



People caring for people

SUNSHINE COAST
UNIVERSITY PRIVATE HOSPITAL

2015

ANNUAL REPORT





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Overview

SUNSHINE COAST UNIVERSITY PRIVATE HOSPITAL

Sunshine Coast University Private Hospital opened on 4 November 2013, offering a comprehensive range of inpatient and day patient services across a wide range of specialties. In addition to being the newest private hospital facility on the Sunshine Coast, from December 2013 to mid 2018, the hospital treats public patients under a contract with the Sunshine Coast Hospital and Health Service (SCHHS). This contract assists the SCHHS to meet the demand for healthcare services on the Sunshine Coast, whilst the collocated public hospital – Sunshine Coast University Hospital (SCUH) – is under construction.

Sunshine Coast University Private Hospital facilities include:

- Six state-of-the-art operating theatres;
- A cardiac catheter laboratory;
- A minor procedure room;
- A day surgery unit;
- Eight bed intensive care unit;
- Eight chair day oncology unit;
- Onsite medical consulting suites;
- Comprehensive pathology and radiology services;
- Retail pharmacy; and
- Coffee shop.

Sunshine Coast University Private Hospital is owned and operated by Ramsay Health Care, Australia's largest private hospital operator.

Ramsay Health Care began in Sydney, Australia over 50 years ago and, today, is the largest operator of private hospitals in Australia and one of the largest private hospital operators in the world with over 220 hospitals located in France, the United Kingdom and Asia.

OUR VISION & VALUES

We share Ramsay Health Care's vision:

The Ramsay Vision

Ramsay Health Care is committed to being a leading provider of health care services by delivering high quality outcomes for patients and ensuring long term profitability.

We are committed to "The Ramsay Way" values:

The Ramsay Way

"The Ramsay Way" culture recognises that people – staff and doctors – are the Company's most important asset and this has been key to the organisation's ongoing success.

The principles of The Ramsay Way are:

- We are caring, progressive, enjoy our work and use a positive spirit to succeed
- We take pride in our achievements and actively seek new ways of doing things better
- We value integrity, credibility and respect for the individual
- We build constructive relationships to achieve positive outcomes for all
- We believe that success comes through recognising and encouraging the value of people and teams
- We aim to grow our business while maintaining sustainable levels of profitability, providing a basis for stakeholder loyalty



Main Directory

Support Centre
University
Policies
Feedback

State Manager's Report

It gives me great pleasure to write about the success of the first full year of operations of Sunshine Coast University Private Hospital (SCUPH).

As a partner with Queensland Health (QH) and the SCUH and Health Service, our role was to deliver a private hospital that:

- Is accessible and responsive to the healthcare demands of the community;
- Provides patients with better access to services and choice of being public or private;
- Provides high quality health services that are sustainable and able to grow to meet future community needs;
- Provides services that include those that Sunshine Coast residents previously had limited access to and might otherwise travel outside the area in order to receive treatment;
- Attracts and retains a high quality skilled workforce; and
- Provides for training and education for the existing and future workforce.

I believe that since opening in November 2013, Ramsay Health Care has achieved many of these objectives and as such, is delivering a high quality and valuable service to the Sunshine Coast community.

Paramount to the success of every hospital is having the right staff and we have attracted a range of experienced medical specialists to the facility, many of whom are new to the community. We are very pleased that many of these specialists and their families have committed to making the Sunshine Coast their home for the long term demonstrating a commitment to the area and ensuring that these services are available for the long term.

We have also significantly increased the Coast's healthcare workforce with the employment of over 600 new staff to the hospital since opening. Our Ramsay Graduate and Undergraduate Nurse Programs link with educational organisations such as The University of Sunshine Coast and various TAFE institutions to provide on-the-job training, transition from study to work programs, and to secure long term employment opportunities.

Under the contract with QH/SCHHS, we provide health care services to public patients of the Sunshine Coast. All our rooms are modern single rooms and our operating theatres and cardiac catheter laboratories are equipped with new state-of-the-art technology. Ramsay Health Care looks forward to making further investments into this hospital to meet the growing private demand of the community.

We watch with great anticipation the transformation of the remainder of the campus and look forward to the opening of the new public hospital in 2016. The opening of the new SCUH will be a defining moment for the Sunshine Coast when the campus will truly become the main medical hub for public and private services in the region. Ramsay Health Care and SCHHS will work together to further increase the range and quality of health care services and undertake a number of joint recruitment initiatives to bring even more health care professionals to the Coast.

This is truly an exciting time for the Sunshine Coast, and Ramsay Health Care is proud to have been the first health care provider on the site, and to have treated over 22,000 patients in the past year. We look forward to continuing to achieve the vision for the campus of providing the very best health care in the Sunshine Coast community.



Mr Lloyd Hill
*Operations Executive Manager –
Queensland Hospitals
Ramsay Health Care*

Queensland Coast University Private Hospital



Chief Executive Officer's Report

I am pleased to present this first annual report for The Sunshine Coast University Private Hospital for the fiscal year 1 July 2014 to 30 June 2015.

Since opening in November 2013, the Sunshine Coast University Private Hospital, owned and operated by Ramsay Health Care, has delivered new and expanded services for the Sunshine Coast community. This is a unique facility, treating not only privately funded patients, but, under contract with the SCHHS, also treating publicly funded patients.

In its first full fiscal year of operations, the Sunshine Coast University Private Hospital treated 22,000 patients and performed over 16,500 procedures. The hospital has increased the capacity of health care services provided to the Sunshine Coast community, reducing the need for patients to travel to Brisbane for their care.

In recognition of the high standards to which we aspire, the Sunshine Coast University Private Hospital underwent an ISO Surveillance Audit in November 2014. The audit concluded that the hospital's Quality Management System continues to meet the requirement of the National Safety and Quality Standards and ISO 9001:2008. This is a great achievement for a new hospital and demonstrates the commitment of the hospital staff to delivering high quality care. A number of key quality initiatives have been launched by the hospital during the year, including our falls prevention program. Given the average age of our patients, this is a key area for the hospital and we continue to make improvements to our falls prevention strategies.

During the year we introduced interventional cardiology services and opened the first dedicated cardiology ward on the Sunshine Coast. We have seen rapid growth in this service with some excellent results. Our cardiologists are working with us to expand this service and Ramsay Health Care is committed to further investing in cardiac services at this hospital as demand grows.

Through a process of strong, open communication we have worked hard with our accredited specialists to shape the hospital into what it is today. Many specialists working at Sunshine Coast University Private Hospital are new to the Sunshine Coast and we are pleased that the hospital has attracted such a high calibre of specialist to the region. We now have over 455 doctors accredited to work at the hospital. The Medical Advisory Committee (MAC), under the Chairmanship of Dr Peter Garrett and now Dr John Hansen, continues to provide advice and support through its representation of medical staff. I would like to express my personal appreciation to the MAC and the medical staff of the hospital generally, for their ongoing contribution to the success of this hospital.

We also thank the local General Practitioner community for their patience during our first year of operations. Given the unique challenges for this hospital in delivering services to public patients under contract with QH, as well as private patients, we have worked hard on meeting the needs of our referring GPs.

