

**'STEPS TO A HEALTHY FUTURE'**

**'STEPS TOWARD A HEALTHY FUTURE'**

**Darling Downs South West Queensland  
Aboriginal & Torres Strait Islander Health Plan  
2014 - 2019**

**COVER PAGE**

**WITH ILLUSTRATIONS ETC**

# 'STEPS TO A HEALTHY FUTURE'

## Introduction:

On the 09<sup>th</sup> April 2014, a stakeholder forum was held in Toowoomba, Queensland. Over fifty (50) representatives attended from a range of organisations including; Aboriginal Medical Services, Hospital Health Services, Medicare Locals, Consumers, Employment Agencies, Non-Government, Not- for-profits, Department of Education and Councils. The purpose of the forum was to gather information to write this strategic plan that will

- ✓ Improve health outcomes for Aboriginal and Torres Strait Islander peoples living in the Darling Downs, South Burnett and South West regions;
- ✓ have a common direction and vision for the future that is owned by the people living in the region
- ✓ have a plan that shows how health services are made available for Aboriginal and Torres Strait Islander people throughout their lives.

This plan outlines strategies that are designed to support individual organisations and regional partnerships between stakeholders to enhance health outcomes for Aboriginal and Torres Strait Islander people.

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### Acknowledgements:

We would like to thank the representatives that attended and also contributed post event via phone consultations as information, passion, knowledge and experience was contributed in order to develop this plan. In addition, we would like to acknowledge the traditional owners of the land within the Darling Downs South West Qld region.

It is also acknowledged that there are many existing partnerships and key relationships that already exist in the sector and it is endeavored that this plan will enhance and strengthen new and existing connections.

Funding to support the development of this Aboriginal & Torres Strait Islander Health Plan 2014-19 was provided by the Department of Health and the event was supported by the following organisations:



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## 'STEPS TO A HEALTHY FUTURE'

### ACRONYMS:

DDSWQML – Darling Downs and South West Medicare Local

CNA – Comprehensive Needs Assessment

LGA – Local Government Area

COAG – Council of Australian Governments

RACCHO – Regional Aboriginal Community Controlled Health Organisations

AMS – Aboriginal Medical Service

NGO – Non Government Organisation

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## Cultural Safety – Reconciliation and Access for all

### NATIONAL HEALTH PLAN 2013 -2031

#### (VISION)

“The Australian health system is free of racism and inequality and all Aboriginal and Torres Strait Islander people have access to health services that are effective, high quality, appropriate and affordable. Together with strategies to address social inequalities and determinants of health, this provides the necessary platform to realize health equality by 2031

### ABORIGINAL HEALTH - “CLOSING THE GAP”

1. Closing the life expectancy gap within a generation (by 2031)
2. Halving the gap in mortality rates for Indigenous children under five within a decade (by 2018)

### (Queensland Health Aboriginal and Torres Strait Islander Cultural Capability Framework 2010 – 2033)

The 1989 National Aboriginal Health Strategy states that:

‘Health to Aboriginal peoples is a matter of determining all aspects of their life, including control over their physical environment, of dignity, of community self-esteem, and of justice. It is not merely a matter of the provision of doctors, hospitals, medicines or the absence of disease and incapacity.’

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The **Closing the Gap** commitments force Queensland Health to reflect on the past and say very clearly – we can and must change the way we do business. In order to take a genuine step forward so that Queensland Health can mature into following statements need to be embedded into the ethos of this organisation:

Improving Aboriginal and Torres Strait Islander people’s health is everyone’s business.

All Queensland Health staff are bound by the Queensland Government’s commitment to close the gap in health inequities between Aboriginal and Torres Strait Islander and other Queenslanders.

Services must be culturally and clinically responsive and appropriate in order to close the gap.

We acknowledge and respect the diversity in Aboriginal and Torres Strait Islander peoples and cultures and their right to equitable, accessible and quality health care.

