

phn
DARLING DOWNS
AND WEST MORETON

An Australian Government Initiative

Annual Report

2024 - 2025

In place, on purpose



Mt Lofty, Toowoomba

Acknowledgement of Country

Darling Downs and West Moreton PHN (the PHN) acknowledges Aboriginal and Torres Strait Islander peoples as the Custodians of this land on which we work. We pay respect to Elders past, present and emerging, and commit to a future with reconciliation and renewal at its heart.

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

The PHN would also like to acknowledge the resilience and wisdom of Aboriginal and Torres Strait Islander peoples as some of the world's longest lasting cultures, and recognise our responsibility to contribute towards a more equitable and culturally-safe primary care system.

- ☞ Barunggam
- ☞ Bigambul
- ☞ Giabal
- ☞ Iman (Yiman)
- ☞ Jagera
- ☞ Jarowair
- ☞ Kamilaroi
- ☞ Keinjan
- ☞ Ugarapul
- ☞ Wakka Wakka
- ☞ Yuggera

Darling Downs and West Moreton PHN refers to the AIATSIS Map of Indigenous Australia when acknowledging Traditional Owner groups.

The Annual Report can be translated into alternative languages by calling the Translating and Interpreting Service (TIS) on 13 14 50.



Kalbar, Queensland

For 10 years, we have been working towards our goal of a healthier region. One that is backed by a connected, equitable and thriving local health system.

Through partnership and connection, we commission **in place, on purpose** to make real impact.

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Reconciliation Action Plan artwork

By Danielle Leedie Gray

Circles of Care and Connection is a visualisation of the essential links between community, health, and cultural values through a series of interconnected circles and motifs. The concentric circles represent key priorities such as Aboriginal and Torres Strait Islander Health, Aged Care, Mental Health, Alcohol and Drugs, Digital Health, and Population Health. Each circle is decorated with unique patterns—waves, dots, cogwheels, and sun symbols—that embody cultural ties, stories, reflection, pathways to recovery, energy, and collaboration.

Lines and dots weave through these circles, illustrating the continuous flow of communication, shared effort, and interconnected support across all sectors of community health. These interconnected motifs highlight the importance of unity and cooperation in fostering wellbeing and resilience.

Surrounding the circles are hills symbolising core community values—Accountability, Collaboration, Respect, Innovation, Transparency, and Integrity—underscoring the moral foundation guiding community wellness.

The artwork celebrates unity, cultural continuity, and collective responsibility, demonstrating how diverse efforts harmoniously come together to nurture community health and resilience.

Circles of Care and Connection by Danielle Leedie Gray



Message from the Chair

Dr Tony Bayliss

I am delighted to present the 2024-2025 Annual Report on behalf of Darling Downs and West Moreton PHN.

It is hard to believe that it has been ten years since the launch of Primary Health Networks in Australia. Established in 2015, Darling Downs and West Moreton PHN was tasked with improving the local health system to deliver affordable and accessible primary healthcare to everyone, no matter who they are or where they live in our region.

Since then, much has changed, but our purpose—to work with our partners to strengthen primary healthcare for those who need it most—remains strong. It was during the COVID-19 pandemic that we really hit our stride, performing an essential connecting role. We have built on those strong and trusted relationships to establish vital mental health and urgent care services to close gaps in the system. We continue to invest in strong partnerships and vital health intelligence which allows us to deliver innovative and incisive approaches that make real impact.

This year, Darling Downs and West Moreton PHN has invested \$54 million into the local health system. Our region is diverse in every sense—from rural agricultural plains to booming suburban metropolitan areas. We know that a one-size-fits-all approach won't work in our region.

We use both relationships and data to inform all facets of our work, from major projects to small but mighty local partnerships. This year's Annual Report theme 'In place, on purpose' captures our clear intention to truly know and work within our region to deliver the best possible outcomes with our investment.

We made significant progress on our Strategic Plan this year, which is our north star for creating an equitable and thriving health system where all people in our region will live healthier lives.



The team has excelled in their delivery of this plan, delivering significant outcomes across all four strategic priorities: healthy organisation (enabling), healthy communities (commissioning), healthy primary care (capability building) and healthy partnerships (connecting). We have also maintained our Regional Health Collaborative partnership, which is working to implement whole-of-system reform at a regional level across several key priority areas. Mental health was a specific focus area for us this year as we worked towards our vision of integrated mental health services across our entire region, delivered through locally designed hubs.

Driving positive change is a challenging but vital process within our evolving system, and we are grateful to our partners who are walking alongside us to ensure our limited funding can deliver the best possible outcomes.

This year we welcomed two new Board Directors; Dr Rachael Gray—a highly respected GP with clinical, governance, and business expertise, and Cheryl Dalton—CEO of SBcare, who holds a wealth of leadership experience across non-profit, public sector and private sector agri-business.

Thank you to the Board of Directors for their steady and generous guidance. To our partners in the health system and beyond; we are grateful for your ongoing support as we work together to create a stronger health system for the future. I would also like to thank the leadership team and staff of the PHN for their hard work and congratulate them on their wonderful achievements this year.

Message from the CEO

Lucille Chalmers

'In place, on purpose' captures our approach to all our work at the PHN. As a PHN, we have held a clear focus on deeply connecting with our region to deliver purposeful solutions that are resulting in better experiences of receiving and delivering care. All the while, we have nurtured a thriving organisational culture that is grounded in our values of accountability, collaboration, innovation, integrity, respect and transparency.

It has been a particularly gratifying year, with many projects coming to fruition following years of dedicated planning and preparation.

Engaging with community and the sector remains at the heart of our work. Our robust model of commissioning is based on a 'stories and numbers' approach. To achieve this, we dedicate significant focus on updating our Health Needs Assessment and Joint Regional Health Assessments, which are informed by local, state and national data, and the voices of people across our region.

Our Health Professional Meet and Greets remain a key event in our PHN Calendar. This year we hosted more than 400 GPs, nurses, allied health professionals and practice staff from across the region, and we were grateful for their insights about what is happening within their areas of practice. We also heard from more than 510 community members via our TALK ABOUT survey. These essential engagement activities enable us to remain in tune with local need.

Our Innovate Reconciliation Action Plan 2024–2026 was launched this year, an important step into the next chapter of our reconciliation journey. This included the unveiling of a new RAP artwork by Danielle Leedie Gray (page 7), a striking visual representation of our values, health priorities and the communities we serve.



In December 2024, we opened a third Medicare Urgent Care Clinic for our region. The Goodna clinic joins the existing clinics in Toowoomba and Ipswich, both of which completed their first full year of operations. Together, these clinics have now delivered more than 35,000 occasions of care for people needing urgent but non-life-threatening support.

We achieved ISO/IEC 27001:2022 certification in early 2025, well ahead of the Australian Government's 2026 deadline for all PHNs. This is reflective of our commitment to protecting community data and operating in alignment with the highest standards in information security.

These highlights reflect the incredible work of our staff, stakeholders, local workforce and cross-sector partners. I would like to extend my heartfelt thanks to our Board of Directors, as well as the Clinical Council and Community Advisory Committees, for their unwavering support and insight. Finally, to the staff of our PHN—thank you. Your dedication and collaborative spirit enable us to deliver truly impactful, person-centred care across our region.

About the PHN

Darling Downs and West Moreton PHN is one of 31 Primary Health Networks across Australia.

Our role in the health system is to strengthen primary healthcare—the initial care people seek in their communities from GPs, pharmacies and allied health professionals—and to collaborate with our partners to ensure appropriate care for those in greatest need.



Our purpose

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



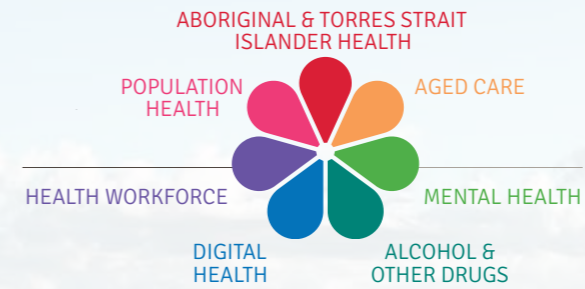
Our vision

Healthy communities experiencing excellent healthcare, closer to home.

We listen and learn from our stakeholders and communities, which enables us to commission and support with clarity of purpose. We work towards the measurable outcomes outlined within the Quintuple Aim across the seven health priorities.

Our priorities

The work delivered by our PHN is framed by the seven national priorities handed to PHNs by the Department of Health, Disability and Ageing.



Mount French, Scenic Rim

Knowing our region

Our PHN covers the Darling Downs and West Moreton region, which is around 99,000km² and covers 12 local government areas (LGA). We are located outside the capital city and we support health care in urban, regional, rural and remote settings, all with their unique challenges.

We share our region with two state Hospital and Health Services—Darling Downs Health and West Moreton Health—and we work closely with them to ensure our approach to healthcare is aligned.

We also work collaboratively with general practices, community pharmacies, allied health, and the Aboriginal Community Controlled Health Organisations in our region—Carbal Medical Services, CRAICCHS, Goolburri Health Advancement Corporation, Goondir Health Services and Kambu Health.



650,926
population



173
general practices



3
Medicare Urgent Care Clinics



3
Medicare Mental Health Centres



37.6 median age
compared to QLD:38.5
- AUS: 38.3



6.5%
of residents are Aboriginal and/or Torres Strait Islander



100.2 general medical practitioners per 100,000 people



60.4 RACH places per 1,000 people aged 70 years and over
QLD: 66.3 - AUS: 67.7

Strategic performance

Overview of our Strategic Plan 2023 - 2027

As we approach the mid-point of our current strategic plan, our focus remains resolute on our 'one perfect day' vision for all people in our region living healthier lives, backed by a connected, equitable and thriving local health system.

Our strategy cuts across four quadrants; healthy organisation, healthy communities, healthy primary care and healthy partnerships.

Our responses remain agile, guided by a 'stories and numbers' approach that ensures our work is informed by stakeholder and community insights, as well as data-driven health intelligence.

We also have several focus strategies in place:

- Aboriginal and Torres Strait Islander Health Strategy
- Digital Transformation Strategy
- Allied Health Engagement Strategy
- Healthy Minds Healthy Lives: Joint Regional Mental Health, Suicide Prevention and Alcohol and Other Drugs Plan 2022-2027.



 **Read our Strategic Plan at:**
ddwmpnh.com.au/StrategicPlan



Strategic Priorities	Purpose	Focus actions for 2024/2025	Progress
Healthy organisation	Consolidating the PHN's role as regional leaders in commissioning.	Building growth mindset, innovation, and system leadership, and intelligence-driven decision making.	Rollout of DiSC Program and addition of new manager roles.
		Demonstrating commissioning excellence.	Transformative approaches to commissioning, particularly the Integrated Mental Health Hubs model.
Healthy communities	Healthy start to life.	Developing a multisectoral Children and Young Person's Health Strategy.	Strategy developed and under final consultation at end of FY24/25.
	Healthy minds.	Implementing priority, short and medium-term actions of Healthy Minds, Healthy Lives Strategy.	Plan implementation is on track with 20 actions completed and 19 in progress.
	Increased health equity.	Embedding health equity in our strategies and everything we do.	Planning and commissioning of Integrated Mental Health Hubs in Toowoomba, Goondiwindi and Western Downs. Strengthening our commissioning processes to identify and reach priority populations.
Healthy primary care	High-quality, innovative primary care.	Modernising primary care, driving digital reform and enabling continuous quality improvement.	Digital health literacy campaign work with workforce and community. Multidisciplinary Team Care Project roll out. Establishment of Indigenous Wellness Connect.
Healthy partnerships	A one system mindset and connected consumer journeys.	Developing joint strategic needs assessments, governance, strategy, planning, investment and health intelligence.	Regional Health Collaborative strengthening executive level connections, and development of Joint Health Needs Assessments.

Measuring success

Achieving the Quintuple Aim in our region requires a deep understanding of local needs and evidence-based decision making to ensure we deliver the greatest possible value.

As a PHN, our work is guided by several frameworks. Internally, the Commissioning Framework 2023–2027 shapes our place-based, person-centred approach. We also run TALK ABOUT, a year-round community research and engagement campaign to better understand provider and consumer experiences across health areas (see page 105).

We see evaluation as a continuous process—ensuring that every stage of our work in coordination, commissioning, and capacity-building leads to measurable and meaningful improvement for the region.



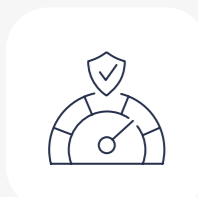
Knowledge

We build and maintain strong connections to people and place through our data, relationships, and listening to people living and working in the region.



Response

Our actions are guided by long-term planning while remaining adaptable to evolving local need.



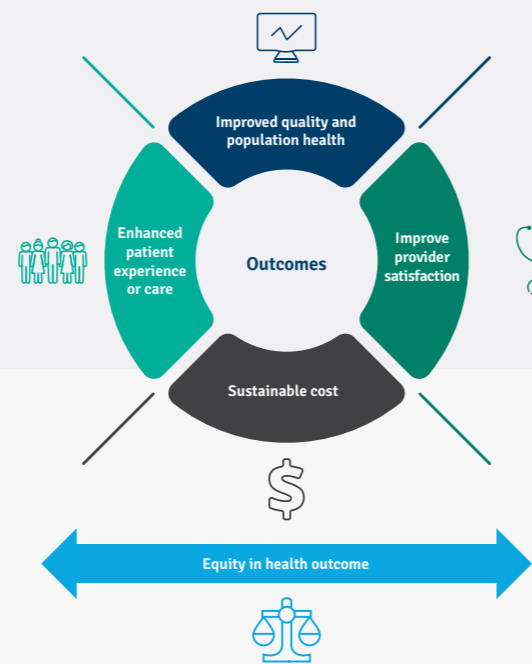
Impact

We evaluate our progress holistically through key frameworks and deep and trusting relationships with providers and community members across our region.

Quintuple Aim

The Quintuple Aim is an established framework for measuring improvement in the healthcare system. The Quintuple Aim provides a strategic perspective to the value and contribution of the PHN to the overall health of the community.

It measures our local health system against quality and access, experience, satisfaction, cost and equity. This complements the PHN Program Performance and Quality Framework that articulates Australian Government expectations about the role and performance of PHNs.





Healthy organisation

Stanthorpe, Queensland

A healthy and thriving organisation

Our people at a glance



63
staff members
15 men **48** women



11
part-time staff
52
full-time staff



70%
of staff live within the Darling Downs and West Moreton region



71%
staff engagement score

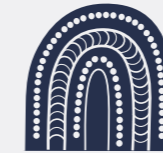


90%
of staff agree the PHN is a truly great place to work

Our values



Accountability



Collaboration



Respect



Innovation



Transparency



Integrity

Our people are the heart of the PHN. In 2025, we continued to invest in building a workplace where staff feel connected, supported, and empowered to do their best work.

Our values—transparency, respect, accountability, collaboration, integrity, and innovation—remain central to how we work. They guide our decisions, shape how we work together, and foster an environment where people feel safe to grow and where bold ideas can thrive.

A key focus this year has been organisational development. In early 2025, we launched the Everything DiSC program, which has helped build deeper understanding, improved communication, and strengthened collaboration across teams.

