

# OUR **HEALTHCARE** FUTURE

IMMEDIATE ACTIONS AND  
CONSULTATION PAPER

## PROGRESS SUMMARY REPORT

# **Our Healthcare Future**

## **Progress Summary Report January 2022**

Our Healthcare Future is building a sustainable health system by connecting and rebalancing care across acute, subacute, rehabilitation, mental health, and primary health to care in the community.

This is stage two of the Tasmanian Government's long-term reform agenda to consult, design and build a highly integrated and sustainable health service.

We are implementing a suite of immediate actions as part of the development and implementation of this long-term plan for healthcare in Tasmania.

As part of this we are committed to providing regular public updates on progress on a quarterly basis. The next update to this progress report is scheduled for release in April 2022.

For further information you can contact [ourhealthcarefuture@health.tas.gov.au](mailto:ourhealthcarefuture@health.tas.gov.au).

**Reform Initiative 1: Increase and better target our investment to the right care, place and time to maximise the benefits to patients.**

N°	Action	Indicative Timelines	Status
1.1	Finalise implementation and evaluate the Southern Hospital in the Home Trial.	Completed December 2021.	<p>The Southern Hospital in the Home Trial (HiTH) provides hospital level care in the community and has been operating since May 2020. The Southern HiTH is fully funded for twelve beds and staffing is integrated with the Southern Community Rapid Response Service (ComRRs).</p> <p>An evaluation of the trial has recently been completed and the following recommendations will be implemented to optimise the uptake and delivery of the service:</p> <ol style="list-style-type: none"> <li>1. Optimise the current HiTH model of care in the acute sector to maximise current capacity and facilitate timely discharge, including enhanced referral from the Emergency Department.</li> <li>2. Enhance and reform HiTH to enable referral from the community and primary sector and ensure HiTH can be incorporated into a broader service model for intermediate care.</li> </ol> <p>These recommendations will be implemented in two phases over the course of 2022.</p>
1.2	Consult stakeholders on the Urgent Care Centre (UCC) Feasibility Study findings and finalise future delivery models.	<p>Consultation was completed August 2021.</p> <p>Round 2 of the GP After Hours Support Initiative has been completed.</p>	<p>The Urgent Care Centre (UCC) Feasibility Assessment Report was commissioned by the Tasmanian Government to provide options to help take pressure off emergency departments and provide more treatment options for patients closer to home.</p> <p>In line with the recommendations of the report, the Department of Health has engaged with stakeholders on the findings of the study and the best models for delivery of urgent care. Initial consultation was undertaken in November 2020, and targeted consultations via roundtable discussions occurred in July and August 2021 across the State with clinicians, consumers and peak organisations. Consultation has elicited a range of opinions and options on UCCs and what an appropriate service model for Tasmania could look like.</p> <p>The outcomes of these consultations have also been used in the development of Guidelines for Round 2 of the GP After Hours Support Initiative. This initiative strengthens working arrangements with the primary health sector and GPs to help ease demand on our public hospitals. Applications for Round 2 closed on the 17 October 2021 and six applicants were successful in securing funding to provide extended after-hours services for their local communities.</p>

N°	Action	Indicative Timelines	Status
1.3	Develop and implement a service that provides General Practitioners (GPs) and other primary care health professionals with rapid access to staff specialists in the North and North West to provide care to people with chronic and complex healthcare needs, particularly during early acute exacerbations of chronic conditions.	New service model designed and implementation underway.	<p>The <i>Rapid Access In-Reach Service</i> provides GPs and other primary care providers with quick access to specialists from the Tasmanian Health Service (THS), to strengthen community care to people with chronic and complex needs. GP's can refer to the program via direct phone call to the medical specialist and request either phone advice or face-to-face assessment of a patient.</p> <p>The service commenced in the North of the State in 2021, with initial service provision to the 'Western Corridor' (spanning West Launceston suburbs through to Deloraine and its surrounding areas) as well as phone-based support services. The Service will be extended to other parts of the North and North West as the service becomes more established.</p>
1.4	Building on Tasmania's response to COVID-19 which included a significant focus on telehealth, develop and implement a Telehealth Strategy for Tasmania that provides high quality patient care and integrates service delivery across acute, subacute, primary and community care.	<p>Detailed design work completed in December 2021.</p> <p>Implementation to be completed by July 2022.</p>	<p>The Digital Outpatient Management &amp; Virtual Care Project will deliver reforms across outpatient services and is a key component of the Department's Outpatient Transformation Program.</p> <p>The project aims to reduce administrative complexity from waitlist through to appointment delivery and improve the patient and clinician experience across all modes of care (ie in-person, virtual, assisted virtual).</p> <p>Enabling telehealth to be embedded as a normalised mode of care will drive efficiencies in our service capacity and reduce the need for patients and clinicians to travel by supporting provision of specialist services in their home or local health facility.</p> <p>The project has completed a detailed design and preliminary planning is underway for procurement and implementation of the solution.</p>

