

# Overview

## Our facilities



## Legend

-  Hospital
-  Outpatient Clinic
-  Multipurpose Health Service
-  Aged Care Facility
-  Image reference number



## Our role

The Darling Downs Hospital and Health Service (DDHHS) is an independent statutory body governed by the Darling Downs Hospital and Health Board (the Board), which reports to the Minister for Health and Minister for Ambulance Services. The DDHHS was established as a statutory authority on 1 July 2012. DDHHS's responsibilities are set out in legislation through the *Hospital and Health Boards Act 2011* and the *Financial Accountability Act 2009* and subordinate legislation.

DDHHS provides public hospital and healthcare services under a service agreement with the Department of Health. This agreement identifies the services to be provided, performance indicators and key targets that ensure outcomes are achieved. The DDHHS delivers services from 26 facilities across the region, which includes nine regional hospitals, eight rural community hospitals, six residential aged care facilities, three multipurpose health services, and five outpatient clinics.

To support the services that we provide we also have service level agreements in place with private health providers for highly specialised services and at times patients may require transportation to Brisbane for specialist services that are only provided at tertiary facilities. The DDHHS is also a provider of specialist services to residents from surrounding health services, such as the South West Hospital and Health Service.

DDHHS continues to be one of the largest employers in the region, employing more than 5,000 people in full time, part time and casual positions. In 2015-2016 DDHHS had a funded budget of \$684 million.

## Our region

The DDHHS covers a geographically diverse area of approximately 90,000 square kilometres. The area covers the local government areas of the Toowoomba Regional Council, Western Downs Regional Council, Southern Downs Regional Council, South Burnett Regional Council, Goondiwindi Regional Council, Cherbourg Aboriginal Shire Council and the community of Taroom in the Banana Shire Council.

The region has an estimated population of nearly 280,000 people. The region's population is expected to reach 300,000 in less than five years, an increase of 1.2 per cent annually. Aboriginal and Torres Strait Islander Australian's make up 4.2 per cent of the population in the region compared to 4.3 per cent across the State. Healthcare challenges for the region's population include ageing, obesity, diabetes and other health issues associated with low socioeconomic backgrounds.

Due to the size of the region and the need for patients to travel significant distances to receive the specialist healthcare they need this will see a continuing increase in claims administered by the DDHHS through the Patient Travel Subsidy Scheme (PTSS) which has increased by 22 per cent over the past two years, with a 14 per cent increase in the past year alone.

## Our services

DDHHS provides a comprehensive range of hospital services including inpatient and outpatient services, surgical sub-specialties, medical sub-specialties, and diagnostic services.

The DDHHS also offers community and primary health services including: aged care assessment, Aboriginal and Torres Strait Islander health programs, child and maternal health services, alcohol and other drugs services, home care services, community health, sexual health service, allied health services, oral health, and other public health programs.

Our integrated mental health service provides specialist services across a number of clinical programs through Toowoomba Hospital, Baillie Henderson Hospital and throughout rural communities. DDHHS also operates six residential aged care services across the health service.

# Overview



## Our vision

To deliver excellence in rural and regional healthcare.

## Our purpose

Delivering quality healthcare in partnership with our communities.

## Our values

The DDHHS values are aligned to the public service values of customer's first, ideas into action, unleash potential, be courageous and empower people. In 2015-2016 work continued on embedding a value-based culture in our organisation. Our values guide how we work and support us to achieve our goals:

- **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.

## Our challenges

In 2015-2016 the health service faced a number of challenges in delivering healthcare services to our region. These included:

- **Financial constraints** – whilst the health service continued to perform efficiently this year there are ever increasing service demand pressures that impact on the delivery of a balanced budget and retained surplus.
- **Workforce challenges** – recruiting and retaining highly qualified staff in rural and regional areas is an ongoing challenge that the service continues to manage.
- **Service demand and expectations** – demand for public healthcare services is increasing and shaped by our changing population profile. Adaptability to change has been critical along with managing community expectations of the services that we can provide.
- **Chronic disease** – increasing incidence of chronic diseases such as diabetes, obesity and an ageing population place significant pressure on our service.
- **Outdated infrastructure** - the service has a large number of aged buildings and facilities that are becoming harder to maintain or refurbish and adapt to changing models of care.

## Our strategic direction

The *DDHHS Strategic Plan 2015-19* articulates how we deliver on the Queensland Government's objectives for the community which includes strengthening the public health system, as well as creating jobs, building a diverse economy, delivering quality frontline services, protecting the environment and building safe, caring and connected communities.

The plan has four key strategic directions which focuses our efforts on delivering quality healthcare for our community:

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

Our priorities against the *DDHHS Strategic Plan 2015-19* this year included:

- Making a Closing the Gap commitment to improve Indigenous health outcomes in our region
- Implementing a free patient transfer bus for patients in the South Burnett region with confirmed medical, oral health or allied health appointments at Toowoomba Hospital
- Establishing the Darling Downs and West Moreton Primary Health Network
- Growing community engagement through the establishment of a Consumer Council and promoting consumer participation in the planning of our service.
- Supporting our staff through education and training
  - » Celebrating the 10 year anniversary of the Rural Generalist Program
  - » Increasing nominations of staff for the annual employee awards which recognises and celebrates staff achievements in demonstrating our values, vision, and purpose
  - » Improving staff training rates through the Darling Downs Learning Online (DD-LOL) training system and celebrating its first birthday
- Continued safety and quality across all services
  - » Achieving ISO:9001 accreditation
  - » Continuing the implementation of the SAFE audits
- Delivering improved local facilities including:
  - » Announcement of a seventh theatre at Toowoomba Hospital
  - » Announcement of a new magnetic resonance imaging (MRI) service for Toowoomba Hospital
  - » New accommodation for the Alcohol and Other Drugs Services
  - » New flooring across Warwick Hospital
  - » New computerised tomography (CT) scanners operational at Goondiwindi and Warwick Hospitals
  - » Upgraded helipads throughout the DDHHS
  - » Ongoing works on the Backlog Maintenance Remediation Program
- Continuing to collaborate with primary healthcare providers and other key stakeholders.