Our discharge summary delivery turnaround times stand at 95% delivered within 24 hours. A lot of work has gone into achieving this great outcome and we will continue to improve on this service. We are also working on creating a smoother admission process for GPs and have recently announced this to the GP community. Our GP Liaison maintains close contact with the GP community to ensure we are meeting their needs.

Our 600 plus staff have played an important part in the commissioning of the hospital and the ongoing delivery of services to the local community. Their enthusiasm and dedication are truly appreciated and it is a privilege to work with such an outstanding group of people. Many of these staff are also new to the Sunshine Coast and are now part of this vibrant community. We look forward to expanding our training and development opportunities as the hospital grows and encompasses new services.

Our volunteer service also commenced this year and has been a welcome addition to the care we offer to our patients and their visitors. We look forward to expanding this service in the future.

Sunshine Coast University Private Hospital is leading the way in some digital innovations. Our Video Nurse Call system, which enables patients to liaise with a staff member via video conference from their bedside, has reduced call bell requirements and also allows our nurses to deliver faster and more appropriate care to patients. We have had excellent feedback from patients about this service.

Most importantly, we are delivering an excellent service to patients. In the first comprehensive patient survey, Sunshine Coast University Private Hospital received a great endorsement from patients with 88.8% of patients rating the hospital as good or very good. We look forward to further improving our patient satisfaction.

The Sunshine Coast University Private Hospital management team meets monthly with the SCHHS to ensure we are meeting all our contractual key performance indicators. These meetings provide a valuable opportunity for us to share ideas and make improvements to the service delivery for public patients on the Sunshine Coast.

I would like to thank other key stakeholders for their input over the past 12 months, including the Sunshine Coast Local Medical Association, Queensland Ambulance Services and the Sunshine Coast Council.

Finally, I wish to thank all our managers, staff and doctors for delivering quality healthcare each and every day to our patients and espousing the Ramsay Health Care values of *People Caring for People*.



Orr Steele
Chief Executive Officer
Sunshine Coast University
Private Hospital

Services and Facilities

OVERVIEW

Sunshine Coast University Private Hospital is an acute medical and surgical facility providing a comprehensive range of inpatient and day services across a wide range of specialties. Equipped with the most advanced medical, surgical and diagnostic technology, the Hospital is able to provide the very best care to patients.

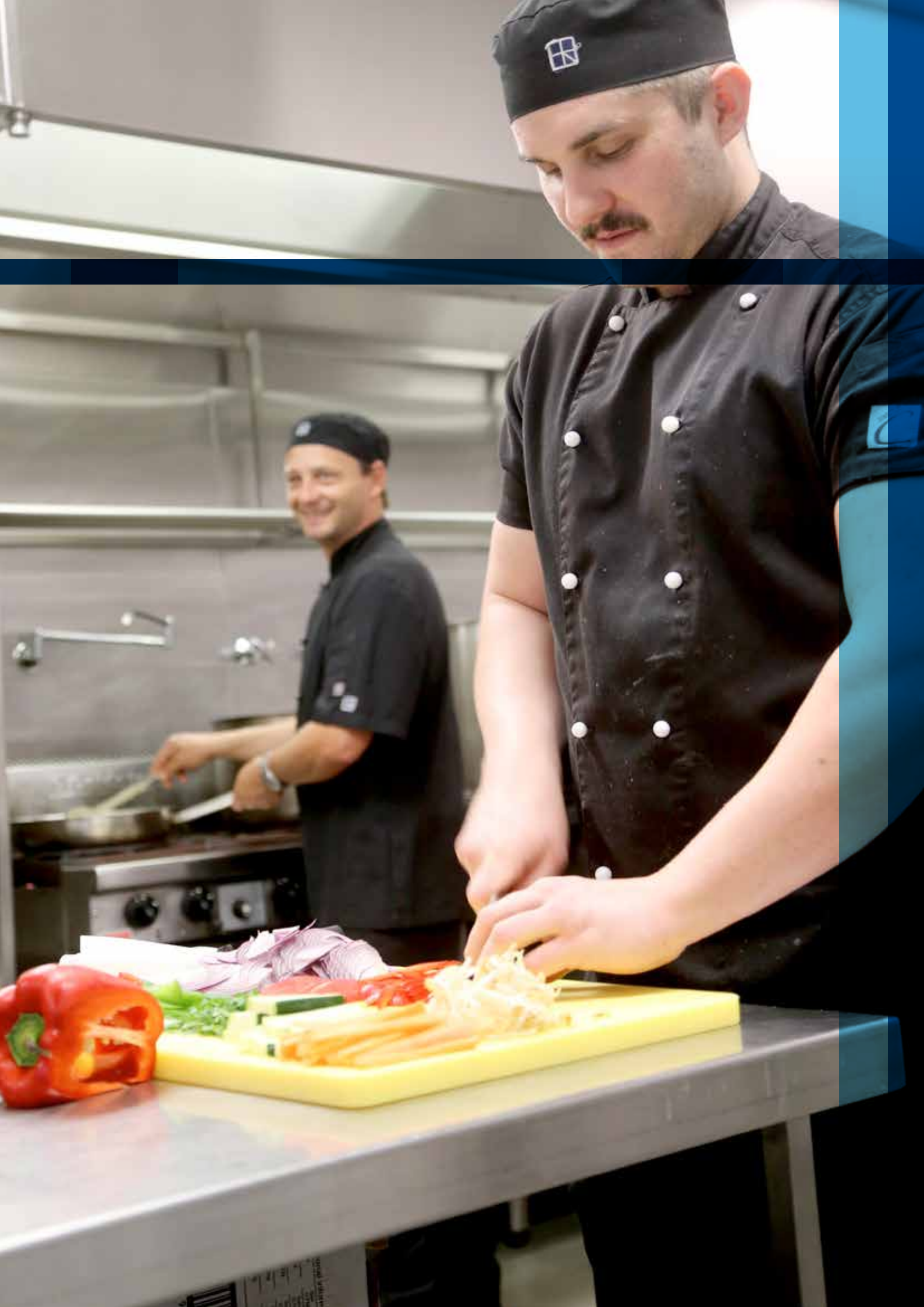
CLINICAL SERVICES

- Anaesthetics
- Cardiology
- Dental Surgery
- Endocrinology
- Ear, Nose & Throat Surgery
- Gastroenterology
- General Medicine
- General Surgery
- Geriatric Medicine
- Gynaecology
- Haematology
- Infectious Diseases
- Intensive Care
- Medical Oncology
- Neurosurgery
- Orthopaedic Surgery
- Palliative Care
- Pathology
- Plastic Surgery
- Radiology
- Respiratory Medicine
- Urology
- Vascular Surgery

FACILITIES

Sunshine Coast University Private Hospital currently has the following medical facilities:

- Six operating theatres
- Cardiac Catheter Laboratory
- Day Procedure Room
- Day Surgery Unit
- Intensive Care Unit
- Day Oncology Unit



Year in Review

FIRST YEAR HIGHLIGHTS

- Introduction of interventional cardiology service;
- Opening of first dedicated private cardiology ward on the Sunshine Coast;
- Successful completion of ISO surveillance audit;
- 22,000 patients admitted;
- 16,500 procedures performed;
- 12,823 public patient discharges; and
- 600 staff employed.



