

Queensland Health

# Information pack

Queensland Hospital and Health Boards -  
2024



**Queensland**  
Government

# Contents

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<b>Summary</b>	<b>3</b>
Key Dates and timeline	3
Queensland Hospital and Health Boards	4
Further information	5
<b>How to apply</b>	<b>5</b>
Overview	5
Role fit	6
Application process	7
Probity checks	8
Personal information	9
<b>Background</b>	<b>9</b>
Queensland Health	9
Hospital and Health Services	10
<b>Hospital and Health Boards</b>	<b>11</b>
Role of Boards	11
Membership	12
Terms of appointment	12
<b>Role and accountabilities</b>	<b>13</b>
Overview	13
Board Members	13
The Chair	13
Board fees and allowances	14
Public Sector Employees	14
<b>Hospital and Health Service Profiles</b>	<b>16</b>
Cairns and Hinterland HHS	16
Central Queensland HHS	16
Central West HHS	17
Children’s Health Queensland HHS	17
Darling Downs HHS	18
Gold Coast HHS	19
Mackay HHS	19
Metro North HHS	20
Metro South HHS	21
South West HHS	21
North West HHS	22
Sunshine Coast HHS	22
Torres and Cape HHS	23
Townsville HHS	23
West Moreton HHS	24
Wide Bay HHS	24

# Summary

This Information pack provides you with the information you need to complete an application for a Queensland Hospital and Health Board (Board) Chair or member position.

The recruitment process will be managed by Executive Quarter.

Please note that the recruitment and appointment process will take several months. The outcome of the recruitment process cannot be confirmed until the appointment of the successful applicants is published in the *Queensland Government Gazette* which is anticipated to be in late March 2024.

Where possible, applicants who have not progressed to interview will be advised at an earlier stage of the recruitment process.

## Key Dates and timeline

**Closing date for applications is midnight, Wednesday 25 October 2023.**

2024 Hospital and Health Board Appointment Timeline	
Application period	6 September 2023 – 25 October 2023
Applicant review period	October – November 2023
Interviews	November – December 2023
Endorsement of nominees and government approval process pursuant to the <i>Hospital and Health Boards Act 2011</i>	January 2024 – March 2024
Commencement of Appointments	1 April 2024

# Queensland Hospital and Health Boards

Applications are currently being sought for Chair and member positions for the following boards (further information about each board can be found at Appendix 1:

Hospital and Health Board	Chair and members	Members
Cairns and Hinterland	√	√
Central Queensland	√	√
Central West	N/A	√
Children's Health Queensland	√	√
Darling Downs	√	√
Gold Coast	√	√
Mackay	N/A	√
Metro North	√	√
Metro South	√	√
North West	N/A	√
South West	√	√
Sunshine Coast	√	√
Torres and Cape	√	√
Townsville	√	√
West Moreton	√	√
Wide Bay	√	√

## Further information

If you require more information that is not contained in this information pack, please contact the relevant Consultant for a confidential discussion:

Hospital and Health Board Chairs and Members	Consultant details
Cairns and Hinterland Central Queensland Central West Mackay Metro North North West Sunshine Coast Torres and Cape Townsville	David (Will) Wilson Managing Partner E. <a href="mailto:will.wilson@executivequarter.com.au">will.wilson@executivequarter.com.au</a> P: +61 0499 920 848
Children's Health Queensland Darling Downs	Nicola Palm Partner E. <a href="mailto:nicola.palm@executivequarter.com.au">nicola.palm@executivequarter.com.au</a> P: +61 0497 499 749
Gold Coast Metro South South West West Moreton Wide Bay	David Reynolds Senior Partner E. <a href="mailto:david.reynolds@executivequarter.com.au">david.reynolds@executivequarter.com.au</a> P: +61 0410 471 652

## How to apply

### Overview

Executive Quarter will manage this recruitment process. Prior to submitting your application form, please ensure that you have downloaded and read the Applicant Information Pack and prepared your CV and Personal Statement. Once you have submitted your online application form, you will receive an email from Executive Quarter requesting your CV and Personal Statement which are to be emailed to [hhb@executivequarter.com.au](mailto:hhb@executivequarter.com.au). Executive Quarter will

acknowledge receipt of these documents via your nominated email address. All required documents and forms should be fully completed and meet the stated requirements.

Applicants will be kept informed of the progress of their submission at regular intervals. However, as noted above, prospective applicants should note that the outcome of the recruitment process cannot be confirmed until the appointment of the successful applicants is published in the *Queensland Government Gazette* which is anticipated to be in late March 2024.

Where possible, applicants who have not progressed to interview will be advised at an earlier stage of the recruitment process.

## Role fit

### *Board Members*

The essential requirements for **Board Members** are:

1. demonstrated ability to analyse, critically assess and drive performance (financial or non-financial) within a health sector, other public sector, community sector or other associated industry organisation;
2. demonstrated ability to constructively build and manage stakeholder relationships;
3. capacity to relate, and appropriately respond to, the interests of consumers of health services;
4. demonstrated level of superior interpersonal, verbal and written communication.

