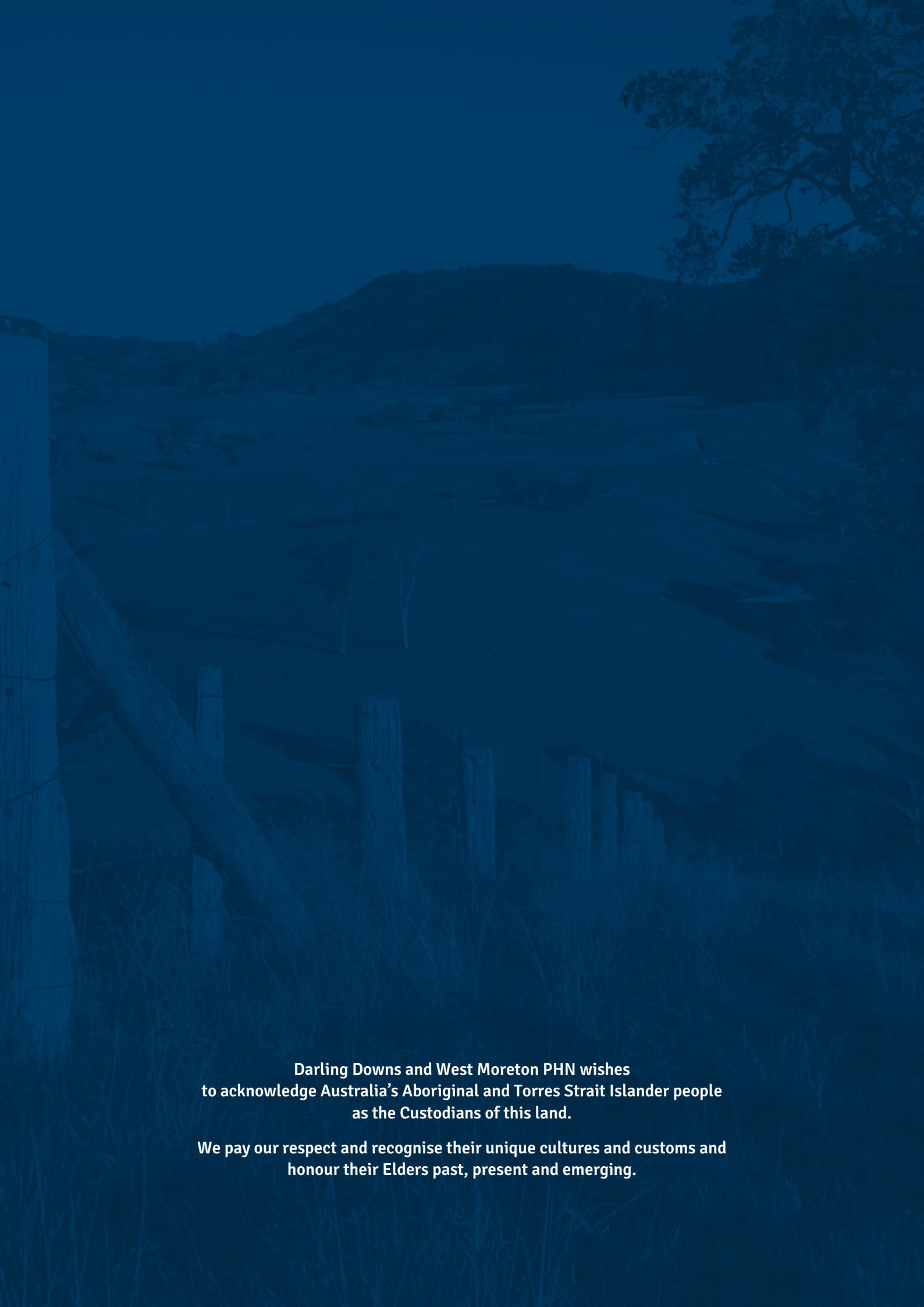


# Annual Report 2017-2018





**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.**

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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 with great pleasure that I present to you Darling Downs and West Moreton PHN's Annual Report for 2017-18.

In this 12-month period, there has been a strong emphasis on implementing programs and services and more than **\$19.49 million** has been invested in improving accessibility to health care across the region.

The 2017-18 Financial Year has been a time of transformational organisational change, enhanced engagement, focused consultation and true collaboration with our key stakeholders. Managing the transition



for the Commonwealth mandated reform to funding for mental health has been a large and critical piece of work as we navigate ways to improve outcomes for people in the region with, or at risk of, mental illness.

Earlier this year, we warmly welcomed Ms Merrilyn Strohfeldt to the role of Chief Executive Officer for Darling Downs and West Moreton PHN. Merrilyn has a long and distinguished career in Public Service and has been able to positively build upon the solid foundations already in place.

The launch of our Health Needs Assessment document represented a significant milestone as it signified the start of important and open conversations with our community. The Health Needs Assessment highlights and further confirms the need to work together to improve health outcomes to ensure that everyone, everywhere, has access to the very best primary health care services at all times. This theme has underpinned much of our work this year and will continue to do so in the new financial year.

We staunchly believe primary health care delivery needs to be led by primary health care professionals who live and work in our region. Expanding our membership base has allowed us to further strengthen the framework

for health care service delivery across the region.

**We have amended and updated the constitution and welcomed new members:**

- General Practice Training Queensland (GPTQ)
- Ipswich and West Moreton Local Medical Association
- Queensland Alliance for Mental Health Ltd
- Queensland Rural Medical Education Limited (QRME)
- Services for Australian Rural and Remote Allied Health (SARRAH)
- Australian College of Rural and Remote Medicine (ACCRM)
- Toowoomba and Darling Downs Local Medical Association (T&DDLMA)
- The Pharmacy Guild Australia, Queensland

This has given a greater voice to primary health care professionals in our region and positively impacted our ability to lead the charge in delivering better health outcomes for our community.

**Other key achievements over the past 12 months include:**

- Partnering with our hospital and health services to develop and launch the Darling Downs HealthPathways web portal. The West Moreton HealthPathways

web portal will be launched in the 2018-19 financial year.

- Working as a delivery partner with the Australian Digital Health Agency, facilitating the roll-out of the My Health Record system within our region.
- Launching our new website giving people in our region, health care practitioners and key stakeholders on-demand access to key information.

We are proud of the milestones we have achieved, however we know that there is still a lot of work to do. We have every indication that the year ahead will be highly productive as we continue to drive improved access to primary health care across the region.

I'd like to thank the Board, CEO, staff and partners of Darling Downs and West Moreton PHN for their sustained efforts throughout the year. It is from working as a team that we can now celebrate the strong year of supporting primary health in our region.

**John Minz**  
Chairman – Darling Downs  
and West Moreton PHN Board



# Chief Executive Officer's Report



The past year has seen significant transformation and advancement, and I am proud to have supported the improvement in accessibility of primary health care for our community since stepping into the role of CEO.

**We have maintained a dedicated focus on building strong collaborative partnerships, supporting our primary health care workforce and commissioning services that best meet the needs of the most vulnerable members of our communities. We have been working pro-actively to strengthen engagement and relationships with general practitioners, hospital and health services, and allied health professionals throughout the region.**

The delivery of our Health Needs Assessment Report signified the commencement of important conversations with our stakeholders and communities as to how we can work together and strengthen partnerships to improve health outcomes.

There is still a lot to do, however significant work has already begun.

**I take this opportunity to report our highlights:**

- Service integration remains a key priority for Darling Downs and

West Moreton PHN. We understand that robust partnerships with our hospital and health services are pivotal to ensuring a more consistent approach to service design and delivery across the health care sector. We focused our attention on a number of projects this year to improve integration of care and reduce potentially preventable hospital presentations.

- In June 2018, we officially launched the Darling Downs HealthPathways web portal in partnership with

Darling Downs Health to support primary care clinicians plan patient care through the health care system with localised referral pathways. Significant consultation and engagement has been undertaken for the West Moreton HealthPathways web portal, which is due to be launched in early 2019.

- We continue to strengthen partnerships and collaborative projects with our Aboriginal Medical Services and Aboriginal and Torres Strait Islander service providers to ensure greater access to culturally appropriate care to maximise patient health outcomes.
- We have commissioned \$19.49 million of programs. Across the board, our core focus has been to ensure we are commissioning evidence-based programs and services that best meet the needs of our communities. We will continue to work collaboratively with other organisations, peak bodies and consumers, while taking into



consideration the findings of our Health Needs Assessment to ensure that contracted services deliver better health outcomes for our vulnerable populations.

- This year we transitioned Primary Mental Health services funded by the PHN to the Stepped Care Approach, allowing the PHN to give greater choice and control of access to services and support for people living with mental illness.
- Introduction of the Darling Downs and West Moreton PHN TenderLink Portal, giving service providers the ability to receive notifications for any tenders which align to their areas of interest, and providing immediate access to relevant documentation for applications and the Electronic Tender Box for submissions.
- Introduction of Interactive Service Mapping on our website, detailing all PHN-funded services, eligibility criteria and referral pathways, across the Darling Downs and West Moreton regions.
- Following extensive consultation with general practitioners and primary care professionals, we introduced two new clinical education opportunities in 2017-18 to support integrated care for the community.
- We have delivered numerous education opportunities within each of the communities of our region to ensure health professionals are supported through upskilling and development opportunities.
- Our Digital Health team worked closely to ensure primary health care professionals are ready for the

implementation of this new digital technology, with Digital Health to continue to be a focus in our primary care engagement activities moving forward.

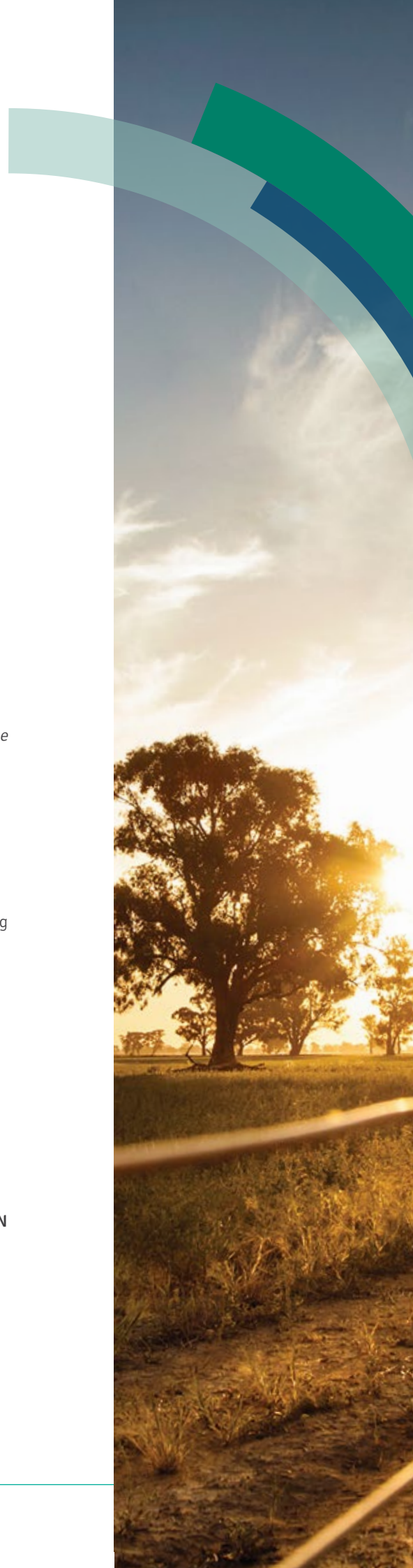
- We have undertaken significant work to improve our communications activity with key stakeholders, with the launch of our new website this year as well as a number of initiatives to deliver targeted communications to health professionals in the region.

Our strategic plan is led by our vision *'Making a difference by building healthier communities through a connected, responsive and sustainable primary health care'*, and will align our activities to our strategic goals: Healthy Partnerships, Healthy Systems, Healthy People.

We will continue to focus on understanding the primary health needs of our communities and working with our key stakeholders to ensure that our available budget is targeted to providing impactful services to our most marginalised groups.

We look forward to working with our stakeholders in 2018-19 to deliver the best possible health outcomes for our communities.

