



**TAIHS**

Townsville Aboriginal &  
Islander Health Service

# strategic plan

2022 - 25



# acknowledgement

Townsville Aboriginal and Islander Health Service (TAIHS) acknowledges the Traditional Custodians of the lands and seas on which we live and work, and pay our respects to Elders past and present.

TAIHS remains committed to acknowledging the Wulgurukaba and Bindal people as the Traditional Owners of Townsville and the land where our service originated. We also acknowledge the Traditional Owners of the surrounding regions where we are committed to delivering quality care for Aboriginal and Torres Strait Islander people.



more *than a*  
health service.

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## our history

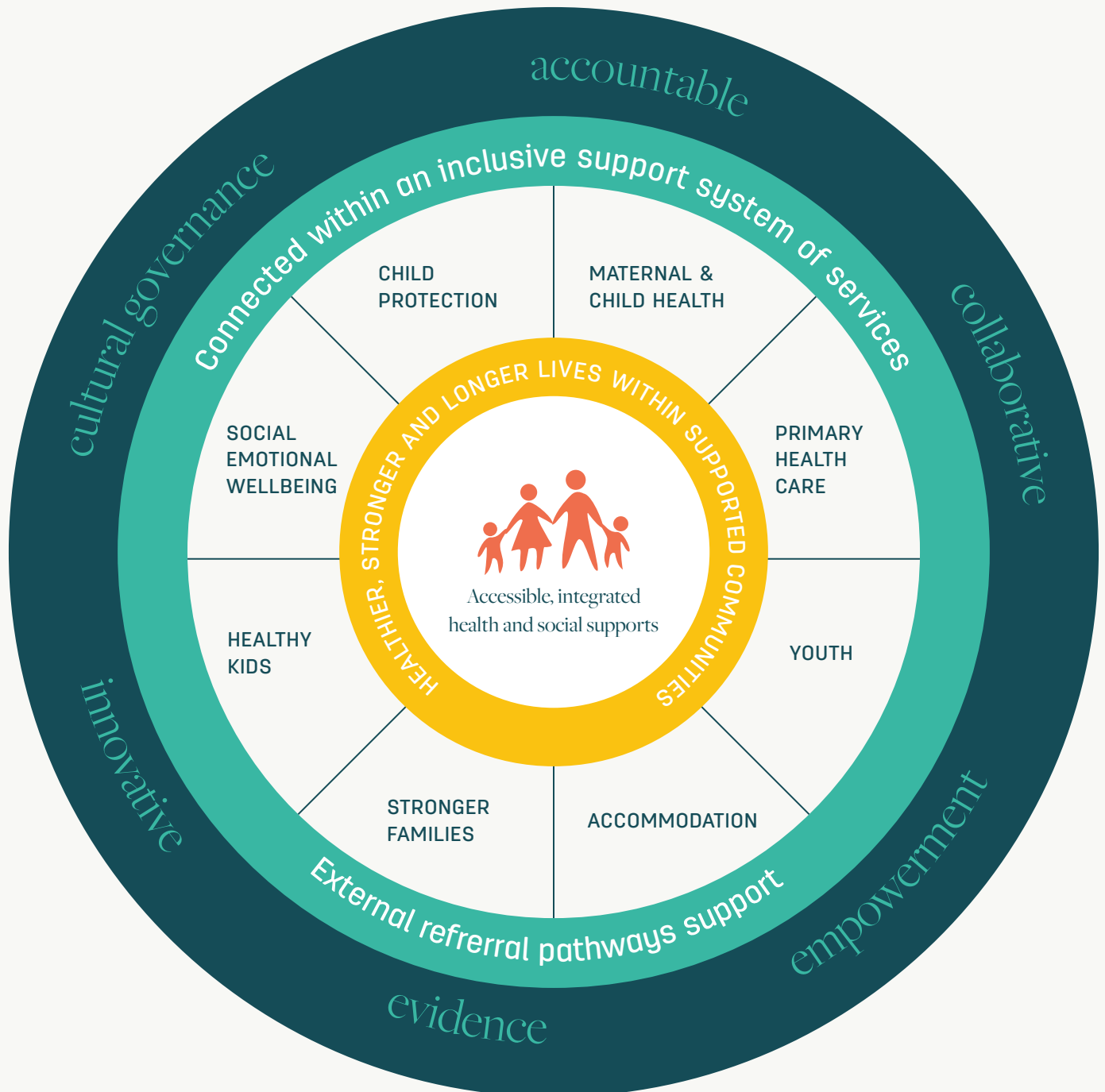
TAIHS was established in 1974. At that time, it was the fourth Aboriginal community controlled health service (ACCHS) established in Australia, and was part of the wider move for Aboriginal and Torres Strait Islander communities to take control of the delivery of health care services in their communities.

