



Part 3 – Planning for the Future

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Planning for the Future

During 2009-2010, the Agency continued with the implementation of significant reforms within the health and human services system.

The reform agenda is diverse and comprises a suite of key strategies aimed at delivering an integrated and sustainable health and human services system to our patients and clients and putting them at the centre of all we do. This is our core commitment to all Tasmanians. Strategies are grouped under three distinct headings: Future Health, Future Communities and Agency wide.



In May 2009, the Agency released *Strategic Directions 09-12*. It is a three year plan that consolidates all of these strategies into one concise directions statement, outlines the Agency's mission and vision and establishes five key strategic objectives that underpin our core commitment. The five objectives are:

- supporting individuals, families and communities to have more control over what matters to them
- promoting health and wellbeing and intervening early when needed
- developing responsive, accessible and sustainable services
- creating collaborative partnerships to support the development of healthier communities and
- shaping our workforce to be capable of meeting changing needs and future requirements.

Our annual *Operating Framework* builds upon *Strategic Directions 09-12*. It outlines our immediate priorities and demonstrates how each of these supports one or more of our strategic objectives. Importantly, it converts the strategic objectives established in *Strategic Directions 09-12* into specific actions, is clear about the standards of service our health and human services system must aspire to, and sets the challenge of going above and beyond our current performance levels. Further information on individual reform strategies is provided below.

The *Strategic Directions 09-12* document will undergo a mid-term review during 2010-2011.

The purpose of the review will be to ensure that the document maintains its relevancy in the ever changing Tasmanian health and human services environment.



Future Health

National Health Reform



Tasmania Together 2020

TT Goal 4

On 20 April 2010, the Council of Australian Governments (COAG) agreed to reform the Australian health care system. All Australian state and territory governments (apart from Western Australia) agreed to a suite of reforms that will change the way health care is funded and delivered in Australia into the future. These national reforms build on changes Tasmania has been putting in place through Tasmania's Health Plan, to make sure we can meet rising demand for good health care in the next decade and beyond. The Australian Government has promised additional national resources for the health care system and this is a key priority for Tasmania.

The reforms will:

- see the establishment of 'Local Hospital Networks' and 'Medicare Locals' as new structures to deliver health care
- aim to reduce hospital waiting times for patients (emergency department and elective surgery) and
- deliver changes in the areas of:
 - primary care (including GP services and disease prevention)
 - aged care
 - disability services
 - sub-acute care
 - mental health services and
 - the health workforce.

Under the reforms, our hospitals and other key health services will largely be funded by the Australian Government, but Tasmania will still purchase and coordinate services – according to specific needs in each region.

The Australian Government will take over the policy and funding of all General Practice and primary care services. It will also take full policy, funding and service delivery responsibility for aged care services.

Public hospitals will be managed locally by 'Local Hospital Networks' in Tasmania. No decision has yet been made on how many 'Local Hospital Networks' Tasmania will have. However, the Agency has conducted more than 50 stakeholder and public forums across the State to hear views on this matter, along with other national health reform issues, from clinicians, nurses, healthcare workers, industry representatives and the community. This information will help guide decision making about the implementation of the national reforms in Tasmania.

The Implementation Process

While there is broad agreement to the principles of national health reform, many details are still being worked through and resolved at the national level. There are many important decisions to be made, that will have an impact on how the reforms will be implemented in Tasmania.

Some of the key implementation milestones set by the State and Australian Governments include:

- 2010-2011 - Local Hospital Networks to be developed
- 2011-2012 - Local Hospital Networks to be in place
- 1 July 2011 - Australian Government to take on 60 per cent of public hospital funding
- 1 July 2011 - Australian Government to take over funding and policy responsibility for primary health care services and





- 1 July 2011 - Australian Government to take on full funding and program responsibility for aged care services.

For up to date information on the progress of national health reforms visit:
www.dhhs.tas.gov.au/healthreform

Queries and feedback about the national health reforms are welcome – email
health.reform@dhhs.tas.gov.au

Redevelopment of the Royal Hobart Hospital



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TT Goal 4.4

Following a Cabinet decision not to proceed with the construction of a new campus for the Royal Hobart Hospital at this time, \$100 million over five years was allocated to undertake a program of interim works to ensure safety and reliability and, where possible, increase throughput and capacity.

A program of works has commenced, with a number of projects now underway or at tender to make improvements to services and the space in which they operate across the site. These works will include improved accessibility, upgraded fire and engineering services (emergency power, electrical capacity and fire safety), expansion of key clinical areas in the hospital and also the redevelopment of educational facilities and staff and patient amenity areas.

