

Darling Downs Hospital and Health Service

Annual Report Highlights

2013-14 financial year

Darling Downs Hospital and Health Service delivers more care to our communities

More patients across the Darling Downs and South Burnett received government-funded healthcare services than ever before during 2013-14.

Darling Downs Hospital and Health Service (DDHHS), in its second year as a statutory authority, reinvested a budget surplus of \$14 million from the 2012-13 financial year into increasing surgery and endoscopies, purchasing new equipment, and upgrading facilities. This financial year's surplus of \$17.7 million will also be returned to patients and staff through more services and equipment while maintaining a modest reserve.












DDHHS operates under a service agreement with the Department of Health to deliver agreed core health services. During the year we delivered above the contracted amount with 104 per cent of services provided to patients and communities.

During 2013-14 DDHHS had a strong focus on:

- The National Emergency Access Target (NEAT) for patients who present to an emergency department being admitted, discharged or transferred within four hours
- The National Elective Surgery Target (NEST) of no patients waiting longer than clinically recommended for urgent, semi-urgent and routine elective surgery. Toowoomba Hospital performed 4,796 elective surgery procedures, an increase of 24 per cent (934 procedures) more than in 2012-2013
- Engaging with local communities to ensure health services planning and delivery meet stakeholders' needs
- Cutting waiting times for general (non-urgent) dental treatment
- Improving local services through infrastructure investments funded through budget efficiencies.

These improvements in health services, both in terms of volume and the breadth of care offered, are bringing closer DDHHS's vision to deliver excellence in rural and regional healthcare.

Our performance at a glance

| | | | |
|---|----------------|---|-----------------|
|  | 7,965 | Surgeries performed | ↑ 925 |
|  | 174,870 | Emergency department presentations | ↑ 29,797 |
|  | 191,363 | All outpatient attendances | ↑ 9,859 |
|  | 242,691 | Mental health consultations | ↑ 2,275 |
|  | 46,681 | Pharmacy attendances | ↑ 1,411 |
|  | 3,201 | Telehealth consultations | ↑ 1,670 |
|  | 33,515 | Adult dental treatments | ↑ 9,896 |
|  | 17,888 | Breastscreens | ↑ 206 |
|  | 276,014 | Bed days | ↑ 12,241 |
|  | 26,911 | Same day admissions | ↑ 1,107 |
|  | 65,628 | Separations (discharges) | ↑ 4,791 |



To read the full DDHHS Annual Report 2013-14 (including financial statements) go to:

<http://www.health.qld.gov.au/darlingdowns/html/ddhs-annual-report.asp>

Community engagement key to success

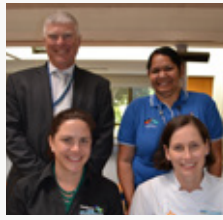
Keeping in touch with community and other stakeholders' needs has been an important focus during the year to ensure delivery of healthcare services was appropriately targeted and resources were directed to the highest priorities in each local area.

Board Chair Mr Mike Horan said he strongly believed the establishment of local Boards and Hospital and Health Services as independent statutory authorities two years ago had made a real difference to how healthcare was delivered in each of the communities we serve.

"Our Board is comprised of representatives from all geographical areas within DDHHS who have worked hard to ensure they are aware of relevant local issues that impact on health services," Mr Horan said.

"Key to this success has been the Board's community engagement program. Every second Board meeting was held at a rural location where we took the opportunity to meet with community representatives, different levels of government, others in the healthcare industry and our staff to gain a picture of what's important locally.

DDHH Board member Dr Ross Hetherington with Glenda Duncan (DDHHS Indigenous Health Worker), Sarah Densley (Medicare Local) and pharmacist Lucy Walker in Goondiwindi.



"In 2013-14 we held meetings at Goondiwindi, Miles, Murgon, Nanango and Stanthorpe, and hosted 112 individual community groups. Our meetings in Toowoomba have also provided valuable information about the depth and variety of services offered and community needs. These interactions, together with individual Board member's community insights, have been a valuable part of our decision-making process."



Darling Downs Hospital and Health Board Chair Mike Horan AM with Nanango Hospital Auxiliary member Margaret Garlick

Did you know?



