





Our Board and Management

Gold Coast Hospital and Health Service was established as a statutory body on 1 July 2012 under the *Hospital and Health Boards Act 2011* (Qld). The Service is governed by the Gold Coast Hospital and Health Board.

The Board sets the organisation's strategic agenda and monitors its performance against the delivery of quality health outcomes. It is responsible for involving the community in decisions about the future design of healthcare to benefit the local community. The Board is accountable to the Health Minister.

Front L-R: Dr Cherrell Hirst, Mr Ken Brown, Mr Ian Langdon, Ms Pauline Ross. Back L-R: Dr Andrew Weissenberger, Professor Allan Cripps, Ms Colette McCool

Improving transparency and governance

Our Board committees

Finance and Performance Committee

The Finance and Performance Committee meets monthly to review all aspects of financial and service performance.

Audit and Risk Committee

The Audit and Risk Committee meets bi-monthly to oversee governance, risk and assurance processes, including Internal Audit reporting and function.

Safety Quality and Engagement

The Safety Quality and Engagement Committee is a prescribed committee by the *Hospital and Health Boards Act 2011* (Qld) and reports to the Board. This Committee advises the Service on matters relating to the safety and quality of healthcare provided.

Executive Committee

The Executive Committee oversees performance and the progress of strategic initiatives identified by the Board.

Research and Education Committee

The Research and Education Committee exists to build long-term collaborations in research, clinical education and training programs. These programs are to help position Gold Coast Health as a participant in developing a world class Health and Knowledge Precinct of national and international significance.

Table 5: Board member attendance

Board Member	Ian Langdon	Ken Brown	Pauline Ross	Allan Cripps	Andrew Wiessenberger	Colette McCool	Cherrell Hirst
Board	10/11	11/11	11/11	8/11**	10/11**	11/11**	1/1*
Extraordinary Board Meeting	2/2	2/2	2/2	2/2	2/2	1/2	
Executive	7/7		7/7	6/7	7/7		
Finance and Performance		10/10		5/10		8/10	
Audit and Risk		6/6		4/6		6/6	
Safety Quality Engagement		6/6	6/6		6/6	5/6	
Research and Education				3/3			

* Board member since 17 May 2014

** Reappointed for three years term on 17 May 2014

Executive Management Committees

Executive Management Team

The Executive Management Team is comprised of the Executive Directors, General Managers, Clinical Directors, Professors, and Senior Director Clinical Governance. Meetings are held twice monthly to consider matters of strategic importance and cross-divisional impact. In this forum, members of the Executive provide information and advice to the Chief Executive and their colleagues to enable planning review and analysis. Each member holds responsibility for their divisional, financial, operational and clinical performance.

Clinical Council

Clinical Council is the peak clinical leadership forum within Gold Coast Health, empowered by the Board and Chief Executive.

The objective of the Clinical Council is to facilitate authentic engagement of clinicians in health service planning, strategy development and other issues of clinical importance. The Council provides advice to the Chief Executive and provides an opportunity to embed clinician feedback in the governance, strategy and cultural development initiatives.

Clinical Governance Committee

The Clinical Governance Committee is responsible for overseeing and setting standards of clinical governance within Gold Coast Health. The Committee monitors, evaluates and improves performance in clinical practice to ensure optimal patient safety and high care quality.

This committee reports to the Board's Safety Quality and Engagement Committee and has membership comprised of clinicians and senior managers across a number of disciplines including allied health, medicine, nursing and clinical governance.

ICT Governance Board

The ICT Governance Board adopts a strategic view of planning, performance and benefits realisation of Information Communication Technology (ICT) systems across Gold Coast Health. This board oversees the capacity, capability and solutions are planned procured designed, implemented and evaluated and makes recommendations to the Chief Executive about investment decisions, including current systems and those planned as part of future expansion.

Executive Control Group: Operations (ECGO)

Executive Control Group Operations is led by the Executive Director Operations and provides leadership, management and review of the Service's day-to-day operations. The group adds value through service-wide implementation of strategies, proactively identifies and addresses service or business issues which are complex or have system-wide significance.

Safety and Wellbeing Committee

Our Safety and Wellbeing Committee is responsible for overseeing the provision of a healthy and safe work environment for staff, patients and visitors. Elements under the guidance of this committee include rehabilitation and return to work, injury prevention, fire safety, occupational violence prevention and ergonomics.

Healthcare Leadership Standards Committee

The Healthcare Standards Leadership Committee is convened by the Chief Executive for the purpose of providing executive leadership and stewardship of the Health Service's participation in the ACHS accreditation program.