A Board member will also be required to display the following leadership behaviours:

- **Leadership:** leadership skills including the ability to appropriately represent the organisation, set organisational culture and take responsibility for decisions
- **Thinking and acting strategically:** the capacity to understand and contribute to the strategic direction of the HHS, in line with broader whole of government and Departmental strategies, and awareness of the impact on broader systems. The ability to critically analyse complex and detailed information, easily distil key issues and develop innovative approaches and solutions to problems
- **Personal integrity:** exemplifies personal integrity and has a strongly held commitment to openness, honesty, inclusiveness and high standards
- **Political astuteness:** the capacity to understand and work effectively with diverse interest groups and power bases within organisations and the wider community, and the dynamic between them
- **Commercial acumen:** the capacity to think quickly and make sound judgments in a complex commercial context
- **Self-management:** the capacity to self-manage and display resilience in a range of complex and demanding situations
- **Contributor and team player:** the ability to work as part of a team and demonstrate the passion and time to make a genuine and active contribution.

## Board Chairs

The essential requirements for a **Board Chair** include the four essential members requirements above in addition to the following:

1. skills and experience to provide leadership and strategic vision to a large public sector health service delivery organisation
2. experience at board level, including a sound working knowledge of governance systems and frameworks.

A Board Chair will also be required to display the following leadership behaviours:

- **Strategic stakeholder relationships:** ability and willingness to adopt a number of approaches to gain support and influence diverse parties, including but not limited to influencing at executive and ministerial level, with the aim of securing outcomes
- **Executive decision-making:** the capacity to identify and objectively employ relevant information to make decisions within appropriate timeframes
- **Managing conflict:** demonstrated ability to manage conflict or challenging situations with confidence and a focus on outcomes
- **Networking, communication and public relations:** the capacity and confidence to network, communicate, promote and present on behalf of the HHB and HHS, and the confidence and ability to deal with media when required
- **Constructive questioner:** the preparedness to ask questions and challenge others in a constructive and appropriate way.

## Application process

For instructions on how to submit your application, please visit the application website at: [www.executivequarter.com.au/hhb](http://www.executivequarter.com.au/hhb)

Applicants are required to provide the following documentation:

- Curriculum Vitae (CV) – no more than two (2) pages in length<sup>1</sup>
- Completion of an online application form
- Included in the online application form is a requirement for you to provide details of two (2) professional referees (name, contact number, email and relationship, including years known), preferably a chair of a board to whom you have reported or your recent direct manager.  
*[Alternative referees may be required - for example, if the referee is part of this decision-making process]*
- Completion of a Personal Statement as follows:

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<sup>1</sup> Queensland Cabinet Handbook requirements for Significant Appointments include that a CV of two pages is to be included in documentation to progress to Governor in Council. Consequently, failure to adhere to this strict requirement when submitting your initial application may result in your application being rejected by the selection panel.

## Board Members

- a Personal Statement of no more than two (2) pages addressing the essential requirements for a Board member outlined above and the following:
  - the reason for your interest in being a member of a HHB
  - the boards of which you have previously been a member (including your role on the board and any board committee responsibilities) [not required if listed in your CV]
  - your qualifications and professional registrations (including professional registration numbers if applicable) [not required if listed in your CV]
  - your membership of professional associations [not required if listed in your CV].

## Board Chairs

- a Personal Statement of no more than three (3) pages addressing both the essential requirements for a Member and Chair outlined above.

Applicants who wish to submit an application for both Chair and Member positions are encouraged to complete an application for the Chair role, nominating their interest in also being considered for a Member position to other boards. In this instance only one, three (3) page personal statement is required.

Initial shortlisting will be undertaken following the close of the application period. Applicants selected for progression will be contacted to provide additional documentation to support a range of probity checks required as part of the appointment process.

Please note that a request for probity documentation does not necessarily indicate that your nomination will be successful.

## Probity checks

Probity documentation will be requested if your application is selected for progression. You will be required to complete:

- Personal particulars form
- Criminal history check consent form including 100 points of certified identification documents.

As statutory appointees, the Queensland Cabinet Handbook requires a range of probity checks to be undertaken on potential Board members which include:

- consideration of any perceived or actual conflicts of interest
- a national criminal history search
- an interpol search
- searches of the Australian Securities and Investments Commission's banned and disqualified register and bankruptcy index
- a review of the Queensland government lobbyist register, and other internet-based searches.

Probity checks will be initiated on a confidential basis.



Applicants should note that disclosure of conflicts of interest or convictions for an offence may not preclude progression to appointment as each instance will be considered on a case-by-case basis.

**Referee checks may also be undertaken by the project team of Executive Quarter for nominees. Please note your referees will not be contacted without your prior consent.**

## Personal information

Personal information collected about applicants will be used to assess their suitability for appointment to a Board.

Personal information collected by, and on behalf of, Queensland Health is handled in accordance with the *Information Privacy Act 2009*. The personal information provided by you will be securely stored and made available only to appropriately authorised officers. Personal information recorded on this form will not be disclosed to other parties without your consent, unless required by law.

Personal information may be disclosed as part of the recruitment process, for example, in contacting referees or obtaining certification of public sector employee nominees.

