



Annual Report 2016



Contents

- 3 Contents
- 4 Overview
- 6 Chief Executive Officer's Report
- 8 Services & Facilities
- 10 Year in Review
- 12 Medical Advisory Committee Report
- 14 Hospital Performance
- 20 Our Community
- 21 Our Team



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 specialities.

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;
- 9 chair Day Therapy Unit for Oncology and Renal Dialysis;
- Onsite medical consulting suites;
- Comprehensive pathology and radiology services;
- Renal Dialysis unit
- 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 Australia, 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.

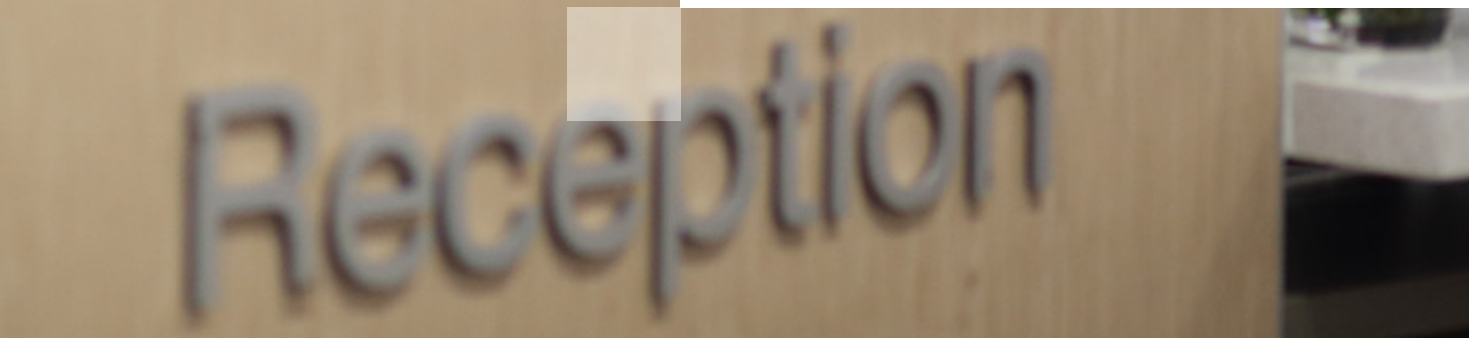
We are committed to "The Ramsay Way" values:

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



Chief Executive Officer's Report



Sunshine Coast University Private Hospital has developed a reputation as a place of excellence and expertise in a number of key areas including cardiac care, orthopaedics, urology and oncology. Much has been achieved in the fiscal year 1 July 2015 to 30 June 2016 and I am delighted to reflect on and share with you how far we've come.

By any measure the performance of the hospital over the past 12 months has been exceptional and we are confident we are providing a great service to the community by delivering complex health services on the Sunshine Coast, delivered by high calibre doctors.

In March 2016, the hospital passed the impressive 50,000 patient milestone since the hospital opened in November 2013. More than 2,000 admitted patients have been treated each month. This unique facility, owned and operated by Ramsay Health Care, treats privately funded patients and also publicly funded patients under contract with the Sunshine Coast Hospital and Health Service.

During the year we introduced a new bariatric surgery service, grew our depth of cardiac services with a Sunshine Coast first – the Absorb biodissolvable stent and extended our specialist suite facilities to accommodate unprecedented growth and demand for additional allied health services. We also laid the foundations for the opening in September 2016 of a new 4 chair Renal Dialysis Unit treating privately funded patients.

We welcomed a number of specialists from metropolitan centres including Melbourne and Brisbane and regional powerhouses such as Rockhampton and Mackay in the areas of orthopaedics, cardiology, rehabilitation medicine, general surgery and bariatric surgery. These specialists have been accredited to work at the hospital by the Medical Advisory Committee (MAC) under the Chairmanship of Dr John Hansen.

As a testament to the high standards to which we aspire and the commitment of the hospital staff to delivering quality care, our efforts were recognised during the year with our CSSD winning an Innovation Award for their paperless office system improvement and one of our Graduate Nurses winning second place in the Ramsay Health Care Queensland Graduate Awards for Excellence. Staff numbers have grown progressively with more than 100 new staff employed across the breadth

of hospital service delivery areas over the year and we continue to train and recruit the next generation of health carers in the region.