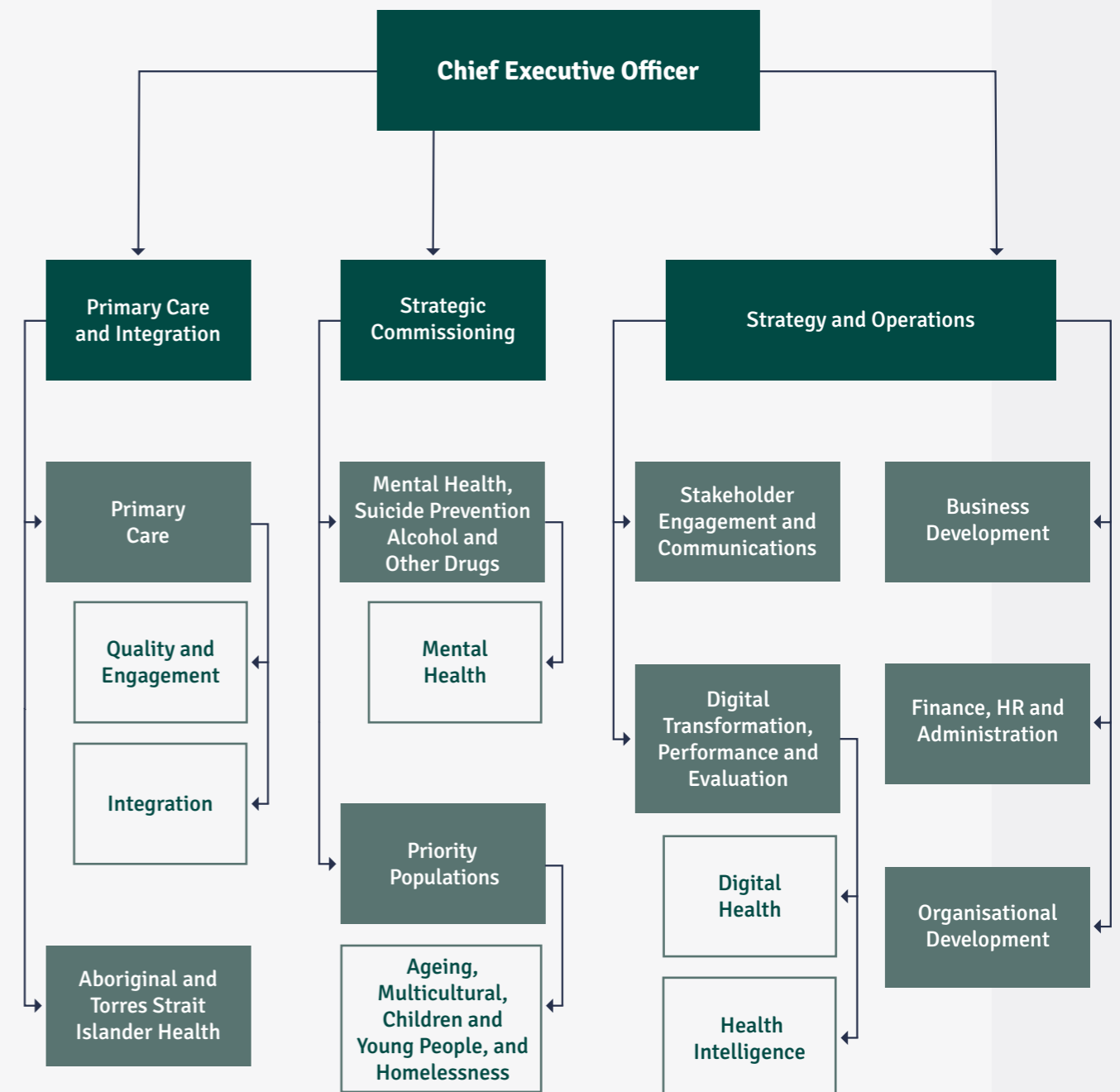
This program is one of several initiatives aimed at developing a more connected and resilient workforce at the PHN.



Ipswich, Queensland



Organisational structure



Governance

Darling Downs and West Moreton PHN is underpinned by a robust and effective governance system that ensures our work is accountable, strategic, and aligned with the needs of our communities.

As a primary health organisation funded by the Australian Government Department of Health and Aged Care, we are responsible for understanding and responding to local health priorities in line with national policy, program guidelines, and the Primary Health Networks Performance and Quality Framework.

Our governance structure includes a skills-based Board of Directors, supported by the Clinical Council and Community Advisory Committees. These bodies bring together deep local knowledge, clinical expertise, and diverse lived experiences to shape our direction and inform our decisions.

This strong governance foundation enables us to:

- Align investment and commissioning decisions.
- Ensure accountability and transparency in measuring outcomes.
- Engage meaningfully with stakeholders.
- Foster cross-sector collaboration.

Governance structure



Board of Directors

We are led by a highly qualified Board with a wealth of knowledge and demonstrated hands-on experience working within our region.



Chair **Dr Tony Bayliss** General Practitioner

Dr Tony Bayliss has been practising as a GP in the Ipswich area since 2012, having opened his own practice in 2015. Tony has served on the Darling Downs and West Moreton PHN Board since November 2017 and as Chair since 2019. He was appointed the Chair of the PHN Co-operative in 2024. Tony brings real-world skills and experience in clinical matters, corporate and clinical governance, finance and strategy and retains a passion for improving the health of the Darling Downs and West Moreton communities. He is an active member of the RACGP and the West Moreton Local Medical Association.



Elizabeth Adams Chief Executive Officer - Goolburri Aboriginal Health

Elizabeth Adams is the CEO of Goolburri Aboriginal Health. She is a proud Aboriginal woman of the Mardigan people from Southwest Queensland with more than 30 years' experience in primary healthcare. Elizabeth's career began in nursing, where she discovered her spark for improving health outcomes for people in the community. In the years since, she has driven innovative improvements across the local health sector, resulting in the development of highly effective place-based health and social care solutions.



Professor Lauren Ball Professor of Community Health and Wellbeing at the University of Queensland

Professor Lauren Ball is a Professor of Community Health and Wellbeing at the University of Queensland. Lauren brings more than 15 years' experience as a clinician and researcher in primary care as a qualified dietitian, exercise physiologist and primary healthcare researcher. Beyond this, Lauren is a thought leader and strategist who is actively influencing positive change across primary care, community care, hospital services, allied health, health promotion and wellbeing and health policy.



David Cosgrave Lawyer

David Cosgrave is a Toowoomba-based lawyer with extensive Australian and international legal, business and management experience. He has served in executive and Board roles across investment banking, telemedicine, healthcare, education, information technology and security. He has worked at the former Northern Sydney Area Health Service, Crosby Asset Management, CSIRO, the University of Southern Queensland and his own businesses. David joined the Darling Downs and West Moreton PHN Board in 2018, bringing expertise in governance, risk management and strategic thinking.



Cheryl Dalton Chief Executive Officer - SBcare

Cheryl Dalton is the CEO of SBcare, a "Profit for Purpose" aged and disability care organisation serving the Darling Downs and South Burnett. She brings extensive agribusiness, not-for-profit and government Board experience, with strong governance and strategic expertise. A former Darling Downs Hospital and Health Board member, she also served 16 years as South Burnett Regional Councillor.



Dr Rachael Gray General Practitioner

Dr Rachael Gray is a GP with over 27 years' experience serving rural and regional communities including Northern NSW, Dirranbandi, Roma and Toowoomba. She contributes clinical, business and governance expertise to the PHN Board, committed to building healthier communities through sustainable primary care. Rachael owns a 14-GP practice in Toowoomba, bringing strong leadership and advocacy for accessible, quality healthcare.



Dr Vladislav Matic General Practitioner

Dr Vladislav (Vlad) Matic is a GP with more than 25 years of remote, rural, regional, and urban general practice experience. Vlad is passionate about Aboriginal and Torres Strait Islander health, chronic and complex disease management, data, and clinical governance. In addition to contributing to GP and primary care Boards over the past 20 years, Vlad has also been very involved in the teaching of medical students and GP Registrars.



Deanne Minniecon National Manager of Aboriginal and Torres Strait Islander Engagement at Diabetes Australia

Deanne Minniecon is an Aboriginal (Goreng Goreng) and Torres Strait Islander (Erub) woman with 30 years' experience working in Aboriginal and Torres Strait Islander health and education. Deanne holds a Master of Health Science (Health Promotion) and is an Adjunct Professor in the Faculty of Health, School of Exercise & Nutrition Sciences at Queensland University of Technology. Deanne is also on the Board of West Moreton Hospital and Health Service.



Megan O'Shannessy Chief Executive Officer - Rural Medical Education Australia

Megan O'Shannessy is CEO of Rural Medical Education Australia, delivering the Griffith University Rural Medical Program across the Darling Downs and Maranoa. A Registered Nurse and Midwife, she brings extensive rural health leadership and clinical expertise. Megan serves on the Medical Board of Australia Queensland Board and is President of Protea Place. She holds a Master of Public Health, Bachelor of Nursing, and is a Graduate of the Australian Institute of Company Directors.

Our people



Lucille Chalmers Chief Executive Officer

Lucille is an experienced health and human services executive with a special focus on community health and primary healthcare. Lucille has a deep commitment to improving community health and wellbeing with extensive experience in the design, delivery and commissioning of health and human services in Australia and the United Kingdom. She has a particular passion for community driven and place-based ways of working to address inequities and improve health outcomes. She is a graduate of the Australian Institute of Company Directors and holds qualifications in Business (Philanthropy and Non-Profit Studies), Masters of Public Health and Bachelor of Applied Science (Speech Pathology).



Kate McLoughlin Executive Director - Strategy and Operations

Kate serves as our Chief Financial Officer and Company Secretary, where she manages the company's finances and corporate responsibilities, and promotes a happy and healthy work culture. Prior to joining the PHN, Kate served as Senior Finance Manager and Revenue Manager for Darling Downs Hospital and Health Service and Senior Business Analyst for Saxon Energy Australia. Kate holds a Bachelor's Degree in Education and a Masters of Professional Accounting from the University of Southern Queensland, and is a Certified Practising Accountant.



Tim Keane Executive Director - Primary Care and Integration

Tim joined the PHN in 2024, bringing over 25 years' experience in public health management, strategic planning and project delivery. He has led complex health reform initiatives, optimising primary and preventative care through system management, service design and commissioning. Tim has achieved population health outcomes in regional, remote and international settings, spanning suicide prevention, homelessness, NDIS and mental health. He holds a BA (Hons) Communications, Master of Public Health, Graduate Diploma in Psychology and Diplomas in Project and Finance Management.



Jen Newbould Executive Director - Strategic Commissioning

Jen joined the PHN in 2023 with more than 20 years of direct experience in the commissioning context, with a focus on transformational systems change. Jen is a partnership broker and quality systems lead auditor with tertiary qualifications in management and leadership, business administration and accounting. Jen has worked with diverse communities and system partners to tackle disadvantage and to improve outcomes in mental health, suicide prevention, alcohol and other drugs, homelessness, child protection, justice and adult education, through senior leadership positions held in the UK and Australia spanning health, community services and public sector contexts.

Looking after our people

This year, the PHN introduced several initiatives to encourage the development of our people—ensuring our team are given opportunities to connect and grow while working at the PHN.

Our 2025 Staff Engagement Survey reflected strong results, with staff highlighting high levels of trust in leadership, a positive and inclusive workplace culture, and a strong sense of connection.

The survey also identified a desire for greater career progression and deeper inter-team collaboration.

In response, the PHN created six new management roles to build leadership capability and provide new pathways for internal advancement.

All roles were filled through internal recruitment, demonstrating our commitment to growing and retaining talent within the organisation:



Manager - Digital Health



Manager - Health Intelligence



Manager - Integration



Manager - Quality and Engagement



Manager - Priority Populations



Manager - Mental Health



Strengthening collaboration between our Toowoomba and Springfield offices remains central to our culture.

This is fostered through cross-functional project teams and regular All Staff Workshops, which keep our people aligned and engaged.

These initiatives reflect our ongoing commitment to nurturing a strong, connected, and future-ready workforce.



A focus on organisational development

To further support our people and culture, the PHN introduced a new executive leadership position: Director – Organisational Development.

This role is dedicated to enabling our staff to thrive—personally, professionally, and collectively.

A key initiative led by this role is the rollout of the Wiley Everything DiSC program, which began in May 2025. This program helps staff identify their personal DiSC profile and participate in team-based workshops designed to strengthen understanding, improve communication, and build stronger working relationships across different styles and perspectives.

While the program will continue to roll out into the new financial year, early feedback has already shown strong results:

-  **94%** agree the program has supported their professional growth and development.
-  **93%** agree understanding their DiSC profile has improved their communication.
-  **89%** feel more equipped to work effectively with colleagues who have different working styles.

Staff reflections highlight the value of the program:

This has helped me tailor feedback using DiSC styles so it lands constructively, not critically.



I now see conflict as an opportunity to build trust and create better outcomes with my team.

I learned more about other team members' styles. Being aware of my personal strengths and weaknesses—and others'—helps us work better together.



Reconciliation journey

Our vision for reconciliation is for Aboriginal and Torres Strait Islander peoples to have equal access to high-quality primary care and improved health and wellbeing.

The PHN was proud to launch our latest Innovate Reconciliation Action Plan 2024 - 2026 in October 2024. The Reconciliation Action Plan (or RAP) guides our formal commitment to reconciliation.

It recognises our important responsibility to listen and learn from Aboriginal and Torres Strait Islander people in the community, so we can meaningfully support self-determination and increase availability of culturally safe healthcare.

The new Innovate RAP is embedded across the PHN, forming an important part of our organisational identity. It builds on our previous work, paving the way to building a more culturally aware and inclusive organisation, which will have flow-on effects for the work we do in community.

Along with the new RAP document, we were delighted to unveil a bespoke artwork by proud Aboriginal artist Danielle Leedie Gray.



Read our Reconciliation Action Plan at: ddwmpnh.com.au/RAP

We're on track to complete all 78 RAP actions by October 2026.

Key actions completed this year include:



Providing AIDA Cultural Safety Training for all staff.



Hosting National Reconciliation Week events in Toowoomba and Springfield offices, open to staff and guests.



Attending and hosting stalls at local NAIDOC Week events to deepen community connection.



Engaging registered Aboriginal and Torres Strait Islander vendors for corporate services, further embedding inclusive practices into our operations.



Springfield Central, Ipswich

Achieving ISO/IEC 27001:2022 certification

Protecting our information systems is a critical priority for the PHN. In May 2025, we achieved ISO/IEC 27001:2022 certification—over a year ahead of the Australian Government’s mandated deadline for all PHNs.

This international standard recognises our commitment to information security across people, systems, and processes.

To achieve certification, the Digital Transformation, Performance and Evaluation team led a comprehensive program of work, including:

- Conducting a detailed gap analysis
- Creating a Statement of Applicability (SoA) to determine relevant ISO controls
- Completing a full risk assessment and asset inventory
- Strengthening our Information Security Management System (ISMS)
- Reviewing and aligning policies and procedures with ISO/IEC 27001:2022
- Delivering staff training and awareness sessions on information security
- Enhancing technical safeguards like access management and endpoint security in partnership with our Managed Service Provider (MSP)
- Running internal audits and a management review ahead of the external certification audit.

Achieving compliance with the International Standard is a long-term commitment. This work began in March 2024 and is now an ongoing function of the PHN in order to achieve recertification every three years.

For PHN staff, ISO compliance reinforces the shared responsibility of cybersecurity—it’s about people, culture, and everyday habits.

With surveillance audits in early 2026 and 2027, and a goal of recertification in 2028, the PHN will maintain high quality processes to ensure effective outcomes in every aspect of our operations.



Digital Transformation, Performance and Evaluation Team

Healthy communities




Healthy communities


Our strategic approach to bettering the health of our region is shaped by our 'One perfect day' vision.

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

We work towards our vision of a healthier community with a lifespan approach:



Antenatal health and the early years through to older persons and palliative care



Suicide prevention and alcohol and other drugs



Mental health



Aboriginal and Torres Strait Islander health



Multicultural and refugee health



Chronic conditions prevention and care



An overarching focus on equity and cultural safety

While broad, this work is deeply connected and is part of our vision for a connected, equitable and thriving local health system.

