

Darling Downs Health

Building a stronger future

For our people, consumers and community

28 July 2025



Queensland
Government

Darling Downs Health

I would like to acknowledge the traditional owners of the land on which we are meeting today. I would also like to pay my respects to the elders and valued persons who have contributed to Australia's reconciliation processes.

I recognise the strength and resilience that Aboriginal and Torres Strait Islander people and their ancestors have displayed in laying a strong foundation for the generations that will follow.



Our current context

1



Extreme demand

- 'Provider of last resort'
- Ever-increasing demand
- Escalating complexity in care
- Bed capacity limitations
- Workforce challenges

2



Maturity

- Size
- Scale
- Complexity of our business

3



Fragmented systems and processes

- Range of non-integrated systems
- Reliance on manual processes
- Limited use of data insights and analytics
- Lack of digital framework

A stronger future for our people, consumers and community



1

Focus on improving patient access and flow

- ✔ More sustainable bed capacity pressure
- ✔ Improved patient and business flow
- ✔ More streamlined pathways for patients to aged care and NDIS systems



2

Focus on our people

- ✔ Right people in the right place
- ✔ Easing of workforce pressures
- ✔ People feeling less exhausted, more connected and with an increased ability to focus on proactive areas of activity
- ✔ People are clear on expectations of them
- ✔ Better collaboration across our silos

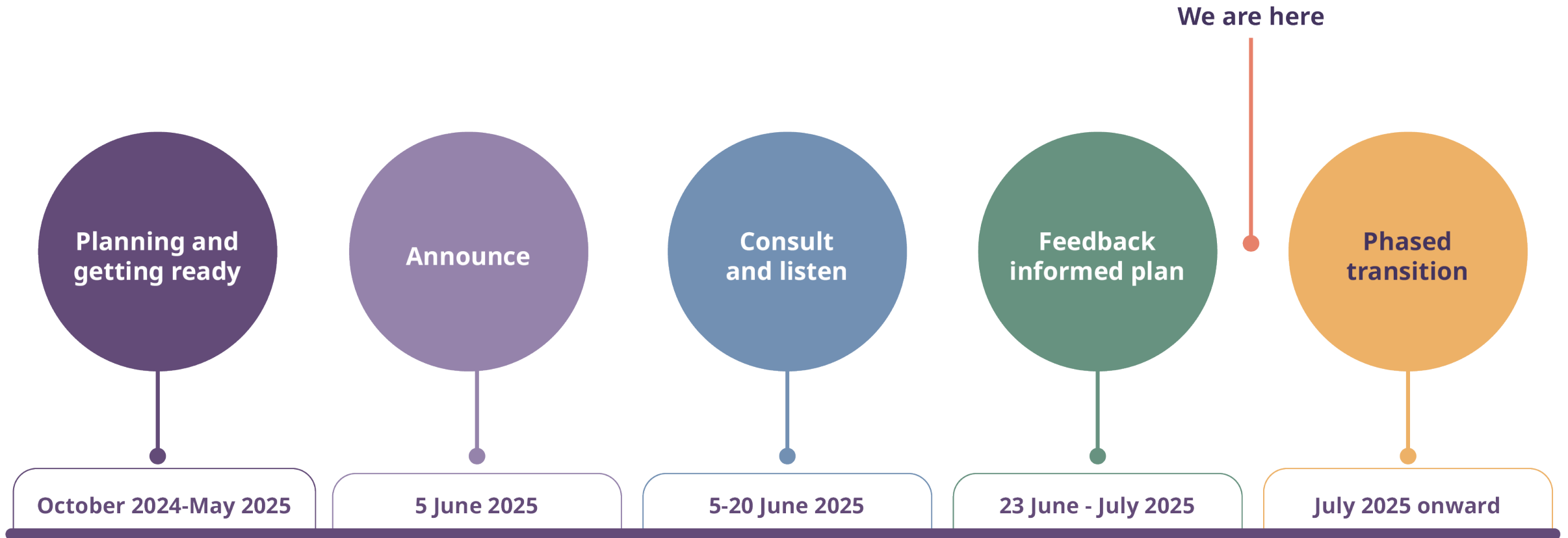


3

Improve business processes and remove barriers

- ✔ Improved relationship with all partners
- ✔ Improved digital capability
- ✔ Better decision-making using data insights