JULY 2014 – INTERVENTIONAL CARDIOLOGY SERVICE COMMENCES

Sunshine Coast residents requiring interventional cardiac treatment benefitted from new cardiac services at the Sunshine Coast University Private Hospital in Kawana which commenced in June 2014.

The first interventional cardiac procedure was performed by Coast cardiologist Dr Peter Larsen in the hospital's catheter laboratory.

Interventional cardiology involves opening up blockages or narrowings in coronary arteries with tiny balloons and leaving a stent to keep the artery open, thereby improving the blood supply to the heart muscle.

The hospital has state-of-the-art cardiac catheter laboratory equipment enabling angioplasty and stent implantation to be undertaken by leading cardiologists who are based at the hospital.

In preparation for the commencement of the interventional cardiology service, hospital owners Ramsay Health Care invested close to \$2 million. The service is supported by a dedicated Intensive Care Unit and the Coast's only private cardiology ward.

Interventional cardiac procedures are performed by a number of the Sunshine Coast's leading interventional cardiologists.

The introduction of interventional cardiology is a significant first step towards the establishment of comprehensive cardiac services at this central health hub on the Sunshine Coast.



OCTOBER 2014 – NEW HOSPITAL RATES WELL WITH PATIENTS

In its first comprehensive patient survey, Sunshine Coast University Private Hospital received a great endorsement from patients with 88.8% of patients satisfied with their experience at the hospital.

The survey, conducted by an independent organisation, showed that 55.8% of patients rated the hospital as very good and 33% as good.

These survey results show that the hospital is delivering services that meet the expectations of its patients.

In particular, the level of care provided by staff rated very highly.

Patients responding to the survey were asked to rate a range of factors including nursing care, doctor care, the patient room, tests and therapy, meals, and the admission and discharge process.



OCTOBER 2014 – FIRST UROLIFT PROCEDURE

A common and uncomfortable disease impacting Sunshine Coast men can now be treated in a novel procedure available at Sunshine Coast University Private Hospital.

The UroLift System is a new, minimally invasive treatment option for patients with moderate-severe lower urinary tract symptoms caused by Benign Prostatic Hyperplasia (BPH). Men with BPH often experience symptoms of slow flow, incomplete emptying, hesitancy and urgency. It may manifest as increased frequency of passing urine, particularly at night.

Current treatment options for patients with lower urinary tract symptoms caused by BPH can leave many patients inadequately addressed.

Medical therapy provides modest symptom relief, however the side effects may prompt many patients to discontinue treatment. Interventional procedures aim to remove prostate tissue in order to relieve urethral obstruction. While effective, these procedures result in a difficult healing period and can cause long-term complications.

The UroLift System is a permanent implant that acts like window curtain tie-backs to hold the lobes of an enlarged prostate open. The urologist uses the UroLift System to push aside the obstructive prostate lobes and positions small, tailored permanent UroLift implants to hold the prostate lobes in the retracted position.

The UroLift System provides fast and meaningful relief from BPH symptoms, improving overall quality of life for the patient. Patients can return to their normal routines with minimal downtime following the procedure as it is generally day surgery.



Year in Review

OCTOBER 2014 – ACUTE ADMISSION UNIT

Sunshine Coast University Private Hospital opened an acute admission service which was an important development for the Hospital given the high number of acute admissions it receives.

This service has promoted a consistent approach to hospital admissions and allowed the hospital's clinical teams to focus time and resources on ensuring that medical, nursing, allied health and pharmacy services are concentrated and provide a coordinated, multidisciplinary approach to care.

This has also allowed for the hospital to increase efficiency in the utilisation of resources and create a far more controlled patient flow throughout the hospital.

In addition to this, the cardiac self-directed learning package has been updated, to ensure that staff have access to improved training and development. A focus on clinical escalation has seen the processes around patient deterioration in line with best practice and ensuring safe standards of patient care.

Feedback has been received from the Queensland Ambulance Service regarding the hospital's performance in turnaround times for patient admissions which is a positive reflection on the team's performance.

NOVEMBER 2014 – 1ST ANNIVERSARY OF HOSPITAL

Sunshine Coast University Private Hospital celebrated its first anniversary on 4 November 2014. Following a two year construction period, and twelve months providing the community with first class health care services, the new private hospital has made its mark on the Sunshine Coast.

This was a significant occasion for the hospital community given the extraordinary team of staff and doctors who put in a tremendous effort in its first twelve months.



DECEMBER 2014 – RECRUITMENT DRIVE

A surge in activity at Sunshine Coast University Private Hospital saw the hospital undertake an extensive recruitment drive, providing nurses with an exciting opportunity to work in a hospital environment.

In December, the Hospital employed an additional 24 registered and enrolled nurses, joining its growing team of more than 600 staff.

A number of the new recruits had been working in aged care facilities after missing out on graduate placements due to the limited availability of these positions. With the experience gained from working in this environment, these nurses are well equipped to treat the Coast's ageing population in an acute care hospital.

The extensive recruitment process saw applicants participate in assessments, clinical scenarios, medication testing and interviews. The new recruits have undertaken the Hospital's orientation program as well as a further three day structured training program. The nurses are supported by a mentor on their ward together with a nurse educator.





Medical Advisory Committee Report

The Medical Advisory Committee is the peak clinical governance committee of the Sunshine Coast University Private Hospital. It provides a means for Visiting Medical Officers (VMOs) to formulate and communicate their views and enables them to participate in the hospital's policy making and planning processes.

In addition, the Committee reviews applications for the appointment and re-appointment of VMOs in order to provide recommendations to the Board of Ramsay Health Care.

The Committee's objectives are to:

- Provide a means for practitioners to participate in the policy-making and planning processes of the hospital;
- Advise the Chief Executive Officer of appropriate policies for the clinical organisation of the hospital;
- Participate in the planning, development and implementation of quality programs of the hospital;
- Assist in identifying the health needs of the community and advising the Chief Executive Officer on appropriate services;
- Review recommendations of the Hospital Credentialing Committee for credentialing of practitioners;
- Liaise with Heads of Departments to ensure satisfactory on-call or availability arrangements; and
- Ensure accredited practitioners comply with the hospital bylaws.

During the year the Committee met six times and discussed key hospital business including:

- Blood product services and capacity;
- Application of the public contract;
- Sedation of patients in the cardiac catheterisation laboratory; and
- The management of acutely referred surgical patients.