Cultural capability just like clinical capability, is an ongoing journey of continuous individual learning and organisational improvement, in order to ensure best practice in health service delivery



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### Indigenous Population Overview

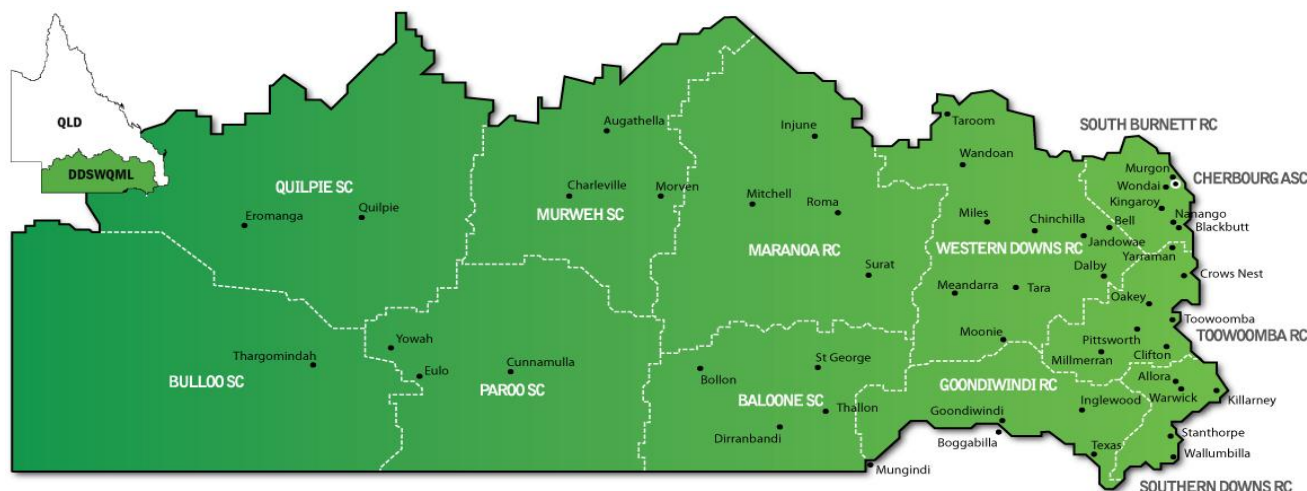


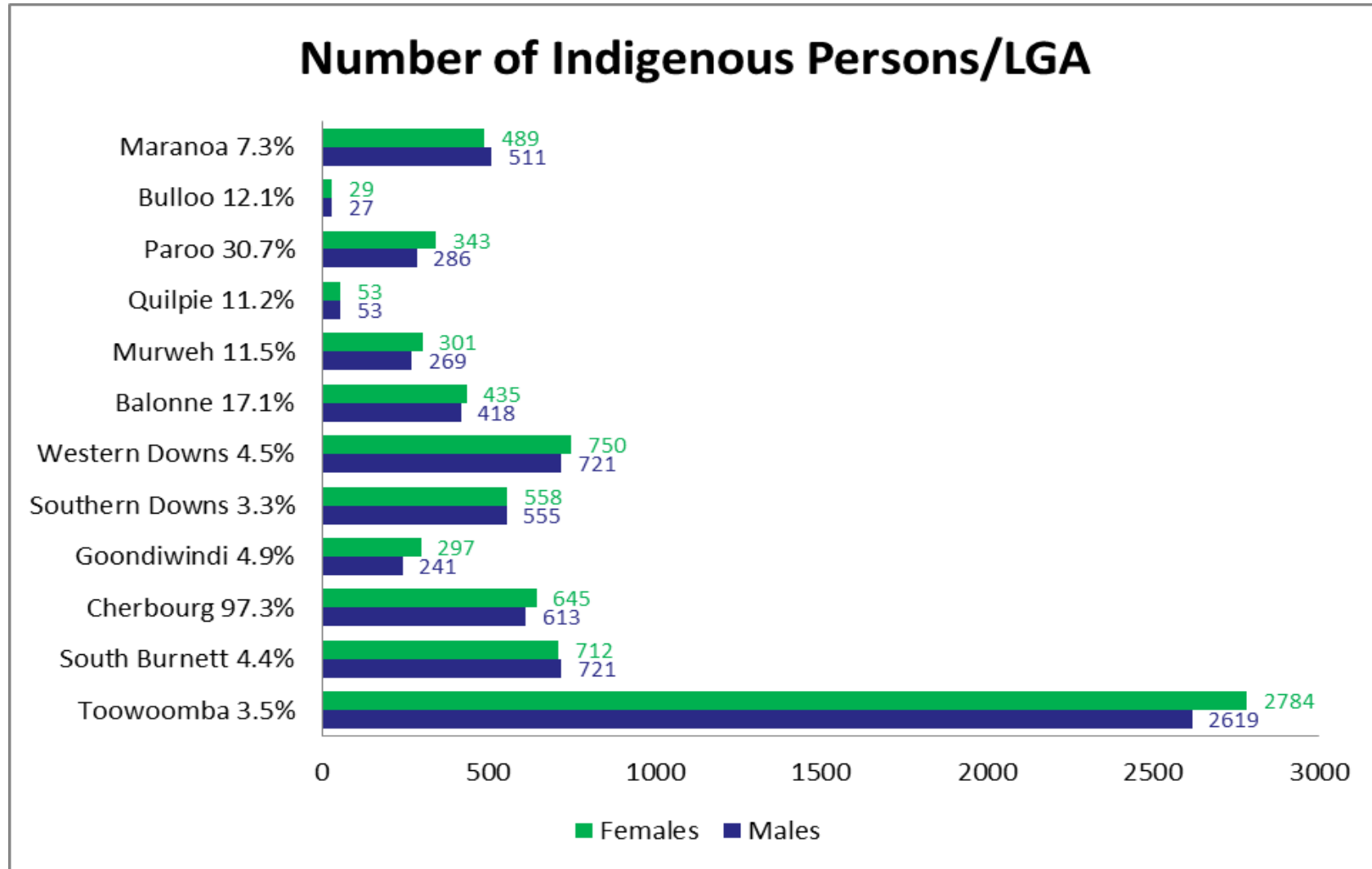
Figure 1: Darling Downs South West Qld Region showing LGAs