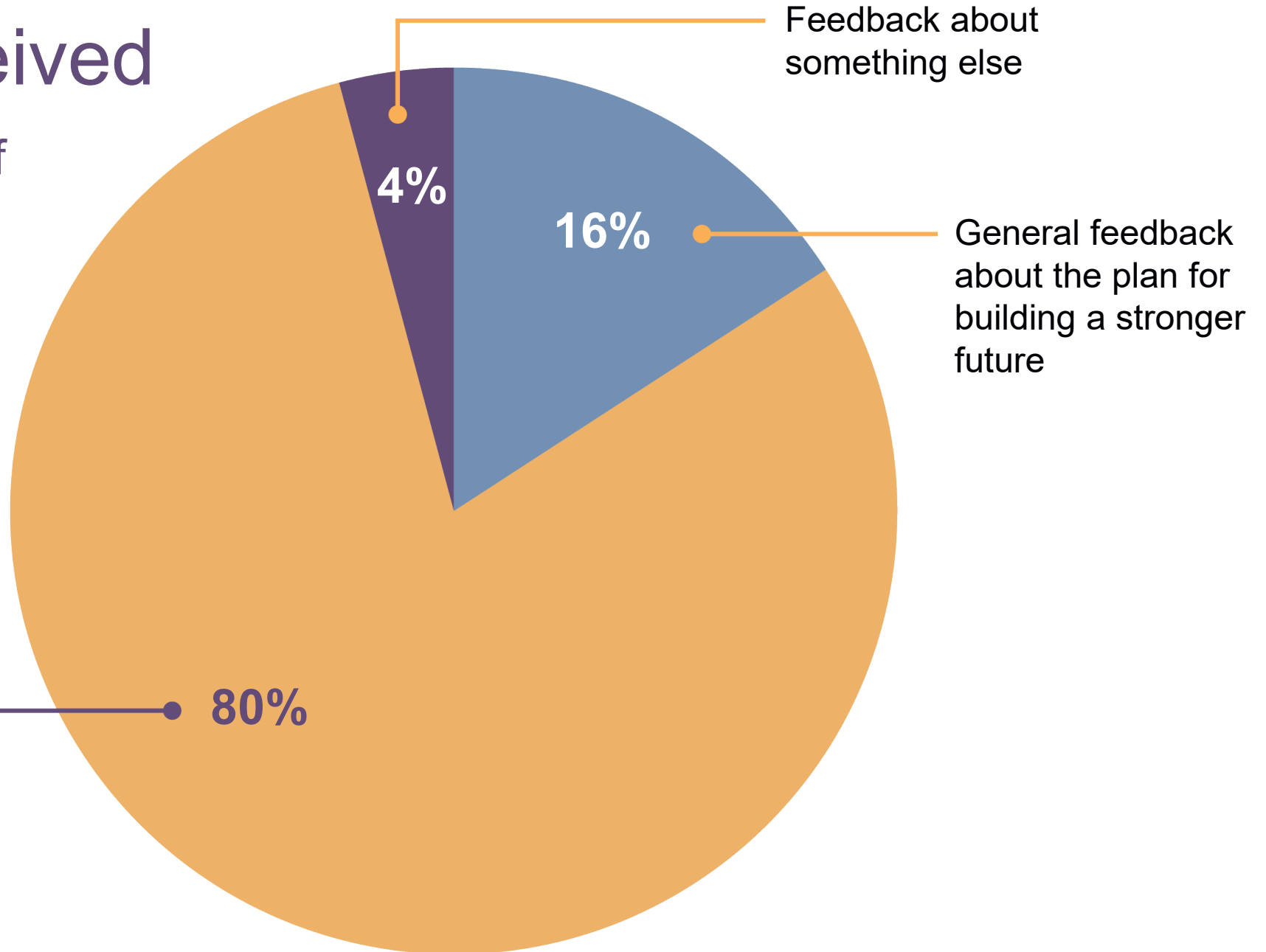
Timeline



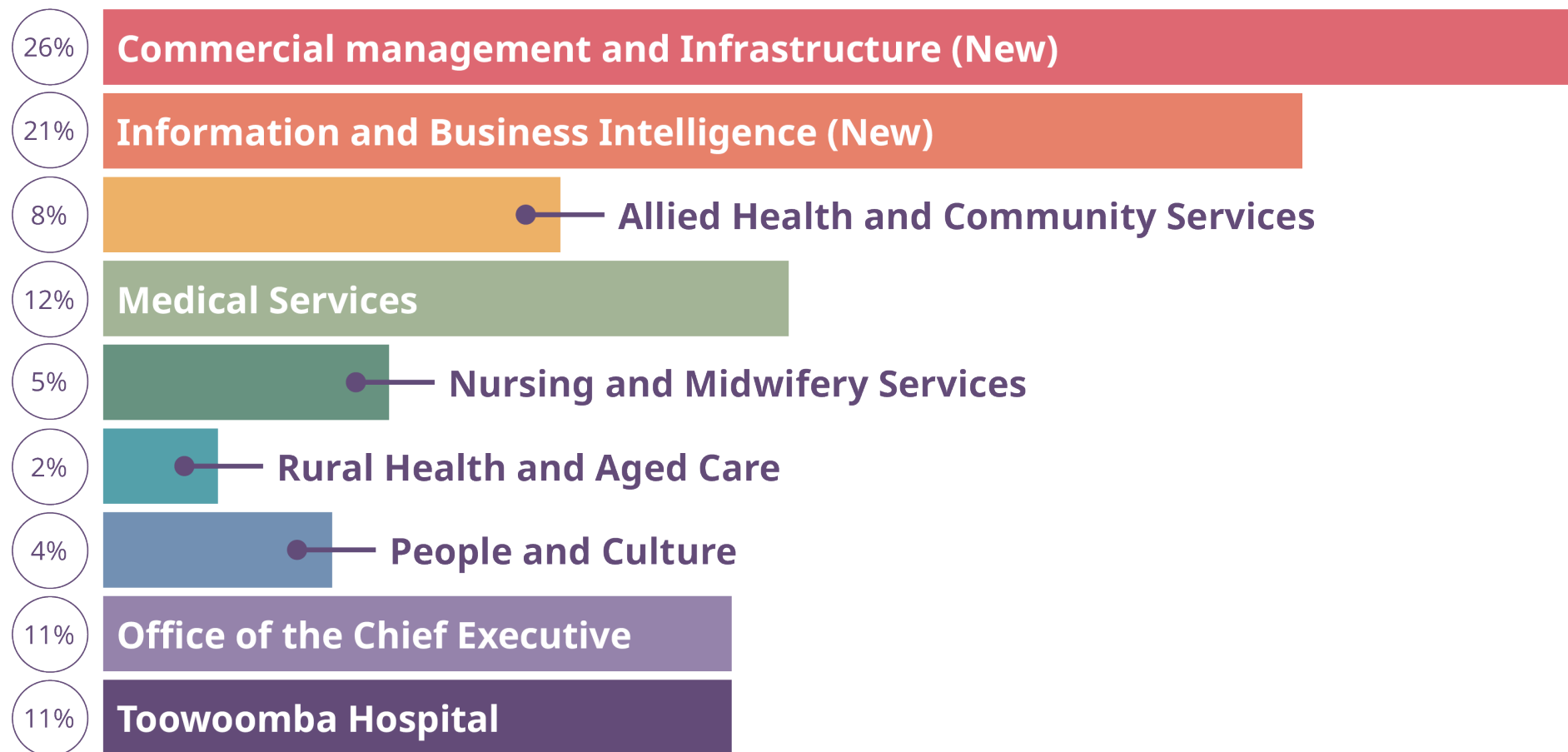
Feedback received

130+ individual types of feedback received via

- MS Form
- Email
- Union



Feedback by division



Mental Health and Finance divisions received no feedback

In your feedback you told us...