A report from The Sunshine Coast Council Economic Development department calculated the economic benefit of our business to the community as \$116M dollars over the last financial year. The overall impact of Sunshine Coast University Private Hospital is substantial, due to the recirculation of funds within the region. Hospital dollars are spent and re-spent many times through the multiplier effect, which generates additional dollars in the local economy through the creation of new jobs, better health care services for our community, migration to our area and positive social impacts.

I would like to thank our dedicated staff, doctors, volunteers and local GPs for their steadfast support over the past 12 months.

Oli Steele

Chief Executive Officer
Sunshine Coast University Private Hospital



Services & 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
- Bariatric Surgery
- 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
- Renal Dialysis
- 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
- Renal Unit





Year in Review

Third Year Highlights

October 2015

UroLift procedure available to treat BPH

The UroLift System a new, minimally invasive treatment option for patients with moderate-severe lower urinary tract symptoms caused by Benign Prostatic Hyperplasia (BPH) was introduced at Sunshine Coast University Private Hospital.

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.

The UroLift System is a permanent implant that acts like window curtain tie-backs to hold the lobes of an enlarged prostate open.

The procedure is performed by Dr Stuart Collins, a Queensland trained Urological Surgeon who graduated from the University of Queensland Medical School in 2001. During his training he was awarded the prestigious Neville Davis Prize in Surgery from the Royal Australian College of Surgeons for his research on a 3 dimensional visualization system for laparoscopic surgery. He was also a finalist in the Sir Edward Hughes Memorial Clinical Research Prize in Surgery in the same year. He has presented research and given education talks at many national, state and local meetings.

November 2015

New Treatment for Coronary Artery Disease

The latest cardiac technology became available at Sunshine Coast University Private Hospital performed by renowned Interventional Cardiologists, Dr Peter Larsen and Dr Stuart Butterly.

It involves the use of Absorb, the world's first drug eluting bioresorbable vascular scaffold (BVS) for the treatment of coronary artery disease. It has been successfully used to treat more than 125,000 people with coronary artery disease in countries around the world.

Sunshine Coast University Private is the only private hospital north of the Gold Coast to use this technology to improve long term heart health outcomes for patients.

Absorb is designed to open a blocked heart vessel in the same way as a traditional metallic stent and then dissolve naturally.

Absorb is a first-of-its-kind device that functions like a permanent, metallic stent by opening a blocked artery in the heart, restoring blood flow and providing relief from symptoms of coronary artery disease (CAD).

Unlike a metallic stent, however, which permanently restricts vessel movement and limits future treatment options, Absorb is made of a naturally dissolvable material that leaves behind a restored vessel in a natural state, free of a permanent implant.

An unrestricted vessel with restored vessel function has the potential to flex, pulse and dilate in response to various demands on the heart, based on people's lifestyle and activities, and allows for potential future treatment options.

Evidence suggests that without a permanent metallic stent remaining in the artery, natural vessel function is possible, leading to improved long-term heart health.

Dr Peter Larsen and Dr Stuart Butterly have extensive experience using the heart stent and have successfully treated a large number of cardiac patients.

"We're committed to helping people live their best possible lives and introducing new cardiac technologies to our patients that create the potential for better outcomes for people," Dr Larsen said.

March 2016

50,000th Milestone Reached

In March 2016 Sunshine Coast University Private Hospital reached the 50,000 patient milestone.

Since the hospital opened in November 2013 it has averaged around 2,000 admitted patients each month.

May 2016

Sunshine Coast cardiologist implants first revolutionary new subcutaneous defibrillator.

Sunshine Coast University Private Hospital was the first Sunshine Coast hospital to have implanted the revolutionary new S-ICD™ implantable defibrillator system for patients at risk of sudden cardiac arrest.

Cardiologist Dr KK Lim completed his first procedure to implant with the new subcutaneous implantable defibrillator at the Cardiac Catheter Laboratory located at Sunshine Coast University Private Hospital.

