Darling Downs Hospital and Health Service

Strategic Plan

2016 - 2020

2018 update
# Table of contents

A message from the Darling Downs Hospital and Health Service Board Chair and Chief Executive ........... 2  
Our vision .................................................................................................................................................. 3  
Our values ................................................................................................................................................. 3  
Acknowledgement of Traditional Owners ............................................................................................... 3  
Our strategic objectives ............................................................................................................................ 5  
About us ................................................................................................................................................... 6  
  Our role ......................................................................................................................................................... 6  
  The community we serve ............................................................................................................................ 8  
  Our services .................................................................................................................................................. 8  
  Our facilities ................................................................................................................................................. 9  
Key risks ................................................................................................................................................... 10  
Our opportunities ..................................................................................................................................... 12  
Government objectives for the community and health priorities ............................................................... 13  
Objectives and strategies: Taking action ................................................................................................... 14  
  Our strategic framework.............................................................................................................................. 14  
  Our strategies ............................................................................................................................................... 16
A message from the Darling Downs Hospital and Health Service Board Chair and Chief Executive

We are very pleased to present the Darling Downs Hospital and Health Service Strategic Plan 2016-2020 (2018 update). This plan embodies our commitment to working with the community in providing patient-centred care and provides a roadmap for our service delivery for this four year period. Within our plan there are a number of strategic objectives, each with supporting strategies to put those objectives into action. We believe this strategic plan provides the foundation for a professional, inclusive and engaged approach to care and that our vision ‘Caring for our Communities - Healthier Together’ will be realised by its implementation.

The Darling Downs Hospital and Health Service has achieved many things since its formation a few short years ago. Recent years have seen organisational change, streamlining of processes, adjusting models of care, financial revitalisation, targets achieved and successful engagement with healthcare partners and the community. We would like to congratulate and thank our staff, our volunteers, the community and our health partners for their collective contributions so far - but there is more to do. Our strategic plan builds on past achievements; it recognises that we are part of a broader healthcare system and must work closely together to provide high quality care; and it articulates the importance of investment in innovation, education and the continued support and professional development of our workforce.

Our region is changing. A growing, ageing population and an increased incidence of chronic disease are among our greatest challenges. At the core of our business, however, is our commitment to meet these and other challenges by supporting the ‘right workforce’ with the ‘right processes’ and the ‘right resources’ to provide the best healthcare for patients and their families. These are challenging times but they are exciting times and we will continue our focus on ensuring timely access to emergency care, reducing waiting lists, service delivery innovation across wide geographic areas, on Closing the Gap in health outcomes for Aboriginal and Torres Strait Islander communities, on improving safety and quality and on enabling our patients, the community and our partners to have a voice through positive engagement. We are committed to making a difference in rural and regional healthcare.

As we continue this strategic planning cycle we reflect on the past but look forward to a very positive healthcare future in the Darling Downs Hospital and Health Service region. The Board and the Executive team are committed to working with staff and our community to provide integrated and patient-centred services, using this plan as the foundation. It is a pleasure to share the ‘Darling Downs Hospital and Health Service Strategic Plan 2016-2020 (2018 update)’ with you all.

Mike Horan AM
Board Chair

Dr Peter Gillies
Chief Executive
Our vision

Caring for our Communities - *Healthier Together*

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 strive to know more, learn more and do better.

- **Courage** – We respectfully question for clarity, have the strength to act, and embrace change for the better.

Acknowledgement of Traditional Owners

The Darling Downs Hospital and Health Service (DDHHS) respectfully acknowledges the Traditional Owners, both past and present, of the region we service. The DDHHS has a commitment to reducing inequalities in health outcomes for Aboriginal and Torres Strait Islander people in line with Australian and State Government policies including the Closing the Gap initiative.
Our strategic objectives

- Deliver quality evidence-based healthcare for our patients and clients
- Engage, communicate and collaborate with our partners and communities to ensure we provide integrated, patient-centred care
- Demonstrate a commitment to learning, research, innovation and education in rural and regional healthcare
- Ensure sustainable resources through attentive financial and asset administration
- Plan and maintain clear and focused processes to facilitate effective corporate and clinical governance
- Value, develop and engage our workforce to promote professional and personal wellbeing, and to ensure dedicated delivery of services
About us

On 1 July 2012, in accordance with the National Health Reform Agreement and Queensland’s Hospital and Health Boards Act 2011 (the Act), the Darling Downs Hospital and Health Service (DDHHS) was established as an independent statutory body, overseen by a local hospital and health board (the Board), which reports to the Minister for Health. The functions of the Board are outlined in the Act and include establishing, maintaining and monitoring the performance of systems to ensure the Health Service meets community needs.

