

Strategic Plan 2023-2027

This Strategic Plan was reviewed in April 2025 and remains current for the period 2025-2026.



Torres and Cape Hospital and Health Service

Our vision
Healthy lives, lived well

Our purpose
Working together: quality and respectful care, close to home



About Torres and Cape HHS

The Torres and Cape Hospital and Health Service (TCHHS) is the State-based healthcare provider of primary healthcare, acute care and aged care across the Torres and Cape.

We support the communities of Torres and Cape to be the healthiest they can be. We will achieve this through investments in primary prevention, community-led health solutions for local health problems, and responsive primary healthcare. We are committed to creating a better future for the Far North.

As one of the most geographically, linguistically and culturally diverse regions in Far North Queensland and Australia, TCHHS supports the unique environmental and health needs of these communities. We are dedicated to maintaining a skilled and diverse workforce in a challenging and remote operating environment, demonstrated by our strong retention of Aboriginal and Torres Strait Islander employees.

While the impacts of climate change, living costs and availability of accommodation will create challenges for the accessibility and delivery of healthcare, we recognise the importance of investment in infrastructure, service capability, and partnerships to continue providing the highest quality of care.

Our values C · A · R · E



COURAGE



ACCOUNTABILITY



RESPECT



ENGAGE

Our risks and mitigation strategies



- 1 Patient safety and quality of care**
Ensure healthcare services consistently meet standards, legislative requirements, and community expectations
- 2 Culture and health equity**
Promote cultural competence, health equity, and access to healthcare services
- 3 Workforce availability**
Build workforce flexibility, capability and an inclusive culture to support workforce attraction and retention
- 4 Responsive healthcare services**
A system approach to integrated planning that prioritises consumer needs and coordinates services with health partners and intersecting agencies
- 5 Infrastructure**
Prioritised infrastructure delivery and asset management to maintain safety and functionality, and meet the requirements of the community
- 6 Community and consumer confidence**
Actively build trust by engaging with and empowering communities
- 7 Stakeholder relationships**
Maintain and strengthen relationships with service delivery partners
- 8 Financial sustainability**
Strengthen a culture of accountability, with clear oversight, reporting mechanisms, and a proactive risk culture
- 9 Governance**
Strengthen a culture of accountability, with clear oversight, reporting mechanisms, and a proactive risk culture
- 10 Data for decision-making**
Optimise data and information to achieve strategic objectives and improve health awareness

This plan aligns to the Government's objectives and considers the context of our region and health service. We ensure that the directions in this Plan reflect our ongoing commitment to respect, protect and promote human rights in our decision-making and actions.

Our opportunities



- ✓ Build and invest in community-led health solutions for local health problems
- ✓ Grow a workforce that is highly skilled, valued and respected
- ✓ Create sustainability through building local capability and leveraging networked service delivery
- ✓ Build stronger partnerships and collaboration across the region
- ✓ Ensure infrastructure and assets are fit-for-purpose, enabling quality patient outcomes and prioritising staff safety
- ✓ Optimise asset management within the TCHHS
- ✓ Improve data analytics capability through digital transformation



A snapshot of our region



Torres and Cape HHS is one of Queensland's largest health services with a total geographical area of **130,238 km²**, which is **8% of Queensland**



Our region is expected to grow to a population of **29,317 people by 2031**

- 28.3% of our population are under the age of 14 years, with 7.6% of our population being 65 years and over



- 68.7% of the Torres and Cape population identify as Aboriginal and Torres Strait Islander peoples (based on 2019 data), with 32.9% of that population being 0-14 years

- Overcrowding is double the Queensland rate in the Torres and Cape region



- Despite lifespan increasing within the region by seven years, suicide, obesity, cancer, heart disease and infant mortality are the leading causes of early death

- Health and development outcomes for children born in this region are lower than the Queensland average, with a disproportionate difference between Aboriginal and Torres Strait Islander peoples and non-First Nations peoples



Strategic Plan – 2023-2027 (cont.)