**Reform Initiative 2: Invest in modern ICT infrastructure to digitally transform our hospitals, improve patient information outcomes and better manage our workforce.**

N°	Action	Indicative Timelines	Status
2.1	Procure and implement a new, fully integrated Human Resources Information System (HRIS) to replace payroll, rostering, workplace health and safety, conduct and leave management.	November 2020 – Mid 2024.	<p>The evaluation of a Request for Tender (RFT) for a fully managed and integrated end-to-end Human Capital Management (HCM) Suite has been completed. The end-date has been adjusted based on the RFT outcome (now mid-2024).</p> <p>A master contract is expected to be executed in late January 2022 with detailed design on-schedule to commence shortly.</p> <p>Completion of detailed design is expected mid 2022 with implementation to commence shortly after.</p>
2.2	Develop a Health Information Communications and Technology Services (ICT) Plan 2020 – 2030 encompassing electronic medical records, a new patient information system, electronic tools for managing care for patients in appropriate settings, and the new HRIS.	<p>The Health ICT Plan will be developed in two phases:</p> <p>Phase 1: The ICT Strategic Plan 2021 – 2031 has been completed.</p> <p>Phase 2: Digital Health Strategy – to be completed in February 2022.</p>	<p>The Information Communications and Technology Services (ICT) Strategic Plan 2021-2031 has been developed to deliver high quality services, programs and projects over the next ten years.</p> <p>The next phase of the Health ICT Plan 2020 – 2030 is the Digital Health Strategy. The Strategy will provide new ways of caring for the health and wellbeing of all Tasmanians enabled by digital technologies. The first draft of the strategy will be completed in February 2022 following the completion of the clinical consultation process which is currently underway.</p>
2.3	Partner with Primary Health Tasmania (PHT) to improve patient care by enhancing the interface between specialist and primary healthcare through:		
	Implementation of a single eReferral system between primary care and the THS.		<p>The eReferral project is a key component of the Agency's Outpatient Transformation Program and is well underway.</p> <p>The implementation of the eReferral solution, trialled successfully in 2020 with THS outpatient services will soon extend.</p> <p>System integration design and a pilot has progressed to ensure the eReferral system will send and receive patient information seamlessly between core hospital systems.</p> <p>In parallel, a broad suite of eReferral GP templates will continue to be developed and rolled out throughout 2022.</p>
	Scoping the requirements to implement a secure web-based application to enable GPs to view key information about patients in their care held by the THS.		Enabling care integration and transition by ensuring seamless communication between hospitals, community services, GPs and the public health system will be addressed in the Digital Health Strategy.

N°	Action	Indicative Timelines	Status
	A continued partnership-based focus on the development and implementation of jointly agreed clinician led Tasmanian health pathways.	Underway – 2022/23.	<p>Tasmanian Health Pathways (THP) is an evidence based online portal designed by primary and acute health care professionals for use by clinicians. THPs have information to help make assessment, management and referral decisions for over 800 conditions, which are usually managed by General Practice.</p> <p>Driven at every level by clinicians, in alignment with a range of other state-wide system level improvements, THPs provide the opportunity for timely and better-connected health services through a dedicated website for GPs and other health professionals that:</p> <ul style="list-style-type: none"> <li>• is contemporary and evidence based and has application to the Tasmanian context</li> <li>• assists in the diagnosis and management of illnesses and prompt referrals for treatment</li> <li>• provides information on the best management, treatment and referral options available statewide for a range of health conditions.</li> </ul> <p>The THP Optimisation Project is aimed at raising awareness and encouraging the use of pathways by THS clinicians.</p> <p>The project aims to embed THPs into Tasmanian Health Service redesign of systems and processes. This will support the following outcomes:</p> <p>For patients</p> <ul style="list-style-type: none"> <li>• Greater coordination of care</li> <li>• More care provided in the community</li> <li>• Greater clarity for clinicians of about options and referral processes</li> </ul> <p>For Clinicians</p> <ul style="list-style-type: none"> <li>• Access to referral processes, outpatient and admission criteria and post discharge management</li> <li>• Integration between acute and primary care</li> <li>• Easy to read access to evidence-based information</li> <li>• Improved quality of referrals</li> </ul> <p>For the whole of health system</p> <ul style="list-style-type: none"> <li>• Less demand on acute and outpatient services</li> <li>• Reduce variation in healthcare.</li> </ul>

