

# Strategic Plan 2023-2027

This Strategic Plan was reviewed May 2024 and remains current.



## Torres and Cape Hospital and Health Service

**Our vision**  
Healthy lives, lived well

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

**Our values**  
C · A · R · E



COURAGE



ACCOUNTABILITY



RESPECT



ENGAGE

The plan aligns to the Government's HEALTHQ32 Strategy 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**



- ✓ Better support for health equity and access to services for all people within the Torres and Cape
- ✓ Strengthen the focus on primary and public healthcare
- ✓ Ensure infrastructure and assets provide fit-for-purpose care closer to home
- ✓ Build stronger partnerships and networks within the region
- ✓ Increase self-sufficiency through growth in service capability and sustainability of services
- ✓ Optimise Asset Management within the TCHHS
- ✓ Improve data analytics capability through digital transformation
- ✓ Support staff career aspirations through training and education



**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.

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.

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.

We want the communities of Torres and Cape to be the healthiest they can be. We will achieve this through investments in primary prevention, health equity, maternity, maternal and child healthcare, healthy minds as well as responsive primary healthcare. We are committed to creating a better future for the Far North.

**Our risks and mitigation strategies**



**Reduction and/or change in government funding priorities and policies**  
Responsive Executive governance structure with aligned forward planning based on the strategic plan



**Externally imposed organisational changes (health reform)**  
Aligned strategic plan to the health reform agenda



**Increased number and/or severity of major disaster/climatic events**  
Stronger disaster planning



**Changes in population demographics and health profile across the health service**  
Flexibility of strategic and operational planning of Executive evaluation cycles



**Changes to regulations and legislation that impact TCHHS operations (including financial increases to resource and supply costs)**  
Aligned public service Work Health and Safety workforce strategy



**Cost shifting by State/Federal Government**  
Clear financial accountability, sustainability and management governance processes



**Skills shortages within the health service/State/Nationally**  
Aligned workforce strategy · Aligned health equity strategy



**Climate change impacts across health services and communities**  
Integrate strategies to minimise the TCHHS environmental footprint throughout services and infrastructure programs



**Changes to community expectations of the health service**  
Informed and implemented stakeholder engagement plan

**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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## Our Guiding Principles of Care

Community-centred, embeds primary health and health promotion, is responsive to need and culture, is strengths-based, has equitable access and is holistic and collaborative

## Torres and Cape Hospital and Health Service

### Strengthen primary and public healthcare services



#### Objective

Provide integrated primary and public healthcare to prevent avoidable disease and improve quality of life through the management of chronic conditions

#### Strategies

- » Promote continuity of healthcare, aligned to our Guiding Principles of care
- » Support our workforce to provide integrated primary and public healthcare through education, training and the use of information provided by quality data systems
- » Partner with communities to inform, educate and be guided in the delivery of evidence-based primary and public healthcare programs
- » Collaborate with health sector partners to strengthen accessibility to primary and public healthcare services

#### Key performance indicators

- ✓ Retaining staff with skills and experience in healthcare across all streams
- ✓ Optimise utilisation of public health data in primary healthcare service delivery by ensuring primary care clinics have aligned and endorsed business plans
- ✓ Annual increase in formal partnerships, external contracts and/or collaborative agreements across agencies
- ✓ Increase in community engagement forums with community engagement integrated into primary care clinics business plans

### Enhance health and development services to support the first 2,000 days of life



#### Objective

Invest in the early years to give the best possible start to life

#### Strategies

- » Develop the TCHHS Family Health Framework and ensure alignment with the needs of our Aboriginal and Torres Strait Islander peoples
- » Support holistic and multidisciplinary health teams to deliver family and community-centred maternity and maternal and child healthcare services
- » Support communities, families, parents and caregivers to make healthier life choices to reduce risk factors for chronic conditions
- » Enhance our partnerships in the community and external organisations to support integration of services, early and timely access to continuous care and a health focus through the lifespan
- » Actively facilitate program co-design with partners and community

#### Key performance indicators

- ✓ Increased engagement of women attending antenatal appointments before 10 weeks gestation by 5% per annum
- ✓ Reduce high risk factors for low birth weight babies by achieving two smoking cessation referrals when smoking is present during pregnancy
- ✓ Greater than 95% immunisation compliance against the National Immunisation Program and a 10% increase in child health checks for children less than five years
- ✓ Increased upskilling, support and availability to all staff to maternal and child health and development programs
- ✓ Increased access to child development services and 10% increase in occasions of service

### Develop our workforce and promote wellbeing and safety



#### Objective

Support staff health and wellbeing and provide opportunities for people to achieve their career aspirations