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Better Care



Objective

Provide comprehensive, integrated and sustainable primary and public healthcare to better prevent disease, promote equitable health outcomes, and improve quality of life

Strategies

- » Facilitate early and timely access to continuous care and a health focus throughout the lifespan
- » Deliver comprehensive, compassionate, and community-centred healthcare services that support social and emotional wellbeing
- » Enhance health and development services to support the first 2,000 days of life
- » Promote integrated and high-quality care through the effective use of digital tools and health information systems
- » Drive clinical excellence and operational efficiency, using real-time data and information to enhance decision-making and deliver financially sustainable healthcare services
- » Strengthen the cultural safety of clinical service provision and resources to Aboriginal and Torres Strait Islander peoples
- » Implement a prioritised program of infrastructure delivery and optimised asset management to enable the continued provision of safe, high-quality services that are closer to home

Key performance indicators

- ✓ Accreditation and clinical care standards are consistently met
- ✓ Improved performance in patient reported experience measures
- ✓ 100% implementation of a perinatal and infant mental health service
- ✓ Increased uptake of early intervention services and initiatives
- ✓ Optimised utilisation of public health data in primary healthcare service delivery by ensuring primary care clinics have aligned and endorsed business plans

Workforce



Objective

Embed a culture of safety, wellbeing, and equity, and empower our workforce to develop expertise and build capacity

Strategies

- » Support and create a safe and healthy workplace for staff, consumers and community members within the Torres and Cape
- » Integrate mechanisms across all workforce streams to support Aboriginal and Torres Strait Islander employees, from entry point to executive roles
- » Support cultural capability, cultural safety and cultural orientation
- » Develop a workforce that reflects the diversity of our community
- » Work with communities, schools, universities and training providers to build sustainable career pathways to grow our own
- » Enhance quality of care by ensuring our people have access to ongoing education and training, and the support to operate to top of scope

Key performance indicators

- ✓ A minimum participation rate of 50% in employee engagement surveys and improvements implemented based on survey feedback
- ✓ Increased cultural capability of staff with 100% of new staff receiving Cultural Practice Program training
- ✓ Increased proportion of Aboriginal and Torres Strait Islander peoples within all disciplines of the workforce
- ✓ Improved staff retention rates, including for Aboriginal and Torres Strait Islander staff

Community and Partnerships



Objective

Actively engage with our community and strengthen cross-sector partnerships to promote a community-led and integrated approach to the planning and delivery of health services

Strategies

- » Empower and engage with communities to identify and meet their priority health needs through co-design and information sharing
- » Strengthen cross-sector partnerships to establish an integrated approach to service delivery that reduces duplication, promotes efficiency and improves the patient experience of care
- » Collaborate with communities and our partners to invest in fit-for-purpose infrastructure that meets the evolving health needs of Torres and Cape peoples
- » Empower communities with accessible information and digital tools, enabling them to make informed decisions about their healthcare

Key performance indicators

- ✓ Annual increase in formal partnerships, external contracts, and/or collaborative agreements across agencies and partners
- ✓ Increased community engagement forums with community engagement integrated into primary care clinics' business plans
- ✓ Implemented Regional Suicide Prevention Plan with partners and 80% collective attendance in network planning meetings
- ✓ Strengthened collaboration with key stakeholders to improve care pathways for high-risk patient cohorts

Safety where you live | A better lifestyle through a stronger economy | Health services when you need them | A plan for Queensland's future

Torres and Cape Hospital and Health Service is committed to delivering on the Government's objectives for the community, including through integration of the following objectives into our priority focus areas:

- Delivering health services when Queenslanders need them most – Improving access to culturally safe services, investing in real-time data to enhance decision-making, and working with our partners to provide health services where they are needed most.
- Increasing the efficiency of health service delivery – Delivering financially sustainable services that are aligned to the needs of our community, growing and supporting a high-performing workforce, and contributing to the growth of the economy in our region.
- Planning for Queensland's future – Building and maintaining the infrastructure needed for a growing and diverse population and optimising the use of our existing resources and assets.