategic insight with a people-centred approach. Bekki's expertise and insight into communications innovations and her passion for current communication trends, place her at the forefront of communication design - integrating traditional media with digital platforms to lead communication strategy and ensure relevancy for the brands that she has represented. Her ability to convey complex messages that appeal to and engage the public demonstrates her strength in designing campaigns that foster community trust and relationships.

Organisational Structure



Strategic committees

Sunshine Coast Health is dedicated to cultivating and reinforcing an executive leadership team that fosters a culture centred on safety and accountability.

The committee framework mirrors that of the Board, ensuring direct alignment in purpose, oversight, and operational clarity.

The four Executive Committees—Workforce, Audit and Risk, Safety and Quality, and Finance and Performance - support the Health Service Chief Executive and Board in fulfilling their obligations as defined by the Hospital and Health Boards Act 2011, the Sunshine Coast Health Service Agreement, and other relevant legislation, plans, and policies.

Table 2: Executive committee meetings held in 2023-2024

Executive (Tier 2) Committees 2023-2024	
Executive Safety and Quality Committee (ESQC)	12
Executive Audit and Risk Committee (EARC)	6
Executive Finance and Performance Committee (EFPC)	12
Executive Workforce Committee (EWC)	6

Strategic workforce planning and performance

At the end of the reporting period (June 2024), the Sunshine Coast Health workforce had a paid full-time equivalent of 7369.67. This is made up 94.15 per cent of frontline staff and frontline support staff.

Early retirement, retrenchment, and redundancy

The health service continued to identify efficiencies through organisational change throughout 2023-24, focussing on suitable employment placements for affected employees.

Only one voluntary redundancy package was paid during this period (approx. \$26,500).

Table 3: Total staffing

Total Staffing	
Headcount	9457
Paid FTE	7369.67

Table 4: Occupation types by FTE 2022-2023

Occupation Types by FTE	Percentage
Corporate	5.85 per cent
Frontline and Frontline Support	94.15 per cent

Table 5: Appointment type by FTE

Appointment Type by FTE	Percentage
Permanent	74.85 per cent
Temporary	22.10 per cent
Casual	2.94 per cent
Contract	0.11 per cent

Table 6: Employment status by headcount 2022-2023

Employment Status by Headcount	Percentage
Full-time	39.91 per cent
Part-time	54.71 per cent
Casual	5.38 per cent

Table 7: Gender

Gender	Headcount	Percentage
Woman	7046	74.51 per cent
Man	2387	25.24 per cent
Non-binary	24	0.25 per cent

Table 8: Diversity target group

Diversity Groups	Headcount	Percentage
Women	7046	74.51 per cent
Aboriginal and Torres Strait Islander Peoples	186	1.97 per cent
People with a disability	183	1.94 per cent
Culturally and Linguistically Diverse – Speak a language at home other than English [^]	909	9.61 per cent

[^] This includes Aboriginal and Torres Strait Islander or Australian South Sea Islander languages spoken at home.

Table 9: Target group data for Women in Leadership Roles

Target Groups	Headcount	Percentage
Senior Officers (Classified and s122 equivalent combined)	15	75.00 per cent
Senior Executive Service and Chief Executives (Classified and s122 equivalent combined)	4	44.44 per cent

Workforce data provided by Public Service Commission.

* Workforce is measured in Minimum Obligatory Human Resource Information (MOHRI) Full-Time Equivalent (FTE). This MOHRI data supplied by the Public Sector Commission is not an exact match with data in the Financial Statements, which is drawn from the Decision Support System (DSS).

* Beginning the 2023 financial year end, the Public Sector Commission advised all workforce annual report data needs to be based on the PSC MOHRI data. This is submitted quarterly to the PSC through the HR Branch.

* The difference between the PSC MOHRI data and QH Reporting FTE (MOHRI Occupied FTE) from DSS exists due to different counting rules. The total FTE for both DSS MOHRI occupied FTE data and PSC MOHRI submission data are the same at a whole of Queensland Health level, however, minor variances can appear at an HHS level and will also be noticeable at a pay stream level. In PSC reporting, the FTE for an employee is counted against their primary role. For example, if employee works 0.5FTE in a health practitioner role and 0.3FTE in a nursing role, this employee would be reported 0.8FTE health practitioner. In Qld health reports, FTE is split across both roles.

* Women in Leadership roles include the following positions:

- Senior Officers: SO, DSO and ASO (Ambulance only).
- Senior Executive Service and Chief Executives: HES, CEO, SES (Sec 24/70), and AES (ambulance only)."

* Employee status: Where appointed FTE (0-100) is equal or greater than 95, employees are reported as full-time. Where appointed FTE is less than 95, employees are reported as part-time. Employees are reported as casual, if their appointment type is identified as casual.

* Norfolk Island Taskforce is excluded from summary and sub-measures.

Open data

Information about consultancies, overseas travel, and the Queensland language services policy is available at the Queensland Government Open Data website (www.data.qld.gov.au).

Our risk management

Sunshine Coast Health is committed to effectively managing risk through application of better-practice principles and practices. Sunshine Coast Health has an established risk management system, underpinned by our Risk Management Framework that applies a standardised and structured approach to risk management aligned to international standards. The framework reinforces that all staff have a role to play in being risk aware and managing risk. Specific accountabilities and responsibilities rest with individual officers at Executive and Senior management levels, where an officer has the delegated authority or technical expertise to appropriately manage the risk to an acceptable level. This is reflected in our governance and supporting processes and tools.

Our Risk Appetite Statement sets out the Board's expectations of managing risk. The Statement is broadly articulated for key activities, behaviours and risk exposures, linked to our strategic objectives and priorities. We consider risk from an enterprise-wide perspective, encompassing strategic and operational risks to enable whole-of-organisation visibility and management level decision-making on the sources of uncertainty in pursuit of our objectives and priorities. Strategic risks are identified and managed by the health service Executive and monitored by the Board Audit and Risk Committee and the Board.