This information will be treated confidentially and may be used in a de-identified format to:

- meet whole-of-Government reporting requirements
- support the monitoring of the diversity of appointments to statutory and other bodies
- allow accurate reporting on the profile of the State's public sector entities' board and committee memberships.

Names of successful applicants appointed by the Governor in Council will be published in the *Queensland Government Gazette* in accordance with the requirements of the *Hospital and Health Boards Act 2011* (the Act). The names of these appointees will also be:

- made available on the Queensland Health and relevant HHS websites
- added to the Register of Appointees to Queensland Government Bodies,<sup>2</sup> which provides information about all Government bodies.

## Background

### Queensland Health

The Queensland Government delivers free universal health care to five million Queenslanders through Queensland Health. The Queensland Government is investing a record of \$25.8 billion into healthcare.

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<sup>2</sup> <https://www.premiers.qld.gov.au/about-us/what-we-do/qld-appointees-register.aspx>

Queensland Health is made up of the Department of Health (Department) and 16 independent Hospital and Health Services (HHSs). The Boards are responsible for managing their respective HHS and its delivery of healthcare in their region. The Boards are accountable to the Minister for Health, Mental Health and Ambulance Services and Minister for Women.

Board Members are key leaders in their local communities with important responsibilities overseeing the efficient, effective and sustainable delivery of health services and assisting their HHS plan for the future.

The Department's role includes, but is not limited to:

- providing strategic leadership and direction for health through the development and administration of policies and legislation
- developing state-wide plans for health services, workforce and major capital investment
- managing major capital works for public sector health service facilities
- purchasing health service delivery
- supporting and monitoring the quality of health care service delivery
- delivering specialised health services, providing ambulance, health information and communication technology and state-wide health support services.

[Health Q32: Our vision for Queensland's health system](#) provides a strong platform to enable the public health system to focus its decision-making and policy development over the next decade.

Boards and HHSs directly support the [Queensland Government objectives for the community](#) such as:

- Backing our frontline services
- Keeping Queenslanders safe
- Supporting jobs

## Hospital and Health Services

There are 16 HHSs, each comprising a network of public hospitals and health services within a geographic or functional area. HHSs are responsible for the delivery of public health services in their geographical area. The only exception is Children's Health Queensland HHS which has a state-wide responsibility and offers a range of specialist paediatric services across Queensland.

The Act and the associated *Hospital and Health Boards Regulation 2023* establish HHSs as independent statutory bodies and set out the functions and powers of HHSs and their relationship with the Department. The main functions of a HHS is to deliver hospital and other health services, teaching, research and other services stated in each HHSs service agreement with the Department. The other functions of a HHS is outlined in section 19 of the Act.

A short profile of each HHS is provided at Appendix 1. Further information about each HHS can be found [here](#).

## Hospital and Health Services, Queensland Health by Recognised Public Hospitals and Primary Health Centres



# Hospital and Health Boards

## Role of Boards

Boards manage the relevant HHS for which each Board is established. The Board is accountable to the Minister for Health, Mental Health and Ambulance Services and Minister for Women (the Minister) for the HHSs performance. HHSs are required to comply with whole-of-Government governance frameworks, including planning, reporting and financial accountability requirements.

Boards are responsible for ensuring their HHS performs its functions under section 19 of the Act. This includes the obligation to develop statements of priorities and strategic plans for the corporate governance of the HHS, and to monitor compliance with those statements and plans.

Boards are accountable for their HHSs performance and for establishing and maintaining effective systems to ensure that hospital services, other health services, teaching, research and other services stated in its service agreement are met.

Each HHS has an [individual service agreement](#) with the Department that identifies the core services to be provided, the standard to which they are to be provided and the funding available to deliver those services.

Boards are responsible for ensuring:

- efficient, effective and sustainable delivery of health services
- financial accountability
- local reporting and performance management, including risk management
- legal and statutory compliance
- local strategic direction and planning for the HHS
- client-focussed delivery of services
- ethical behaviour.

The Board also has responsibilities regarding the appointment of the Chief Executive of each HHS.

## Membership

Appointments to the Boards are made by the Governor in Council on the recommendation of the Minister. Boards are directly accountable to the Minister for the performance of their HHS.

Under section 23 of the Act, Boards must comprise five or more members, at least one or more of the members must be Aboriginal persons or Torres Strait Islander persons and one or more of the members must be clinicians.<sup>3</sup>

The Act does not specify the maximum size of a Board. Requirements may vary depending on the collective experience and expertise of existing members and the needs of the particular HHS. Membership currently ranges between 8 and 11 members.

## Terms of appointment

In accordance with section 26 of the Act, a member is appointed for a term of not more than four years. Appointments are made on a part-time basis and appointment terms are generally for two or four years. There is no limit to the number of times a member may be reappointed.

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<sup>3</sup> Clinician is defined as a health professional registered under the [Health Practitioner National Law](#), other than as a student; and is currently directly or indirectly providing care or treatment to persons; and is in a profession that provides care or treatment to persons in public sector health services. (see s23(3) of the *Hospital and Health Boards Act 2011*).