**Merrilyn Strohfeldt**  
**Chief Executive Officer –**  
**Darling Downs and West Moreton PHN**



# Our Members & Corporate Governance



## Our members

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In support of the ethos around primary health service integration, Darling Downs and West Moreton PHN implemented foundational changes to our membership structure in 2017-18 to include the following organisations:

- General Practice Training Queensland (GPTQ)
- Ipswich and West Moreton Local Medical Association
- Queensland Alliance for Mental Health Ltd
- Queensland Rural Medical Education Limited (QRME)
- Services for Australian Rural and Remote Allied Health (SARRAH)
- Australian College of Rural and Remote Medicine (ACRRM)
- Toowoomba and Darling Downs Local Medical Association (T&DDLMA)
- The Pharmacy Guild Australia, Queensland
- Darling Downs Health – Foundation member
- GP Connections – Foundation member



Australian College of  
Rural & Remote Medicine  
WORLD LEADERS IN RURAL PRACTICE



Queensland  
Government

Darling Downs  
Health



TOOYOOMBA & DARLING DOWNS  
LOCAL MEDICAL ASSOCIATION



# Corporate Governance

Darling Downs and West Moreton PHN is committed to commissioning health care solutions that provide the best value for money while ensuring the needs of our diverse community are met.

We do this through considering service gaps and the needs of our community which are identified in our annual Health Needs Assessment, as well as working in collaboration with service providers to increase accessibility to services through

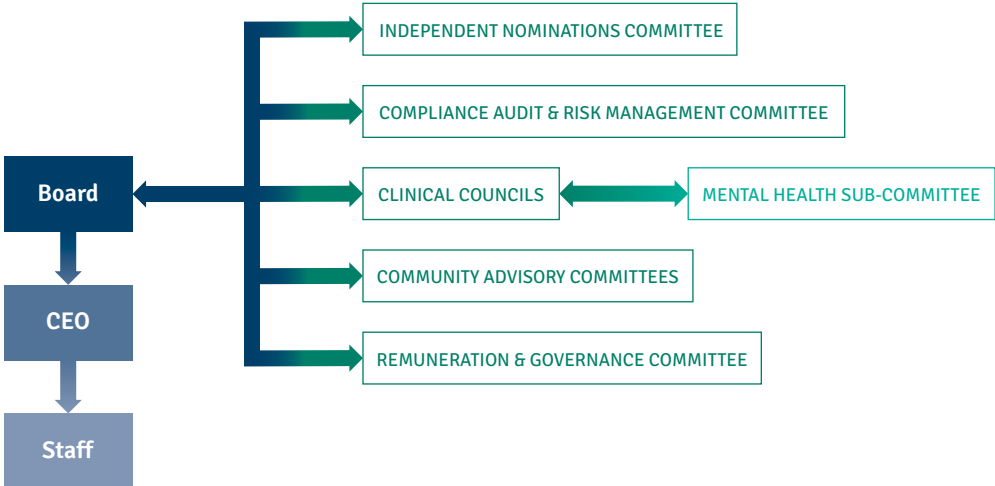
co-design and the development of innovative programs.

This process is facilitated and supported through our governance framework, which is driven by our Board, as well as our Clinical Councils,

Community Advisory Committees and Mental Health/Alcohol and Other Drugs and Aged Care Sub-Committees for both the Darling Downs and West Moreton region.

In 2017-18, our governance framework supported Darling Downs and West Moreton PHN to continue significant regional consultation with our communities and deliver activities to support workforce capability building.

## Darling Downs and West Moreton PHN Governance Structure



# Our Board, Committees & Councils

## Board

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### FAREWELL

Darling Downs and West Moreton PHN farewelled three Board Members in the last financial year. We thank these members for their contribution to our PHN and the difference they have enabled in our communities.

- Dr Amanda Illingworth – served from 27 May 2015 until 17 August 2017.
- Dr Lynne King – served from 27 May 2015 until 19 October 2017.
- Dr Roland Owen – served from 27 May 2015 until 19 October 2017.

### WELCOME

We were pleased to welcome three new Board Members in November 2017:

- Dr Antony Bayliss
- Dr Graham McAllister
- Ms Linda Patat

### BOARD MEMBERS



#### John Minz – Chair

John is the Chair of Darling Downs and West Moreton PHN Board.

John held the position of Chief Executive Officer of Heritage Bank from 2003-2015 after having been with Heritage Bank since 1993, when he initially joined as Head of Internal Audit. He is currently a Director of RACQ Limited and RACQ Insurance Limited; and the Chairman of RACQ Bank, Toowoomba Together Inc., and Australia's CEO Challenge (charities formed to respond to domestic violence).



#### Dr Patricia Stuart – Deputy Chair

Pat has worked in General Practice in Toowoomba since 1987, and in Chinchilla 10 years prior to then.

Pat holds a Masters in Medical Education and is actively involved in medical education at both undergraduate and postgraduate levels. She is the Associate Director of Medical Education (Rural) for General Practice Training Queensland (GPTQ) 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.

Pat is a founding member of the Darling Downs and West Moreton Board and is passionate about ensuring all health professionals have access to education and workforce development opportunities.



### Ms Annette Scott

**Annette is the Executive Director Allied Health for Darling Downs Health.**

In 2017, Annette temporarily assumed the role of Managing Director of the PHN in order to facilitate the transition of the outgoing CEO to the incoming CEO.

Annette is a clinically qualified physiotherapist and after spending her career as a private practitioner in Central Queensland, she joined Queensland Health, fulfilling several roles including direct delivery of clinical services as a senior clinician, as well as non-clinical roles in quality improvement, project management and telehealth. 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.

More recently, her focus has been on health service management and managing multidisciplinary health services across a range of settings including primary care and rural health settings. Annette is also an Executive Committee member on the Queensland Clinical Senate (QCS) – Queensland Health’s peak clinician advisory body.

Annette has served on the Darling Downs and West Moreton PHN Board since February 2016 and brings a strong commitment to improving the integration of health services across the region.



### Dr Andy Mellis

**Andy has worked in General Practice for 15 years and has been based in Toowoomba since 2005.**

Andy currently works at both James Neil Medical and Shieldiag Medical, in the People First Health Group.

Andy grew up in the UK and trained at Nottingham University and completed his specialist general practice training in the UK, emigrating permanently to Toowoomba in 2005. 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 holds board positions with Civic Group Australia and METRO Care Toowoomba, both not for profit community organisations.

Andy is a founding member of the Darling Downs and West Moreton Board and is committed to keeping quality general practice accessible to all.



### Dr Colin Owen

**Col has been practicing as a Rural Doctor in South West Queensland since 1965.**

Col was the founding President of the Rural Doctors Association of Queensland (RDAQ) in 1989, the inaugural President of the Rural Doctors Association of Australia (RDAA) in 1991, a foundation Fellow of the Australian College of Rural and Remote Medicine (ACRRM) and past National President of the RACGP.

Col is a founding member of the Darling Downs and West Moreton Board and is passionate about rural medicine and ensuring people living in rural and regional areas have access to high quality health care.



### Mr Robert Walker

**Rob was a Partner of the largest Law Firm in Ipswich and has been a solicitor for more than 40 years.**

Since becoming a Director of Darling Downs and West Moreton PHN, Rob has served on the Compliance Audit and Risk Management (CARM) Committee for one year 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. His 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. Rob is a founding member of the Darling Downs and West Moreton PHN Board and brings a wealth of experience necessary for effective governance.



### Dr Antony Bayliss

**Antony has been practicing as a GP for 12 years and recently started a GP Clinic in the Ipswich region.**

Antony is a vocal supporter of stringent medical standards and ongoing medical education and has experience in consulting, engaging and representing GPs as a member of the RACGP’s Queensland Faculty Board.

Antony has served on the Darling Downs and West Moreton Board since November 2017 and brings a wealth of experience including strategic decision making, financial statement analysis and project assessment.





### Dr Graham McAllister

Graham has worked extensively as a Medical Superintendent and General Practitioner throughout the South Burnett, has lived in both the West Moreton and Darling Downs areas and is originally from Ipswich.

Graham has served on various Medical Boards, including currently with General Practice Training Queensland (GPTQ) and is a Life Member of the Royal Australian College of General Practitioners and Foundation Fellow of the Australian College of Rural and Remote Medicine. Graham also has a keen interest in lecturing and medical students' education.

Graham has served on the Darling Downs and West Moreton PHN Board since November 2017 and is passionate about rural medicine and education.



### Ms Linda Patat

Linda is a local community member who is passionate about rural and regional communities and working in genuine partnership with diverse stakeholders for positive health reform and optimal health outcomes.

Linda's early career was as a Registered Nurse and she has extensive strategic management experience serving as Board Director in health care and performing governance advisory roles. Linda has a strong understanding of health data and statistical analysis of population health and clinical data.

Linda has served on the Darling Downs and West Moreton Board since November 2017 and brings a wealth of experience in strategic decision making and effective governance to the role.

#### Board Meetings Attendance for 2017-18

BOARD MEMBER	2017						2018					TOTAL
	20 JUL	17 AUG	21 SEPT	19 OCT	16 NOV	14 DEC	15 FEB	15 MAR	19 APR	17 MAY	21 JUN	
Dr A Bayliss	-	-	-	-	✓	✓	✓	x	✓	✓	✓	6
Dr A Illingworth	✓	✓	-	-	-	-	-	-	-	-	-	2
Dr L King	✓	✓	✓	✓	-	-	-	-	-	-	-	4
Dr G McAllister	-	-	-	-	✓	✓	✓	x	✓	✓	✓	6
Dr A Mellis	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	x	10
J Minz	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	x	10
Dr C Owen	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	11
Dr R Owen	✓	✓	✓	✓	-	-	-	-	-	-	-	4
Ms L Patat	-	-	-	-	✓	✓	✓	x	✓	✓	✓	6
Ms A Scott	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	11
Dr P Stuart	✓	x	✓	✓	✓	✓	✓	✓	x	x	✓	8
Mr R Walker	✓	✓	✓	✓	✓	✓	✓	✓	✓	x	x	9
<b>TOTAL</b>	9	8	8	8	9	9	9	6	8	7	6	

## Remuneration & Governance Committee

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The Remuneration, Executive Management and Governance Sub-Committee provide the Board of 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
- remuneration for the 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

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Our Compliance, Audit and Risk Management (CARM) Committee reports directly to the Board and provides oversight, independent assurance and assistance around company risk, control and compliance frameworks.

**This year, the CARM focused on:**

- Developing and implementing for all key staff, councils and Board:
  - an assurance and compliance framework and procedure
  - a data collection and analysis framework and procedure
  - feedback management system
- complaints management framework and procedure
- a procedure manual.
- Providing transparent data, analysis, reporting and performance metrics to Clinical Councils, stakeholders and Board.



## Our Clinical Councils

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Darling Downs and West Moreton PHN has two Clinical Councils – one for the Darling Downs region and one for the West Moreton region.

The purpose of the Clinical Councils is to provide the Board of Darling Downs and West Moreton PHN with clinical recommendations and advice on the unique health needs of communities in regional, rural and remote areas, allowing the best possible commissioning and program decisions to be made by the organisation.

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

**This year, we farewelled from the Darling Downs Clinical Council:**

**Deb Carroll**  
GENERAL PRACTITIONER

**Daphne Cleaves**  
SPEECH PATHOLOGIST

**Mark Goddard**  
REGISTERED NURSE

**and the West Moreton Clinical Council:**

**Joan Baker**  
GENERAL PRACTITIONER

We thank these members for their contribution to our PHN.

### DARLING DOWNS CLINICAL COUNCIL

**Dr Colin Owen**  
GENERAL PRACTITIONER/CHAIR

**Dr Hume Rendle-Short**  
GP CONNECTIONS BOARD CHAIR

**Dr Kevin Lynch**  
GENERAL PRACTITIONER

**Dr Pat Stuart**  
GENERAL PRACTITIONER

**Dr Penny Hutchinson**  
PUBLIC HEALTH PHYSICIAN

**Barry Sheehan**  
PSYCHOLOGIST

**Lainie Nicholson**  
PSYCHOLOGIST

**Paige Skinner**  
PHARMACIST

**Rica Lacey**  
INDIGENOUS CULTURAL CAPABILITY CONSULTANT

**Alicia Edwards**  
PHYSIOTHERAPIST

**Melissa Sankey**  
CLINICAL NURSE

### WEST MORETON CLINICAL COUNCIL

**Dr Antony Bayliss**  
GENERAL PRACTITIONER/CHAIR

**Dr Simon Barnett**  
GENERAL PRACTITIONER

**Cameron Foote**  
PHARMACIST

**Georgia Ash**  
PSYCHOLOGIST

**Lesley Roberts**  
NURSE PRACTITIONER

**Mary Ellen Muller**  
NURSE

**Dr Brendan Tompson**  
GENERAL PRACTITIONER

**Prof Geoffrey Mitchell**  
GENERAL PRACTITIONER

**Michelle Giles**  
OPERATIONAL DIRECTOR OF COMMUNITY AND ACUTE MENTAL HEALTH

**Cassandra Tratt**  
INDIGENOUS HOSPITAL LIAISON SERVICE COORDINATOR

## Our Community Advisory Committees

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Darling Downs and West Moreton PHN values the input and guidance about our work provided by our two Community Advisory Committees – one in West Moreton and one in Darling Downs.