Specific works include:

- refurbishment of the Department of Medical Imaging to create space for the installation of a public PET-CT scanner, a new ultrasound suite and an improved working environment for staff
- updating and expansion of the Intensive Care and High Dependency Units resulting in an additional nine beds
- upgrading information and communication services, electrical services, mechanical plant, lift services, plumbing and fire safety
- provision of a Central Equipment Store
- the creation of an Access and Patient Flow capability to aid patient discharge and release beds earlier in the day
- improved functional relationships to enable efficiencies and increase staff satisfaction, recruitment and retention and
- relocation of some staff off-site to release space on site for clinical use. This includes office spaces, some clinics and the production kitchen.

Planning has also commenced for the longer-term redevelopment of the site, subject to a determination of funding.

Working in Health Promoting Ways - a Strategic Framework 2009-2012



Tasmania Together 2020

TT Goal 4.4

For many people, when they think about health care their first thoughts are of hospitals and ambulances, doctors and nurses looking after people who are sick. We are working to change that.

We still look after people when they are sick, but we are increasing our focus on keeping people well. We are doing this because we know many long-term health problems – many of the illnesses treated in our hospitals – can be prevented.

Diabetes (Type 2), lung disease, heart disease and some cancers can all be prevented through healthier lifestyles, especially not smoking, being physically active, eating a nutritious diet including plenty of fruit and vegetables, and minimising the drinking of alcohol.

The *Working in Health Promoting Ways* Framework supports this focus on wellness as part of our normal practice across the Agency.



Now we have completed the *Working in Health Promoting Ways* Framework and some of the practical tools to make it real (the framework diagram; the background paper and Health Promotion Action Guides), the focus in 2010-2011 now turns to making the framework accessible and part of what we do across the Agency - this includes:

- a website accessible to all (www.dhhs.tas.gov.au/healthpromotion) that provides information on the framework along with the background paper, action guides and practical information
- a virtual email network through which information and updates on the framework will be sent out
- the formation of a Workforce Development Working Group to look at how we can support staff through training and better systems and
- the Get Healthy Coaching Service for everyone: this free telephone health coaching service provides practical support for people wanting to make healthy lifestyle changes (www.gethealthy.tas.gov.au).

For further information on the *Working in Health Promoting Ways* Framework email us at healthpromotionframework@dhhs.tas.gov.au

Connecting Care: A Chronic Disease Action Framework for Tasmania 2009-2013



Tasmania Together 2020

TT Goal 4.1.6

Connecting Care charts the direction for a coordinated and strategic approach to improve the prevention, detection and management of chronic disease in Tasmania. The Framework was developed over 2008-2009 to provide a shared vision, principles, goals and action areas to guide all individuals and groups working to improve the health and wellbeing of Tasmanians.

In 2009-2010 a Chronic Disease Clinical Network was established to lead the implementation of Connecting Care and required changes in practice across the Agency and broader Tasmanian health sector. A Clinical Leader, Deputy Leader and Steering Committee have been appointed to guide the work of the Network. The Steering Committee's work plan for 2009-2010 includes contributing to improvements in the areas of health promotion, self-management, health literacy and information technology. A website and monthly newsletter have been established to build membership and the network's inaugural conference will be held in early 2011.

A Connecting Care Evaluation Framework is planned for 2011 that will establish a benchmark measure of the prevalence of chronic disease and associated behavioural risk factors across Tasmanian communities, as well as the effectiveness of the current health system response.

Alcohol, Tobacco and Other Drug Services, Tasmania – Future Service Directions



Tasmania Together 2020

TT Goal 4.3

As part of the 2008-2009 State Budget, the Government announced an additional \$17.1 million over four years for the alcohol, tobacco and other drugs sector. That is the largest investment ever made in this sector in Tasmania. To guide this additional funding, the Agency, in late 2008, released a Future Service Directions Plan for alcohol, tobacco and other drug services in Tasmania.

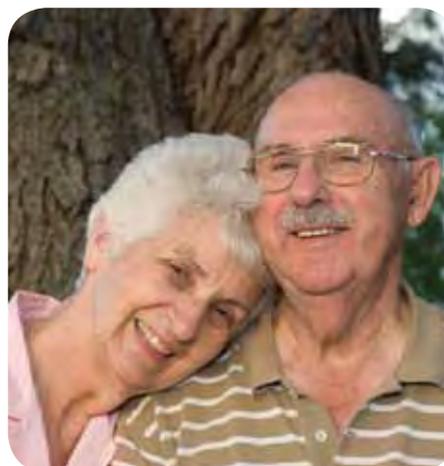
In line with this Plan, significant development and financial investment has been directed to the pharmacotherapy program; the specialist withdrawal management unit; workforce development and policy development for the sector and increased support for young Tasmanians who are affected by alcohol and drug use. In addition to this, a significant investment has been made into community based residential rehabilitation services in this State.