# Role and accountabilities

## Overview

Board Members are key leaders in their local communities. They fulfil important internal governance obligations in relation to the oversight of HHS operations and will often represent the HHS at meetings, events and community activities. These additional activities may occur outside standard business hours.

The geographical areas of HHSs are large and additional time commitment may be required by Board Members to accommodate travel to local communities and facilities. This is particularly the case for HHSs located in regional areas.

The approximate time commitment is five days per fortnight for Chairs and three days per fortnight for Members.

## Board Members

Board Members (including the Chair and Deputy Chair) are individually responsible for ensuring that the Board fulfils its role as set out in the Act. In discharging this responsibility, Board members must comply with a range of legal duties and obligations. These include, but are not limited to:

- acting honestly and exercising powers for their proper purposes
- avoiding conflicts of interest, either actual or perceived
- acting in good faith and in the public interest
- exercising diligence, care and skill
- participating in Board committees, where nominated by their Chair
- complying with the *Public Sector Ethics Act 1994* (Qld)
- complying with all applicable regulatory requirements (statutory and policy)
- attending Board meetings and other required committee meetings.

Each Board usually meets once a month.

## The Chair

In addition to the requirements above, specific duties of the Chair, supported by local Board Secretariats and other staff, include:

- ensuring the Board performs its functions effectively in accordance with legislative requirements
- chairing Board meetings and facilitating contributions from all members
- signing agreements
- inducting and supporting incoming members, and guiding ongoing board development
- acting as a spokesperson for the Board

- liaising with and reporting directly to the Minister, as required
- working productively with the HHS Chief Executive and HHS Executive team
- liaising with senior Departmental officials, including the Director-General, Queensland Health, as required
- attend quarterly Chairs' forums and other associated events facilitated by Queensland Health.

## Board fees and allowances

Board Members are entitled to be remunerated at the fees and allowances as determined by Governor in Council, and otherwise hold office under the conditions of appointment determined by the Governor in Council. The current rates of remuneration are below:

Hospital and Health Board	Annual fees (Deputy Chair paid as Member)	Sub-committee fees (per committee per annum)
Gold Coast, Metro North, Metro South, Sunshine Coast, Townsville	Chair: \$85,714 Members: \$44,503	Chair: \$4,000 Members: \$3,000
Cairns and Hinterland, Central Queensland, Children's Health Queensland, Darling Downs, Mackay, West Moreton, Wide Bay	Chair: \$75,000 Members: \$40,000	Chair: \$4,000 Members: \$3,000
Central West, North West, South West, Torres and Cape	Chair: \$68,243 Members: \$35,055	Chair: \$2,500 Members: \$2,000

Under the *Remuneration Procedures for Part-time Chairs and Members of Queensland Government Bodies*, all necessary and reasonable expenses incurred while travelling on business and attending meetings in connection with the functions of the Boards may be paid to the Chair, Deputy Chair and members in accordance with the following arrangements:

- economy class air travel
- motor vehicle allowances as varied from time to time by the Governor in Council
- domestic travelling and relieving expenses as varied from time to time by the Governor in Council.

## Public Sector Employees

In accordance with the *Remuneration Procedures for Part-time Chairs and Members of Queensland Government Bodies*, public sector employees selected for progression to Governor in

Council will require certification from their Chief Executive that their proposed appointment is not connected in any way with their employment.

As such, public sector employees will only be eligible to receive fees when undertaking board business outside the hours they would normally be expected to work, or when they are on unpaid leave.

Where applicable, the Department will facilitate any such certification, as required.

# Hospital and Health Service Profiles

## Cairns and Hinterland HHS

The Cairns and Hinterland HHS's vision is for excellence in health care, wellbeing, research and education in Far North Queensland. Our purpose is to work together with our community, providing health care services to improve health and wellbeing in Far North Queensland.

The Cairns and Hinterland HHS employs approximately 5,914 full time equivalent (FTE) staff and has an operating budget of \$1.2 billion for 2022-23, which is an increase from the published 2021-22 operating budget of \$1.08 billion.

The Cairns and Hinterland HHS is the primary provider of health services to residents of the Cairns, Tablelands and Cassowary Coast regions across a geographical area of 142,900 square kilometres and supports an estimated population of 261,500 people.

The Cairns and Hinterland HHS is responsible for providing public hospital and health services and operates various hospitals and multi-purpose health facilities within its geographical area. Cairns Hospital is the main referral hospital for Far North Queensland and delivers a broad range of secondary and tertiary health services.

The Cairns and Hinterland HHS includes major regional hospitals located at Atherton, Innisfail, and Mareeba; and regional community hospitals at Mossman, Babinda, Yarrabah, Gordonvale, Herberton and Tully, in addition to ten primary health care centres in local communities.

**Further information regarding Cairns and Hinterland HHS is available at: [www.cairns-hinterland.health.qld.gov.au/](http://www.cairns-hinterland.health.qld.gov.au/)**

## Central Queensland HHS

The Central Queensland HHS employs approximately 3,500 FTE staff and has an operating budget of \$753.7 million for 2022-23 which is an increase from the published 2021-22 operating budget of \$736.4 million.