MEMBERSHIP

Dr Peter Garrett
Chair of MAC (Chair)

Mr Oliver Steele
CEO Sunshine Coast University Private Hospital

Ms Catherine Lambert
Director of Clinical Services

Dr Robyn Boston
Gynaecology

Dr Siavash Es'Haghi
Radiology

Dr Moses Muthiah
General Medicine

Dr John Hansen
General Surgeon (Deputy Chair)

Dr Irene Krajewski
Pathology (Anatomical)

Dr Peter Larsen
Cardiology

Dr Daniel Lane
Orthopaedics

Dr Geoffrey Byrne
General Practitioner

Dr Peter Watt
Anaesthetics

Mr Malcolm Passmore
Hospital Director

Dr Nigel Brown
Director of Medical Services

The Medical Advisory Committee for FY16 was elected at the Annual Meeting and members of the Committee are:

Dr Peter Garrett
Chair of MAC (Chair)

Mr Oliver Steele
CEO Sunshine Coast University Private Hospital

Ms Marg Kenny
Acting Director of Clinical Services

Dr Robyn Boston
Gynaecology (Deputy Chair)

Dr Siavash Es'Haghi
Radiology

Dr Werner Van Vuuren
General Medicine

Dr Mara Clarson
General Surgeon

Dr Stuart Collins
Urology

Dr Michael Putt
Intensive Care

Dr Irene Krajewski
Pathology (Anatomical)

Dr Peter Larsen
Cardiology

Dr Hans Lombard
Orthopaedics

Dr Geoffrey Byrne
General Practitioner

Dr Peter Watt
Anaesthetics

Dr Kim Bulwinkel
Director of Medical Services

Dr John Hansen
General Surgeon (Deputy Chair)



Hospital Performance

FINANCIAL YEAR 2015

| | |
|-------------------------------|--------|
| Patient Days | 60,712 |
| Admissions | 22,624 |
| Operations | 16,515 |
| Average Length of Stay (ALOS) | 4.29 |
| Public patient referrals | 13,934 |
| Direct referrals | 4,951 |

PATIENT SAFETY & QUALITY

Sunshine Coast University Private Hospital is committed to ongoing improvement of patient care in all areas. While we have an excellent record in delivering quality patient care and managing risks, our hospital continues to focus on improvements to ensure that our services are as safe as possible and that we are minimising risks at all times.

Sunshine Coast University Private Hospital has a strong commitment to safety and quality and this is reflected in our approach, that is to:

- Create safe environments and systems of work for our staff;
- Review and improve the performance of our patient safety and quality systems on a continuous basis;
- Assist our healthcare professionals and Visiting Medical Practitioners to monitor the safety and quality of care they provide;
- Ensure accountability for the safety and quality of care at all levels of our organisation reporting through to the Board of Ramsay Health Care.

Sunshine Coast University Private Hospital operates under Ramsay Health Care's comprehensive Clinical Governance Framework based on an integrated approach to clinical risk management and continuous quality improvement. This Framework measures four major areas of organisational performance including:

1. CLINICAL RISK MANAGEMENT

(making sure our services are safe and minimising risk of error)

- Our culture promotes and encourages staff to report incidents, risks and near misses;
- Incident Management policy outlines the process for assessing and investigating incidents;
- Clinical policies are developed in accordance with evidence based best practice;
- Clinical, risk and safety policies are reviewed on a regular basis and updated as required; and
- Strategy and policy for 'whistle blowers'.

2. CLINICAL EFFECTIVENESS

(making sure that the clinical services we provide are effective)

- Quality and Safety Indicators are used to measure and monitor performance;
- Quality plans are initiated when significant issues are flagged;
- Quality and Safety Indicators are benchmarked nationally;
- Serious clinical incidents are reported and investigated;
- Clinicians are represented on the national Governance Committee and National Working Parties;
- High risk areas are audited on a regular basis;
- Quality performance and safety issues are reported to the Ramsay Board; and
- All facilities meet the standards for accreditation by ACHS/ISO.

3. EFFECTIVE WORKFORCE

(making sure our staff are competent and up-to-date)

- Facility Rules are available to all existing and new medical and allied health personnel;
- Ensuring a strict process for checking credentials, registration and scope of practice for all clinical disciplines;
- Targeted education and competency requirements in all clinical areas with a particular focus on high risk areas; and
- Staff are orientated and updated on quality and risk systems.

4. CONSUMER PARTICIPATION

(involving our patients and carers in their care)

- Consumers participate in our risk management and quality improvement activities;
- Consumer complaints and feedback processes are managed in a timely way;
- Consumer feedback from patient satisfaction surveys informs strategic and business planning;
- Consumers participate and partner in improving patient experiences and health outcomes;
- Health and safety performance is publicly available on hospital website; and
- Open disclosure between clinicians and consumers is actively promoted when things don't go to plan.

OUR SAFETY & QUALITY PERFORMANCE

Accreditation

Our hospital is accredited using the National Quality & Health Standards which were introduced in 2013.

Accreditation is an important driver for safety and quality improvement. Through accreditation Ramsay Health Care has been able to assess our level of performance in this hospital in relation to established national and international standards and to implement ways to continuously improve our service delivery.



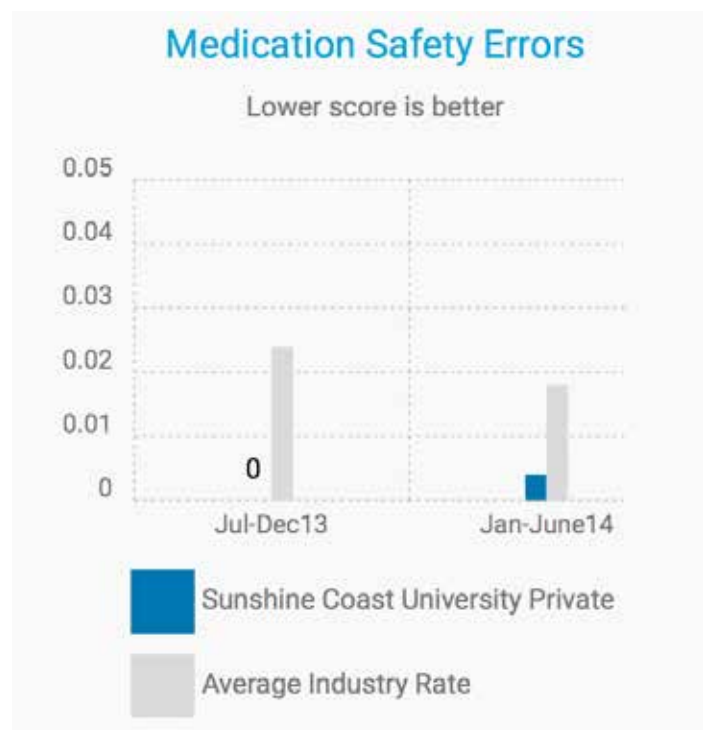
Medication Safety

Medicines are commonly used to treat a variety of conditions in the healthcare setting and therefore it is important to measure the risk of errors. Sunshine Coast University Private is continually reviewing and implementing a range of medication safety strategies to further improve performance in this area.

The Australian Commission on Safety and Quality in Health Care has introduced a number of safety initiatives for medication administration and reconciliation and Sunshine Coast University Private has adopted many of these strategies. This includes the National Inpatient Medication Chart which standardises the documentation on how medicines are prescribed and ordered. Adoption by Sunshine Coast University Private of the User-Applied Labelling of Injectable Medicines recommendations has assisted in preventing medication errors related to the wrong route, dose or medication being administered.

In addition, Sunshine Coast University Private has medication administration policies and processes in place which have been developed using best practice principles.

Sunshine Coast University Private takes all medication errors very seriously. We encourage staff to report all errors, no matter how minor they may seem. All medication incidents are investigated and actioned and any serious medication incidents are investigated thoroughly and monitored by the national Clinical Governance Unit.