Today, our strategic plan is determined by our Board of Directors comprising Aboriginal and Torres Strait Islander people from across the region. TAIHS's organisational mission and vision statements demonstrate a commitment to providing holistic and culturally appropriate health services, underpinned by a philosophy of community participation, and a strong focus on care and service coordination.

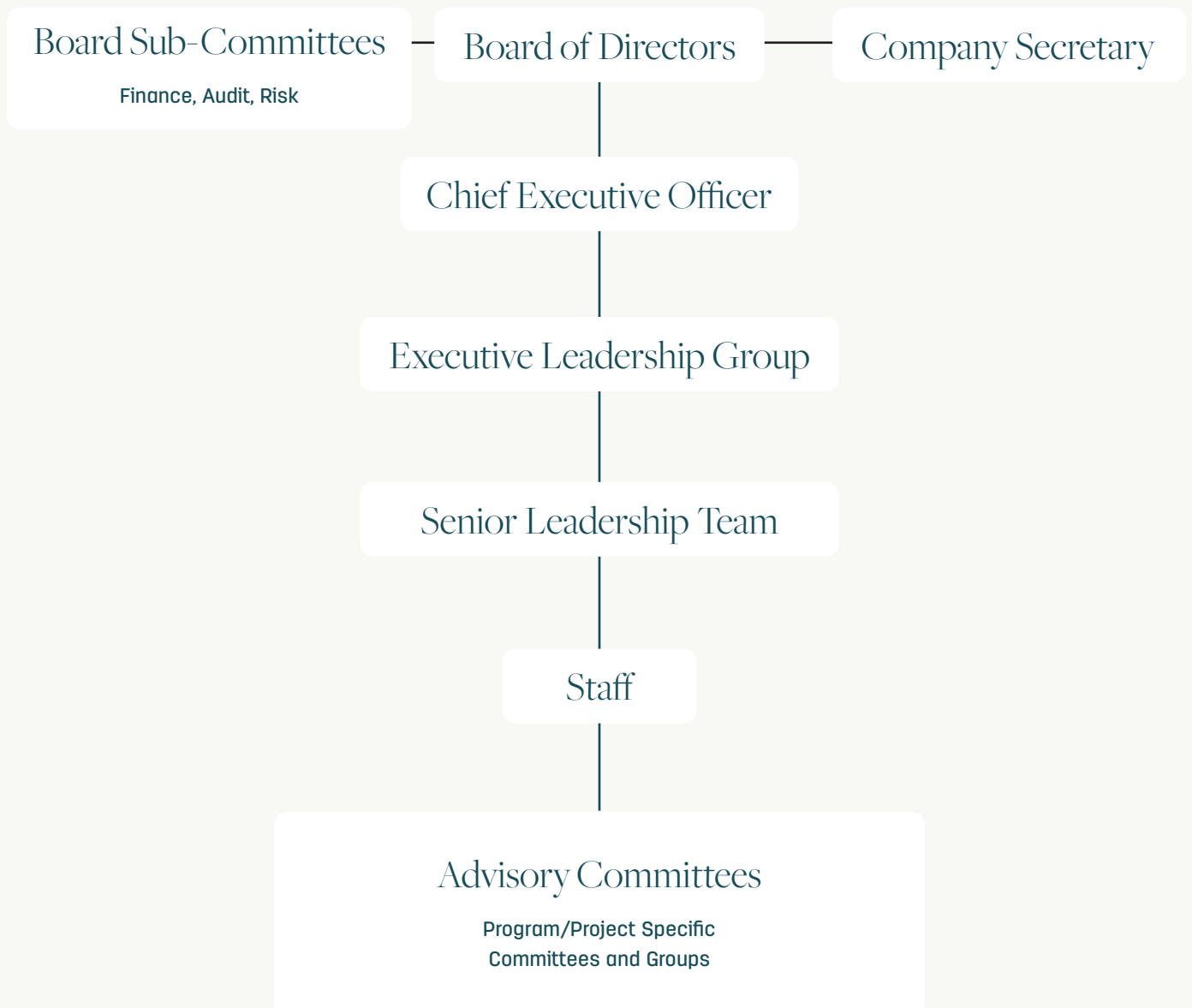
## our purpose

Lead the way in providing accessible, integrated health and social support services to our people so that they can live healthier, stronger, and longer lives, preserving our oldest surviving culture for future generations.