The Central Queensland region covers approximately 110,000 square kilometres of the State. Central Queensland HHS services a population of approximately 220,000 people and is responsible for the direct management of more than 16 hospitals, health services and facilities including hospitals at Rockhampton, Biloela, Blackwater, Gladstone, Emerald, Yeppoon and Moura; Multipurpose Health Services at Baralaba, Mount Morgan, Springsure, Woorabinda and Theodore; and various Community Health Services.

**Further information regarding Central Queensland HHS is available at: [www.cq.health.qld.gov.au](http://www.cq.health.qld.gov.au)**



## Central West HHS

The voice of our community and staff is at the heart of how Central West HHS shapes the future of healthcare across Central West Queensland.

Central West HHS is a resourceful and dedicated leader in provision of quality, far-reaching healthcare. Our high standard of accessible healthcare spans a vast geographical area of Western Queensland. Reaching from Tambo in the south east to Boulia in the north west, our healthcare hubs based in Longreach, Barcaldine, Blackall and Winton service communities as widespread as they are diverse.

The Central West HHS Health Service Plan 2021-2025 (the Plan) informs a clear pathway for the delivery of value-based, safe and high-quality healthcare services to the people in our communities over the next five-year period. The Plan recognises the challenges in attracting a skilled and locally appropriate workforce, ageing infrastructure and the financial impacts of rural and remote service delivery. Innovative and responsive utilisation of technology and a flexible approach to workforce models will support the work to progress the Plan's initiatives and actions.

Key to success is the premise of maintaining effective operational and strategic partnerships and alliances with consumers, communities, local government, other health services, state and federal agencies, emergency services and non-government organisations.

Central West HHS has an operating budget of \$104.3 million for 2023-24 which is an increase of \$10.73 million on the previous period.

To deliver our vision to be leading providers of far reaching healthcare the Central West HHS 2021-2025 Strategic Plan details priorities across three key areas – people, services, systems. These priorities recognise the strength and expertise of our staff in remote service delivery and support us to continue to build on our relationships with communities and other service providers to provide safe, quality care as close to home as possible.

**Further information regarding Central West HHS is available at:**

[www.health.qld.gov.au/centralwest](http://www.health.qld.gov.au/centralwest)

## Children's Health Queensland HHS

Children's Health Queensland is a specialist statewide Hospital and Health Service dedicated to caring for children and young people from across Queensland and northern New South Wales.

A recognised leader in paediatric healthcare, teaching and research, Children's Health Queensland delivers tertiary-level care in the Queensland Children's Hospital, alongside an integrated network of community-based child and youth health, and mental health services across Queensland, including specialist outreach and telehealth services.

Children's Health Queensland is committed to improving the health and wellbeing of children and young people through world-class care, research, advocacy and leadership. It delivers person-centred care in family homes, at schools, in regional hospital and remote communities – sharing its expertise and knowledge so every child can get the best care, closer to home.

Children's Health Queensland's network of care includes:

- The Queensland Children's Hospital
- Jacaranda Place
- The Ellen Barron Family Centre
- Child and Youth Community Health Service
- Child and Youth Mental Health Service, and
- statewide specialist outreach and telehealth services

Children's Health Queensland HHS employs approximately 4,110 FTE staff and has an operating budget of \$991 million for 2023-24.

**Further information regarding Children's Health Queensland HHS is available:**

[www.childrens.health.qld.gov.au/](http://www.childrens.health.qld.gov.au/)

## Darling Downs HHS

The Darling Downs HHS employs approximately 6,000 staff and manages a budget of more than \$900 million annually.

The Darling Downs HHS delivers hospital and healthcare services to approximately 300,000 people across a large and diverse geographic area of approximately 90,000 square kilometres. This area includes the local government areas of Toowoomba Regional Council, Western Downs Regional Council, Southern Downs Regional Council, South Burnett Regional Council, Goondiwindi Regional Council, Cherbourg Aboriginal Shire Council and part of the Banana Shire Council (community of Taroom).

The Darling Downs HHS delivers its services from 28 facilities, which include one large regional referral hospital, three medium sized regional hub hospitals, eleven rural hospitals, four multipurpose health services, one community outpatient clinic, six residential aged care facilities, one community care unit and an extended inpatient mental health service.

The Darling Downs HHS is a high performing and efficient provider of public health services for the region. With a strong track record of good financial performance, that has allowed reinvestment into delivering improved infrastructure and more services for the community.

The region that the Darling Downs HHS serves is changing. Increasing rates of chronic disease, an ageing community and shifts in public and private health market shares are among the greatest challenges. However, opportunities in integrated care, innovative healthcare delivery, workforce planning and strengthening partnerships with the Darling Downs and West Moreton Primary Health Network provide exciting areas of focus for the future.

**Further information regarding Darling Downs HHS is available at:**

[www.health.qld.gov.au/darlingdowns](http://www.health.qld.gov.au/darlingdowns)

## Gold Coast HHS

The Gold Coast HHS employs approximately 9,343 FTE staff and has an operating budget of \$2.131 billion for 2023-24, which is an increase from the published 2022-23 operating budget of \$1.944 billion.

The Gold Coast HHS delivers a broad range of secondary and tertiary health services from three hospitals (Gold Coast University Hospital, Robina Hospital and Varsity Lakes Day Hospital), two major allied health precincts (Southport and Robina), and 13 community-located facilities.