This year, our region continued to experience high population growth, the result of a high fertility rate and international settlement - with Toowoomba in particular being a designated settlement zone.

We also have an ageing population who have changing lifestyle and care needs.



971,000

expected population by 2046



37.6 years

median age for our region
QLD: 38.5 - AUS: 38.3



12

diverse Local Government Areas

Our strategic focus areas this year were:



Improving early life experiences for mothers, families, and children.



Improving quality of life for older people, and addressing chronic condition risk factors.



Supporting good mental health, reducing suicide risk and substance use.



Addressing inequities faced by priority populations.





Equity and inclusion


Darling Downs and West Moreton PHN is committed to building a more equitable and inclusive health system through place-based, community-led approaches. In 2024, we continued to strengthen this commitment through our TALK ABOUT campaign (page 104) and other targeted engagement activities that directly informed the design and delivery of both new and existing services.


We prioritise engagement with diverse communities—including multicultural and refugee populations, LGBTIQ+ people, people living with disability and Aboriginal and Torres Strait Islander people—to better understand their unique healthcare needs and challenges.

By offering information in accessible formats and centring community voices in service planning, we aim to reduce barriers, address intersectional disadvantage, and ensure that everyone in our region can access the care they need, in the way that works best for them.

- 

46.1% of Darling Downs and West Moreton households are low income. QLD 40.0% - AUS 39.8%
- 

7.4% of Darling Downs and West Moreton residents have a profound or severe disability. QLD 6.3% - AUS 6.0%
- 

222 people participated in the Disability and Neurodivergence TALK ABOUT campaign.
- 

42.7 per 10,000 homelessness rate in our region. Of note in Ipswich the rate is 41.4 and in Toowoomba the rate is 51.9 per 10,000 people.

Bunya Family

Our 'Bunya Family' is a key tool we use to support our engagement activities and ensure representation of the diverse community experiences within our region.

The family comprises a number of avatars of community members who represent 'real life' scenarios within our region.

Each family member is a potential consumer of services in our healthcare system and we use them to map our care journeys.

The use of the Bunya Family is based on the Welsh model of the 'Jones Family'. The NHS in Wales used the Jones Family to steer conversations toward improving patient care.



TALK ABOUT WHAT WE HEARD Disability and Neurodivergence

In July-September 2024, we asked community members and providers to talk about their experiences of receiving and delivering care. This is what we heard...

The online survey captured feedback from 222 people...

- 

157 community members
- +
- 

22 community participants in kitchen table discussions
- +
- 

43 health professionals

Overall, community members rated their experience **5 out of 10** and healthcare professionals rated their experience **6 out of 10**.

46% of people identifying as **neurodivergent or living with a disability** said their health professional treats them differently.

The community shared they wanted increased access to services, including expanding telehealth options and reducing wait times for in-person consultations.

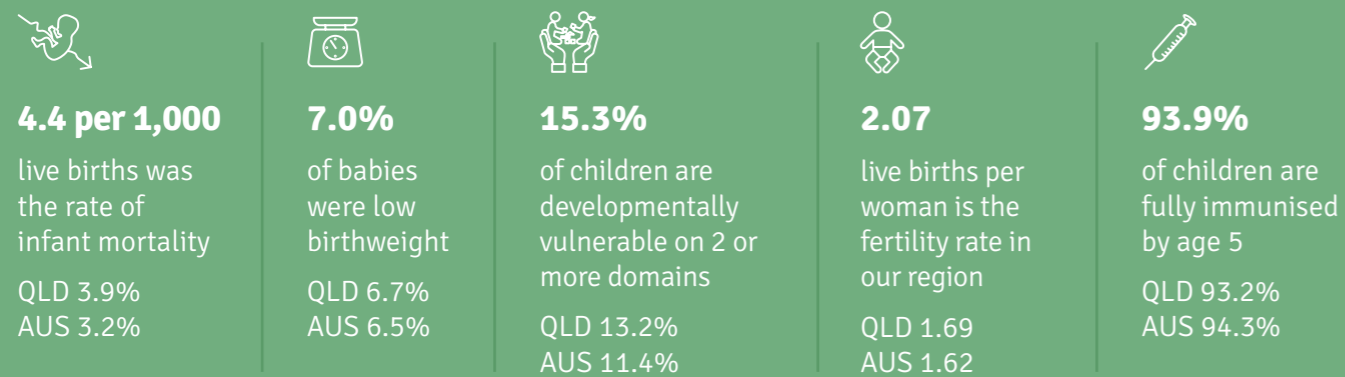




Children and young people

Knowledge

Getting things right in the first few years of life is a critical investment in lifelong health outcomes, and our future health system. Families in our region deserve well-coordinated, accessible and supportive health services to give their children and young people the best start in life.



Response

Is It True Sexual Health Program True Relationships and Counselling

The Is It True program was delivered to Grade 11 and 12 students across two high schools in the Toowoomba region. The program, delivered by a registered nurse and trained sexual health educator provides simple facts about sexually transmitted infections (STIs) and offers young people the opportunity to be tested.

Nurse-led Youth Sexual Health Service True Relationships and Counselling

True's Nurse-led Youth Sexual Health Service operated from clinics in Toowoomba and Ipswich Clinics, providing consultation, optional screening, advice, treatment and follow up as required. The service worked to improve health literacy through provision of educational resources focused on reproductive and sexual health and healthy relationships.

Peach Tree Perinatal Wellness Programs

The Sunshine Parenting Program and Circle of Security provide safe, sensitive, and non-judgemental spaces for mothers to speak openly about their parenting experiences with the support of peer workers and those with shared experiences. Services commissioned FY2024/25.

The Resilience Project

This year we commissioned The Resilience Project to implement the Wellbeing Program in Laidley District State School and Gatton State School – reaching 829 primary school aged students.

The program was focused on building resilience, fostering positive mental health, and improving overall wellbeing.

This program included a range of workshops and initiatives to strengthen student wellbeing across three domains; resilience, healthy mind, and readiness to learn.

Feedback from school staff:

Kids [are] talking about it and a Mum gave feedback about her son being vulnerable at home and asking for help.

[We have observed] engagement of the students in the classroom and response to the material.



Children and young people



Response

Thriving Lockyer Kids

Thriving Lockyer Kids is a place-based, collaborative initiative focused on ensuring all children in the Lockyer Valley have the best start to life. The program coordinator is employed by our PHN and works outwards within the broader partnership.



This year the initiative made significant progress across multiple priority areas, including child and family hub development, workforce wellbeing, and early support for families.

More than 300 local families were engaged to identify gaps in perinatal support, with findings backed by local health data. These insights informed action to improve access to soft entry points and ongoing support for families during the prenatal and early years.

Thriving Lockyer Kids delivered diagnostic child development appointments at Gatton State School, integrated Child Health services into community playgroups such as Laidley Little Legends and Gatton Library Services.

The program also supported major early years events like Under 5s, Gatton Under 8s, and Messy Play, connecting families with services in fun, inclusive settings.

In December, 30 participants from 15 organisations—and a parent representative—came together for a workshop to co-design local solutions.

This led to the formation of the Together4Lockyer East and West communities of focus, further strengthening place-based collaboration for children and families.

First 2000 Days

We recognise that the first 2000 days of a child's life, spanning from preconception through to starting school, are a critical period for development. The PHN works in alignment with our cross-system partners to deliver and coordinate programs that make a difference in the first years of life.



Impact

We evaluate our progress holistically through key frameworks and deep and trusting relationships with providers and community members across our region.



448 young people

supported by Nurse-led Youth Sexual Health Service



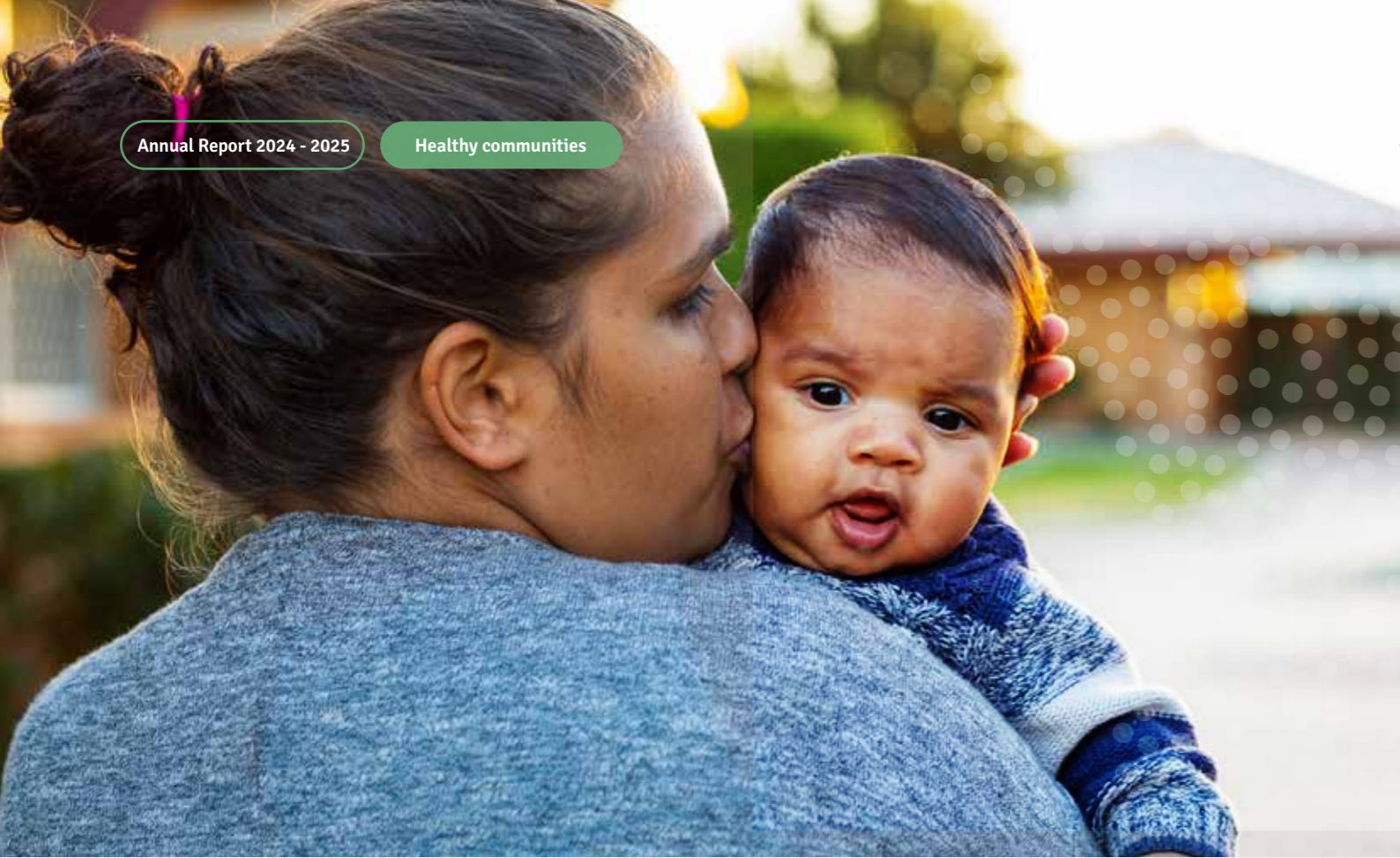
490 listens

GPs in a Pod episodes covering youth persons health topics



160 students participants

Is It True Sexual Health Program



Aboriginal and Torres Strait Islander health

Knowledge

Our region has a higher proportion of Aboriginal and Torres Strait Islander people living across metropolitan, rural and remote areas. Our PHN works closely with Aboriginal Medical Services and mainstream primary care providers to expand availability of culturally safe care.



6.5%

of residents are Aboriginal and/or Torres Strait Islander (2021 ERP)

QLD: 5.2% - AUS: 3.8%



11.6%

of children (aged 0-14) in our region are Aboriginal and Torres Strait Islander

QLD: 9.4% AUS: 6.9%

Response

This year we continued to strengthen our focus on improving health outcomes for Aboriginal and Torres Strait Islander peoples across our region.

This work has been guided by a commitment to targeted investment, cultural safety, and place-based collaboration.

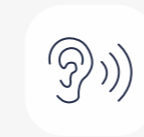
Key areas of focus included:



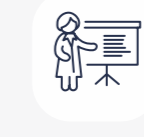
Targeted commissioning and investment to address chronic disease, suicide prevention, mental health, and alcohol and other drug use in Aboriginal and Torres Strait Islander communities.



Completion of our Innovate Reconciliation Action Plan (RAP) and launch of new 2024-2026 plan, which continues to guide our reconciliation and health equity pathway.



Place-based, community-led solutions, ensuring local voices shape the design and delivery of services.



Expanded access to cultural safety training for local GPs and practice staff through the Australian Indigenous Doctors' Association (AIDA).



AIDA training participation



117

online completions



17

attended face-to-face training



19

attended Yarning Circles

Aboriginal and Torres Strait Islander health

Commissioned services

Virtual Health Services	Goondir Health Services
Integrated Team Care and Chronic Conditions	Goondir Health Services
Mental Health Services	Carbal Medical Centre, Kambu Health & Goondir Health Services
Cultural Development	Goondir Health Services
Aboriginal and Torres Strait Islander People Regional Approach to Suicide Prevention	Kambu Health, Carbal Medical Centre & Goondir Health Services
Integrated Team Care	Carbal Medical Centre and Pius X Aboriginal Corporation

Service providers commissioned FY24/25



Impact



9,598

Aboriginal and Torres Strait Islander people received culturally appropriate mental health services

Elder Care Journal

The Elder Care Journal was created this year – the result of a collaborative project grounded in cultural respect and co-design principles.

Designed by the Kambu Health Members Elders Group with support from the PHN Priority Populations and Communications Teams, the journal is a culturally safe and practical health resource developed to support Aboriginal and Torres Strait Islander Elders in managing their health.

Featuring vibrant artwork by Aboriginal artist Anthony Kemp, the journal provides a personalised space for Elders to track appointments, record blood sugar and blood pressure, and access relevant health information. It also offers clear guidance on connecting with local services in aged care, chronic disease management, digital health, and palliative care.

Within the first six months of launch, 1,000 copies of the Elder Care Journal were distributed to Aboriginal Medical Services, general practices, and community organisations across the region—demonstrating strong demand for a culturally safe tool that supports self-determination in care and captures individual health stories in a meaningful way.

The journal has received overwhelmingly positive feedback from Elders and service providers alike, who see it as a valuable bridge between culture, care, and connection for their health.

A Darling Downs specific version of the journal is currently in development in collaboration with Elders from the Toowoomba region. It will feature local artwork and region-specific health service listings, further strengthening the journal’s reach and relevance.

The Elder Care Journal is available to order for free via the PHN website.



To place an order for the Elder Care Journal visit: ddwmpnh.com.au/ElderCareJournal



Brothers Leagues Club, Ipswich





Mental health, suicide prevention alcohol and other drugs

Knowledge

This year the PHN took major steps to strengthen mental health, suicide prevention, and alcohol and other drug (AOD) services across the region.

This transformation has been guided by community input, system reform and a focus on integration. We are committed to building a well-connected mental health system that is both place-based and person-centred.

Our vision is to create integrated, locally designed, hub-based services that remove the barriers to accessing timely and appropriate mental healthcare.

