



STRATEGIC PLAN 2014 - 2018

(2017 Update)

About the Townsville Hospital and Health Service

Acknowledgment to Traditional Owners

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

Challenges and Opportunities

Townsville HHS is responsible for the delivery of quality public health services, education and research including; medical, surgical, emergency, obstetrics, paediatrics, specialist outpatient clinics, mental health, critical care and clinical support services to a population of approximately 240,000 people. The Townsville Hospital is the main referral hospital and also provides tertiary hospital services to the North and Far North Queensland regions with a catchment population of approximately 670,000.

The Townsville HHS approach to planning for public health services requires a flexible and staged approach, facilitating the ongoing provision of safe and sustainable services.

Challenges in providing safe and sustainable services in the Townsville HHS include increased service demand from the growing and ageing population and the diversity of health care needs, in particular those of Aboriginal and Torres Strait Islander people and the relatively large numbers of culturally and linguistically diverse (CALD) backgrounds and Pacific Islander residents.

While general life expectancy is increasing and death rates for many causes are decreasing, this is offset by the anticipated increase in hospitalisation rates for chronic disease management, with rates expected to increase over the next 20 years. Townsville HHS will strive to improve access to health services that keep residents healthier, capitalising on reducing the number of hospitalisations for conditions best managed through quality health interventions, accessing allied health services in community based settings and providing and supporting post-acute care closer to home. Ongoing collaboration with primary health care providers will leverage this opportunity.

An ageing workforce and the need to engage with a younger and changing generation of health service practitioners are risks the health service industry across the country is facing. Like other industries, developing workforce strategies to meet ongoing education and training requirements to attract and retain a sustainable workforce will continue to be a challenge. Technology may provide a dual strategic opportunity, both to boost non-clinical support services, such as increasing the use of Telehealth to improve access to services for rural patients/consumers thereby reducing the need to travel and secondly to create new employment opportunities to complement traditional health service employment strategies.

Within the Townsville HHS, opportunity exists with furthering our teaching and research capabilities and partnerships with neighbouring tertiary institutions, including James Cook University. Growing our research capabilities and solidifying our reputation as a leading teaching health service provider will be a drawcard in attracting leading clinicians and researchers to work with us – providing the local community with a leading and cutting edge health service. We believe in better engaging with our community and consumers and will continue to evolve our strategies to ensure our communities are heard and understood.

The Queensland Government's objectives for the community

The Townsville HHS takes a proactive and committed approach in our contribution to the delivery of the Queensland Government's objectives for the community. We recognise our role in supporting Queensland's vision and 10 year strategy *My Health, Queensland's Future: Advancing Health 2026* by improving access to quality and safe healthcare, promoting healthy behaviours, connecting healthcare and pursuing innovation.

As tropical North Queensland's specialist tertiary referral hospital provider, we continue to engage in regional strategic planning with our surrounding HHS's in a collaborative effort to improve the sustainability and quality of health services for our communities, including cooperatively enhancing our role throughout the north.

This unified approach enables us to apply a collective focus to the key issues facing our communities, including improving health outcomes for indigenous and rural communities and addressing the challenges arising from an ageing population.

Over the remainder of this plan, Townsville HHS will continue to build health capacity and capability in our communities and will undertake a multitude of priority initiatives to continually raise the quality of our frontline services.

Organisational Governance and Risk Management

The Townsville HHS takes a proactive approach to Governance and Risk and continues to review our clinical governance and organisational risk management arrangements, including all strategic and tactical risks.

By regularly reviewing our risk profile, we maintain a current, accurate and effective set of organisational risks, which we will continue to monitor and manage. This enables us to put in place appropriate controls that minimise the potential for these risks to impact on our services.

The review of our clinical governance arrangement has led to the implementation of a more robust safety and quality governance framework that underpins the delivery of highly effective services, ensuring we are able to deliver our objectives.

OUR VALUES

- Integrity
- Compassion
- Accountability
- Respect
- Engagement

OUR PURPOSE

To deliver quality public health services, education and research for the Townsville region and tertiary health care for North Queensland

OUR VISION

A healthy North Queensland

STRATEGIC PILLARS

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

For the final year of this 4 year plan, we will be focussed on strategies that will deliver great outcomes for our consumers, staff and stakeholders and we will continue to monitor our progress against key performance measures as outlined in this plan.

The following table identifies the key strategies, objectives and measures that have been co-developed with our consumers, stakeholders and communities and demonstrate our commitment to delivering on our strategic pillars.



