

# Darling Downs Health Strategic Plan 2020–2024

(2021 update)

## Our vision

Caring for our communities - healthier together

## Our purpose

Accessible and sustainable care no matter where you live in our region



### Patients first



### Healthy future



### Our people



### Safer care



### Improving everyday

#### Intent

Patients recommend our care and have a ‘hassle free’ experience provided by a compassionate team

We inspire our communities about healthy lifestyle choices and take action to care for our environment

We build a culture of success together, as one team

We deliver safe reliable care everyday in every environment for everyone

We create an environment that embraces and leads innovation, research and learning

#### Our strategies



- 1 Ensure patients and consumers are partners with us in their care
- 2 Make healthcare easy to understand and easy to access
- 3 Value community and respect the role cultural diversity and inclusion has in healing and health
- 4 Deliver more care locally and where possible in alternative settings
- 5 Invest in high value care and reduce investment in low value care
- 6 Ensure patients tell their story once

- 1 Promote wellness by partnering with our communities
- 2 Educate our next generation on health and wellbeing early in life
- 3 Improve health equity for our communities by addressing the socio-economic and cultural determinants of health
- 4 Develop programs that identify and address our most at risk populations including; the frail, the vulnerable and those with chronic disease
- 5 Be environmentally sustainable and reduce our carbon footprint

- 1 Continue to develop our values-based culture
- 2 Attract, retain and empower the right people to create a diverse, inclusive and capable workforce
- 3 Promote and support the health and wellbeing of our people
- 4 Keep everyone safe at work
- 5 Embed our Leadership Capability Framework
- 6 Increase cultural intelligence capability in our workforce

- 1 Optimise the *Safety Reliability Improvement Program* to achieve a safety culture
- 2 Standardise care and minimise unnecessary care variability
- 3 Build reliability into all of our work
- 4 Build a ‘just culture’ which focuses on identifying being accountable for and improving our service

- 1 Enhance relationships with tertiary education sector, including collaborative research partnerships
- 2 Further develop, educate and train our people
- 3 Improve capability to enable access to enhanced technologies locally
- 4 Establish a priority list to inform strategic research initiatives
- 5 Promote health research undertaken in the health service
- 6 Create an environment that fosters innovation

#### What success looks like

- Improve Patient Satisfaction score by 5% in conjunction with the use of net promoter score
- Reduce patient complaints by 50%
- Consumer representation on all Tier 2 and Tier 3 committee and advisory groups by 2024 (Darling Downs Health Committee Manual)
- Achieve pre-COVID KPI performance levels

- Reduce potentially preventable hospitalisations by 5%
- Reduce paediatric obesity rates by 5%
- Reduce energy consumption and water consumption each by 10%
- ≥0.5% point reduction in low birthweight babies born to our Aboriginal and Torres Strait Islander women

- >60% of staff are positively engaged as measured by BPA staff survey
- 5% Indigenous workforce by 2024
- 3% of workforce identifies with having a disability by 2024

- Zero Preventable Harm by 2024 for patients
- Zero Preventable Harm by 2024 for staff

- Increase the number of Darling Downs Health led and / or collaboratives approved by Human Research Ethics committee by 25%
- Increase number of research publications by 25%
- Establish two joint appointments with collaborating universities
- Establish 24/7 Interventional Cardiology at Toowoomba Hospital by 2024

#### Enablers

- Achieve a sustainable financial position
- Maximise value from our resources
- Optimise deployment of ICT capability



Compassion

Integrity

Dignity

Innovation

Courage

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We will respect, protect and promote human rights in our decision-making and actions as per the Human Rights Act.