May 2015, Darling Downs South West Queensland Medicare Local (DDSWQML) undertook a Comprehensive Needs Assessment (CNA). Aspects of data has been extracted and inserted into this plan to guide development and implementation of the Health Plan. For further detail, refer to the DDSWQML CNA. The DDSWQML region (23% of Queensland) has a higher proportion of Indigenous people (4.8%) compared to Queensland (3.6%). Distribution of Indigenous people within DDSWQML area varied across LGAs with SWHHS LGA's having higher Indigenous proportions compared to LGA's found in the DDHHS area.

As reported in the DDSWQML Comprehensive Needs Assessment, the DDSWQML region had 14,430 persons who stated they were of Aboriginal and/or Torres Strait Islander origin. Indigenous persons made up 4.8% of the total population (compared with 3.6% in Queensland). Cherbourg an Aboriginal Shire Council, has a population of 1,272 Indigenous people make up 97.3% of the total Cherbourg population and is the largest Aboriginal Community in our region.

The population figures do not include 600 Aboriginal and/or Torres Strait Islander people living over the border in Boggabilla, Toomelah and Mungindi NSW, who regularly access health and other services in the Goondiwindi and St George/Roma areas.

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**Figure 2: Number of Indigenous Persons/LGA**

Source: Queensland Treasury and Trade, Synthetically Estimated Indigenous ERPs.  
<http://www.oesr.qld.gov.au/products/qld-regional-database/qld-regional-database/index.php>

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## RISK FACTORS

### Identified gaps and areas of concern to be addressed

#### Aboriginal and Torres Strait Islander Health Performance –Progress towards closing the health gap for Aboriginal and Torres Strait Islander people in Queensland 2013

- Mortality trajectories to track progress against key drivers of Indigenous mortality, particularly those conditions which contribute significantly to the life expectancy gap:
  - Circulatory disease (Ischaemic heart disease, stroke)
  - Respiratory disease (Chronic lower respiratory disease)
  - Endocrine disease (Diabetes)
  - Accident and injury (Stroke)
  - Avoidable mortality (mortality due to preventable conditions)
- Child mortality:
  - Neonatal mortality
  - Infant mortality
  - Child mortality (0-4 years)
  - Child mortality (1-4 years)
  - Perinatal mortality (neonatal mortality and stillbirths)
  - Stillbirths
  - Post-neonatal mortality
- Child and maternal health data:
  - Rate of more than 5 antenatal visits

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- Low birth weight babies
- Smoking rates for women who are pregnant
- Smoking rates at 20 weeks for women who are pregnant
  
- Immunisation rates:
  - 12 - <15 months
  - 24 - <27 months
  - 60 - <63 months
  
- Hospital separations:
  - Priority heat maps
  - Condition specific analysis

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**COAG – Life expectancy** - Source: 2012 Aboriginal and Torres Strait Islander Health Performance Framework 2012 report

### **Closing the life expectancy gap within a generation (by 2031)**

- There is a significant gap in life expectancy between Aboriginal and Torres Strait Islander people and non-Indigenous people in Queensland.
- For the 2010-12 period the life expectancy gap for Indigenous Queenslanders was **10.8 years** for males and **8.6 years** for females.