In 2009-2010, new service types were established within the community sector to further support Tasmanians who are affected by alcohol and drug use. Tasmanians with complex alcohol and drug issues now have access to care coordination services that will assist in providing positive outcomes for clients. The Agency also established a new service to provide advocacy support and consumer participation programs to Tasmanians who are affected by alcohol and drug use.

Bridging the Gap



In 2004 the then Minister for Health and Human Services requested a statewide review of mental health services in Tasmania. The review was undertaken during 2004 and in October 2004, Cabinet endorsed the recommendations of the *Bridging the Gap Report 2004*. The recommendations were focussed on seven key areas of development: quality and safety; specialist resource levels; ensuring comprehensive care; strategic planning; legislation; patient rights and community based care including supported accommodation.



An initial allocation of \$47 million over four years was provided to enable the implementation of prioritised recommendations. It was acknowledged by the Government of the time that the initial investment would provide for a first stage of implementation of the recommendations. It was agreed that there would be a review of progress, once the first stage initiatives had been implemented, to establish further funding and service development requirements.

In 2007, KPMG was engaged to undertake a review of progress in implementing the first phase of the Bridging the Gap recommendations, and to re-establish priorities and funding requirements for the next phase of implementation.

The review found evidence of many positive changes for mental health consumers and services within a relatively short space of time. One of the major achievements was the rapid expansion and the strengthening of care provided by Community Sector Organisations allowing mental health service delivery to move towards a recovery-focussed model of care with new recovery programs, packages of care and accommodation services within the community to support individual recovery. KPMG also found that increases in specialist staffing in community mental health services had meant that consumers could now access programs that were previously unavailable.

The report noted that whilst there had been considerable progress in many areas, further effort was needed to ensure continued progress towards achieving targets, particularly in the areas of clinical staffing and support accommodation. These areas of development are current strategic priorities for Mental Health Services.

Leading the Way



Tasmania is facing unprecedented challenges to its healthcare system with the State having an ageing workforce plus increasing demands on the system from an ageing population and an increasing rate of people living with chronic disease. There are also challenges in recruiting new healthcare staff.

In August 2008, a group of health professionals from the Agency undertook a study tour of the USA and the UK to research ways to address Tasmania's healthcare challenges. A discussion paper was released in January 2009 and provided a basis for extensive consultation with the Tasmanian health workforce to create the momentum for change within the health profession in Tasmania, to consistently improve the patient's experience by placing them at the centre of care.

Leading the Way: Tasmania's Health Professionals Shaping Future Care was the strategy that resulted and was launched in June 2009. The strategy addressed the need for a flexible healthcare workforce in Tasmania and provided the opportunity to develop an environment where healthcare providers drive healthcare reform in four strategic areas: valuing people's experiences; safety and quality; supporting strong leadership at all levels and new ways of working.



Focus Areas

The Consistent Ward



The Consistent Ward Project used the principles of 'lean thinking' to support working in ways that simplify workflow and reduce wasted time and effort. The project works towards increasing nurses' time at the bedside to provide care to patients. *Leading the Way* supported the successful introduction of the Consistent Ward at the Launceston General Hospital and the North West Regional Hospital, building on work already achieved at the Royal Hobart Hospital.

Dashboards

A Dashboard is a system to report performance measures like infection rates, falls, medication errors, patient satisfaction etc. The dashboard is displayed in a dedicated area ensuring that the information is accessible to both staff and the public. Dashboards enable all members of the team to see their performance at a glance and encourage the team to strive to improve patient care.

Dashboards are a feature of the Consistent Ward and promote a culture of safety and quality at the clinical unit level. They enable clinical units to measure performance in a system where safety and quality is paramount to patient care.

Dashboards have been introduced in some clinical areas at each of the major hospitals as part of the Consistent Ward.

Ensuring Agency Projects are of Benefit to the Patient

The task force which evolved from the 2008 Study Tour developed the *Leading the Way: Shaping Future Care Strategy* to create a momentum for change.

The Innovation in Practice Awards is a component of the *Leading the Way* Project portfolio under the category of 'Projects that contribute to supporting strong leadership at all levels'. The awards are designed to recognise the achievements of groups or individuals, recognise innovations in practice, and lead to improvement in patient centred care.