## Our values

**Compassion**  
We engage with others and demonstrate empathy, care, kindness, support and understanding

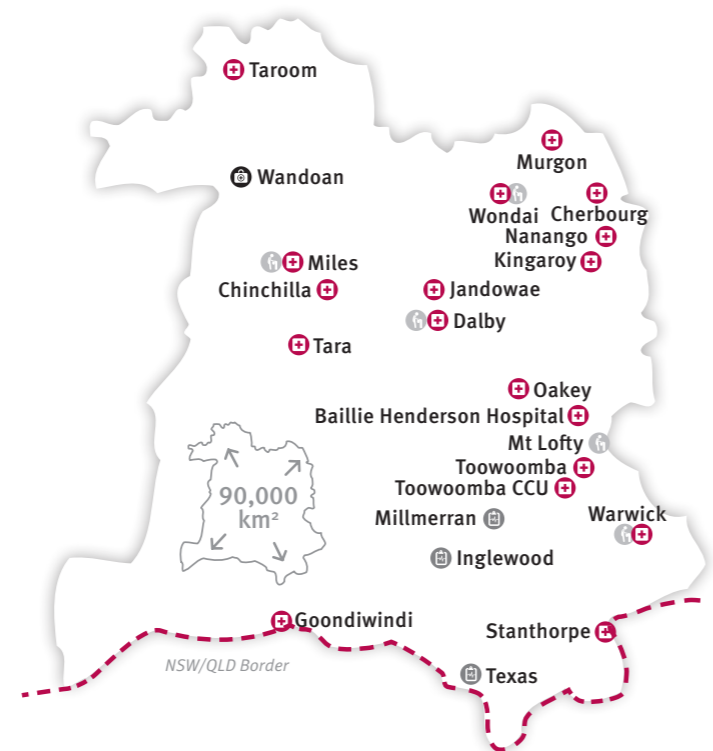
**Integrity**  
We are open, honest, approachable, equitable and consistent in everything we do

**Dignity**  
We treat others with respect, display reasonableness and take pride in what we do

**Innovation**  
We embrace change and strive to know more, learn more and do better

**Courage**  
We respectfully question for clarity and have the strength and confidence to Speak Up

## Our health service



### Legend

- Hospital
- Outpatient clinic
- Multipurpose health service
- Aged care facility

## Key opportunities

- Promote interprofessional collaboration and partnerships so that consumers see us as one team when providing their care
- Develop leadership across the health service
- Invest in our people, education, innovation and research
- Embed a safety culture across the organisation including the safety of our staff
- Be an influencer using social media and communication tools to develop health literacy, celebrate diversity and get excited about community and staff wellness
- Develop a digital strategy to guide us in achieving the best position to take maximum advantage of current and future technologies
- Remove unwarranted complexity in our processes to promote workforce creativity and make our hospitals consumer friendly
- Incorporate information on projected activity growth and service gaps in our infrastructure and workforce plans to improve our business development processes

## Key risks

- The future increase in demand for health services arising from an ageing population, chronic disease and the emergence of new technologies will exceed our resource capability resulting in an unsustainable health service
- Inability to recruit and retain the right people to the right place may compromise our ability to deliver sustainable, safe and reliable services
- Our ability to provide effective health outcomes efficiently is reduced if we fail to incorporate validated patient experience in the design of health service delivery
- Infrastructure constraints (age, layout and capacity) including ICT make it increasingly difficult to deliver contemporary, efficient and safe services at the level expected by staff and the community
- Increased severe weather events (heatwaves, bushfires, droughts and floods) due to changes in our climate, impact on our ability to provide uninterrupted reliable services and these events will also directly increase service demand
- A pandemic will adversely impact financial sustainability and our ability to meet key performance indicator targets as well as threaten our ability to maintain services at the level required by the community

The Darling Downs Health Strategic Plan aligns to government's objectives for the community - **Unite and Recover and My health, Queensland's future: Advancing health 2026**

**Safeguarding our health: Achieve pre-COVID-19 performance levels.**

**Protecting the environment: By reducing energy consumption and water consumption by 10% we will be supporting Queensland's contribution to mitigating climate change.**



## Acknowledgement of Traditional Owners

Darling Downs Health respectfully acknowledges the Traditional Owners, both past and present, of the region we service.