A broad range of secondary and tertiary health services are provided at Robina Hospital and Gold Coast University Hospital and various health precincts and community health centres throughout the region. Community service facilities also provide a range of services including child health, mental health and oral health.

A combination of world-class infrastructure, a highly talented and committed workforce and strong partnerships with universities, Gold Coast Primary Health Network and the private and non-government sector, creates a culture of innovation in healthcare delivery.

Across its campuses, Gold Coast HHS has a reputation as one of Australia's leading teaching hospitals, committed to training the next generation of doctors, nurses and allied health professionals. Working under the supervision of senior clinicians, nursing students become nurses, medical students become doctors, and doctors become specialists at Gold Coast Health's facilities.

**Further information regarding Gold Coast HHS is available at: [www.goldcoast.health.qld.gov.au](http://www.goldcoast.health.qld.gov.au)**

## Mackay HHS

The Mackay HHS employs approximately 2,691 FTE staff and has an operating budget of \$613.1 million for 2023-24, which is an increase from the published 2022-23 operating budget of \$562.2 million.

The Mackay HHS is responsible for the delivery of public hospital and health services including medical, surgical, emergency, obstetrics, paediatrics, specialist outpatient clinics, mental health, critical care and clinical support services to a population of approximately 174,816 people. The geographical catchment of Mackay HHS spans 90,364 square kilometres, extending from Bowen in the north to St Lawrence in the south, west to Clermont and northwest to Collinsville and includes Proserpine and the Whitsundays.

Mackay Base Hospital is the largest hospital in the region and there are seven smaller hospital facilities at Sarina, Dysart, Moranbah, Collinsville, Clermont, Bowen and Proserpine. Mackay HHS actively works with local GPs, private facilities, other healthcare providers and universities.

The Mackay HHS provides an integrated approach to service delivery across acute, primary health and other community-based services including aged care assessment and Aboriginal and Torres Strait Islander programs. Primary health services include mental health, oral health, home

and community care, mobile women's health, alcohol and other drugs service, sexual health, aged care assessment team and BreastScreen.

There are many challenges facing Mackay HHS in delivering and planning future health services in a complex and dynamic environment. These include the impact of COVID-19 pandemic response and recovery, continued high growth in demand for public services, economic and population demographic changes, burden of complex and chronic disease, shifts in private market share, workforce challenges and community expectations of service access and delivery.

**Further information regarding Mackay HHS is available at:**

<https://www.mackay.health.qld.gov.au/>

## Metro North HHS

The Metro North HHS employs approximately 18,965 FTE staff and has annual revenue of approximately \$3.9 billion.

Metro North HHS is responsible for the delivery of medical, surgical, emergency, obstetrics, paediatrics, specialist outpatient clinics, mental health, critical care and clinical support services to a catchment population of over 1 million people residing in a geographic area extending from the Brisbane River to north of Kilcoy.

Metro North HHS is the largest public health service in Australia, operating the Royal Brisbane and Women's Hospital, The Prince Charles Hospital, Redcliffe Hospital, Caboolture Hospital, Kilcoy Hospital, as well as the North Lakes Health Precinct and Brighton Health Campus and a range of subacute, mental health, community health and oral health facilities. In February 2021, Metro North HHS opened a new 182 bed public health facility at Herston, Surgical, Treatment and Rehabilitation Service (STARS). The HHS also provides offender health services to the Woodford Correctional Centre and a range of regional and state-wide services to the broader Queensland population as well as people from northern New South Wales and the Northern Territory.

Metro North is recognised by its world class research capability and partnerships with universities and industry sectors. From the renowned Herston Health Precinct and the work of our institutes including Jamieson Trauma Institute, Herston Biofabrication Institute, and Comprehensive Breast Cancer Institute, Metro North continues to strengthen its research footprint. This is supported by a thriving research community with thousands of staff engaged in research and quality improvement activities.

Metro North Health is committed to providing equity of access to high quality health care services and building relationships based on inclusion with Aboriginal and Torres Strait Islander people and their communities and remains committed to achieve life expectancy parity for Aboriginal peoples and Torres Strait Islander peoples by 2031.

**Further information regarding Metro North HHS is available at:**

<https://metronorth.health.qld.gov.au/>

## Metro South HHS

The Metro South HHS employs around 14,700 FTE staff and has revenues of \$3.1 billion for 2022-23.

The Metro South HHS covers 3,856 square kilometres and includes Brisbane City south of the Brisbane River, Redland City, Logan City, Beaudesert and the eastern portion of the Scenic Rim.

It has the largest resident population of all HHSs with over 1.2million people. It delivers a full suite of specialty health services, including acute medical, acute surgical, aged care, cancer services, cardiology, emergency medicine, addiction and mental health, obstetrics and gynaecology, paediatrics, palliative care, rehabilitation, trauma, and transplantation.

The Metro South HHS operates major hospitals, including Princess Alexandra, Logan, QEII Jubilee, Redland, and Beaudesert. Princess Alexandra Hospital is a major tertiary facility and state-wide provider for liver transplantation, renal transplantation, spinal injury management, brain injury management and skull base surgery. The HHS also comprises mental health, residential care facilities, community health centres, and oral health services, as well as outreach and home visiting services.