The Innovation in Practice Awards for 2010 attracted 69 applicants from a variety of clinical contexts, and culminated in an awards ceremony which was held on 21 May 2010 in Launceston where six prize winners were awarded \$4 000 each to be used to benefit patient/client care.

Cassy O'Connor, Secretary to Cabinet and judges Jim McGinty (Chairman of Health Workforce Australia) and Karen Murphy (Principal Adviser, Allied Health ACT Health) presented the prizes.

The Awards, which are designed to acknowledge and celebrate innovations in practice currently underway throughout the Agency, will be available again in 2011.

Extended Roles and Scope of Practice for Nursing and Midwifery

Leading the Way has explored the current scope of practice for nursing, midwifery and allied health professionals, to consider ways in which roles may be extended to support new ways of working. Development of an implementation framework has facilitated the introduction of Tasmania's first Nurse Practitioner with Jane Davis being appointed to work in Aged Care at the Royal Hobart Hospital.

Improving Education and Training Pathways to Encourage Greater Flexibility with the Healthcare Workforce

The Agency is working with the University of Tasmania and the Tasmanian Polytechnic to explore education pathways that support a diverse and flexible and quality workforce for the future. *Leading the Way* will ensure that employment frameworks that meet quality and safety standards are established.

Future Communities

Improving the way in which services are delivered to vulnerable children that are at risk and people with disabilities is a priority for the Tasmanian Government. Frameworks to inform service delivery by child protection, family services, out-of-home care and disability services provide a basis for reform that is generational in nature and will result in improved outcomes for children, families and people with disabilities across all domains.



The implementation of the reform will provide:

- easier access points of entry to government and non-government services
- less structural boundaries and gate-keeping
- decision making at the right level involving the right people at the right time
- more tailored packages of services to individual needs
- more integration and coordination between services and
- more capacity to pool funding and combine effort.

In addition, the Tasmanian Government is committed to a broad housing reform agenda that encompasses an extensive program of activities focused on:

- construction of new homes for social housing
- affordable home ownership programs
- private rental assistance
- reducing homelessness and
- land development for social and affordable housing.

To achieve these reform objectives, Housing Tasmania is working in close partnership with other government, non-government and private sector organisations. Further information on housing, child, youth, family and disability service reform is provided below.

Social Housing Innovation and Reform

Increasing the Supply of Social Housing



Tasmania Together 2020

TT Goal 1.1.4
1.1.5 and 1.1.6

In January 2009, the Tasmanian Government entered into the National Affordable Housing Agreement and National Partnership Agreements on Social Housing, Remote Indigenous Housing and Homelessness.

These Australian and State Government Agreements provide funding and policy direction to achieve significant reforms to the social housing system and an increase in the new supply of affordable housing stock.

Reducing Homelessness in Tasmania



Tasmania Together 2020

TT Goal 1.1.4
1.1.5 and 1.1.6

Addressing homelessness and social housing issues are major priorities for the Tasmanian Government. Under the current initiatives, the Government is on track to achieve its commitment of halving the number of people who are sleeping rough by the end of 2010. The Government has also developed a State Homelessness Plan in line with the National Partnership Agreement on Homelessness to reduce homelessness in Tasmania.



The Tasmanian Implementation Plan provides an additional \$9.3 million of Australian Government funds with Tasmania's contribution of \$9.6 million to develop, reform and strengthen homeless services in Tasmania. The status of the six initiatives being delivered under the Homelessness Plan is:

- Same House Different Landlord – has progressed well in the 2009-2010 period and will commence service delivery in October 2010. This program will enable people experiencing homelessness to move directly into long-term accommodation.
- Specialist Intervention Tenancy Services – as this is run in conjunction with the accommodation services provided through the Same House Different Landlord program, it is on track to commence in the last half of 2010.
- Supported accommodation facilities – the Tasmanian Government is on track to deliver five specific purpose facilities in 2011. The facilities will support homeless people and be located in the North West (one), the North (two) and the South (two), with one of the northern facilities specifically targeted for young people.
- Service coordination and improvement program – an improvement program has been established that will deliver a common assessment framework across social housing and, by July 2011, a common waitlist to improve allocation processes.
- Tasmanian Homelessness Plan – an implementation plan has been designed to deliver the initiatives being developed collaboratively by the Social Inclusion Unit and Housing Tasmania. The plan will be released in September 2010.
- Workforce capacity audit and development plan – will be developed to support the ongoing training and development of sector staff to foster continuous quality improvement in the delivery of homelessness services. This initiative will be progressed in 2011-2012.

Other initiatives and existing support arrangements are also being developed and delivered in a continuum of service delivery aimed at decreasing the rates of homelessness and repeat episodes of homelessness.