To achieve this, we are making significant investments in partnerships—working closely with primary care, mental health, and alcohol and other drug treatment providers, as well as Hospital and Health Services and cross-sector partners. Together, we are ensuring our approach is truly connected and coordinated.



young people accessed youth specific mental health services including 21% Aboriginal and/or Torres Strait Islander people



people in the region with a mental health condition (including depression or anxiety)
QLD: 496,644
AUS: 2,231,546



residents aged 0-74 die by suicide and self-inflicted injuries per year
QLD: 15.2
AUS: 12.6



was the age-standardised rate (ASR) of high or very high psychological distress in the region
QLD: 14.9%
AUS: 13.7%



of people had at least one consultation for a mental health concern, between the ages of 16 and 85 - QLD: 17.5%
AUS: 17.4%

Response

Bringing our vision of integrated mental health services to life

Following extensive sector engagement and co-design, the Toowoomba Integrated Mental Health Hub is now in the final stages of commissioning, with services to begin in the next financial year. Once established, the future hub will offer a coordinated, face-to-face model of care with coordinated access to services. This model will continue to be replicated in localised approaches across other areas of our region, with Southern Downs and Goondiwindi already underway. The hubs will be complementary to our region's Medicare Mental Health Phone Service and Centres in Ipswich, Toowoomba and soon to be Warwick (read more on page 57).

A renewed approach to alcohol and other drug use

In the alcohol and other drugs space, a renewed approach was rolled out this year, with focus on community-based services and extended program reach. The model prioritises early intervention, harm reduction, cultural safety, and integration with mental health and general practice. Towards the end of the financial year, the PHN commissioned Lives Lived Well as the provider for Darling Downs and QuIHN for West Moreton.

Impact



1,069

people accessed low intensity mental health service



2,203

people accessed psychological therapies (mild to moderate)



1,231

people accessed clinical care coordination (moderate to severe)





Mental health, suicide prevention alcohol and other drugs

Commissioned services

Alcohol and Other Drug Treatment Services - Mainstream	Each Lives Lived Well The Ted Noffs Foundation	Low Intensity Mental Empowerment (LIME) Program	Lives Lived Well
Alcohol and Other Drug Residential Rehabilitation Services	Sunrise Way Teen Challenge	Low Intensity Mental Health Services for Early Intervention	Community Development Services Inc Mallow Wellbeing The Older Men's Network Richmond Fellowship Queensland
Barambah Youth Services Hub (Murgon Youth Hub)	Therapy Pro	Mental health, Commonwealth Psychosocial Support Program and Alcohol and Other Drug Treatment Services - Identified	Carbal CRAICCHS Goolburri Goondir Kambu Health
Mental Health Clinical Care Coordination	Mi-Mind Neami HealthWISE	Perinatal mental health services	Peach Tree Perinatal Wellness
Child and youth mental health services	Youth InSearch	Psychological Therapies	Lives Lived Well Family Services Australia Barry Sheehan Psychology Lumsden Psychology, and Valley Psychology
Commonwealth Psychosocial Support Program	Australasian Centre for Rural and Remote Mental Health Limited	Universal Aftercare	Richmond Fellowship Queensland
	Impact Community Services	Youth Enhanced Services	Stride Youturn
	HealthWISE Wellways Momentum Mental Health LTD Lifeline Darling Downs and South West Qld Ltd Neami		
Happy Chat - Stanthorpe	Support Groups Queensland Inc		
headspace Warwick	RHealth Ltd		
headspace Ipswich	Stride Mental Health		
headspace Toowoomba	Youturn		
Living and Learning Centre - Ipswich	Neami Limited		

Service providers commissioned FY24/25
The PHN also commissions Medicare Mental Health Services across the region (page 56).

Healthy Minds, Healthy Lives

Darling Downs and West Moreton Joint Regional Mental Health, Suicide Prevention and Alcohol and Other Drug Plan 2022-2027

Healthy Minds, Healthy Lives (HMHL) continues to lay the foundation for improved coordination and collaboration across the region.

A partnership between our PHN, Darling Downs Health and West Moreton Health, the Plan supports a shared vision where all people in our region can access the mental health, suicide prevention, and alcohol and other drug services they need.

The Plan identifies four key focus areas:

- integration and coordination
- availability, awareness and access to services
- workforce and support
- services that meet the needs of individuals and populations across the lifespan.

A key achievement this year was the reconvening of project working groups, which enables shared expertise and knowledge across key areas of the plan.



healthymindshealthy lives.com.au

Clinical pathways for mental health were also enhanced on HealthPathways:

145
mental health Pathways across Darling Downs and West Moreton

187,000
pathway website page views

The most visited pathways topics:

- Anxiety
- Acute mental health referrals
- ADHD
- Depression

Your Experience of Service (YES) Survey

Patient feedback is one of the most valuable tools we have for shaping excellent healthcare.

The results from the Your Experience of Service (YES) Survey offer valuable insights into how consumers feel about the mental health services commissioned by the Darling Downs and West Moreton PHN.

Designed by the Australian Mental Health Outcomes and Classification Network (AMHOCN), the YES Survey is a vital tool that collects direct feedback from consumers accessing mental health services.

We run the survey in partnership with RHealth every six months (in Autumn and Spring).

The results reflect a positive overall experience for the majority of consumers in the region and demonstrate the commitment of service providers to creating safe, inclusive, and respectful environments.

The YES Survey is conducted every six months, and responses remain anonymous and confidential. Only aggregated, non-identifiable data is shared with service providers. This ensures that consumer voices are heard while maintaining privacy and integrity in reporting.

Each survey round also identifies areas for further improvement. While the results are strong overall, the PHN works closely with providers to discuss the results and progress opportunities for improvement.

Quotes from respondents

My therapist is amazing, made such great progress and my life is finally on track.

I felt I was listened to in a respectful non-judgemental way at all times and was culturally appropriate to my needs.

The results from this year's surveys were largely positive:

93%

of respondents reported that they always or sometimes felt welcome when accessing services.

78%

reported that their individuality was always or sometimes respected.

84%

said they always or sometimes felt safe using the service.

79%

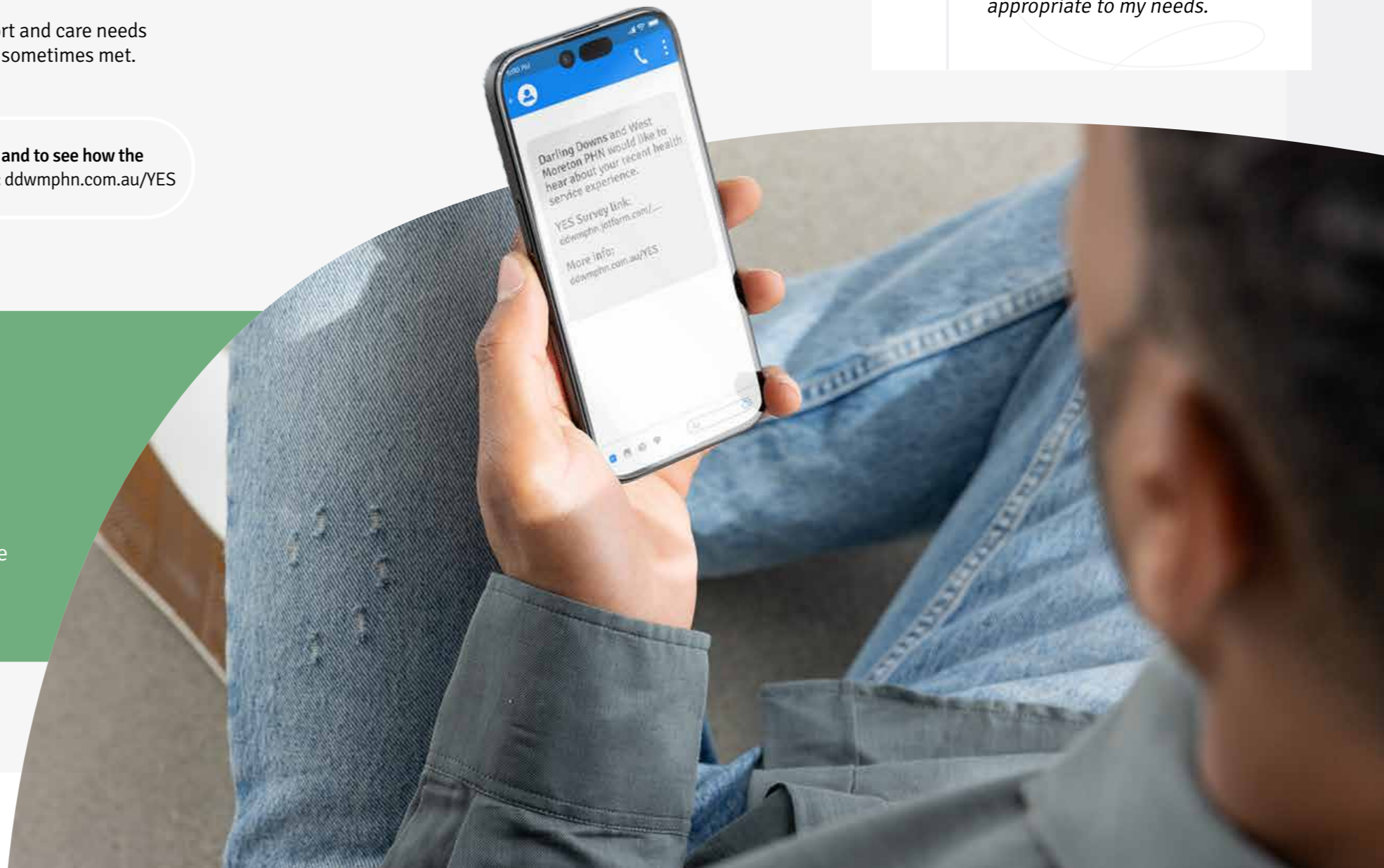
felt their support and care needs were always or sometimes met.

78%

felt their decision-making rights were always or sometimes respected.



For more information and to see how the results are used, visit: ddwmpn.com.au/YES



4,166

surveys distributed



378

responses received



9.07%

response rate

Medicare Mental Health services

Medicare Mental Health Centres continue to play a vital role in providing free, welcoming access to mental health support.

Our Ipswich centre entered its second year of operation and is delivering strong outcomes, while the Kingaroy centre is proving effective in meeting the unique needs of the Kingaroy and wider South Burnett communities.

We are committed to designing the future of health services in our region by closing service gaps and ensuring everyone can access coordinated, appropriate care.

Guided by a stepped care approach, our services range from early intervention and low-intensity support to more complex care, including referral into the tertiary mental health system and ongoing engagement with general practice.

These centres are key to building a more connected, person-centred mental health system across Darling Downs and West Moreton.



Phone service

The Medicare Mental Health phone service 1800 595 212 can be accessed by consumers, their families, carers, GPs, service providers and other health professionals. It is available Monday to Friday, 8:30am to 5pm (except public holidays).

medicare

Mental Health
1800 595 212

In person centres

Kingaroy Medicare Mental Health Centre
98 Kingaroy St, Kingaroy

medicare

Mental Health Centre
Kingaroy

Ipswich Medicare Mental Health Centre
Nicholas Street Precinct Level 1, Eats Building, Ipswich

medicare

Mental Health Centre
Ipswich

Warwick Medicare Mental Health Centre
Currently operating from pop up site.

medicare

Mental Health Centre
Warwick



Co-designing the Warwick Medicare Mental Health Centre

In October 2024, Darling Downs and West Moreton PHN began a community co-design process to shape the development of a new Medicare Mental Health Centre in Warwick, funded by the Commonwealth and Queensland Governments.

To ensure the Warwick centre met the unique needs of the local community, the PHN engaged people with lived experience, service providers, and community members in a place-based co-design process.

Participants explored the full journey of someone seeking support—from first contact to ongoing engagement—to identify what truly matters. Key themes that emerged included the importance of a calm, physically welcoming environment, compassionate staff, and strong service linkages.

The Warwick Centre began early operations at a temporary site in June 2025 and will establish full operations by late 2025.



For more information visit:
ddwmpnh.com.au/MentalHealthSupport



Multicultural health

Knowledge



9%
of residents were born in non-English-speaking countries
QLD: 12.5% - AUS: 19.7%



16%
people in our region were born overseas

Settlement in our region this year, by stream



462 humanitarian



804 family



2,246 skilled

Most common non-English speaking countries of origin:

India

Samoa

Iraq

Vietnam

Philippines



Response

This year we expanded our focus on supporting multicultural communities within the region, particularly people who arrive in Australia as refugees. We know that these community members often face compounding challenges of higher health needs while navigating new health system, language barriers and finding transport to services and community.

In the Toowoomba, Ipswich, and Lockyer Valley areas—where there are higher-than-average numbers of migrants from humanitarian programs—these efforts are especially critical. Key communities include people from India, the Philippines, South Africa, and the Ezidi community who are settling in Toowoomba.

Collaborative partnerships remain central to our approach. The PHN is well connected with local services and collaborative groups, where we share knowledge and contribute towards programs that deliver culturally responsive care.

Initiatives include bilingual health workers who ensure accessibility through fully funded sessions with transport, and social connection programs such as hockey and women’s groups. Health education is also embedded in activities such as pilates, which empowers women through increased body awareness and confidence.

Commissioned services

Refugee Health Nurse Outreach Program	SSI
Refugee Health Outreach Program	Multicultural Australia

Service providers commissioned FY24/25



Impact



299

people from refugee backgrounds supported in Ipswich



696

people from refugee backgrounds supported in Toowoomba, where there is a Humanitarian Settlement Program

Bridging culture and care

Rana is already making a difference in the lives of many in her community – not as a doctor just yet, but as a vital link between primary healthcare and the Ezidi community of Toowoomba.

Rana is a Multicultural Health Worker at Multicultural Australia, a role funded by Darling Downs and West Moreton PHN to strengthen access to care for Ezidi people who have settled in Toowoomba. Originally from northern Iraq, Rana arrived in Australia with her family in 2019.

Now in her second year of studying biomedical science, she has her sights set firmly on becoming a doctor - one who understands both the language and the lived experience of her community.

“The language barrier and transport are big problems for many people... so I help them with interpreting and understanding,” says Rana.

Her role often sees her driving people to appointments, translating for them in clinics, or even answering urgent calls from hospital emergency departments.

Rana shares that she has found local GPs to be very supportive of their Ezidi patients.

Rana’s journey is just beginning, but she is already uplifting her community and supporting them to engage with culturally sensitive and accessible primary care.

Many doctors are amazing, they listen and understand.

“

People have many problems when they come to Australia, both mental and physical.

Multicultural Australia, Toowoomba





Strategic response

This year our chronic conditions approach focused on addressing specific place-based need.

An example of this was our response to rising late presentations of severe diabetes and other chronic conditions in Maori and Pasifika community members in the Redbank-Goodna area of West Moreton.

Responding to concerns raised by local GPs and satellite hospital staff, the PHN facilitated a full-day workshop at the Goodna Neighbourhood House to develop a culturally-informed response.

The workshop was attended by 17 local health professionals and community leaders and has informed ongoing work to improve prevention and earlier intervention for chronic conditions.

Commissioned services

Chronic Conditions Program	Better Movement Clinic
Virtual Health Services	Goondir Health Services
Empowering Local Health	Healthy Lifestyles Australia
Integrated Team Care	Carbal Medical Centre

Service providers commissioned FY24/25



Chronic conditions

Knowledge

Chronic conditions such as diabetes, cardiovascular disease, asthma, and mental health disorders continue to place a significant burden on individuals, communities, and the healthcare system. At the PHN, we recognise that effective prevention and early intervention are key to reducing this burden and improving long-term health outcomes.