Around eight in 10 patients are usually admitted, discharged or transferred within four hours of presenting at one of our Emergency Departments. This includes Toowoomba Hospital which sees an average of 130 patients a day in emergency.



We have a large asset base of land and 475 buildings with a replacement cost of about \$1 billion.



The BreastScreen Queensland Toowoomba Service screened the highest number of women since the inception of the service in 1992. It covers DDHHS and South West Queensland.



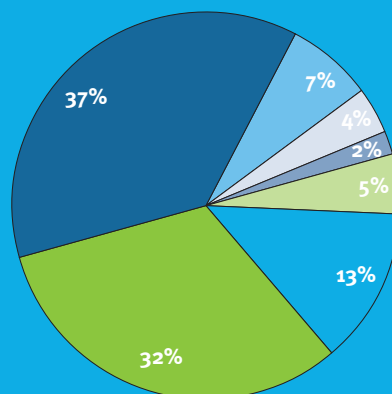
More renal dialysis offered at Kingaroy Hospital

Renal dialysis services in the South Burnett were increased. There are now 18 patients who receive haemodialysis at Kingaroy Hospital, an increase from the 12 places that were previously available.

Cherbourg resident Erica Duncan (pictured with Kingaroy Hospital Indigenous Liaison officer Barry Fisher and Renal Unit Nurse Unit Manager Karen Quealy) no longer needs to travel to Toowoomba three times a week.

Where the money goes

DDHHS operates a complex group of services. The graph below shows the proportion of the \$607.4 million budget spent on services in 2013-14.



- Toowoomba Hospital (37%)
- Other professional and support services (7%)
- Infrastructure costs (4%)
- Oral Health (2%)
- Allied Health* (5%)
- Mental Health** (13%)
- Rural Health*** (32%)

* including Commonwealth Programs

** including Alcohol and Other Drugs

*** including Aged Care and Public Health



Access to specialist Mental Health services improves

More patients who presented to Emergency Departments at rural hospitals were able to access specialist Mental Health care after hours.

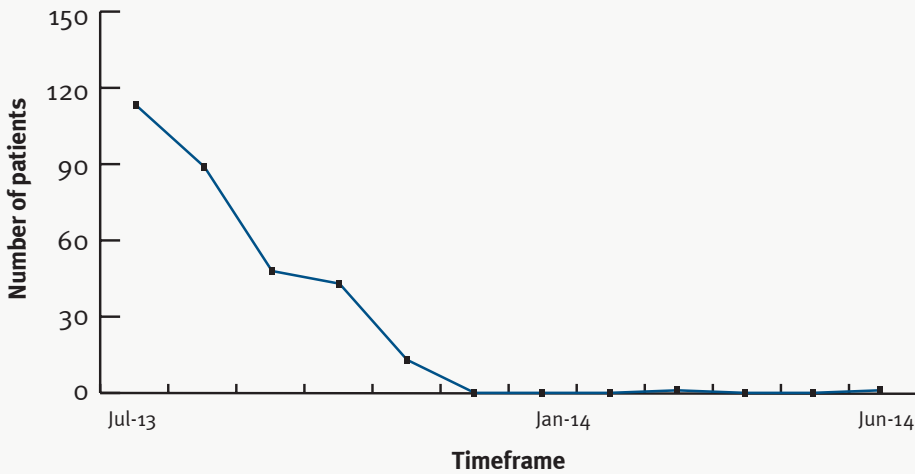
The Mental Health Consistent Assessment in Rural Emergency (MH CaIRE) has been implemented across DDHHS. It involves telehealth being used to increase access to after-hours specialist Mental Health assessment services in rural and remote communities, access to on-call psychiatrists, and mental health education outreach.

Project Manager Greg Neilson (pictured) said the use of telehealth services avoided more than 10,000km of unnecessary travel within the first three months of the project as patients were able to be treated at their local hospitals where clinically appropriate.

Number of long waits for routine elective surgery reduced

Improving the National Elective Surgery Target (NEST) was a key focus of the DDHHS in 2013-14. Toowoomba Hospital performed 4,796 elective surgery procedures, an increase of 24 per cent (934 procedures) than in 2012-13.