Dr Lim said that the device has only been available in Australia for a year and is an exciting advancement offering patients a less invasive procedure than the traditional transvenous implantable cardioverter defibrillators in which the leads are fed into the heart through a vein and attached to the heart wall.

"The device is implanted just below the skin and the lead is implanted along the breastbone, just under the skin, rather than through a vein and into the heart thereby leaving the heart and blood vessels untouched and intact," Dr Lim said.

"It is designed to provide the same protection from sudden cardiac arrest as traditional ICDs, however as there is no direct contact with the heart or bloodstream, it avoids the risk of life-threatening infections that could travel directly to the veins and heart via the traditional ICD lead.



"The new device is a great option for young patients with congenital heart conditions as the leads can be more easily replaced as these patients grow," Dr Lim said.

"The first procedure with the new defibrillator went extremely well and my patient was well enough to go home the next morning, following an overnight stay," he said. "The team at the hospital that helped to achieve this good outcome included Anaesthetist Chris Graves, Scrub Nurse Lucy Fittler, Scout Nurse, Joanne Quayle, Monitor Deshna Fennell, Team Leader, Melinda Taylor and Radiographers Dani Roberts and Craig Saunders."

The system has two main components: a pulse generator and a lead. The pulse generator is a small battery-powered device that constantly monitors a person's heart rhythm and can provide a small electrical shock to restore the heart to normal rhythm when the heart is beating dangerously fast (tachycardia) or chaotically.

Sudden cardiac arrest is an abrupt loss of heart function. Most episodes are caused by the rapid and/or chaotic activity of the heart known as ventricular tachycardia or ventricular fibrillation.

The new treatment is suitable for a large amount of patients; however it is not intended for patients who have symptomatic bradycardia (a slow heart beat) and who require a pacemaker," Dr Lim said.

Chief Executive Officer Oliver Steele said the high volume was a good indication of both the need and demand for high quality cardiac services on the Sunshine Coast together with the excellent calibre of the cardiac specialists in practice in the region and the successful outcomes for patients that are being achieved.

July 2016

Bariatric Surgery

With Australia's obesity crisis worsening, for many the search for effective solutions has become a matter of life and death.

After launching a comprehensive new service, Sunshine Coast bariatric surgeons Doctors James Askew and Garth McLeod have made it their mission to help others banish the bulge for good.

Their jobs involve performing laparoscopic or 'key-hole' operations for patients requiring surgical intervention to help achieve their weight loss goals. It's tough work, but both James and Garth say the results they see in their patients make it all worthwhile.

"At a population level, we're not going to make a dent in the staggering obesity statistics in Australia. However, at an individual level, we can make a difference," explains Garth.

"We can help these people lose weight and as a result improve or resolve the medical problems associated with this excess weight. This improves their quality of life and many find they have a new lease on life - it really can be life changing."

The statistics Garth is referring to are concerning. According to the Australian Bureau of Statistics Australian Health Survey from 2014-2015, 63.4 per cent of our nation's adult population is overweight or obese, and that number is steadily climbing.

"There are now more overweight and obese people in Australia than people of a healthy weight over the age of 18 years, and the kids' statistics are looking pretty grim as well," says Garth.

It's for this reason Garth and James decided to team up and launch a comprehensive service offering patients a number of surgical options with Weight Loss Solutions Sunshine Coast.

"We're offering a range of weight loss surgery procedures, including laparoscopic

sleeve gastrectomy, laparoscopic gastric bypass and also laparoscopic adjustable gastric banding," says James.

"By the time we see a lot of people, they've been yo-yo dieting for the majority of their life, which is why surgery comes into play - because their dieting hasn't worked for them. By being able to offer options with a support team who can aid in the process, we're able to approach it in a non-biased way."

Garth explains that after their initial consultation with a patient establishing the patient's expectations and explaining the surgical options in-depth, including both risks and rewards, patients must then speak with a dietician before going any further, and are also encouraged to consult with the team's psychologist and exercise physiologist.