10%

of people aged 14+ are daily smokers
QLD: 8.9% - AUS: 8.3%



21%

of people reported having 1 or more long term health conditions (ASR)



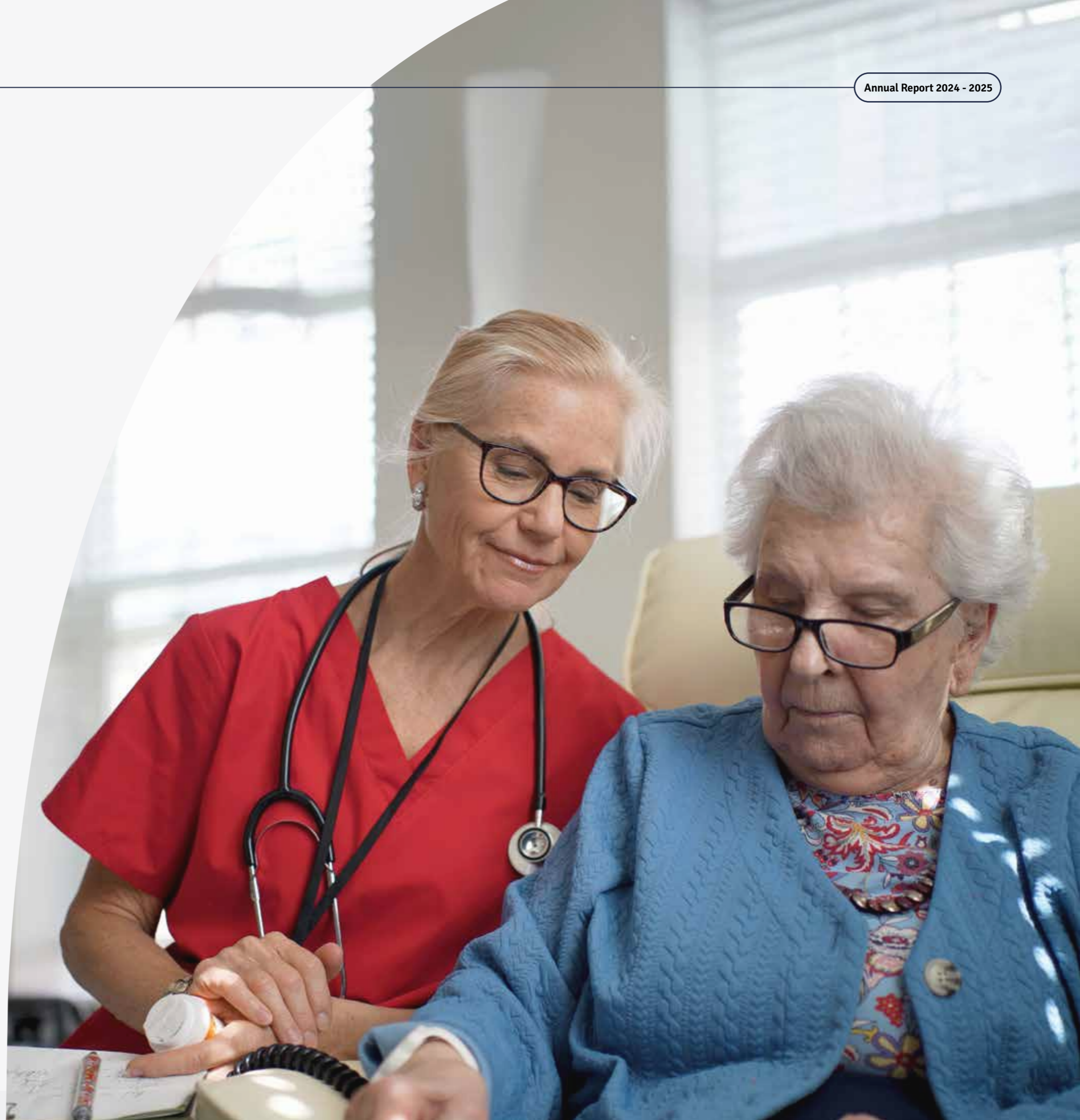
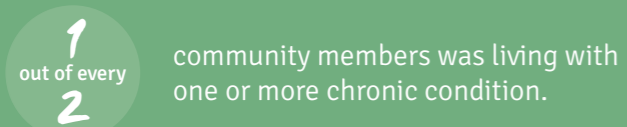
WHAT WE HEARD - Chronic Conditions

In October-November 2024, we asked community members and providers to talk about their experiences of receiving and delivering care. This is what we heard...

The online survey captured feedback from **162 people...**



Overall, you rated health services for preventative health and chronic conditions in our region with a score of **5 out of 10**.



OneBridge provide homelessness outreach service



246
clients



468
hours of service
delivered



73
identify as having
a disability



53
identify as Aboriginal and/or
Torres Strait Islander

This year Darling Downs and West Moreton PHN commissioned a new service to better support people experiencing homelessness in Toowoomba and Ipswich.

The Homelessness Health Access Program provides access to primary care, including mental health support and warm referral, through a mobile outreach model in Toowoomba and Ipswich.

A Registered Nurse and Social Worker deliver the service at no cost to the community including purchase of prescriptions, dressings, medical tests as required etc.

The nurse provides diagnostic testing and assessment, preventative care advice, wound care, skin checks, physical and sexual health supports, mental health support and warm referral, and health pathways into primary care.

The social worker will work in partnership with the nurse to connect community members with referrals and links to:

- other primary care services
- Centrelink, Medicare and other government services
- local housing services
- Hospital and Health Services
- case coordination for housing and health needs
- support to overcome system barriers across sectors.



Toowoomba



Older persons

Knowledge

Our PHN works closely with primary care and service providers to help ensure older people living in our region are connected with services that enable them to age well and stay connected. Like many areas of Australia, we have an ageing population, however older people in our region also contend with the challenges of living rurally as their health needs change, such as transport and distance to frequently needed health services. We remain connected with the needs of our community, residential aged care services, our collaborative groups, and health professionals to proactively respond to the evolving needs of our region.



63
residential aged care homes in our region



91%
is the average occupancy rate



17.1%
of people in our region are aged 65 years or older



Impact



864 older people
were supported by the Healthy Ageing Support program with 1,876 telehealth sessions



5,813
service contacts provided by Care finders



Response

The PHN works across a staged approach to older persons healthcare, ensuring connected services are available in the time and place they are needed.

Living Well at Home

All older people are able to live well in their own home and community by accessing the necessary primary healthcare, community and at-home services that optimise self-determination and independence.

- Older Person's Care Collaborative
- Dementia Health Pathways – Elder Journal Project
- Project ECHO Older Persons with a focus on Dementia
- Chronic Conditions Programs
- Healthy Ageing Support Program

Living Well with Coordinated Care Support

Working alongside older people and increasing needed support to navigate the aged care system.

- Care finder
- Healthy Ageing Support

Living Well in Supported Living

All older people are able to live well and receive the care they need and deserve in their residential aged care home.

- After-hours care in RACHs
- Support RACHs to increase availability and use of telehealth care for aged care residents
- GPs in Aged Care Incentive support
- Complex Care Nurse-led Pilot
- My Emergency Doctor - telemedicine solution in select RACHs
- Kingaroy Healthcare initiative
- Psychological therapies in RACHs

Healthy Support Program highlights



1,445
older people supported



4,490
services delivered



15%
Aboriginal and Strait Islander Elders



2.6%
multicultural



2.6%
people living with a disability



1.2%
homeless or at risk of homelessness

Supporting dignity of choice for care at the end of life

Ensuring people are able to choose the care they want to receive, in the place they choose, at the end of their life.

- Greater Choices for Care at the End of Life
- West Moreton and Darling Downs Care at the End-of-Life Collaboratives
- Nurse Practitioner led Palliative Care program

Commissioned service providers

Lives Lived Well	ADA Australia
Footprints Community	Goolburri
Community Development Services Inc	Star Community Services Ltd
Ipswich Nurses	My Emergency Doctor

Service providers commissioned FY24/25



Care finders connect care



2206
support to find required supports and services



1633
engagement and rapport building



479
high level check ins



690
support to interact with service contacts



805
explanation of and guidance through assessment process

The aged care system can be complex, especially for vulnerable older people who don't have family or friends close by to help them navigate it. Care finders across our region are the helping hand to guide people through the system and find them the right services.

In August, we brought together care finders from across the region for a collaborative meeting to share experiences, address challenges, and celebrate the positive outcomes being achieved.

These connections help strengthen the program and support continuous improvement.

Fully funded by our PHN, care finder services are free and delivered through three commissioned providers in our region: Aged and Disability Advocacy Australia (ADA), Footprints Community Limited, and STAR Community Services. Care finders provide intensive, one-on-one support to ensure older people receive timely and appropriate aged care assistance.

The care finder initiative is part of broader national aged care reforms responding to the Royal Commission into Aged Care Quality and Safety. It plays a key role in integrating health and aged care services at a local level.



WHAT WE HEARD Ageing Well

In May-July 2025, we asked our community members and providers to talk about their experiences of receiving and delivering care. This is what we heard...

The online survey captured feedback from 200 people...



72
+
community members

79
+
community participants in kitchen table discussions



49
+
healthcare professionals

Overall, you rated health services for older persons in our region with a score a score of **6 out of 10**.



9 out of 10 people are living in their own homes



8% are considering residential aged care



Healthy primary care





Healthy primary care



Local knowledge



100.2 general medical practitioners per 100,000 people in our region
QLD: 109.2 - AUS: 102.3



740.2 GP FTE in our region



173 general practices in our region



150 retail pharmacies



7/10 stars average experience rating for health professionals in our region

Our primary care team supported general practice and allied health professionals to deliver high-quality and patient-centred care in the region, while also navigating significant sector change.

In collaboration with primary care providers in the region, our strategic focus areas in primary care this year were:

- jointly developing a regional workforce response
- modernising primary care, driving digital reform and enabling continuous quality improvement
- jointly developing local solutions to sustainability challenges
- strengthening primary care resilience to respond to emergencies.

This work is our contribution towards developing a thriving primary care system, that is strong and resilient, innovative and digitally enabled, with a supported and sustainable workforce.



Our key strategic areas of focus this year included:

MyMedicare

This year we supported practices to understand and prepare for MyMedicare – a voluntary patient registration model and associated program activities that will improve continuity of care and chronic conditions management.

Accreditation

Our primary care liaison team members encourage general practices to become and maintain accreditation, and link with relevant providers to assist the accreditation process.

Workforce recruitment

We regularly promote local primary care job vacancies in the area through our website, this year promoting 27 health-related vacancies, a workforce dinner, and a Registrar rural excursion to promote working in the region.

GP Smart Referrals

We support the use of GP Smart Referrals, which are digital referrals integrated with GP practice management software (currently Best Practice and Medical Director) to enable faster, streamlined management of referrals to Queensland Public Hospitals.

Quality improvement

Our primary care liaison team works closely with general practices to implement quality improvement within primary care.

EAP program for general practices

This service is offered to GPs, general practice staff and their families in response to the increased work pressures across the health sector.

General Practice Liaison Officers

We engage two GPs as General Practice Liaison Officers, who attend GP practice visits with our primary care liaison team and provide education regarding the PHNs and Queensland Health programs designed to support and assist in connecting patients to the right care in the right place and the right time.

Patient Care Facilitator program

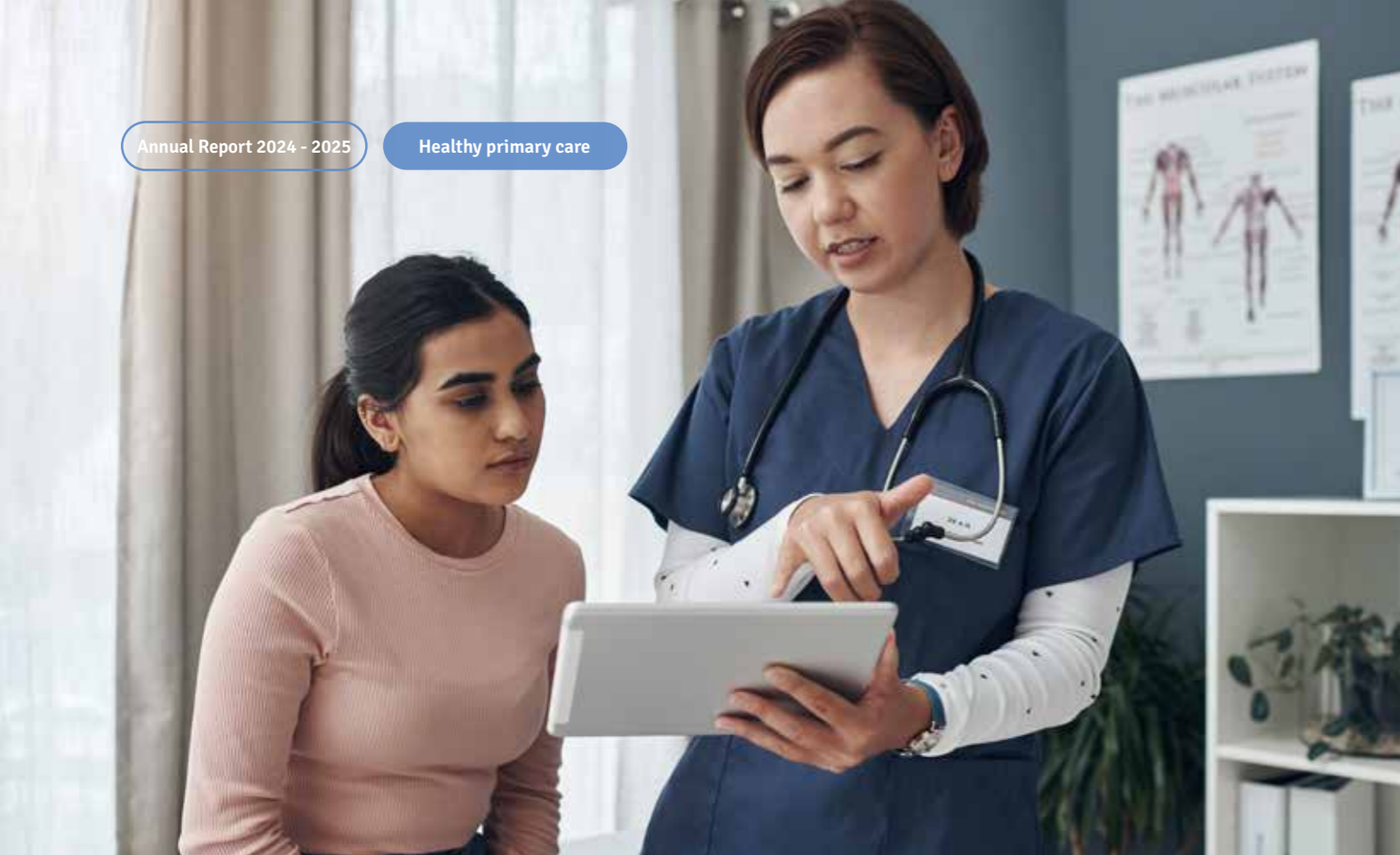
This program assists patients from Ipswich Hospital's general medical ward to avoid hospital readmissions. This year, a total of 507 patients were connected back to their GP at one of our 11 participating practices through the program, with 83.4% making a follow-up appointment with their GP.

Multidisciplinary Teams

We introduced our Multidisciplinary Teams model, which brings allied health professionals into general practice to better meet local health needs. In May 2025, three sites were commissioned, each with a distinct clinical focus and tailored care model.

Programs are set to commence patient care early in the next financial year:

- In the Lockyer Valley, Lockyer Doctors have launched a GP-led chronic pain clinic, supported by a team including a physiotherapist, exercise physiologist, dietitian, and psychologist.
- At Tara Medical Centre, a cardiac and lung clinic has been established to improve access to cardiopulmonary care.
- In Murgon, a partnership between Murgon Family Medical and South Burnett Physio is delivering an osteoarthritis screening clinic to support patients before and after joint replacement surgery.