Our Community Advisory Committees represent the diversity of communities across our region and include people who can provide lived experience perspectives and locally relevant

guidance around our program and project activities.

Our committee members ensure that we are aware of emerging trends around health issues facing our communities, with a focus on providing feedback on these issues and accessibility of primary health care services delivered in the home or in community-based settings such as in general practices, other private practices, community health, and Aboriginal Community Controlled Health Services.

**During the past year, both of our committees have met regularly to discuss and contribute to a range of PHN priority areas and programs, with a focus on the following topics:**

- pain management and medication use
- aged care and access to after hours services
- mental health services and alcohol and other drugs services
- chronic disease management.





This year, we farewelled from the Darling Downs Community Advisory Committee:

**Dr Lynne King**  
PREVIOUS CHAIR

and from the West Moreton Community Advisory Committee:

**Carmel O'Connor**

**Paul Brew**

**Tania Schmakeit**

**Schandelle Schmidt**

## **DARLING DOWNS**

**Dr Graham McAllister**  
CHAIR

**Bree Sauer**

**Charlie Rowe**

**Jim Madden**

**Louisa Handyside**

**Louise Judge**

**Cr Neil Meiklejohn**

**Rochelle Jesser**

**Lyn Tate**

## **WEST MORETON**

**Robert Walker**  
CHAIR

**Brenda Moloney**

**Helen Mees**

**Kim Stanton**

**Olivia McMahan**

**Peter Tully**

**Uncle Milton Walit**

**Samantha Caves**

**Megan Collis**

**Colin McNamara**



# Our People



36 full-time and part-time employees  
&  
9 Board members



3 full-time and part-time employees identify as Aboriginal and/or Torres Strait Islander



female

86%

full-time and part-time employees

3

Board members

+



male

14%

full-time and part-time employees

6

Board members

## NEW TRAINING PORTAL LAUNCHED

In June 2018, Darling Downs and West Moreton PHN's Compliance, Reporting and Evaluation team launched a new staff training portal to ensure all staff are well equipped and empowered with the necessary skills and knowledge to work within Darling Downs and West Moreton PHN.

## TEAM PLANNING DAY

On 19 June 2018, Darling Downs and West Moreton PHN held a Staff Planning Day at the Lockyer Valley Cultural Centre to review the organisation's vision, values and operational priorities

Together, the team developed a refreshed vision: 'Making a difference by building healthier communities through a connected, responsive and sustainable primary health care'. The refreshed vision underpins the

key purpose of the PHN, which is to make a difference for the community.

The team also worked on developing refreshed values to represent the growth of the PHN during the 2017/2018 financial year, a revised business strategy and an outline of the key actions needed to operationalise the strategy.



Illustrator, Jimmy Patch joined in on the fun to visually capture the achievements of the day.



# Our Mandate



The role of Darling Downs and West Moreton PHN is to better understand the health needs of the Darling Downs and West Moreton PHN communities and support equitable delivery of primary health care services ensuring that all people living in our region, especially marginalised or vulnerable groups, have access to a responsive, integrated and high quality primary health care system.

To ensure this is delivered for our region, our PHN is tasked with undertaking extensive population health planning to identify service gaps and provide feedback for the development of local strategies to meet these needs.

We do this in collaboration with general practice, the primary health sector, hospital and health services, the social sector and the community.

Where gaps exist, we commission health care service delivery from health care providers throughout the region. This might happen because individuals or families may not be able to afford the care they need, or because the lower level of demand means that without funding, independent businesses would be unable to deliver the necessary services.

Darling Downs and West Moreton PHN is committed to being a valued partner and enabler, targeting and prioritising our commissioning dollars to where we can best improve the health and well-being of our vibrant community. This is done through considering service gaps and the needs of the community and working with service providers to enhance and/or increase their delivery through active and genuine co-design and innovation.



# Strategic Plan

## Strategic Direction

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### OUR VALUES

- Integrity
- Innovation
- Respect
- Transparency
- Collaboration
- Accountability

### OUR PURPOSE

We work to understand the primary health care needs of our communities and, with our partners, we support an integrated primary health care system that delivers better health outcomes for the people of the Darling Downs and West Moreton communities.

### OUR VISION

Making a difference by building healthier communities through a connected, responsive and sustainable primary health care.

### OUR CRITICAL SUCCESS FACTORS

To improve the delivery of local primary health care services the Commonwealth has set PHN's 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.

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 and 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 understanding and usage of digital health records.
- Collaborate with other regional stakeholders to commission services to improve patient and community health outcomes.

# Our Goals

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## HEALTHY PARTNERSHIPS

Primary care health partners working together to deliver better health outcomes.

### Our Strategies

- Understand the health needs of our communities.
- Commission services to address health needs, particularly for vulnerable people.
- Maximise available resources for maximum outcome.
- Collaborate with and strengthen relationships with all stakeholders who can contribute to better outcomes.
- Champion clinical and consumer leadership to inform models of care and approaches.



## HEALTHY SYSTEMS

Coordinated, integrated care delivered in the right place, at the right time.

### Our Strategies

- Continued roll-out of evidence-based health pathways.
- Collect and report data for continuous improvement and performance tracking.
- Drive informed use of digital health.
- Strengthen integrated care governance structures and systems.
- Improve service efficiencies and business processes through program evaluation and consumer feedback.



## HEALTHY PEOPLE

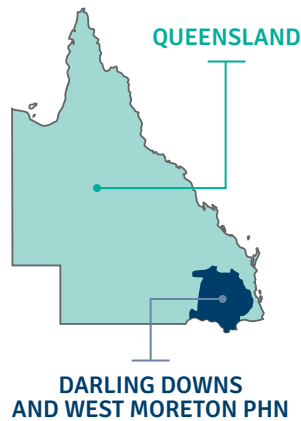
A well-trained and supported health workforce delivering better health outcomes.

### Our Strategies

- Improved health literacy for consumers to better self-manage and prevent poor health outcomes.
- Understand localised social determinants of health and work with stakeholders to address issues.
- Build health workforce capability through professional development opportunities.
- Increase clinical and staff satisfaction through a culture of results-based accountability and supportive and inspirational leadership.

# Our Region

The Darling Downs and West Moreton PHN region covers the larger urban communities of Ipswich and Toowoomba, and the surrounding rural communities of the Lockyer Valley, Boonah (Scenic Rim), Esk (Somerset), South Burnett, Southern Downs, Cherbourg, Goondiwindi and the Western Downs.



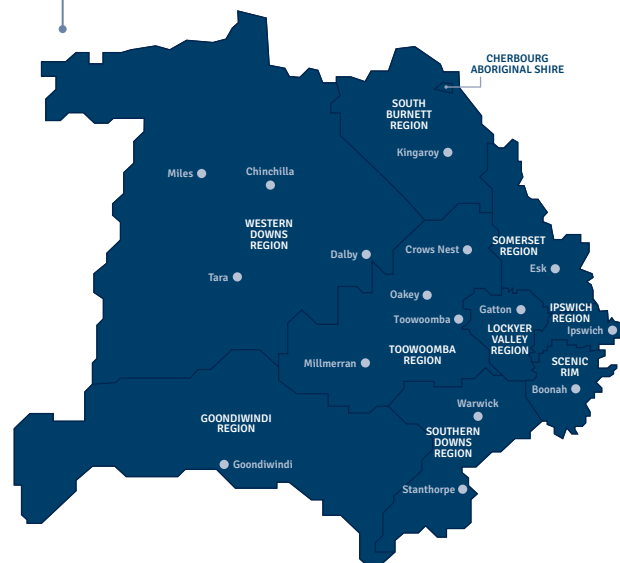
## Our region:

geographical area of over

**95,500 km<sup>2</sup>**

= 5.5% of Queensland

Spans across **10**  
Local Government Areas  
(in full or in part)



**The large land mass and geographically dispersed population base provides several significant challenges for the equitable delivery of health care. These factors significantly impact on future health needs and health service delivery given the rural areas across our catchment.**

One important challenge for Darling Downs and West Moreton PHN is to progress the health outcomes and increase health access to the people of our region with the greatest need.

Demographically, Darling Downs and West Moreton PHN faces a number of key issues including the high proportion of the population aged 65 years and over, often living in situations of social isolation.

We also support a high number of Aboriginal and Torres Strait Islander and culturally and linguistically diverse population groups who have specific health needs, requiring a culturally

nuanced response. We also have a high proportion of young families with infants and children who often have complex maternal and early childhood needs.

The prevalence of chronic disease in the region is higher than the state average with high risk health behaviours of obesity, physical inactivity and smoking being key contributors to these rates. The Darling Downs and West Moreton PHN region also ranks number one in Australia for the highest rates of physical inactivity, with 70 per cent of the adult population overweight or obese and the above lifestyle factors contributing to poorer health outcomes and risk of chronic disease.

As a region, we also have the highest percentage (nationally) of clients self-reporting current anxiety and fourth highest self-reporting current depression.



**2** public Hospital and Health Services (HHSs)

**12** private Health Facilities (including acute, day, hospice)

**6** Aboriginal Medical Services or Aboriginal Controlled Community Health Services



**Population: 560,000+**



**25,015**  
Aboriginal and/or Torres Strait Islander people

**Darling Downs HHS:**

approx. **280,200** people  
**4.9%** Aboriginal and Torres Strait Islander people

**West Moreton HHS:**

approx. **278,600** people  
**4.2%** Aboriginal and Torres Strait Islander people

**Projected annual population growth:**



**+2.4%**

**+425,375** by 2036

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 health care services currently available.



# Health Needs Assessment

The Health Needs Assessment (HNA) was the result of significant consultation and engagement with our region's population across age groups and vulnerable populations to identify the current health status and challenges within the region as well as gaps in primary health care.

The HNA identified the most significant health needs and has supported the assessment of our key priority areas, allowing evidence-based and informed commissioning of services to address the needs and gaps.

Qualitative data was gathered through extensive community and stakeholder consultation, providing an opportunity to consult with our communities, primary health care providers, service providers and the hospital and health services within the region.

The consultation process captured data, which was used to understand the factors affecting the health of the communities, including service needs and gaps.

Darling Downs and West Moreton PHN worked closely with stakeholders, including the Clinical Councils, Community Advisory Committees and community groups, to establish the priorities identified in the HNA. Our Clinical Councils provided strategic



recommendations and advice on findings to address the health needs of communities in the outer urban, regional and rural areas. The Community Advisory Committees provided local perspectives on health issues and service gaps experienced by consumers and residents.

This HNA was an important step forward for Darling Downs and West Moreton PHN, identifying the most significant health needs, supporting the assessment of our key priority areas, and allowing evidence-based and informed commissioning of services to address health needs for our community.

The HNA is however a dynamic document. We understand the health needs of our community will continue to evolve, impacting the identified gaps in service provision, highlighting the need for the HNA to be refreshed through new analysis, consultation and engagement on an annual basis.

Darling Downs and West Moreton PHN Board Chair John Minz, CEO Merrilyn Strohfeldt and Federal Member for Groom Hon. Dr John McVeigh attend the launch of the 2018 Health Needs Assessment.

**Our nine key priority areas as identified in the HNA:**

1. Prevalence of chronic disease.
2. Health and equality for Aboriginal and Torres Strait Islander people.
3. Health behaviours.
4. Infant, child development and youth health.
5. Primary mental health care.
6. Vulnerable, marginalised and hard to reach.
7. Drug and alcohol use.
8. Access and equity.
9. Workforce capacity and well-being.

Member of Darling Downs and West Moreton PHN Darling Downs Clinical Council Barry Sheehan and Board Chair John Minz.