# our services



# our organisation





# our values

cultural governance

*Responsive, Leadership, Integrity*

accountable

*Respect, Responsible, Outcome Focused*

collaborative

*Partnerships, Integration, Engaged*

innovative

*Creative, Courageous, Sustainable*

evidence-based

*Ethical, Transparent, Improvement*

empowerment

*Advocate, Motivate, Communicate*



# strategic pillars

## → access & capability

Improving access to high-quality, inclusive health and human services that are culturally safe and responsive.

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## → innovation & transformation

Translating knowledge into action by championing creative approaches to planning, designing, and delivering health and human services.

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## → culture & community

Reflecting Aboriginal and Torres Strait Islander peoples' cultural values throughout the organisation's policies, practices and relationships.

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## → people

Strengthening and empowering our capability, practices, and every community member to engage in culturally responsive ways.

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## → sustainability & governance

Strengthening and enhancing our foundation for long success, stewardship and influence.



TAIHS embraces the 10 National Principles for Child Safe Organisations into its Strategic Plan.



# access & capacity

Improve access and capacity to high-quality health and human services that are culturally safe and culturally responsive.

## *To achieve this, we will*

## *Our priorities/goals*

- 1. Fully optimise and increase service accessibility and availability for clients.**
  - Expand outreach services from the Garbutt Clinic.
  - Establish an Upper Ross Clinic.
  - Increase specialist services at all TAIHS clinics.
  - Establish services to improve access to disability services and the National Disability Insurance Scheme.
  - Expand service planning and design with strategic partners.
- 2. Improve service integration and support clinical management and the social health care model.**
  - Expand interdisciplinary teams providing culturally focused services to communities with particular gaps in care (maternal and child health care, family unification and youth).
  - Ensure an evidence-based approach to chronic disease management.
  - Expand cultural appropriate health promotion and prevention initiatives.
  - Become a leader in Aboriginal and Torres Strait Islander maternity service in Australia.
- 3. Enhance continuous quality improvement systems and processes to improve health and social outcomes.**
  - Provide opportunities and empower staff to embrace and utilise quality improvement knowledge and skills in all aspects of their work.
  - Embed quality improvement at all levels of the organisation using the Quality Improvement Policy Framework to identify, prioritise, and oversee quality improvement initiatives.
  - Ensure best practice approach to WHS in a health environment.
  - Sustain and increase partnerships to ensure holistic wrap around service response
- 4. Strengthen the corporate and clinical governance structures to improve effectiveness, safety and quality.**
  - Best practice approaches to provision and continuity of care are maintained.
- 5. Strengthen the quality of health services and programs for Aboriginal and Torres Strait Islander individuals, families and communities.**
  - Maintain and expand accreditation of health and human services within TAIHS.
  - Develop and implement program and service standards that promote consistent health and human services.



# innovation & transformation

Translating knowledge into action by championing creative approaches to planning, designing, and delivering health and human services.

## *To achieve this, we will*

## *Our priorities/goals*

1. **Improve and integrate technology to enhance our service delivery capacity.**

Expand the use of telehealth technology to support service delivery.

Develop and Implement Information, communication and technology frameworks.

2. **Improve relationships with relevant partners in collaborative service planning and outcome-based data collection.**

Engage partners in service planning to improve service integration and test the effectiveness of approaches.

Establish new and coordinated existing means or systems to collect data to measure progress in population health target areas.

3. **Promote quality research and evaluation into health and human services across the organisation.**

Establish an Aboriginal and Torres Strait Islander Research Collaborative with regional universities.

Establish an Aboriginal and Torres Strait Islander Ethics Committee.

Develop a program and service evaluation framework.

