

TAIHS

Townsville Aboriginal &
Islander Health Service

strategic plan

2026 - 29



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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Preamble

Founded in 1974, the Townsville Aboriginal and Islander Health Service (TAIHS)—officially the Townsville Aboriginal and Torres Strait Islander Corporation for Health Services—was among the first Aboriginal community controlled health services (ACCHS) in Australia. As the fourth ACCHS established nationally, TAIHS emerged from a broader movement empowering Aboriginal and Torres Strait Islander communities to lead and shape their own health care delivery.

Over the decades, TAIHS has expanded its scope to offer a comprehensive range of health and human services, becoming a major employer of Aboriginal and Torres Strait Islander people in our community. The organisation's strategic direction is guided by a Board of Directors made up of Aboriginal and Torres Strait Islander leaders, who honour the vision and dedication of the founding members. The Board recognises the contributions of those who came before, while remaining committed to planning for a strong and sustainable future.



• 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.

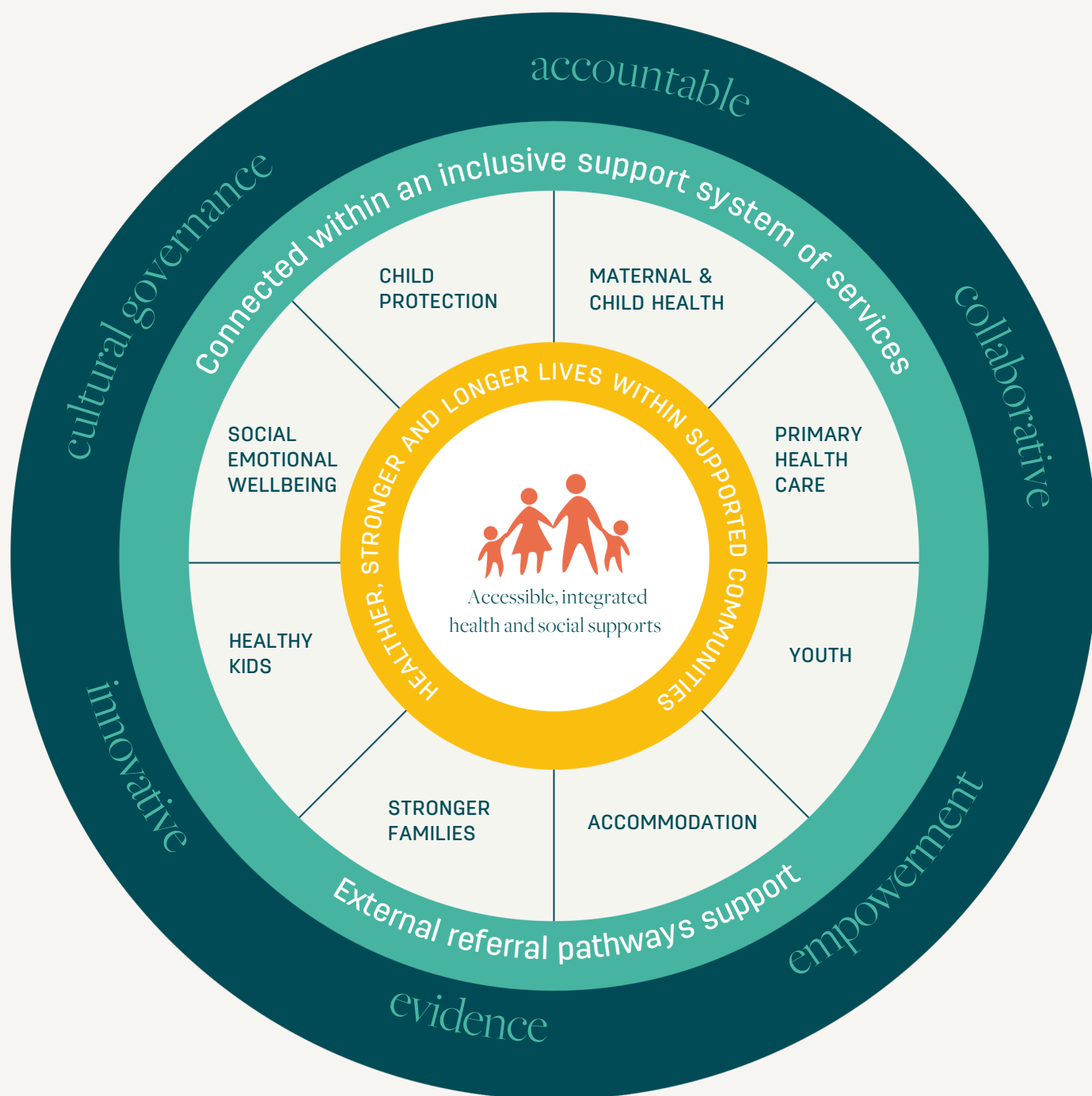
• our mission

TAIHS ... More than a Health Service.

