

TOWNSVILLE HOSPITAL AND HEALTH SERVICE

STRATEGIC PLAN

2022-2026 (2023 review)



ABOUT US

Townsville Hospital and Health Service (HHS) is the public healthcare provider for more than 250,000 people across a geographic area of 150,000km².

We serve the local government areas of Townsville, Burdekin, Charters Towers, Flinders, Richmond, Hinchinbrook, and Palm Island.

In doing so, we operate 21 facilities: 19 hospitals and health centres and two residential aged care homes. More than 6,600 staff work across our facilities, which is about one in every 17 working people - making us members of the communities we serve.





We provide a comprehensive range of services, from primary care in remote locations, to highly specialised care at Townsville University Hospital. This is the largest tertiary hospital in Northern Australia, providing specialist referral services for the 700,000 people living from Mackay, to the Torres Strait, to the Northern Territory border.

More than providing the healthcare of today; we are planning and innovating for the future. Our staff and collaborators are advancing healthcare through impactful research. While as a major teaching hospital, we are training tomorrow's doctors, nurses, midwives, allied health practitioners, and more.

Our vision is world-class healthcare for northern Queensland. This plan commits to this ambitious direction, outlines our strategic objectives, and lists the measures we will use to know we have achieved them.

OUR CONTRIBUTION TO THE QUEENSLAND GOVERNMENT'S OBJECTIVES FOR THE COMMUNITY

Townsville HHS supports the Government's objectives for the community:

-  Keeping Queenslanders safe
-  Backing our frontline services
-  Supporting jobs
-  Growing our regions.

OUR COMMITMENT TO HUMAN RIGHTS

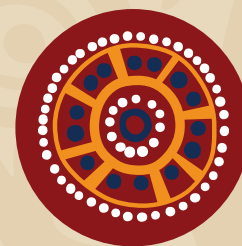
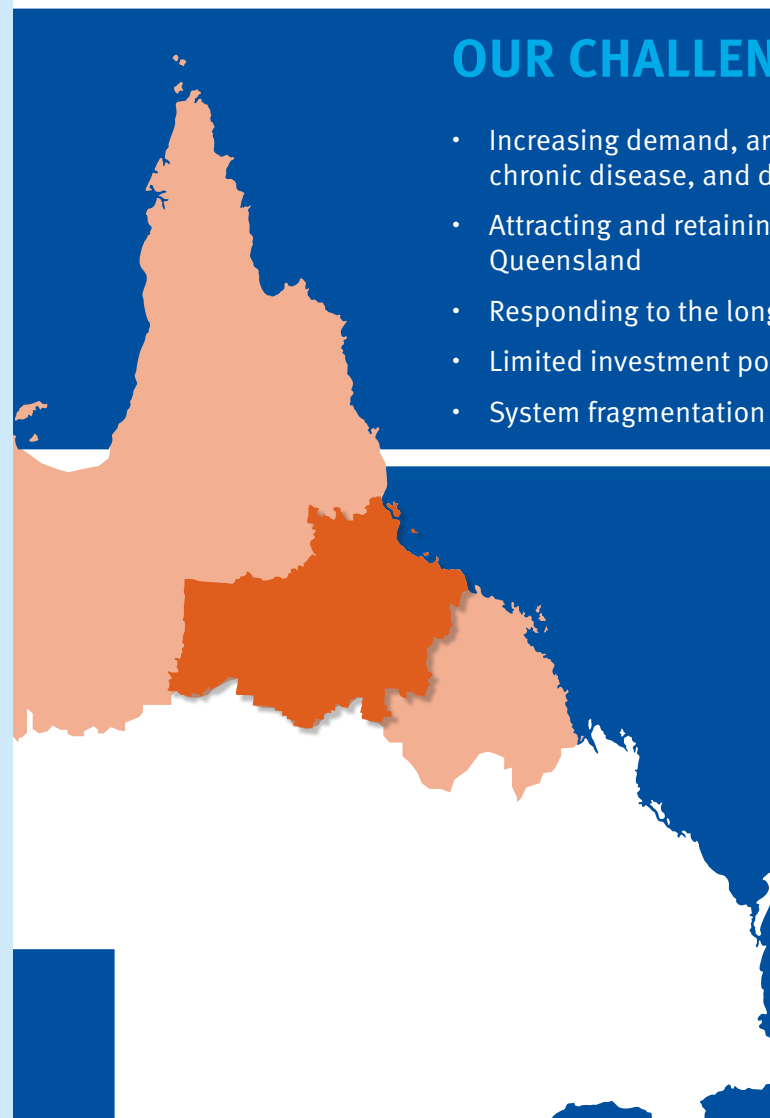
We will respect, protect, and promote human rights in our decision-making and actions.

