

Townsville Hospital and Health Service

STRATEGIC PLAN 2026-2030

Townsville
Hospital
and Health
Service

Toward 2030

People across northern Queensland rely on us every day. Meeting their needs drives everything we do.

Looking toward 2030, that will not change. What will change is how we do it.

Our vision is world-class care, closer to home, across northern Queensland. Achieving this will require us to embrace change and harness innovation.

This strategic plan, developed with our staff, community, and partners, sets out how we will work together to make our vision a reality.

Our services

- Each year:**
- 140,000+ emergency presentations
 - 20,000+ procedures
 - 110,000+ hospital admissions
 - 500,000+ outpatient appointments
- >12% of patients come from outside our immediate catchment to access care at Townsville University Hospital.
- This is made possible by an annual investment of >\$1.6 billion**
(More than \$4 million per day)

We are THHS

8,038 people (and growing)

1 in 18 working people in the region work here, making us part of the community we serve.

21 facilities (and counting)

No organisation provides a broader span of health services anywhere in the country.

Including:

- | | | |
|------------------|----------------------|---------------------|
| • Primary care | • Neonatal ICU | • Kidney transplant |
| • Public health | • Paediatric surgery | • Neurosurgery |
| • Community care | • Aged care | • Oncology |
| • Birthing | • Mental Health | • Rehabilitation |

Our challenges/risks

- ⚠ An ageing population is increasing demand
- ⚠ Workforce shortages are growing
- ⚠ Access to care is increasingly challenged
- ⚠ Health outcomes are not equal for everyone
- ⚠ Care can be fragmented for consumers
- ⚠ Limited resources

Our opportunities

- ✓ Research, innovation and redesign
- ✓ Developing a modern, flexible workforce
- ✓ Service and infrastructure expansion
- ✓ Closing the gap in health outcomes
- ✓ Strengthening partnerships across the system
- ✓ Improving productivity through technology

Our commitment to human rights

We respect, protect, and promote human rights in everything we do.

Townsville HHS supports the government's objectives for the community. Including:

- 🏥 Health services when you need them

Our region

Townsville University Hospital

- The largest tertiary hospital in northern Australia
- 1 of 9 specialised children's hospitals in the country



7 Rural hospitals



6 Community health campuses



2 Residential aged care facilities



Largest employer in the Townsville region

North Queensland referral population

740,000

Townsville Hospital and Health Service population

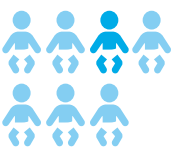
250,000

690,094 km²

Twice the size of Victoria!

Our patients

Children
1 in 7



Over 65
1 in 3



First Nations peoples
1 in 6



Rural **1 in 5**



**Queensland
Government**

Our strategic priorities

Our values



Integrity



Compassion



Accountability



Respect



Excellence

Our vision

World-class care, closer to home, across northern Queensland

Our purpose

Quality care, for every person, every time



A Great Place to Work

Create a workplace where people thrive.

STRATEGIES

- 1. Capability**
Build and sustain a skilled, adaptable workforce to meet current and future needs.
- 2. Empowerment**
Reduce administrative burden and champion local decision making.
- 3. Engagement**
Create a positive workplace where staff feel valued and heard.
- 4. Wellbeing**
Ensure staff are safe, well, and able to perform at their best.

MEASURES

- ↓ Vacancy rate
- ↓ Turnover
- ↑ Engagement
- ↓ Workplace incidents



Smarter, Sustainable Services

Harness innovation to make the best use of resources.

STRATEGIES

- 5. Early intervention**
Focus efforts upstream to prevent illness and reduce disease burden.
- 6. Virtual care**
Scale telehealth, remote monitoring, hospital in the home, and other models.
- 7. Hospital avoidance**
Redesign models of care to deliver more same-day, subacute and community-based services.
- 8. Resource optimisation**
Maximise value through robust planning and project delivery.

MEASURES

- ↓ Preventable hospitalisations
- ↑ Virtual care utilisation
- ↓ Cost per activity unit
- Financial position



Equity for First Nations Peoples

Take deliberate steps to close the gap in health outcomes for First Nations peoples.

STRATEGIES

- 9. Discrimination**
Eliminate racism and support the cultural capability of all staff.
- 10. Cultural safety**
Design and embed culturally safe models and physical spaces.
- 11. Equitable access**
Ensure First Nations patients have timely access to care.
- 12. Workforce growth**
Attract and develop First Nations staff and leaders in all streams.

MEASURES

- ↑ Patient experience
- ↓ Missed treatments
- ↓ Waiting times
- ↑ Workforce representation



Right Care, Right Time

Deliver safe, high-quality care when and where people need it.

STRATEGIES

- 13. Safety and quality**
Strengthen clinical governance and continuous quality improvement.
- 14. Timely access**
Redesign pathways to improve patient flow and waiting times.
- 15. Tertiary excellence**
Develop and sustain new specialist services to meet community needs.
- 16. Closer to home**
Deliver more care to rural patients where they live.

MEASURES

- ↓ Mortality ratio
- ↓ Patient waiting times
- ↓ Patients needing to travel to Brisbane
- ↑ Rural patients treated at home



Exceptional Patient Experience

Provide compassionate, person-centred care shaped by our community.

STRATEGIES

- 17. Person-centred**
Deliver care that is tailored to the individual needs of each person.
- 18. Co-Design**
Partner with consumers and communities to design, and improve services.
- 19. Child friendly**
Create child-appropriate, family-centred models across the organisation.
- 20. Healthy ageing**
Deliver integrated models of care that support independence, wellbeing and dignity.

MEASURES

- ↑ Compliments
- ↑ Patient experience
- ↑ Child-and family experience
- ↓ Long stays in hospital

Governance

Optimise systems, processes, and decision-making

Infrastructure

Plan, deliver and optimise infrastructure for future needs

Culture

Build a values-driven, high-performance workplace culture

Partnerships

Strengthen integration with providers across the system

Technology

Leverage and invest in leading technology