The Townsville Hospital and Health Service respectfully acknowledges the traditional owners and custodians both past and present of the land and sea which we service, and declares our commitment to reducing inequalities between Indigenous and non-Indigenous health outcomes in line with the Australian and Queensland Governments’ Closing the Gap initiatives.

The Townsville Hospital and Health Service (Townsville HHS) is responsible for the delivery of healthcare services, education and research to a population of approximately 250,000 people. The Townsville HHS provides a large continuum of healthcare services, from advanced highly specialised tertiary-level healthcare at The Townsville Hospital, to secondary and primary-level hospital and community healthcare across the region. The Townsville HHS comprises 20 health facilities, including The Townsville Hospital, which serves as the tertiary referral hospital for the whole of northern Queensland.

Over the life of this four-year strategic plan, the Townsville HHS will remain committed to supporting the health needs of northern Queenslanders through a number of prioritised strategic actions including:

- Strengthening the tertiary referral role of The Townsville Hospital to ensure equitable access to high-quality, specialised and sustainable health services closer to home.
- Establishing our organisation as leaders in health research and innovation for regional Australia.
- Enhancing partnership arrangements with patients, communities, staff and service-delivery organisations both locally and across the region.
- Working closely with Aboriginal and Torres Strait Islander staff, patients, communities and organisations to improve the cultural capability of our services.
- Fostering a workplace culture that values, supports and develops our workforce.

The Townsville HHS will contribute 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 northern Queensland’s specialist tertiary referral centre, we will engage in regional strategic planning with our surrounding hospital and health services and the Department of Health. This collaborative effort will aim to improve the sustainability and quality of health services for our communities and help keep Queenslanders healthy.

This unified approach enables us to apply a collective focus to the key issues facing our communities and to give all our children a great start. This includes improving health outcomes for Indigenous and rural communities and addressing the challenges arising from an ageing population. Over the course of this plan, Townsville HHS will continue to build health capacity and capability in our communities and will undertake a number of priority initiatives to continually improve the quality of our frontline services and the health of our communities.

In meeting the evolving health needs of the northern Queensland region, we will face a variety of risks to the delivery of our services. These risks have the potential to impact upon all four of our strategic pillars and are driven primarily by:

- Population growth and ageing,
- Increased prevalence of chronic disease, and
- Industry-wide competition for resources, both human and capital.

To mitigate these risks, the Townsville HHS will regularly review our risk profile and take a proactive approach in applying appropriate controls that minimise the potential for these risks to impact on our services.
The Townsville Hospital and Health Board, along with management and staff, is committed to delivering on our strategic pillars as we evolve our health services to meet the needs of our communities.

In this strategic plan, we have refined our strategic focus to four core elements that drive the delivery of our services: people, processes, resources and consumers. These elements have guided the creation of four new strategic pillars for our organisation and will form part of an ongoing performance framework to drive service-delivery excellence and continuous improvement.

The adjacent table articulates the priority strategies and measures that have been co-developed with our consumers, stakeholders and communities, and demonstrate how the strategic pillars will be delivered.