

Torres and Cape Hospital and Health Service Strategic Plan 2019-2023 (version 2020)



Strengthening the region through the development of a sustainable, safe and supported local workforce. Growing our ability and capability to respond to local needs by delivering innovative self-sufficient services closer to home. We will respect, protect and promote human rights in our decision-making and actions.



Leading connected health care to achieve longer, healthier lives.

About us

Torres and Cape Hospital and Health Service (TCHHS) is the largest provider of public health care services across the most northern remote areas of Queensland. TCHHS provides health services to a resident population of 26,966 with 67% identifying as Aboriginal and/or Torres Strait Islander. The erange and type of services provided are defined in a formal Service Agreement with the Department of Health. Services are provided across 35 facilities (4 hospitals and 31 primary and community services) by more than 1000 staff.

Our purpose

Deliver high quality health services that maximise potential for wellness by:

- Ensuring seamless health care journeys.
- Embracing cultural diversity.
- Collaborating and connecting with communities and agencies.
- Enhancing the capability, safety and wellbeing of the workforce.
- Maximising the use of technology.
- Respecting, protecting, and promoting the rights and safety of all within Torres and Cape.
- Sustainable financial management

Our opportunities

We are committed to identifying and responding to opportunities in:

- Closing the Gap.
- Preventative health care.
- Providing care closer to home.
- Partnering with agencies and communities.
- Maximising self-sufficiency in each facility.
- Digital transformation with improved data analytics.
- Training and education.

Our risks

We will achieve our strategic objectives by managing risks which impact our ability to:

- Provide safe and high quality health care.
- Deliver integrated and coordinated primary health care.
- Ensure adequate infrastructure, digital and other assets to deliver services.
- Attract and retain a skilled and competent workforce.
- Engage and communicate with community and staff to deliver changes required.

Our proactive opportunities to mitigate risk include:

- Continuous service improvements in alignment with safety and quality standards.
- Digital transformation including improved business intelligence and analytical capabilities.
- Growing our workforce through close links with our communities and education partners.

Our Strategic Plan aligns to the aims of Our Future State: Advancing Queensland's Priorities

- Keep Queenslanders healthy
- Give all our children a great start
- Create jobs in a strong economy
- Be a responsive government



Our Organisational Values:

C.A.R.E - Care, Accountability, Respect, Engage



COURAGE



ACCOUNTABILITY



RESPECT



ENGAGE



Excellence in health care

Government objective:
Keep Queenslanders healthy

Health care delivered by the right people with the right skills at the right place and the right time.

Actions:

- Implement our Clinical Services Plan.
- Coordinate clinical care closer to home.
- Deliver high value health care.
- Develop contextualised Models of Care to maximise quality outcomes.
- Coordinate timely and seamless retrieval services.
- Build and optimise self-sufficiency at facilities.
- Deliver best practice and regionally-based, relevant education and training.
- Optimise Telehealth.
- Information management systems to enable multi-disciplinary teams to optimise care delivery.

Measures of success

- > Meet National safety and quality standards.
- > Improve the proportion of pregnant First Nation women with five or more antenatal visits and the number of infants with healthy birthweight
- > Increase the proportion of HHS hospitals that attained >60% self sufficiency.
- > Increase the proportion of facilities that attain attain the telehealth service target



Advance health through strong partnerships

Government objective:
Keep Queenslanders healthy

Partner to leverage better health and wellbeing in our communities.

Actions:

- Improve and enhance community involvement in decision making.
- Seek to influence the health-related decisions made by peak strategic bodies.
- Promote health career pathways for our community members.
- Nurture purposeful relationships with our regional, research, and education partners.

Measures of success

- > Consumer Advisory Committee's satisfaction with HHS's services
- > Increased proportion of completed engagement processes for master planning and facility design projects
- > Increased proportion of medical, nursing and allied health students satisfied with clinical placements



A safe, engaged, valued and skilled workforce

Government objective:
Create jobs in a strong economy

Inspire a culture that values collaboration, challenges the norm and promotes a welcoming workplace.

Actions:

- Develop and implement a multi-disciplinary workforce strategy through 'growing our own' and provide access to study support (SARAS)
- Maintain contemporary learning and development platforms
- Promote the rights and safety of all within the Torres and Cape area.
- Develop and embed positive organisational values and behaviours.
- Work with secondary schools and training providers to provide employment pathway opportunities.
- Recognise staff and team successes.
- Improve staff feedback mechanisms.
- Improve workforce culture.

Measures of success

- > Increased proportion of eligible staff with completed mandatory training and development programs
- > Increased business confidence in proactive hazard reporting.
- > Increased proportion of applicants who successfully achieved SARAS support



A well-governed organisation

Government objective:
Be a responsive government

Efficient, productive and proactive governance structures

Actions:

- Maintain strong organisational structure.
- Meet fiscal goals.
- Strengthen project management, governance and support.
- Maximise performance through better monitoring and analytics.
- Develop and implement a health equity plan

Measures of success

- > Meet the planned financial position
- > Increased proportions of met or exceeded Service Agreement Key Performance Indicators
- > Increased proportion of Executives participating in Business Intelligence dashboards