Our role

The DDHHS provides public hospital and healthcare services as defined in the service agreement with the Department of Health as the manager of the public health system. We deliver clinical services to nearly 300,000 people from 28 facilities, which includes one large regional referral hospital, one extended inpatient mental health service, three medium sized regional hub hospitals, twelve rural hospitals, three multipurpose health services, one community outpatient clinic, six residential aged care facilities and one community care unit.

We are one of the largest employers in the region, employing more than 5000 people, and manage a budget of more than $750 million annually.

The DDHHS also has a learning, research and innovation role. The DDHHS partners with a number of tertiary education institutions to provide undergraduate and postgraduate clinical experience for members of the multidisciplinary healthcare team. Toowoomba Hospital houses the main campus of the University of Queensland Rural Clinical School, and Griffith University collaborates to provide medical, dental, and midwifery services and training at a number of DDHHS regional facilities.

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Cherbourg Aboriginal Shire Council</td>
<td>1,288</td>
<td>1,466</td>
</tr>
<tr>
<td>Goondiwindi Regional Council</td>
<td>11,062</td>
<td>11,474</td>
</tr>
<tr>
<td>South Burnett Regional Council</td>
<td>33,290</td>
<td>40,198</td>
</tr>
<tr>
<td>Southern Downs Regional Council</td>
<td>36,038</td>
<td>40,924</td>
</tr>
<tr>
<td>Toowoomba Regional Council</td>
<td>165,168</td>
<td>205,025</td>
</tr>
<tr>
<td>Western Downs Regional Council</td>
<td>34,253</td>
<td>40,349</td>
</tr>
<tr>
<td>Taroom (part of Banana Shire)</td>
<td>862</td>
<td>874</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>281,961</strong></td>
<td><strong>340,310</strong></td>
</tr>
</tbody>
</table>

The DDHHS region is a large and diverse geographic area covering some 90,000 square kilometres. We encompass six local government areas and part of a seventh, the Banana Shire Council area and the town of Taroom.

The population of the community we serve is growing. Over the next 25 years the population is expected to grow by 27 per cent, which is among the highest growth rates in Queensland outside of Brisbane and the south-east Queensland coastal, urban centres.

The population of the community we serve is also ageing. By the year 2036 the proportion of the Darling Downs region’s population that is aged 65 years or older is projected to be the third largest in all of Queensland at close to 25 per cent. Even now, approximately 17 per cent of our region’s population is aged 65 years or older and this exceeds the whole of Queensland figure by 3 per cent. An ageing population provides both challenges and opportunities for the DDHHS.

The DDHHS provides healthcare services to rural and regional Queenslanders. In common with other rural and regional areas there are many challenges associated with increasing levels of chronic disease, geographic distance, workforce turn-over and retention, demand management, and financial sustainability in small or remote communities. Our aim is to provide safe and sustainable healthcare services.

There are a number of factors and demographic realities influencing DDHHS operations but we work hard to meet community needs and expectations through proactive partnerships with other care providers and through positive engagement with the community and its representative groups.
The community we serve

- 4% of the population identify as Aboriginal and Torres Strait Islander
- 7% of the population is without a motor vehicle
- 17% of the population is aged 65 years or older
- 3% of the population speak a language other than English at home
- 5% of the population has a profound or severe disability requiring assistance
- 26% of the population is without an internet connection
- 31% of the population falls within the first quintile when scored for socioeconomic disadvantage
- 64% of the population are overweight or obese weight
- Birth rate is 13.6 per 1000 persons
- 11% of the population are smokers*


Our services

The DDHHS provides a comprehensive range of hospital services including inpatient and outpatient services, surgical sub-specialties, medical sub-specialties, mental health, diagnostic services, and residential aged care.