Remote Indigenous Housing

The National Partnership Agreement on Remote Indigenous Housing has been established as a ten year funding strategy to improve the provision and management of housing for Indigenous people in remote areas. Flinders Island and Cape Barren Island qualify as remote areas for this funding.

It has been identified that 18 new houses should be built in these communities to improve the provision of affordable housing. The new constructions are being accompanied by a refurbishment program, providing employment and skills development opportunities for Indigenous people.

In 2009-2010 two new properties have been constructed and 12 progressed through the refurbishment program. The Remote Indigenous Community Housing Organisations on Cape Barren and Flinders Islands are working with the Tasmanian Government to progress the COAG reforms which include reducing overcrowding and homelessness in their communities.



HomeShare and Streets Ahead - Home Ownership Assistance Programs

HomeShare is a Tasmanian Government initiative helping low and moderate income Tasmanians to buy their own homes. *HomeShare* allows eligible Tasmanians to purchase 75 per cent of a property, with the Director of Housing purchasing the remaining 25 per cent. When the household pays off the mortgage for their portion of the house, they can then purchase the remaining 25 per cent. The scheme reduces the initial cost of purchasing a home, and then the monthly cost of paying off the mortgage.

These properties are either brand new constructions; Quick Build homes on Housing Tasmania land; or a public housing property that has been identified for sale. For the 2009-2010 financial year, 29 sales were made under the *HomeShare* program. A further 15 contracts were established on the Danina Street sub-division, which will settle in September to October 2010.

As well, 18 clients were assisted into home ownership through the *Streets Ahead* sales assistance program, which provides financial assistance with the bank deposit, legal costs and mortgage insurance.

Child, Youth and Family Services Reforms

Gateway and Integrated Family Support Services

The Gateway and Integrated Family Support Services (IFSS) will continue to develop linkages in its service network. This includes integrating with the Disability Services Gateway (established in July 2010) to facilitate seamless service delivery for clients who also require disability services in addition to family support services.

The following Advisory Group and Community Partnership Teams have been operating since the Gateway Services were introduced:

- the Area Advisory Groups are developing Area Plans that will examine service gaps in the areas and how best to apply any new resources to strengthen the community. These plans are to be finalised by the end of 2010 and
- the Community Partnership Teams' focus on liaison, quality, contract management, complaints and risk management, in order to build and strengthen partnerships between government and the community sector.





Additionally, the Statewide Advisory Group will monitor the implementation of the service delivery framework, and oversee service delivery planning on behalf of Disability, Child, Youth and Family Services (DCFYS).

Targeted Youth Support Services



The Agency will continue to implement the Youth at Risk Strategy for Tasmania in conjunction with other government agencies and the community sector. This service will support young people aged 10 to 18 who have significant and/or multiple risk issues, and for whom entry to and/or escalation within the child protection or youth justice service systems would otherwise be likely.

Service delivery will commence in August 2010, and will be delivered by Mission Australia and Anglicare Tasmania in the southern and northern regions respectively. These organisations will also work closely with the Gateway and Integrated Family Support Services in each of the four regions across Tasmania.

