

Darling Downs and  
West Moreton PHN

# Strategic Plan 2023 to 2027



**phn**  
DARLING DOWNS  
AND WEST MORETON

An Australian Government Initiative



### Our vision:

Healthy communities experiencing excellent healthcare, closer to home.



### Our purpose:

To work with our partners to strengthen primary healthcare for those who need it most.

## Our strategic priorities:



### Healthy communities:

Enabling equitable health and wellbeing across our lifespan.



### Healthy primary care:

Developing a thriving primary care system, that is strong and resilient, innovative and digitally enabled, with a supported and sustainable workforce.



### Healthy partnerships:

Collaborating effectively, with a one system mindset.



### Healthy organisation:

Empowering staff within a capable and impactful organisation.

## Our PHN values:



Transparency



Respect



Accountability



Collaboration



Integrity



Innovation

## Our regional snapshot

### Who we are:



**5.6%**

identify as Aboriginal and / Torres Strait Islander



**39.6**

median age (38.4 QLD)



**9,000**

babies are born here annually, fertility rate 2.2 (QLD 1.8)



**100,600 (16%)**

population born overseas, including more than 4,000 refugees

### What we do



**73%**

don't meet exercise guidelines



**18%**

of current adults smoke

### How's our health?



**37%**

have at least one chronic condition



**37%**

of adults are obese



**13%**

have a mental health or behavioural concerns



**4.7**

infant mortality per 1000 births (QLD 3.9 per 1000)



**3%**

have COPD

### How's our day-to-day life?



**20%**

no home internet access



**27%**

of households received rent assistance from Government



**One perfect day**, people living and working in our region can see a health professional of their choice, at a time that suits them, at a price they can afford. Our focus on keeping people well means that preventative healthcare is a priority. And when they are unwell, early and equitable access means they can get on to it quickly.

Community members have greater choices for their care – from where and how they grow their families, to how they choose to live their final months. Our children and young people get the care they need to be settled, make friends, engage in school, and be confident in their decision making, regardless of their background. And when someone is facing hard times, maybe with their mental health, or with alcohol or drugs, a network of services and support is in place to help them get back on track.

Our hospitals are there for accidents and emergencies, and for those whose illness needs more focussed care. Our partnerships with the health and hospital services and commissioned service providers mean that the transition from hospital back into community is seamless and supported.

Darling Downs and West Moreton PHN is in-touch with the needs of the region. We turn to our community members and health care professionals to help us shape and innovate services that are fit-for-purpose across our remote, rural, and urban areas.

Our local health system is strengthened by close partnerships between our PHN and local primary care professionals, community service providers, peak bodies, our Health and Hospital Services, and all levels of government. We come to the table with a shared purpose and use all the levers at our disposable to create sustainable and purposeful change.

Our reputation for quality health care with great outcomes means that our region is one where health care professionals want to come to work; where they feel welcomed and valued. Our general practices attract and retain GPs who have a passion for regional and rural care. Allied health professionals are recognised for their important role in comprehensive team-based care.

Darling Downs and West Moreton PHN is an employer of choice. Talented and caring people want to work with us because they know their motivation to make a difference is recognised and nurtured.

One perfect day, all people living in our region will live healthier lives, backed by a connected, equitable and thriving local health system.



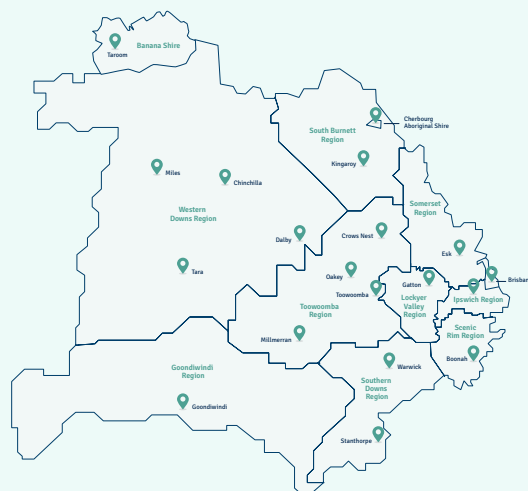
## About the PHN:

Darling Downs and West Moreton PHN is one of 31 Primary Health Networks across Australia funded by the Commonwealth Department of Health to improve primary health care (health care delivered outside of a hospital setting).