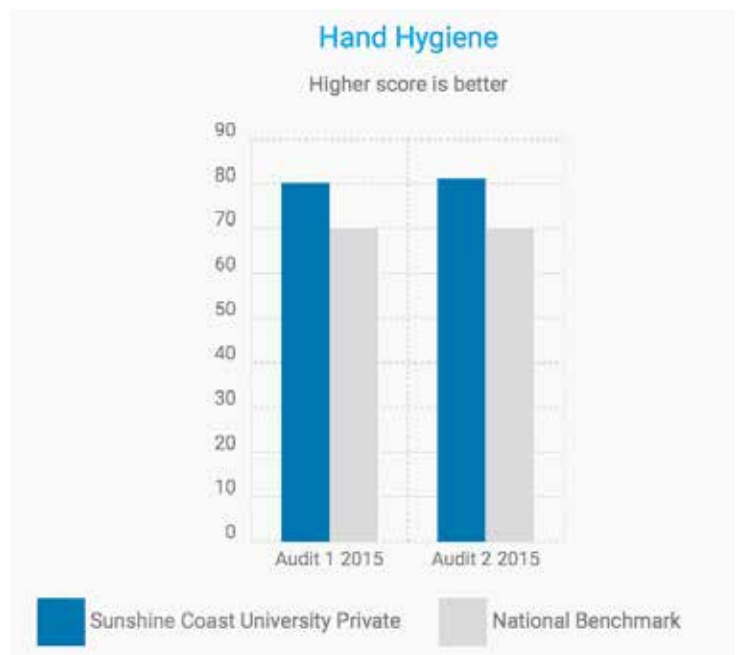


Hand Hygiene

Hand hygiene is conducted in accordance with the 'five moments', that is; before touching a patient; before a procedure; after a procedure; after touching a patient; and after touching a patient's environment.

Sunshine Coast University Private participates in the national hand hygiene strategy through Hand Hygiene Australia. Hand hygiene audits are conducted three times per year.

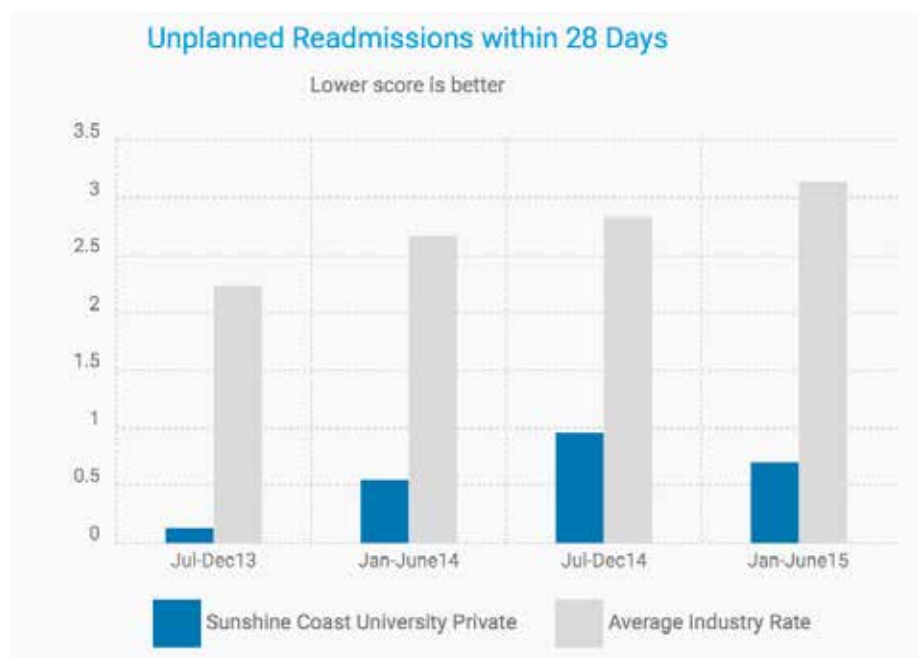
Visitors to this hospital are encouraged through appropriate signage to use antiseptic hand rub located throughout the hospital.



Unplanned Readmissions

Our hospital reviews patients who have an unplanned readmission to hospital following discharge.

Monitoring of this information is very important as it provides an indication of the effectiveness of our discharge planning processes.

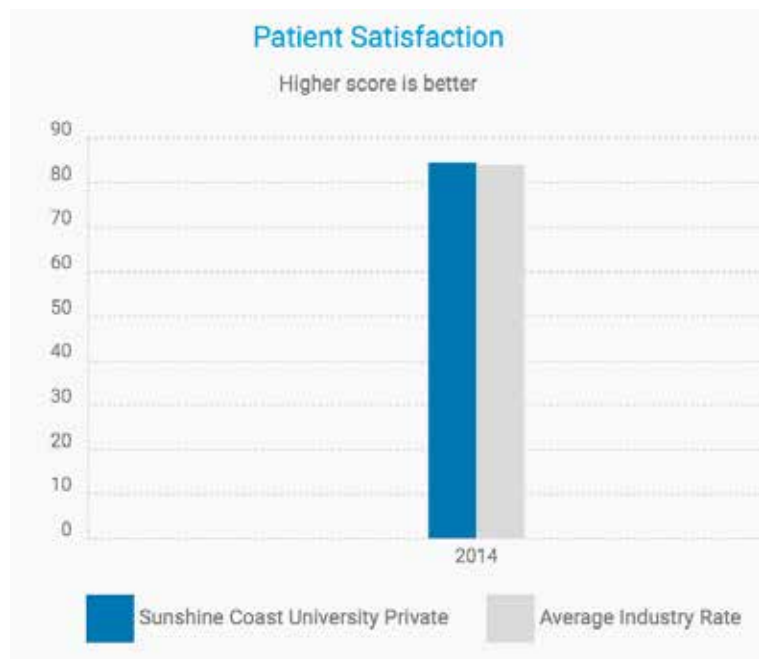


Patient Satisfaction

Sunshine Coast University Private focuses on listening and responding to the needs of our patients. Your feedback allows us to continually evaluate and improve on all aspects of our performance.

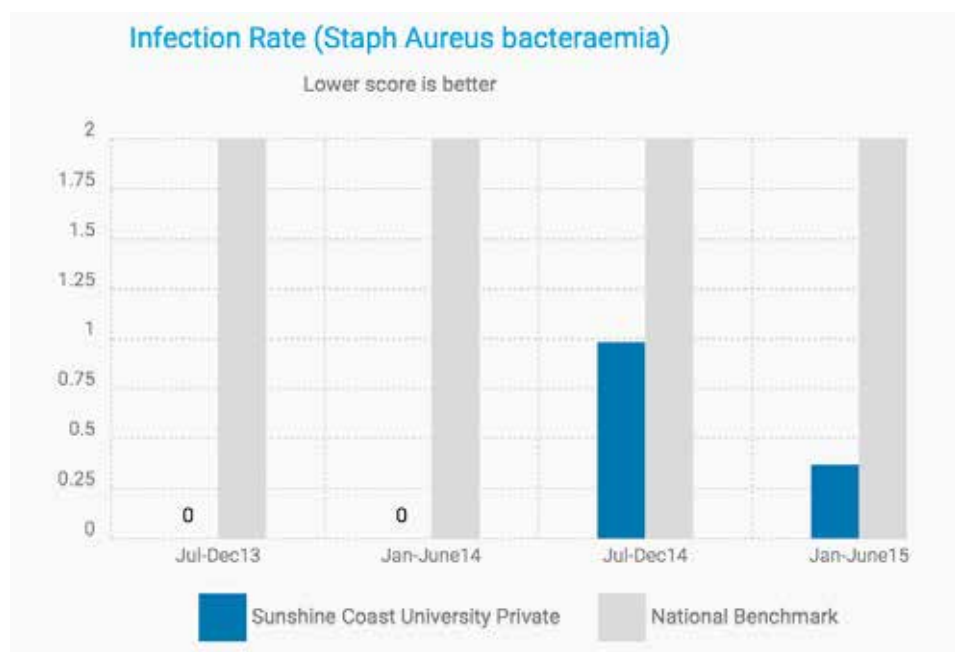
We encourage feedback from our patients via our website or via our patient satisfaction surveys. It is advisable that you express your concerns before you leave the hospital so we can fix any problems for you. The nurse in charge of your ward is a good start, but if you remain concerned please ask to speak to a Director or Assistant Director of Nursing/Clinical Services.

