



Message from the Health Service Chief Executive

Our vision as an organisation is world-class healthcare for Northern Queensland. Achieving this doesn't happen overnight; it requires clear priorities and targeted steps each and every year.

That's where our operational plan comes in. It's not a list of everything we will do next year. That would be impossibly large. Instead, this plan highlights the key initiatives we'll deliver over the next 12 months to bring our strategic vision to life.

These initiatives flow through every level of our organisation – shaping divisional and service group plans, and ultimately, guiding the day-to-day work of teams and individuals. It's how we turn strategy into action.

Thank you for being part of this journey. Our best is yet to come.

Kieran Keyes
Health Service Chief Executive
Townsville Hospital and Health Service

We will develop and continue to review our policies, programs, procedures, practices, and service delivery to ensure our decisions and actions are compatible with human rights and ensure that human rights are central to the work we do

Our Performance

We are consistently, and proudly, one of the top performing health services in Queensland. Like health services globally, however, we face an increasingly challenging operating environment.

In 2025-2026, we will focus on the following performance goals:

- Improving emergency access and patient flow
- Decreasing the number of maintenance patients in hospital
- Reducing long waits for elective surgery and outpatient care
- Improving health equity for Aboriginal and Torres Strait Islander people
- Increasing virtual care utilisation and providing more care closer to home
- Delivering major infrastructure expansions on time and within budget
- Optimising our efficiency and ensuring financial sustainability
- Ensuring the safety, wellbeing, and engagement of our staff.

These goals align with the overarching priorities of Queensland Health.

Our Services

We provide the full continuum of healthcare, including primary and community care, oral health services, birthing, emergency services, subspecialty medicine and surgery, and residential aged care.

Each day, across our 21 facilities:

- 140,000 emergency presentations
- 500,000 outpatient appointments
- 20,000 surgical and other procedures
- 110,000 hospital admissions.

This is achieved through a workforce of more than 7,500 people who come to work to support or directly provide these vital services.

Operational Challenges

- Barriers to person-centre care
- Demand exceeding capacity
- Financial sustainability
- Workforce attraction and retention
- Inequitable health outcomes
- Health system fragmentation.

Operational Opportunities

- Partnering with consumers
- Changing our models of care
- Optimising our productivity
- Being a great place to work
- Prioritising health equity
- Leveraging our partnerships.



Improve patient experience

Actions

- 1 Develop a patient experience framework
- 2 Review and refresh the Consumer and Community Engagement Strategy
- 3 Deliver the first tranche of a way finding improvement program
- 4 Co-design a range of service improvements with our consumer advisory committee
- 5 Increase our First Nations workforce through localised solutions in each service area
- 6 Develop and implement a geriatric hospital in the home service (GEMITH)
- 7 Implement a targeted telehealth development program across the HHS
- 8 Increase the provision of tele-chemotherapy at rural sites
- 9 Establish a female wing within the secure mental health rehabilitation unit
- 10 Increase the provision of surgical services from Ingham and Ayr hospitals
- 11 Progress business cases for new tertiary services



Enhance patient outcomes

Actions

- 12 Develop and implement a THHS-wide QI plan in response to the ACHS final report
- 13 Undertake a peer review of cardiology services and implement improvements
- 14 Implement the new midwife-to-patient ratios to improve patient safety
- 15 Develop a children's hospital strategy and governance framework
- 16 Undertake a holistic review of outpatient scheduling
- 17 Establish a community-based Youth Step-Up Step-Down service
- 18 Refresh the clinical services plan and infrastructure master plan
- 19 Establish the North Queensland Kidney Transplant Service
- 20 Implement a new service delivery model for pelvic pain and endometriosis
- 21 Implement the Journey Way program to reduce 'DNW' and 'MOT' for First Nations patients
- 22 Drive an increase in clinical trial activities



Improve staff experience

Actions

- 23 Review and update the THHS OVP Strategy and Implementation Plan
- 24 Develop a 3-year THHS HSW Management Plan
- 25 Pilot a more culturally safe approach to recruitment for First Nations applicants
- 26 Implement the Sexual Harassment Prevention Plan 2025-2028
- 27 Review and revise implementation of the THHS Culture Strategy
- 28 Deploy an employee engagement survey and develop actions in response
- 29 Implement a leadership program for NG5 and NG6 employees
- 30 Complete the International Medical Graduate Workforce Projects
- 31 Design and deliver recruitment campaigns for critical workforce roles
- 32 Implement the Rural and Remote Connect workforce initiative
- 33 Implement the flexible and hybrid workforce framework



Better value care

Actions

- 34 Progress a detailed business case for pharmacy robotics
- 35 Trial an outpatient model of care for bone marrow transplant conditioning
- 36 Scope and implement opportunities for technical efficiency improvement
- 37 Undertake a review of emergency and elective surgery theatre utilisation
- 38 Deliver a procurement process improvement program
- 39 Implement a multifaceted program to improve patient flow
- 40 Progress an elective surgery outsourcing plan to create interim capacity
- 41 Support the initial stages of the new multistorey car park project
- 42 Commission services from the new Kirwan Health Campus Expansion
- 43 Support the tendering and early works for the Building Rural and Remote Health Program
- 44 Deliver and commission a CT scanner in Ingham and Charters Towers