# Primary Care Support



**92** education events were held

**37** regional chapter meetings were held

**81** networking and consultation events



**74** general practices using data quality improvement software

**554** general practice support visits

**102** general practices contributing to de-identified local health data collection

Our Primary Care Engagement Team attended the 2018 RDAQ Conference held in Brisbane in June to network with primary health professionals and peak bodies.



## BUILDING CAPABILITY IN THE PRIMARY CARE WORKFORCE

**Darling Downs and West Moreton PHN's Primary Care Engagement team delivers education, training and support to primary care professionals, playing a key role in strengthening the primary health care system in the region.**

Traditionally, the focus for the Primary Care Engagement team (previously the Practice Support team) has been on general practice, however support in this area expanded to include increased support for allied health and pharmacy professionals in the 2017-18 year. This shift ensures that the influence of the broader primary care community is considered and included, and a comprehensive approach is taken to building a capable, responsive primary care workforce.

Our Primary Care Engagement team is positioned across the region, with members in Ipswich, Toowoomba,

Goondiwindi and Kingaroy to ensure local access to our primary care stakeholders, particularly those located in our rural and remote areas.

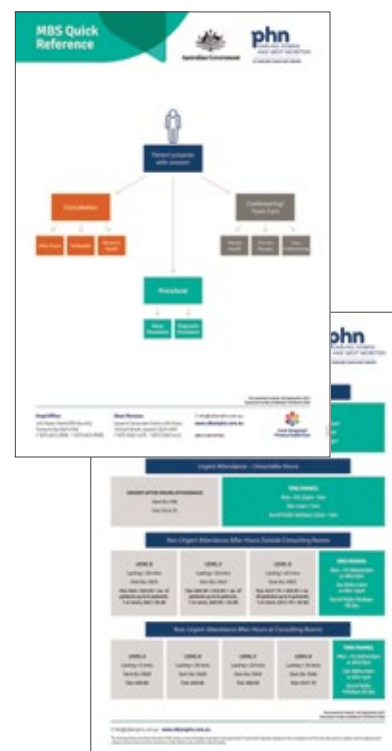
The team engage with general practices, allied health professionals, pharmacy and other local service providers, including hospital and health services, to identify opportunities for collaboration and determine areas of support.

**This year, we have continued to deliver targeted primary care support with a focus on the following areas:**

- Digital Health, including My Health Record
- Clinical and Staff Education and Training
- Accreditation Support
- Practice Management
- Data Quality Improvement
- Health Screening
- MBS Billing Support
- Templates and e-Referrals.

The team have worked collaboratively to provide a number of activities

and initiatives such as accreditation support to general practices, coordinating the local delivery of the *My health for life* Program, and the development of a comprehensive and interactive MBS Quick Guide.





# Event Highlights

**Networking is a key component of the Primary Care Engagement role, providing an opportunity for primary health care professionals to share their views with Darling Downs and West Moreton PHN and inform our activities.**

This year, we held a number of networking opportunities across the region including allied health 'Meet & Greets', practice manager networking events and GP Chapter Meetings. These activities yielded high attendance, with particularly high levels of engagement in the rural areas of Kingaroy, Dalby, Chinchilla, Warwick and the Lockyer Valley.

## **PROVIDING EDUCATION OPPORTUNITIES**

Darling Downs and West Moreton PHN provided important education events for primary health care professionals that aligned with a focus on facilitating the delivery of high quality care through continuous quality improvement, enhancing knowledge and skills, and

improving access to care to improve health outcomes for our region.

Education is chosen based on relevance to the needs of primary care services and the priority health needs within our community. This includes chronic disease, mental health, access and equity, and workforce well-being.

### **Some of the key education events held included:**

- Wound Management
- Managing Medical Emergencies in General Practice (in rural areas)
- Cultural Awareness Workshops
- Triage for Non-Clinical Staff
- Diabetes Workshop for Nurses
- Immunisation Update Information Sessions
- PenCat Training
- PLAN Ahead RACGP Information Sessions
- Domestic Violence Action Centre Workshop
- GP Health & Well-being Workshop
- GP Palliative Care Workshop
- Common Eye Presentations Workshop
- Bowel Screening
- Using MBS for Chronic Disease Management
- Digital Health Information Sessions
- Advanced Suicide Prevention
- Working Effectively with People from Culturally and Linguistically Diverse (CALD) backgrounds.

We held 92 education events  
and 81 networking and  
consultation events in 2017-18.

## SCHOLARSHIPS

**Darling Downs and West Moreton PHN awarded 24 scholarships to primary health care professionals in 2017-18 to build further capability through increasing knowledge and skills of the primary care workforce.**

Six scholarships were awarded to practice nurses to complete Certificates in Diabetes Education and Management with the aim to improve diabetes care available in the primary health care setting.

Scholarships were also awarded to allied health professionals to increase their knowledge in areas of expertise in which they required further training, and to Aboriginal health workers to increase their ability to deliver care particularly in rural and regional areas.





# Commissioning

Part of the Darling Downs and West Moreton PHN's charter is to commission services that fill the gaps of primary health care services accessible to our communities.

We have maintained an unwavering focus on resolving service provision gaps in a cost-efficient manner and in many cases, these gaps, once revealed, can be filled by negotiation with existing providers. Gaps in service delivery are identified through our annual Health Needs Assessment which is a result of extensive consultation with our stakeholders, including our Clinical Councils and Community Advisory Committees, and the community.

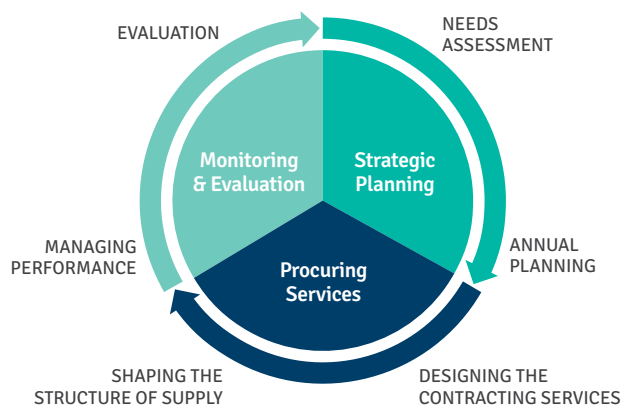
This consultation ensures localised, specialist and clinical perspectives are considered in our commissioning planning cycles.

In 2017-18, Darling Downs and West Moreton PHN invested more than \$19.49 million to improve health outcomes for the people in our region, through open and transparent tender opportunities.

In February 2018, the PHN launched the Darling Downs and West Moreton PHN Tenderlink Portal, effectively changing the way interested parties were notified of upcoming tenders and streamlining the tender process. This initiative has been positively embraced by all stakeholders due to further improving transparency and access to upcoming opportunities.

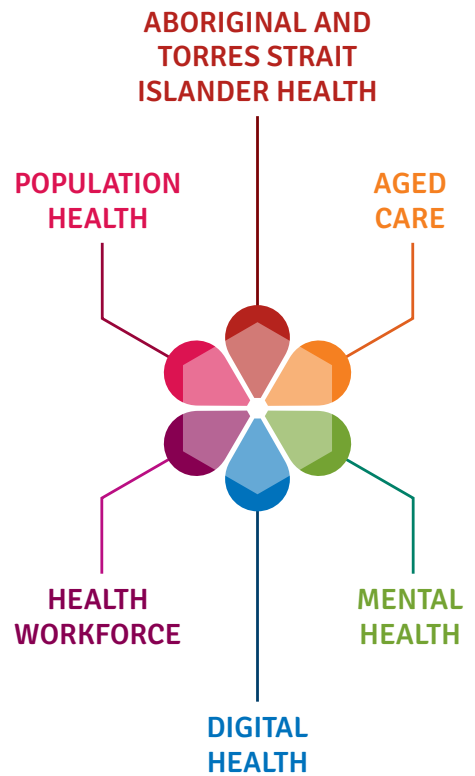
## Commissioning Framework

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.



# Our Health Priorities

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



# Aboriginal and Torres Strait Islander Health





# Goals



## Healthy Partnerships

- Collaborated with Darling Downs Health and West Moreton Health to integrate primary, secondary and tertiary care for Aboriginal and Torres Strait Islander people.
- Partnered with five providers to deliver the Integrated Team Care (ITC) Program.



## Healthy Systems

- Improved referral pathways for clients through strengthened relationships with commissioned service providers.



## Healthy People

- Supported Aboriginal and Torres Strait Islander primary care service providers to access education and training to support culturally appropriate care delivery.
- Provided 56,925 unique services for patients through the ITC Program.

**Many Aboriginal and Torres Strait Islander people in our region have poorer health outcomes than non-Aboriginal and Torres Strait Islander people making culturally safe, person, family and community-centred care critical to our regional priorities.**

Although many Aboriginal and Torres Strait Islander people have a good standard of living, too many experience unacceptable levels of disadvantage in living standards, life expectancy, education, health and employment.

In Queensland, the life expectancy gap is currently estimated at 10.4 years for males and 8.9 years for females. During 2002-2006 Aboriginal and Torres Strait Islander children under five died at around three times the rate of non-Indigenous children (305.2 compared with 102.4 deaths per 100,000).

## OUR FOCUS

**Our commitment is to continue to build strong relationships to empower Aboriginal and Torres Strait Islander health services, organisations and communities develop strategies to:**

- Assist in service linkages that promote the attainment of Closing the Gap health outcomes.
- Improve access to primary health services for Aboriginal and Torres Strait Islander people.
- Improve the capacity of primary health care providers to deliver culturally competent and culturally safe care.
- Improve the patient journey along the continuum of care.
- Improve understanding and develop solutions for the management of chronic

conditions and health challenges associated with disability, maternal, child and youth mental and physical health, violence and substance misuse.

- Support workforce development in identifying opportunities incorporating increased cultural competence of health care workers and health care training for Aboriginal and Torres Strait Islander people.
- Investigate avenues to assist improving access to primary health care services and health outcomes for Aboriginal and Torres Strait Islander people through preventative screening, health assessments and immunisations.

## INTEGRATED TEAM CARE

**The Integrated Team Care (ITC) Program contributes to improving health outcomes for Aboriginal and Torres Strait Islander people with chronic health conditions by providing better access to coordinated and multidisciplinary care.**

The ITC Program provides care coordination, supplementary services including specialist and allied health care, and outreach worker services across our region. Medical aid, transport and other services such as meals and home care are also delivered under the ITC Program and are delivered

**Indigenous outreach workers:**

**1,647**

patients assisted

**3,419**

services provided



by our Aboriginal and Torres Strait Islander health care provider partners.

**Some of the key successes delivered through the ITC Program in 2017-18 include:**

- An increase in clients being able to complete courses of medication due to greater support in accessing pharmacies.
- Increased client access to specialist and allied health professionals.
- Increased practice engagement resulting in greater awareness of patient-centred services and better access to health services, transport and cultural safety.
- Improved referral pathways through strengthened relationships with commissioned service providers.
- Growing interest from general practices in employment and upskilling pathways for Aboriginal and/or Torres Strait Islander health workers.
- In the second half of the year, the ITC Program recorded no waiting lists for patients.

**Our ITC delivery partners are:**

- Carbal Medical Services
- Goondir Health Services
- Cherbourg Regional Aboriginal and Islander Community Controlled Health Services (CRAICCHS)
- Indigicare Connect
- Kambu Health through a partnership with Brisbane North PHN.

**Care Coordination and Supplementary Services Program:**

**3,384**  
patients assisted

**56,925**  
services provided

**STATISTICS**

**Unique services for patients**

NUMBER OF UNIQUE SERVICES FOR ALL PATIENTS	TOTAL
Care coordination services	26,035
Supplementary services	20,278
Clinical services accessed	7,671
<b>Total</b>	<b>56,925</b>

**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	2,690	6,638	9,328
Top three allied health services used	Pharmacist, Podiatrist and Occupational Therapist		
Specialists	1,014	3,666	4,680
Top three specialist services used	Cardiologist, Renal Specialist and Sleep Physician/Technician		

**Breakdown of patient assistance by outreach workers**

Attendance to GP and/or practice nurse appointments	722
Attendance to specialist appointments	809
Attendance to allied health appointments	416
Attendance to care coordination appointments	282
Collecting prescriptions from the pharmacy	45
Other	1,145

**Medical aids provided to Aboriginal and Torres Strait Islander people**

Assisted Breathing Equipment (Continuous positive Airways Pressure (CPAP), accessories for CPAP, asthma spacers, masks, and nebulisers)	1,431
Blood sugar/Glucose monitoring equipment	35
Dose Administration Aids	3,713
Medical Footwear	274
Mobility Aids (crutches, walking frames, non-electric wheel chairs and shower chair)	249
Spectacles	1
Exceptional circumstances	9

## CLOSING THE GAP

### Darling Downs and West Moreton PHN remains committed to Closing the Gap for our Aboriginal and Torres Strait Islander community.