### **Reform Initiative 3a: Develop a long-term health infrastructure strategy for Tasmania.**

N°	Action	Indicative Timelines	Status
3a.1	<p>Develop a 20 year Tasmanian health infrastructure strategy to ensure our health facilities enable us to deliver the right care, in the right place and at the right time to improve access to quality healthcare and help manage demand for acute hospital services. This will be informed by the masterplans for each of the major hospitals and also include District Hospitals, community health centres, ambulance services and mental health infrastructure.</p>	<p>The Infrastructure Strategy will be developed in two phases:</p> <p>Phase 1: Strategic Asset Management Plan (SAMP) time frame for completion adjusted to first quarter of 2022.</p> <p>Phase 2: 20 Year Infrastructure Strategy December 2022</p> <p>The Infrastructure Strategy will be completed following the regional Clinical Services Plans (CSPs) which will be completed in 2022.</p> <p>The CSPs will provide a robust evidence base, that will be used to develop the Infrastructure Strategy, to ensure Masterplanning addresses the health needs of the community and allows services to be delivered using contemporary/best practice models of care.</p>	<p>Several key activities are underway in response to this initiative:</p> <ul style="list-style-type: none"> <li>• The Strategic Asset Management Plan (SAMP) will provide the long-term infrastructure strategy to ensure our health facilities enable us to deliver the right care, in the right place and at the right time. The SAMP will inform the masterplans for each hospital and include District Hospitals, community health centres, ambulance services and mental health infrastructure. The SAMP will be released in the first quarter of 2022.</li> <li>• An Asset Management Policy has been released and will outline the Departments commitment to achieving strategic asset management objectives and continuous improvement.</li> <li>• The Masterplan for the LGH precinct has been released and a staged program of works to implement it is being finalised. This will be released in the first quarter of 2022.</li> <li>• The development and delivery of a forward capital program to deliver the Government's funding commitment of over \$1 billion to make improvements to our health infrastructure, including expansion and refurbishment projects in each of our major hospitals, new mental health services facilities in Launceston and Burnie, and an expansion and refurbishment of Kingston and Kings Meadows community health centres.</li> <li>• The development of a Masterplan for the North West hospitals has commenced, with clinical service planning underway to inform the long term infrastructure plan for the region. Building condition assessments and site investigations will commence in the first quarter of 2022 and a health facility planner engaged to lead the development of the Masterplan.</li> <li>• Over the next two years the Department will implement a new Asset Management System (AMS) to understand its assets, make evidence-based decisions and optimise asset lifecycle costs. An AMS will provide functionality to identify required work, backlogs of work, and assist in managing and recording completion, cost and quality of work undertaken.</li> <li>• A statewide contractor management system (CMS) will be implemented to establish a hierarchy of controls to minimise risk and impose controls over contractors across all Department facilities.</li> <li>• Infrastructure Services has also recently undertaken an asset management maturity assessment against the maturity framework documented in the International Infrastructure Management Manual (IIMM). A number of improvement projects have been identified that will assist the Department to build an Asset Management system over the coming years.</li> </ul>

**Reform Initiative 3b: Build a strong health professional workforce, aligned to a highly integrated health service, to meet the needs of Tasmanians.**

