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**ANNUAL  
REPORT**

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2015



**Queensland  
Government**

## **Darling Downs Hospital and Health Service Annual Report 2014-15**

### **Open data**

We are committed to the Queensland Government's open data strategy and have published additional information to form part of our 2014-15 annual report. This information is published at: [www.qld.gov.au/data](http://www.qld.gov.au/data)

DDHHS has published the following data on the government's Open Data website:

- consultancy expenditure
- overseas travel expenditure
- results against the Queensland Language Services Policy
- board fees and meetings

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### **Interpreter Service Statement**

Darling Downs Hospital and Health Service is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding the annual report, you can contact us on (07) 4699 8412 and we will arrange an interpreter to effectively communicate the report to you.

# Letter of compliance

**The Honourable Cameron Dick MP**  
**Minister for Health**  
**Minister for Ambulance Services**  
**Member for Woodridge**  
**Level 19, 147-163 Charlotte Street**  
**Brisbane Qld 4000**

Dear Minister

I am pleased to present the Annual Report 2014-2015 and financial statements for the Darling Downs Hospital and Health Service.

I certify that this Annual Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, and
- the detailed requirements set out in the *Annual Report Requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements can be found at page 81 of this annual report or accessed at <http://www.health.qld.gov.au/darlingdowns/pdf/ddhhs-annualreport-2015.pdf>.

Yours sincerely



**Mr Mike Horan AM**  
*Chair*  
Darling Downs Hospital and Health Board

4/9/2015

# Mission Statement

## Our vision

To be trusted to deliver excellence in rural and regional healthcare.

## Our purpose

Delivering quality healthcare in partnership with our communities.

## Our strategic directions

We have four key strategic directions, which will help us to achieve our purpose and vision:

- Deliver quality healthcare
- Ensure resources are sustainable
- Ensure processes are clear
- Ensure dedicated trained staff

## Our values

Our values guide how we work and support us to achieve our goals. They are:

- **Caring** – We deliver care, we care for each other and we care about the service we provide.
- **Doing the right thing** – We respect the people we serve and try our best. We treat each other respectfully and we respect the law and standards.
- **Openness to learning and change** – We continually review practice and the services we provide.
- **Being safe, effective and efficient** – We will measure and own our performance and use this information to inform ways to improve our services. We will manage public resources effectively, efficiently and economically.
- **Being open and transparent** – We work for the public and we will inform and consult with our patients, clients, staff, stakeholders and community.

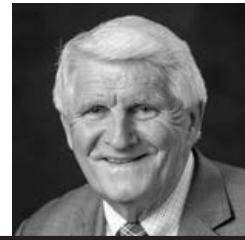
## Acknowledgement of Traditional Owners

Darling Downs Hospital and Health Service respectfully acknowledges the traditional owners of the land on which its sites stand.

# Contents

<b>Letter of compliance</b>	<b>i</b>
<b>Mission Statement</b>	<b>ii</b>
Our vision	ii
Our purpose	ii
Our strategic directions	ii
Our values	ii
Acknowledgement of Traditional Owners	ii
<b>Board Chair</b>	<b>2</b>
<b>Chief Executive</b>	<b>3</b>
<b>This year's milestones</b>	<b>4</b>
<b>About us</b>	<b>9</b>
Our role	9
Our region	9
Our services	9
<b>Our year at a glance</b>	<b>10</b>
<b>Strategic directions</b>	<b>11</b>
Our performance	12
Delivering quality healthcare	13
Improving our local facilities	18
Ensuring resources are sustainable	19
Ensuring processes are clear	23
Ensuring dedicated trained staff	27
<b>Our organisation</b>	<b>31</b>
<b>Divisional reports</b>	<b>33</b>
Toowoomba Hospital	33
Rural Division	37
Mental Health	41
Nursing and Midwifery	44
Medical Services	46
Allied Health	51
Workforce Division	55
Finance Division	57
<b>Service standards</b>	<b>59</b>
<b>Governing the organisation</b>	<b>61</b>
<b>Our Board</b>	<b>62</b>
Board meetings	67
Board committees	67
Board engagement	70
<b>Our executive team</b>	<b>73</b>
<b>Glossary of terms</b>	<b>76</b>
<b>Compliance checklist</b>	<b>81</b>
<b>Annual financial statements</b>	<b>83</b>
<b>Independent auditor's report</b>	<b>126</b>

# Board Chair



It is a privilege to present the third annual report of the Darling Downs Hospital and Health Service (DDHHS) which shows how we have realised our vision: to be trusted to deliver excellence in rural and regional healthcare. Our Board is very proud of the high quality of clinical care that has been provided to communities from our 26 facilities. We appreciate the professionalism of all our staff – clinical and non-clinical - who have worked hard to achieve the many milestones and examples of great outcomes included in this report.