Our Aboriginal and Torres Strait Islander Health team continue to engage within our communities to improve partnerships with our key stakeholders and provide support to our primary care service providers, along with information and resources to support culturally appropriate care delivery.

Through this activity, we have delivered a number of Cultural Competency training opportunities across the region, and have provided Aboriginal and Torres Strait Islander specific training such as the B.Strong

Brief Intervention Program and Mental Health First Aid training.

Our Aboriginal and Torres Strait Islander Health team became mentors for the week-long Ipswich Education Youth Sports Program (IEYSP), an initiative of Kambu Health. The IEYSP was hosted at USQ's Ipswich campus in 2018 and provides Aboriginal and Torres Strait Islander young people with an opportunity to be involved in initiatives in their local area that empower them to develop positive health and education practices.

### Looking to the future – Reconciliation Action Plan (RAP)

Darling Downs and West Moreton PHN will further strengthen our commitment to Close the Gap in the 2018-19 financial year with the

development of a Reconciliation Action Plan (RAP) specific to our region.

Our RAP will outline the actions we will take to show respect and identify opportunities to further build relationships with Aboriginal and Torres Strait Islander people in our community.

Our Aboriginal and Torres Strait Islander Health Team were proud mentors for the Ipswich Education Youth Sports Program which was delivered by Kambu Health in partnership with the University of Southern Queensland, Institute for Urban Indigenous Health, Queensland Police Service, Ipswich City Council and the Queensland Department of Education.

The Aboriginal and Torres Strait Islander Mental Health First Aid training has been culturally adapted for the Aboriginal and Torres Strait Islander community. The training teaches first aid skills for helping Aboriginal and Torres Strait Islander people experiencing a mental health crisis, mental health problems or the early stages of mental illness.







Darling Downs and West Moreton PHN CEO Merrilyn Strohfeldt and Chair of the Board John Minz speak with Goolburri Aboriginal and Health Advancement Co CEO Lizzie Adams at the launch of the Community Midwife Program.

### GOOLBURRI – COMMUNITY CARE COORDINATOR

Darling Downs and West Moreton PHN worked with Goolburri Aboriginal Health Advancement Co to implement the Community Care Coordinator Program which involved engaging a health care coordinator to create appropriate pathways of care for Aboriginal and Torres Strait Islander pregnant women and mothers with children under five years of age.

The health care coordinator worked closely with the Carbal New Directions Hub, Darling Downs Health Maternity Services, including Boomagin, and

other services to ensure women, their babies and children, their partners, family and carers could engage with services to receive culturally appropriate care.

#### The program supported:

- inclusion of fathers in the early childhood phase of health care
- increased access and attendance to GP, midwife and antenatal appointments
- increased access to immunisation appointments
- opportunistic health care for women and their children within these settings.



### CARBAL MEDICAL SERVICES – SUICIDE PREVENTION SUPPORT

Carbal Medical Services were commissioned to deliver community-based support intervention and suicide prevention support to vulnerable community members with complex care needs.

This service was aimed at people at risk of suicide as well as follow-

up support for people following a suicide attempt.

In delivering this service, Carbal Medical Services consulted extensively with the Aboriginal and Torres Strait Islander community to better understand their suicide prevention needs. This work further highlighted the need for culturally appropriate, community-based strategic responses to providing care for Aboriginal and Torres Strait Islander people at risk of suicide.



## **GOONDIR HEALTH SERVICES – CULTURAL DEVELOPMENT PROGRAM**

Goondir Health Services was commissioned to deliver a Cultural Development Program aimed at increasing the social and emotional well-being and the mental health of Aboriginal and Torres Strait Islander people.

The program focused on art therapy, which includes activities such as painting, didgeridoo making and painting, and emu egg carving and painting. Of the 196 program participants, 92% of participants said they felt the Cultural Development Program had improved their social and emotional well-being.

## **PARTNERING WITH OUR HOSPITAL AND HEALTH SERVICES**

Darling Downs and West Moreton PHN continues to work closely with Darling Downs Health and West Moreton Health's Aboriginal and Torres Strait Islander Health teams to ensure integration of culturally appropriate care across primary, secondary and tertiary health care.

In September 2017, Darling Downs and West Moreton PHN in partnership with West Moreton Health, Traditional Owners and Indigenous Elders and Ipswich City Council, launched the Yarning Circle; a space purposely built outside Ipswich Hospital to provide a culturally safe and appropriate meeting space for patients and their families. The Yarning Circle continues to provide a safe place for emotional, spiritual and social healing, giving patients comfort at a time when they are away from their families and homes.



## **Making a difference**

### **ITC Program**

Meet Kev.

Kev suffers from two chronic diseases which impact his cardiovascular and respiratory health.

Eight years ago, Kev developed an aneurysm in his leg as a result of his chronic conditions. Kev was a truck driver at the time and made the decision to have his leg amputated.

Following the amputation, Kev waited five years before receiving a prosthetic leg to assist him move around more easily, and has only just recently received an electric scooter to help him travel around his home town.

Through the Integrated Team Care (ITC) Program, Kev has been able to access additional support including the provision of fuel cards for transport to his medical appointments and other engagements, medical aid

support through dressings when needed and additional care to support his social and emotional well-being.

Kev continues to keep his spirits high, despite the challenges he faces with his chronic conditions, and is well-known for his determined attitude.



**Kev acknowledges the ITC Program as being fundamental for the success of his healing to date.**





# Aged Care



# Goals



## Healthy Partnerships

- Collaborated with Darling Downs Health and West Moreton Health to improve outcomes for RACF residents.
- Partnered with providers to deliver in hours and after hours services for our communities.



## Healthy Systems

- Worked with RACFs to facilitate the transfer of information between facilities in preparation for the roll-out of My Health Record.



## Healthy People

- Increased community awareness of care opportunities in the region through the NDIS Aged Care Expo.

**We recognise that elderly patients are best cared for via appropriate primary care and community management and through being empowered to stay in their own homes for as long as possible.**

Nationally, Australia has an increasing aging population with an increasing number of elderly people with complex needs requiring residential care.

### OUR FOCUS

**Our commitment is to continue to build strong relationships to empower service providers and communities to develop strategies to:**

- Reduce admissions and social admissions to hospital and Residential Aged Care Facilities (RACFs) for older people and those with chronic disease.
- Ensure vital sharing of information at admission and discharge points to acute care facilities.
- Improve integration and coordination between regional services, Commonwealth and State programs in the aged care and disability sectors.
- Access education, with a view to supporting decision making around future health care for patients.

- Ensure end of life planning is patient-centred with accountable clinicians working in primary care.
- Plan for increased workforce and integration, to support projected need.

### THE YELLOW ENVELOPE PROGRAM

**To provide a mechanism for sharing vital patient information between Residential Aged Care Facilities (RACFs) and acute health care providers, Darling Downs and West Moreton PHN continued to fund the Yellow Envelope Program in 2017-18.**

The Yellow Envelope Program sees a single, easily identifiable yellow envelope containing essential information to evaluate and manage a patient's health transferred with the patient between facilities.

Our Digital Health team have been working with RACFs across the region in preparation for the roll-out of the My Health Record system in late 2018. My Health Record is an online summary of an individual's key health information with the Yellow Envelope Program acting as a transitional tool until the system is fully embedded.







## Making a difference

### Wound Care

Mr A was discharged from Kingaroy Hospital after originally being admitted because of wound breakdown and leg oedema.

Following his discharge, Mr A required dressings every second day in order to allow the wound to heal and reduce the risk of infection.

Mr A was unable to access the Lady Bjelke-Petersen Community Hospital Wound Care Clinic due to lack of transport and therefore required the clinic's outreach service to receive care in his home.

Because of the outreach service provided by the Wound Care Clinic, Mr A was able to be discharged early from the public hospital while still receiving appropriate follow-up care in his home.

“

Mr A was extremely grateful for the service.

”

### AGED CARE, CHRONIC DISEASE AND HOME OUTREACH CARE

**Darling Downs and West Moreton PHN has funded two programs to provide in hours and after hours wound management and palliative care services for older people with a chronic disease and/or requiring palliative care.**

These services were delivered in five locations; Dalby, Stanthorpe, Toowoomba, Kingaroy, Ipswich and the Lockyer Valley, and commenced in April 2018 with the aim of reducing potentially preventable hospital admissions.

A no-cost in hours, after hours, and outreach wound care management service, was delivered in Dalby and Stanthorpe by Blue Care registered nurses, as well as an in hours and after hours wound care clinic in Lady Bjelke-Petersen Community Hospital, Kingaroy.

Darling Downs and West Moreton PHN funded Blue Care, CiMAS Nursing Services and Lady Bjelke-Petersen Community Hospital to deliver in hours and after hours palliative care services:

- Blue Care delivered in hours and after hours outreach services in Toowoomba. This was a new service not previously available in Toowoomba.
- CiMAS Nursing Services delivered after hours support through specialist clinical nurse consultants to staff, residents and their loved ones in Residential Aged Care Facilities (RACFs) in Ipswich and the Lockyer Valley.
- Lady Bjelke-Petersen Community Hospital delivered after hours services in Kingaroy to provide wrap-around palliative care support in conjunction with other providers in the region.



“  
Declining health can bring a sense of powerlessness and anxiety. Access to the knowledge and skills of a specialist clinical nurse consultant has enabled RACF staff and general medical practitioners to provide the most appropriate symptom relief to promote comfort and quality of life. Residents and families have also benefited from the opportunity to share fears and concerns with a professional who can give guidance and support.  
”

CiMAS Nursing Services



## **PARTNERING WITH OUR HOSPITAL AND HEALTH SERVICES**

### **NDIS Aged Care Expo**

**The Aged Care and NDIS Expo was held on 1 June 2018 in partnership with Darling Downs Health focused on linking community members with local National Disability Insurance Scheme (NDIS), aged care and general health and well-being service providers.**

The Expo was held for a second year in 2018 following the highly successful Healthy Ageing Expo in 2017.

Over 60 providers attended the event allowing the community to explore and connect with care choices.

### **Residential Aged Care Facility Project**

**Ensuring Residential Aged Care Facilities (RACFs) have access**

**to after hours care is a priority for Darling Downs and West Moreton PHN.**

In 2017-18, Darling Downs Health and West Moreton Health partnered with the PHN to plan sustainable strategies to ensure that residents in RACFs across our region can access care in the after hours period with the aim of reducing presentations to emergency departments.

**The key strategies of these collaborative projects are:**

- Place GPs at the centre of decision making in the after hours period for the care of RACF residents.
- Offer access to clinical support and education resources in the after hours period.
- Promote the use of My Health Record in RACFs.
- Encourage residents in every facility to participate in the decision-making process of

their care planning through a Statement of Choices (SoCs) or Advance Care Plan (ACP).

The initial planning and engagement for the projects have been completed with implementation to occur in 2018-19.



# Mental Health



# Goals



## Healthy Partnerships

- Commenced transitioning Primary Mental Health services to the Government mandated Stepped Care Approach following extensive consultation and engagement with key stakeholders.
- Partnered with three alcohol and other drugs providers to develop a Local Drug Action Team (LDAT).



## Healthy Systems

- Aligned services across primary and secondary mental health care through the development of a localised stepped care approach for mental health.



## Healthy People

- Supported GPs and health professionals to assist patients with alcohol and other drugs issues through education.
- Delivered 882 alcohol and other drugs services for Aboriginal and Torres Strait Islander People.

**The Darling Downs and West Moreton PHN region has communities and individuals experiencing significant mental health concerns, making it a significant focus for our PHN.**

Our region has the highest percentage (nationally) of clients self-reporting current anxiety and 4th highest self-reporting current depression.

