



The Sunshine Coast Private Hospital

The Sunshine Coast Private Hospital (TSCPH) located in Buderim, Queensland is a 190 bed, 'not for profit' facility, with 7 theatres and over 700 staff. It is part of UnitingCare Health (UCH) – a five hospital system in Queensland, Australia. TSCPH services include acute medical, surgical, obstetrics, paediatrics, cardiac & mental health.

Over the past decade, TSCPH has experienced substantial growth, with more than \$40 million reinvested into expanding bed capacity, upgrading to the latest equipment, and introducing new services to meet the growing needs of the Sunshine Coast community. The hospital has evolved significantly—broadening its range of clinical services, increasing staff numbers, and transitioning from a secondary facility to an emerging tertiary-level hospital. At the same time, the imminent opening of a new competitor hospital just 10 minutes away posed additional pressure. Throughout this period of rapid change, the management team faced the challenge of preserving the hospital's family-friendly culture while also enhancing patient outcomes and improving staff satisfaction.

With a strong belief that "there must be a better way" to do things, members of the Executive team attended an Australian "Hardwiring Excellence" day seminar in early 2010, which highlighted some of the key aspects of the Studer Group principles. Excited by this, some of the tactics were introduced in a modified approach eg thank you cards and patient rounding, which fitted in with the hospital's culture and desire to achieve great patient outcomes. We saw some good results from this.

What We Did

When the full concept of the Studer Group principles were first introduced to the TSCPH Executive, there was concern for how implementing new systems would impact the team given the amount of change the hospital and management team had been through and was still to come.

RESULTS



- Falls down 1.6/1000 bed days
- Pressure injuries down 0.4/1000 bed days



Employee engagement increased to 90%.



First healthcare group in Australia to achieve full ISO9001 certification in under 12 months



Patient satisfaction up 48% to to 96%tile



16% surplus than budgeted FY13/14



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What We Did continued

Nevertheless, fresh back from the “What’s Right in Health Care® Conference” in the U.S, TSCPH officially began its Studer Group journey with a mix of excitement, fear and a touch of intrepidation!

Executive Director, Richard Royle’s vision and commitment for embedding the Studer Group principles into UnitingCare Health, led to it becoming known as “Living Values” to also fit with our 5 shared Values – Compassion, Respect, Justice, Working Together and Leading Through Learning.

There were a few challenges for the TSCPH management team. The first was how to rigorously rollout “Living Values” in its entirety and ensure that the hospital’s recent successes were not lost, and that implementing yet more change would have the intended positive effect on the culture and not an unintended, detrimental one. TSCPH was a fairly high performing hospital - for example, our staff engagement was at “Success” (Best Practice Australia survey 2012), and patient satisfaction was at the 72nd percentile (2012 Press Ganey survey). Yet we truly believed “there must be a better way”, and wanted to go from good to great.

The second challenge for TSCPH was the diverse clinical services in which we implemented the tactics, and how to adapt the Studer Group principles to fit our goals, objectives, Australian culture, and the strong TSCPH culture! Flexibility, creativity of our leaders, and determination that we could make this work equally as well for mental health as they do for rehabilitation, maternity, medical or surgical is a credit to their commitment to excellence. We see Living Values (Studer Group Principles) was a way to further improve, and that “Hardwiring Excellence” was the key to ensuring that we build on our successes of the past and continuously improve for the future.



Richard Royle
Executive Director
UnitingCare Health

“We are very humbled and honoured to have been nominated for this award and winning it is a credit to our team’s dedication to their patients and to each other. This has been a very challenging time in our hospital history, with a new competitor hospital opened only 10 mins away 6 months ago, yet the impact has had very little negative effects on staff turnover, patient or Doctor numbers, in fact we have grown and expanded further. We recognise that together with the foundation of “Hardwiring Excellence”, our organisational values and the amazing people we work with, we can truly achieve even greater things.”

Richard Royle
Executive Director
UnitingCare Health