

# About Gold Coast Health

**Gold Coast Hospital and Health Service (Gold Coast Health) is becoming a world-class provider of public healthcare services through innovation and patient-centred care.**

Gold Coast Health comprises more than 20 facilities and delivers a broad range of secondary and tertiary health services throughout the region. Sites include the Gold Coast University Hospital, Robina Hospital and the Southport and Robina Health Precincts.

Key primary health services are also offered from community settings such as community child health clinics and oral health services for adults and children.

Gold Coast Health is a statutory body governed by the Gold Coast Health Board which is accountable to the local community and the Minister for Health and Minister for Ambulance Services. Gold Coast Health was established as a statutory body on 1 July 2012 under the *Hospital and Health Boards Act 2011*.

In May 2016 the board expanded to nine members who are focussed on strategies to meet the growth in demand for health services. The board is supported by an executive management team to deliver strategic and operational objectives.

## **Gold Coast Health Executives**

### **Chief Executive**

Ron Calvert

### **Executive Director Operations**

Jane Hancock

### **Executive Director People Systems and Performance**

Damian Green

### **Executive Director Clinical Governance, Education and Research**

Professor Marianne Vonau

### **Executive Director Governance, Risk and Commercial Services**

Rebecca Freath

### **Executive Director Strategy and Planning**

Toni Peggrem

### **Executive Director Finance and Business Services**

Ian Moody

### **Executive Director Centre for Health Innovation**

Professor Martin Connor

# Our vision and priorities

## Our vision

Gold Coast Health will be recognised as a centre of excellence for world class healthcare.

## Our purpose

Providing excellence in sustainable and evidence based healthcare that meets the needs of the community.

## Our values

### Integrity

To be open and accountable to the people we serve

### Community first

To have the patient's and the community's best interest at heart

### Excellence

To strive for outstanding performance and outcomes

### Respect

To listen, value and acknowledge each other

### Compassion

To treat others with understanding and sensitivity

### Empower

To take ownership and enable each other to achieve more

## Queensland Government's objectives for the community

Gold Coast Health's priorities closely align with the Department of Health's commitment to healthy Queenslanders, accessible services, innovation and research, governance, and partnerships and workforce.

Our Strategic Plan and organisational values also support the Queensland Government's objectives for the community and the Queensland public service values.

Our commitment to meeting our community's expectations helps build safe, caring and connected communities.

Through strengthening our public health system and providing responsive and integrated government services, we deliver quality frontline services.

## My health, Queensland's future: Advancing health 2026

Advancing health 2026 was developed to respond to the challenges and opportunities we face in Queensland.

Advancing health 2026 establishes a common purpose and a framework for the health system in Queensland. It seeks to bring together government agencies, service providers and the community to work collaboratively to make Queenslanders among the healthiest people in the world.

Five principles underpin this vision, directions and strategic agenda.

### 1. Sustainability

We will ensure available resources are used efficiently and effectively for current and future generations.

### 2. Compassion

We will apply the highest ethical standards, recognising the worth and dignity of the whole person and respecting and valuing our patients, consumers, families, carers and health workers.

### 3. Inclusion

We will respond to the needs of all Queenslanders and ensure that, regardless of circumstances, we deliver the most appropriate care and service with the aim of achieving better health for all.

### 4. Excellence

We will deliver appropriate, timely, high quality and evidence-based care, supported by innovation, research and the application of best practice to improve outcomes.

### 5. Empowerment

We recognise that our healthcare system is stronger when consumers are at the heart of everything we do, and they can make informed decisions.

## Other whole-of-government plans and specific initiatives

Gold Coast Health objectives and strategic priorities are guided by the National Health Reform Agreement, the Queensland Plan and the Queensland Department of Health strategic objectives which are:

### Healthy Queenslanders

We will ensure available resources are used efficiently and effectively for current and future generations.

### Safe, equitable and quality services

Ensure there is access to safe, equitable and quality services that maintain dignity and consumer empowerment.



### A well-governed system

Sound management of funding and delivery of performance for the whole system.

### Strategic policy leadership

Develop, implement and evaluate evidence-based policy that sets system-wide direction.

### Broad engagement with partners

Build partnerships with all levels of the community to plan, design, deliver and oversee health services.

### Engaged people

Cultivate a culture that harnesses capability and values our people.

They also align with the Queensland Government objectives of delivering quality frontline services which are:

- strengthening our public health system
- providing responsive, integrated government services
- supporting disadvantaged Queenslanders
- creating jobs and a diverse economy
- building safe, caring and connected communities.

## Our priorities and strategic objectives

The Gold Coast Health Board sets the strategic priorities through the Strategic Plan which provides a roadmap for how the health service will evolve in order to meet the changing needs of the community.

The patients' needs guide strategic planning across every level of healthcare – improving community health, hospital care and highly specialised services.

Our strategic focus areas, objectives and measures of success are:

### 1. Ensure patients have access to health services

The Gold Coast community will have timely access to health services. All members of the Gold Coast community have equal access to health services regardless of economic conditions or social background. The majority of patients with complex or rare illnesses are treated by Gold Coast Health.  
**Measures of success:** Community's confidence in receiving treatment within clinically recommended timeframes without the need to travel to other health services.

### 2. Deliver safe, effective and efficient quality of services

Provide sustainable and high quality services through coordinated care and continuous improvement of our healthcare knowledge. Patients experience seamless treatment across all health

service providers involved in their care through collaboration and communication.

**Measures of success:** Patient satisfaction, clinical excellence and our reputation as a world class health and research organisation.

### 3. Support a healthy Gold Coast community

Identified patients with chronic and mental illnesses are suitably cared for in the community to ensure continued quality of life. Have established partnerships with GPs and health service providers to reduce the rate of avoidable hospital admissions. Actively promote a healthy lifestyle through community engagement and public health campaigns.

**Measures of success:** A reduction in service demand for preventable and mental illnesses that require hospital care.

Strategic enablers are organisational resources and qualities that define the health service's ability to deliver the strategy. They are:

- staff and culture
- research, teaching and education
- information management and innovation
- health service facilities and partnerships.

## Our strategic challenges

Gold Coast Health is continuing to enhance performance improvements while providing an environment for a sustainable world-class healthcare service. To achieve this ambition, the service is managing a number of key strategic challenges.

### Challenge: Achieve national performance targets and meet increasing demand for services

**Our strategy:** Further develop our partnership with primary healthcare providers to develop integrated care pathways

### Challenge: Meet critical quality and safety performance outcomes

**Our strategy:** On-going engagement with clinicians, strengthened accountability and reporting systems

## Our commitment

A range of services and programs were implemented to deliver on the service's strategic objectives for 2015–16. The service agreement between the Gold Coast Health Board and Queensland Health sets out the agreed services that will be provided to the community every year.