Strengthening workforce

Across the Darling Downs and West Moreton region, communities are supported by a committed and resilient primary care workforce. From long-serving GPs in small towns to early-career health professionals building their futures in rural practice, our region is home to a strong foundation of local healthcare leadership.

However, workforce sustainability remains a pressing challenge—particularly in rural and remote areas where recruitment, retention, and succession planning require targeted, long-term solutions. As experienced GPs near retirement and younger professionals seek meaningful career pathways, the need for a place-based and purposeful approach to workforce planning has never been more critical.

To address these challenges, Darling Downs and West Moreton PHN is proud to be part of a Queensland PHN Consortium delivering the Australian General Practice Training Workforce Planning and Prioritisation (GP WPP) program, funded by the Australian Government Department of Health and Aged Care.

The GP WPP program supports the national transition to college-led training by ensuring future GP registrar placements align with the unique needs and priorities of local communities.

Our role within the consortium is to:

- Provide independent, place-based advice on workforce needs at the general practice catchment level.
- Assess current and future demand for GPs across the region.
- Offer insight into training capacity and community readiness to support GP registrars.
- Identify and promote pathways for registrars to live, train, and stay in our region long term.

By grounding this work in local context, we ensure that workforce strategies are tailored, achievable, and connected to the communities they are designed to serve.

In addition to workforce planning, the PHN continues to:

- Support practices in developing succession plans for retiring GPs.
- Work with training providers to enhance rural training capacity.
- Champion rural general practice as a rewarding and impactful career path.
- Strengthen collaboration between primary care, education, and community sectors.

As we look ahead, Darling Downs and West Moreton PHN will continue to lead regional efforts to ensure our communities remain supported by a capable and supported primary care workforce.

What are providers saying?

In early 2025, the PHN conducted the TALK ABOUT topic: Primary Care Workforce, inviting community members and health professionals in the region to provide their experience and feedback on what is working well and what could be done to strengthen primary care workforce.

Health professionals said peer support, mentoring and career development opportunities would help attract them to work in a particular community (75%).

Feeling included in a community, with good housing, support for your family, and connection to other health workers, would help them stay and continue working in a community (53%).

Being able to help community members with their health, and feeling appreciated and respected, helps to feel connected to the community (21%).



Learn more about TALK ABOUT: ddwmpnh.com.au/TalkAbout



WHAT WE HEARD Primary Care Workforce

In March - April 2025, we asked our community members and providers to talk about their experiences of receiving and delivering care.

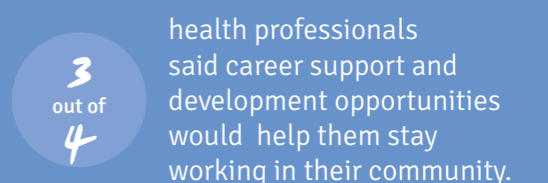
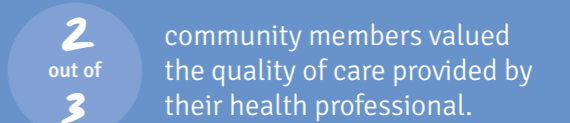
This topic was focused on primary care professionals and understanding the role of the sector and local communities to ensure primary care professionals have rewarding and sustainable careers.

This is what we heard...

The online survey captured feedback from 95 people...



Overall, you rated primary care workforce support in our region with a score a score of 7 out of 10.



Disaster preparedness and resilience

Given the likelihood of future disasters significantly impacting medical practices and primary care services, we recognise the value in equipping the sector with training and support to develop coordinated, practical disaster preparedness and response plans.

The importance of being disaster-ready was clearly demonstrated during Ex-Tropical Cyclone Alfred, which brought heavy rainfall, flooding, and disruptions across the Darling Downs and West Moreton region in March 2025.

During this time, the PHN played a central role in supporting local general practices, urgent care clinics, and mental health services, ensuring that communities remained connected to care when they needed it most.

Clear, timely, and coordinated communication was key. The PHN provided daily situation updates to general practices, sharing advice from West Moreton Health, Public Health Units, and key government agencies.

This included alerts on infection risks, vaccine cold chain management, and practical guidance for disaster response planning.

The PHN's digital communication channels – including newsletters, website updates, and direct email support – kept providers informed and empowered to make operational decisions quickly.

In the weeks following the event, we hosted Dr Catherine Quagliotto from the West Moreton Public Health Unit to cover what GPs need to look out for in the recovery phase of ex-Tropical Cyclone Alfred, and ways the PHN was available to support practices during that period.

Allied health

Allied health professionals are a vital part of the primary care system, delivering essential services that help improve health outcomes across the Darling Downs and West Moreton PHN region. From physiotherapy and podiatry to speech pathology and occupational therapy, these providers support thousands of people each year to live healthier, more independent lives.

This year, the PHN continued to implement its Allied Health Strategy, which aims to strengthen the sector's role within multidisciplinary care, support workforce development, and improve service coordination.

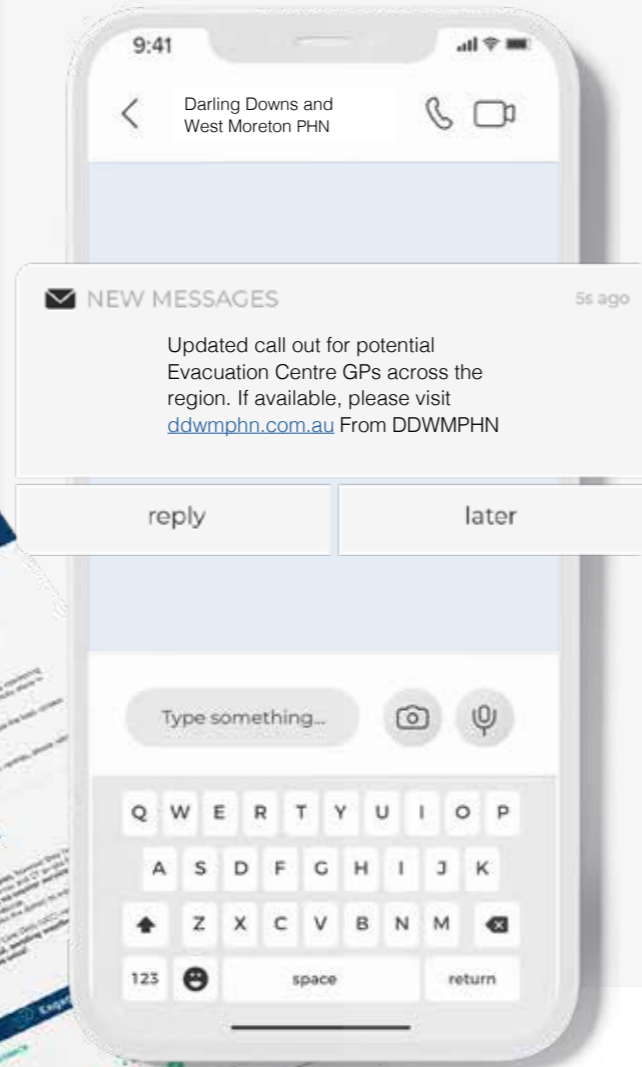
We maintained a strong focus on education, connection, and professional development, with initiatives designed to better support both new and experienced clinicians.

A key engagement channel has been our fortnightly Allied Health Newsletter, which continues to provide timely updates, professional development opportunities, funding announcements, and sector news. The newsletter plays an important role in keeping providers informed and connected across our large and diverse region.

Attracting and retaining staff remains a sector challenge, particularly in rural and remote areas. Through regular consultation with allied health professionals, peak bodies, and training organisations, the PHN is identifying ways to support a more sustainable workforce and advocate for system-level changes.

4,163 alert emails sent general practices, pharmacies and allied health

501 emergency SMS alerts sent to GPs





6

Meet and Greet events



400+

Health professionals attended Meet and Greets



63

GPs attended Annual West Moreton Maternity Symposium



Education and events

Demand has continued to grow for education and networking events. This year, this we continued our investment in education, engagement, and collaboration across the primary care through a range of successful events and initiatives.

Through our engagement with primary care professionals in our TALK ABOUT – Primary Care topic, we heard that the most important forms of support for health professionals is peer support and professional networks.

A key event in our calendar is the **Health Professional Meet and Greets**. This event series is held through February and March each year, and 2025 was the highest attendance on record with over 400 professionals attending across Toowoomba, Stanthorpe, Dalby, Goondiwindi, South Burnett, and Springfield.

The Meet and Greet events create a valuable space for health professionals to reconnect, share experiences, and strengthen local networks.

Our **Annual Maternity Symposium** also reached record attendance, with more than 60 GPs engaging in hands-on learning and expert sessions on antenatal care and child and young person’s healthcare. Other events throughout the year were also targeted at practice managers and allied health to ensure the whole spectrum of primary care is connected and supported.



GPs IN A POD



GPs in a Pod

The PHN's clinical podcast series, GPs in a Pod, is continuing to grow, after a successful first year.

The project was developed as a collaboration between the PHN's communications team and West Moreton General Practice Liaison Officer (GPLO) Dr Tanusha Ramaloo as alternative communications channel for reaching our region's busy GPs, fostering further education and clinical discussions.

Since its inception in April 2024, the podcast has gone from strength to strength, with over 1,300 streams, 110+ followers, and five-star reviews after 36 episodes.

The series even reached the top 100 charts for medical-related podcasts in July 2024.

The episodes, which are available on Spotify, Apple Music, Amazon Music, and the PHN website, are hosted by the PHN's West Moreton GPLO, Dr Tanusha Ramaloo, and Darling Downs GPLO, Dr Jo Pappas.

"The positive feedback we're getting from our GPs has been so encouraging," said Dr Ramaloo.

"We've been lucky to have a number of experienced, knowledgeable health leaders share their knowledge and insights across several disciplines."

"The podcast format has been really successful, and with short episodes, our GPs can tune in in their car on the way to work or wherever they like," said Dr Ramaloo.

GPs in a Pod has covered a range of topics, with the most listened-to including obstetrics, domestic and family violence, My Health Record, cervical screening and women's health.

The GPs in a Pod team is working towards weekly releases for the podcast, and has received significant interest from potential future guests from across our network.

Check out GPs in a Pod!



ddwmpnh.com.au/podcast

 **1,300+**
streams

 **110+**
followers

 **36**
episodes


reviews

Top 100
medical-related
podcasts



35,262

episodes of care



27,138

people have received care



47%

people said they would otherwise have gone to the hospital Emergency Department

Medicare Urgent Care Clinics

Medicare Urgent Care Clinics (UCCs) are delivering on their promise to reduce pressure on emergency departments by providing free and accessible urgent care for non-life-threatening conditions.

Designed as a contemporary, locally-connected model of care, Medicare UCCs offer walk-in, culturally safe, and bulk-billed services to everyone.

In December 2024, we celebrated a significant milestone with the opening of a third Medicare Urgent Care Clinic in Goodna, joining our existing clinics in Ipswich and Toowoomba.

These centres have been established in close partnership with West Moreton Health and Darling Downs Health, reflecting our commitment to collaborative, regionally tailored healthcare solutions.

Each clinic operates seven days a week, with extended hours, and offers urgent care for acute episodic illnesses and minor injuries.

This includes treatment for conditions such as fractures, sprains, minor burns, ear infections, UTIs and respiratory infections.

With radiology and pathology services available onsite and no out-of-pocket costs, the clinics are a vital alternative for patients who need immediate care but do not require an emergency department visit—and cannot see their regular GP.

Demand for these services continues to grow. The Ipswich and Toowoomba clinics now routinely see 40 to 60 patients per day, with patient presentations reflecting a broad range of minor acute illnesses and injuries.

The introduction of the Goodna clinic this year further strengthens our ability to deliver timely, effective care across the region, helping to ensure the community has equitable access to urgent care when and where they need it most.

Community and general practice awareness has continued to increase throughout this year, with the PHN's [FindTheRightCare.com](https://www.findtherightcare.com.au) site providing guidance to community members about care options in the region.

[FindTheRightCare.com.au](https://www.findtherightcare.com.au)

medicare

Urgent Care Clinic

Goodna Medicare Urgent Care Clinic

Goodna Marketplace 2 Smiths Road
Goodna QLD 4300

Ipswich Medicare Urgent Care Clinic

FS1 Ipswich Riverlink Shopping Centre,
2 The Terrace, North Ipswich QLD 4305

Toowoomba Medicare Urgent Care Clinic

Cnr West St & 261-269 James St,
Toowoomba City QLD 4350

Goodna, Ipswich

Immunisation initiatives

Immunisation training for local nurses

In 2024, we strengthened local immunisation capacity by funding 49 nurses to complete accredited immunisation training, enabling them to safely administer vaccines as authorised nurse immunisers.

Delivered by the Cunningham Centre, the course equips registered nurses and practice nurses—particularly those in rural and aged care settings—with the knowledge and skills needed to contribute more fully to community vaccination efforts.

The program is accredited by Health Education Services Australia (HESA) and covers key areas including public health, immunisation legislation, immune system function, and the safe administration of vaccines.

Participants are now applying their skills in aged care facilities, general practices, and remote community settings—helping to ensure timely, safe, and accessible vaccination for vulnerable populations.

Autumn VaxBus delivers JEV protection

In April 2025, the Autumn VaxBus delivered free Japanese Encephalitis Virus (JEV) vaccinations across the Darling Downs region, in response to increased detections of the virus in local mosquito populations following recent flooding.

Delivered in partnership with the Darling Downs and West Moreton Public Health Unit, the initiative was part of a rapid, place-based response to protect at-risk communities from mosquito-borne illness. The mobile service visited eight locations over four days, providing vaccinations to eligible adults and children aged two months and over.

No Medicare card was required, removing barriers to access. The mobile model allowed flexible, community-based outreach to ensure coverage ahead of the Easter long weekend—when outdoor activity and mosquito exposure increases.

This successful campaign highlights the role of mobile health services in strengthening public health response and reaching communities where traditional access may be limited.

Boosting winter immunity

In April 2025, Darling Downs and West Moreton PHN provided support to 54 general practices and pharmacies to boost immunisation coverage across the region.

More than 27,000 vaccinations were delivered, including COVID-19, influenza, shingles, pertussis, RSV, pneumococcal, hepatitis B, JEV, and mpox, with many of these vaccinations delivered to hard-to-reach populations. Practices used the funding to expand clinic hours, increase staffing, and run targeted outreach programs across diverse community settings, including schools, rural areas, shelters, and multicultural centres.

General practices and pharmacies delivered a range of locally responsive options, including extended appointment options, opportunistic vaccinations, and nurse-led services to improve accessibility. Some organisations also enhanced their promotional efforts and invested in staff training to support safe and efficient vaccine delivery.

Vaccinations delivered included COVID-19, influenza, shingles, pertussis, RSV, pneumococcal, hepatitis B, JEV, and mpox, with a strong focus on vulnerable and hard-to-reach populations. This targeted support enabled providers to meet their communities where they are, making immunisation more accessible and inclusive.



The multidisciplinary team pictured after delivering a community drop-in clinic at The Gums State School in Western Downs.

“This course gave me the skills and knowledge to educate the community and deliver safe vaccinations. I now confidently manage childhood, adult, influenza, and COVID immunisations.”

— Practice Nurse



7

regional location stops



157

vaccinations administered

“Our practice has significantly increased vaccination uptake and community awareness around the importance of immunisations.”

The grant has helped us deliver more proactive, patient-centred care.”

— Practice Manager



54

participating general practices and pharmacies



27,719

vaccinations administered



Julia and Dr Casey Going

A new era of thriving general practice

'Happy doctors, happy staff, happy patients' is Practice Manager Julia's motto when it comes to managing Condamine Medical Centre – a thriving Warwick general practice.

