



Australian Government

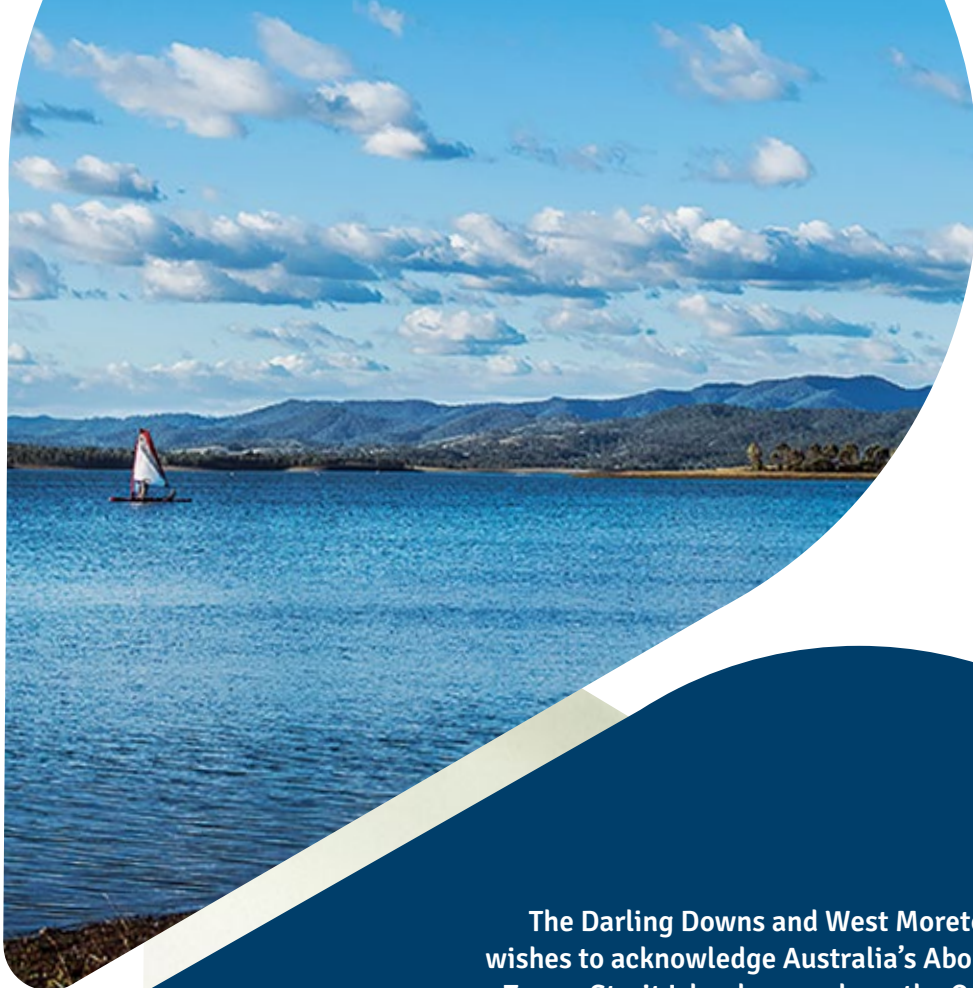
phn
DARLING DOWNS
AND WEST MORETON

An Australian Government Initiative

Annual Report 2016-2017



Local Integrated
Primary Health Care



The Darling Downs and West Moreton PHN wishes to acknowledge Australia's Aboriginal and Torres Strait Islander people as the Custodians of this land.

We pay our respect and recognise their unique cultures and customs and honour their Elders past, present and emerging.



Contents

1. CHAIRMAN'S REPORT	4
2. CHIEF EXECUTIVE OFFICER'S REPORT	6
3. CORPORATE GOVERNANCE	9
Our Board	10
Remuneration & Governance Committee	12
Compliance Audit & Risk Management Committee	12
Executive Leadership Team	12
Clinical Councils	14
Community Advisory Committees	15
4. STRATEGIC DIRECTION	16
Our Vision	16
Our Purpose	16
Our Critical Success Factors	17
Our Strategy	17
5. OUR REGION	18
6. PRACTICE SUPPORT	20
7. COMMISSIONING	22
8. HEALTH PRIORITIES	23
Aboriginal and Torres Strait Islander Health	25
Aged Care	29
Mental Health	31
Digital Health	35
Health Workforce	37
Population Health	39

Darling Downs and West Moreton PHN gratefully acknowledges the financial and other support from the Australian Government Department of Health. While the Australian Government Department of Health has contributed to the funding of this material, the information contained in it does not necessarily reflect the views of the Australian Government and is not advice that is provided, or information that is endorsed, by the Australian Government. The Australian Government is not responsible in negligence or otherwise for any injury, loss or damage however arising from the use of or reliance on the information provided herein.



Chairman's Report

It is my pleasure to present to you the second annual report for the Darling Downs and West Moreton PHN.

The 2016/17 financial year has been progressive and not without challenges. Our unwavering focus has been to understand need, inform collaboration in partnerships and act as a catalyst for action to improve accessibility of healthcare across the region.

This period saw an expansion of the business to improve workforce capability and expand our reach. We developed capacity within the Clinical Excellence and Practice Support Teams to assist providers with navigating accreditation, supporting the roll-out and implementation of Digital Health across the region. We have revitalised the GP Chapters to facilitate engagement and empower practitioners through regular updates on industry changes and connections to other practitioners and services available. This will continue to be a strong focus for PHN as we move into the new financial year.

We have undertaken significant work to get a true picture of the health needs and the current limitations in each of the communities within our region. The Darling Downs and West Moreton region is culturally diverse and geographically large, spanning 10 local government areas. Our region incorporates a high growth urban corridor (Boonah to Ipswich), large regional centres (Ipswich and Toowoomba), smaller regional centres (e.g. Gatton, Goondiwindi, Dalby, Chinchilla and Kingaroy), and small rural communities (e.g. Cherbourg, Tara, Esk, Bell).

Additionally, we have commenced specific Indigenous consultations with our commissioned Indigenous service providers, Indigenous organisations and communities, to support culturally appropriate services that empower choice and accessibility.

This comprehensive consultation and analysis has empowered us to work with our key stakeholders and the Commonwealth Department of Health to actively co-design programs. We are confident these programs will make a real difference to the accessibility of health care services across the Darling Downs and West Moreton regions.

Unfortunately, the process of undertaking this vital consultation and analysis has delayed the implementation of some of these programs, meaning that not all of the funding allocated to the region in the 2016/17 financial year, was expended. That doesn't mean that our region misses out. The Commonwealth have agreed to carry forward the unspent allocations, in addition to the allocations in place for 2017/18, allowing us to implement the programs detailed in our Activity Work Plans.

Service Integration, where we see the true collaboration among the primary, secondary and acute care services continues to be a strong priority for the PHN and underpins everything necessary to create a vibrant and effective health care system.

In support of the Service Integration ethos, the groundwork has been done and early in the 2017/18 financial year, we will be implementing Foundational changes to membership structure of Darling Downs and West Moreton PHN. We believe that primary health care delivery needs to be led by primary care professionals who live and work in the region. We expect through improving diversity in our membership, we can achieve stronger results with service integration and therefore better health outcomes for patients. Accordingly, we will be opening up membership to primary health care providers throughout the Darling Downs and West Moreton Communities to further strengthen the framework for healthcare service delivery across the region.

2017/18 financial year is set to be a very busy year and there are a number of plans in place to ensure more regular and consistent communication

with all of our key stakeholders. We are pleased to announce our new website will be launched early in 2017/18. This is one of the first steps in making information more accessible to health care practitioners and all of our stakeholders.

The important foundational work undertaken in 2016/17 will most certainly result in improved accessibility of primary health care services across our region. We anticipate the year ahead will be highly productive, with the launch of many new projects such as HealthPathways Darling Downs with HealthPathways West Moreton to follow soon after. We will continue to strengthen our relationships with universities and Rural Health Training Schools and anticipate many exciting opportunities in this space.

John Minz

Chairman – Darling Downs and West Moreton PHN Board





Chief Executive Officer's Report

The past year has been one of consistent change and growth for the Darling Downs and West Moreton PHN.

We have established a motivated group of professionals focused on the primary health needs in each and every one of the communities across our region.

We now have staff based in Toowoomba, Ipswich, Warwick, Kingaroy and Goondiwindi and I am very pleased to report, the organisation has come ahead in leaps and bounds.

There is, of course, more to do, however, I take this opportunity to report our highlights:

- We undertook a substantial organisation review to plan engagement, consultation and program activities. Consequently, 2016/17 has seen a strong focus on relationship building, consultation and collation of data and information to support well-informed decisions. This process has been enabled through a mobilisation of the PHN team into the region. Moving forward, we anticipate that we will be able to employ the use of technology to maintain these connections, while driving efficiencies within the business.
- Through the consultation process, we identified some concerning gaps in service delivery, particularly in relation to drug and alcohol services, mental health services and suicide prevention. We believe

we have been able to make a real difference in these areas through delivery of funding for additional services. In many communities, we were able to work with existing service providers, extending services already being offered. In some instances, we funded new providers to deliver services.

- We have further strengthened and refined the processes around commissioning; for approaching and working with the market, and for ensuring the quality and equity of service delivery across the Darling Downs and West Moreton communities.
- We have delivered engagement and education activities, strengthening the primary health networks across the region and keeping our sector informed on professional development opportunities. We have formed partnerships with organisations to research and innovate. We have considered difficult issues in health delivery and worked with providers to respond appropriately.
- We have rebranded the organisation and worked to increase our activity in the community and are now much more active in our communications. Based on your feedback, we will continue working to deliver targeted communication to key stakeholders.

I am pleased with the work we have done over the past 12 months and the things we have achieved. We know we have more work to do listening and responding to the community and to primary health care providers across the Darling Downs and West Moreton region. We strongly commit to this work so that we can efficiently and equitably fulfill any gaps in primary health care service delivery in communities across our diverse region.

Simone Finch
Chief Executive Officer



“Our charter is to ensure that all people living in our region, especially marginalised or vulnerable groups, have access to a responsive integrated and high-quality primary health system.”