"We're not going to achieve anything unless the patient comes to terms with the fact they're going to have to change the way they interact with food," he says. "We are surgeons, and this is not aesthetic surgery, it's for better health and well-being. We're not going to turn you into bikini models or an ironman, but we will improve your quality of life."

The results experienced by patients as a result of this type of surgery has seen the International Diabetes Society endorse it as a standard of care for diabetic patients with a body mass index over 40 - something that has never been done before.

"We're not saying we're the only answer," says Garth. "What we're saying is that we are part of the answer and if you look at the evidence, non-surgical means to lose weight are typically not successful or sustainable. Surgery, while not perfect, is the best thing we've got at present with respect to durable weight loss. Of course this is tempered by the fact there are risks associated - as there is with any surgery - but given the right patient selection, those risks are outweighed by the risks of obesity being left unchecked because of the medical complications associated with excess weight and obesity."

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 7 times and discussed key hospital business including:

- Anti-microbial stewardship
- TPN monitoring and prescribing
- Management of acute surgical referrals including evening and weekend working hours
- Theatre equipment
- Allied Health services

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

Dr John Hansen

General Surgeon (Chair)

Dr Robyn Boston (Deputy Chair)

Dr Geoff Byrne – GP representative

Dr Mara Clarson – General Surgery

Dr Stuart Collins – Urology

Dr Daniel Lane – Orthopaedics

Dr Peter Larsen – Cardiology

Dr John Moore – ICU

Dr Werner van Vuuren – General Medicine

Dr David Wright – Anaesthetics





Hospital Performance

Financial Year 2016

Patient Days	66,612
Admissions	24,991
Operations	17,686
Average Length of Stay	4.24
Public patient referrals	13,400
Acute public patients	5,400

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 to:

- Creating safe environments and systems of work for our staff;
- Reviewing and improving on a continuous basis the performance of our patient safety and quality systems;
- Assisting our healthcare professionals and Visiting Medical Officers to monitor the safety and quality of care they provide;
- Ensuring 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;

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.

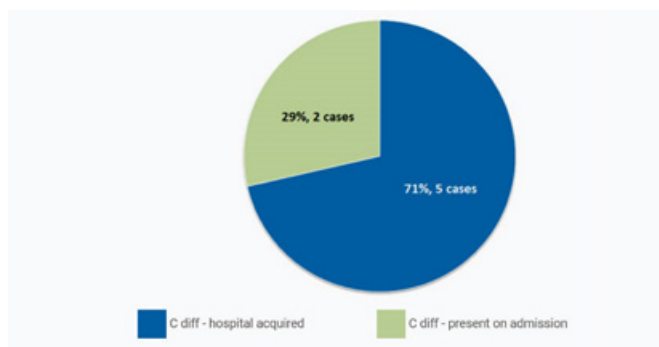
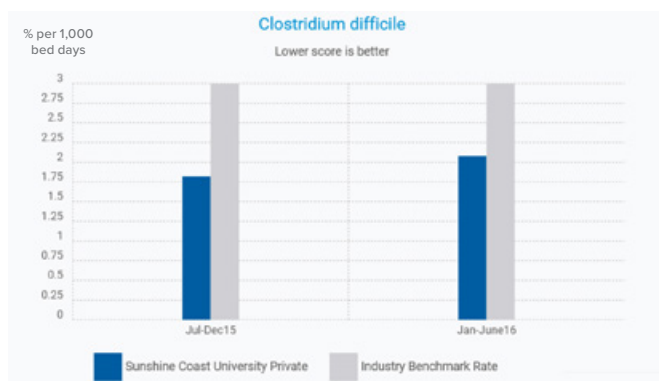
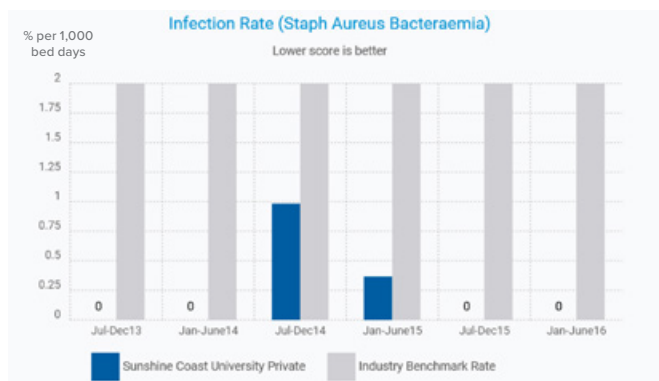


Infection Rates (Staph Aureus bacteraemia)

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.