### OUR FOCUS

**We are working with key stakeholders across the region to:**

- Improve access to mental health services across the spectrum.
- Facilitate improvements in service alignment.
- Reduce the unmeasured burden of disease of mild and moderate areas.
- Reduce self-harm rates.
- Reduce self-harm hospitalisations.
- Support suicide prevention and management.

### INTRODUCING STEPPED CARE

**The Commonwealth Department of Health mandated the national transition to Primary Mental Health Stepped Care during 2017-18. In response, Darling Downs and West Moreton PHN commenced transitioning services while undertaking comprehensive regional mental health planning, engagement and consultation with major stakeholders including commonwealth and state government agencies, general practice, non-government organisations and other relevant service providers.**

**The objective of this ongoing collaboration is to improve outcomes for people in the region with, or at risk of, mental illness, including suicide intervention and has included:**

- Establishment of the Darling Downs and West Moreton PHN Mental Health Sub-Committee including a range of clinical advisory and mental health professionals.
- Initiation of a GP and health professional-led sub-working group including the Mental Health Program team to develop a localised stepped care framework for the region.
- Research and development of service specifications for each level of care with specific consideration of department guidelines and local knowledge, Health Needs Assessment data and specific target groups.
- Clinical testing of the framework with consumers, carers, peer support workers, GPs, mental health nurses, psychologists, psychiatrists, and other allied health practitioners.
- Development and implementation of a robust communication strategy to ensure all stakeholders were informed of the transition to stepped care. This included the creation of email alerts, brochures, fact sheets and information kits for referrers, as well as targeted communication with Federal and State MPs in the region.

Transitional funding was provided to existing providers to safeguard against gaps in service and ensure continuity of care for patients.

Throughout the transition, existing providers were assisted with case reviews for their current client caseloads and further supported through access to resources, funded by the PHN, to explore alternative business



## Making a difference

### NewAccess Program

Jenny had experienced a number of losses in a short period of time, including the death of her husband of over 30 years, three close family members and losing her best friend to breast cancer.

Jenny reached out to the NewAccess Program, which offers six sessions, to access support from a specialised coach. In her first session, Jenny did a lot of crying and sharing of her grief. Jenny confided with the coach that she wasn't eating, had lost 10kg, couldn't sleep, and only left the house to go to work. The coach worked with Jenny to identify routines and enjoyable aspects of her life and encouraged her to take small steps towards achieving weekly goals to get her life and health back on track.

When her final session arrived, Jenny had met all her treatment goals. She was sleeping, putting on weight, seeing her friends socially and wasn't afraid of paying the bills. She was spending time in her beloved garden again, something she'd stopped doing because it reminded her of her husband. She was smiling and laughing, she was more engaged at work and she'd stopped harmful drinking.



opportunities, expand referral networks and seek alternative models of support where clinically appropriate.

### LOW INTENSITY MENTAL HEALTH SERVICES

**In 2017-18, Darling Downs and West Moreton PHN commissioned eight low intensity mental health programs to align with stepped care.**

These programs provide no cost, early intervention support for people experiencing mild depression and/or anxiety. Individuals can self-refer into these programs; no referral or mental health treatment plan is required.

Mental Illness Fellowship Queensland and Lives Lived Well were commissioned to deliver the NewAccess Program (developed by beyondblue) across the Darling Downs and West Moreton region. The program delivers Low Intensity Cognitive Behaviour Therapy by a specially trained coach and aims to assist people not currently accessing mental health services.

**Other providers commissioned to deliver low intensity mental health programs in 2017-18 included:**

- Richmond Fellowship Queensland
- Burnett Allied Care
- Mallow Wellbeing
- Neami National
- Carbal Medical Services
- Artius
- Open Minds.

### HEADSPACE

**Darling Downs and West Moreton PHN continued to**

**fund headspace centres in the region to provide early intervention services to young people aged 12 to 25 in three locations: Ipswich, Toowoomba and Warwick.**

**Services provided by headspace include:**

- Mental health
- Physical and sexual health
- Drug and alcohol
- Vocational and educational support and assistance
- Community engagement activities.

### ABORIGINAL AND TORRES STRAIT ISLANDER SOCIAL AND EMOTIONAL MENTAL HEALTH SUPPORT SERVICES

**Darling Downs and West Moreton PHN commissioned a new provider to the region, HealthWISE New England North West, to deliver evidenced-based, culturally appropriate psychological intervention and therapies for Aboriginal and Torres Strait Islander people aged 18 years and older in the Ipswich, Somerset, South Burnett and Cherbourg regions.**

Support was delivered by qualified interdisciplinary mental health professionals including psychologists, mental health nurses, mental health competent occupational therapists, social workers and Aboriginal and Torres Strait Islander health workers.

Clients accessed support through a mix of face to face, telephone and video consultations to meet their individual needs and to assist in addressing barriers to service accessibility. The

program continues to receive a steady number of referrals with this number expected to grow as stepped care for mental health becomes embedded in the region in 2018-19.

## PARTNERING WITH OUR HOSPITAL AND HEALTH SERVICES

### Suicide Prevention

**We continue to work together with our hospital and health services to develop an overarching Suicide Prevention Plan for the region, incorporating localised information specific to each region.**

Following the release of the Fifth National Mental Health and Suicide Prevention Plan 2017 which identified effective suicide prevention as a clear priority, Darling Downs and West Moreton PHN partnered with the University of Southern Queensland and West Moreton Health to support the development of a localised suicide prevention plan for the region. Significant consultation was undertaken with both Darling Downs Health and West Moreton Health in the development of these plans.

The aim of this activity was to develop an overarching cohesive strategy to reduce suicide and its effects on families and communities across the Darling Downs and West Moreton region. The strategy was presented in draft to Darling Downs and West Moreton PHN at the end of 2017-18 and will be reviewed for implementation in 2018-19.

### OTHER SUICIDE PREVENTION INITIATIVES

**The Toowoomba Region Support Finder Card was launched in May 2018 to provide details of a range of community groups that can help in the case where somebody feels they may come to harm.**

The card includes information about helpful websites, contacts details for



Toowoomba Region Support Finder Card.

24/7 support services and available counselling and support services.

**Darling Downs and West Moreton PHN provided input and funding for the card, in partnership with:**

- Safer Toowoomba Regional Partnership
- Toowoomba Regional Council
- Carbal Medical Services
- Catholic Care
- Lifeline Darling Downs and South West
- Queensland Police
- Toowoomba Suicide Prevention Network.

### ALCOHOL AND OTHER DRUGS

**Key consultations and evidence indicate that recovery from substance misuse and addiction is affected by the availability, accessibility and affordability of preventative treatment services.**

Throughout 2017-18, Darling Downs and West Moreton PHN continued working with service providers and the community to create an appropriately resourced system integrated with other health and community services.

**Our focus is on creating client-centred alcohol and other drug services in areas of highest need, therefore:**

- Improving the long-term outcomes for the individual.
- Reducing hospital admissions.
- Improving social outcomes for the community.

### OUTCLIENT TREATMENT SERVICES

**4,124**  
services delivered

**662**  
clients

**851**  
referrals received

**878**  
clients who completed services

**87**  
clients referred to other service providers

**In response to the Commonwealth's National Ice Action Strategy, Darling Downs and West Moreton PHN commissioned a number of services to deliver a variety of non-residential alcohol and other drugs services, including:**

- Early and brief intervention
- Counselling
- Intensive non-residential rehabilitation
- Post treatment support and relapse prevention
- Case management.

Consumer demand continues to increase for evidence-based alcohol and other drugs services in regional areas and a funding boost from the Commonwealth Department of Health in the first half of the financial year, funded service extension to towns



where gaps had been identified in our Health Needs Assessment. These communities included Goondiwindi, Kingaroy, Dalby, Chinchilla, Warwick and Lowood.

**Providers commissioned by Darling Downs and West Moreton PHN to provide alcohol and other drugs outclient treatment services included:**

- Anglicare – Southern Downs and Toowoomba
- Drug ARM Australasia – Goondiwindi and Southern Downs
- EACH – Ipswich, Lockyer Valley, Scenic Rim and Somerset
- Lives Lived Well – Lockyer Valley, South Burnett, Southern Downs, Toowoomba and Western Downs
- Ted Noffs Foundation – Ipswich, Lockyer Valley, Scenic Rim and Somerset
- Teen Challenge – Toowoomba
- Sunrise Way – Lockyer Valley and South Burnett.

**SERVICES FOR ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE**

**882**  
services delivered

Carbal Medical Services and Kambu Health were commissioned to provide holistic, culturally appropriate, non-residential alcohol and other drugs services for Aboriginal and Torres Strait Islander people in Toowoomba and Ipswich.

**These services provide:**

- Withdrawal management
- Counselling
- Rehabilitation and relapse prevention support
- Care coordination.

The qualified staff employed through this funding assist with access to other primary health services and health care providers to maximise client outcomes.

Our Health Needs Assessment indicated a need for additional culturally appropriate alcohol and other drugs services in the Southern Downs, Western Downs and South Burnett regions. Resultantly, in March 2018, Darling Downs and West Moreton PHN was able to provide additional funding to Carbal Medical Services to extend services to Warwick, and to Lives Lived Well to extend services into Dalby and Kingaroy. This resulted in a 30% increase in clients accessing Darling Downs and West Moreton PHN-funded Aboriginal and Torres Strait Islander outclient alcohol and other drugs treatment services.

**RESIDENTIAL DRUG AND ALCOHOL REHABILITATION**



Sunrise Way and Teen Challenge received funding from Darling Downs and West Moreton PHN to increase capacity and reduce waitlist times for residential alcohol and other drug rehabilitation services.

The funding has allowed Sunrise Way to offer 10 additional beds, and Teen Challenge to offer 11 additional beds for their residential rehabilitation programs based in Toowoomba. While these facilities are in Toowoomba, people continue to come from across the region to access the evidence-based, client-centred services they offer.

**ADDITIONAL WORKFORCE DEVELOPMENT**

Following an open tender process, Darling Downs and West Moreton PHN funded a number of organisations

to deliver alcohol and other drugs education across the region to support GPs and health professionals.

**A total of nine events focused on various topics, including:**

- Motivational interviewing in alcohol and other drugs context for GPs and health and community workers.
- Current alcohol and other drug services.
- Referral pathways.
- Dual diagnosis.
- Drug and alcohol education for pharmacy staff.
- Trauma informed care.

**COLLABORATIVE PARTNERSHIPS**

Darling Downs and West Moreton PHN partnered with:

- QNADA
- Insight
- ADIS
- Central Queensland Wide Bay Sunshine Coast PHN
- Western Queensland PHN
- Northern Queensland PHN

to collaborate on a project aimed at supporting system navigation and access to early intervention and telephone counselling in the alcohol and other drugs sector in rural and remote communities.

**The project has three core components:**

1. Implementation of a rural and remote social media campaign to improve service access and system navigation.
2. Working with the State Government to improve the capacity of the Alcohol and Drug Information Service (ADIS) to deliver telephone counselling and facilitate warm referrals in rural and remote regions.
3. Working with general practitioners in rural and remote regions to build capacity to respond to alcohol and other drug use including a series of informational webinars.

The three components of the project are scheduled for roll-out early in the 2018-19 year, and will offer GPs and allied health professionals capacity building in conjunction with Insight and QNADA.

## LOCAL DRUG ACTION TEAM

**The Stronger Foundation Local Drug Action Team (LDAT) was formed after Darling Downs and West Moreton PHN in partnership with Sunrise Way, Lives Lived Well and Teen Challenge successfully secured funding under the Australian Drug Foundation's LDAT Program.**

LDATs are tasked with delivering localised, targeted action to help tackle drug use and addiction. A plan is currently being developed for implementation in the 2018-19 financial year to address males aged 25 to 45 at-risk of developing dependency on alcohol and other drugs, especially methamphetamines.

## ALCOHOL AND OTHER DRUGS JOINT PLANNING FORUM

**On 25 May 2018, Darling Downs and West Moreton PHN hosted a joint regional planning forum with stakeholders to plan for future commissioning of alcohol and other drugs services in the region.**

Twenty people attended the forum with representation from providers, consumers and carers. Darling Downs and West Moreton PHN will utilise the information gained during the regional planning day in the annual refresh of our Health Needs Assessment, in future commissioning of alcohol and other drugs services, in the regional Mental Health and Alcohol and Other Drugs Plan and in the delivery of education opportunities across our region in 2018-19.