We also offer community and primary health services including: aged care assessment, Aboriginal and Torres Strait Islander health programs, child and maternal health services, alcohol and other drug services, mental health services, home care services, community health, sexual health services, allied health services, oral health, screening services, and public health programs.
Our facilities

The DDHHS delivers clinical services from 28 facilities. Our major referral hospital, Toowoomba Hospital, serves as the regional referral hospital for parts of the South West HHS, including Roma and Charleville, and some parts of northern NSW. DDHHS also operates an integrated mental health service which provides specialist services across a number of clinical programs through Toowoomba Hospital, Baillie Henderson Hospital and across our rural communities.

<table>
<thead>
<tr>
<th>Local Government Area</th>
<th>DDHHS Facility</th>
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</thead>
<tbody>
<tr>
<td>Cherbourg</td>
<td>Cherbourg Hospital</td>
</tr>
<tr>
<td>Goondiwindi</td>
<td>Goondiwindi Hospital, Inglewood Multipurpose Health Service, Texas Multipurpose Health Service</td>
</tr>
<tr>
<td>Toowoomba</td>
<td>Toowoomba Hospital, Oakey Hospital, Millmerran Multipurpose Health Service, Baillie Henderson Hospital (Mental Health Services), Community Care Unit</td>
</tr>
<tr>
<td>Southern Downs</td>
<td>Stanthorpe Hospital, Warwick Hospital</td>
</tr>
<tr>
<td>South Burnett</td>
<td>Kingaroy Hospital, Murgon Hospital, Nanango Hospital, Wondai Hospital</td>
</tr>
<tr>
<td>Western Downs and Banana</td>
<td>Dalby Hospital, Tara Hospital, Chinchilla Hospital, Taroom Hospital, Jandowae Hospital, Miles Hospital, Wandoan Outpatient Clinic</td>
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Residential Aged Care Facilities

<table>
<thead>
<tr>
<th>Local Government Area</th>
<th>Facility Name</th>
</tr>
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<tbody>
<tr>
<td>Toowoomba</td>
<td>Dr EAF McDonald Nursing Home (Oakey), Mt Lofty Heights Nursing Home (Toowoomba)</td>
</tr>
<tr>
<td>Southern Downs</td>
<td>The Oaks Nursing Home (Warwick)</td>
</tr>
<tr>
<td>South Burnett</td>
<td>Forest View Residential Care Unit (Wondai)</td>
</tr>
<tr>
<td>Western Downs</td>
<td>Karingal Nursing Home (Dalby), Milton House (Miles)</td>
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Key risks

• Safety and Quality
Maintaining our high standards of patient care and staff well-being in line with safety and quality obligations and national standards, in an environment of increased demand.

• Health Service Sustainability
Maintaining a sustainable, high quality service in an environment of increased demand due to population growth and changing consumer health profiles, including an ageing population and increasing incidence of chronic disease and obesity, while also meeting evolving community expectations.

• Financial
Managing a balanced budget and sound financial position despite increased demand and potential funding model changes.

• Information and Communications Technology (ICT)
Inconsistent or out-dated ICT equipment, platforms and processes affect delivery of services and provide challenges in providing the delivery of modern, best-practice healthcare.

• Infrastructure
Aged and repurposed infrastructure requires significant capital investment and is a risk to delivery of contemporary care in an environment of increased service demand.

• Reputation
Providing patient-centred care through services that seek value and respond to the needs of the community while limiting avoidable risk exposures that impact our reputation.

• Workforce
Recruiting and retaining a qualified workforce to ensure we can maintain and increase service activity to meet demand.

• Business Continuity
Maintaining our capability to deliver uninterrupted healthcare services and to remain prepared for adverse events or other unexpected increases in demand for services.

• Governance and Compliance
Providing effective governance and compliance in an environment of constantly changing public policy, planning and regulatory frameworks.