The data results represented below is for public and private patients combined.

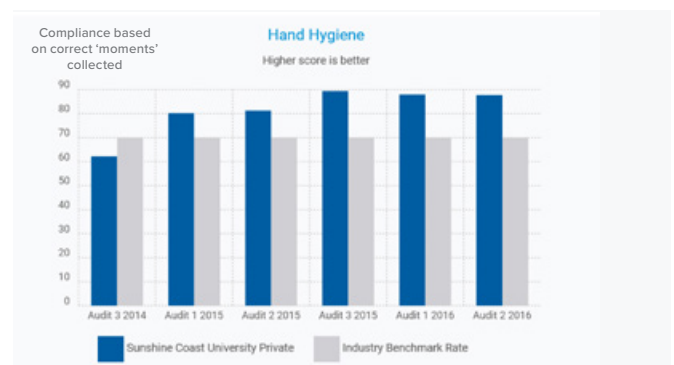


Hand Hygiene

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.



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.

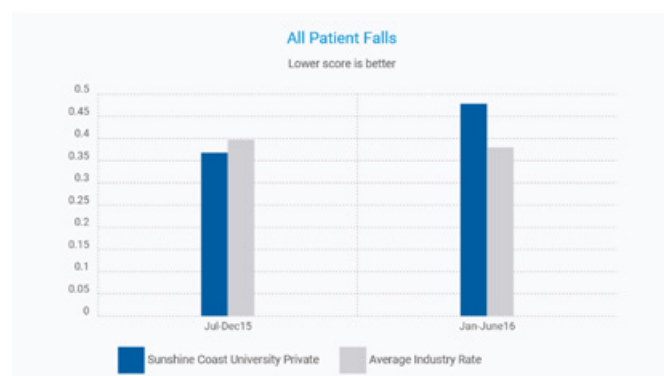
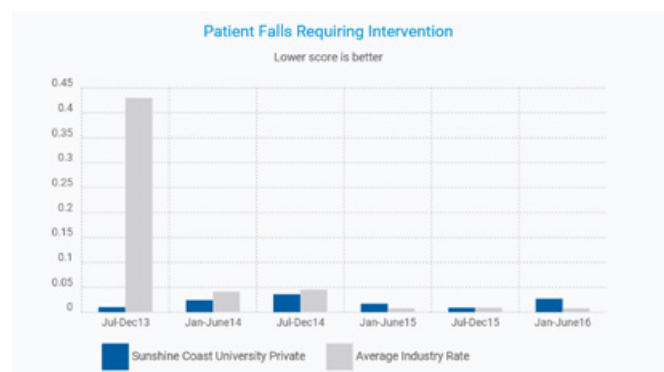
Whilst falls can occur at all ages, the frequency and severity of falls-related injuries increases significantly with age. These injuries can include minor skin abrasions, joint dislocation, fractures and head injuries. These injuries may result in hospitalization or an increased length of stay in hospital.

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.

In 2015 Ramsay increased the focus on falls prevention in hospitals by appointing a National Falls Prevention Advisory Group. This group has standardized the approach to falls prevention across all Ramsay hospitals by targeting a structured risk assessment, policy and guidelines, equipment for falls prevention and clinical staff education. Our hospitals use a number of strategies to prevent falls and these include: targeted hourly rounding of patients identified as high risk of falling; ensuring that call bells and personal items are within patient

reach; call bells are answered promptly and patients are assisted to the toilet at regular intervals. In addition, Ramsay has purchased low beds, falls mats, and patient alarms to minimise the risk patients falling whilst in our hospitals.

In 2015 the ACHS changed the definition for the falls indicator to include only serious falls. This is reflected in the National Average rate of falls dropping from .062% in 2014 to 0.011% in 2015. Ramsay's rate has decreased in accordance with this change.