Now celebrating 25 years of service, the Centre has entered an exciting new era. Local GPs Dr Yesenia Going and Dr Casey Going recently took over the long-standing practice and are continuing to deliver innovative and high-quality care.

With 16 consulting rooms and approximately 400 patients seen daily, Condamine Medical Centre is vital to the health of the Warwick community.

A strong culture of teamwork underpins the clinic's commitment to sustainability.

"The benefit of having a large, diverse team is that the load isn't on one person's shoulders," says Julia.

"It allows us to maintain both clinical excellence and quality of life."

The centre prioritises ongoing learning, with dedicated training every Tuesday afternoon to keep clinical knowledge up to date. This commitment to professional growth is a key drawcard for recruiting new doctors to sustain the practice's growth.

Dr Fatemeh Balazadeh, who moved from Iran to join the team in early 2025, says she chose Condamine Medical Centre out of dozens of job offers in Australia.

"Warwick is very peaceful and close to Brisbane, and the people are charming and kind,"

"Condamine Medical Centre is a large practice that is great for learning purposes, I feel very lucky." Dr Balazadeh said.

With a clear vision for the future, a thriving workforce and strong community connection, the team at Condamine Medical Centre have their vision set on the next 25 years of excellent primary care delivery and continuing to lead the way in rural healthcare innovation and sustainability.



Dr Fatemeh Balazadeh



Condamine Medical Centre, Warwick

Digital health

Digital health remains a cornerstone in strengthening our primary care system, driving better patient outcomes, streamlining workflows, and expanding access to care and bringing care closer to home through technology. Our PHN is committed to integrating digital into everything we do to build digital capability of our workforce through education, up-skilling, awareness campaigns, and targeted promotion of digital health tools.

In 2025, Darling Downs and West Moreton PHN continued to support healthcare providers across the region in adopting and promoting meaningful use of digital health initiatives—with a strong focus on telehealth, My Health Record, promotion of my health app, medicines safety and cyber security as well as registrations for MyMedicare.

Telehealth

Building on the success of our Connected Care Grants, we continued to support Residential Aged Care Homes (RACHs) with targeted training to equip clinicians with the skills to confidently use the platforms at their disposal as well as enhancing access to My Health Record. These sessions boosted digital confidence and capability among nurses, GPs, and assistants in nursing, improving the delivery and quality of virtual care and access to key information for aged care residents.

Fifteen PHNs across Australia collaborated to develop a comprehensive training package for staff in RACHs and the primary care providers who service them, including nurses, GPs, specialists and allied health professionals.

[ResiAgedCareTelehealth.training](https://www.resiagedcare.com.au/telehealth/training)

Quality improvement

As part of our broader digital health strategy, 144 general practices participated in Quality Improvement initiatives and clinical audits.

This data-driven approach supported digital maturity across the region, strengthened the implementation of national reforms such as MyMedicare, and enhanced care planning through improved data sharing and digital tool use.

Provider Connect Australia

This year, we continued to support the rollout of Provider Connect Australia (PCA), which is helping general practices streamline administrative tasks and improve how key information is shared across services.

By updating their details once through PCA, practices were able to securely distribute information to multiple health organisations—reducing duplication and supporting better-connected care.

My Health Record and my health app

More than 98% of general practices and 98% of pharmacies in the region are connected to My Health Record, supporting safer and more coordinated care across the health system.

We actively promoted the use of My Health Record and my health app to both providers and consumers in a digital ad campaign, which resulted in more than 1.9 million impressions.

My health app allows individuals to access:

- Information that is available in person’s My Health Record
- Import, view, delete and share an electronic prescription
- Link, unlink, manage Active Script List
- Find and Book Health Service—Enable individuals to locate the nearest health services in any part of Australia.

digitalhealth.gov.au/myhealth

These enhancements helped drive greater engagement and use of the tools across settings.



8.6 million+

documents were uploaded to My Health Record this year

Medicines safety electronic prescribing and Active Script List

Electronic prescriptions are a paper-free, secure, easy and safe way to manage medications. An Active Script List is consolidated list of a patient’s active electronic prescriptions and repeats, eliminating the need to manage individual prescription tokens for each medication.

With many patients unfamiliar with the concept of a script being fully digital, we promoted uptake through both print and digital resources.



Digital health ads campaigns reached far and wide across our region:

Active Script List and eScripts:
1,431,425 impressions

Provider Connect Australia:
383,773 impressions

My Health Record:
1,964,601 impressions





Digital health enables quality aged care

The Brodrigg Home in Toowoomba is embracing digital health to improve coordination and continuity of care to deliver their promise of modern care with traditional caring values.

The Residential Aged Care Home (RACH) was one of the 56 RACHs in the region to receive a PHN Connected Health Care Grant to enhance current information technology.

Director of Nursing at the Brodrigg Home, Olivia O'Dempsey (BM, MN, MP), said the funding was used to implement a full Electronic Medical Record system, including a comprehensive resident management platform and an electronic medication prescribing and administration system.

"We introduced Person Centred Software (PCS), which ensures residents' needs are not only met but are individualised, regularly reviewed, and clearly documented."

"This platform enhances safety, quality, and efficiency of care delivery, aligning with the Aged Care Quality and Safety Standards," said Ms O'Dempsey.

The rise of telehealth in primary care settings has been fundamental to increasing access to virtual care for patients in the Darling Downs region, and The Brodrigg Home is extending their adoption of digital health by also utilising the national, secure health record system, My Health Record, to securely store resident health information.


"Our Registered Nurses also use My Health Record regularly to guide clinical decision-making, particularly around pathology, radiology, and specialist reviews. It has significantly improved communication and reduced medication-related errors," said Ms O'Dempsey.


By embracing modern digital health technology while maintaining its long-standing commitment to quality, The Brodrigg Home is setting the standard for delivering quality aged care in the heart of the community.


After Hours Program

The After Hours Program played a key role in improving access to primary care outside of regular business hours, particularly in communities with more limited healthcare options.


Across the Darling Downs and West Moreton region, general practices participating in the program during the current 18-month funding cycle (including six months carried over from the previous year) have supported the delivery of:


 **37** participating general practices


 **37,700** consultations


 **2,179** after hours clinics

Program objectives - The After Hours Program is designed to:

 Address local community needs for after-hours primary healthcare.

 Fill service gaps, including in residential aged care homes.

 Help reduce non-urgent emergency department attendances during after-hours periods.

 Support general practices to deliver care in an ongoing and sustainable way.

To achieve these goals, the PHN provides support payments to participating general practices delivering After Hours services, including those in rural and remote locations where there are minimal or no alternative options, such as access to Medicare Urgent Care Clinics. Additional support is also provided to practices delivering care to residential aged care homes during after-hours periods.

This program continues to ensure that more people across the region can access timely, appropriate care when they need it – while reducing unnecessary pressure on hospitals and supporting the long-term sustainability of local general practices in the region.



Patient Care Facilitator Program

This year the PCF Program completed its first year of operation. The innovative program aims to reduce hospital readmissions by ensuring patients receive timely follow-up care in the community.

In partnership with West Moreton Heath and 11 local general practices, the program supports general practices to proactively engage patients within days of discharge. This improves continuity of care, communication, and patient understanding of their treatment plan.

At the hospital, discharge coordinators work closely with general practices, forwarding discharge summaries and notifying practices via secure messaging. This timely communication enables in-practice nurses to act quickly in supporting the patient's recovery at home.

In FY 2024–25, 507 patients discharged from the General Medical Ward at Ipswich Hospital were successfully reconnected with their GP through the Patient Care Facilitator (PCF) Program.

Of these patients:

- 83.4% attended a follow-up appointment with their GP
- 40.1% were linked with additional services, including medication reviews, imaging, allied health referrals, specialist care, GP Management Plans, and My Aged Care assessments.

Eleven practices are participating in the program.

With this program, we see a tremendous opportunity to overcome barriers to successful transfer of care.

Our Practice Nurse team contacts referred patients within four days of discharge, helping them understand discharge instructions and arrange follow-up care.

HealthPathways

HealthPathways is an online portal that provide GPs and other health professionals with evidence-based, clinical support to be used at the point of care.

HealthPathways provides information on the assessment and management of a range of clinical conditions—including clear referral guidance for local hospitals, specialists and allied health.

The content is developed collaboratively by local GPs, hospital clinicians and a wide range of other healthcare professionals.

We manage two HealthPathways websites: one for Darling Downs and one for West Moreton. Each site contains close to 1,000 pathways with localised information about referral information and services in each area. Over the last 12 months, collectively our HealthPathways websites have amassed almost 164,000 website visits.

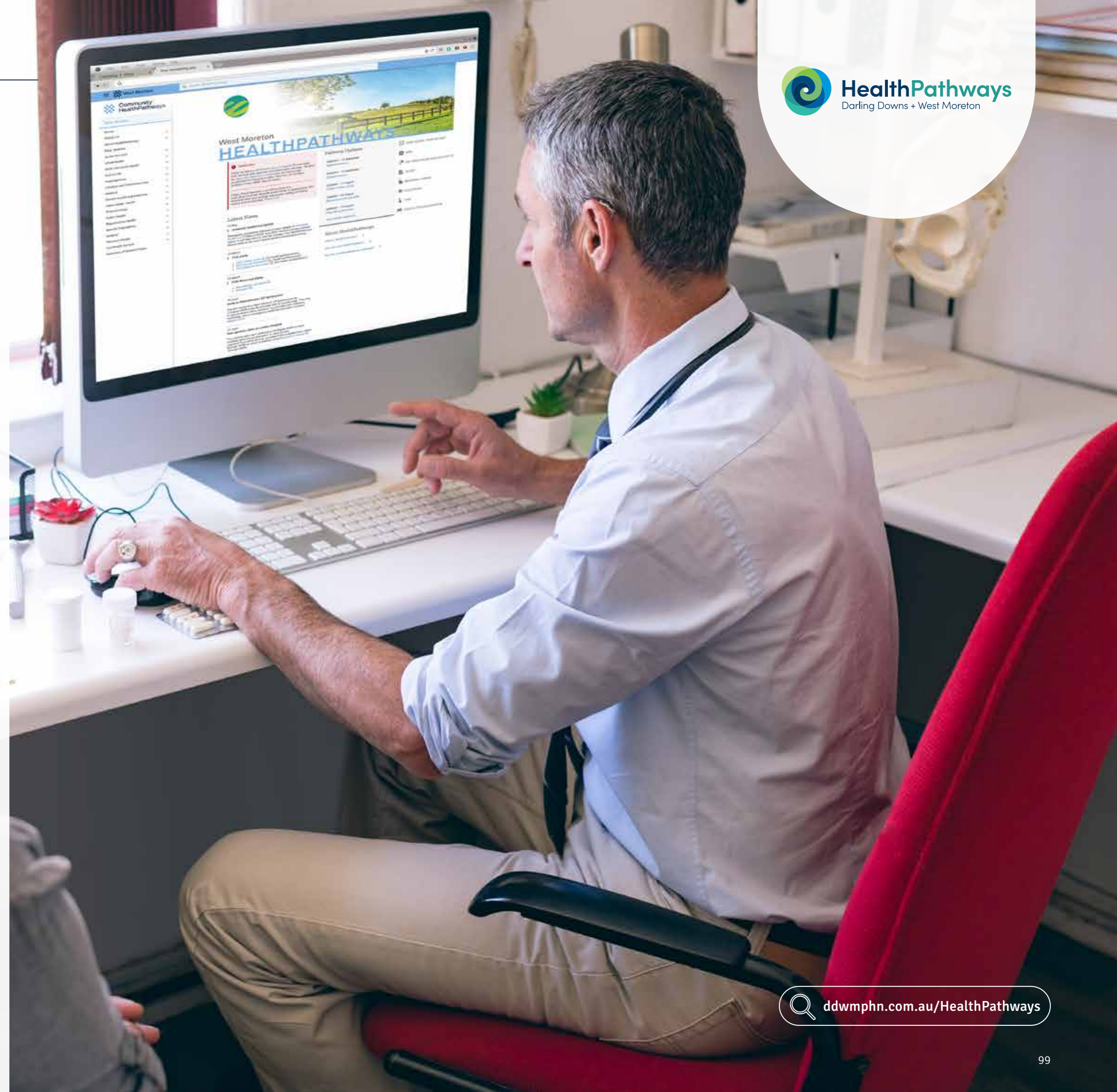
Each year, we continue to expand and update the medical topics available through HealthPathway so the localised information remains accurate and current. The pathways represent the ongoing collaboration between the PHN, Hospital and Health Services and healthcare providers in the region to ensure improved health outcomes.

 **183,054**
users

 **224,396**
sessions

 **187,607**
page views

 **1,917**
pathways across
West Moreton
and Darling
Downs sites





Healthy partnerships

Brookwater, Ipswich

BROOKWATER
GOLF & COUNTRY CLUB



Our engagement approach

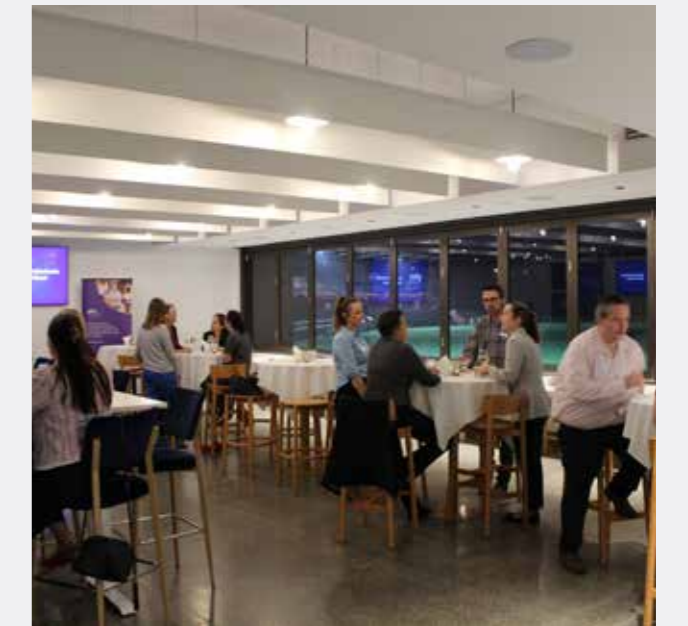
Fundamentally, everything we do at the PHN is person-centred. As a health commissioning organisation, we are committed to ensuring that the voices of our communities shape the design and delivery of the services they use.

We also work closely with primary care providers, service providers, and our partners across the health and social sectors to ensure we deliver maximum impact with limited resources. In today's complex health environment, we know that meaningful progress can only be achieved through collaboration.

In this financial year, we facilitated surveys, direct consultations, community-led discussions and Yarning Circles through our TALK ABOUT program, Your Experience of Service (YES) Surveys, Warwick Medicare Mental Health Centre co-design, and Toowoomba Integrated Mental Health Hub co-design.

By using a range of methods, we ensured diverse voices were heard—including people with disability, Aboriginal and Torres Strait Islander peoples, older persons, refugee and multicultural community members, and LGBTIQ+ people.

Listening to people with lived experience gives us valuable insights into how the system is truly working. Combined with strong relationships with providers, this feedback helps us identify both strengths and service gaps.



Working in partnership

Joining up a fragmented system that currently creates disconnected journeys for consumers to deliver a one system mindset and connected consumer journeys.

This year, our strategic focus was on delivering stronger joint health intelligence, governance, planning, strategy and investment.

We worked closely with our partners in developing the Child and Youth Strategy, and renewed Older Persons Strategies which will be published in FY2025/26.

Our collaborative approach extends across all areas of our work—including commissioning planning and decision making, primary care support and integration programs, and networks focused on targeted specific place-based issues, such as Thriving Lockyer Kids and the Older Persons Health Collaboratives.