This was a significant reduction from 2005-07, where the gap in life expectancy was **11.8 years** for males and **10 years** for females, a gain of **1 year** for males and **1.4 years** for females

### **COAG - Halve the gap in mortality rates**

#### **Halving the gap in mortality rates for Indigenous children under five with a decade (by 2018)**

- In Queensland, the Indigenous mortality rate for children under five years is almost twice the non-Indigenous (1.9 times the rate for the period 2006-2010).
- The bulk of child mortality occurs during the first year of life, and in particular within the first 28 days, where Indigenous mortality is over 1.8 times the non-Indigenous rate.
- Maternal factors and complications of pregnancy, labour and delivery as well as disorders related to length of gestation affecting the growth of the foetus and new born babies have been identified as leading causes of infant mortality.
- External causes become by far the leading causes of mortality once a baby reaches one year of age.
- Currently Queensland is on target to achieve a halving of the rate in Indigenous mortality for children aged 0-4 years by 2018. However, it is important that effort to sustain these improvements is maintained

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## SECTIONS

### **(Section One) Organisational and Cultural Change**

- Workforce Development; staff training; staff recruitment and retention;
- Partnerships and collaboration development
- Cultural competency; framework development
- Sustainability

### **(Section Two) Mothers and Babies**

- Antenatal care
- Postnatal care
- Immunisations
- Health Checks – hearing; dental; speech

### **(Section Three) Chronic Disease**

- Diagnosis
- Hospitalisations
- Follow up care
- Preventative measures

### **(Section Four) Social Determinants**

- Mental Health
- Child and Family Well-being (including child protection and family violence)
- Drugs and Alcohol;
- Housing
- Employment

# **SECTION ONE**

## **ORGANISATIONAL AND CULTURAL CHANGE**

Partnerships and collaboration; Cultural competency; Sustainability; Workforce; Data; Technology

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### Section One – Organisational and Cultural change

#### FOCUS AREA 1 - Partnerships and Collaborations

OBJECTIVE – To enhance the relationship between service providers in the Region to deliver best practice, accessible services to community members

STRATEGY	PERFORMANCE INDICATORS	TIMEFRAME
Formation of a regionally wide Group (which may be the RACCHO) to progress partnership and collaboration ideas	Creation of Terms of Reference written and approved	Meet twice a year
All stakeholders to contribute to the National Health Service Directory which will map the services across the region	Existence of a Service Map that is current and accessible to all services	Available for use by January 2015
Forums for service staff and community members to continue to build relationships and promote forward movement of planning	In conjunction with the National Aboriginal recognition days community forums are held	5 across the region
Formation and building Partnerships with the potential of outlining agreed expectations	Template offered by the DDSWQML for partnership agreements  Evidence of working partnerships and collaboration – meeting notes and meeting agendas	Ongoing



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<p><b>Section One – Organisational and Cultural change</b></p> <p><b>FOCUS AREA 2 – Cultural Competency</b></p>		
<p>OBJECTIVE - Implementation of a cultural competency framework in all health services</p>		
STRATEGY	PERFORMANCE INDICATORS	TIMELINES
Introduction of Cultural Competency Framework	Identification of existing framework that is appropriate for this purpose	December 2014
Implementation of Framework by organisation and Services	Evidence of implementation across organisation	March 2015
Source and/or develop appropriate, available cultural awareness training for staff	Registration schedule for members of staff	December 2014

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<b>Section One – Organisational and Cultural change</b>		
<b>FOCUS AREA 3 - Sustainability</b>		
<b>OBJECTIVE – To ensure the future of service delivery in a consistent and predictable manner</b>		
<b>STRATEGY</b>	<b>PERFORMANCE INDICATORS</b>	<b>TIMELINES</b>
Build sustainability of Aboriginal Health Services by sourcing funding opportunities	<p>Contribution from alternative sources and partnerships</p> <p>Utilise this health plan as supporting documentation for grant/funding applications</p> <p>RACCHO or other group to identify various funding sources and cycles and promote within the nominated stakeholder group</p>	<p>Ongoing from 2014 towards 2019</p> <p>When required</p> <p>Information available as needed</p>
Build and develop collaborations that lead to efficient and economically sound service delivery	<p>Evidence of collaborations that enhance service provision to community members</p> <p>Development of patient pathways through multiple service providers minimising duplication, for example hospital to AMS to community to NGO</p>	Ongoing from 2014