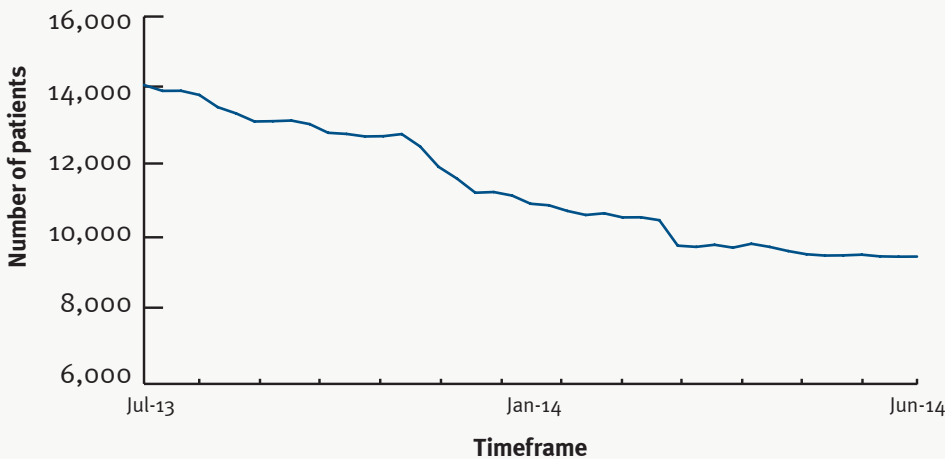
The numbers of people waiting longer than clinically recommended for routine (Category 3) elective surgery was significantly reduced as shown in the graph below.



Numbers waiting for Specialist Outpatients' appointment improves

Significant progress was made in addressing the outpatients waiting list. A dedicated GP Liaison Officer, jointly funded with the Darling Downs South West Queensland Medicare Local, led a project to identify where improvements could be made.

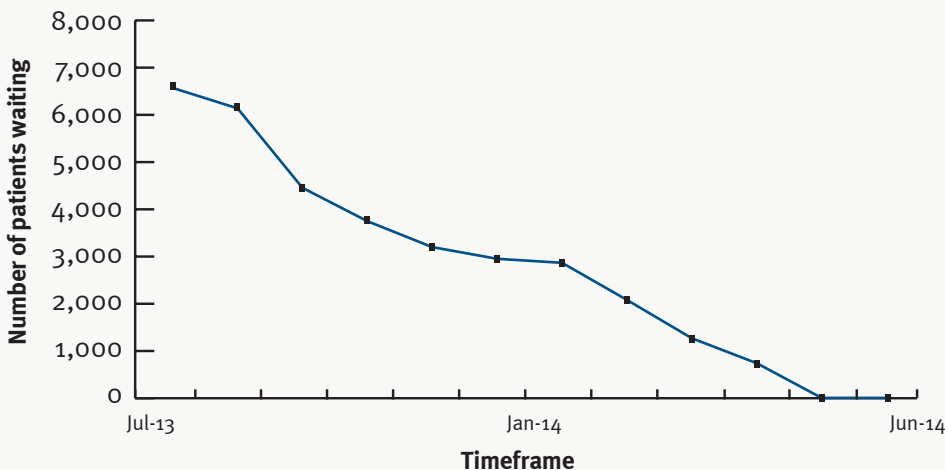
People waiting for an outpatient appointment dropped by 34 per cent between July 2013 and June 2014. Reducing the waiting list further will continue to be a focus in 2014-15.



Oral Health long waits improve

Better access to high quality oral health services has been a focus across the DDHHS over the past year, with significant investment in achieving the nationally recommended time for a dental assessment for eligible clients.

At the beginning of June 2014, no eligible public patient across the Darling Downs was waiting longer than clinically recommended for a routine dental checkup.



Mums and bubs focus of care



For the second successive year a midwife from Toowoomba Hospital was named Queensland Midwife of the Year. Jenni Price (pictured), a midwife for more than 26 years, was delighted to be named as this year's winner during International Day of the Midwife celebrations in May. Toowoomba Hospital's Maternity Services was highly commended in the 2013 Premier's Awards.

The Private Practice Midwifery Model of Care is a public private partnership between Toowoomba Hospital and midwives in private practice. This model provides access for women who, with their own midwife, use the Toowoomba Hospital Birth Centre.

The successes of a Toowoomba Hospital program that provides midwifery care to local Indigenous women were highlighted at an international conference in June 2014.