4. **Facilitate greater flexibility and innovation in the delivery of health and human services and programs for Aboriginal and Torres Strait Islander communities and partners.**

Support Indigenous-led community development initiatives to facilitate the delivery of community-centred, culturally appropriate health and human services.





# culture & community

Reflect Aboriginal and Torres Strait Islander peoples' cultural values throughout the organisation's policies, practices and relationships.

*To achieve this, we will*

*Our priorities/goals*

1. **Actively involve Aboriginal and Torres Strait Islander clients in the planning and implementing of services and programs.**

Establish an Aboriginal and Torres Strait Islander Client and Clinical Community Advisory Community of Practice.

2. **Enhance staff cultural safety training and provide local training for Aboriginal and Torres Strait Islander peoples' input and traditions.**

Procure local Aboriginal and Torres Strait Islander facilitators to provide cultural safety training for staff.

3. **Improve Aboriginal and Torres Strait Islander healing practices into service delivery in collaboration with Aboriginal and Torres Strait Islanders communities.**

Develop and implement an Aboriginal and Torres Strait Islander Healing Framework.

4. **Ensure all our facilities are safe and welcoming spaces for Aboriginal and Torres Strait Islander peoples.**

Renaming of our clinics that reflect traditional languages.  
Develop a space and design plan with Aboriginal and Torres Strait Islander consumers.



# people

Strengthen and empower our organisation's capability, practices, and community members to engage in culturally responsive ways.

*To achieve this, we will*

*Our priorities/goals*

1. **Grow our Aboriginal and Torres Strait Islander health and human services workforce.**

Develop and Implement an Aboriginal and Torres Strait Islander Recruitment and Retention Plan.

Establish a traineeship program focused on individual support, mental health, primary health care practice and child protection.

Establish a Graduate Program focused on nurses, allied health, and social workers.

2. **Strengthen current workplace operations, processes and management best practices.**

Implement a new HR Information and Payroll platform to improve people management and human relations.

Develop and implement a people and culture workforce plan.

Develop and implement performance development plans, including responding to emerging competencies such as digital literacy, privacy, WHS, evaluation and quality improvement.

3. **Attract and retain an appropriately skilled, flexible, culturally sensitive and competent workforce.**

Develop and Implement a Recruitment and Retention Strategy.

4. **Invest in the next generation of staff and managers, using succession planning to sustain our success into the future.**

Develop leadership competencies in managers and supervisors to equip them to foster an environment that models our values and ethics.

Establish and Implement an Emerging Leadership/ Development program.

Develop and implement a School- Based Career Pathway Program and Graduate opportunities.

5. **Enhance internal communication methods to ensure that individual staff and teams better understand each other's roles and programs to achieve greater coordinated services and events.**

Develop communication channels with staff to ensure information sharing and collaboration on events.



# sustainability & governance

Strengthen and enhance the organisation's foundation for long success, leadership and influence.

## *To achieve this, we will*

## *Our priorities/goals*

- 1. Strengthen governance and risk management processes to ensure compliance with relevant health and human services legislation, policies and procedures.**
  - Embed a strong culture of risk management and compliance.
  - Maintain the Financial, Audit and Risk Committee.
  - Develop a cultural governance framework for the organisation that intertwines with clinical and corporate governance.
- 2. Improve financial decision making through the improvement of evaluation, monitoring, review and financial management processes and tools to increase control over financial performance.**
  - Implement a new Finance Management System.
  - Review and implement best practice processes.
  - Review and improve reporting frameworks.
- 3. Ensure assets and infrastructure are appropriate to respond to current and future demands for health and human services that support effective models of care.**
  - Develop a Property Asset Portfolio and Investment Plan.
  - Identify growth opportunities.
- 4. Enhance data collection and reporting systems and ensure periodic evaluation of services, including patient feedback obtained and addressed in a fair, culturally safe manner.**
  - Develop and implement an organisational data strategy that improves the use of data to better respond to the needs of clients and the organisation.
- 5. Seek sustainable and innovative sources of funding to maintain and extend our services.**
  - Develop a business growth and sustainability plan.
- 6. Structure the organisation's operational and business across governance, senior management, operation management, and executive leadership to best enable the strategic priorities and future directions.**
  - Establish Key Performance Indicators for the leadership group that focus on providing a high quality of care and increasing services provided to the community.





**TAIHS**

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