Alternatively, there are a number of other ways that you can voice a concern. Our website contains a link to the Australian Charter of Healthcare Rights and this suggests a number of ways for you to express your concerns.



Infection Rate (Staph Aureus bacteraemia)

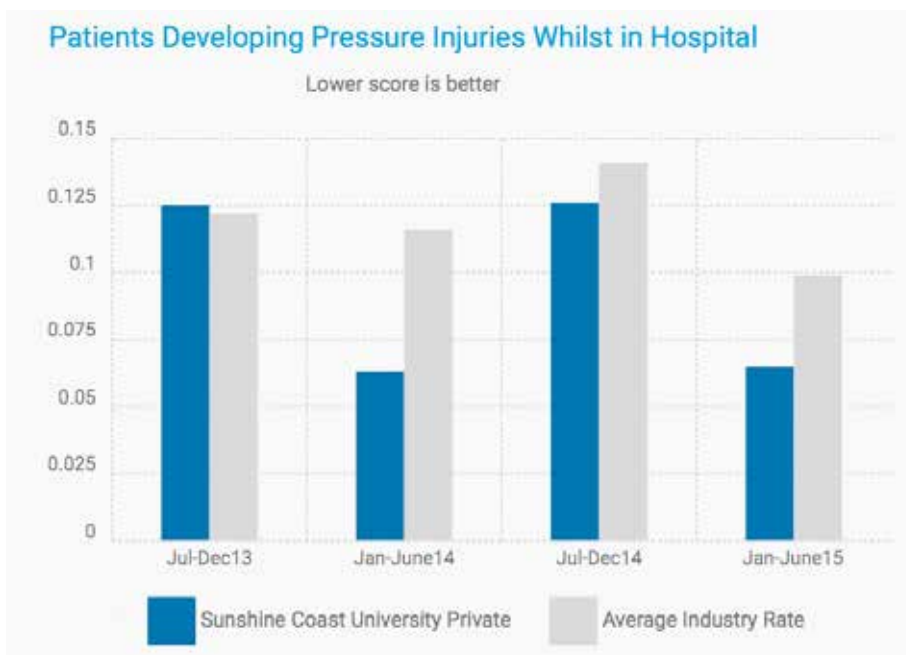
At Sunshine Coast University Private we aim to minimise the risk of infection to patients, staff and visitors who come to our facility. This hospital has a number of programs in place to detect and prevent infections that are common within health care facilities. One of the most effective means to prevent infection spreading amongst patients is for all health professionals to wash their hands.



Pressure Injuries

Pressure injuries are wounds which form as a result of prolonged pressure to an area of skin. Pressure injuries are recognised worldwide as a common cause of harm to patients and can cause significant pain and discomfort which may result in a slower recovery for the patient.

Sunshine Coast University Private is well equipped with the latest equipment to assist staff to prevent these injuries from occurring. Patients are risk-assessed on admission using an evidenced-based tool. Staff follow a care plan which is targeted to minimise a patient's risk of developing a pressure injury for those patients assessed as high risk. This includes inspecting the patient's skin frequently, managing moisture, keeping the skin dry, optimising nutrition and hydration and moving the patient frequently or using special pressure relieving mattresses when needed.



THE 2014 ISO SURVEILLANCE AUDIT WAS CONDUCTED IN NOVEMBER 2014

The purpose of the ISO Accreditation Audit is to verify compliance of the Quality Manual and associated procedures and practices to the requirements of the NSQHS Standards and ISO 9001:2008. In addition, it ensures that the management system meets applicable legal, statutory and contractual obligations.

“Management and staff demonstrated a good understanding of their roles and responsibilities. The internal audit program was seen to be effectively planned and implemented to provide a platform for improving the systems and processes within the organisation.” (excerpt from ISO accreditors)

Corrective actions from the previous audit (November 2013) were formally closed within an acceptable timeframe.

There were no new ‘non-conformances’ (ISO) or ‘not met’ actions (NSQHSS) identified during this audit. Opportunities for ongoing improvement were identified throughout the audit that would further strengthen the system.

Taking into account management’s closure of the previous non-conformances and their understanding of ISO9001:2008/ NSQHSS requirements, the auditors determined that the Hospital’s quality management system continues to satisfy the requirements of ISO9001:2008 and the National Safety and Quality Health (NSQHSS).

PATIENT FALLS

The risk of falling increases according to age with data suggesting that one third of people over the age of 65 years have one or more falls a year.

Falls-related injuries can include minor skin abrasions, joint dislocation, fractures and head injuries. These injuries may result in hospitalisation or an increased length of stay in hospital. The risk of falling can greatly increase when admitted to hospital due to a range of factors including illness and unsteadiness, adapting to a new environment, the introduction of new medications and walking in unsafe footwear or slippers.

Our falls prevention program targets those patients who we identify as being at risk. We use specific criteria and tools to risk assess our patients and then put in place a number of strategies to minimise falls whilst in hospital. We do this by educating our staff to ensure that the patient's call button and personal items are in reach; that call bells are attended to promptly; that patients are assisted to the toilet at regular intervals; and that patients have the appropriate walking aids.

During the year, the hospital undertook a full review of falls management and the following actions were implemented:

- Revision of the Falls Management policy;
- Revision of the nursing intervention tool;
- Introduction hourly rounding chart;
- Nurse education in relation to the documentation of care consistency;
- Revision of the generic section of the clinical pathway;
- Purchase of additional falls prevention/management equipment (bed and chair alarm mats; and
- Revision of the 'alert signage' for high risk falls.

The hospital takes falls very seriously and has ensured that its policies reflect national best practice guidelines.

The hospital ensures a safe environment through the following:

- The bed is at the appropriate height for the patient (in most cases, it should be at a height that allows the patient's feet to be flat on the floor, with their hips, knees and ankles at 90-degree angles when sitting on the bed), and the wheels or brakes are locked when the bed is not being moved;
- The room is kept free from clutter or spills;
- Adequate lighting is supplied, based on the patient's needs (particularly at night);
- The patient knows where their personal possessions are and that they can access them safely (including telephone, call light, bedside table, water, eyeglasses, mobility aid, urinal);
- Floor surfaces are clean and dry, and 'wet floor' signs are used when appropriate;

Patients are orientated to the bed area, room, ward or unit facilities and told how they can obtain help when they need it. Some patients need repeated orientation because of cognitive impairment; they also might need appropriate signage in suitable script and language to reinforce messages.