The Early Years Parenting Support Service

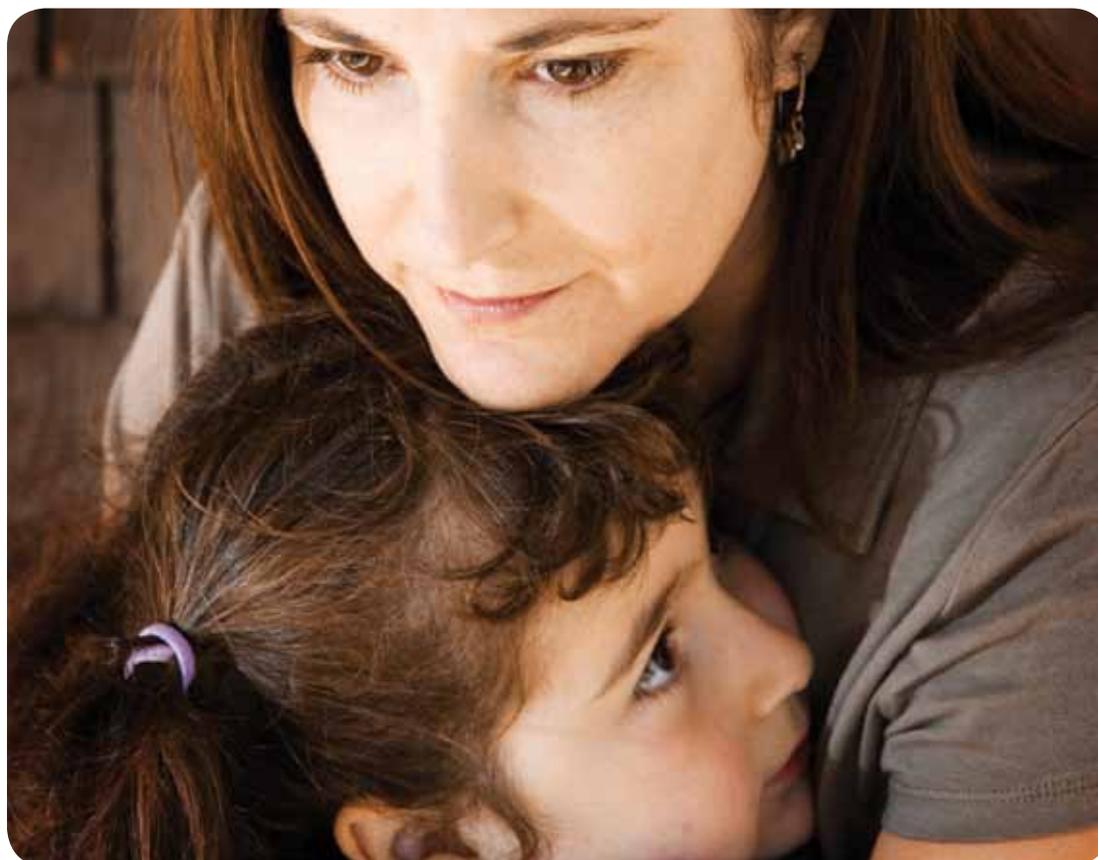


This service commenced in January 2010 and provides intensive support to young parents (including expectant parents) of children who are 0 to 5 years of age. Support is provided in the form of mentoring and the sharing of skills, so parents are empowered to provide effective nurturing to their young children.

The service providers include Anglicare in the North West region, and Uniting Care Family Services in the North, South East and South West regions.

Families are referred for services through the Gateway. These services complement the IFSS, but provide a special focus that recognises the critical importance of the early years on childhood development, functioning and attainment. These services work in partnership with the Child Health and Parenting Service and its cu@home program, and will also work closely with the new Child and Family Centres as they are established.

The service has been implemented in consultation with the Tasmanian Early Years Foundation.





Building Closer Ties with Communities



Tasmania Together 2020

TT Goal 2.2.2

As a result of the State election in February 2010, Human Services now report to two Ministers. The Human Services Group structure was therefore realigned to support these new ministerial arrangements.

At this time, the responsibility for community sector development shifted to the responsibility of the Director of the Reform Implementation Unit, and so the directorate name was changed to Disability and Community Services to reflect the broader responsibilities associated with the unit. This was seen as an opportunity to further enhance the relationship with the community sector by having similar natured programs under one Director.

The community sector development work involves liaison with the sector through the Peaks Network, developing a Partnership Agreement with the sector, undertaking the implementation of the Peaks Review, and developing an Action Plan for the Sector around workforce capacity and development.

Disability and Community Services has continued to support the new Family Support model through the bedding down of the Gateway and IFSS programs.

Reform Achievements in Relation to Children in Care



Tasmania Together 2020

TT Goal 2.2.2

In January 2008, the “New Directions for Child Protection in Tasmania - An integrated Strategic Framework” recommended that the ‘rostered care’ service delivered by the Agency should be replaced with a service delivered by the community sector, as part of the wider reforms to the family support and child protection service systems.

Residential care is provided for children and young people who are not suitable for home-based care placements, either because they require specific, intensive or professional support, or because their needs are too complex to be managed in a home-based environment. This requires a staffing model to provide coverage for up to 32 young Tasmanians for 24 hours a day, seven days a week.

A process was initiated in late 2009 seeking applications from community sector organisations to provide Therapeutic Residential Care Services. Key features of this reform are the development of structured placement plans for children in care, as well as recruitment of qualified carers who are able to provide therapeutic services to address the social, emotional and developmental needs of the young people in care.

Approval of the recommended applicants was given in May 2010. Anglicare Victoria along with Anglicare Tasmania have been appointed to provide the new service in the northern regions, and The Salvation Army (Tasmania) in partnership with The Salvation Army (Westcare) will provide the service for the southern regions. The services will commence on 1 September 2010.