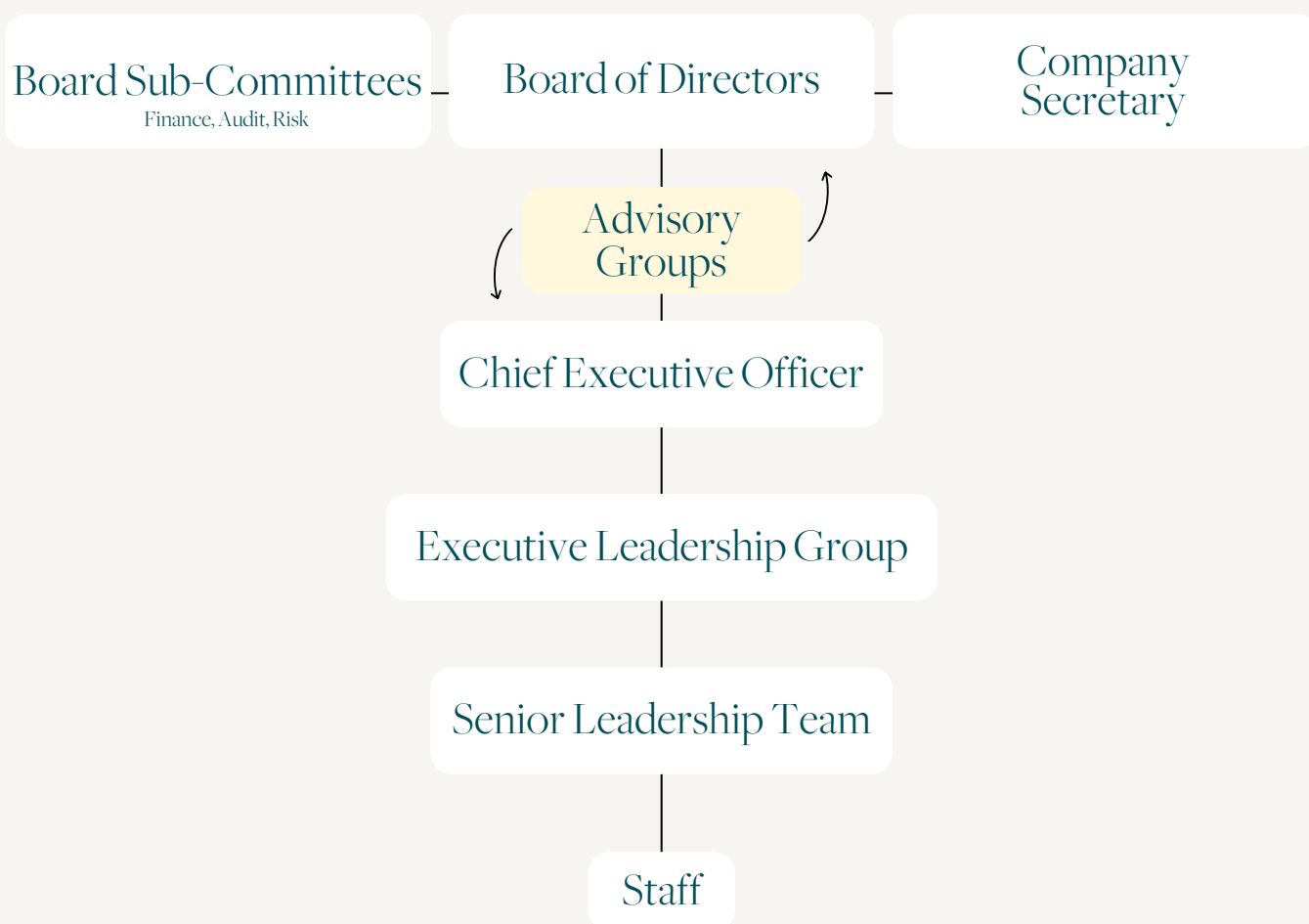
• our vision

Our vision is to improve the health and wellbeing of Aboriginal and Torres Strait Islander people in Townsville and the surrounding region by providing accessible and integrated health and human services.

our services



our organisation





our values

cultural governance *Respond, Lead, Act with integrity*

accountability *Respect, Respond, Achieve*

collaboration *Partner, Integrate, Engage*

innovation *Create, Venture, Sustain, Educate*

empowerment *Advocate, Motivate, Communicate*

strategic pillars

→ access & capacity:

Ensure community access to high quality, culturally safe and responsive health and human services

→ innovation & transformation:

Plan, design and deliver services that meet community needs

→ culture & community

Embed Aboriginal and Torres Strait Islander cultural values in the organisation's policies, practices and relationships