Simone Finch
CEO





3 Corporate Governance

Darling Downs and West Moreton PHN is required and committed to, commission healthcare solutions that provide the best value for money while meeting the needs of our diverse community.

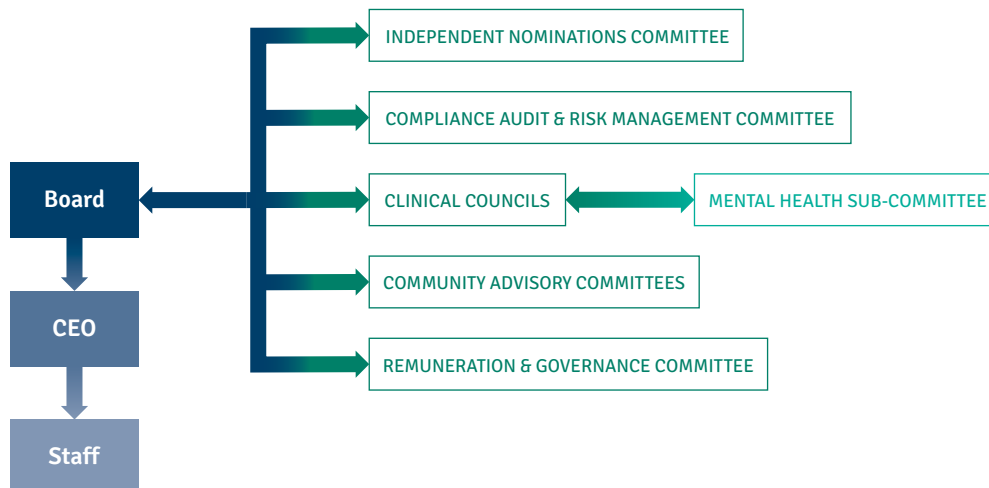
This is done through considering service gaps and the needs of the community, working with service providers to augment and increase accessibility of healthcare services through active and genuine co-design and innovation.

This process is not delivered in isolation. In addition to the Board, the governance framework for the Darling Downs and West Moreton PHN includes Clinical Councils, Community Advisory Committees and Mental Health/AOD Sub-Committees

for both Darling Downs and West Moreton regions.

Throughout 2016/17, the Darling Downs and West Moreton PHN commenced significant regional consultation, workforce capability building and membership restructure – a process which will continue to evolve and deliver an improved organisational governance structure through the FY 17/18.

The Darling Downs and West Moreton PHN Governance Structure



Our Board



John Minz – Chair

Until November 2015, John was the Chief Executive Officer of Heritage Bank. He had held this position since late 2003, and had been with Heritage Bank since 1993 when he initially joined as Head of Internal Audit. After fulfilling several managerial roles, he became Deputy CEO in 2002 and was then appointed CEO in 2003. He is Chairman of Toowoomba Together Inc and Australia's CEO Challenge (charities formed to respond to domestic violence). He is also a Director of RACQ Limited and Queensland Teachers Mutual Bank.



Annette Scott

Annette commenced her career in health as a physiotherapist. After spending her earlier career as a private practitioner in Central Queensland, she joined the Queensland public health system where she fulfilled several roles including direct delivery of clinical services as a senior clinician, and non-clinical roles. In more recent years she has focused her career on health service management and has extensive experience in managing multidisciplinary health services across a range of settings.

→ **Portfolio:**
Health
Workforce

Her most notable achievements include the implementation of several successful Telehealth-enabled clinical services across the southern region of Queensland including the award-winning Telehealth Preadmission Clinic at Toowoomba Hospital. In addition to her role as Director of the Board, Annette is the Executive Director Allied Health for the Darling Downs Hospital and Health Service. She brings to the role of Director a strong commitment to improving the integration of health services across the region.



Dr Patricia Stuart – Deputy Chair

Pat worked in General Practice in Chinchilla for 10 years before moving to Toowoomba where she has been in general practice since 1987. During that time, Pat undertook post graduate training and completed a Masters in Medical Education. She has been involved in medical education at both under and postgraduate levels. She is currently the Associate Director of Medical Education (Rural) for General Practice Training Queensland and Director of Learning for the UQ Rural Clinical Schools. Pat is an examiner for the fellowship of both RACGP and ACRRM colleges. Her special interests are in medical education with an emphasis on recruiting and retaining doctors in rural and regional areas.

→ **Portfolio:**
Mental
Health

Dr Andy Mellis

Dr Mellis grew up in the UK and trained at Nottingham University. After completing his intern year, he travelled to Queensland to work at Mackay Base Hospital for 12 months. He completed his specialist general practice training in the UK and immigrated permanently to Toowoomba in 2005. He currently works at both James Neil Medical and Shieldiag Medical. Dr Mellis is committed to keeping quality general practice accessible to all. His special interests are family medicine, holistic chronic disease care and medical education. He is an accredited GP trainer and is a senior lecturer with the UQ school of medicine. He is passionate about our local area and also holds board positions with METROMAXX and METRO Care Toowoomba, both not for profit community organisations.



→ **Portfolio:**
Digital
Health



Dr Lynne King

Lynne graduated in Medicine from the University of Queensland in 1981. She has been in General Practice in Toowoomba since 1985, receiving her FRACGP in 1990. She is the Owner of Mary Street Family Practice where she provides general medical care to all age groups. She has a special interest in aged care and palliative medicine. Lynne was the inaugural chairperson of the Toowoomba and District Division of General Practice in 1992 and was President of the Local Medical Association in 2001- 2002.

→ **Portfolio:**
Aboriginal
and Torres
Strait
Islander
Health



Dr Amanda Illingworth

Born in South Africa, Mandy has been in Australia for 25 years and currently practices in Ipswich.

Mandy is passionate about excellent primary healthcare and involved in local medical politics and medical education to continually improve local healthcare.

→ **Portfolio:**
Aged Care



Dr Colin Owen

Colin has practiced as a Rural Doctor in South West Queensland since 1965.

He was the founding President of the Rural Doctors Association of Queensland in 1989, the inaugural President of the Rural Doctors Association of Australia in 1991, a foundation Fellow of the Australian College of Rural and Remote Medicine and past President of the RACGP.

→ **Portfolio:**
Population Health



Dr Roland Owen

Roland moved from the UK in 2006 and is a full-time practicing GP in Highfields. He is one of the co-owners of Platinum Health Group, the biggest GP practice group in the Darling Downs region. He has special clinical interests in chronic disease management & skin cancer surgery.

He is a former Chairman of GP Connections where he helped lead the successful partnership bid with the Darling Downs Hospital and Health Service to form the Darling Downs and West Moreton PHN. He was the founding chair of the Darling Downs and West Moreton PHN and continues to serve on the board. He has been involved in GP registrar training for over 10 years and has an area of interest trying to support the future of primary healthcare in the region. He is also a graduate of the Australian Institute of Company Directors and has worked on multiple medical related boards over the last 10 years.



Rob Walker

Rob was a well-known solicitor in private practice in Ipswich and a Partner of the largest Law Firm in Ipswich for 40 years, and brings to the Board a wealth of experience necessary for effective governance. Rob's experience includes 15 years on the Ipswich Hospital Foundation, half of which was as Chairman. He was also on the Board of Trustees of Ipswich Girls Grammar School for 20 years, 8 years as Chairman and 5 years as Deputy Chair, and he's also been a Rotarian since 1987 holding many positions including President.

Since becoming a Director of the Darling Downs and West Moreton PHN at its inception, Rob has also served on the CARM Committee the last year as Chairman and has Chaired the West Moreton Community Advisory Committee on behalf of the Board. Rob has a strong commitment and affiliation with the local community.

Board Meetings Attendance for 2016-17

BOARD MEMBER	2016						2017						TOTAL
	21 JUL	18 AUG	15 SEPT	20 OCT	17 NOV	15 DEC	19 JAN	18 FEB	23 MAR	20 APR	18 MAY	15 JUN	
Dr A Illingworth	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓	✓	11
Dr L King	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	11
Dr A Mellis	✓	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓	11
J Minz	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	12
Dr C Owen	✓	✓	✓	✓	✓	✓	✗	✓	✗	✓	✓	✓	10
Dr R Owen	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	12
A Scott	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	11
Dr P Stuart	✓	✗	✓	✗	✓	✓	✓	✓	✓	✓	✓	✗	9
R Walker	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	12
TOTAL	9	8	9	7	8	9	7	9	8	8	9	8	

Remuneration & Governance Committee

The Remuneration, Executive Management and Governance Sub-Committee provide the Board of the Darling Downs and West Moreton PHN with active involvement, guidance and advice on the following points.

- CEO and Executive recruitment.
- CEO performance management.
- Succession planning for the CEO.
- Remuneration for board, committees, councils and executive (including the CEO), when required.
- Strategic human resource governance, including remuneration, recruitment and performance frameworks.

Compliance Audit & Risk Management Committee

The Compliance, Audit and Risk Committee reports directly to the Board and provides oversight, independent assurance and assistance around company risk, control and compliance frameworks.

This committee does NOT replace management's primary responsibilities for:

- Management of risks.
- Operations of internal audit and risk management.
- The follow-up of internal and external audit findings.
- Governance of the company generally.

Executive Leadership Team



Kate McLoughlin – Chief Financial Officer

The main focus of the Finance Department has been around strengthening governance and further developing organisational policies and procedures while maintaining responsibility for financial and management accounting, accounts payable and receivable, payroll, assurance and compliance. I am proud to lead this team who constantly demonstrate commitment to the ethos of the Darling Downs and West Moreton PHN while ensuring funding is expended in the region effectively and efficiently in accordance with our approved funding schedules. Our achievements include the successful recruitment of our Governance, Assurance and Compliance Officer, ensuring transparency across all functions of the Finance Department. Whilst our team is still relatively new we are looking forward to the challenges that lie ahead in the coming financial year.



