

Priorities	Key actions								Measures
1 Our services are aligned with our priorities to ensure better health outcomes for all in our region	1.1 Implement our Strategy for achieving Aboriginal and Torres Strait Islander health equity	1.2 Better understand the health and service needs of people with sexuality, gender and body diversity, older people, people with disability and our refugee community	1.3 Deliver personalised, and localised community focused health care services, in alignment with government priorities						Health Equity strategy indicators are met Joint health needs assessment completed in partnership with the PHN by 2025 Achievement of Service Delivery Statement targets - emergency department, specialist outpatients and elective surgeries Improved patient satisfaction
2 The way we deliver care is transformed to improve efficiency and accessibility for our community	2.1 Change the structure and culture of our services to make sure consumers are at the centre of care	2.2 Optimise our use of technology in the delivery of care	2.3 Implement alternative models of care and service delivery to improve efficiency and accessibility for consumers	2.4 Grow and innovate in our use of support and assistant roles and design work to optimise scope of practice	2.5 Improve the care options for patients who are no longer acutely unwell and who are ready to be transitioned out of acute care services	2.6 Improve use of evidence from research to transform care	2.7 Use our new hospital builds as an opportunity to transform the way we provide care		Increase of patients receiving alternative virtual models of care Development of detailed DDHHS models of care Reduction in average length of stay for maintenance patients Achievement of HHS milestones for the New Toowoomba Hospital Master Works Program
3 Our resources, systems and processes are designed to support and improve the delivery of care	3.1 Simplify, standardise, digitise and automate our processes to improve and support delivery of care to consumers	3.2 Implement an electronic medical record system							By 2027 Horizon 1 and 2 of the Darling Downs Health Digital Strategy are implemented
4 We attract the right people and support our workforce to deliver world-class care	4.1 Become a centre of excellence for education, training, mentoring and support for our people	4.2 Attract, grow and retain our own local workforce through the development and delivery of our People First workforce strategy	4.3 Build systems to support our people to work flexibly	4.4 Increase opportunities for our people to engage in research					An increase in positive staff reported experience Staff attrition rate is stabilised and reduces (permanent staff) At least 2 new staff a year enrolled in a research higher degree Sustained growth in research development and engagement unit appointments
5 Ensure our consumers, their information and our people are safe	5.1 Embed our safety management system to make sure our people are safe at work	5.2 Reduce avoidable harm to patients	5.3 Build our information security to support our transition toward digital information collection and digital communication	5.4 Prepare for and manage the impacts of climate change on our people, our facilities and the health of our community, and work toward greater environmental sustainability					Reduced criticality of recommendations from the Darling Downs Health Information Security Management System audit year on year Climate risk profile established and mitigation options developed