These providers bring immediate experience through prior service provision in Victoria. The Australian Childhood Foundation will provide additional mentoring and support to staff as required. All out-of-home care staff are receiving intensive professional development, including training rostered carers about the purpose of child protection services and the obligations of the Agency regarding abuse and neglect. The training program will address:

- principles for working with involuntary clients including pro-social modelling, role clarification, problem solving and relationship building
- specialist knowledge and understanding required in the areas of trauma, attachment, cumulative harm and resilience
- incident reporting to facilitate the recording of clear information for better management of services and
- administrative procedures including the documentation of daily activities and behaviours.

In addition, house supervisors have been appointed to work with rostered carers and make sure that staff receive the support they need.

Work has also commenced on establishing a professional development program called *Calmer Classrooms* for teachers of children in care. The program aims to increase the level of engagement between teachers and children who are impacted by trauma, and assist with improving learning outcomes of children in care.

Building maintenance has been undertaken on the majority of residential care facilities used to accommodate children in out-of-home care, and there will be further major upgrades for the remaining buildings later this year.



Disability Services Reforms

Work is well under way to implement the recommendations of the Review of Disability Services. This will bring significant change to service delivery for people with disabilities, their families, and carers around Tasmania.

The *Operational Framework for Disability Services* was launched in February 2009, and incorporated a number of recommendations from the Review. The *Operational Framework* promotes an increase in the flexibility and range of services available to the community, improved governance of service provision, and a greater focus on person and family focussed service delivery.

What will be Achieved in 2010-2011?

The role of Government in the Disability Sector will be redefined to address strategic policy; service system development, purchasing, funding and regulation; and building the capacity of the Community Sector. This includes emphasis on development of contemporary policy to guide effective service provision, encouragement of inter-agency partnerships, and sharing of excellence and innovation in service delivery.

The devolution of direct service provision from Government to the Community Sector will be finalised, with revision of the Adult Respite and Community Access (Day Options) programs to occur by March 2011. This will complete the work on redefining the roles of Government and the Community Sector.

The Resource Allocation and Unit Pricing Project will be finalised, so that resource allocation will be underpinned by a transparent model of determining resource levels for particular services, and unit pricing will allocate a standard price for a service (unless this is not an effective funding approach for a particular service element). This new Framework will apply to Disability Services, Family Support Services and Out-of-Home Care Services.

The Gateway is a significant element of the Reform process and work will continue to embed this model in the service system. The Disability Services component of the Gateway will commence in July 2010, and will be responsible for:

- providing information about available services
- undertaking initial assessment to determine what services are needed by the person, and whether they are eligible
- making decisions about relative priority for access by different clients
- maintaining an overview of clients and monitoring how things are going and
- monitoring demand.



The Gambling Support Program



Tasmania Together 2020

TT Goal 4.3.1

Community education about problem gambling was led by the ongoing statewide delivery of the *Face a Brighter Future* mass media campaign, which concluded in June 2010. Other initiatives targeted communities experiencing socio-economic disadvantage and high electronic gaming machine expenditure. This included promotion of healthy options for social and recreation programs (alternatives to gambling); tailored newsletters and comics; raising awareness of gambling help services and a presence at health promotions and community events.

A number of research projects were undertaken, including research into the effectiveness of the existing self-exclusion scheme; an evaluation of responsible gambling messages and their promotion in the Glenorchy Local Government Area; an evaluation of the effectiveness of the 'Break Even' counselling program and a review of the effectiveness of the Gambling Helpline Tasmania (considering both operational and promotional components). The research on self-exclusion was cleared for publication, with key findings to be delivered at the National Association of Gambling Studies (NAGS) Conference. Other research will be published in 2010-2011.

Gambling help is now available online at www.gamblinghelponline.org.au, which enhances the Break Even service for those affected by problem gambling. This national website offers online counselling via email and chat facilities, and is supported by comprehensive, website based, self-help material. Those experiencing difficulties with gambling now have the option of face-to-face, telephone and online support services.

Two Community Support Levy grants rounds were held in 2009-2010. These were the *Tasmanian Health and Wellbeing Grants 2009*, and the *Charitable Organisations Small Grants of 2009-2010*.

The Treasurer and the Tasmanian Gaming Commission introduced various harm minimisation measures, a number of which involved the Gambling Support Program. These included a strengthened self-exclusion program and enhanced training for gaming venue staff.

The National Productivity Commission Inquiry into Gambling was released publicly on 23 June 2010. The Gambling Support Program provided submissions at the initial and draft stages. A Tasmanian whole-of-government strategy to combat problem gambling is being developed. These strategic issues point to major reform of electronic gaming machine gambling in the next periods.