Mandy Pengilly – General Manager, Operations

It has been a progressive year for the Operations, Integrated Team Care (ITC) and Clinical Excellence Teams, with an array of achievements specifically around our communication, infrastructure, consultation, business efficiency and operational planning strategies. We have:

- Developed targeted and measurable operational plans and aligned these with business and IT resources to create accountability, measurability and evaluation frameworks.
- Pro-actively worked with primary health providers to support the facilitation of integrated service delivery across primary, secondary and acute healthcare, with a vision of working toward a health system that is seamless, smooth and easy to navigate.

- Empowered the ITC division to work closely with commissioned providers, resulting in broader and more holistic support of the program within our region.
- Commenced the redefining of our market presence and brand, along with developing a communication strategy, aimed at improving our messaging to targeted audiences.
- Worked on strategies to overcome the tyranny of distance and isolation for primary care providers. This will further develop and evolve through FY 2017/18.
- Taken the time and opportunity to meet with, and properly understand the needs of the primary healthcare sector. This has enabled us to structure a specific Clinical Excellence Team with support for healthcare providers and education at the forefront and has greatly influenced our targeted communication strategy.

There is a lot more work to do. From now into early 2018 we will continue to focus on the roll-out of activities to empower and enable our primary healthcare providers, launch our new website, achieve against our operational plans, re-design the way our Integrated Team Care Program is working and build an achievement culture.



Peter Lacey – General Manager, Commissioning

One of the key functions of the Darling Downs and West Moreton PHN is the commissioning of services to fill any gaps in the accessibility of primary health services in the most efficient and effective manner.

The focus for the Commissioning Team has been pro-actively working with healthcare providers and communities on service design, delivery, and integration while working through, and implementing, the fundamental processes of planning, procurement, monitoring, and evaluation to ensure the best possible outcomes around improved efficiency, effectiveness and coordination of primary healthcare.

The challenging characteristics of our region include a high growth outer urban corridor, large, well-established regional centres, smaller regional towns and small rural communities. Each of these areas



have differing needs and significantly different levels of primary healthcare services currently available. We have maintained an unwavering focus on resolving service provision gaps in a cost-efficient manner and in many cases, these gaps, once revealed, could be filled by negotiation with existing providers.

Among the list of achievements I am proud to report throughout 2016/17 we have:

- Established a dedicated planning, program, and service system design resources.
- Developed a suite of tools to ensure consistency in the procurement process, including approach to market guidelines, assessment matrices, and panel guidance. These efforts were nationally recognised with Darling Downs and West Moreton PHN named as a finalist for 'Most Improved Procurement Operation - Start Up' by the Certified Institute of Procurement and Supply Australasia.
- Established a relationship with a university partner to support formal evaluation of programs and major projects in collaboration with its clinical councils.
- Established dedicated performance and provider relations resources.
- Led an approach to market to procure a commissioning education package in collaboration with all other Queensland PHNs.

We look forward to strengthening relationships in 2017/18 and striving to continue improving access to primary healthcare services across the region.

Clinical Councils

Clinical Councils provide the Board of the Darling Downs and West Moreton PHN with clinical recommendations and advice on the unique health needs of communities in outer urban, regional, rural and remote areas, so decisions, investments and innovations are patient-centred, cost-effective, locally relevant, aligned to departmental and local expectations and appropriately prioritised.

The Clinical Councils act as the regional champions of locally relevant clinical care pathways designed to streamline patient care, improve the quality of care and utilise existing health resources efficiently to improve health outcomes.

Recommendations and advice are focused at a strategic level and include:

- Meeting the needs of local communities – including people with chronic and complex conditions.
- Prioritisation of commissioning and planning to meet the needs of the community.
- Best use of finite resources.
- Implementation of clinically relevant programs across our region.
- Evaluation of primary/community based healthcare services and programs supported by or delivered by Darling Downs and West Moreton PHN.

There is a focus on recommendations and advice to:

- Support General Practice as the cornerstone of Primary Care.
- Facilitate effective and efficient healthcare provision to prevent hospital admissions and emergency department presentations.
- Improve the coordination of care to ensure people receive the right care at the right time in the right place.
- Improve medical and healthcare services through cost-effective investment and innovation.
- Work in partnership with Hospital and Health Services, councils and other organisations via the Regional Health Alliance.
- Develop and formalise relationships across the Queensland and New South Wales borders to account for patient flows.

Two Clinical Councils represent the Darling Downs and West Moreton regions respectively.

DARLING DOWNS CLINICAL COUNCIL

Dr Colin Owen
GENERAL PRACTITIONER / CHAIR

Dr Debra Carroll
GENERAL PRACTITIONER /
GP LIAISON OFFICER

Dr Hume Rendle-Short
GENERAL PRACTITIONER /
GP CONNECTIONS BOARD CHAIR

Dr Kevin Lynch
GENERAL PRACTITIONER

Dr Pat Stuart
GENERAL PRACTITIONER

Dr Penny Hutchinson
PUBLIC HEALTH PHYSICIAN

Barry Sheehan
PSYCHOLOGIST

Daphne Cleaves
SPEECH PATHOLOGIST

Lainie Nicholson
PSYCHOLOGIST

Mark Goddard
REGISTERED NURSE

Paige Skinner
PHARMACIST

Rica Lacey
INDIGENOUS CULTURAL
CAPABILITY CONSULTANT

WEST MORETON CLINICAL COUNCIL

Dr Mandy Illingworth
GENERAL PRACTITIONER / CHAIR

Dr Joan Baker
GENERAL PRACTITIONER

Dr Simon Barnett
GENERAL PRACTITIONER

Cameron Foote
PHARMACIST

Dean Johnson
INDIGENOUS HEALTH COORDINATOR

Georgia Ash
PSYCHOLOGIST

Kate Bayne
GENERAL PRACTICE
LIAISON OFFICER

Kenny Tay
EMERGENCY MEDICINE CONSULTANT

Leslie Roberts
NURSE PRACTITIONER

Mary Ellen Muller
NURSE

Community Advisory Committees

The Community Advisory Committees provide the Board of the Darling Downs and West Moreton PHN with locally relevant perspectives on health issues from a community and consumer perspective.

There is a focus on providing feedback on community health issues and accessibility of primary healthcare services delivered:

- In home.
- Aboriginal Community Controlled Health Services.
- In community-based settings such as in general practices and other private practices.

Two Community Advisory Committees represent the Darling Downs and West Moreton regions.

DARLING DOWNS COMMUNITY ADVISORY COMMITTEE

Dr Lynne King Chair
GENERAL PRACTITIONER

Bree Sauer
ACCREDITED EXERCISE
PHYSIOLOGIST

Catherine Scales
DISABILITIES SUPPORT WORKER

Charlie Rowe
PROGRAMS DEVELOPMENT MANAGER

Jim Madden
RETIRED TEACHER

Louisa Handyside
PHARMACIST

Louise Judge
MEMBER OF HEALTH CONSUMERS QLD

Lyn Tate
CORPORATE SERVICES TEAM
LEADER CENTACARE

Cr Neil Meiklejohn
COUNCILLOR WITH SOUTHERN
DOWNS REGIONAL COUNCIL

Rochelle Jesser
SEMI-RETIRED GRAZIER

WEST MORETON COMMUNITY ADVISORY COMMITTEE

Rob Walker
CHAIR

Belinda Barrie
CARER

Brenda Moloney
COMMUNITY REPRESENTATIVE

Carmel O'Connor
RETIREE

Helen Mees
CONSUMER REPRESENTATIVE

Kim Stanton
AFTERCARE PIR SUPPORT WORKER/
FACILITATOR OF GOODNA MYTIME

Olivia McMahon
COMMUNITY REPRESENTATIVE

Paul Brew
IPSWICH HOSPICE CARE

Shandelle Schmidt
PRACTICE MANAGER

Tania Schmakeit
AFTERCARE PIR MANAGER WEST
MORETON - OXLEY

Tim Eltham
CONTRACT SOCIAL PLANNER



4

Strategic Direction

The Darling Downs and West Moreton PHN is committed to ensuring that all people living in our region, especially marginalised or vulnerable groups, have access to responsive, integrated and high quality primary health services.

OUR VISION

With a strong focus on primary and integrated healthcare, we believe that, by bringing the Darling Downs and West Moreton health community together we can significantly improve the health outcomes of our community. We are better when we achieve things together.

OUR PURPOSE

The Darling Downs and West Moreton PHN supports primary health professionals through commissioning services, that deliver better health outcomes for the Darling Downs and West Moreton community. We seek to ensure that people in our region enjoy

optimal health and well-being through accessible, responsive, integrated and high quality primary health systems.

We work with general practitioners, allied and mental health professionals, practice nurses, practice managers, Hospital and Health Services, Aboriginal Community Controlled Health Services, community service providers, Elders and community members to improve frontline service delivery by working to integrate the primary, community and secondary sectors for the benefit of patients. The Darling Downs and West Moreton PHN actively engages through local level responses to identify and respond to local health priorities, establish care opportunities and monitor the quality and performance of services.



OUR CRITICAL SUCCESS FACTORS

To improve the delivery of local primary healthcare services the Commonwealth has set PHNs' six priority areas for targeted work including:

- Aboriginal and Torres Strait Islander health.
- Aged care.
- Mental health, including alcohol and other drugs.
- Digital health.
- Health workforce.
- Population health, including cancer screening, immunisation and chronic disease.

The Darling Downs and West Moreton PHN understands that the key to progressing and enhancing outcomes will be our ability to work collaboratively, and in genuine partnership with other, like-minded organisations and key stakeholders, to deliver better health outcomes.

Therefore, we will focus on working with general practice, community organisations, hospital & health services and allied health professionals to:

- Improve access to care and rates of mental health treatment.
- Increase childhood immunisation rates.
- Increase cancer screening rates.

- Reduce potentially avoidable hospital admissions by supporting primary care providers and professionals.
- Improve access to care and reduce rates of chronic and complex conditions.
- Improve access to culturally appropriate primary care for Aboriginal and Torres Strait Islander people.
- Improve understand and usage of digital health records.
- Collaborate with other regional stakeholders, to commission services to improve patient and community health outcomes.

Our Strategy

Our charter, as directed by the Commonwealth Government, is to ensure that all people living in our region, particularly marginalised and vulnerable groups, have access to responsive, integrated and high quality primary health services.