Unplanned Readmissions within 28 Days

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.



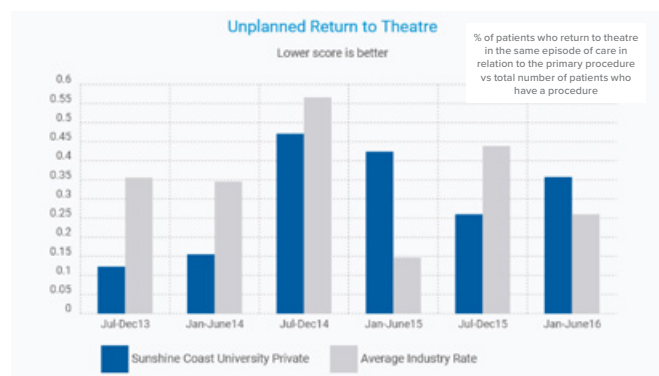
Unplanned Return to Theatre

Ramsay Health Care doctors undertake surgery in many speciality areas which range from minor procedures to more complex surgery requiring specialised care. We monitor our patient outcomes by comparing any unplanned returns to theatre to other Australian hospitals nationally. The aim is to reduce returns to theatre where

possible; however there are many factors which influence these returns and sometimes these returns may save a life.

Unplanned returns to the operating theatre are frequently due to complications, for example to treat bleeding or other problems occurring early after the operation. Some complications following complex surgery are to be expected due to patients' pre-existing diseases or conditions and the nature of the disease or condition being treated. Our hospitals monitor all returns to theatre and implement any quality measures which may be required so that our patients get the best possible outcomes following surgery.

This Hospital has recorded a Return to Theatre rate that is above the General Average Rate (0.255) for this indicator on this occasion. However, the facility rate is not considered by ACHS to be statistically significant. This facility has a complex case mix and in some instances returns to theatre may be lifesaving due to patient co-morbidities and condition.



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.

The 2016 ISO Surveillance Audit Was Conducted In August 2016

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.

In 2016 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 (NSQHS). Their draft report also includes 15 recommendations for "met with merit" where they believe the Hospital can demonstrate it has performed above the expected standards.

Medication Safety

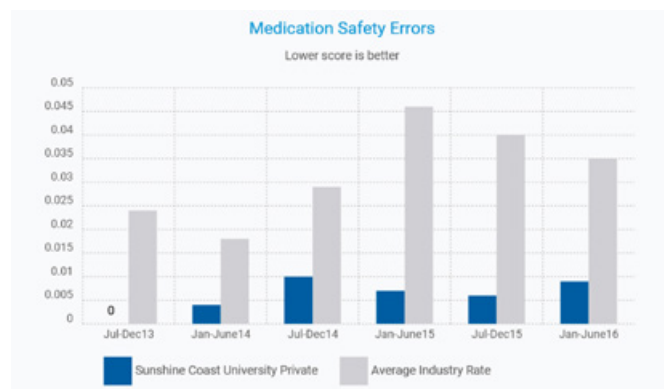
Medicines are commonly used to treat a variety of conditions in the healthcare setting and therefore it is important to measure the risk of errors. Sunshine Coast University Private is continually reviewing

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.

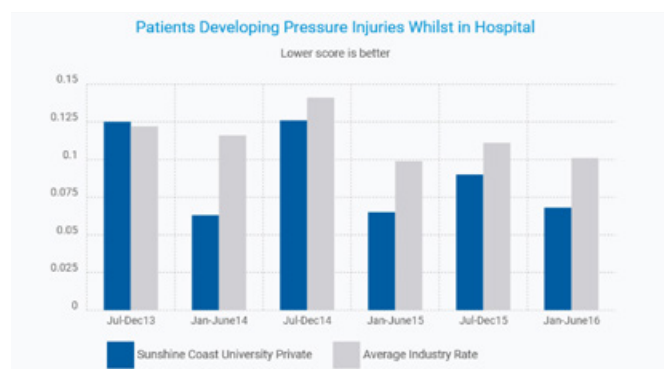
Sunshine Coast University Private takes all medication errors very seriously. We encourage staff to report all errors no matter how minor they may seem. All medication incidents are investigated and actioned and any serious medication incidents are investigated thoroughly and monitored by the national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



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 could cause significant pain and discomfort which may result in a slower recovery for the patient.