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<p>Cultural safety – to ensure community members continue to access services</p>	<p>Cultural Frameworks in place and feedback of community members</p> <p>Investigate the feasibility of developing an audit tool.</p>	<p>Individual organisations to assess internal capacity to deliver culturally safe services.</p>
<p>Respectful practices – to ensure the well-being and satisfaction of people who access the services</p>	<p>Clients brochures and wall poster reflecting respectful practice</p> <p>Evaluation of individual services including evaluating the number of Aboriginal &amp; Torres Strait Islander clients accessing individual services</p> <p>Review health literacy and appropriateness of services and materials</p>	<p>Ongoing – evaluation six monthly for individual organisations</p>

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<p><b>Section One – Organisational and Cultural Change</b></p> <p><b>FOCUS AREA 4 - A Trained, Confident, Sustainable, Stable Workforce</b></p> <p><i>*strategies below are a guide for individual organisational implementation to align with achieving the outcomes of this plan.</i></p>		
<p>OBJECTIVE – To ensure sustainability for the organisation and a work satisfaction for staff teams</p>		
STRATEGY	PERFORMANCE INDICATORS	TIMELINES
Quality assurance measures for recruitment and selection of staff	Recruitment and selection process package is developed in all organisations	June 2015 and ongoing
Traineeships and on-the-job mentoring and coaching	Strategy for introduction of trainees and coaching models	June 2015 and ongoing
Career development and promotion pathway	Annual professional development plans for each staff member	June 2015 and ongoing

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	Development of career pathways and outline financial and personal support resources	
Ongoing staff development opportunities	Training register available	Ongoing 2014 – 15
Clarity of work role and expectations	Position description for staff available	Ongoing 2014- 15

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<b>Section One – Organisational and Cultural Change</b>		
<b>FOCUS AREA 5 – Improved Access to and use of Technology</b>		
<b>OBJECTIVE</b> – To develop ways to improve communication between services, community members and medical specialists		
<b>STRATEGY</b>	<b>PERFORMANCE INDICATORS</b>	<b>TIMELINES</b>
Use of Skype and video-conferencing capacity in a medical services	Access to and evidenced use of Skype and Video conferencing in all services	December 2015 and ongoing
Appropriate and regular training for all staff in use of the technology	Item on Training register	December 2015 and ongoing
Introduction of use of technology to community members	Introduction pack for community members	December 2015 and ongoing
Source funding for establishment of technology	Technology installed	December 2015

**SECTION TWO**

**CHRONIC DISEASE MANAGEMENT**

Chronic Disease – diagnosis, monitoring follow-up and planning for future management

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### Section Two – Chronic Disease

#### FOCUS AREA 1 – Referral Pathways

OBJECTIVE – To ensure smooth processes for people in accessing secondary and tertiary services in or outside the community

STRATEGY	PERFORMANCE INDICATORS	TIMELINES
Identification and documenting of local referral points	Referral pathways mapped	December 2014

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### Section Two – Chronic Disease

#### FOCUS AREA 2 – Intervention for Chronic Disease Complications

*\*strategies below are a guide for individual organisational implementation to align with achieving the outcomes of this plan.*

OBJECTIVE – To reduce development of complications for people with chronic disease

STRATEGY	PERFORMANCE INDICATORS	TIMELINES
Reduce incidence of smoking rates in the community	Reduced numbers of people smoking Introduction of targeted programs Smoke free facilities Visibility of signage offering support to quit Implementation of quit smoking programs Identification of clients for follow-up Number of Aboriginal organisations with no-smoking policy Number of Aboriginal organisations who are smoke free	Ongoing 2014 - 19
Develop stronger partnerships between Aboriginal	Attendance at reviews	

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Medical Services and Alcohol, and other services	Number of jointly managed clients	Ongoing from 2014
Identify evidence based weight management programs in the region including sports and exercise programs	Programs identified  Programs implemented	Ongoing from 2014

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<b>Section Two – Chronic Disease</b> <b>FOCUS AREA 3 - Integration and Coordination</b> *strategies below are a guide for individual organisational implementation to align with achieving the outcomes of this plan.		
OBJECTIVE – To improve the coordinated approach to chronic disease care in culturally appropriate settings		
STRATEGY	PERFORMANCE INDICATORS	TIMELINES
Reduce the number avoidable admissions to hospital services	Decreased number of avoidable admissions	December 2015 and each year
To improve follow-up with people who have chronic diseases when admitted to hospital and on discharge	Number of client chronic disease management plans	Ongoing 2014 and each year
To reduce numbers of separations from hospitals against medical advice and gathering feedback	Number of chronic disease management plans developed with the patient and their family support system  Feedback forms from clients after discharge against medical advice	2014 – 15 and ongoing