• Environmental
Meeting the challenges of environmental sustainability and contemporary community expectations around issues such as alternative energy, recycling and waste management.
Our opportunities

The DDHHS faces many challenges in the delivery of healthcare services regionally. However, a number of significant opportunities can be broadly identified which, in many ways, offset these challenges and provide exciting areas of focus for the future. Building on these opportunities will ensure a professional and comprehensive healthcare service for our community, and this intent is captured in our strategic objectives.

We have opportunities around:

• Partnering with the Cognitive Institute and the Speaking Up For Safety program to embed a safety culture throughout our health service
• Implementing integrated electronic Medical Records (ieMR) to streamline service delivery and enhance patient care
• Improving our service-delivery capacity and processes
• Integrating care, and making use of innovative healthcare delivery mechanisms
• Continuing to strengthen complementary relationships with healthcare partners, consumers and the community
• Continually improving our models of care and expanding use of emerging technologies to ensure patient-centred service and improved outcomes
• Streamlining and adapting our financial management to take best advantage of funding models and to ensure a balanced fiscal position
• Focussing on learning, research, innovation and education to provide for continual improvement and to meet the community’s changing healthcare needs and expectations
• Valuing and making use of our network of volunteers, community advisory committees, foundations and auxiliaries
• Valuing the workforce talent and commitment by seeking their input and by supporting training and professional development
• Nurturing and growing our workforce
• Focussing on strengthening partnerships with Aboriginal and Torres Strait Islander peoples and communities to improve health outcomes; and,
• Forming a social media presence to engage with our community.
Government objectives for the community and health priorities

Our strategic plan considers and responds to the Commonwealth and State Government’s health agendas, healthcare priorities, and government objectives for the community. We demonstrate our relationship with these government agendas and priorities through the development of our own strategic objectives. The DDHHS is committed to delivering quality frontline services and outcomes that strengthens the public health system, provides patient-centred care, and aligns with national and state government health priorities.

<table>
<thead>
<tr>
<th>Council of Australian Governments (COAG) National Health Reform</th>
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<tbody>
<tr>
<td>• Helping patients receive more seamless care across all sectors of the healthcare system</td>
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<tr>
<td>• Improving the quality of care patients receive through higher performance standards, unprecedented levels of transparency and improved engagement of local clinicians</td>
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<tr>
<td>• Providing a secure funding base for health and hospitals into the future</td>
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<th>Our Future State: Advancing Queensland’s Priorities plan</th>
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<tr>
<td>• Create jobs in a strong economy</td>
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<tr>
<td>• Give all our children a great start</td>
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<tr>
<td>• Keep Queenslanders healthy</td>
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<tr>
<td>• Keep communities safe</td>
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<tr>
<td>• Protect the Great Barrier Reef</td>
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<tr>
<td>• Be a responsive government</td>
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<th>Ministerial Health Priorities</th>
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<td>• Greater investment in preventative health</td>
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<td>• Strengthening the nursing workforce</td>
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<td>• Progressing updates and repairs to ageing health infrastructure</td>
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<tr>
<td>• Building adolescent mental health services</td>
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<tr>
<td>• Supporting implementation of domestic and family violence strategies</td>
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<tr>
<td>• Improving patient safety</td>
</tr>
<tr>
<td>• Supporting Non-Government Organisations to provide long day respite for the elderly</td>
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<tr>
<td>• Contributing to the child safety reform agenda</td>
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<th>Department of Health Strategies</th>
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<tbody>
<tr>
<td>• Department of Health Strategic Plan 2016-2020</td>
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<tr>
<td>• My health, Queensland’s future: Advancing health 2026 the Department of Health’s 10-year vision and strategy for Queensland’s health system</td>
</tr>
<tr>
<td>• Health and Wellbeing Strategy 2015 to 2020 the Department of Health’s prevention-focussed pathway for achieving improved health for all Queenslanders</td>
</tr>
<tr>
<td>• Queensland Health Aboriginal and Torres Strait Islander Cultural Capability Framework 2010 - 2033</td>
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DDHHS Strategic Plan
Objectives and strategies: *Taking action*

The DDHHS “strategic objectives” are put into action through a number of “strategies” or priorities-for-action. Our strategies are grouped below a parent objective and, collectively, are tested with respect to their intended outcome using one or more “measures of success”. The DDHHS Board, supported by the Executive leadership team, develop and adopt these strategies having regard for the expectations of government (and the policy environment), the expectations of the community, and the key risks and challenges facing the DDHHS and its region.