Overall, the feedback understood the need for change and also asked if we had thought about a range of considerations

- “ A welcome development – hits the nail on the head
- “ Excellent move forward – it’s about time
- “ Feeling optimistic about the changes
- “ Is excellent, will help DDH develop and grow projects more efficiently
- “ Positive and refreshing to see focus on silo reduction, streamlining processes and improving visibility on informatics

Reminder ...what this is and what this isn't

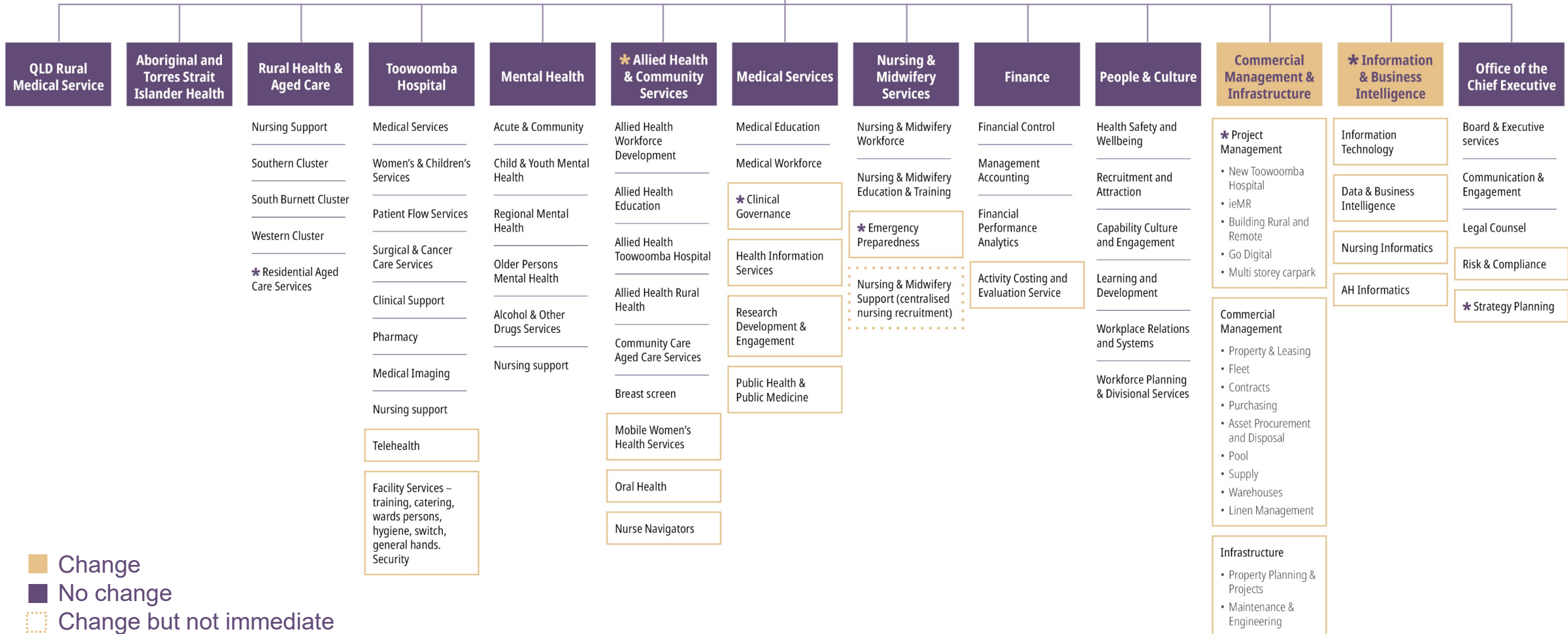
- Is about making it better and finding balance
- No one way to do this
- Structural realignment is just **one** part of the story
- Driving improved business processes, flow, and performance
- Removing barriers