Tasmanian Autism Spectrum Diagnostic Assessment Service



Tasmania Together 2020

TT Goal 5.1.1

The Tasmanian Autism Spectrum Diagnostic Assessment Service (TASDAS) is a jointly funded initiative between the Agency and Department of Education, and has been operational since June 2009. The service was revised in 2010 and now includes three psychologists.

TASDAS provides comprehensive diagnostic autism assessment for children and adolescents under the age of 18 years. The service reaches out to families across Tasmania by providing regional clinics as close as possible to the child and their family. This includes working closely with key stakeholders such as paediatricians, psychologists, speech pathologists, teachers and other therapy service providers. TASDAS also collaborates with Autism Spectrum Australia (Aspect).

Agency Wide

Your Care, Your Say - Consumer and Community Engagement Strategy




Tasmania Together 2020
TT Goal 4.1.5

During 2009-2010, the Agency developed *Your Care, Your Say: Consumer, Care and Community Engagement Framework and Action Plan* to help ensure the Agency actively encourages and helps its patients, clients, carers and the broader community get involved in decisions about their own care and that of their communities. By engaging Tasmanians in decisions about their health and wellbeing, and that of their communities, the Agency believes it can serve the community better. People enjoy greater quality of life when they have more control over their personal situations.

Your Care Your Say clearly spells out what consumers, carers and communities can expect from their involvement. To make sure consumers, carers and communities can engage effectively in planning, delivery and evaluation of their health and human services over the next two years the Agency will:

- develop a customer service charter
- develop resources to support engagement and make these available online
- develop staff resources to support consumer and community engagement
- identify staff training opportunities
- organise an engagement forum each year to share knowledge and experience, and to showcase best practice
- tap into the experience of consumers and carers who currently sit on Agency committees and forums, and find ways to encourage others to get involved
- encourage consumers to get involved in the Agency's business planning
- set up an effective feedback and complaint system
- look into six monthly consumer satisfaction surveys and additional online surveys
- set consumer, carer and community performance indicators and
- include consumer, carer and community engagement in all standard Agency documents and procedures.

Your Care Your Say aims to establish a culture that actively encourages and helps individuals and communities to get involved in decisions about their care. This will help ensure that existing services meet community needs and help identify where we need to deliver new or improved services. Consumer, carer and community consultation is an ongoing process. It is not an end in itself but an important step towards creating more effective health and human care services for all Tasmanians.

Core Business Review


Tasmania Together 2020
TT Goal 4

Implementation of the recommendations arising out of the Agency's Core Business Review, completed in June 2009, commenced during the year. The scope of the Core Business Review included the Area Health Services (including hospital, primary and community health services) and Statewide and Mental Health Services. Key outcomes of the Review were recommendations for further work on the role delineation of health services, the process to determine support services, staff profile, minimum safety standards, and other requirements that ensure clinical services are able to be provided safely, and with appropriate support. The outcomes of the Review, in particular the role delineation of health services and progression of clinician identified service initiatives, are being progressed in the context of the National Health Reforms agreed by most Australian jurisdictions including Tasmania.





e-health and e-communities



Tasmania Together 2020
TT Goal 4.4

Underpinning the Agency's future service provisions is a strong focus on the implementation of contemporary statewide health and community systems. Significant Information Communication Technology (ICT) activities will continue to deploy patient-centric solutions with an immediate focus on Mental Health, Child and Family, Tele-Health, Pharmacy and supporting statewide patient administration systems. Patient-centric clinical portals will facilitate rapid central access to information provided by the broad range of specialists systems within the Agency.

Continuing investment in and deployment of technologies such as widely available wireless access within hospitals, rapid and secure access to an increasing number of computer systems as well as scalable and highly available storage, will further facilitate availability of quality data in a timely fashion.

Continuing investment in ICT infrastructure will provide faster and more robust remote access, the introduction of more electronic forms, knowledge management, business intelligence and better business reporting. The ongoing commitment to ICT Strategy will primarily focus on statewide, patient and client-centric systems with broader access to information systems.

Improving Leadership Preparation for Health and Human Service Professionals



Tasmania Together 2020
TT Goal 3

The Agency's Management and Leadership program has already commenced delivering a Foundation Program, with follow-up workplace activities, in order to achieve an increased understanding of the Agency's strategic directions, structure and services; and to enable staff to have an increased capacity to undertake their roles within a changing environment, thus supporting patient and client centred health and human services. This will continue into 2010-2011.

The Agency is working in partnership with the University of Tasmania to establish an academic program in leadership and management for health and human service professionals that will result in strong visible leadership that drives service improvement.

In addition, graduate trainee positions in Health Management and Human Resources have been established. These will continue into 2010-2011 with plans to expand to other areas of the Agency.