Operational plans, which are implemented and updated annually, are prepared by the DDHHS to further develop and articulate the actions and initiatives that will be undertaken to put our strategies into action and to achieve the intended outcomes. Through the implementation of our operational plans, which are aligned to our strategic plan, the DDHHS will reach its longer term strategic objectives.

Our strategic framework

The DDHHS uses a conceptual ‘balanced-scorecard’ approach to its strategic and operational planning. Originally proposed by Kaplan and Norton (1996), the balanced scorecard is a strategic planning and management system that is used extensively in organisations to align business activities to a vision, improve internal and external communications, and monitor operational activity against strategic objectives or goals. The balanced scorecard suggests viewing an organisation from four perspectives. The DDHHS uses the following perspectives to shape its planning processes.

- **The learning, growth and workforce perspective:** We should focus on our ability to learn, innovate and educate to ensure a knowledgeable and supported workforce - the ‘right people’. Can we continue to improve?
- **The internal business perspective:** We should focus on those critical internal operations and processes that support our workforce to deliver the best healthcare – the ‘right processes’. What must we do to facilitate service-delivery?
- **The financial perspective:** We should focus on working within a balanced budget and on collaborative engagement with funders - the ‘right resources’. Are we performing and commercially diligent?
- **The patient and community perspective:** We should focus on providing integrated, patient-centred care for residents in every part of our region – the ‘right healthcare’. Are we meeting community expectations and are we trusted to deliver healthcare?

We believe that the ‘right people’, supported by the ‘right processes’ and the ‘right resources’, can deliver the ‘right healthcare’ in a professional and patient-centred way. This is the DDHHS strategic framework. Our plan builds around six strategic objectives. Three strategic objectives are centred on providing and improving rural and regional healthcare (our core business) and three strategic objectives are centred on enabling our core business.

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2 The DDHHS strategic objectives are colour-coded and letter-coded in the figure to enable cross-referencing in subsequent sections of this strategic plan.
**DDHHS strategic objectives**

Deliver quality evidence-based healthcare for our patients and clients

Engage, communicate and collaborate with our partners and communities to ensure we provide integrated, patient-centred care

Demonstrate a commitment to learning, research, innovation and education in rural and regional healthcare

Ensure sustainable resources through attentive financial and asset administration

Plan and maintain clear and focused processes to facilitate effective corporate and clinical governance

Value, develop and engage our workforce to promote professional and personal wellbeing, and to ensure dedicated delivery of services
Our strategies

The DDHHS has a number of strategies that enable us to reach our strategic objectives or goals. These strategies are given effect through our operational plans and through our engagement with the community and our healthcare partners.

Strategies

HC1. Deliver core health services
HC2. Improve access to services
HC3. Ensure safe and quality health outcomes
HC4. Work to deliver Aboriginal and Torres Strait Islander health and support services in line with Closing the Gap
HC5. Deliver more care locally
HC6. Enhance patient experience and increase confidence in the health system

Measures of success

- Maintain accreditation against International Organisation for Standardisation (ISO 9001:2015), the National Safety and Quality Health Service Standards, National Mental Health Standards and Aged Care Standards (including Falls, Pressure Injury Prevention and Clinical Handover strategies)
- Meet Emergency Length of Stay target of 80%
- 98% of elective surgery patients treated within clinically recommended timeframes
- 98% of patients receive a specialist outpatient appointment within the clinically recommended timeframe
- Telehealth utilisation increased by 20% compared to 2017
- 1% or less Aboriginal and Torres Strait Islander patients Discharged Against Medical Advice
- Decrease the percentage of low birthweight indigenous babies by 0.25% annually
- 90% of staff completed Cognitive Institute Speaking Up for Safety training
- 5% increase in satisfaction reported through patient experience surveys
Engage, communicate and collaborate with our partners and communities to ensure we provide integrated, patient-centred care

