

From Strategy to Action

Our Strategic Plan sets the long-term direction for Townsville Hospital and Health Service. The Operational Plan 2026-27 translates that direction into a focused set of actions for the next 12 months.

As we respond to growing demand, increasing complexity of care, workforce challenges and financial pressures, it is important that we focus our efforts on the initiatives that will have the greatest impact for our patients, staff and community.

The initiatives in this plan have been selected because they directly support the delivery of our five strategic priorities:

- A Great Place to Work
- Smarter, Sustainable Services
- Equity for First Nations Peoples
- Right Care, Right Time
- Exceptional Patient Experience.

This is how we turn strategy into action and deliver world-class healthcare for Northern Queensland.

About Us

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 year, across our 21 facilities, we deliver more than:

- 130,000 emergency presentations
- 540,000 outpatient appointments
- 20,000 surgical and other procedures
- 110,000 hospital admissions.

This is only achieved through a workforce of more than 8,100 people who come to work to provide and support great care every day.

Our Priorities

In 2026-27, our focus will be on:

- Improving emergency access and patient flow
- Reducing the number of delayed discharge patients in hospital
- Cutting waiting times for elective surgery and outpatient care
- Supporting the delivery of major capital projects
- Enhancing productivity and financial sustainability
- Building a safe, healthy and engaged workforce.

These goals align with the overarching priorities of Queensland Health.

Our Challenges

- Demand outpacing capacity
- Gaps in primary and aged care
- Regional health inequity
- Workforce shortages
- Finite funding.

Our Opportunities

- Service redesign and innovation
- Leveraging technology
- Strengthening our partnerships
- Being a great place to work
- Major capital expansions.





A Great Place to Work

1A	Design and rollout a strengthened leadership development program
1B	Develop a workforce plan for the TUH Expansion in 2029
1C	Roll out an ambient AI scribe tool within clinical settings for outpatient documentation
1D	Develop an action plan with staff to improve organisational culture
1E	Develop and implement a reward and recognition framework
1F	Launch the new employee value proposition and recruiting branding
1G	Review and streamline the recruitment process to improve time-to-fill
1H	Implement a suite of strategies to better prevent and respond to occupational violence



Smarter, Sustainable Services

2A	Progress design and commissioning of the Youth Step-up Step-down facility
2B	Commission services from the new Kirwan Dental and Maternity clinic
2C	Expand and evaluate the outcomes of Maintenance in the Home (MiTH)
2D	Commission the new and expanded TUH transit lounge
2E	Implement the same day surgical improvement program
2F	Establish the THHS Environmental Sustainability Office
2G	Implement the IWFM rostering module for remaining streams
2H	Deliver the Financial and Operational Financial Strategy



Equity for First Nations Peoples

3A	Develop the Health Equity Strategy with staff and community stakeholders
3B	Commence yarning circles for First Nations nursing and midwifery staff
3C	Embed the Journey Way program across inpatient and outpatient settings
3D	Develop a business case for an all-risk midwifery group practice model on Palm Island
3E	Implement local actions within the statewide RHD Strategy Action Plan
3F	Implement a framework to bring Deadly Start trainees into clinical roles
3G	Expand Journey Learn, Cadets, Deadly Start and other programs



Right Care, Right Time

4A	Rollout and embed the multidisciplinary (MDT) meeting framework
4B	Implement the new National Model for Clinical Governance
4C	Improve the timeliness of SAC 1 clinical reviews
4D	Implement a suite of outpatient improvement actions
4E	Progress implementation of the medical imaging HIU recommendations
4F	Implement a suite of ED access strategies to bring ramping to target
4G	Commission the 4th endoscopy suite to boost capacity
4H	Develop and deliver an expanded surgical production plan
4I	Develop and progress the Access and Capacity Plan
4J	Develop a 5-year cellular therapy services plan and progress initial steps
4K	Progress the development of CT Services in Ingham and Ayr



Exceptional Patient Experience

5A	Trial screens in ED to enable patient visibility of wait times
5B	Determine and progress the development of a more family-friendly playground solution
5C	Progress development of the TUH Multistorey car park
5D	Deliver enhancements to the TUH front foyer
5E	Implement an integrated child development model of care in the community
5F	Implement a children's services governance framework for the THHS
5G	Implement the Delayed Discharge Patient Initiatives
5H	Progress the development of stage 1A of the TUH expansion



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