OUR CHALLENGES

- Increasing demand, arising from a growing and ageing population, rising burden of chronic disease, and declining private health insurance coverage
- Attracting and retaining a diverse workforce with specialist skills in regional Queensland
- Responding to the longer-term impacts of COVID-19
- Limited investment potential due to a constrained funding environment
- System fragmentation which impacts the ability to provide integrated services.

OUR OPPORTUNITIES

- Funding committed to upgrade and expand our facilities
- Modern care models such as telehealth, virtual clinics, and hospital in the home
- Leading efforts to achieve health equity for First Nations people which comprise 9.3% of our population - double the Queensland average
- Harness the potential of our people
- Leveraging our strong fundraising, education, research and service delivery collaborations, including the Brighter Lives Foundation, Tropical Australian Academic Health Centre, TropiQ Tropical Intelligence and Health Precinct, and Better Health North Queensland.



ACKNOWLEDGMENT OF TRADITIONAL OWNERS

Townsville HHS acknowledges Aboriginal and Torres Strait Islander peoples as the first people and Traditional Custodians of the lands on which we walk, talk, work and live. We pay respect to Elders past, present, and emerging.



We are committed to providing accessible services to those from culturally and linguistically diverse backgrounds. If you have difficulty in understanding the strategic plan, you can contact us on telephone (07) 4433 1111 and we will arrange an interpreter to effectively communicate it to you.

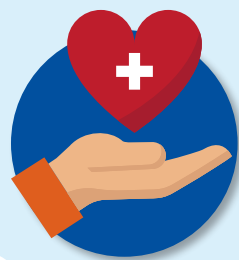


**Queensland
Government**

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Enhance patient outcomes

ACTIONS

- Do all we can to achieve health equity
- Continuously improve safety and quality
- Focus on prevention and early intervention
- Transform our services to be as timely as possible
- Research and translate findings into practice.

MEASURES

- ↓ First Nation potentially preventable hospitalisations
- ↓ Hospital standardised mortality ratio
- ↓ Potentially preventable hospitalisations
- ↑ Patients treated within recommended timeframes
- ↑ Research publications.



Improve patient experience

ACTIONS

- Put patients first in all that we do
- Partner with patients in their care
- Optimise the patient journey to be seamless
- Deliver care closer to and in the home
- Ensure our services are culturally appropriate.

MEASURES

- ↑ Patient reported experience
- ↑ Telehealth utilisation rate
- ↑ Hospital in the home rate
- ↑ Patients treated locally
- ↑ First Nation patient access.



Improve staff experience

ACTIONS

- Provide psychologically and physically safe workplaces
- Cut red tape to make it easy to do the right thing
- Involve our people in decisions that matter to them
- Embed a culture that lives our values
- Build and retain high-performing teams.

MEASURES

- ↓ Workcover premium rate
- ↑ Staff reported experience
- ↓ Separation rate
- ↓ Conduct and performance matters
- ↑ Development plan completion.



Better value care

ACTIONS

- Eliminate low-value care
- Maintain and optimise our assets
- Review and improve our productivity
- Collaborate with other providers
- Make wise investment decisions.

MEASURES

- ↓ Avoidable hospital readmissions
- ↑ Capital expenditure performance
- ↓ Cost versus funding per activity unit
- ↑ Activity delivered via partnerships
- Budget position.