**Strategies**

E1. Collaborate with and leverage primary health and other providers to reduce the impact of chronic disease

E2. Engage the community and healthcare consumers, including promoting health literacy

E3. Establish and maintain relationships with the community and with partners that enable responsiveness to legislative changes and social reform

E4. Provide a leadership role in fighting the obesity epidemic

**Measures of success**

- Establish a Consumer/Community Advisory Group, MPHS Community Advisory Network or Community Consultative Committee for each facility within the health service

- Plan and implement a minimum of three joint projects per annum with the Darling Downs and West Moreton Primary Health Network (DDWMPHN) and community-controlled Aboriginal and Torres Strait Islander health services

- Work in partnership with the DDWMPHN to implement the HealthPathways project to improve the coordination of care for patients across our region

- Reach 100,000 people via social media each month
Demonstrate a commitment to learning, research, innovation and education in rural and regional healthcare

Strategies

L1. Embed the application of evidence-based practice and research into the organisation
L2. Enhance relationships with the tertiary education sector
L3. Develop collaborative research partnerships
L4. Identify, develop and implement innovative health initiatives

Measures of success

✓ Establish a Darling Downs Health, Innovation and Research Committee in partnership with the DDWMPHN, University of Southern Queensland, University of Queensland, Griffith University, St Andrew’s Hospital and St Vincent’s Hospital.
✓ Establish a University Department of Rural Health, in partnership with the South West Hospital and Health Service, University of Southern Queensland and University of Queensland, to grow and sustain the regional and rural allied health and nursing workforces
✓ Four innovative ideas per annum to be implemented
✓ Encourage and facilitate active research collaboration and engagement within our organisation, across our region and between collegiate organisations
Ensure sustainable resources through attentive financial and asset administration

**Strategies**

R1. Focus on efficient business practices including ensuring effective and appropriate costs management

R2. Engage effectively with funders and explore resourcing opportunities

R3. Strengthen and enhance ICT capacity and capability

R4. Invest in planning around asset optimisation, asset maintenance and asset replacement or expansion

**Measures of success**

- Deliver a balanced or surplus operating position
- Commence implementation of an integrated electronic medical record system at Toowoomba Hospital
- Undertake, in conjunction with the Department of Health, capital infrastructure evaluations to enable new and expanded services to meet current and future community health needs
- Work with Building Queensland to complete a detailed Business Case for the proposed Toowoomba Hospital redevelopment
- Commence construction on the Kingaroy Hospital redevelopment
Plan and maintain clear and focused processes to facilitate effective corporate and clinical governance

Strategies

P1. Review and improve our service delivery processes
P2. Maintain processes to ensure business continuity and emergency preparedness
P3. Identify, monitor and respond to environmental issues and risks to ensure environmental responsibility and sustainability
P4. Ensure quality and consistency in our processes through compliance with appropriate standards and with legislative and regulatory requirements
P5. Remain vigilant and contribute appropriately to emerging social responsibilities/issues

Measures of success

✓ Deliver all services in accordance with the DDHHS Service Agreement with the Department of Health
✓ Complete a new Health Service Plan that informs future strategic plans and service delivery
✓ Complete an integrated planning framework to link planning activities and align organisational change with strategic goals
✓ Complete a HHS-wide Sustainability Plan and Climate Change Adaptation Plan
Value, develop and engage our workforce to promote professional and personal wellbeing, and to ensure dedicated delivery of services

**Strategies**

**WF1.** Embed a values-based culture  
**WF2.** Engage the workforce to improve the service  
**WF3.** Plan, recruit and retain an appropriately skilled workforce  
**WF4.** Develop, educate and train our workforce and future leaders  
**WF5.** Promote and support the health and wellbeing of our staff

**Measures of success**

- ✔ Minimum 5% increase in level of engagement in staff survey  
- ✔ Deliver a management development program to 80 staff per annum  
- ✔ Maintain compliance with the AZ/NZS 4801 Occupational Health and Safety Management System  
- ✔ Offer a free baseline wellness assessment for all staff  
- ✔ Meet the Diversity Targets set in the Queensland Health Workforce Diversity and Inclusion Plan 2017-22.