Our organisation structure

New leadership structure

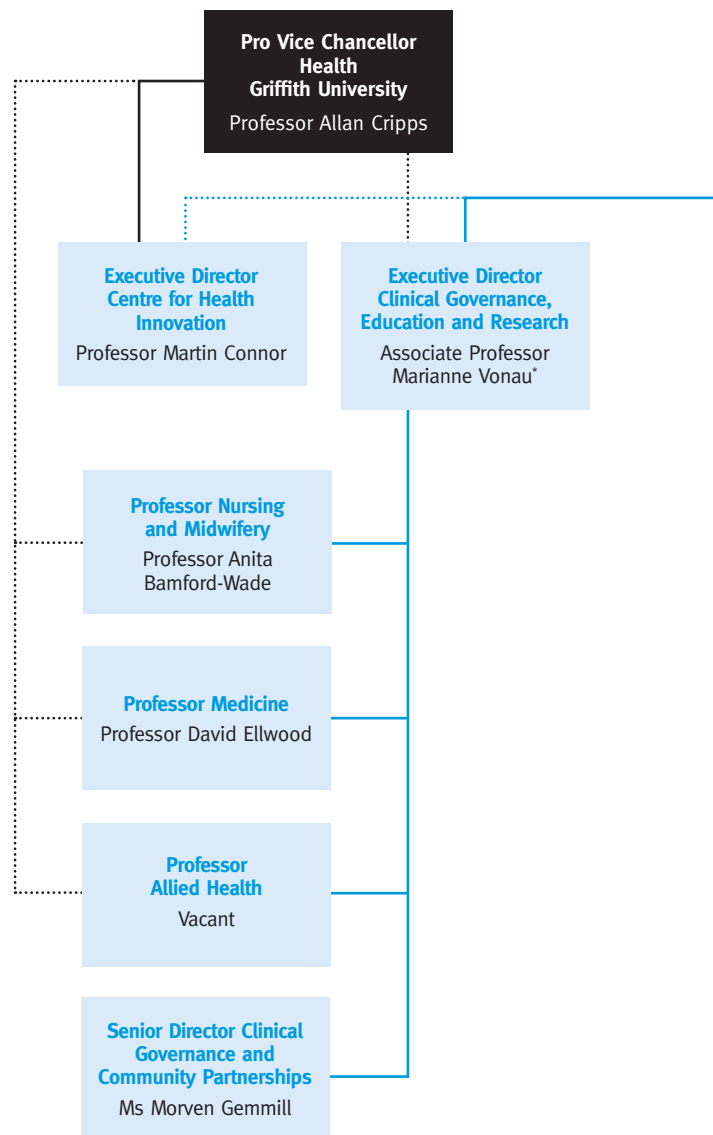
The Health Service Chief Executive is responsible for leading the Service, including its overall management and performance. The Chief Executive is accountable to the Board.

The Chief Executive is supported by a team of Executive Directors who are individually accountable for leading the delivery of health care and related services within their respective portfolios. Executive Directors report to the Chief Executive.

A new organisation structure was implemented from June 2013 to deliver on the Board's Strategic Plan for Gold Coast Health. Permanent recruitment to several of these positions continued into 2014.

The foundation principles of the structure enable the leaders to respond effectively to both our challenges and opportunities. Specifically, it:

- Strengthens clinical governance, education and research;
- Activates the university health service status through the creation of shared leadership positions with our university partners;
- Aligns clinical structures to support the delivery of organisational priorities such as integrated clinical care;
- Invests in the development of a General Management/Clinical Director partnership approach to strengthen clinician engagement in service leadership and management;
- Organises the clinical areas to maximise opportunities to drive improved collaboration and care coordination across the continuum of care; and
- Leverages the opportunities and delivers on the accountabilities that arise as result of our transition to a more autonomous statutory environment.



Gold Coast Hospital and Health Service Board

Chief Executive
Adjunct Professor
Ron Calvert

**Executive Director
Governance, Risk and
Commercial Services**
Ms Rebecca Freath**

**Executive Director
Operations**
Ms Jane Hancock

**Executive Director
Strategy and
Service Planning**
Mr Michael Allsopp

**Executive Director
People, Systems
and Performance**
Mr Damian Green

**Executive Director
Finance and Business
Development**
Mr Ian Moody

**General Manager
Cancer, Access and
Support Services**
Ms Alison Ewens

**Clinical Director Cancer,
Access and Support
Services**
Dr Jeremy Wellwood

**General Manager
Specialty and
Procedural Services**
Mr Brendan Docherty

**Clinical Director
Specialty and Procedural
Services**
Dr Deborah Bailey

**General Manager
Mental Health and
Integrated Care**
Ms Karlyn Chettleburgh

**Clinical Director
Mental Health and
Integrated Care**
Dr Kathryn Turner

**General Manager
Diagnostic, Emergency
and Medical Services**
Ms Kimberley Pierce

**Clinical Director
Diagnostic, Emergency
and Medical Services**
Dr Mark Forbes

**commenced 1 September 2014*

***commenced 1 August 2014*