N°	Action	Indicative Timelines	Status
3b.1	Release <i>Health Workforce 2040</i> for consultation.	Completed November 2020.	<i>Health Workforce 2040</i> was released on 6 September 2021. This followed a period of consultation on the draft strategy that included a written feedback process, forums and stakeholder meetings.
3b.2	Provide an opportunity for health professionals, health services, educational institutions, and future health professionals to review and provide further input into the draft <i>Health Workforce 2040</i> strategy. This will inform the final Focus Areas and Actions in the strategy.	To be completed February 2021.	<p>One hundred and twenty-eight written submissions were received (either directly or through <i>Our Healthcare Future</i>).</p> <p>The 2021 budget has provided \$15.7 million to support the implementation of the strategy and will support workforce development, upskilling, more efficient recruitment, leadership and management training, capacity building and the development of new and innovative health workforce models to better meet the community needs of the future.</p> <p>The implementation coordination, monitoring and evaluation of <i>Health Workforce 2040</i> will be undertaken by the Department of Health's Health Workforce Planning Unit.</p>
3b.3	Partner with the University of Tasmania (UTAS) to better support the recruitment of targeted specialists in regional areas through conjoint appointments, with a particular focus on the North West.	Underway and ongoing.	<p>The Department of Health and UTAS already engage in conjoint appointments, and this will continue. To further this partnership a Conjoint Working Group, with members from both organisations reviewed the current mechanisms and drafted a policy and procedure to streamline the process and ensure maximum benefit to both organisations, and all regions.</p> <p>The Clinical Executive Subcommittee has recommended the draft documents be progressed through the relevant HR and legal services prior to submission to the Secretary for endorsement.</p> <p>Finalisation of the process is anticipated in the first half of 2022.</p>
3b.4	Engage with UTAS to explore the alignment of future course offerings to future identified gaps in the workforce.	To be completed January 2022.	<p>UTAS has launched its Allied Health Expansion Program with the support and engagement of the Department of Health. The new programs include physiotherapy, occupational therapy and speech pathology and will assist entry-to-practice qualifications in allied health and health practitioners with ongoing studies and professional development opportunities.</p> <p>The Department has also established its Training, Education and Workforce Sub-committee of the Clinical Executive Committee, of which the University is a member. The Sub-Committee provides an ongoing forum to progress partnership arrangements between DoH, UTAS, TasTAFE and other higher education institutions and is an opportune platform to explore workforce and education gaps, priorities, and align organisational and community need.</p>

### **Reform Initiative 3c: Strengthen the clinical and consumer voice in health service planning**

N°	Action	Indicative Timelines	Status
3c.1	Establish a Statewide Clinical Senate to provide expert advice to the Secretary, DoH and Ministers on health service planning. The purpose, role and function of the Clinical Senate will be co-designed with key stakeholders.	Underway Co-design process to occur in latter half of 2021 with implementation to occur in 2022.	<p>The release of the <i>Our Healthcare Future Immediate Actions and Consultation Paper</i>, sought feedback on the establishment of a Statewide Clinical Senate for Tasmania. The Department has also undertaken a review of the evidence-base surrounding Clinical Senates, including consideration of models in place elsewhere in Australia and overseas.</p> <p>Regional stakeholder forums were held in October and November 2021, to co-design the Terms of Reference and an Operational Framework for the Clinical Senate.</p> <p>In early 2022, exposure drafts of these documents will be released for final consultation. Following feedback, final drafts will be released together with a call for Expressions of Interest in membership of the Clinical Senate.</p> <p>The first Senate Debate will be held in the first half of 2022.</p>
3c.2	Establish a Future Health Leaders Forum to support and develop emerging health leaders.	Underway – implementation to occur in 2022.	<p>The release of the <i>Our Healthcare Future Immediate Actions and Consultation Paper</i>, sought feedback on the establishment of the Future Health Leaders Forum. A wide range of suggestions for engaging and supporting emerging leaders were put forward.</p> <p>Department of Health has completed a review of similar initiatives (where they are in place) elsewhere across Australia, including the former national Future Health Leaders Forum established under the former Health Workforce Australia.</p> <p>Department of Health is preparing a range of potential options for Tasmania and will seek further input from the local health education and training sector, including via the Training, Education and Workforce Sub-committee of the Clinical Executive Committee, with a view to recommending an appropriate model to Government for implementation in 2022.</p> <p>Recruitment is currently underway for a resource to assist with this ongoing work.</p>



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