

# Annual Report 2013–2014



## Darling Downs Hospital and Health Service Annual Report 2013-14

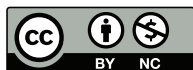
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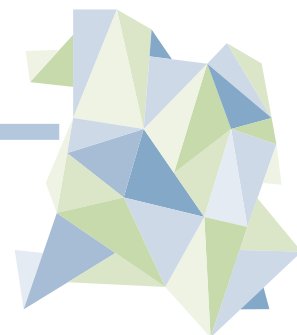


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### Interpreter Service Statement

Darling Downs Hospital and Health Service is committed to providing accessible services to  
Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in  
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to effectively communicate the report to you.



# Letter of compliance

**The Honourable Lawrence Springborg MP**  
**Minister for Health**  
**Member for Southern Downs**  
**Level 19, 147-163 Charlotte Street**  
**Brisbane Qld 4000**

Dear Minister

I am pleased to present the Annual Report 2013-14 and financial statements for the Darling Downs Hospital and Health Service.

I certify that this Annual Report complies with:

- The prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, and
- The detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements can be found on page 60 of this annual report or accessed at <http://www.health.qld.gov.au/darlingdowns/pdf/ddhhs-annualreport-2014.pdf>.

Yours sincerely

**Mr Mike Horan AM**  
*Chair*  
Darling Downs Hospital and Health Board

05/09/2014

# Mission statement

## Our vision

To be trusted to deliver excellence in rural and regional healthcare.

## Our purpose

Delivering quality healthcare in partnership with our communities.

## Our values

Our values guide how we work and support us to achieve our goals. They are:

- **Caring** – We deliver care, we care for each other and we care about the service we provide.
- **Doing the right thing** – We respect the people we serve and try our best. We treat each other respectfully and we respect the law and standards.
- **Openness to learning and change** – We continually review practice and the services we provide.
- **Being safe, effective and efficient** – We will measure and own our performance and use this information to inform ways to improve our services. We will manage public resources effectively, efficiently and economically.
- **Being open and transparent** – We work for the public and we will inform and consult with our patients, clients, staff, stakeholders and community.

## Acknowledgement of Traditional Owners

*Darling Downs Hospital and Health Service respectfully acknowledges the traditional owners of the land on which its sites stand.*



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## Board Chair

It is with great pride, that on behalf of the Darling Downs Hospital and Health Board, I present the second annual report for the Darling Downs Hospital and Health Service (DDHHS). While there are always challenges to be dealt with, it is encouraging to reflect on the many achievements across the health service. They are evidence of how our vision – to be trusted to deliver excellence in rural and regional healthcare – has been realised during the year.

I strongly believe the establishment of local Boards and Hospital and Health Services as independent statutory authorities two years ago, has made a real difference to how healthcare is delivered in each of the communities we serve.

Our Board is comprised of representatives from all geographical areas within the DDHHS who have worked hard to ensure they are aware of relevant local issues that impact on health services. I thank all Board members for their professionalism, willingness to consider all options, and governance of the DDHHS over the past year.

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. 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. I thank all who have taken such a keen interest in the operations of the DDHHS.

One example of the Board using its local knowledge was the decision to keep residential aged care facilities under DDHHS ownership and management. Under state contestability guidelines to ensure tax payer funds were used effectively, we carefully considered both the financial and community implications of potentially having a private provider operate five facilities. The

Board remains confident our staff can deliver the required efficiency improvements while maintaining quality aged care in local communities.

On behalf of the Board, I sincerely thank Chief Executive Dr Peter Bristow for his strong leadership and expertise. Under his professional guidance, the dedication of the executive team, and the tireless efforts of staff, the Health Service has continued to provide excellent services to our patients and communities.

The Board certainly appreciates the extraordinary talents of our staff and the care and compassion they provide our patients.

A budget surplus of \$14 million from the 2012-13 financial year was returned to patients and staff through increased surgery and endoscopies, new equipment, and upgraded facilities. I am pleased to report a second surplus in a row, this year being \$17.7 million, was achieved and will also be used for more services and equipment while maintaining a modest reserve.

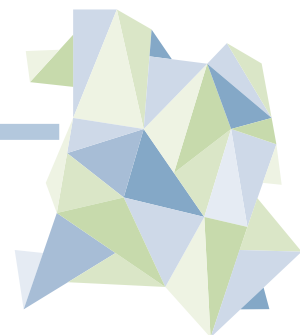
It is important to note this strong financial position that enables the delivery of more and better local healthcare services has been achieved whilst the HHS has delivered four per cent more services than contracted for by the Department of Health. It has also been done with a strong focus on safety and quality, so it is indeed a commendable result.

It is rewarding for our staff that surplus funds can be retained and used for more patient care, equipment and facilities.

We are confident the health service will continue to meet future challenges in delivering core health services, as well as an ambitious infrastructure program covering maintenance, rehabilitation projects and new facilities.

A handwritten signature in black ink, appearing to read 'M. Horan'.

**Mr Mike Horan AM**  
*Chair*  
Darling Downs Hospital and Health Board



## Chief Executive

I would like to pay tribute to the hard work and dedication of staff throughout the DDHHS in 2013-14. The staff and executives of the service delivered significantly on our purpose: To deliver quality healthcare in partnership with our communities.

The service delivered 104 per cent of activity contracted with the Department of Health. At the same time, significant improvements in access to services were also achieved—with increased numbers being treated in a timely manner in emergency departments, increased elective surgery and reduced waiting lists for elective surgery, reduced numbers waiting for an outpatient appointment, and abolition of long waits for general dental appointments. Some of these goals were achieved by partnering with the private sector to increase capacity. The net result was increased services to our residents and patients.

The service was more productive and this enabled investments in increased capacity and facilities. The Board was actively involved in these decisions through the community dividend program.

As part of the journey to our vision to be trusted to deliver excellence in rural and regional healthcare, we have improved the sustainability of some local maternity services, increased local access to dialysis, performed more surgical procedures in rural towns, improved facilities in rural towns and increased telehealth consultations. The rural generalist program run by DDHHS has been recognised nationally as a model for rural medical workforce capacity and capability and has attracted increased government funding.

This year we focussed extensively on the National Standards on Safety and Quality in Healthcare to ensure our improvements in timely access did not compromise care. There has been a momentum to improve the quality of care we provide and a number of innovations. During the year, the Board authorised expansion of quality and clinical governance services to ensure the quality of our care. Patient satisfaction surveys were

conducted by external organisations to enable us to learn from our patients' experiences and improve our care.

Staff have adapted to and embraced DDHHS with significant improvements in a number of markers in the annual staff opinion survey, Working for Queensland. Throughout the year the service continued its clinical leaders' forums highlighting innovations throughout the service. The service continues to train the healthcare professionals of the future and employ new graduates to meet future healthcare needs.

The service also undertook the development of a Health Service Plan to identify future needs until 2023 across DDHHS. At the end of 2013-14, planning for the infrastructure requirements identified in the Health Service Plan was underway. This will enable us long term to deliver for our communities and keep us on track to deliver on our vision.

In 2013-14 work commenced on undertaking backlog maintenance of facilities, after DDHHS received additional funding provided by the Queensland Government. This work is vital to ensure we can continue to deliver services at our 20 hospitals and other sites.

The Executive worked throughout the year cohesively to achieve these results for which I thank them.

Finally, I would like to thank the Board for their unflagging support of our patients, the staff, and me personally in my role.

**Dr Peter Bristow** FRACP FCICM FRACMA GCM GAICD  
*Chief Executive*  
Darling Downs Hospital and Health Service