Darling Downs and West Moreton CEO Merrilyn Strohfeldt, Sunrise Way CEO Wendy Agar, Lives Lived Well Team Leaders Tania Hickey and Teen Challenge Program Coordinator Colin Ryan at the media launch for the Stronger Foundations LDAT Program.



Francis Nona from Goondir Health Services with Maurice Woodley from Darling Downs and West Moreton PHN attend the Alcohol and Other Drugs Joint Planning Forum.



## Making a difference

### Alcohol and Other Drugs

Justin arrived at Sunrise Way on 7 September 2017 to commence treatment for addiction to Methamphetamine (Ice) through Sunrise Way's Residential Rehabilitation Program.

Darling Downs and West Moreton PHN funds 10 of Sunrise Way's 20 available beds to increase capacity and reduce waitlist times for residential alcohol and drug rehabilitation services in the Darling Downs region.

Justin spent a total of six months at Sunrise Way as a part of the program. Justin is now in the Transition Phase of the Sunrise Way Program.

Before arriving at Sunrise Way, Justin said his life was "controlled by compulsion and addiction, a dark place, and I didn't have the knowledge or tools to get out". After completing the program, Justin said "I learnt more about myself in my six months at Sunrise Way that I have in my whole life. Sunrise Way has given me back everything I thought I had lost."

# Digital Health





# Goals



## Healthy Partnerships

- Commenced as a delivery partner with the Australian Digital Health Agency for the roll-out of the My Health Record system.
- Worked with GPs, allied health and pharmacies to ensure preparedness for the roll-out of the system.



## Healthy Systems

- Collaborated with West Moreton Health and Darling Downs Health in relation to the transition to My Health Record in 2018 and Queensland Health's electronic medical records system.



## Healthy People

- Conducted 160 general practice visits to prepare GPs for the roll-out of My Health Record.
- Hosted 14 provider readiness events with 295 attendees.

Digital Health remains a priority area for Darling Downs and West Moreton PHN. Digital Health has the potential to transform health care delivery and improve patient outcomes as a result of improvements with information sharing between health consumers and service providers.

### OUR FOCUS

**Our Primary Care Engagement team are working with health care service providers and practice managers across the region to implement clinical and administrative systems to support the digital health reforms and utilise specific digital technologies aimed at improving patient care and service integration.**

This includes training and support in data cleansing, Individual Health Identifier matching and the transition to using My Health Record systems.

We remain committed to supporting our local hospital and health service partners as they move toward using electronic referrals and electronic medical record systems inside their facilities.

**Our digital health team have supported our primary care stakeholders to embrace a range of digital health activities, including:**

#### • Telehealth

- Supporting the adoption of telehealth activities where feasible, including supporting practices/ service providers to install Queensland Health's telehealth program, PIXEP, into practices.

- Working with practices to ensure awareness of the privacy and system requirements to support telehealth initiatives within their practice.

- Providing advice on billable items for telehealth.

#### • Secure Messaging -

supporting the move to secure electronic information transfer between health care providers.

#### • Data Quality and Improvement -

supporting general practice with clinical coding and improving cycle of care efficiency.

#### • Electronic prescriptions -

providing support to primary care providers for registrations and use of the Queensland Health system, allowing access to patients' hospital treatment medical information.





## My Health Record

### MY HEALTH RECORD

**Darling Downs and West Moreton PHN commenced as a delivery partner working collaboratively with the Australian Digital Health Agency on the roll-out of the My Health Record system in January 2018.**

My Health Record is a national initiative where a digital health record is created for consenting individuals. This record provides an online summary of health information that can then be shared securely between the patient, authorised representatives and authorised health providers involved in their care.

Our priority focus for the My Health Record expansion project has been to ensure that the primary care sector is ready and able to optimise the usage of My Health Record and contribute effectively to digital health adoption in our region.

Our Digital Health team supported general practices, pharmacists and allied health providers through one-on-one engagement and awareness building activities, assisting with system requirements and registration, security certificates and training for using My Health Record.

100% of general practices and pharmacies across our region were engaged through this process.

**Information sessions and provider readiness workshops focused on preparing health professionals across the region for the expansion of My Health Record. These events included:**

- ‘My Health Record Region Ready’ events in both the Darling Downs and West Moreton
- ‘My Health Record for Receptionists’ Information Sessions

- ‘My Health Record for Allied Health Professionals’ Information Sessions
- ‘My Health Record for Allied Health and Specialists’ Information Sessions
- ‘My Health Record in Pharmacy’ workshops

Darling Downs and West Moreton PHN supported a number of GPs who were early adopters of the My Health Record system assisting with promoting the benefits to other health practitioners in the region.



**14**

service provider events hosted



**295**

attendees at service provider events



**27,174**

shared summaries uploaded



**160**

GP visits made by digital health team



**150**

GPs registered at the end of June



**133**

Pharmacy visit made by digital health team



**85**

Pharmacists registered





Dr Andy Mellis, Darling Downs and West Moreton PHN Digital Health Coordinator Joanne Kruger, Australian Digital Health Agency PHN Education and Support Lead Ben Cohn, and Clinical Advisor for the Australian Digital Health Agency Dr John Aloizos attend the Darling Downs My Health Record Region Ready event in Toowoomba.

“

My Health Record will also provide opportunities to reduce the risk of medication errors, duplication, and create better treatment processes when medical attention is required away from the patient's usual medical services.

Dr Andy Mellis, General Practitioner

”





# Health Workforce



# Goals



## Healthy Partnerships

- Partnered with West Moreton Health to deliver two new clinical education opportunities for general practitioners and health professionals.



## Healthy Systems

- Created better integration of primary and secondary care through the adoption of General Practice Liaison Officers (GPLOs) to provide a continual loop of feedback between general practice and the hospital and health services.



## Healthy People

- Provided education and training opportunities across the topics of Aboriginal and Torres Strait Islander Health, Alcohol and Other Drugs and Mental Health.



We recognise that our workforce is our pillar and we continue to work closely with Health Workforce Queensland to assess needs and develop holistic strategies to support health professionals across our region.

### OUR FOCUS

We are collaboratively working toward common goals and are committed to activities that support:

- Improving access and continuity of access to essential primary health care.
- Building health workforce capability.
- Growing the sustainability of the health workforce.

Following extensive consultation with general practitioners and primary care professionals in 2016-17, Darling Downs and West Moreton PHN introduced two new clinical education opportunities in 2017-18 to support integrated care for the community.

### WORKFORCE DEVELOPMENT

Darling Downs and West Moreton PHN delivered a number of education opportunities to build workforce capacity across the region in 2017-18.

These opportunities focused on providing training for GPs and health professionals in the following areas:

- **Aboriginal and Torres Strait Islander Health**
  - Cultural Competency
  - Mental Health First Aid
  - Lifestyle Interventions (smoking, nutrition and physical activity)
- **Alcohol and Other Drugs**
  - Motivational Interviewing Training
  - Dual Diagnosis Training
  - Trauma Informed Care
  - Current Services and Referral Pathways
- **Mental Health**
  - Stepped Care Information Sessions
  - Tender Writing Workshops for Service Providers
  - Business Development Support Workshops



## Making a difference

GPLO Dr Theresa Johnson

Dr Theresa Johnson was appointed as the General Practice Liaison Officer (GPLO) for the Darling Downs region in April 2018.

Theresa's role is to strengthen collaboration between the hospital and health service and general practitioners in the Darling Downs region through using

her local experience and understanding of both the public and private health sector to improve integrated care for patients across all available health services.

“

**I am passionate about the PHN mission – the right care in the right place at the right time – and as a GPLO I get to work with general practice, Darling Downs and West Moreton PHN and Darling Downs Health to continue to achieve this mission as best we can.**

”



GPLO  
Dr Theresa  
Johnson

## PARTNERING WITH OUR HOSPITAL AND HEALTH SERVICE

### Education

We continued to work with our hospital and health services to upskill GPs in the region through engagement with specialist staff in hospital settings. In partnership with Darling Downs Health and West Moreton Health, we have delivered the following.

### Clinical Team Learnings

The Clinical Team Learning series provided a clinical education opportunity where specialists from the Darling Downs Health and West Moreton Health deliver training and education within general practice for general practitioners and practice managers.

Over 50 Clinical Team Learning opportunities were delivered to various general practices throughout the region on the following topics: diabetes, respiratory, renal, obstetrics and gynaecology.

Delivered during lunch breaks, the sessions were aimed at increasing GP specialist knowledge as well as providing the opportunity for building relationships between primary care practitioners and specialists. Interest in the Clinical Team Learnings continues to increase along with requests for specialists to be involved in the delivery of education across new topics.

### Grand Rounds

The inaugural Grand Rounds event was held in March 2018 in partnership with West Moreton Health, bringing together primary, secondary and tertiary health care workforces to participate in case-based, multidisciplinary education and discussion on topical health issues that impact both health sectors.



**Two Grand Rounds events were held, focusing on the following topics:**

- Type 1 Diabetes
- Persistent Pain and Codeine Management.

Grands Rounds has engaged over 200 health professionals across multiple disciplines and health sectors, and will continue to be a focus in the new financial year to help continue to support the provision of integrated care.

## **Integration of Primary and Secondary Care**

### **General Practice Liaison Officer (GPLO)**

**General Practice Liaison Officers (GPLOs) provide a conduit for**

**direct responsiveness to improve integration between primary and specialist outpatient care.**

In 2018, Darling Downs and West Moreton PHN partnered with Darling Downs Health and West Moreton Health to place GPLOs within the hospital and health services with a focus on linking hospitals directly with general practices in the region.

**The focus of our GPLOs is to:**

- Drive engagement with The Viewer.
- Assist with adoption of state-wide Clinical Prioritisation Criteria for specialist outpatient referrals.
- Work with the HealthPathways teams to map and increase knowledge of localised health pathways.

In 2018-19, our GPLOs will continue to work toward integration of care for patients and carers in our community.

### **Case Conferencing**

**To reduce potentially preventable hospital presentations and improve and increase palliative care in the community, Darling Downs and West Moreton PHN partnered with West Moreton Health to deliver the Case Conferencing Project.**

The project focused on providing case conferencing for people with end stage heart failure and/or non-malignant lung disease, bringing together specialists, GPs and allied health professionals to collaboratively plan and manage care so that patients, carers and families were supported effectively.

Grand Rounds - Guest speakers at the Persistent Pain and Codeine Management Grand Rounds event: Dr Gayle Williams, GP and Clinical Director, and Tracey West, Primary Care Nurse Practitioner, both from Prison Health Services at West Moreton Health, Dr Joe Kluver, Specialist Pain Management Physician at Metro South Persistent Pain Service, and Will Whiteoak, Pharmacist at Esk and Fernvale Pharmacies.



# Population Health



# Goals



## Healthy Partnerships

- Continued to work with the Department of Health to support the Oakey Community through the Oakey Per- and Poly-Fluoroalkyl Substances (PFAS) Program.
- Partnered with providers to deliver after hours care for vulnerable and at risk members of the community.



## Healthy Systems

- Introduced Darling Downs HealthPathways and prepared for the launch of West Moreton to provide localised health pathways for health care clinicians to improve integration of care across the primary, secondary and tertiary care system.



## Healthy People

- Improved health literacy for refugees in the region through the Refugee Nurse Outreach Program.
- Worked with West Moreton Health and Darling Downs Health to improve childhood immunisation rates.

Potentially preventable hospitalisation rates in the region are high in comparison to other PHN regions, with chronic and vaccine preventable conditions being the most common.

## OUR FOCUS

To improve the health outcomes of people living in our region and reduce potentially preventable hospitalisations, Darling Downs and West Moreton PHN is working with health professionals across the region to identify evidence-based programs that target our key priority population health issues.

### Population Health strategies supported by our PHN include:

- Advanced care coordination.
- Targeted self-management programs.
- Health promotion programs.
- Direct clinical interventions for complex chronic conditions.
- Supporting our refugee community through improving partnerships and health pathways and Translation Interpreting services.
- After hours primary health care.
- Immunisation support.
- Supporting vulnerable groups.

## RESPONSE TO PFAS

Darling Downs and West Moreton PHN continued to work with the Department of Health to support the Oakey community through the Oakey Per-and Poly-Fluoroalkyl Substances (PFAS) Program in 2017-18 through the continuation of:

- Free, specialised and confidential counselling services.
- Free GP consultations for

people who participate in free voluntary PFAS blood testing.