Functional Structure

Darling Downs Hospital and Health Board

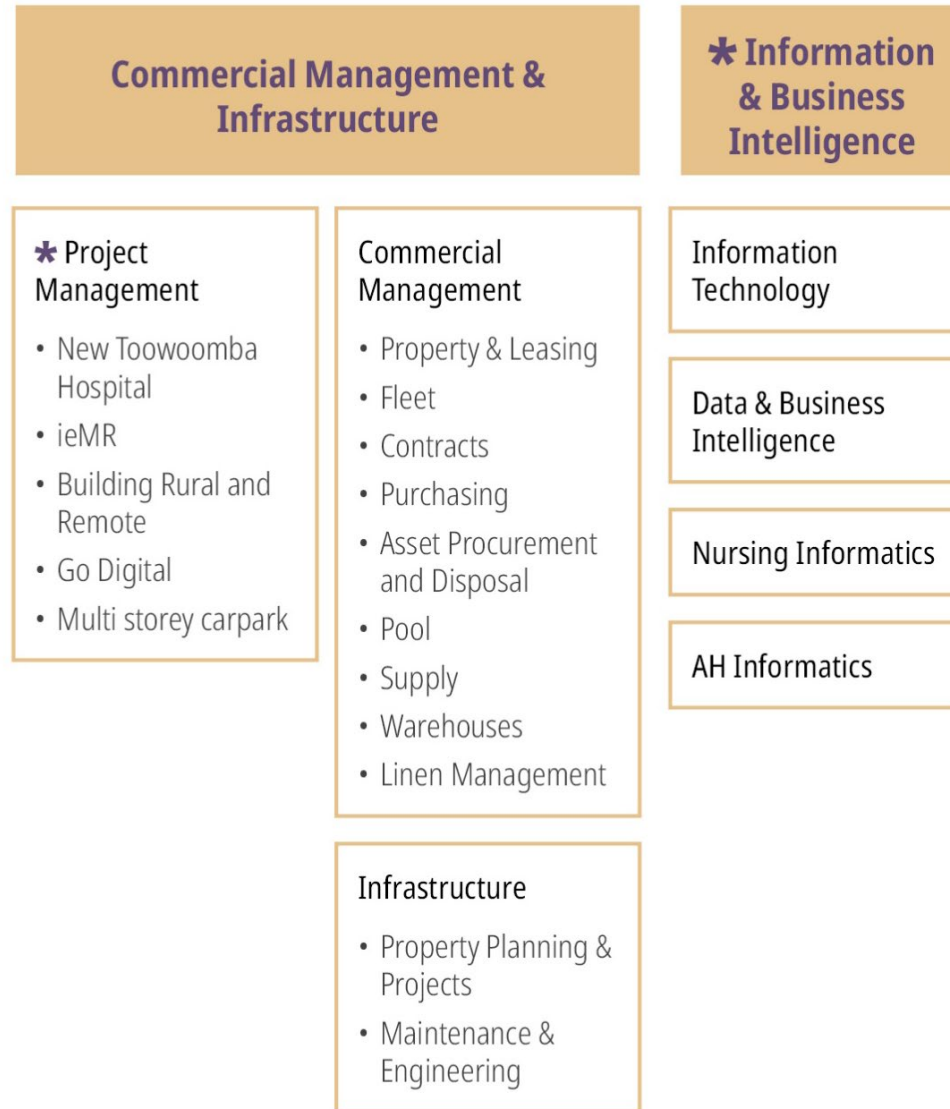
Health Service Chief Executive



- Change
- No change
- Change but not immediate

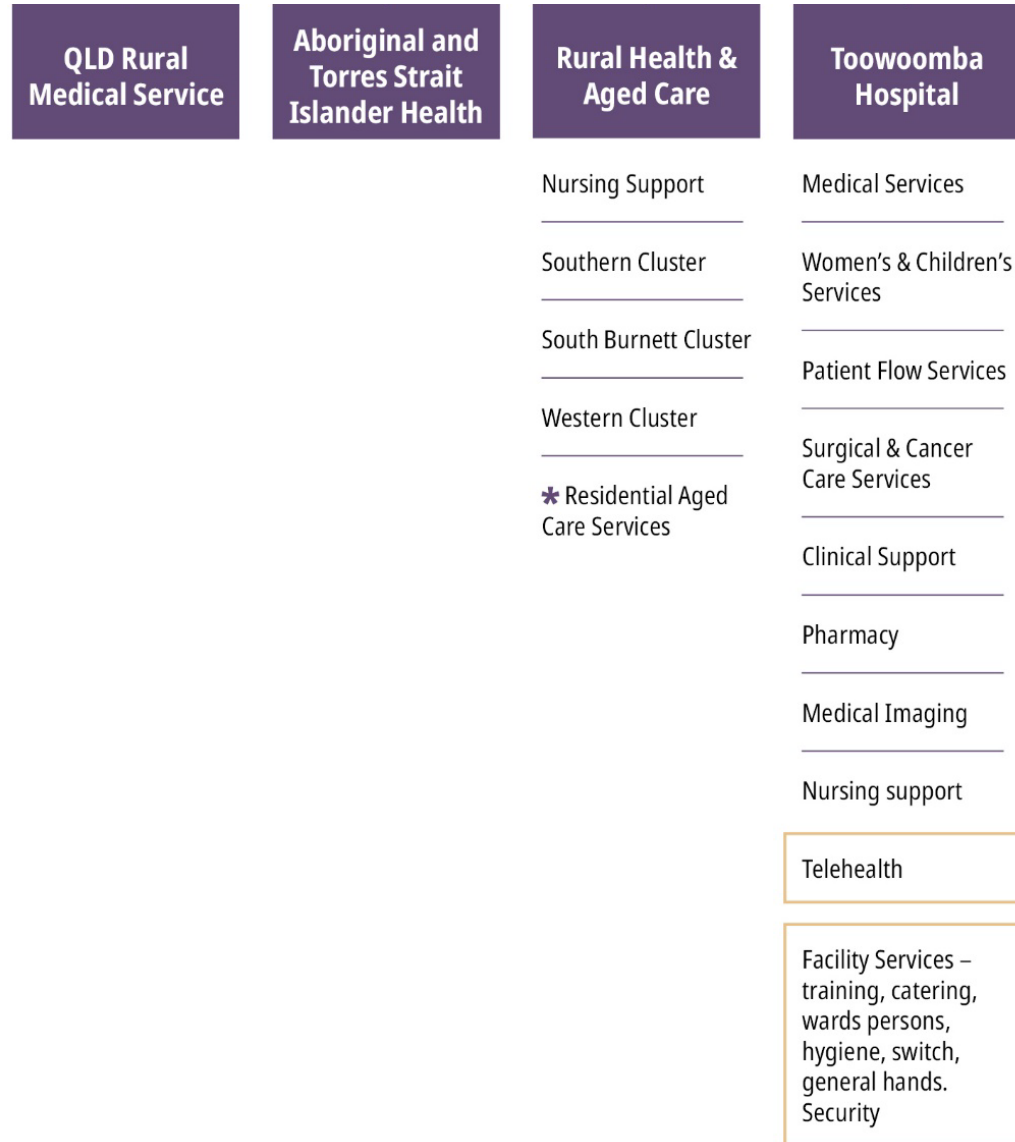
Functional structure

- Change
- No change



Functional structure