Sunshine Coast University Private utilises many strategies to assist with the prevention of these injuries from occurring including investment in proven equipment and medical aides. Patients are risk-assessed on admission using an evidenced-based tool. Staff follow a care plan which is targeted to minimising 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.



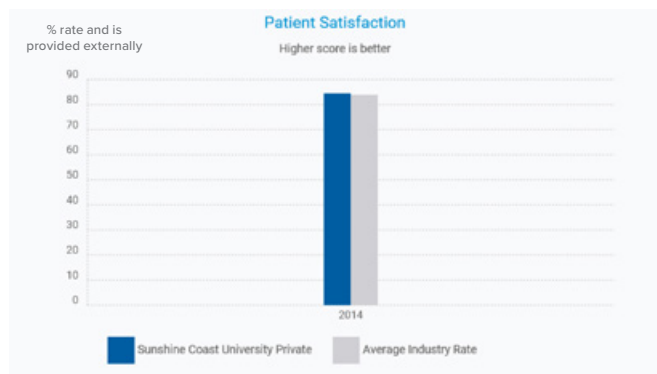
Patient Satisfaction

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 or feedback cards **'Your Impressions'**.

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 of Clinical Services.

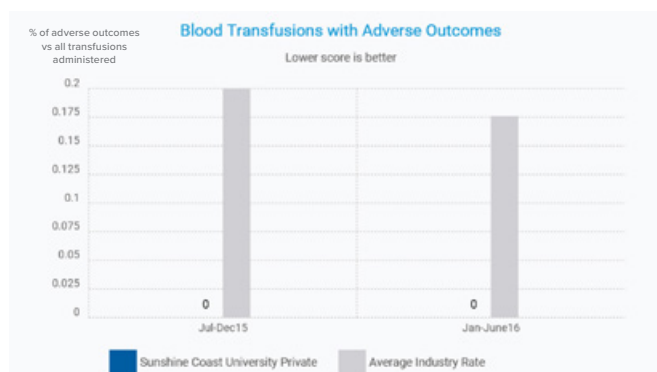
Alternatively, there are a number of other ways that you can voice a concern. Our website contains a link to the **Australian Charter of Healthcare Rights** and this suggests a number of ways for you to express your concerns.



Blood Transfusions with Adverse Outcomes

As part of your hospital admission, you may require a blood transfusion, which is a procedure where you receive blood through an intravenous cannula in your vein. Blood transfusions may be necessary for a number of reasons for example: if you have a surgical procedure, you are anaemic and if your body is not producing sufficient blood cells. Blood transfusions can be a lifesaving measure, but is not without some risk and therefore are only prescribed after a doctor has deemed it necessary. Sometimes an adverse reaction to blood transfusion can occur and is treated immediately. Blood transfusion administration and management are governed by the Australian Commission on Safety and Quality in Health Care Standard for Blood and Blood products.

The graph shows the percentage of transfusion with adverse outcomes.



Human Resource Key Indicators

Indicator	Result FY16
Absenteeism	4.8%
Agency Hours	5.5%
Overtime	2.6%

Training & 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 2015 – 1 July 2016)

Hospital Orientation	167 staff attended
Clinical Orientation	74 staff attended

Gradplus Program

During the period of June 2015 – July 2016, 3 groups of graduate nurses were recruited to Sunshine Coast University Private Hospital under the GradPlus Program.

November 2015	4 x EN & 1 x RN
February 2016	6 x EN & 3 x RN
August 2016	6 x EN & 4 x RN

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 three 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 (1 July 2015 - 30 June 2016) there were 7 graduate study days scheduled inclusive of the initial GradPlus orientation day. These covered a range of topics including Human Factors, IV cannulation, graduate presentations and effective communication.

Regular graduate meetings are catch ups were scheduled monthly.