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To investigate a coordinated and sustainable approach to transport for community access to services	Transport working party established  Identification of options, gaps and new ways of using existing resources	June 2015 and ongoing
Review models of care and service delivery to reduce travel needs	Discuss at South West Partnership Council  Evidence of alternative service models	December 2015 and ongoing

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# **SECTION THREE**

## **MOTHERS AND BABIES**

*\*refer to Figure 3 (extract of DDSWQML CNA)*

The gap between Aboriginal and Torres Strait Islander and non-Indigenous antenatal visits has improved from baseline, when the gap was 21.6% to 2012/13 when the gap was 8.9%. Over this period South West Aboriginal and Torres Strait Islander rates improved by 20%, while the Queensland non-Indigenous rates improved by 2%.

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### Section Three – Mothers and Babies

#### FOCUS AREA 1 - Antenatal Care

**\*strategies below are a guide for individual organisational implementation to align with achieving the outcomes of this plan.**

OBJECTIVE – To encourage early connectedness with support systems to achieve best outcomes for mothers and babies

STRATEGY	PERFORMANCE INDICATORS	TIMELINES
Smoking during pregnancy – develop interventions to reduce smoking in pregnant women  <i>*refer to Figure 4 (extract of DDSWQML CNA)</i>	Reduced rates of smoking amongst pregnant Aboriginal women  Data on birth weights of babies born	Ongoing 2014 -2015 and beyond
Identify smoking reduction programs e.g. Quit For New Life	Programs identified  Programs implemented	December 2014 and beyond
Establish a working party to investigate the use of antenatal services and the needs of Aboriginal women who are pregnant	Working Party established with Terms of Reference	Established by June 2015 and ongoing

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	Develop a framework for best practice Antenatal Services for Aboriginal women	By June 2015 and ongoing review
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### Section Three – Mothers and Babies

#### FOCUS AREA 2 - Post Natal Care

**\*strategies below are a guide for individual organisational implementation to align with achieving the outcomes of this plan.**

OBJECTIVE – To improve the health outcomes for growing babies

STRATEGY	PERFORMANCE INDICATORS	TIMELINES
Monitoring by health service staff in home where possible	Number of plans for monitoring mothers and babies in home  Numbers attending Mums n Bubs groups	Now and ongoing
Improve rates of immunisation for mothers and babies to maintain and improve health outcomes for both including active follow up  <i>*refer to Figure 5 (extract of DDSWQML CNA)</i>	Number of mothers and babies overdue, number followed up and number of vaccination rates	2014 -15 and beyond
Development of a schedule of health checks for aboriginal children in the region	Schedule of health checks	December 2015



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Build partnership to implement or continue regular speech and hearing checks for school aged children	Number of visits Number of diagnoses and treatment plans	Partnerships developed by December 2015 and ongoing
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## Maternal Age and Indigenous Status

Approximately 50% of all births among Indigenous mothers are to women aged 24 years and under whereas approximately 60% of births among non-Indigenous mothers are to women aged between 25-34 years. There is a higher proportion of teen pregnancy among Indigenous mothers.