1. Our Membership

Broaden the Darling Downs and West Moreton PHN membership structure to enhance our opportunities to advance service integration to improve consumer and patient experience.

2. Regional Health Alliance

Create a regional health alliance to support transformation and integration of our health, planning and social systems by collaborating, co-designing and co-commissioning interventions to improve access and outcomes for patients.

3. Engagement

Develop an engagement strategy that focuses on partnering our key stakeholders to inform, consult and collaborate and transparently communicate opportunities and outcomes broadly.

4. Consultation

Undertake rigorous consultation with our key stakeholders to understand local health needs and appropriately align with the six Commonwealth priorities to support the delivery of services in our region.

5. Governance and Assurance

Establish and implement effective governance and assurance frameworks to confirm all activities are effective and transparent.

6. Clinical Evaluation Framework

A robust clinical standard and evaluation framework is implemented to ensure commissioning and program delivery, is delivered to appropriate standards and evaluated to ensure meets needs of communities.

7. Commissioning Framework

Use co-design and collaboration models to drive locally led and evidence based funding decisions executed through a robust Commissioning Framework.

8. Data Management

Ensure effective assurance, compliance and data management systems are developed to support the operational aspects of our business performance.

9. Analysis

Undertake active collection and analysis of data and information, to identify health needs and inform co-design and commissioning opportunities.

10. Our People

Build and empower a courageous, respectful and effective team, who passionately work to increase the efficiency and effectiveness of health services and improve coordination of care to patients.

5.

Our region

The Darling Downs and West Moreton PHN covers more than 95,500 km² across 10 local government areas and encompasses the major communities of Ipswich and Toowoomba, plus the surrounding rural communities of Lockyer Valley, Boonah (Scenic Rim), Esk (Somerset), South Burnett, Southern Downs, Goondiwindi and the Western Downs.

Total population is approximately 540,000 people, with an Aboriginal and Torres Strait Islander population of approximately 20,000 people.

Total population growth across the Darling Downs and West Moreton region is projected to continue at approximately 10%, with the majority of this growth occurring in the outer urban corridor stretching from Boonah to Ipswich.

The large land mass and geographically dispersed population base provides several significant challenges for the equitable delivery of healthcare. These factors significantly impact on future health needs and health service delivery.

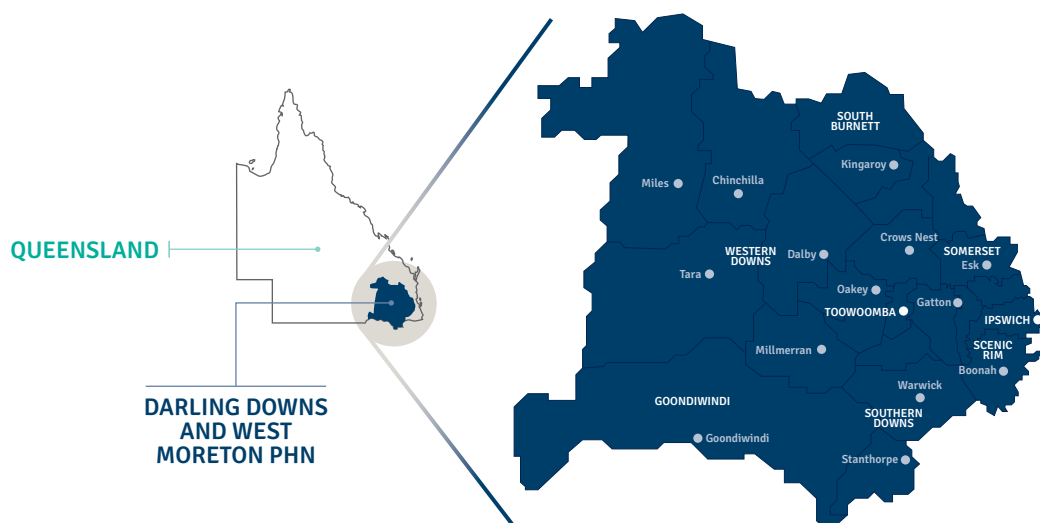
Demographically, the key issues facing the Darling Downs and West Moreton PHN are the high population growth

rate and the high proportion of the population aged 65 years and over.

There are also significant Aboriginal and Torres Strait Islander and culturally and linguistically diverse population groups within the region who have specific health challenges.

Chronic disease prevalence rates in the region are all higher than Queensland average and the health behaviours of the population are generally below the State average with weight, diet, physical inactivity and smoking our key challenges. The premature mortality rates for all disease groups are significantly above the state premature mortality rates.

The Darling Downs and West Moreton region





Population: **537,716**



4.56%

are Aboriginal
and/or Torres Strait
Islander people

The large land mass and geographically dispersed population base provides several significant challenges for the equitable delivery of healthcare. These factors significantly impact on future health needs and health service delivery.

6

Practice Support

SNAPSHOT

In the 2016-17 financial year, our Practice Support Team delivered:

- 148 education events.
- 38 regional chapter meetings.
- 13 networking and consultation events.

PHNs play an important role in providing education, training and support to general practice, as a key part of strengthening the primary healthcare system.

Our Practice Support Team provide direct support to general practices, allied health professionals and pharmacies across the region.

The team is comprised of:

- Four geographically located Practice Support Officers.
- One Allied Health Liaison Officer.
- One Quality Improvement Officer.

Support provided across the primary care sector includes:

- **Accreditation support** – promoting a culture of safety and quality and ensure high quality care is delivered to our community.
- **Practice Management** – supporting the effective and efficient organisation of care centres.
- **MBS Billing** – supporting practices in accurate and appropriate Medicare Benefits Schedule billing.
- **Digital Health** – supporting healthcare professionals with a range of digital tools to improve the sharing of health information and integration of care in our community.
- **Data Quality Improvement** – working with healthcare providers to ensure optimised cycles of

patient care and accurate localised healthcare data.

- **Clinical and staff education and training** – increasing the capacity of healthcare professionals to deliver comprehensive care in communities.
- **Templates and e-Referrals** – developing tools to improve workflow and efficient referral processes.

In addition, our team coordinates a number of regular engagement opportunities to ensure the voices of primary healthcare professionals inform our activities. These include:

- Health professional networking events.
- GP Chapter meetings.
- Clinical Council meetings.
- Consultations.

Examples of education include:

- Wound Management Workshop.
- Pain Management Workshop.
- Managing Medical Emergencies in General Practice.
- Are you confused with Inhalers.
- Blush Goes Bush – Cancer education.
- New Diabetes - New Management Options education.
- Autism and ADHD Assessment and Management.
- Cardiac CT education.
- Advanced Training in Suicide Prevention – Blackdog Institute.



91

General Practices
using data quality
improvement
software



General Practices in our region:

164



General Practice
Support visits:
607



78

General Practices
contributing to
de-identified
local health
data collection



Making a difference

We are committed to working with general practices to support optimum patient care. One of the ways we do this is through the provision of the CAT Plus software technology to general practices. This gives the ability to effectively manage patient data to ensure optimum cycles of care are delivered to patients; to analyse practice data; to improve practice management efficiencies; and to contribute to de-identified data collection to inform service planning and population health needs.

Some of the areas of general practice care delivery supported by CAT Plus software are:

- Chronic Disease Management.
- Accreditation Data Quality.
 - Cancer Screening.
 - Immunisation.
 - Medication Reviews.
- Sexual Health.
 - e-Health.
- Identifying patients at high risk of adverse health outcomes.

7

Commissioning

The Darling Downs and West Moreton PHN has focused on resolving primary healthcare service provision gaps through the commissioning of services as it does not directly deliver health nor medical services.

It is common that once identified, these service gaps can be filled by negotiation with existing providers. In some cases, we may need to bridge a primary healthcare gap, funding new services.

The procurement of services is only one outcome to the commissioning process.

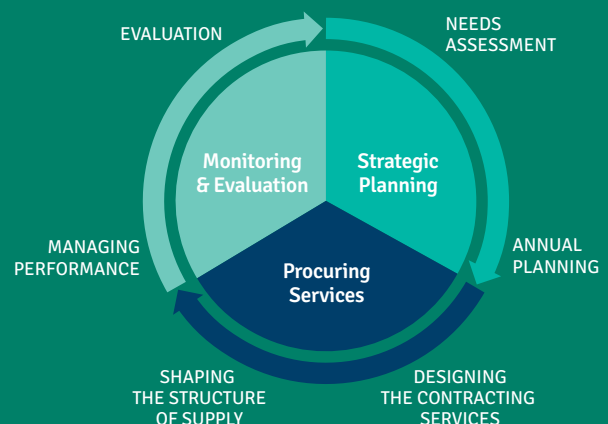
Commissioning relies on robust relationships and established trust with stakeholders to:

1. Identify needs.
2. Establish evidence.
3. Design the appropriate response.
4. Monitor and evaluate the outcomes.

The Darling Downs and West Moreton PHN strives to work closely with our stakeholders, including our Clinical Councils and Community Advisory Councils to establish local priorities and plan suitable solutions to ensure the best possible patient outcomes.

Commissioning Framework

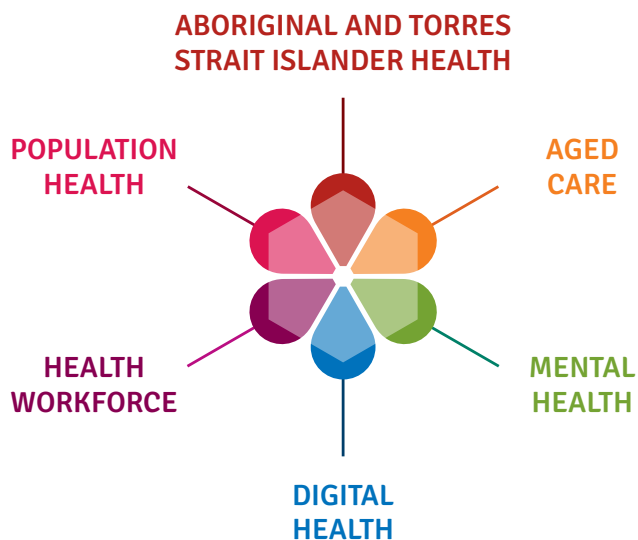
The Darling Downs and West Moreton PHN's commissioning framework is based on best practice and international principles. It uses a co-design model, ensuring funding is delivered in a transparent, evidence based and rigorous manner.



