Darling Downs Hospital and Health Service
Strategic Plan 2016-2020
(2018 update)

The Darling Downs Hospital and Health Service (DDHHS) is an independent statutory body overseen by the Darling Downs Hospital and Health Board, which reports to the Minister for Health and Minister for Ambulance Services.

The DDHHS provides public hospital and healthcare services to nearly 300,000 people from 28 facilities, which includes one large regional referral hospital, three medium sized regional hub hospitals, twelve rural hospitals, three multipurpose health services, one community outpatient clinic, six residential aged care facilities, one community care unit and an extended inpatient mental health service.

Acknowledgement of Traditional Owners
The DDHHS respectfully acknowledges the Traditional Owners, both past and present, of the region we service.

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.

Key risks
We will ensure the successful delivery of our strategic objectives through active identification, assessment and management of risk. Our key strategic risks are:

- 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.
- 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.
- Managing a balanced budget and sound **financial** position despite increased demand and potential funding model changes.
- Aged and repurposed **infrastructure**, including **information Communication Technology** that requires significant capital investment to deliver contemporary care.
- Recruiting and retaining a qualified **workforce** to ensure we can maintain and increase service activity to meet demand.

The DDHHS is committed to monitoring and managing these risks to minimise the potential impact that they may have on the delivery of our services and strategic objectives.

Key opportunities
Our key opportunities that support and complement our strategic objectives include:

- Utilise our partnership with the Cognitive Institute and the Speaking Up For Safety program to embed a safety culture throughout our health service.
- Continuing to strengthen our partnerships and relationships with primary healthcare partners and tertiary institutions.
- Streamlining and adapting our financial management to take best advantage of funding models and to ensure a balanced fiscal position.
- Nurturing and growing our workforce to provide patient centred care.
- Implementing integrated electronic Medical Records (ieMR) to streamline service delivery and enhance patient care.
- Engaging the community through social media and other contemporary means to assist in improving health literacy.

DDHHS Strategic Plan 2016-2020: Objectives and Strategies

HC Deliver quality evidence-based healthcare for our patients and clients

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
- 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

Alignment with Queensland Government Plans
Our Future State: Advancing Queensland’s Priorities
- Keep Queenslanders healthy
- Give all our children a great start

My health, Queensland’s future: Advancing health 2026
- Delivering healthcare

E 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, MPHIS 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

Alignment with Queensland Government Plans
Our Future State: Advancing Queensland’s Priorities
- Keep Queenslanders healthy
- Give all our children a great start
- Promoting wellbeing

My health, Queensland’s future: Advancing health 2026
- Delivering healthcare

L 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, Queensland University of Technology, 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

Alignment with Queensland Government Plans
Our Future State: Advancing Queensland’s Priorities
- Keep Queenslanders healthy
- My health, Queensland’s future: Advancing health 2026
- Pursuing innovation

R 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

Alignment with Queensland Government Plans
Our Future State: Advancing Queensland’s Priorities
- Keep Queenslanders healthy
- Give all our children a great start

My health, Queensland’s future: Advancing health 2026
- Delivering healthcare

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

Strategies
P1 Review and improve operational and service delivery planning
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/issus

Measures of success
- 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

Alignment with Queensland Government Plans
Our Future State: Advancing Queensland’s Priorities
- Keep Queenslanders healthy
- My health, Queensland’s future: Advancing health 2026
- Delivering healthcare

W 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/NS 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

Alignment with Queensland Government Plans
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For more detail, a full version of the DDHHS Strategic Plan is located at https://www.health.qld.gov.au/darlingdowns/pdf/ddhhs-strategicplan.pdf