The Hospital and Health Boards Act 2011 requires annual reports to state each direction given by the Minister to the Hospital and Health Service during the financial year and the action taken by the Hospital and Health Service as a result of the direction. During the 2023-2024 period, one direction was given to Sunshine Coast Health in relation to a Crisis Care Process. As a result, Sunshine Coast Health took the following action:

- Implemented a Crisis Care Process across our emergency departments which requires that any person who discloses a sexual assault during a presentation or is presented by an officer of the Queensland Police Service as a victim of sexual assault, would be accepted into our care, and would be commenced on our Clinical Care Pathway within 10 minutes of the disclosure or presentation.

Internal audit

For a number of years, 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, governance and risk management processes.

The function has executed the strategic and annual audit plan prepared due to reviewing the strategic objectives, strategic and high-level operational risks, contractual and 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 (Certified Practising Accountants) Australia and ISACA (International Systems Audit and Control Association). Sunshine Coast Health continues to support its ongoing professional development.

External scrutiny, information systems and recordkeeping

Sunshine Coast Health has maintained accreditation and will undergo the next phase of voluntary short notice accreditation in the 2024-25 year.

As part of the Aged Care accreditation scheme Glenbrook Residential Aged Care Facility underwent four site visits in the 2023-24 financial year and maintained full accreditation status.

Sunshine Coast Health recognises the value of administrative and functional records as a source of organisational knowledge that underpins and supports the facilitation and provision of high-quality, evidence-based healthcare services.

Records are appropriately created, managed, retained, and disposed of in accordance with the Administrative and Functional Records Management Framework. Sunshine Coast Health maintains an effective and compliant administrative and functional records management system that supports business efficiency.

Our staff can access comprehensive record-keeping and information management guidance materials on Sunshine Coast Health's internal intranet site.

During the 2022-2023 financial year, Sunshine Coast Health has actively managed and assessed information security risks against the health service's risk appetite with appropriate assurance activities undertaken in line with the requirements of the Queensland Government Enterprise Architecture (QGEA) Information security policy (IS18:2018).

Attestation of IS18:2018 (ISMS) information security risk

During the 2022-2023 financial year, Sunshine Coast Health has an informed opinion that information security risks were actively managed and assessed against appropriate assurance activities undertaken in line with the requirements of the *Queensland Government Enterprise Architecture (QGEA) information security policy (IS18:2018)*.

Queensland Public Service ethics and values

Sunshine Coast Health continues to uphold the principles of the *Public Sector Ethics Act 1994: Integrity and impartiality, Promoting the public good, Commitment to the system of government, and Accountability and Transparency*. The *Code of Conduct for the Queensland Public Service* is based on these four legislative principles and applies to all Queensland Health staff, including Sunshine Coast Health.

An online training module for the Code of Conduct and ethical decision-making forms part of Sunshine Coast Health's mandatory training provided to all employees at the start of employment. Code of Conduct for Managers also forms part of mandatory training for managers responsible for modelling expected behaviours and ensuring ethical decision-making is understood by employees.

Fraud and corrupt conduct

The Fraud and Corruption Control Policy was revised in 2024 to further embed our commitment to an ethical organisational culture, reinforcing our ethical expectations across all areas of Sunshine Coast Health. The Fraud and Corruption Control Framework and the Fraud and Corruption Control Action Plan are being revised to minimise the risk of fraud and corrupt behaviour.

Human Rights

Sunshine Coast Health recognises that respecting, protecting and promoting human rights supports healthy living and is critical to the role we perform in our community as a provider of public health services. Sunshine Coast Health is firmly committed to advocating for the human rights of all individuals in our organisation by how we operate, deliver health services, and interact daily.

Upon the introduction of the *Human Rights Act 2019* (Queensland) (HR Act), we have acknowledged this commitment in the Plan. Since mid-2019, Sunshine Coast Health has focused on building a human rights culture across all facilities and services.

During this reporting period, Sunshine Coast Health has demonstrated significant progress in its human rights culture by the way it incorporates human rights into its actions and decisions.

Highlights from 2023-2024 include:

- Genuine partnerships and consultation with Aboriginal and Torres Strait Islander Elders, staff, patients, and community members to better understand how to deliver health services to care for their distinct cultural needs and improve health and wellbeing.
- The implementation of the *Health Equity Strategy*
- Continuing to embed a human rights culture across Sunshine Coast Health's facilities including through the development and review of policies and procedures

Sunshine Health has continued to integrate the Human Rights Act 2019 into organisational processes. Our staff have access to an online human rights training package to further support their understanding of when decisions and actions engage human rights.

In 2023–2024 Sunshine Coast Health assessed 44 employee COVID-related complaints and one general employee complaint as potentially relevant to the Human Rights Act 2019. One complaint was made to the Australian Human Rights Commission and is ongoing, one was referred to an internal department for management, and the remainder require no health service action and have been referred back to the complainant for further information.

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.

Our performance

The following provides an overview of strategic priorities and key performance indicators (KPIs) in the *Sunshine Coast Hospital and Health Service Strategic Plan 2022–2026*. Table 10 also provides an overview of Sunshine Coast Health's performance against the service standards.

Our care

We are focused on providing high-quality, equitable, accessible, person-centred care.

Developing Tertiary Services at the Sunshine Coast University Hospital

Maxillofacial Surgery

Following the successful recruitment of an oral, facial maxillary surgeon to the Sunshine Coast University Hospital, maxillofacial surgery commenced with the first outpatient clinic and operating session undertaken in late 2023.