**Further information regarding Metro South HHS is available at:**

[www.metrosouth.health.qld.gov.au](http://www.metrosouth.health.qld.gov.au)

## South West HHS

The South West HHS employs approximately 833 FTE staff and has an operating budget of \$190.416 million for 2022-23, which is an increase from the published 2021-22 operating budget of \$169.7 million.

The South West HHS is responsible for providing public hospital and health services and aged care services to a population of just over 26,000 people residing across 319,000 square kilometres in South West Queensland. The population is not evenly distributed and there is significant variability in population growth predicted during the period 2020–2026.

The South West HHS is responsible for the management of facilities and services including three hospitals at Charleville, Roma and St George, eight multi-purpose health services, two residential aged care services, four community clinics and nine general practices. A range of services and programs is also provided through these facilities by visiting clinicians and/or through Telehealth.

The South West HHS also operates a number of community and allied health service and outpatient clinics providing a comprehensive range of community and primary health services, including aged care assessment, Aboriginal and Torres Strait Islander health programs, child and maternal health services, alcohol, tobacco and other drugs services, home care services, community health nursing, sexual health services, allied health services, oral health and health promotion programs.

**Further information regarding South West HHS is available at:**

<https://www.southwest.health.qld.gov.au/>

## North West HHS

The North West Hospital and Health Service (HHS) employs approximately 800 FTE staff and has an operating budget of \$220.15 million for 2021-22, which is an increase from the published 2020-21 operating budget of \$214.6 million.

The North West HHS is responsible for the delivery of public hospital and health services including medical, surgical, emergency, obstetrics, paediatrics, specialist outpatient clinics, oral health, mental health, critical care and clinical support services to a population of nearly 28,000 people residing in a geographical area of 300,000 square kilometres within North West Queensland and the Gulf of Carpentaria. Mount Isa Hospital is the main referral centre.

The North West HHS aims to be Queensland's leading HHS, delivering excellence in remote healthcare to patients and their families. Its purpose is to partner with communities to improve health outcomes by delivering valued, high-quality and sustainable care that is closer to home.

The North West HHS is responsible for the direct management of the facilities within its geographical boundaries: Mount Isa Hospital, Burketown Primary Health Clinic, Camooweal Primary Health Clinic, Cloncurry Multi-Purpose Health Service, Dajarra Primary Health Clinic, Doomadgee Hospital and Community Health Centre, Karumba Primary Health Clinic, Julia Creek Multi-Purpose Health Service, McKinlay Primary Health Clinic, Mornington Island Hospital, Normanton Hospital and Urandangi Health Clinic.

As the provider of services to a diverse population, dispersed across the wide geographic area of North West Queensland, challenges for the delivery of equitable and timely health care include distance, ageing infrastructure, higher costs associated with remote health care and difficulties attracting and retaining a skilled and culturally capable workforce, along with a high and increasing burden of socioeconomic disadvantage, disease and significant growth in the ageing population.

**Further information regarding North West HHS is available at:**

<https://www.health.qld.gov.au/services/northwest>

## Sunshine Coast HHS

In five main hospitals including Sunshine Coast University Hospital, Nambour General Hospital, Gympie Hospital, Caloundra Health Service and Maleny Soldiers Memorial Hospital we have almost 9,000 staff providing care to almost 500,000 people in our communities.

Our health service stretches over 10,000 square kilometres across Gympie to the north, south to Caloundra, and out to Kilkivan in the west. Our facilities are set amongst eucalypts, mangroves, pandanus, fringed by waterways and coastal areas, with some of the best beaches and hinterland retreats in Queensland.

An operating budget of \$1.5 billion, almost 500,000 people, almost 9,000 staff, across 10,000 square kilometres – but we're more than just the numbers. We're focussed on safety, quality, innovation, and putting the people using our services at the heart of what we do. Each day we live our strong vision of *Health and wellbeing through person-centred care* and our values-based culture of integrity, compassion, accountability, and innovation.

In addition to our five main hospital facilities, we look after a number of community and other health centres located across our region, as well as the Glenbrook Residential Aged Care Facility.

**Further information about the Sunshine Coast HHS is available at:**

[sunshinecoast.health.qld.gov.au](https://sunshinecoast.health.qld.gov.au)

## Torres and Cape HHS

The Torres and Cape HHS employs approximately 1,180 FTE staff and has an operating budget of \$315 million for 2023-24.

The HHS is one of Australia's largest providers of health services to Aboriginal and Torres Strait Islander peoples providing health care to a resident population of more than 27,000 people, of which 64% identify as Aboriginal and/or Torres Strait Islander.

The HHS covers an area of 129,770 square kilometres and is managed from hubs in Cairns, Weipa and Thursday Island and comprises of 31 primary health care centres, 2 hospitals (Thursday Island and Bamaga), a multi-purpose health service (Cooktown) and an integrated health service (Weipa).