<p>1 BUILD HEALTHIER COMMUNITIES</p>	<p>Strategies</p> <ul style="list-style-type: none"> Work closely with members of our community to promote wellness for North Queenslanders, and to encourage them to take ownership of their health through education and awareness. Provide our communities with information to assist with making informed choices about their care and service options. 	<p>Objectives</p> <ul style="list-style-type: none"> Increase in the overall health of individuals, communities and North Queensland as a whole. Reduce the gap in outcomes for Indigenous people. Prevent potentially avoidable hospital admissions via early intervention. The safety of our patients and quality of care is our highest priority. 	<p>Measures</p> <ul style="list-style-type: none"> Reduced acute presentations for preventable illnesses. Demonstrated improvement towards Close the Gap commitments. Reduced potentially preventable hospitalisations.
<p>2 FOCUS ON INDIVIDUAL HEALTH OUTCOMES</p>	<p>Strategies</p> <ul style="list-style-type: none"> Implement an integrated and proactive approach, focussed on individual patient outcomes. Implement a region-wide focus providing equitable access to care, and to deliver consistent and appropriate health services in the most appropriate location. Design and implement health care services around patient needs. 	<p>Objectives</p> <ul style="list-style-type: none"> Improve access and reduce waiting times in emergency departments, elective surgery, outpatients and specialist diagnostic services. Improve the patient journey by redesigning clinical pathways. Enhance the patient experience. 	<p>Measures</p> <ul style="list-style-type: none"> Meet or exceed the National Elective Surgery Target. Meet the recommended timeframe to be seen in a specialist outpatient appointment. Increased customer satisfaction with health care services. Increased usage of telehealth services as a proportion of outpatient services'
<p>3 PROVIDE SAFE, EFFICIENT, EFFECTIVE AND SUSTAINABLE SERVICES</p>	<p>Strategies</p> <ul style="list-style-type: none"> Foster an engaged, competent and valued workforce. Create strong links between operational plans and future decisions, underpinned by balanced risk management. Review service models and use innovative solutions to eliminate inefficiencies. Review and update existing structures and processes to ensure best practice through continual improvement. 	<p>Objectives</p> <ul style="list-style-type: none"> Continue to provide a sustainable, high-quality operational environment able to adapt to changing community needs. Coordinated planning and performance frameworks. Embed a culture of financial and performance accountability. Build a culture of commitment and accountability. 	<p>Measures</p> <ul style="list-style-type: none"> Achieve annual Service Agreement targets. Increased own source of revenue. Aligned service priorities with government policies. Balanced budget position.
<p>4 LEAD EXCELLENCE AND INNOVATION</p>	<p>Strategies</p> <ul style="list-style-type: none"> Invest in and create structures to support evidence-based innovative models and practice. Partner on clinical, medical and other health service research. Integrate clinical services, research and education to enhance health outcomes for the wider local community. 	<p>Objectives</p> <ul style="list-style-type: none"> Develop a culture that encourages leadership, innovative processes and new ideas. Promote the Townsville HHS as a leader in service provision excellence. Services are regularly reviewed and redesigned to ensure the right care at the right place and right time. 	<p>Measures</p> <ul style="list-style-type: none"> Compliance with National Quality and Safety Standards. Demonstrated improved service outcomes and cost effectiveness of newly implemented initiatives. Number of clinical training placements for medical, nursing and other allied health students.
<p>5 WORK COLLABORATIVELY</p>	<p>Strategies</p> <ul style="list-style-type: none"> Actively collaborate with organisations and individuals. Embed consumer, community and clinician engagement strategies. Enhance a culture of collaboration and information sharing across the organisation. 	<p>Objectives</p> <ul style="list-style-type: none"> Share responsibility with patients and other partners for health outcomes. Provide mechanisms for patient feedback. Maintain respectful and transparent relationships. Value and work with our partners and stakeholders. 	<p>Measures</p> <ul style="list-style-type: none"> Increased number of people positively engaging with Townsville HHS via social media. Increased number of community members participating in committees, service planning and advisory groups.
<p>6 MAINTAIN AN EXCEPTIONAL WORKFORCE</p>	<p>Strategies</p> <ul style="list-style-type: none"> Develop and maintain workforce capability, planning and practice. Promote a culture of recognising achievements. Improve participation rates of Aboriginal and Torres Strait Islanders in our workforce. Maintain and foster partnerships with education providers. 	<p>Objectives</p> <ul style="list-style-type: none"> Invest in developing and expanding our workforce capability and nurturing emerging talent. Facilitate entry pathways to support the development of a diverse workforce focusing on encouraging Aboriginal and Torres Strait Islander recruitment. The right staff, with the right skills delivering efficient, high-quality services. Establish a framework to identify critical roles and develop succession management plans. 	<p>Measures</p> <ul style="list-style-type: none"> Increase in employee opinion survey results. Implementation of a consistent leadership framework. Reduced vacancy rates for critical roles. Implementation of Townsville HHS Entry Pathways Framework. Implementation of Internal Communications and Workforce Engagement Strategy.