During the year, there were 4,210 visits to new parents under the "Mums and Bubs" program where midwives and child health nurses provide in-home support services through two visits in the first four weeks after giving birth.

The program gives information on immunisation, breastfeeding and nutrition, providing a safe environment and the importance of reading to children.

DDHHS operates seven designated birthing facilities. In 2013-14 the distribution of births at these facilities was:

| | |
|-------------|-------|
| Toowoomba | 1,994 |
| Kingaroy | 412 |
| Dalby | 272 |
| Warwick | 195 |
| Stanthorpe | 128 |
| Goondiwindi | 95 |
| Chinchilla | 33 |

In addition seven babies were born at other facilities in DDHHS.



Infrastructure improvements support better services locally

Work started on a \$50.6 million Queensland Government funded program of maintenance and rehabilitation works to be completed over the next four years to rejuvenate buildings and other facilities across Darling Downs Hospital and Health Service.

This funding is on top of the \$13 million the service itself spends annually on repairs and maintenance.

Infrastructure improvements have also been made by reinvesting “the community dividend” from the budget surplus in 2012-13.

Works included:

- \$1.1 million Stanthorpe Maternity refurbishment – works were largely completed and the suite is now being used
- \$360,000 Goondiwindi Palliative Care Suite – construction started and the room has now been officially opened
- \$2 million expansion of the endoscopy unit at Toowoomba Hospital to double existing capacity – planning started with tenders for construction now released.

DDHHS one of region’s largest employers

Darling Downs Hospital and Health Service is one of the region’s largest employers with more than 4,800 staff.

This means that about one in 60 people across the Darling Downs works for us to provide healthcare services. With 73 per cent of our budget spent on employee expenses, we inject around \$443.4 million each year into local economies.

Key staff appointments were made over the past year. These included an Infectious Diseases Specialist, an Orthopaedic Consultant, Urologists and a Gastroenterologist.

In 2014 Toowoomba Hospital took on a record number of interns when 35 new doctors started the next phase of their careers. Kingaroy Hospital welcomed

two medical interns for the first time.

We also employed more than 20 graduate nurses across all divisions.

DDHHS Board Chair Mr Mike Horan thanked DDHHS staff for their on-going contribution to the achievements of the past year.

“Whether it’s meeting our NEAT and NEST targets, reducing dental or outpatient waiting lists, or developing systems that deliver improved care to patients, a great deal of our successes can be credited to the hard work and dedication of our staff,” he said.

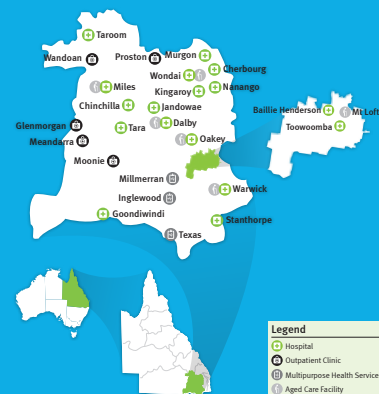
“Backing up the provision of frontline clinical care is an extensive support network of auxiliary and support services that keep our HHS running, 365 days a year.”

Employees by service area, 30 June 2014

| | |
|-------------------------------|--------------|
| Toowoomba Hospital | 1,715 |
| Rural and Aged Care | 1,895 |
| Mental Health | 655 |
| Allied Health | 313 |
| Finance & Corporate Support | 200 |
| Professional Governance | 48 |
| Health Service Executive Unit | 19 |
| Other | 26 |
| DDHHS Total | 4,871 |

DDHHS catchment

DDHHS covers approximately 90,000 square kilometres, around 1.5 times the size of Tasmania. We deliver care from 26 locations and manage an annual budget of \$607.4 million.



DDHHS Board



Back (left to right): Dr Jeffrey Prebble OAM, Dr Dennis Campbell, Dr Ross Hetherington, Dr Ian Keys, Mr Terry Fleischfresser.

Middle: Mr Mike Horan AM, Ms Megan O’Shannessy, Ms Cheryl Dalton, Ms Patricia (Trish) Leddington-Hill.

Front: Ms Marie Pietsch, Dr Peter Bristow Health Service Chief Executive.