- Change
- No change



Functional structure

- Change
- No change
- Change but not immediate

* Allied Health & Community Services

Allied Health
Workforce
Development

Allied Health
Education

Allied Health
Toowoomba Hospital

Allied Health Rural
Health

Community Care
Aged Care Services

Breast screen

Mobile Women's
Health Services

Oral Health

Nurse Navigators

Functional structure

- Change
- No change
- Change but not immediate

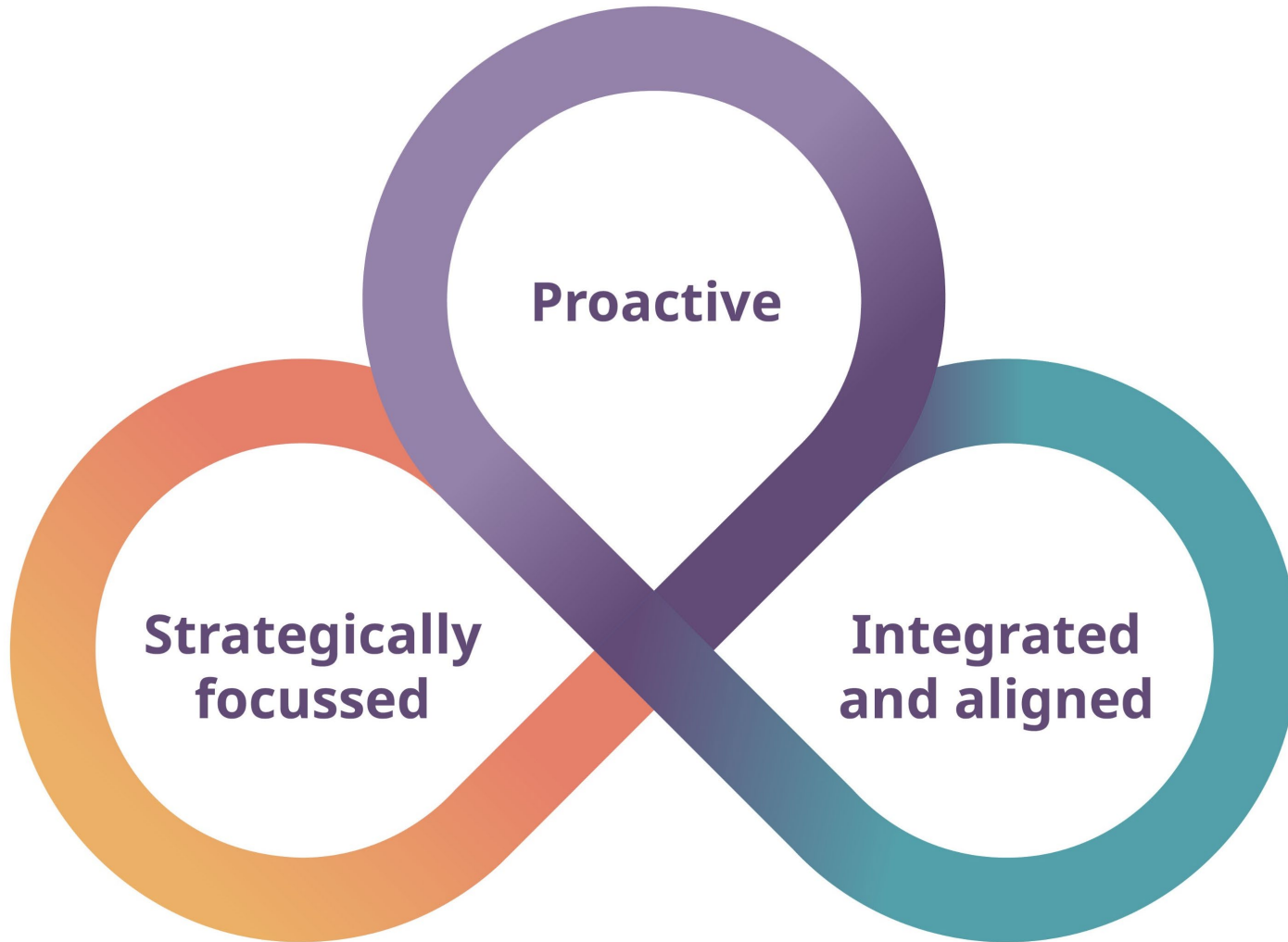


Functional structure

- Change
- No change



Building a stronger future...