Hospital Education

1 July 2015 - 30 June 2016

Course	Dates	Attendees
Hospital Orientation	July 2015, Sept 2015, Nov 2015, Dec 2015, Feb 2016, March 2016, April 2016, June 2016	167
Clinical Orientation	July 2015, Nov 2015, Feb 2016, March 2016, April 2016, June 2016	74
PIVC workshop/ skills station	Aug 2015, Nov 2015, March 2016, July 2016	41
Preceptor workshop	July 2015, Oct 2015, Nov 2015, Feb 2016, July 2016	22
PICC line in servicing	Feb 2016, March 2016, April 2016, May 2016, June 2016	46
Wound care	Feb 2016, March 2016, April 2016, May 2016, June 2016	41
Clinical scene investigation	April 2016, June 2016, July 2016	53
ALS full course	October 2015 and April 2016	36
PALS full course	November 2015 and April 2016	17
PALS recertification	October 2015 and March 2016	10
Hospital wide education	Feb 2016, April 2016, May 2016, June 2016	150
Clinical nurse education day	1 September 2016	12

Work Health & Safety & Return To Work Commitment

Sunshine Coast University Private Hospital is committed to providing a safe work place for all workers. The hospital executive has 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 and electrical safety.

When 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

Twenty-two (22) new patient manual handling champions were appointed during the year by the Work Health and Safety Manager at Sunshine Coast University Private Hospital. They were trained in June 2016 and continue to undertake all of the competencies and monitoring required under the patient manual handling prioritised action during their shifts.

Consumer & Community Engagement

Sunshine Coast University Private Hospital recognises 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 & Carer Input:

Input from consumers and carers is encouraged through:

- Our Consumer and Community Advisory Committee meetings;
- Appropriate feedback mechanisms
- 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 specialise in this area and benchmarks the hospital against other public and private facilities;
- Feedback cards at the bedside and 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 follow up 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 and/or participated in the following community activities:

- Caloundra Foreshore Run
- Sponsorship of the U16 boys Caloundra Basketball Team
- Sponsorship of the Immanuel Arts Festival
- 7 Sunshine Marathon
- Ramsay Health Care Triathlon Pink – raising funds for the National Breast Cancer Foundation
- Awarded scholarships to members of the Sunshine Coast Junior Golf Academy
- RUOK? Day
- Leukaemia Foundation Donation
- Variety Children's Charity Queensland Donation

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 15 years' experience of working in for-profit and not-for-profit healthcare sectors in Australia and the UK.



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 as Director of Clinical Services at Sunshine Coast University Private Hospital.

Duncan has completed a number of tertiary qualifications including a Master's in Business Management at Monash University, Graduate Certificate in Critical Care at Griffith University and a Bachelor of Nursing Science through James Cook University.



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 is a registered member of the Chartered Accountants Australia and New Zealand.

She 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 12 years working for Ramsay Health Care in Cairns, Melissa relocated to the Sunshine Coast to join the Executive team at Sunshine Coast University Private Hospital.



Key Personnel

Executive

Oli Steele	Chief Executive Officer
Duncan Apelt	Director of Clinical Services
Melissa Peavey	Director of Finance and Administration

Clinical Managers

Emma Prosser	Assistant Director Clinical Services
Paul Geddes	Assistant Director Clinical Services – Perioperative
Marianne Bellert	Allied Health
Melinda Taylor	Cardiac Cath Lab
Sue Fuller	CSSD
Louise Townsend	Day Treatment Unit
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 & Support Services

Zeldine Zanetti	Accountant
Michael Domagala	BME
Jeffrey Gear	Catering
Louisa Marshall	Contract Manager
Veronica Johnstone	Environmental Services Manager
Sharon Dickson	Front Office Manager
Joanne Moss	Health Information Services
Tori Landers	Human Resources Manager
Elizabeth Smith	Infection Control Manager
Luke Burke	Maintenance Manager
Debra McLeod	OH&S Manager
Alicia Simpson	Pharmacy Manager
Di Slater	Quality Manager
Mark Hibberd	Stores Manager
Linda Reilly	Executive EA





Sunshine Coast University Private Hospital

Part of Ramsay Health Care

sunshinecoastuniversityprivate.com.au