#### Strategies

- » Integrate mechanisms across all workforce streams to support Aboriginal and Torres Strait Islander employees from entry point to executive level
- » Work with communities, schools, universities and training providers to build career pathways to grow our own
- » Support cultural capability, cultural safety and cultural orientation
- » Develop a workforce that reflects the diversity of our community
- » Provide psychologically and physically safe workplaces by promoting the rights and safety of all within the Torres and Cape
- » Build and retain high performing teams
- » Ensure our staff and leaders exemplify our values

#### Key performance indicators

- ✓ Increased cultural capability of staff with 100% of new staff receiving Cultural Practice Program training
- ✓ 2% increase of Aboriginal and Torres Strait Islander peoples within all disciplines of the workforce each year
- ✓ 6% growth in Aboriginal and Torres Strait Islander Health Worker and Practitioner workforce
- ✓ Decreased percentage in Work Cover time lost to less than five days
- ✓ Improved recruitment through reducing the delays in recruiting to less than 40 days
- ✓ Achieve minimum participation rate of 50% and improvement in satisfaction in the Working for Queensland survey

### Provide services that embody healthy minds and support consumers with addictions



#### Objective

Nurture the healthy minds and wellbeing of those that access our services

#### Strategies

- » Collaborate with partners and providers to reduce service duplication and address any gaps
- » Embed a strong holistic focus on healthy minds and support consumers with addictions, so that communities have greater access
- » Strengthen collaborative partnerships that focus on the accountability for implementing the Regional Suicide Prevention Plan
- » Utilise our data to better align primary healthcare services that include healthy minds and wellbeing initiatives
- » Strengthen the cultural safety of service provisions and resources to Aboriginal and Torres Strait Islander peoples

#### Key performance indicators

- ✓ 100% implementation of a perinatal and infant mental health service
- ✓ Implemented Regional Suicide Prevention Plan with partners and 80% collective attendance in network planning meetings
- ✓ Collaborate with key stakeholders to support the implementation of Universal Aftercare across TCHHS
- ✓ Development and improved access to healthy minds, culturally safe resources

### Provide care closer to home



#### Objective

Increase self-sufficiency, service capability and capacity

#### Strategies

- » Source funding to invest in fit-for-purpose infrastructure and clinical services to meet community health needs
- » Improve data-driven decision-making to inform self-sufficiency, service capability and build infrastructure requirements
- » Ensure the health needs of Aboriginal and Torres Strait Islander communities are met through our service planning, service delivery, partnerships and culturally appropriate infrastructure
- » Plan and advocate for fit-for-purpose infrastructure at a system level
- » Transform, optimise and grow clinical services to provide care closer to home
- » Improve access and quality of care for older persons, people with disabilities and end-of-life services
- » Mature portfolio management and investment across the HHS

#### Key performance indicators

- ✓ 100% utilisation of patients and staff accommodation and 10% increase in accommodation in Cooktown and Bamaga
- ✓ Maintenance of level one HHS performance in accordance with the Queensland Health Performance Framework
- ✓ Maintain self-sufficiency across the HHS at 55%
- ✓ Implement a Business Intelligence (BI) framework to better inform decision-making
- ✓ Improved Information and Communication Technologies (ICT) infrastructure and integrated digital health systems through implementation of the Digital Rural and Remote Strategy
- ✓ Expand service delivery in communities in palliative care, disability and aged care

## Our enablers

**Health equity:** Embrace diversity and focus on improved access, health equity, health outcomes and the inclusion of all

**Community engagement:** Responding to the voices of the community through improved structures and mechanisms that enhance engagement and inclusion, opportunities and decision-making

Torres and Cape Hospital and Health Service supports the Government's objectives for the community and ensures the following objectives are cascaded across all of our priority areas:

**Good jobs:** Good, secure jobs in our traditional and emerging industries • **Better services:** Deliver even better services right across Queensland • **Great lifestyle:** Protect and enhance our Queensland lifestyle as we grow

**Backing our frontline services:** Deliver world-class frontline services in key areas such as health, education, transport and community safety • **Keeping Queenslanders safe:** Continue to keep Queenslanders safe as we learn to live with COVID-19 and ensure all Queenslanders can access world-class healthcare no matter where they live • **Connecting Queensland:** Drive the economic benefits, improve social outcomes and create greater social inclusion through digital technology and services • **Growing our regions:** Help Queensland's regions grow by attracting people, talent and investment, and driving sustainable economic prosperity • **Building Queensland:** Drive investment in the infrastructure that supports the State's economy and jobs which builds resilience and underpins future prosperity • **Honouring and embracing our rich and ancient cultural history:** Create opportunities for First Nations Queenslanders to thrive in a modern Queensland.

The footprints represent our different journeys, coming together as the community with TCHHS staff. The barefoot exiting the shoe symbolises the return to community.