8

Health Priorities

The Darling Downs and West Moreton PHN has six priority areas for targeted work, which are outlined below.



In Brief

In the Financial Year 16/17, the Darling Downs and West Moreton PHN:

- Funded \$10,791,518 on 135 services throughout the region.
- Increased the dollar value of services delivered to more than \$14 Million.
- Included boosts to drug and alcohol treatment services with new services being delivered in Southern Downs, Somerset, Toowoomba, Lockyer Valley, Scenic Rim, Goodna, Laidley and Ipswich.
- Delivered mental health services to more than 10,000 residents of the region.
- Developed and distributed resources for community awareness supporting anti-microbial stewardship.
- Boosted pre-post blood testing and counselling services and supported the establishment of the Oakey Wellness Committee, as part of its response to the PFAS issue.
- Commissioned 57,155 Care Coordination and Supplementary Services, and 763 services delivered by Outreach Workers for Aboriginal and Torres Strait Islander health.



Aboriginal and Torres Strait Islander Health

Aboriginal and Torres Strait Islander Health crosses all six areas of Darling Downs and West Moreton PHN's mandate.

It has been recognised that the Aboriginal and Torres Strait Islander population in the Darling Downs and West Moreton regions experience poorer health and greater exposure to risk factors than other Queenslanders. This has driven the need to establish strong partnerships with existing Aboriginal and Torres Strait Islander Health Services, Hospital and Health Services, and General Practice.

INTEGRATED TEAM CARE PROGRAM (ITC)

The Integrated Team Care Program has contributed to improving health outcomes for Aboriginal and Torres Strait Islander people with chronic health conditions by providing better access to coordinated and multidisciplinary care, thereby reducing unnecessary hospital admissions.



Improving access to culturally appropriate primary care services for Aboriginal and Torres Strait Islander people recognises the commitment of all parties to 'Closing the Gap' in life expectancy.

**Care
Coordination
and Supplementary
Services Program:**

3,182
patients assisted

57,155
services
provided

**Indigenous
Outreach Workers:**

544
patients assisted

763
services provided

Partners in delivering these services:

- Darling Downs Shared Care Incorporated trading as Carbal Medical Centre
- Goondir Aboriginal and Torres Strait Islander Corporation for Health Services
- Cherbourg Regional and Islander Community Controlled Health Services (CRAICCHS)
- Carbal Medical Services
- Partners 4 Health
- Kambu
- Sunrise Way

Building strong relationships with the Aboriginal Medical Services and community providers within the region.

Five Aboriginal and Torres Strait Islander services were commissioned by the Darling Downs and West Moreton PHN to deliver Care Coordination and Supplementary Services, and Outreach Worker services across our region.

These services included:

- Carbal (Toowoomba & Warwick).
- Cherbourg Regional and Islander Community Controlled Health Services (CRAICCHS – South Burnett).
- Goondir (Western Downs).
- Indigicare (Goondiwindi).
- Institute of Urban Indigenous Health through a partnership with Brisbane North PHN (Ipswich & West Moreton).

Projects supporting this work have included:

- Commercial development and dissemination of resources including

Care Coordination and Supplementary Services fact sheets, resources for GPs including scenario-based Practice Improvement Payment incentive information, and web-based resources for medical staff and the community.

- Resources for external stakeholders such as cultural awareness training sessions held in 2016 and 2017 in three locations across the region for GPs, practice staff and allied health professionals.
- Working with Goolburri Health Service and the Darling Downs Hospital and Health Service to map transport pathways for patients arriving in Toowoomba from far western towns with QHealth.
- Support and resourcing to mainstream primary care providers via regular visits to GP clinics and Aboriginal Medical Services throughout the region.

- Presentations provided to a range of Aboriginal Health Worker Forums and networks, and regional and statewide sector meetings.
- Strengthening of working relationships with ITC Programs in Far Western Qld PHN, Brisbane North PHN, Hunter New England PHN, Central Qld, Wide Bay and Sunshine Coast PHN, in order to improve integration of patient pathways and inter-regional connectivity.
- Quarterly workforce training sessions held with Care Coordinators and Indigenous Outreach Workers to strengthen alliances across the commissioned services.
- Key research with Aboriginal and Torres Strait Islander academics in the community to raise awareness of trends and issues in the broader environment.



Making a difference

Culturally sensitive support for alcohol and other drugs rehabilitation

A client of a PHN funded services had an extensive history of trauma, drug use, domestic violence, and criminal activity. She has six children in the care of Child Safety and was referred via an internal family support program. At the time, the client was using ICE, cannabis and/or alcohol, daily.

The client was provided with multiple counselling sessions and considerable weekly support by the Care Coordinator to address a range of health, housing, financial and social issues. The client was fully compliant by attending all sessions, slowly reducing her usage and beginning the process of instigating reunification with her youngest child. She has since achieved four months of clean tests and supported reunification is scheduled to start shortly.

The client continues to have regular contact with the Aboriginal Medical Service AOD Team and has referred other community members to the Service. The success of the reunification process has resulted in the Department of Child Safety also referring other eligible clients.

Unique services for patients

NUMBER OF UNIQUE SERVICES FOR ALL PATIENTS	TOTAL
Care Coordination Services	22,755
Supplementary Services	24,815
Clinical Services Accessed	8,633
Total	56,203

Allied health and specialist services provided to Aboriginal and Torres Strait Islander people

TYPE OF SERVICE	Supplementary services purchased	Supplementary services brokered	TOTAL
Allied Health	6,101	4,580	10,681
Top three Allied Health services used	Sleep Physician, Pharmacy, Podiatrist		
Specialists	1,024	2,009	3,033
Top three Specialist services used	Radiology, Cardiologist, Renal Specialist		

Breakdown of Patient Assistance by Outreach Workers

Attendance to GP and/or practice nurse appointments	9
Attendance to specialist appointments	305
Attendance to Allied Health appointments	21
Attendance to Care Coordination appointments	6
Collecting prescriptions from the pharmacy	9
Other	763

Looking to the future

Funding of further Care Coordinator positions by Darling Downs and West Moreton PHN has allowed the Aboriginal Medical Services greater capacity to care for high risk patients who receive case co-ordination and care. Although this increase in capacity is positive for the community, the resulting growth in patient numbers has impacted sustainability of the ITC Program.

This has prompted a full review of the ITC Program, commencing early in the Financial Year 2017/18. The ITC review will consider:

- Ongoing program sustainability to determine how the Darling Downs and West Moreton PHN and our partners can respond to increasing need in the community.
- Increasing access to mainstream primary practice so that Aboriginal and Torres Strait Islander patients have a choice in the provision of their healthcare.
- Appropriate localised, culturally appropriate models of care.

Projects supporting this work have included:

- Commercial development and dissemination of resources including Care Coordination and Supplementary Services fact sheets, resources for GPs including scenario-based Practice Improvement Payment incentive information, and web-based resources for medical staff and community members.
- Resources for external stakeholders such as cultural awareness training sessions held in 2016 and 2017 in three locations across the region for GPs, practice staff and allied health professionals.
- Mapping of transport pathways with QHealth for patients arriving in Toowoomba from far western towns has occurred with Goolburri Health Service and the Darling Downs Hospital and Health Service.
- Support and resourcing to mainstream primary care providers via regular visits to GP clinics and Aboriginal Medical Services throughout the region.
- Presentations provided to a range of Aboriginal Health Worker Forums and networks, and regional and statewide sector meetings.
- Strengthening of working relationships with ITC Program in Far Western Qld PHN, Brisbane North PHN, Hunter New England PHN, Central Qld, Wide Bay and Sunshine Coast PHN, in order to improve integration of patient pathways and inter-regional connectivity.



DIABETES & OBESITY IN ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITIES

Data shows that many Aboriginal and Torres Strait Islander patients with diabetes often leave hospital against medical advice and struggle to connect with community health services and GPs to assist with their diabetes and obesity complications.

The Darling Downs and West Moreton PHN has continued to work in partnership with the Darling Downs Hospital and Health Service to connect Aboriginal and Torres Strait Islander people to GPs, Aboriginal Medical Services, and other required services through a care coordination model.

JARJUMS: CARING FOR YOUR BABY

'Jarjums: Caring for Your Baby' is a beautifully-illustrated educational resource that guides new and expectant mothers through the journey of having a baby and provides culturally-appropriate postnatal care. The book was developed by Carbal Medical Service's Child and Maternal Health Team after successfully obtaining funding through the Darling Downs and West Moreton PHN.

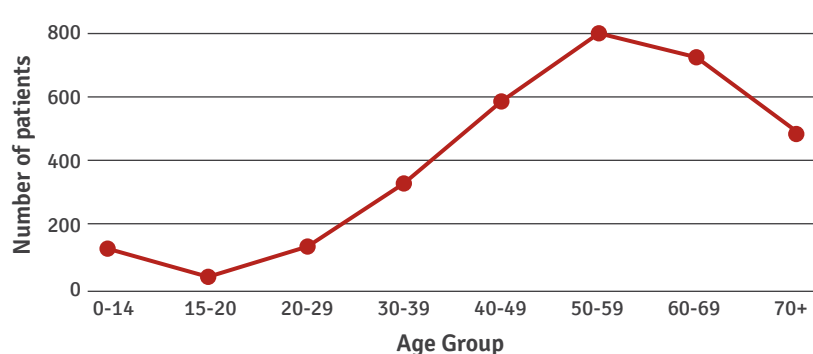
ABORIGINAL AND TORRES STRAIT ISLANDER ALCOHOL AND OTHER DRUGS PROGRAM

The Darling Downs and West Moreton PHN has funded culturally appropriate alcohol and other drugs programs specifically for Aboriginal and Torres Strait Islander people.