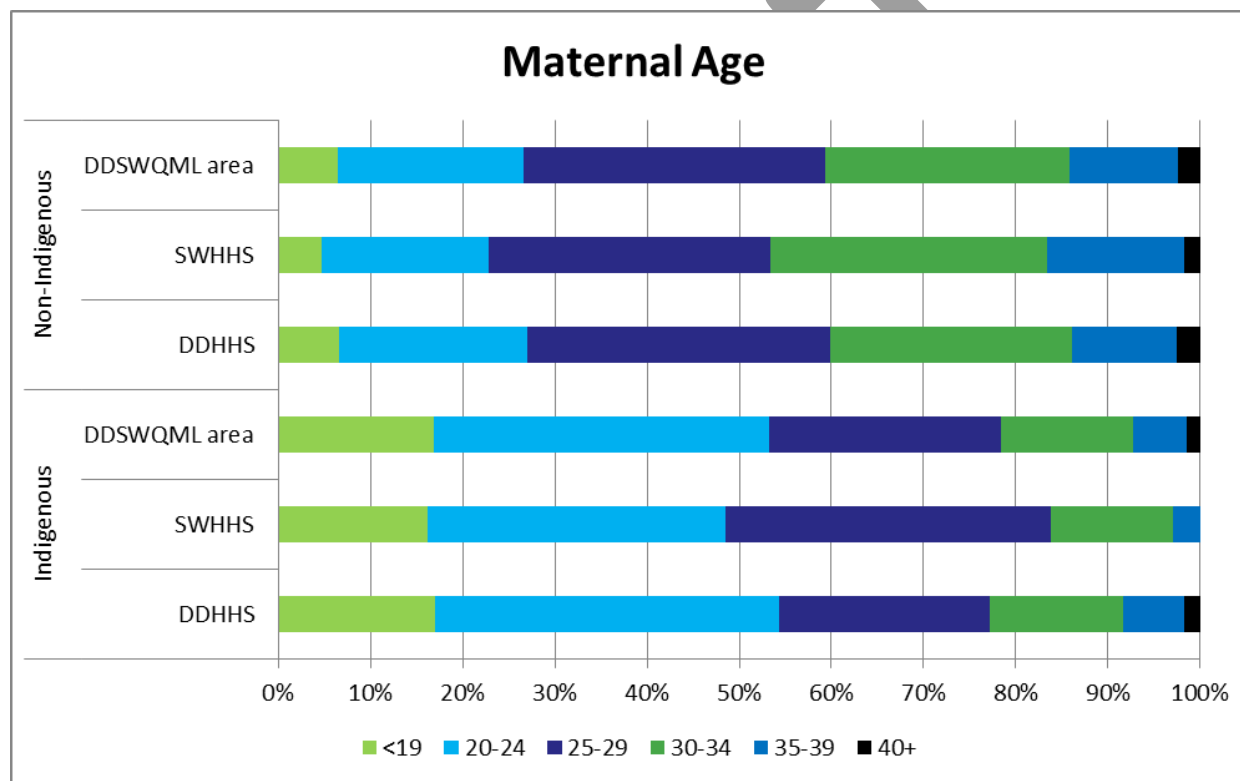


Figure 3: DDSWQML Maternal Age

Data Source: Perinatal Data Collection, Health Statistics Unit, Department of Health  
 Extracted by: Statistical Reporting and Coordination, Health Statistics Unit, Department of Health, 21 Feb 2014

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### Maternal Smoking

Year	Indigenous Status	HHS	LGA	Smoking Status			Smoking Status				
				Before 20 weeks gestation			After 20 weeks gestation				
				Yes	No	Total	Yes	No	Total		
2012	Indigenous	Darling Downs	Cherbourg	31	7	38	30	8	38		
			Goondiwindi	10	6	16	9	7	16		
			South Burnett	32	6	38	31	7	38		
			Southern Downs	16	15	31	15	16	31		
			Toowoomba	66	57	123	59	63	123		
			Western Downs, Banana	26	16	43	23	20	43		
		South West	Balonne	10	9	19	8	11	19		
			Bulloo, Paroo, Quilpie	6	7	13	6	7	13		
			Maranoa	13	12	25	12	13	25		
			Murweh	6	5	11	6	5	11		
			Non-Indigenous	Darling Downs	Goondiwindi	26	115	141	23	118	141
					South Burnett	87	301	388	80	308	388
	Southern Downs	98			306	404	83	321	404		
	Toowoomba	288			1,738	2,027	221	1,804	2,027		
	Western Downs, Banana	109		394	504	85	418	504			
		South West		Balonne	7	50	57	6	51	57	
	Bulloo, Paroo, Quilpie		4	22	26	4	22	26			
	Maranoa		34	181	216	31	185	216			
	Murweh		10	51	61	6	55	61			
	Total	Darling Downs	Cherbourg	31	7	38	30	8	38		
			Goondiwindi	36	121	157	32	125	157		
			South Burnett	119	307	426	111	315	426		
			Southern Downs	114	321	435	98	337	435		
			Toowoomba	354	1,795	2,150	280	1,867	2,150		
			Western Downs, Banana	135	410	547	108	438	547		
		South West	Balonne	17	59	76	14	62	76		
			Bulloo, Paroo, Quilpie	10	29	39	10	29	39		
Maranoa			47	193	241	43	198	241			
Murweh			16	56	72	12	60	72			
<b>Total 2012</b>			<b>879</b>	<b>3,298</b>	<b>4,181</b>	<b>738</b>	<b>3,439</b>	<b>4,181</b>			

Figure 4: Maternal Smoking

Source: Perinatal Data Collection, Health Statistics Unit, Department of Health  
 Extracted by: Statistical Reporting and Coordination, Health Statistics Unit, Department of Health