Darling Downs Health

Our vision

Caring for our communities -
healthier together

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

Our purpose

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

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

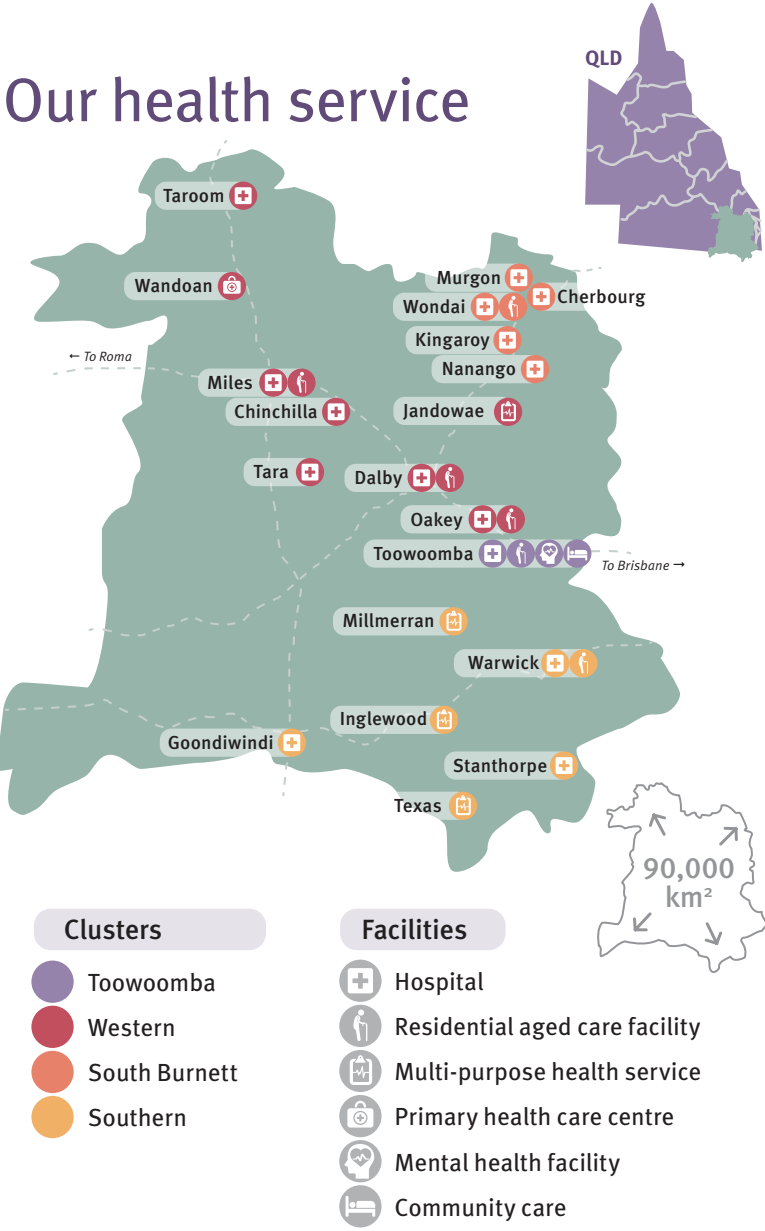
We respectfully question for clarity and have the strength and confidence to Speak Up



Acknowledgement of Traditional Owners

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

Our health service



Opportunities

- We know that the most important thing we can do is to make sure our consumers are heard so they get care that’s specifically tailored to them. We also know that our consumers don’t believe they have clarity on the plan for the next steps of their care. This knowledge provides us with the opportunity to make real progress in improving the satisfaction of our consumers.
- Our current workforce is our biggest asset and has demonstrated their commitment, resilience and agility. We believe that investing in and supporting them will help to set us up for the future.
- There has never been better technology for streamlining and automating processes, and more of our consumers will be willing and capable of engaging with digital information sharing and virtual care than ever before.
- In 2027, the new Toowoomba Hospital at Baillie Henderson campus will provide us with the physical environment we need to provide contemporary care. It will also free up significant amounts of space at the Toowoomba Hospital CBD campus. This will provide us with the opportunity to increase the volume and broaden the range of services we deliver.

Challenges

- Between 2023 and 2027, Darling Downs Health will experience higher demand for our services than ever before, and the complexity of the care needed will increase.
- Workforce shortages in our region will be further impacted by a shortage of housing for our people to live in. This shortage of housing (as well as other factors) will also make it harder to discharge people from hospital.
- There is an increased possibility of cyber security attacks over coming years due to increasing rates of cyber-crime.
- The Darling Downs region has the potential to be impacted by extreme heat events, intense heavy rainfall and longer fire seasons. Natural disasters and weather events could impact one or more of our facilities during the period of this Strategic Plan and could affect our ability to deliver services.

The agency supports the Government’s objectives for the community:

	Good jobs: Good, secure jobs in our traditional and emerging industries		Supporting Jobs: Good, secure jobs in more industries to diversify the Queensland economy and build on existing strengths in agriculture, resources and tourism.
	Better services: Deliver even better services right across Queensland		Backing our frontline services: Deliver world-class frontline services in key areas such as health, education, transport and community safety.
	Great lifestyle: Protect and enhance our Queensland lifestyle as we grow.		Keeping Queenslanders Safe: Continue to keep Queenslanders safe as we learn to live with COVID-19 and ensure all Queenslanders can access world-class healthcare no matter where they live.