Medical aids provided to Aboriginal and Torres Strait Islander people

Assisted Breathing Equipment (Continuous Positive Airways Pressure and accessories, asthma spacers, masks, and nebulisers)	2,170
Blood sugar/Glucose monitoring equipment	54
Dose Administration Aids	4,839
Medical Footwear	1,677
Mobility Aids (crutches, walking frames, non-electric wheel chairs and shower chairs)	437
Spectacles	3
Exceptional Circumstances	34

Age breakdown for ITC Coordination





Aged Care

Darling Downs and West Moreton PHN Aged Care Working Group identified three priority areas of need.

In 2016/17, the Darling Downs and West Moreton PHN Aged Care Working Group identified three key aged care priority areas:

- Reducing admissions to hospital and Residential Aged Care Facilities for older people and those with chronic disease so that they can maintain their independence and reside in their own homes for longer.
- Reducing social admissions for hospitals and Residential Aged Care Facilities.
- Ensuring vital sharing of information at admission and discharge points to acute care facilities.

Three major programs were implemented by Darling Downs and West Moreton PHN to address the aged care priorities, these included:

1. **Yellow Envelope Program:** Improving the safe handover of Residential Aged Care Facility residents when transferred between acute hospital care and aged care facilities.
2. **Care Coordination Model:** Supporting people with significant and complex care needs to access appropriate existing services.
3. **Outreach Care:** Facilitating non-acute nursing care in the home for people who otherwise may require social admission to hospital (above what is currently provided through HACC).

PARTNERSHIP: HEALTHY AGEING EXPO

A Healthy Ageing Expo was held in June 2017 in partnership with the Darling Downs Hospital and Health Service. Attracting over 60 service providers including the Toowoomba Regional Council, general practice and residential aged care facilities, the event connected the community with healthy, independent living options. The expo was well received by the community, securing a commitment to run the expo again in 2017/18.

PARTNERSHIP: THE YELLOW ENVELOPE PROGRAM

The Yellow Envelope Program was developed following a study funded by the Australian Commission on Safety and Quality in Healthcare. The program aims to improve patient care through the communication of important patient information between Residential Aged Care Facilities and acute healthcare providers resulting in reduced delays in the provision of a diagnosis or treatment, a reduction in longer hospital stays, and a decrease in re-admissions.

Darling Downs and West Moreton PHN has funded the Yellow Envelope initiative in this region, implementing a single, easily identified yellow envelope containing essential information to evaluate and manage a patient's health.

AGED CARE INNOVATION: MONTESSORI PROJECT

Beauaraba Living in Pittsworth was funded under Darling Downs and West Moreton PHN Local Pioneer Funding Program. The program was commissioned to establish and operate a rural aged care training facility focused on innovative methods and techniques for staff and carers working with residents needing dementia and memory support care.

The project incorporated:

- **Life Living Training Centre** – 59 education sessions conducted with 584 participants. Education sessions were based around the Montessori philosophy for aged care.
- **Visual Prompts for Residents** – the installation of visual prompts for residents, enabling them to independently participate in

activities. Between 1 October 2016 to 30 May 2017, general reductions were seen in:

- wandering behaviours
- refusals of care
- physically threatening harm to others or objects.
- **Music & Memories** – personalised playlists created to relax and calm residents, improve sleep patterns, and reduce Parkinson shakes.
- **Comfort Care Program** – a 7 day a week sensory based program delivered to the most vulnerable residents at Beauaraba, resulting in:
 - 73% reduction in skin tears from the previous 6-month period
 - 90% reduction in urinary tract infections for residents involved in the Comfort Care Program
 - decreased agitation and repetitive speech.



Making a difference

Assisting people with dementia through the Montessori Methods

Mary has advanced dementia. When she arrived at Beauaraba Living, Mary could walk and feed herself with prompts and staff assistance. However, as her Dementia progressed she became reliant on staff for all aspects of care.

After learning the 'Montessori Methods' the staff felt they would be able to help Mary to relearn how to assist herself in some minor but significant ways. As time progressed, staff encouraged Mary to move items around on the table in front of her, which progressed to picking up items and putting them in baskets or boxes, and then to holding onto cutlery and matching it with pictures of the cutlery.

One day a phone call came from a very excited staff member to say, "Mary is feeding herself". Staff had done a great job with encouraging and rehabilitating Mary do this activity and Mary herself seemed proud of herself. She has maintained weight, and to this day is still able to feed herself after being set up by staff.





Mental Health

Leading mental health and suicide prevention planning, commissioning and integration in the region.

Darling Downs and West Moreton PHN continues to work in partnership with the state government, GPs, NDIS providers, non-government organisations, and other related service providers to improve outcomes for people in the region with, or at risk of, mental illness and/or suicide.

The objectives are to:

1. Improve targeting of psychological interventions to most appropriately support people with or at risk of mild mental illness at the local level through the development and/or commissioning of low intensity mental health services.
2. Support region-specific, cross sectoral approaches to early intervention for children and young people with, or at risk of, mental illness (including those with severe mental illness who are being managed in primary care) and implementation of an equitable and integrated approach to primary mental health services for this population group.
3. Address service gaps in the provision of psychological therapies for people in rural and remote areas and other under-served and/or hard to reach populations, making optimal use of the available service infrastructure and workforce.
4. Commission primary mental healthcare services for people with severe mental illness being managed in primary care, including clinical care coordination for people with severe and complex mental illness who are being managed in primary care including through the phased implementation of primary mental healthcare packages and the use of mental health nurses.
5. Encourage and promote a regional approach to suicide prevention including community based activities and liaising with Local Hospital Networks and other providers to help ensure appropriate follow-up and support arrangements are in place at a regional level for individuals after a suicide attempt and for other people at high risk of suicide.
6. Enhance and better integrate Aboriginal and Torres Strait Islander mental health services at a local level facilitating a joined-up approach with other closely connected services including social and emotional well-being, suicide prevention and alcohol and other drug services.

INCREASED SERVICES: DRUG AND ALCOHOL TREATMENT SERVICES

The Darling Downs and West Moreton PHN received additional drug and alcohol funding as the Non-Government Organisation Treatment Grants Program funding transitioned to PHN's Drug and Alcohol Program.

The \$520,000 funding has been allocated according to need and taking in to account where we had/had not commissioned services.

Treatment types funded include:

- Assessment.
- Brief intervention.
- Counselling and psychotherapy.
- Relapse prevention and group therapy.
- Case management.
- Intensive non-residential day-stay rehabilitation.

While the program has a focus on methamphetamine use, treatment services are available to people affected by any drug and/or alcohol misuse.

PARTNERSHIP: IPSWICH SUICIDE PREVENTION AND AWARENESS NETWORK SUMMIT

The summit brought together key stakeholders in the West Moreton region to develop an Integrated Care Pathway for people at risk of suicide. With 145 participants attending from across Queensland, the summit included presenters and speakers from a broad range of professions dealing with mental health issues in the region.

The Summit provided participants with valuable information, networking opportunities, feedback on gaps in services, best practice and information on resources, services and training. Summit evaluations indicated a high level of satisfaction with the program with majority of participants indicating valuable increase in their knowledge of local suicide prevention initiatives and services.

ALCOHOL AND OTHER DRUGS: DEADLY MENTAL HEALTH SKILLS TRAINING

Darling Downs and West Moreton PHN provided funding to Carbal Aboriginal Medical Centre to deliver

'Deadly Mental Health Skills Training: Substance Misuse' across the region. The education for health practitioners focused specifically on the use of alcohol, drugs and ICE in Aboriginal and Torres Strait Islander communities across the region and provided guidance on approaching problems in a culturally appropriate manner.

ALCOHOL AND OTHER DRUGS: TED NOFFS FOUNDATION

With funding from the Darling Downs and West Moreton PHN, the Ted Noffs Foundation has established a mobile drug and alcohol treatment service for at-risk youth in the Ipswich area. The highly specialised program provides clinical assessment, individual and family counselling, relapse prevention and aftercare to young people aged 12 to 25 who may be experiencing problems due to alcohol and drug use.

ALCOHOL AND OTHER DRUGS: SUNRISE WAY

Sunrise Way received funding to assist with reducing waitlists for residential alcohol and drug rehabilitation services, with a particular focus on methamphetamines. The funding delivered increased beds to the existing service through the

Partners in delivering Mental Health services:

- | | | |
|--|-------------------------------------|---------------------------------------|
| • Quality Life Psychology Services | • Nadine Hinchliff Therapy Services | • UQ Health Care Limited |
| • Life Haven Counselling Services | • Lainie Nicholson | • Wiltshire Health |
| • Rural and Remote Mental Health Limited | • Le Roux Psychology Services | • Barry Sheehan Psychology Consulting |
| • Artius Health Pty Ltd | • Maree Keating | • Rhealth |
| • Gillian Bensley | • Marich Enterprises Pty Ltd | • Mi Mind Trust |
| • Mrs Alexendra B Bryant | • Beverley Sandra McDonald | • Health Matters Karalee |
| • Mark Cary | • Mylne Street Medical Health | • Brisbane Street Medical Services |
| • Condamine Assist | • Noel Ryan Psychologist | • Grange Road Medical Centre |
| • Mark Duffy | • Petroff Investment Trust | • Barkla Medical |
| • Janet Dianne Gudkovs | • Searle Psychology & Mediation | • Henry O'Sullivan Trust |
| • Health on Herries | • Kent Smith | • Gillian Bensley |
| • John Henry Psychologist | • The Psychology Group | • Childpsych |
| • Illuminable Minds Pty Ltd | • Therese Landers | |



Making a difference

Domestic violence and substance abuse issues

With funding from Darling Downs and West Moreton PHN, CheckUP developed a 20-hour Focused Psychological Strategies course based on cognitive behaviour therapy intervention for General Practitioners in the region. The course focused on meeting the needs of clients who are experiencing domestic and family violence or substance abuse issues.

The FPS training accredited with the General Practice Mental Health Standards Collaboration, RACGP and ACRRM, has been provided through a mixed delivery mode including face-to-face sessions and an online learning component.

While the Darling Downs and West Moreton PHN continued to develop and negotiate changes to the mental health funding model, all contracted service providers were extended during the FY 2016/17 - with no disruption to service delivery.

Through the continuation of these contracts, Darling Downs and West Moreton PHN and our partners ensured the continued access to these vital services.