Celebrating



Five years of engagement:



22
topics covered



3,186
participants

This year, we 'talked about':



2024 Disability and Neurodivergence



2024 Chronic Conditions and Preventative Health



2025 Primary Care Workforce



2025 Ageing Well - Older Persons Health

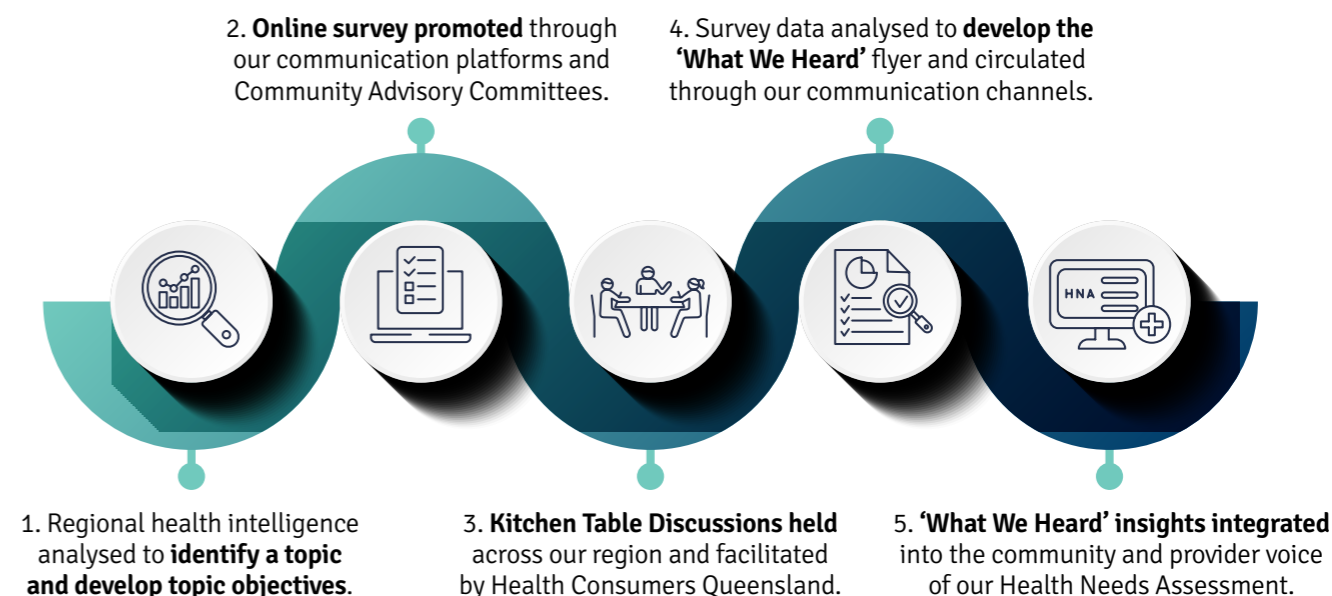
Launched in early 2020 by our PHN, the TALK ABOUT campaign was developed to integrate consumer voices into the health commissioning process through quarterly, topic-based engagement.

Each topic is composed of locally facilitated Community Led Discussions and an online survey that provides respondents with helpful resources and links upon completion. This approach ensures we hear from people in priority populations who may face barriers to participation, such as cost of travel, digital exclusion, or accessibility needs.

TALK ABOUT insights are included into our Health Needs Assessment and are shared in a 'What We Heard' flyer.

By capturing authentic community perspectives and publicly sharing the findings, the TALK ABOUT campaign engages, educates and encourages ongoing connection between the PHN, providers and community. In doing so, the PHN has built social license for expanded engagement activities and is supporting other PHNs in localising similar engagement campaigns across the country.

The TALK ABOUT journey



TALK ABOUT topics have included:

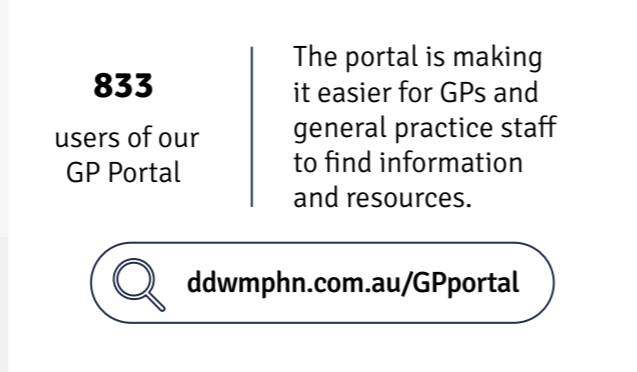
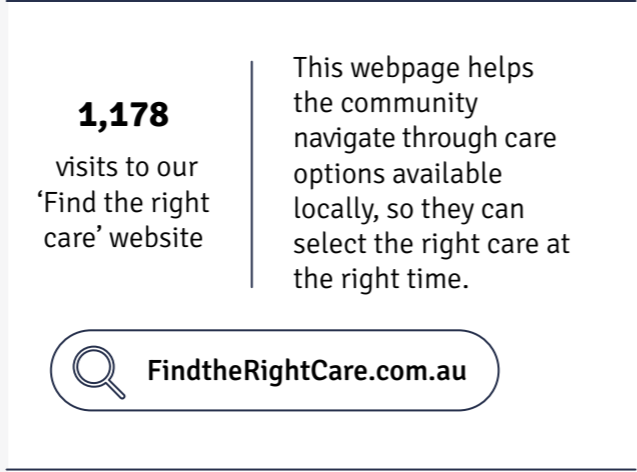
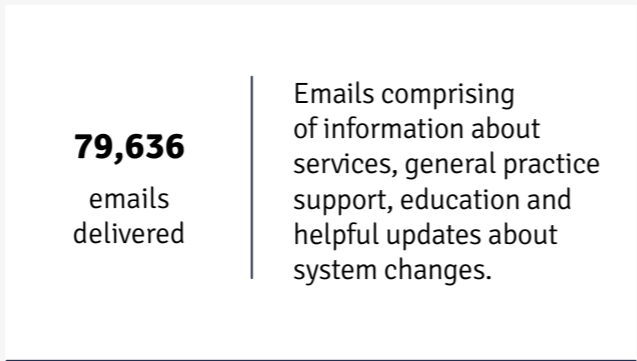
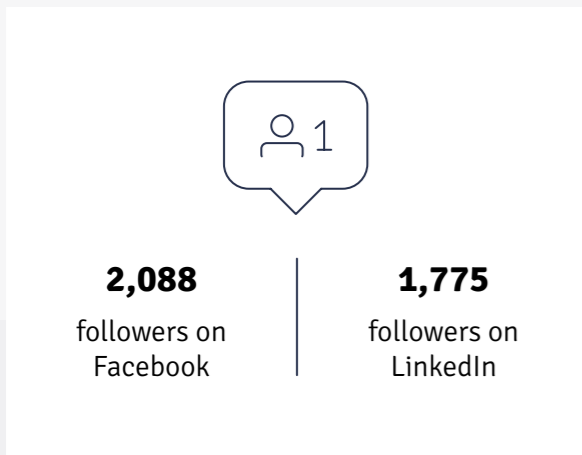
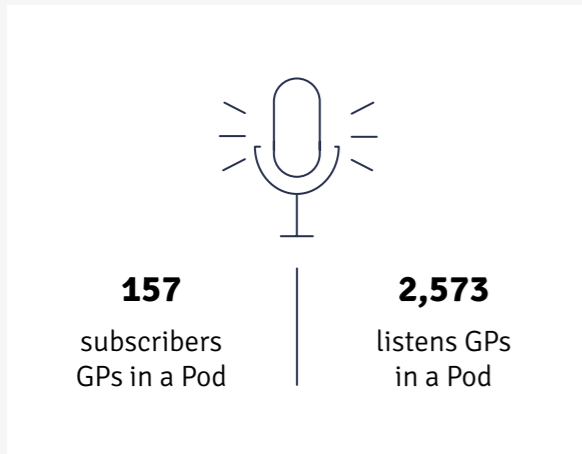
- Mums, Bubs and Kids
- Aboriginal and Torres Strait Healthcare
- Care for Older Australians
- Alcohol and Other Drugs
- Mental Health
- Chronic Conditions
- Cancer Screening
- Care Closer to Home
- Allied Healthcare
- Digital Health Awareness
- Young People and Their Health
- Natural and Other Disasters
- Priority Populations
- First 2000 Days
- Disability and Neurodivergence



Learn more about the TALK ABOUT campaign: ddwmpnh.com.au/TalkAbout

Spreading the word

This year our communications and engagement activities kept our providers and community members connected and informed.



Hospital and Health Services

Collaboration and integration is at the core of the work we do in our region, and a key component of our strategic plan.

In particular, the working relationship between PHNs and their Hospital and Health Services counterparts is paramount to achieving a more connected health system.

West Moreton Health

We have a formalised agreement in place with West Moreton Health, and informally work together on a weekly basis across many local initiatives.

Two such programs are:

- 'Healthy Minds, Healthy Lives' initiative
- West Moreton Care Collaboratives.

Darling Downs Health

Jointly covering a large rural region, the PHN and Darling Downs Health work closely together to ensure our wide spread and diverse community members have access to high quality healthcare.

Joint initiatives include:

- 'Healthy Minds, Healthy Lives' initiative
- Darling Downs Care Collaboratives
- Goondiwindi Cross Border initiative
- Cherbourg Health Council
- Rural health workforce.

Key partnerships

Macintyre Health Alliance

The Macintyre Health Alliance is a collaboration between Darling Downs and West Moreton PHN, Goondiwindi Medical Centre, Darling Downs Health, Pius X Aboriginal Medical Service, Hunter New England Central Coast PHN and the Hunter New England Local Health District.

It was formed to make recommendations on the delivery of health services within the Toomelah, Boggabilla and Goondiwindi region, and advocate for improved health services and outcomes for the people living in these communities.

Within the Model, care will be delivered through a connected network of primary care services to the closest primary care hub and beyond to support underserved rural communities with Indigenous populations.

The care model will include the use of a sophisticated telehealth cart system with diagnostic peripheral tools, enhanced digital satellite connectivity, and remote support from a multidisciplinary team of GPs, allied health and specialists.

Darling Downs Care at End of Life Collaborative

The Darling Downs Care at the End of Life Collaborative has been established to improve the provision of palliative care and end of life services for residents in the Darling Downs region with a focus on greater choice of quality, appropriate at home services.

West Moreton Care Collaborative

The West Moreton Care Collaboratives (WMCC) comprise of members from West Moreton Health, peak bodies, private and community organisations.

WMCC encompasses the Care at End of Life Collaborative and the Older Persons Care Collaborative. The Care at the End of Life Collaborative is aligned with the Greater Choices for at Home Palliative Care objectives and has developed a 2024-2027 Action Plan to address the needs of the local community. As a collective, the WMCC are auspiced under the governance of University of Southern Queensland.


 WestMoretonCareConnect.com.au

Healthy Minds, Healthy Lives

The challenges our community and our health system have faced over the past few years are considerable and the impact on our collective mental health has been significant.

To make a difference, we need to work together. 'Healthy Minds, Healthy Lives' is our comprehensive Joint Regional Mental Health, Suicide Prevention and Alcohol and Other Drug Plan.

The strategy is the result of extensive consultation with a range of stakeholders, including people with lived experience, service providers, clinicians and community stakeholders, and the strong partnership between West Moreton Health and Darling Downs Health and our PHN.

 HealthyMindsHealthyLives.com.au




Regional Health Collaborative

As long-term partners and collaborators, the Darling Downs and West Moreton health system partners have formalised a joint governance arrangement called the Regional Health Collaborative (RHC).

The RHC provides the necessary governance and practical collaboration to meaningfully partner on joint service priorities for the region.

The RHC finds solutions for shared priorities that cannot be addressed independently by one organisation alone and works on those complex, system-wide problems that require a cohesive, joined up approach.

The Executive Committee governance includes CEO representation from the PHN, West Moreton Health and Darling Downs Health; the five Aboriginal Community Controlled Health Organisations in the region—Carbal, CRAICCHs, Goolburri, Goondir, Kambu; and Health Consumers Queensland.

 ddwmpnh.com.au/RHC



Priority areas

The initial focus areas for the RHC include:

- transition of care (between hospital and primary care)
- first 2000 days of life
- mental health, suicide prevention, alcohol and other drugs
- older people.



Objectives

The RHC aims to achieve:

- a patient-centred approach to healthcare service delivery through the provision of an integrated model of care
- delivery of care in the right place at the right time across the region – with the outcome of reducing preventable or avoidable hospital admissions
- reduced duplication and gaps in provision of services and functions across the region.



Actions

The RHC will seek to achieve its objectives through:

- investing in transition to care models that shift expenditure/activity away from hospitals to earlier interventions in lower cost settings
- shifting the locus of care into the community and refining place-based pathways that keep people connected to their local communities
- focussing on pooling and attracting funding and resources, reducing siloed working practices, thus reducing duplication of effort and eliminating misalignment
- encouraging the workforce to understand whole of system models, associated clinical governance and work to top of scope
- stronger focus on consumer led care and preventative health approaches.

Clinical Council

The Clinical Council plays an important role in providing advice on locally relevant clinical matters.

With the Federal Government focus on primary care, including the Strengthening Medicare Taskforce and the Ten-Year Primary Care Plan, the Clinical Council supports collaboration as well as advocate, promote and encourage engagement across the healthcare system.

Our current council is made up of:

- six West Moreton and six Darling Downs representatives
- four doctors
- one practice manager
- four allied health
- one registered nurse
- one Director Indigenous Health
- one GM Aboriginal Community Controlled Health Organisation
- one representative each from West Moreton Health and Darling Downs Health.

Our Clinical Council members are:

- **Dr Tony Bayliss:** PHN Chair and GP
- **Dr Rachael Gray** - Clinical Council Chair, Board Director and GP
- **Tamika Campbell:** Deputy CEO - Carbal
- **Dene Creegan:** Practice Manager
- **Dr Meech Freeman:** A/Clinical Director Rural Health – West Moreton Health
- **Dadirai Gara:** Psychologist
- **Simone Karandrews:** Sonographer and Community Advisory Council Representative
- **Rica Lacey:** Director Indigenous Health – Darling Downs Health
- **Wendy Owen:** Speech Pathologist
- **Judith Pasco (France):** Podiatrist
- **Dr Vishwas Raghunath:** Nephrologist/ Obstetric Physician
- **Elise Stevenson:** Registered Nurse
- **Dr Tanusha Ramaloo:** Ex officio
- **Dr Joanna Pappas:** Ex officio.

Community Advisory Committees

The role of the Community Advisory Committees is to provide the community perspective to PHN Boards to ensure that decisions, investments, and innovations are patient centred, cost effective locally relevant and aligned to local care experiences and expectations.

PHNs are expected to ensure that Community Advisory Committee members have the necessary skills to participate in a committee environment and are representative of the PHN.

To meet this requirement, we have two Community Advisory Committees in place; one in West Moreton and one in Darling Downs, each with up to nine members plus the Chair (Board representative).

Our Community Advisory Committee West Moreton members are:

- **Professor Lauren Ball:** West Moreton Chair
- Alan Knight
- Nicole Vine
- Ratu Maseinawa
- Shawn Phua
- Kate Kunzelmann
- Courtney Strow
- Leonie Short
- Simone Karandrews.

Our Community Advisory Committee Darling Downs members are:

- **Elizabeth Adams:** Darling Downs Chair
- Julie Rainbow
- Larissa Sands
- Sharon Boyce
- Deborah Stevens
- Kathy Payne
- Shiny Varghese.



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Local Integrated
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