- Promotion of the Department of Health funded Support Now telephone and video counselling service through distribution of collateral throughout the PHN network.

We also continued to support the Oakey Wellness Committee – a community-based group who assist in organising wellness activities within the Oakey area – through providing funding for evidence-based wellness activities designed to build community resilience and coping mechanisms for communities dealing with a significant adverse event such as PFAS exposure.

### Activities included:

- Support of the Oakey Wellness Committee Community Expo.
- Support of Oakey Park Run.
- Launch of the weekly Community Cuppa event.
- Mindfulness Workshops with PHN-contracted psychologists in the region.
- Support of the Santa Fair event.
- Development of the Community Directory.

The Department of Health have committed to continuing to support the Oakey community in the new financial year, however the plan is for the Oakey Wellness Committee to be self-sustaining and financially independent into the future.

## AFTER HOURS

Darling Downs and West Moreton PHN after hours services focus on increasing access to primary health care for people whose health condition cannot wait for treatment until regular services are available in the in hours timeframe.



## Rural Diabetes Care – Pilot Program

AH Diabetes received funding to continue their pilot program to provide after hours support, education and management advice to people with diabetes.

The program was initially delivered through face to face consultations, drop-in care, and telephone consultations providing accessible credentialed diabetes educator support and education during the after hours period. This service moved to a telehealth model of delivery in February 2018 in response to identified need. The telephone consultations improved access to support for people living in rural areas with time sensitive advice regarding issues such as concerns in relation to hypoglycaemia and hyperglycaemia. The program complemented diabetes services being delivered by Darling Downs Health and West Moreton Health.

## Metro Street Crews

Darling Downs and West Moreton PHN continued to fund the METRO Care Street Crews in 2017-18 to engage with young people who may be experiencing a range of issues including homelessness, relationship conflict, family violence, medical issues, transport issues, school or education problems, and alcohol and other drug issues.

The METRO Care Street Crews operated in Toowoomba's CBD from 6pm to late on Thursday nights targeted at meeting vulnerable and at-risk youth aged 12 to 24 in a place they feel comfortable. All staff administering the program had front line mental health training which included accidental counselling, suicide/self-harm intervention and youth mental health first aid.

Total numbers engaged:  
**815**

Aboriginal and  
Torres Strait Islander:  
**41%**

## Culturally and Linguistically Diverse (CALD): **11%**

Direct Service Delivery and  
Coordination Hours

Direct delivery hours:  
**185**

Coordination hours:  
**1309**

Volunteer hours:  
**354**

GP hours:  
**48**

## HOSPICE PALLIATIVE CARE SUPPORT

Within the Darling Downs and West Moreton region there are limited services available that provide no cost end of life care.

The Toowoomba and Ipswich Hospices are community-funded holistic hospice facilities providing end of their life care. Both facilities rely on their local community for support, with the services that are being provided requiring funding that exceeds what the community can raise or provide through donations.

Darling Downs and West Moreton PHN provided funding to Toowoomba Hospice and Ipswich Hospice to assist with the provision of no-cost, general practitioner led, palliative care for people at the end of their life. The funding provided enabled both Hospices to employ suitably qualified staff, including a registered nurse and personal care worker, to give high quality clinical care and support to patients and their families. Ninety-five patients were supported through this service reducing the potential for admission to an acute care facility and providing services to those who have no other means of funding this care at the most vulnerable time in their life.

## REFUGEE HEALTH

The Darling Downs and West Moreton region is home to more than 10,000 people from migrant and refugee backgrounds of diverse cultures, signalling a need to ensure support to facilitate a smoother transition to the Australian health care system.

In 2017-18, Darling Downs and West Moreton PHN has continued to work closely with Refugee Health Network Queensland, Humanitarian Settlement Services and a range of other key stakeholders in refugee health care to ensure support services are accessible to people with refugee status to assist with navigating the Australian health care system.

Darling Downs and West Moreton PHN funded Multicultural Development Australia (MDA) and Access Community Services to deliver these services in the region through the Refugee Nurse Outreach Program. The program is enabled through close collaboration with the Darling Downs Health and West Moreton Health Public Health Units, Metro South Health, TRAMS (Catholic Care), Mercy Community, Mater Hospital, GPs, allied health providers, and our delivery partners MDA and Access Community Services.

### This program included services to:

- Coordinate access for patients to GPs and allied health services.
- Support general practice Refugee Health Assessments.
- Improve refugee health literacy.
- Reduce barriers to ongoing health care management.
- Facilitate the appropriate transfer of medical information across health services.
- Encourage and facilitate the use of PHN-funded allied health professional and pharmacy access to the Translator and Interpreter Services Program.

Over 930 occasions of service were delivered through this program.

**In addition to the program, Darling Downs and West Moreton PHN was also enabling partners in the following:**

- Facilitation of a Local Refugee Health Service Improvement Group.
- Formation of the Toowoomba Refugee Health Clinical Advisory Group.
- Development and distribution of the Toowoomba Refugee Health Pathways document.

## TIS

**The Translating and Interpreting Service (TIS) National for allied health professionals continues to be funded by Darling Downs and West Moreton PHN to facilitate and encourage non-English speaking newly arrived refugees to access allied health services, especially mental health services.**

In 2017-18, over 60 providers registered to the service with the program expanding to include pharmacists. Primary users included psychologists, diabetes educators, dentists and dietitians.

**27**

languages offered

**541**

occasions of service

**107.8**

hours of service delivered

## REGIONAL PATIENT CARE – COORDINATION AND CLIENT TRANSPORT SERVICE

**Darling Downs and West Moreton PHN funded regional patient care coordination and client transport services to support patients at-risk of potentially preventable re-admission to hospital attend primary health care appointments.**

Goondiwindi Regional Council initially piloted the program with a care coordinator to organise volunteer drivers with a donated vehicle to take residents to and from primary health care appointments in Toowoomba. This included public and private hospital, clinic, specialist and diagnostic imaging



## Making a difference

### METRO Care Street Crews

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

Early in the 2017-18 year, the Street Crew engaged with a young person who was struggling to articulate how they were feeling in relation to significant concerns they were facing in their personal life. After a number of encounters with the crew, the young person had built enough trust to disclose their many struggles with drug and alcohol abuse, depression, anxiety and suicide ideation.

for the concerns they were having.

Now, the young person regularly attends appointments with their health care professional, continues to engage with the Street Crew for ongoing support, while also accessing additional care through their psychologist.

Through the funding provided by the PHN, the crew had been trained in accidental counselling and mental health first aid. Due to this training, the crew were able to discuss with the young person their options for seeking additional support





## Making a difference

### Refugee Nurse Outreach Program

A newly arrived Cuban lady began engaging with the Refugee Nurse Outreach Program in Ipswich.

At the time, she had uncontrolled insulin resistant Type 1 Diabetes, was feeling generally unwell and had expressed feelings of depression and suicide ideation.

**The nurse assigned to the client through the program worked with her to access:**

- Community mental health services through the Queensland Program of Assistance to Survivors of Torture and Trauma (QPASTT), Transcultural Mental Health and Carers QLD.
- Glucometer monitors through the National Diabetes Services Scheme (NDSS) and a diabetes educator to get her Diabetes under control.
- A general practice which had an on-site chronic disease nurse and a Spanish speaking GP.

The nurse also compiled a list of allied health professionals that bulk billed and used the Translating and Interpreting Service (TIS) for future reference. As a result of these actions, the client said she now feels more confident and comfortable managing her health care needs in Australia.

appointments, and pre- and post-surgery check-ups.

**506**  
patients accessed  
this service

**84%**  
patients were repeat  
service users

**69%**  
of patients said they  
would not have been  
able to attend their  
appointments  
without the service

In March 2018, Darling Downs and West Moreton PHN extended this service by funding Care Goondiwindi to provide transport for residents to and from their homes to medical appointments within Goondiwindi. A total of 111 transfers were completed, with the average age of patients being 84, providing a vital service to our aged and vulnerable population.

## IMMUNISATION

**We continue to work collaboratively with Darling Downs Health and West Moreton Health to increase childhood immunisation rates by providing clinically appropriate support and resources to general practices on the National Immunisation Schedule. Our activities in this area in 2017-18 included:**

- A series of West Moreton Immunisation Update events hosted in March 2018 with attendance from 67 general practitioners and practice nurses from 42 general practices.
- Development of an Immunisation

Implementation Plan with key action areas to address immunisation issues in the region, including:

- Targeting childhood immunisation rates in Darling Downs hotspots.
- Identifying gaps in adolescent immunisation rates in schools.
- Improving access to information for groups with specific vaccination needs particularly Aboriginal and Torres Strait Islander people and refugee communities.
- Informing health providers of specific vaccination needs of vulnerable and at-risk groups through immunisation updates, resources and quality improvement activities using PENCs.

- Engagement with the PHN Immunisation Support Program to upskill Darling Downs and West Moreton PHN staff to support primary health care professionals through webinars, interactive forums and resources.
- Joined the PHN Immunisation Collaborative.
- Engaged 162 general practices through providing immunisation information and vaccine management support.

## CHRONIC DISEASE

**Chronic disease prevalence rates in the region are significantly higher than state averages and the health behaviours of the population commonly below the state averages, with weight, diet, physical inactivity and smoking being key contributors.**

In 2017-18, Darling Downs and West Moreton PHN commenced transitioning Chronic Disease services to align with the National Strategic Framework



for Chronic Disease while placing an emphasis on addressing contributors to chronic disease as outlined in our annual Health Needs Assessment.

New and pilot chronic disease programs and services funded by the PHN focused on providing innovative models of care in each community in the region with a strong emphasis on reducing barriers to access, empowering behaviour change in the community and giving individuals more choice and control over their treatment options.

**This included:**

- **Care coordination services** – for people with two or more chronic conditions or known risk factors.
- **Self-management programs (individual and group)** – aimed at increasing access for people with chronic disease to engage in the self-management of their chronic disease.
- **Health living programs** – focused on health promotion and the prevention of chronic disease.

**The types of services offered were:**

- Care coordinators in Toowoomba, Ipswich and the Western Downs.
- Group programs promoting healthy behaviours targeting adults and parents and children.
- Group programs targeting people with dual diagnosis of chronic disease and a mental health condition.
- Group programs addressing chronic pain.
- Pulmonary rehabilitation groups.
- Group programs targeting young adults with Type 1 Diabetes.
- Individual programs for wellness and lifestyle coaching.
- Group exercise programs.
- Falls prevention programs.
- Wound management and prevention groups.

Providers delivering services were granted transitional funding until the end of December 2018 to ensure

there were no gaps in services for our communities. Re-commissioning of these services will be completed with new services to be embedded in early 2019.

Future chronic disease services commissioned by the PHN will focus on addressing issues across the continuum of care, including the prevention of chronic disease, as well as ensuring equitable distribution of services across the region taking into consideration population data and the prevalence of chronic disease and vulnerable populations.

*“I thought I knew a lot about healthy living but learnt something new each session.”*

*“I thought it was great to have a cooking session - very practical - need my grandchildren to come to this.”*

*“The budgeting was an eye opener - I had no idea on how to budget.”*

**PARTNERING WITH OUR HOSPITAL AND HEALTH SERVICES**

**HealthPathways**

**HealthPathways supports primary care clinicians plan patient care through the primary, secondary and tertiary health care systems with localised referral pathways.**

Pathways are mapped by health clinicians in the region for health clinicians in the region ensuring that pathways are relevant to the area. Darling Downs and West Moreton PHN worked in partnership with Darling



Downs Health and West Moreton Health to mobilise the HealthPathways web portal for both regions.

**Our primary focus for the HealthPathways project has been:**

- GP engagement and recruitment of local clinical leads and editors to ensure regional representation and perspective in the development of each health pathway.
- Service mapping the primary, secondary and tertiary health landscape of both the Darling Downs and West Moreton region to assist with identifying gaps for further program development.
- Working in partnerships on the implementation of the state-wide Clinical Prioritisation Criteria (CPC) for specialist outpatient referrals.

Darling Downs HealthPathways was launched in June 2018 with over 30 referral pathways available for GPs and health professionals.

Foundational work for the West Moreton HealthPathways web portal is still progressing. The anticipated go live date is March 2019.



**Head Office**

Level 1, 162 Hume Street (PO Box 81),  
Toowoomba QLD 4350

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

**E** [info@ddwmpnh.com.au](mailto: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**

