

# Townsville Hospital and Health Service

# Strategic Plan

## 2018 - 2022 (updated 2021)



### VALUES

Integrity Compassion Accountability Respect Engagement



### PURPOSE

To deliver excellent care, research and education to improve the health of the people and communities of northern Queensland.



### VISION

To be the leader in health care, research and education for regional Australia.



### Acknowledgment to Traditional Owners

The Townsville Hospital and Health Service respectfully acknowledges the traditional owners and custodians both past and present of the land and sea which we service, and declares our commitment to reducing inequalities between Indigenous and non-Indigenous health outcomes in line with the Australian and Queensland Governments' Closing the Gap initiatives.

### Commitment to northern Queenslanders

The Townsville Hospital and Health Service (Townsville HHS) is responsible for the delivery of healthcare services, education and research to a population of approximately 250,000 people. The Townsville HHS provides a large continuum of healthcare services, from advanced highly specialised tertiary-level healthcare at Townsville University Hospital, to secondary and primary-level hospital and community healthcare across the region. The Townsville HHS comprises 21 health facilities, including Townsville University Hospital, which serves as the tertiary referral hospital for the whole of northern Queensland.

Over the life of this four-year strategic plan, the Townsville HHS will remain committed to supporting the health needs of northern Queenslanders through a number of prioritised strategic actions including;

- Strengthening the tertiary referral role of Townsville University Hospital to ensure equitable access to high-quality, specialised and sustainable health services closer to home.
- Establishing our organisation as leaders in health research and innovation for regional Australia.
- Enhancing partnership arrangements with patients, communities, staff and service-delivery organisations both locally and across the region.
- Working closely with Aboriginal and Torres Strait Islander staff, patients, communities and organisations to improve the cultural capability of our services.
- Fostering a workplace culture that values, supports and develops our workforce.

### Alignment with State objectives

The implementation of our Strategic Plan supports the Queensland Government in the delivery of key objectives for the community, which are built around Unite and Recover, Queensland's Economic Recovery Plan.

Townsville HHS will contribute to achieving these objectives by:

- **Safeguarding our Health** - Safeguarding people's health and jobs by keeping our region pandemic ready
- **Supporting Jobs** – Building on our strength as North Queensland's tertiary referral centre and largest employer to create and develop our future health workforce
- **Backing our Frontline Services** – Delivering world class frontline public health services for our regional, rural, remote and city based communities
- **Growing our Regions** – Attracting people, talent and investment in support of growth and economic prosperity for our region
- **Building Queensland** - Driving investment in the infrastructure that supports our recovery, resilience and future prosperity.

### Managing our risks

In meeting the evolving health needs of the northern Queensland region, we will face a variety of risks to the delivery of our services. These risks have the potential to impact upon all four of our strategic pillars and are driven primarily by;





- Population growth and ageing,
- Increased prevalence of chronic disease, and
- Industry-wide competition for resources, both human and capital.

To mitigate these risks, the Townsville HHS will regularly review our risk profile and take a proactive approach in applying appropriate controls that minimise the potential for these risks to impact on our services.



# Townsville Hospital and Health Service Strategic Plan 2018 - 2022

*This Strategic Plan was reviewed May 2020 and remains current*

 <p><b>Provide high-quality, person-centred care for northern Queensland</b></p>	STRATEGIES	<ul style="list-style-type: none"> <li>• Ensure that our services are safe and of the highest quality to improve the health of our communities</li> <li>• Support service accessibility by delivering coordinated, tailored and targeted healthcare as close to home as possible</li> <li>• Foster consumer buy-in with the service and for control of their health by providing our patients and communities with information that is engaging and easy to understand</li> <li>• Improve individual patient experiences by partnering with patients in their care</li> <li>• Reduce the gap in health outcomes for Aboriginal and Torres Strait Islander peoples by ensuring equitable access and culturally appropriate care</li> </ul>	MEASURES	<ul style="list-style-type: none"> <li>• Compliance with National Quality and Safety Standards</li> <li>• Service self-sufficiency (reduced patient travel to Brisbane)</li> <li>• Positive engagement volume with Townsville HHS via social media</li> <li>• Combined Indigenous access score (discharge against medical advice/ED did not wait/outpatient failure to attend)</li> </ul>
 <p><b>Ensure efficient and sustainable stewardship of resources</b></p>	STRATEGIES	<ul style="list-style-type: none"> <li>• Operate in a fiscally responsible manner ensuring that resources are managed appropriately to deliver organisational goals</li> <li>• Optimise available revenue sources to support service sustainability and growth</li> <li>• Support the economic prosperity of our region by purchasing locally where possible</li> <li>• Maintain and develop our facilities, equipment and technology to meet the changing health needs of northern Queensland</li> <li>• Commit resources to close the gap and overcome health disadvantage for Aboriginal and Torres Strait Islander peoples</li> </ul>	MEASURES	<ul style="list-style-type: none"> <li>• Balanced budget position</li> <li>• Proportion of new contracts awarded locally</li> <li>• Amount spent on closing the gap priorities and to providing care for Aboriginal and Torres Strait Islander peoples</li> </ul>
 <p><b>Work collaboratively, embrace innovation and continuously improve</b></p>	STRATEGIES	<ul style="list-style-type: none"> <li>• Involve our patients, communities and staff in the design, improvement and innovation of our services</li> <li>• Actively partner with stakeholder organisations to lead and deliver innovative and integrated services across northern Queensland</li> <li>• Lead the adoption of contemporary evidence-based practices for northern Queensland</li> <li>• Continually monitor and mature our performance and governance frameworks to ensure that our targets and goals are met or exceeded</li> <li>• Design our services with Aboriginal and Torres Strait Islander peoples to ensure they feel safe and confident to use our services</li> </ul>	MEASURES	<ul style="list-style-type: none"> <li>• Proportion of committees and advisory groups that have patient, community and staff representation</li> <li>• Number of formal agreements in place with service delivery partners</li> <li>• Investment in innovation and research</li> <li>• Achieve Service Agreement targets</li> </ul>
 <p><b>Maintain an exceptional workforce and be a great place to work</b></p>	STRATEGIES	<ul style="list-style-type: none"> <li>• Foster a values-based culture that embraces innovation and collaboration by recognising, valuing and enabling staff initiative and research</li> <li>• Value our workforce by ensuring their safety and promoting their wellbeing</li> <li>• Develop our teams' and leaders' capability at every level of the organisation</li> <li>• Strengthen our northern Queensland education and development networks to enhance recruitment, individual, team and organisational potential.</li> <li>• Develop a workforce that reflects the diversity of our communities and applies the principles of cultural capability</li> </ul>	MEASURES	<ul style="list-style-type: none"> <li>• Employee Opinion Survey results</li> <li>• Combined recruitment and retention score (vacancy, turnover and time to hire rates)</li> <li>• Investment in education and training</li> <li>• Proportion of workforce that identify as Aboriginal or Torres Strait Islander</li> </ul>



The Townsville Hospital and Health Board, along with management and staff, is committed to delivering on our strategic pillars as we evolve our health services to meet the needs of our communities.

In this strategic plan, we have refined our strategic focus to four core elements that drive the delivery of our services: people, processes, resources and consumers. These elements have guided the creation of four new strategic pillars for our organisation and will form part of an ongoing performance framework to drive service-delivery excellence and continuous improvement.

The adjacent table articulates the priority strategies and measures that have been co-developed with our consumers, stakeholders and communities, and demonstrate how the strategic pillars will be delivered.