- Building Bridges/
Rural and Remote
- Headspace Toowoomba/
United Synergies
- Headspace/Aftercare
- TOMNET
- Sunrise Way
- Ted Noffs
- Teen Challenge
- Lives Lived Well
- DrugArm Australasia
- EACH
- METRO Care



employment of additional qualified and experienced staff. A new, culturally safe, residential drug and alcohol rehabilitation program specifically for Aboriginal and Torres Strait Islander people was also funded.

Throughout 2016/17 the Darling Downs and West Moreton PHN facilitated Sunrise Way to access additional funding through Queensland Health to further expand service delivery.

PARTNERSHIP: FLORESCO TOOWOOMBA

Darling Downs and West Moreton PHN has been an active partner with the Darling Downs Hospital and Health Service and Aftercare to establish The Floresco Centre in Toowoomba. Floresco is a multi-agency service providing a 'one stop shop' for people between the ages of 18-64 with mental health concerns. An ongoing project, the service aims to address the gap in integrated mental health facilities in the region, providing a range of community mental health support services; clinical mental health services, employment and housing services, and drug and alcohol services.

HEADSPACE

Services provided through Headspace

CENTRE LOCATION	Occasions of service	Clients	New clients	Visits on average
Ipswich	4,589	1,199	725	3.8
Toowoomba	3,615	671	485	5.4
Warwick	1,839	395	167	4.7

The Darling Downs and West Moreton PHN continues to collaborate directly with the three Headspace centres in the region, providing essential services to young people experiencing mental illness.

CHILDREN'S MENTAL HEALTH – POPPY CENTRE

Working collaboratively with Aftercare, The Poppy Centre was launched in September 2016 with funding from Darling Downs and West Moreton PHN.

The Poppy Centre provides holistic and integrated care from clinical and non-clinical services for children and families at risk of mental illness through an early intervention service for children aged 0-12 years.

By improving access, quality and integration, The Poppy Centre provides much needed support and care for children and lessens the burden

on the West Moreton Hospital and Health Service.

Service delivery achieved to June 2017:

- Client Registrations Total = 131.
- Appointments Total = 242.
- 12 parents completed 6 week 123 Magic course in October/ November 2016.
- 8 parents completed 4 week Engaging Adolescents group.
- Poppy Playgroup commenced December 2016; weekly group with up to 15 children participating.



Making a difference

Funding on-the-street services for young people

Through Darling Downs and West Moreton PHN funding, METRO Care Street Crews program provides a support network for young people requiring assistance and helps to address the negative effects of alcohol and drugs during late night trading hours in the Toowoomba CBD.

Endorsed by Red Frogs Australia and the local Safe Night Precinct Committee, METRO Care Street Crews are working to reduce the frequency and impact of major harm along with drug and alcohol fueled incidents – mainly on Thursday, Friday and Saturday nights.

The program reaches out to youth – meeting them where they hang out. METRO Care Street Crews provide 'just in time' support when they are in trouble, including support to find a safe space, and referrals for further healthcare if necessary.



Digital Health

Darling Downs and West Moreton PHN's Digital Health Program worked with 164 practices across our region to implement clinical and administrative systems to support the digital health reforms. This included training and support in data cleansing, Individual Health Identifier matching and transition to using My Health Record systems.

The aim of digital health technology is to improve information sharing between health consumers and service providers. These technologies are underpinned by national specifications, standards, services and infrastructure and are expected to deliver beneficial outcomes for all Australians in the long term.

The Darling Downs and West Moreton PHN Clinical Excellence and Practice Support Teams have been working to support primary care providers to embrace a range of digital health technology initiatives to enhance the delivery of integrated, patient-centred care, and support patients to better manage their own healthcare journey.

These include:

- **Healthcare Identifiers Service** – a national system for uniquely identifying healthcare providers.
- **My Health Record** – a secure online personal health summary that patients manage and are able to share with health professionals.
- **Secure messaging** – transmitted between points of care securely.
- **GP Access to the Queensland Health Viewer** – a tool that allows general practitioners to view patient records associated with care delivered in Queensland hospitals.
- **Electronic medication management**
- **Telehealth** – supporting improved access to specialised care via technology.
- **e-Referrals** – participating in an electronic referral system.
- **Access to the Australian Immunisation Register**

This infrastructure and ongoing training support our quality improvement strategy for e-Health, Chronic Disease Management, avoidable hospitalisation and identifying patients at risk of developing a chronic disease.



Across the region,

89
clinical and practice
education events were held.

These events were attended by:

1,615
practice, hospital and allied
health clinicians
and their support staff.



WELCOME TO
KINGARROY.

PEANUT & NAVY BEAN
CAPITAL OF AUSTRALIA

ALTITUDE 430m
POPULATION 8000

Health Workforce

The Darling Downs and West Moreton PHN is committed to working with our primary healthcare workforce to support the delivery of optimum care in our communities.

Our workforce development priorities include:

- Supporting the health and well-being of our primary healthcare workforce.
- Increasing our healthcare practitioners skills and capacity to deliver optimum levels of care in our communities.
- Contributing to effective recruitment and retention of practitioners across our urban, regional and rural communities.
- Supporting succession planning within primary healthcare setting.
- Responding effectively to specific geographic health workforce requirements.

A wide range of consultation has taken place during 2016-17 with general practitioners and other primary care professionals to understand workforce issues and develop evidence based initiatives for delivery. **The outcome of this consultation was the development of a plan that includes:**

- A project that delivers health and well-being checks and opportunity to access independent health consultations for doctors.
- A clinical attachments project that provides opportunity for general practitioners to increase skills in speciality areas such as Urology, Paediatrics, Mental Health.
- Promotion of general practitioner mentoring and case review models such as Project ECHO to support greater levels of care being delivered in our communities.
- Review of succession planning practices currently used by practitioners.

These projects are scheduled for delivery in the 2017-18 financial year.

RED ANT ROUND-UP MEDICAL CONFERENCE – KINGAROY

Darling Downs West Moreton PHN worked with General Practice Training Queensland to deliver the Red Ant Round-up Medical Conference in March 2017 in Kingaroy. The conference was attended by 120 local and visiting health professionals.

The conference theme was 'Medical Emergencies in a Rural Setting' and included separate content streams for GPs and Practice Nurses.

Topics covered included:

- Eye trauma.
- Cardiac emergency.
- Toxicology and chemical poisoning.
- Emergency pneumothorax.
- Ectopic pregnancy.
- Anaphylactic shock.
- Essential ECG.
- Sterilisation and infection control.
- Managing medical emergencies in a General Practice.

Red Ant Round-up
KINGAROY 2017

2017 Red Ant Round-up Medical Conference
Emergency Medicine in a Rural Setting
11 & 12 March 2017

Event details
DATE: Saturday 11 and Sunday 12 March 2017
TIME: Registration from 8.00am
VENUE: 1400 Queensland Health West Wing, 13th Floor Hwy 5, Carbis Rd, Kingaroy 2507-0000

RSVP
Register online [Click here](#) or call 07 5333 4411

First name _____ Surname _____
Organisation _____
Title/Profession _____
Email _____
RSVP at if applicable _____
or 07 5333 4411
Please email RSVP form to marag@phn.qld.gov.au or fax 07 5333 4411 by Wednesday 8 March 2017.

Bringing family along?
Please email RSVP form to marag@phn.qld.gov.au or fax 07 5333 4411 by Wednesday 8 March 2017.

Gala Dinner RSVP
☐ YES - I will be attending the Gala Dinner with my partner/family on Saturday 11 March at Kingaroy from 6.00pm to 10.00pm.
☐ YES - I will be attending the Gala Dinner on Sunday 12 March at Kingaroy from 12.00pm to 4.00pm.
☐ NO - I will not be attending the Gala Dinner.
☐ I will not be attending the Gala Dinner but will be attending the Free Gala Dinner.
☐ I will not be attending the Gala Dinner but will be attending the Free Gala Dinner.
☐ I will not be attending the Gala Dinner but will be attending the Free Gala Dinner.

This is a free event - no charge for entry

Logos: phn, GPTQ, CRME

GUNDY MEDICAL MUSTER

The program was coordinated by a committee of local Goondiwindi health professionals with support from Darling Downs and West Moreton PHN and Health Workforce Queensland.

Held in September 2016, the Medical Muster attracted GPs, hospital doctors, allied health professions, nurses and medical students. Delegates gained continuing professional development (CPD) points and were educated on the latest advancements in rural medicine.

The conference covered content relating to:

- Sleep apnoea.
- Cardiology.
- Bariatrics.
- Mental health.



Making a difference

Type 1 Diabetes Insulin Pump Guideline

We funded five hundred printed copies of the Type 1 Diabetes Insulin Pump Guidelines. An e-book was also produced and made available for download. The guidelines seek to improve instructions for ongoing use, improving control of diabetes and minimising complications associated with this condition.

Feedback has been positive with patients saying that the guide is 'easy to understand', providing more information about how to use the pump and, importantly 'I now know what to do if I get sick. I never had a sick day plan before.'

Population Health

Darling Downs and West Moreton PHN works proactively toward the goal of the right care being available in the right place at the right time. The priority area of Population Health includes Refugee Health, After Hours Care, Immunisation and Chronic Disease.

Population Health

The objectives are to:

- Reduce potentially preventable hospitalisations.
- Reduce inappropriate presentation to/ wait times in Emergency Departments, improve the health literacy of identified groups and enable access to online health portals for additional support where required.
- Develop the necessary networks, processes and resources for implementation of the activity through consultation and collaboration with appropriate key stakeholders.
- Identify potential gaps in chronic disease related allied health group activities across the region.
- Initiate cross-sector workforce working groups to address health service gaps in specific sectors and communities.
- Reduce social admissions to hospitals and increase access to in-home after-hours nursing care for people wishing to reside in their own home longer and have an appropriate plan of care.

ANTI-MICROBIAL STEWARDSHIP PROGRAM

The Anti-Microbial Stewardship Program provided healthcare practitioners with resources and tools aimed at decreasing antibiotic use, while raising awareness around issues clinically linked to antibiotic over-prescription.