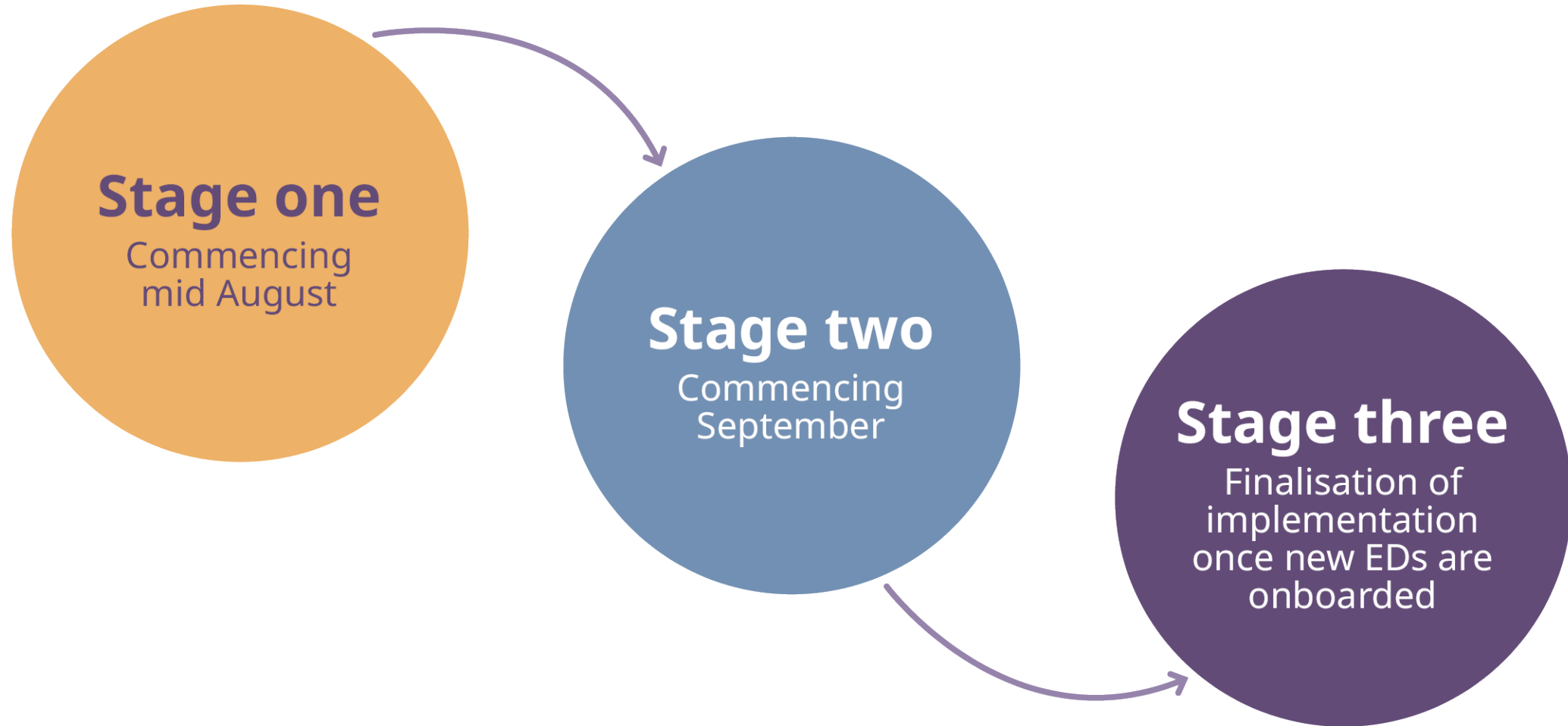


“It is crucial that this change approach is maintained at all levels and within all groups of DDH regardless of how hard this is to do.

Consistency, adherence and not losing sight of the goal will be key!”

Quote taken from the Building a stronger future feedback

Realignment stages



Where to find help and information during implementation

Access the resource centre from any device

- Read the implementation plan
- Access the updated frequently asked questions
- Get support
- Rewatch this announcement



Visit the resource centre
darlingdowns.health.qld.gov.au/ourfuture2025

How we will continue to listen

- Communication is a two-way process - keep talking and listen to each other
- Provide feedback on the implementation plan by 5 August 2025
- Ideas already raised will need follow-up and discussion



View our listening fact sheet

[darlingdowns.health.qld.gov.au/
data/assets/pdf_file/0027/420768/
listening-fact-v2.pdf](https://darlingdowns.health.qld.gov.au/data/assets/pdf_file/0027/420768/listening-fact-v2.pdf)