Our PHN covers the Darling Downs and West Moreton region, which is around 99,000 km<sup>2</sup> and covers 12 local government areas (LGA). We are located outside the capital city and we support health care in urban, regional, rural and remote settings, all with their unique challenges. We share our region with two state Health and Hospital Services – Darling Downs Health and West Moreton Health – and we work closely with them to ensure our approach to healthcare is aligned. We also work collaboratively with the Aboriginal Community Controlled Health Organisations in our region – Carbal Medical Services, Cherbourg Regional Aboriginal and Islander Community Controlled Health Services (CRAICCHS), Goolburri Health Advancement Corporation, Goondir Health Services and Kambu Aboriginal and Torres Strait Islander Corporation for Health - to focus on health equity.

We have a diverse population of around 610,000 people. The region is one of the fastest growing areas in Australia and predicted to grow by 20% to 2030.

While we have some positive health outcomes already achieved - including good rates of childhood immunisation coverage; high rates of attendance at a general practice or allied health service; and positive experiences reported by consumers with their local



healthcare professional and PHN-funded services - there are still some areas of need which require our focus.

Health priorities for the region include improving perinatal health outcomes and childhood development; providing mental health care and suicide prevention; healthy aging at home; interventions to reduce the impact of chronic disease; and increasing the capacity and coordination of local health services. Priority populations for our PHN include Aboriginal and Torres Strait Islander peoples, culturally and linguistical diverse communities, LGBTIQ+ community and people living with a disability.

<sup>1</sup> For more information, please see our health needs assessment at <https://www.ddwmhna.com.au>

## Our PHN way:



Our health consumers are at the forefront of everything we do. We fully engage with our communities, so we know and understand their wants and needs.



We invest our efforts and resources where they are needed most and will make the biggest difference.



We listen to and value the expertise of our stakeholders, including health care professionals and people with lived experience.



We come to the table as partners, building on our strengths and collaborating to deliver sustainable and meaningful change.







We are agile and responsive; we are innovative and willing to push the boundaries in the pursuit of better solutions.

We acknowledge the Aboriginal and Torres Strait Islander peoples as the Custodians of the land on which we work, and recognise that the concepts of land, family and spirituality are directly linked to Aboriginal and Torres Strait Islander peoples' physical, mental, social, spiritual and cultural wellbeing.

We pay respect to Elders past, present and emerging, and commit to a future with reconciliation and renewal at its heart.



Theme	Strategic Priorities	Needs We will focus on the issue of:	Strategic Initiatives We will bring about change by:	How We will achieve this through:	Impact This will result in:	Measures of Success We will have succeeded when we have:
Commissioning	 Healthy communities	1.1 Improving early life experiences for mothers, families, and children	1.1 Jointly developing a multisectoral Early Years Strategy	System leadership Provider collaboration Clinical engagement	1.1 Healthy start to life	Improved health outcomes Improved equity Improved consumer experiences Improved provider experiences Improved value
		1.2 Supporting good mental health, reducing suicide risk and substance use	1.2 Implementing priority, short- and medium-term actions of the Joint Regional Mental Health, Suicide Prevention and Other Drug Plan		1.2 Healthy minds	
		1.3 Improving quality of life for older people, and addressing chronic condition risk factors	1.3 Implementing the joint health strategy to support older people (Feel Well Live Well)		1.3 Healthy ageing, healthy living	
		1.4 Addressing inequities faced by priority populations	1.4 Embedding health equity in our strategies and everything we do		1.4 Increased health equity	
Capability building	 Healthy primary care	2.1 Tackling workforce shortages	2.1 Jointly developing a regional workforce response	Clinical engagement System leadership Primary care capability building	2.1 A sustainable workforce	
		2.2 Increasing consistency in quality and innovation	2.2 Modernising primary care, driving digital reform and enabling continuous quality improvement		2.2 High-quality, innovative primary care	
		2.3 Addressing sustainability and viability challenges	2.3 Jointly developing local solutions to sustainability challenges		2.3 Thriving primary care	
		2.4 Emergency responsiveness	2.4 Strengthening primary care resilience to respond to emergencies		2.4 Proactive responses to emergencies	
Connecting	 Healthy partnerships	3.1 Joining up a fragmented system that currently creates disconnected journeys for consumers	3.1 Developing joint strategic needs assessments, joint governance, joint strategy, joint planning, joint investment, joint health intelligence 3.2 Implementing cross-sector, place-based, consumer-driven solutions	System leadership Provider collaboration Clinical engagement	3.1 A one system mindset and connected consumer journeys	
Enabling	 Healthy organisation	4.1 Continuing organisational excellence	4.1 Delivering transparent, accountable governance 4.2 Demonstrating our impact 4.3 Building growth mindset, innovation, and system leadership Intelligence-driven decision making 4.4 Demonstrating commissioning excellence	Our culture and growth mindset Living our values Efficient business operations	4.1 Consolidating the PHN's role as regional leaders in commissioning	

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