Implementation of the program included:

- Review of international research and programs.
- Garnering support from international, national and local experts on subject matter.

Resources were made available to GPs and pharmacies across the Darling Downs and West Moreton regions. The resources are currently being utilised by GPs in a trial being undertaken through Bond University.



RESPONSE TO PFAS – A COMMUNITY FOCUS

The Department of Health funded the Darling Downs and West Moreton PHN to deliver the Oakey Per-and Poly-Fluoroalkyl Substances Program (PFAS).

Working with the Commonwealth, the Darling Downs Hospital and Health Service, and primary health professionals, the Darling Downs and West Moreton PHN worked to support the Oakey community deal with the impacts of PFAS contamination.

Specifically, the PFAS Program:

- Provides free specialised, confidential, counselling services for people who live or work in Oakey or who have ever lived or worked in Oakey and have been impacted directly or indirectly through PFAS exposure.
- Offers free GP consultations for those who participate in free voluntary PFAS blood testing.

The Darling Downs and West Moreton PHN is also a member of the Oakey Wellness Committee and provides funding for evidence-based activities designed build community resilience and coping mechanisms for communities dealing with a significant adverse event such as PFAS exposure. Funded events and wellness activities include an Oakey Health and Wellbeing Expo, Park Run and Mindfulness sessions.

Refugee Health

The objectives are to:

- Ensure that health services are accessible for people with refugee status including services from GPs, allied health including chronic disease and immunisation.
- Continue the Refugee Health Nurse activity and immunisation catch up.
- Make translation and interpreter services available for allied health and pharmacies not eligible for government subsidy.

REFUGEE HEALTH NURSE OUTREACH PROGRAM

The Darling Downs and West Moreton region is home to more than 10,000 people from migrant and refugee backgrounds from diverse cultures including Afghanistan, Iraq, Syria, Pakistan, Congo, South Sudan, Rwanda, Liberia, Eritrea, Cuba, and Burundi. During the 2016-2017 financial year, there were 162 humanitarian entrants in West Moreton and 292 in the Darling Downs, with the majority of newly arrived refugees aged < 40 years.

The Darling Downs and West Moreton PHN works closely with the Refugee Health Network Queensland, Humanitarian Settlement Services and a range of other key stakeholders in refugee healthcare to ensure support to navigate the Australian healthcare system in a timely and appropriate manner and funds MDA and Access Community Services to employ Refugee

Health Nurses to facilitate refugee health assessment services, as well as ongoing healthcare management by General Practices shortly after arrival.

This program assists vulnerable and at-risk groups to access healthcare services in a more timely and accurate manner, and facilitates a smoother transition to the Australian healthcare system.

INTERPRETING FOR ALLIED HEALTH PROFESSIONALS TRIAL PROGRAM

Darling Downs and West Moreton PHN has funded access to Translating and Interpreting Service National for Allied Health Professionals working in the Darling Downs and West Moreton region. The program aims to facilitate and encourage non-English speaking newly arrived refugees, access allied health services, especially mental health services.

In 2017 -2018, the program will be expanded to include Pharmacists and will encourage the use of accredited interpreters in the provision of non-PBS medications and medical equipment sales, and the participation and delivery of both Domiciliary and Residential Medication Reviews.

After Hours

The objectives are to:

- Increase the efficiency and effectiveness of After Hours Primary Healthcare for patients, particularly those with limited access to e-Health Services.
- Improve access to After Hours Primary Healthcare through effective planning, coordination and support for population based After Hours Primary Healthcare.
- Ensure ongoing consideration for vulnerable populations and those populations who have not been well-served by previous after hours arrangement such as rural and remote population.

- Develop innovative solutions to address service gaps and improve access to After Hours Primary Healthcare.

AFTER HOURS DIABETES – PILOT PROGRAM

AH Diabetes received funding to establish a pilot program, delivering after-hours support and education for people managing diabetes. This program ran from February until June 2017. Clients were invited to phone or drop in to a Toowoomba clinic for a free consultation with a Diabetes Educator.

The program allowed people to self-refer and access vital diabetes support and education at a time that was more convenient for them. Any relevant information was sent back to the client's GP, closing the loop and ensuring the highest level of care for the individual.

READYCARE

Darling Downs and West Moreton PHN funded after-hours access to the Telstra ReadyCare service for all residents in the region from April until June 2017. During this time, the service received 100 calls with 67 of these calls resulting in a consultation.

The aim of the program was to:

- Reduce the need for some residents to travel long distances for healthcare.
- Reduce unnecessary after hours presentations at emergency departments across the region.
- Reduce wait times to see GP where access is problematic.
- Provide access to prescriptions out of hours.
- Provide peace of mind to ease concerns out of hours.

Approximately one third of users were over the age of 60 years. Definitive care was provided in over 54% of cases, avoiding the need for emergency department visits and ambulance call outs after hours. Less than 25% of cases required a follow-up visit to emergency departments or ambulance call out and 30% of callers were referred to visit their

regular GP the following day ensuring continuity of care.

METRO CARE STREET CREWS

A new outreach service aimed at promoting and improving access to primary health care services for vulnerable and hard to reach youth in Toowoomba was funded by the Darling Downs and West Moreton PHN. The METRO Care Street Crews operated in Toowoomba's CBD from 6pm to late on Thursday nights, to identify youths at risk, engage and link them with appropriate community and health services for assistance.

All staff and volunteers administering the program had front line mental health training which included accidental counselling, suicide/self-harm intervention and youth mental first aid. A primary health professional worked closely with the METRO Care Street Crews attending the Thursday night sessions twice monthly to provide services to those unlikely to seek support independently. METRO Care Street Crews also collaborated with numerous services throughout Toowoomba including Toowoomba Youth Service, Headspace, Beyond Blue, Kids Helpline, DV Connect, Lifeline, Workplace Wellness Inc, MDA and TRAMS migrant services, Toowoomba Together Inc, Toowoomba Regional Safer Partnerships, Toowoomba Youth Network, Toowoomba Regional Council, Red Cross and Ozcare.

The Street Crew provided services tailored to young people 12-24 years of age and operated during 'social after hours' times (6pm to 11pm) every Thursday night in the Toowoomba CBD and fringe CBD areas. This program was targeted at meeting vulnerable and at-risk youth in an environment where they feel comfortable. There can be reluctance for these groups to pro-actively seek out health services. As a direct result of this funding, the METRO Care Street Crews provided front line mental health services to at-risk youth and developed relationships and trust, enabling linkages and referrals with existing health and community services as required.

Immunisation

The objectives are to:

- Increase childhood immunisation rates with a goal of achieving 95% herd inoculations.

Darling Downs and West Moreton PHN has worked collaboratively with the clinical team from the Darling Downs Hospital and Health Service Public Health Unit, and the West Moreton Hospital and Health Service Public Health Unit, to provide clinically appropriate support & resources to general practices on the National Immunisation Program.

Our support for 2016-17 has included facilitation in:

- 16 clinical immunisation education events with a total of 353 attendees. Topics covered National Immunisation Program updates including Meningococcal vaccine updates, and Immunisation data management.
- Adult Zostavax, and Child reports set up with nurse's workplans and reported back to the practice manager.
- Disseminating current and relevant immunisation information per Department of Health, Immunisation Branch.
- The Darling Downs and West Moreton PHN has worked in collaboration with other immunisation providers such as Immunisation Coalition and the Indigenous Immunisations subcommittee, and other PHNs to develop and share immunisation resources.
- Suite of immunisation resources made available on the Darling Downs and West Moreton PHN website.

Chronic Disease

COMPLETE HEALTH IMPROVEMENT PROGRAM (CHIP)

The Complete Health Improvement Program is a group program aimed at dramatically improving the health of chronic disease sufferers in the Warwick region. The program delivered pre- and post-health checks and education and support over 12 weekly sessions with an expectation that participants continue to meet monthly to provide ongoing support.

41 people completed the program (from 50 starters), including two health checks and two blood tests. All 50 participants showed some area of improvement in their health e.g. lower cholesterol, weight loss, better sleep, less joint pain and overall better emotional well-being.

"Beautiful recipes, good quality teaching from well-produced and interesting-to-watch documentaries, great personalised feedback on health. Touched by the generosity of the cooks and caterers each week. Many thanks!"

Partners in delivering these services:

- Darling Downs Hospital & Health Service
- Friendly Feet Podiatry
- Jessie Apted
- Daphne Cleaves Speech Pathologist
- True Relationships Reproductive Health
- Goondiwindi Physiotherapy Pty Ltd
- Margot Hawker Consultant Dietitian
- Healthy Lifestyles Australia
- Rapid Fitness
- Integrated Therapy Solutions Goondiwindi
- Jennifer Morgan - Granite Belt Speech
- Sandra Langton Physiotherapy Pty Ltd
- Community Development Services
- Nadine Hinchliff Therapy Services
- Warwick Physio Works
- South Burnett Physiotherapy
- Vital Health Qld
- Toowoomba Hospice Association Inc
- Toowoomba Podiatry Clinic Pty Ltd
- Total Health Podiatry
- Vincent Young Podiatrist
- South Burnett Podiatry
- Ipswich Foot and Ankle Clinic
- Anne Marie Moorhouse Podiatry
- Healthy Lifestyles Australia
- Aftercare - Poppy Centre
- AH Diabetes
- Beauaraba Living
- CheckUP
- MedRefer
- Seven Springs
- The University of Queensland
- Lifeline Darling Downs and South West Qld
- Southern Cross Palliative Care
- Wembley Road Medical Centre
- METRO Care
- MDA Refugee Health
- Granite Belt Speech
- Telstra ReadyCare





Australian Government

phn
DARLING DOWNS
AND WEST MORETON

An Australian Government Initiative

Head Office

145 Taylor Street (PO Box 81),
Toowoomba QLD 4350

P (07) 4615 0900 **F** (07) 4615 0999

E info@ddwmpnh.com.au **www.ddwmpnh.com.au** ABN 51 605 975 602

West Moreton

Ipswich Corporate Centre, 6th Floor,
16 East Street, Ipswich QLD 4305

P (07) 3202 4433 **F** (07) 3202 4411



**Local Integrated
Primary Health Care**