Patients are instructed on and staff check that patients understand how to use assistive devices (eg walking frames) before they are prescribed.

The hospital has a policy in place to minimise the use of restraints and bedside rails to ensure that they are used appropriately and only when alternatives have been exhausted, and where their use is likely to prevent injury.

UNPLANNED RETURN TO THEATRE

We monitor any unplanned return to the operating room within the same hospital admission and review the data collected to identify if any action is required. Obviously, a low rate of return to theatre is desired, however sometimes a return to theatre is unavoidable and can be a life-saving measure.

ENVIRONMENTAL PERFORMANCE

Sunshine Coast University Private Hospital recognizes that protecting the environment is a critical issue and a key responsibility of the business and corporate community. The benefits of environmental protection for current and future generations are clear. The hospital also acknowledges that reducing unnecessary waste and minimizing consumption of scarce resources is consistent with ongoing financial sustainability in terms of meeting the expectations of our customers, reducing costs and minimizing risks.

Efficient Design

Sunshine Coast University Private Hospital is a four star rated green hospital which has a high use of energy efficient LEDs and fluorescent lighting throughout the facility. Tinting on most windows further improves temperature management and energy consumption.

Three underground rain water tanks were installed with a total capacity of 300,000L. The water from these tanks is pumped to a holding tank and used for toilet flushing and garden irrigation.

All computers and printers purchased are energy efficient and this is now embedded in supply contracts for future IT equipment purchases.

Energy use

During the 2015 financial year, Sunshine Coast University Private Hospital was able to establish a benchmark for energy consumption. This benchmark will be used for future comparisons, benchmarking with other Ramsay facilities and will also assist in implementing initiatives that reduce emissions.

| Period | Energy Consumer (GJ) | GJ / Patient Day | CO2e Tonnes | KgCO2e/ Patient Day |
|-----------------|----------------------|------------------|-------------|---------------------|
| Jul 14 – Jun 15 | 19,147 | .32 | 3,919 | 64.55 |

The hospital is a member of the Ramsay Health Care's hospital peer group for large medical/surgical hospitals with an intensive care unit. This peer group includes eight other hospitals including Queensland based Greenslopes Private Hospital, Pindara Private Hospital and John Flynn Private Hospital.

In its first full year of operation, Sunshine Coast University Private Hospital performed among the best hospitals in its peer group for energy use per patient day.

HUMAN RESOURCE KEY INDICATORS

| Indicator | Result FY15 |
|--------------|-------------|
| Absenteeism | 2.89% |
| Agency Hours | 3.53% |
| Overtime | 2.11% |

Training and development

Sunshine Coast University Private Hospital is committed to the ongoing training of our existing employees and invests in the future workforce of Australia through training of students and graduates.

Key areas of focus for the Hospital and our clinical education team include compliance to the national standards of accreditation, with particular focus on clinical deterioration, clinical handover, preventing falls and harm from falls, pressure ulcer prevention and infection prevention.

In addition, staff are up-to-date with all mandatory competencies and the ongoing development of specialty clinical skills including wound care, cardiac, orthopaedics, advanced adult and paediatric life support and clinical communication.

STAFF ORIENTATIONS (30 June 2014 – 1 July 2015)

| | |
|----------------------|--------------------|
| Hospital Orientation | 145 staff attended |
| Clinical Orientation | 90 staff attended |

GRADPLUS PROGRAM

During the period of June 2014 – July 2015, two groups of graduate nurses were recruited to Sunshine Coast University Private Hospital under the GradPlus Program.

| | |
|-----------------------|------------------------------------------------------------|
| September 2014 | 6 registered nurse graduates 6 enrolled nurse graduates |
| February 2015 | 11 registered nurse graduates 1 enrolled nurse graduate |

Graduates complete a three day orientation program at the commencement of their program. This includes the hospital and clinical orientation, as well as an additional GradPlus specific

orientation day which is then followed by a supernumerary period of approximately seven days where they are preceptored on the ward. At the beginning of the second rotation graduates also have an additional supernumerary day to support their introduction.

During the year there were five graduate study days scheduled inclusive of the initial GradPlus orientation day. These covered a range of topics including communication, conflict resolution, graded assertiveness, chest pain management, management of the deteriorating patient, peripherally inserted central catheter (PICC) lines & chest x-ray (CXR) interpretation.

Regular graduate meetings are also scheduled throughout the year on a monthly basis.

Additional study days (June 14 – July 2015)

| Study Day | Dates | Attendees |
|-----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| ALS Full course – full day Recert – 1-2 hours | 8/8/2014 (full) 11/8/2014 (recert)* 21/11/2014 (full) 18/11/2014 (recert) 25/11/2014 (recert) 4/3/2015 (full) | 10 attendees 3 attendees 11 attendees 1 attendee 5 attendees 9 attendees |
| Cannulation (2-3 hour workshop) | 17/9/2014 22/4/2015 | 12 attendees 12 attendees |
| Cardiac (full day course) | 12/6/2014 25/3/2015 | 6 attendees 13 attendees |
| Paediatric ALS Full course – full day Recert – 4hrs | 7/11/2014 (full) 14/11/2014 (recerts x 2) | 11 attendees 10 attendees |
| PICC (2-3 hour workshop) | 26/8/2014 21/10/2014 14/5/2015 | 8 attendees 5 attendees 8 attendees |
| Preceptor (full day course) | 26/11/2014 7/5/2015 | 16 attendees 10 attendees |
| Team leader workshops (6 sessions over 6 weeks – 2hrs each) | 10/6 – 15/7/2014 | Attendance varied |
| Sunset seminars (6-7.30pm) | Urology 12/8/2014 Cardiac 18/11/2014 VAC dressings 29/4/2015 | 18 attendees 26 attendees 11 attendees |

* Note: recert refers to recertification.

WORK HEALTH AND SAFETY AND RETURN TO WORK COMMITMENT

Sunshine Coast University Private Hospital is committed to providing a safe work place for all workers. The hospital executive have endorsed the Ramsay Health Care Work Health and Safety and Return to Work policies. The hospital is continuing to implement, monitor and measure and improve the safety management system.

Sunshine Coast University Private Hospital is participating in the Ramsay Health Care safety auditing program and is working towards implementing systems including safe manual handling, safe chemical management, electrical safety.

Where an injury does occur to a worker, the hospital participates in the Ramsay Health Care Return to Work program supporting workers in returning to work as soon as possible.

PATIENT MANUAL HANDLING PRIORITISED ACTION

Intensive manual handling competency assessment was completed over one month in June 2015 with the assistance of identified manual handling champions and the work health and safety coordinator. The 1.5 hr session captured 125 staff in total over 4 weeks.

| | |
|--------|----------|
| Week 1 | 43 staff |
| Week 2 | 24 staff |
| Week 3 | 44 staff |
| Week 4 | 36 staff |

CONSUMER & COMMUNITY ENGAGEMENT

Sunshine Coast University Private Hospital recognizes that engaging consumers in the design, delivery and evaluation of health care can bring about significant benefits to healthcare outcomes; the experience of care, the level of satisfaction, and the operations of delivering care.

Mechanisms that empower consumers to have a greater say in their treatment and the ways in which healthcare is delivered will contribute to improved outcomes for patients.