→ people

Empower the organisation and community to act in culturally responsive ways

→ sustainability & governance

Build a strong foundation for the organisation's long-term success, leadership and influence



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



access & capacity

Ensure community access to high quality, culturally safe and responsive health and human services

To achieve this, we will

Our priorities/goals

1. Ensure our community has access to the services they need and value

- Expand outreach health services
- Establish services in areas where community lives
- Increase access to specialist and allied health services
- Increase access to disability services
- Expand service planning and design with strategic partners
- Ensure community and stakeholders are aware of TAIHS services

2. Integrate health and human services

- Provide comprehensive, multidisciplinary responses
- Take an evidence-informed approach to chronic disease management
- Deliver culturally appropriate health promotion and prevention initiatives.
- Deliver a full range of maternal and child health services to support First Nations children to thrive in their early years

3. Embed quality in service models, using a continual improvement approach to health and social outcomes.

- Embed quality improvement processes
- Maintain RACGP and HSQF accreditation
- Comply with Child Safe Organisation standards



innovation & transformation

Plan, design and deliver services that meet community needs

To achieve this, we will

Our priorities/goals

1. **Use information technology and communication to enhance services and operations**

- Develop and maintain strategic roadmap to guide IT & C initiatives, including system upgrades, security enhancements, data collection systems, data storage and AI procedures

2. **Plan, deliver and evaluate services and activities with relevant partners**

- Maintain partnerships that support comprehensive, holistic service responses
- Collect and share data to evaluate collaborative approaches across population health and other priorities.

3. **Undertake research and evaluation that supports TAIHS' strategic priorities and protects data sovereignty**

- Collaborate with other organisations and research institutions to undertake relevant research, including research that supports the evaluation of TAIHS services and operations

4. **Support flexible, innovative and community-centred approaches to service delivery**

- Collaborate with First Nations suppliers and organisations on service delivery



culture & community

Embed Aboriginal and Torres Strait Islander cultural values in the organisation's policies, practices and relationships

To achieve this, we will

Our priorities/goals

1. **Actively involve the Aboriginal and Torres Strait Islander community in service planning and implementation.**
 - Support the ongoing development of Community and Youth Advisory Groups
2. **Ensure all staff participate in cultural responsiveness training**
 - Deliver cultural responsiveness training led by local Aboriginal and Torres Strait Islander facilitators."
3. **Incorporate Aboriginal and Torres Strait Islander healing practices into service delivery**
 - Implement Aboriginal and Torres Strait Islander Healing Framework
4. **Ensure all facilities are safe and welcoming spaces for Aboriginal and Torres Strait Islander peoples**
 - Ensure all sites have names that reflect local Aboriginal and Torres Strait Islander history and languages
 - Engage community in infrastructure planning



people

Empower the organisation and community to act in culturally responsive ways

To achieve this, we will

Our priorities/goals

1. **Grow our Aboriginal and Torres Strait Islander workforce across all areas of operation**
 - Measure performance against Aboriginal and Torres Strait Islander Recruitment and Retention Plan
 - Measure performance against a First Nations Workforce Development Strategy that builds the necessary workforce for current and future needs, including training and development of existing staff and incoming trainees / graduates
2. **Maintain HR systems and processes that are culturally responsive and reflect best practice**
 - Maintain HR systems that support people management and human relations.
 - Measure performance against People and Culture workforce plan
 - Measure performance across performance development plans
3. **Attract and retain an appropriately skilled, flexible, culturally sensitive and competent workforce**
 - Measure performance against 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 skills in managers and supervisors to foster an environment that reflects our values and ethics
 - Measure performance against Emerging Leadership / Development program
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**
 - Communication and engagement strategy in place



sustainability & governance

Build a strong foundation for the organisation's long-term success, leadership and influence

To achieve this, we will

Our priorities/goals

1. **Continually review corporate, clinical and cultural governance to ensure cultural responsiveness and compliance with relevant legislation, policies and procedures**

- Measure performance against cultural governance framework
- Embed a strong culture of risk management and compliance.
- Maintain the Financial, Audit and Risk Committee.

2. **Achieve strong financial performance through effective management, evaluation, and monitoring**

- Continual review financial management processes and tools
- Measure and evaluate financial performance

3. **Ensure assets and infrastructure are appropriate to current and future needs**

- Measure performance against Asset and Infrastructure Plans.
- Identify opportunities for growth and alternative income streams

4. **Improve data collection, reporting and evaluation systems and processes**

- Develop and implement a data strategy to enhance how the organisation uses data to meet client and organisational needs

5. **Seek sustainable and innovative sources of funding to maintain and extend our services.**

- Develop a business growth and sustainability plan that includes alternative income streams



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