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## Immunisation

Area	Indigenous Status	12-<15 Months	24-<27 Months		60-<63 Months	
		% fully Vaccinated (#children in cohort)	% with MMR Dose 1 (#children in cohort)	% fully Vaccinated (#children in cohort)	% with MMR Dose 2 (#children in cohort)	% fully Vaccinated (# children in cohort)
Australia	Non-Indigenous	90.3% (74451)	93.6% (72772)	92.2% (72772)	92.1% (76109)	91.7% (76109)
	Indigenous	86.1% (3807)	93.8% (3660)	91.4% (3660)	93.4% (3406)	92.8% (3406)
	Total	90.1% (78258)	93.6% (76432)	92.2% (76432)	92.2% (79515)	91.8% (79515)
Queensland	Non-Indigenous	91.3% (14771)	93.9% (14284)	92.9% (14284)	92.2% (15502)	91.8% (15502)
	Indigenous	<b>87.9%</b> (1252)	95% (1163)	92.3% (1163)	94.3% (1127)	93.8% (1127)
	Total	91.1% (16023)	94% (15447)	92.8% (15447)	92.4% (16629)	91.9% (16629)
DDHHS	Non-Indigenous	92.9% (915)	93.1% (814)	92% (814)	92.4% (955)	91.7% (955)
	Indigenous	92.4% (92)	93.9% (98)	<b>86.7%</b> (98)	90.3% (93)	<b>89.2%</b> (93)
	Total	92.9% (1007)	93.2% (912)	91.4% (912)	92.2% (1048)	91.5% (1048)
SWHHS	Non-Indigenous	91% (78)	94.7% (94)	94.7% (94)	93.2% (74)	93.2% (74)
	Indigenous	<b>84.2%</b> (19)	100% (28)	100% (28)	93.3% (30)	93.3% (30)
	Total	<b>89.7%</b> (97)	95.9% (122)	95.9% (122)	93.3% (104)	93.3% (104)

Figure 5: Immunisation Percentages

Source: Australian Childhood Immunisation Register, Department of Human Services. SLA Coverage Age Calculation 30 September 2013, Date of Processing 31 December 2013.

An area of concern for the DDSWQML is immunisation for Indigenous children (1 Year old). Currently the DDSWQML immunisation rate for this population cohort is 81%, compared to the national average of 85%.

The South West Hospital and Health Service area for 12 < 15 months Indigenous vaccinations has a rate of 84.2%, below the national average of 86.1%.

The Darling Downs Hospital and Health Service vaccinations for the Indigenous population 24 < 27 months and 60 < 63 months cohorts are also below the national average.

**SECTION FOUR**

**SOCIAL DETERMINANTS**

Mental health; Drugs and Alcohol; Housing; Transport; Employment; Domestic and Family violence

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### Section Four – Social Determinants

#### FOCUS AREA 1 - Mental Health; Drugs and Alcohol; Housing; Transport; Employment and Domestic and Family Violence

*\*strategies below are a guide for individual organisational implementation to align with achieving the outcomes of this plan.*

OBJECTIVE – To improve access and support for people through local and regional services

STRATEGY	PERFORMANCE INDICATORS	TIMELINES
Build and develop relationship within the community and other relevant NGOs in Darling Downs and South West Region to link people to appropriate services	Number of jointly managed clients  Utilisation of partnerships for joint events, training etc.  Admission rates for mental health, alcohol and drug related DRGs	Ongoing 2014-15  Ongoing 2014-15  Ongoing 2014-15

## ‘STEPS TO A HEALTHY FUTURE’

Section Four – Social Determinants		
<b>FOCUS AREA 2 - Child Protection and Family well-being</b> *strategies below are a guide for individual organisational implementation to align with achieving the outcomes of this plan.		
OBJECTIVE – To improve links between health and child protection services to improve culturally appropriate service processes		
STRATEGY	PERFORMANCE INDICATORS	TIMELINES
Build and develop relationships with local child protection programs to facilitate collaboration regarding case coordination and culturally appropriate practices	Protocols developed	Begin by December 2014 and ongoing
Enhance communication between Child Safety and local Aboriginal Medical Services	Invitation to Child Safety staff to speak to staff at arranged meeting  Joint events involving staff of both organisations e.g. Child Protection Week; NAIDOC	Firstly by December 2014 and ongoing  Ongoing 2014 -15
Build and develop processes and procedures for working with families where child protection concerns are identified	Number of review meetings held with child protection staff	December 2015 and ongoing for review

## 'STEPS TO A HEALTHY FUTURE'

Ensure training in child protection is included in Cultural Competency framework	Evidence of child protection in Training register	December 2014 and yearly
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