While I acknowledge there is always more to do, I believe this year has seen some major achievements that have built on the successes of the first two years of the local Board and management structure being in place.

For the second year in a row, DDHHS has provided five per cent more services than funded to do under our contract with the Department of Health. This is good news for our patients, their families, and the communities we serve.

A surplus of \$20.1 million was achieved for the year. This is the third year in a row that a surplus has been achieved. These surplus funds will be allocated to increased clinical services, new equipment, and infrastructure.

Some key highlights from the year included:

- Achievement of National Elective Surgery Target (NEST) where no patients waited longer than clinically recommended for surgery (achieved December 2014).
- Reduction of specialist outpatient waiting lists with 5,028 fewer patients waiting on Toowoomba Hospital's specialist outpatients' waiting list.
- Exceeding the Queensland Emergency Access Target (QEAT) for 90 per cent of patients admitted to a ward, transferred or discharged within four hours across all our facilities.
- Introduction of a new online training platform, called Darling Downs Learning On-Line, to support staff professional development.
- Significant infrastructure improvements which have helped deliver more care locally.

- Being the first and only Queensland hospital and health service to be accredited against the National Safety and Quality Health Service (NSQHS) Standards and National Standards for Mental Health Services (NSMHS) under two certification bodies. The external rigorous reviews to achieve accreditation under AS/NZS ISO 9001:2008 (Quality Management System) Standard and Australian Council on Healthcare Standards (ACHS - EQuIP National) prove our commitment to providing safe and quality care.
- Being a successful bid partner, with GP Connections, to operate the new primary health network for the Darling Downs and West Moreton.

I thank all Board members for their commitment to engaging with their communities to understand current and emerging healthcare needs. I believe this strong local networking has informed our decision making to ensure we meet or exceed expectations in the care DDHHS delivers.

On behalf of the Board, I thank Chief Executive Dr Peter Bristow for his outstanding leadership, and others on the executive team who have been instrumental in achieving excellent patient-centred care and support services while maintaining a solid financial position.

I am confident DDHHS will continue to meet the challenges of delivering health services to our communities over the coming year.

**Mr Mike Horan AM**  
*Chair*  
Darling Downs Hospital and Health Board

# Chief Executive



I am proud of the work of the Darling Downs Hospital and Health service (DDHHS) detailed in this annual report for 2014-15. DDHHS achieved significant improvements in the timeliness of care provided. Endoscopy, elective surgery, and specialist outpatient activity numbers increased, so at the end of the year, more than 99 per cent of the people needing these services were receiving them within the clinically recommended time. This shows the DDHHS commitment to delivering care for the people of our communities.

These results were achieved by our people: doctors, nurses, allied health staff, and all the support staff needed to make a modern healthcare service work.

These services were provided while maintaining a focus of quality and safety. During the year we completed accreditation against the National Standard for Safety and Quality in Healthcare, National Mental Health Standards, and Aged Care accreditation standards. Our quality management system was accredited against the ISO:9001 standard. There is always more to do. However, we have a strong process to follow-up on areas that need attention, and a commitment to doing just that.

During the year we held consumer forums, increased the number of consumers on groups to provide us with advice, and made it easier for patients and others to give us feedback. The partnership with our communities extended to our new collaboration with a local GP organisation to operate the primary health network. Our engagement with unions and the workforce improved.

The above is a summary of how we have achieved our purpose of “delivering quality healthcare in partnership with our communities”. We were able to achieve these goals because of our values. Caring about our patients and their needs drove a large improvement in the numbers and timeliness of our services.

For this I want firstly to thank all our staff who delivered this care. Managers, by listening to staff and empowering them to deliver, kept the service on track. The Board, by trusting and endorsing the policy settings to deliver more care, authorised the service to get these results. Finally, the activity-based funding system which is managed by the State and sees extra dollars flow from the Commonwealth Government for extra work, made this financially possible.

The achievement of these results and our approach to doing so has resulted in a more cohesive team throughout DDHHS. It is easy to work in silos in large organisations. This was probably very true before the formation of hospital and health services. However, DDHHS now operates on a belief of achievement and a shared view that all components should realise their goals. This is a significant cultural change.

It is my hope and belief that this culture of empowerment, fairness, and achievement will enable DDHHS to continue to improve and face the challenges of the future in our journey to achieve the service’s vision of being trusted to deliver excellence in rural and regional healthcare.

**Dr Peter Bristow FRACP FCIM FRACMA GCM GAICD**  
*Chief Executive*  
Darling Downs Hospital and Health Service