The following principles underpin our commitment to consumer engagement:

- Those affected by a decision have a right to be involved in the decision-making process; and
- Contributions from consumers will positively influence healthcare decisions.

We believe that engaging consumers in decisions about how health care is delivered as well as how they are treated can:

- Improve patients' experience and the quality of care;
- Inform people about health and health care and build health literacy;
- Ensure treatment is appropriately selected and tailored to the individual;
- Help people manage their own care, especially those with long-term conditions;
- Promote public health and reduce inequalities between socio-economic and ethnic groups; and
- Ensure our hospitals are responsive and accountable to consumers.

As part of the Ramsay Health Care group, this hospital supports the corporate policies, committees and processes including:

- National Policy – Consumer Engagement;
- Terms of reference – National Patient Information Consumer Group; and
- Terms of reference – Guide for Hospital Consumer Groups and Committees

To further facilitate Consumer and Community Engagement at this hospital we have established the following mechanisms and processes.

Governance:

- Consumer input is a function of the Executive;
- The Hospital Executive (CEO or Director of Clinical Services) are ultimately responsible for compliance with this policy and in ensuring mechanisms are available for consumer involvement in the strategic and operational decisions of the hospital; and
- The Executive ensures that current information about the hospital's performance especially in patient safety and quality, is available and up-to-date on the hospital's website.

Consumer and Carer Input:

Input from consumers and carers is encouraged through:

- Our Consumer and Community Advisory Committee meetings;
- Appropriate feedback mechanisms - including online;
- Appropriate representation by consumers in various hospital forums;
- Involvement in the development of services, signage and patient information; and
- Training for staff on consumer engagement.

Consumer Feedback Process:

Patients, carers and their families are actively encouraged to provide feedback on their experience through a variety of channels including:

- Formal patient satisfaction surveys conducted by independent organisations that specialises in this area and benchmarks the hospital against other public and private facilities;
- Feedback cards at the bedside or in the ward;
- Feedback forms on the hospital website; and
- Formal complaints channels advertised in the hospital website and within hospital information brochures.

Consumers are encouraged to provide feedback in real time to the individual staff member, clinician, ward or department manager as they may be able to resolve any issues. This process is encouraged through hospital information channels including the website and patient information brochures so that consumers and carers are aware of this before they come to hospital.

Open disclosure is encouraged throughout this Hospital, and open disclosure between clinicians and consumers is actively promoted when things do not go to plan.

Consumer Liaison Teams investigate all complaints with an expectation that written responses to all complaints will be resolved in 30 business days. Complaints and any responses are monitored by the Executive.






Our Community



As a provider of care to hundreds of thousands of people living in the Sunshine Coast region, Sunshine Coast University Private Hospital is proud to be an integral part of the local community. We are also one of the region's major employers with over 630 staff.

During the year, the Sunshine Coast University Private Hospital has sponsored or participated in the following community activities:

- Shave for a cure for the Leukaemia Foundation
 - Kawana Surf Club's "Up the Tower" event
 - Sunshine Coast Junior Golf Academy
 - Triathlon Pink raising money for breast cancer research
 - 'Helping Children Smile'
- 

Our Team



Oli Steele
Chief Executive Officer

Oli is CEO of Sunshine Coast University Private Hospital which opened in 2013. Part of Ramsay Health Care, Sunshine Coast University Private Hospital is a 200 bed hospital that treats 22,000 patients annually. Prior to his current role, Oli was the CEO at Ramsay's Noosa Hospital for almost 4 years. In total, Oli has over 14 years experience of working in the for-profit and not-for-profit healthcare sectors in Australia and the UK.



Kim Bulwinkel
Director of Medical Services

Dr Kim Bulwinkel graduated from the University of Queensland in 1977. He currently holds a Fellowship of the Royal Australasian College of Surgeons and is a licenced practicing orthopaedic surgeon.

Dr Bulwinkel currently holds a joint appointment at the Sunshine Coast University Private Hospital as the Director of Medical Services and as a visiting orthopaedic surgeon.

Prior to joining the team at Sunshine Coast University Private Hospital in 2014, Dr Bulwinkel had practiced at Hillcrest Private Hospital for many years.



Duncan Apelt
Director of Clinical Services

With a passion for developing people and delivering excellent standards of health care, Duncan has been with Ramsay Health Care since 2009 working in a variety of management roles, including the Nurse Unit Manager of the John Flynn Private Hospital Intensive Care Unit, Assistant Director of Clinical Services at Greenslopes Private Hospital and has recently been appointed to the Director of Clinical Services position at Sunshine Coast University Private Hospital. Completion of a number of tertiary qualifications, including a Master's in Business Management via Monash University, Graduate Certificate in Critical Care via Griffith University, and Bachelor's in Nursing Science via James Cook University, has assisted in enhancing Duncan's management capabilities.



Melissa Pavey
Director of Finance & Administration

Melissa Pavey has tertiary accounting qualifications and completed her graduate diploma with the Institute of Chartered Accountants Australia (ICAA). Melissa continues to be a member of the Chartered Accountants Australia and New Zealand.

Melissa worked as a Public Practice Accountant for 4 years before moving into commercial accounting with Ramsay Health Care in Cairns. Melissa worked as part of the Cairns group of hospitals, which expanded to include 3 facilities during her time there, in the capacity of Accountant and was promoted to the role of Commercial Manager in 2008.

Following almost 11 years working for Ramsay Health Care in Cairns, Melissa decided it was time for a new challenge and relocated to the Sunshine Coast to join the Executive team at Sunshine Coast University Private Hospital. Here, her strong commercial skills have assisted this facility in its early stages of operation.

KEY PERSONNEL

Executive

Mr. Oli Steele - *Chief Executive Officer*
Dr Kim Bulwinkel - *Director of Medical Services*
Duncan Apelt - *Director of Clinical Services*
Melissa Peavey - *Director of Finance and Administration*

Clinical Managers

Emma Prosser - *Assist. Dir. Clinical Services*
Paul Geddes - *Assist. Dir. Clinical Services - Periop*
Marianne Bellert - *Allied Health*
Melinda Taylor - *Cardiac Cath Lab*
Sue Fuller - *CSSD*
Louise Townsend - *Day Oncology*
Deborah Ryan - *Discharge Planner*
Kylie Whitby - *DOSA/Recovery*
Louise McClearly - *ICU*
Raylee Harris - *DPU Num*
Wendy Belsham - *Pre-Admission Clinic*
Lynette Whiting - *Theatres*
Lisa Wolens - *Ward 1*
Sue Hall - *Ward 2*
Emma Dagan - *Ward 3*
Angela McCosker - *Ward 4*
Amanda Dawson - *Ward 5*

Administrative and Support Services

Eranga Alwis - *Accountant*
Michael Domagala - *BME*
Jeffrey Gear - *Catering*
Louisa Marshall - *Contract Manager*
Veronica Johnstone - *Environmental Services*
Sharon Dickson - *Front Office Manager*
Joanne Moss - *Health Info Services*
Tori Landers - *Human Resources*
Elizabeth Smith - *Infection Control*
Rob Mahoney - *Maintenance*
Debra McLeod - *OH&S*
Alicia Simpson - *Pharmacy*
Di Slater - *Quality*
Mark Hibberd - *Stores*



People caring for people

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