The health services delivered to communities include emergency, primary health and acute care, medical imaging, oral health, maternity, aged care, allied health, palliative and respite services, and visiting specialist services. TCHHS provides a number of services through a mixed model of locally located services and visiting teams including mental health, oral health and BreastScreen. We support a wide range of healthcare providers including outreach teams and visiting specialist services from other health services and non-government providers.

**Further information regarding Torres and Cape HHS is available at:**

[www.health.qld.gov.au/torres-cape/](https://www.health.qld.gov.au/torres-cape/)

## Townsville HHS

The Townsville HHS employs approximately 5,583 FTE staff and has an operating budget of \$1.3 billion for 2023-2024, which is an increase from the published 2022-2023 operating budget of \$1.2 billion.

The Townsville HHS services a population of approximately 240,000 people within a catchment area of about 148,000 square kilometres. The HHS comprises 19 hospitals and community health campuses and two residential aged care facilities. The HHS area extends from Townsville, north to Cardwell and Ingham, west to Charters Towers, Hughenden and Richmond, south to Ayr and Home Hill and east to Magnetic Island and Palm Island.

The Townsville Hospital is the main referral hospital in northern Australia providing tertiary services to a population of approximately 695,000 people ranging from Mackay to the Torres Strait Islands, and west to the Northern Territory boarder.

**Further information regarding Townsville HHS is available:**

[www.health.qld.gov.au/townsville/default.asp](https://www.health.qld.gov.au/townsville/default.asp)

## West Moreton HHS

West Moreton Hospital and Health Service (West Moreton Health, WMH) provides health and wellbeing services to more than 325,000 people across the Somerset, Scenic Rim, Lockyer Valley and Ipswich communities. The West Moreton Health catchment population is growing at the fastest rate of all Queensland HHSs and is expected to increase to 480,000 persons by 2036.

West Moreton Health employs approximately 4,140 FTE staff (at 11 June 2023) and in 2022-23 has an operating budget of about \$900 million (a \$30 million increase on the previous financial year).

Our healthcare teams provide preventative and primary healthcare services, ambulatory services, acute care, sub-acute care and oral health, mental health and other specialised services such as prison health services and alcohol and other drugs services, to the region.

The WMH service network includes Ipswich Hospital and four rural hospitals in Boonah, Gatton, Laidley and Esk, which together provide 428 overnight beds for their local residents (as at April 2023). Services are also available in the community closer to where people live and work, through the Ipswich Health Plaza, Goodna Community Health, Gailes Community Care Unit, and Ipswich Oral Health Clinic, the new Ripley Satellite Hospital, and outreach services at Redbank Plains, acute and palliative care in homes and aged care facilities, school based youth health services, and mobile BreastScreen and dental vans.

West Moreton Health also provides Queensland's only forensic mental health services at The Park Centre for Mental Health (The Centre), including the high security inpatient extended forensic treatment rehabilitation unit and secure mental health rehabilitation unit. West Moreton Health also provides state-wide mental health services through the Queensland Centre for Mental Health Research, the Queensland Centre for Mental Health Learning and the Queensland Mental Health Benchmarking Unit.

West Moreton Health delivers health services to Brisbane Correctional Centre, Brisbane Women's Correctional Centre, Brisbane Youth Detention Centre, Wolston Correctional Centre, Arthur Gorrie Correctional Centre and Southern Queensland Correctional Centre. When Stage 2 of the Southern Queensland Correctional Precinct is commissioned, approximately 58% of the Queensland prisoner population will be housed in the WMH region.

The Health Service has strong community reference groups and consumer engagement which ensures the community has a voice in planning, design, delivery and evaluation of healthcare services.

**Further information regarding West Moreton Health is available at:**  
[www.westmoreton.health.qld.gov.au](http://www.westmoreton.health.qld.gov.au)

## Wide Bay HHS

Wide Bay HHS employs approximately 3,637 FTE staff and has an operating budget of \$771.9 million for 2022-2023, which is an increase from the published 2021-2022 operating budget of \$724.9 million.



The Wide Bay HHS is responsible for the delivery of public hospital and health services including medical, surgical, emergency, obstetrics, paediatrics, specialist outpatient clinics, mental health, critical care and clinical support services to a population exceeding 219,000 persons, across the geographical area of around 37,000 square kilometres, which incorporates the North Burnett, Bundaberg and Fraser Coast local government areas and part of Gladstone Regional Council (Miriam Vale). Wide Bay HHS operates regional hospitals at Bundaberg, Hervey Bay and Maryborough, along with eight rural facilities across the North Burnett region.

The Wide Bay HHS population is projected to grow at 0.9% per cent per annum over the 20 years to 2041, which is below the state wide growth rate, however certain pockets within the region are expected to exceed this. The region is also ageing, with more than 25 per cent of the population aged over 65 (compared to a Queensland average of 15.4 per cent), and almost one third of residents projected to be aged over 65 by 2041. Wide Bay is socio-economically disadvantaged compared to the remainder of the state, with 54.5 per cent of the population falling into the bottom socio-economic quintile, and just 7.7 per cent falling into the top two quintiles.

**Further information regarding Wide Bay HHS is available at: [www.health.qld.gov.au/widebay](http://www.health.qld.gov.au/widebay)**