



OUR
HEALTHCARE
FUTURE

Advancing Tasmania's Health

Exposure Draft – June 2022

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Contents

Acknowledgements	4
Acknowledgement of Country	5
Recognition statement	5
Message from the Minister	6
Executive Summary	8
The need for change	8
Strategic Roadmap for Health	10
Taking this forward	12
Introduction	13
What we have done	13
What you told us	14
Building the strategy	15
Planning framework	16
Our Challenges and Drivers	18
Population characteristics	18
Projected hospital utilisation	20
Fiscal challenges	20
The changing role of consumers	21
Climate change	21
Responding to future need	21
Our Vision and Supporting Principles	22
Our Strategic Ambitions	24
Strategic Ambition – Better and More Accessible Community Care	24
Strategic Ambition – Strengthening Prevention	28
Strategic Ambition – Partnering with Consumers and Clinicians	30
Strategic Ambition – Building the Health Workforce	32
Strategic Ambition – Delivering the Health Infrastructure of the Future	34
Strategic Ambition – Strengthening Tasmania’s Pandemic Response	36
Next Steps	38
Clinical services planning	38
What is clinical services planning?	38
Governance	40
Monitoring progress	41
Our commitment to working together	41
References	42



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Image facing page: Buttongrass plains at Dempster Plains, south of Maytim (the Arthur River), site of the first Aboriginal cultural burn on a state managed park or reserve in Lutruwita (Tasmania) in 2021. Photographer – Jillian Mundy.

Acknowledgement of Country

The Department of Health Tasmania respectfully acknowledges Tasmanian Aboriginal people as the traditional custodians of the land on which we live, work and play and pays respect to Aboriginal Elders past and present.

Recognition statement

Tasmanian Aboriginal people's traditional lifestyle promoted physical and emotional health and wellbeing, centred around Country, Kin, Community and Spirituality. Aboriginal people continue to value the importance of culture, community connection and being on Country as vital components of health and wellness.

Through colonisation, Aboriginal people experienced displacement and disconnection, which has significantly affected their health and wellbeing.

We recognise Aboriginal people are the knowledge holders and provide best practice in promoting health and wellbeing for Aboriginal people. We acknowledge and learn from the ongoing work of Aboriginal organisations in ensuring continued health and wellness. We commit to working in partnership with Tasmanian Aboriginal communities and health leaders now and into the future to improve health and wellbeing.

Message from the Minister

The Tasmanian Government is committed to advancing the health and wellbeing of all Tasmanians, at all ages and stages of their lives, through a strong and sustainable Tasmanian health system.



Our long-term reform agenda has made significant progress in securing the future of our health system through the *One State, One Health System, Better Outcomes* (Stage One) reforms, which established a single, statewide health service with clearly defined roles for our major hospitals.

Since this time, the COVID-19 pandemic has highlighted the central importance of Tasmania's health system in supporting the day-to-day lives of our people and communities – in lifting health and wellbeing to be the best it can be, and in providing trusted care in times of need.

It has also highlighted the importance of planning and investing in the future of our health system. We can continue to improve and build resilience for the years to come by strengthening preventive and primary care and preparing our health services to adapt to upcoming challenges.

Known challenges will include continuing to manage the increasing prevalence of chronic conditions in our population, driving innovation made possible through advances in medical, and information and communications technology, and delivering a greater range of services appropriately delivered in people's homes and communities.

The *Our Healthcare Future* (Stage Two) reforms take the important next step of focusing on the delivery of better care in the community, as part of a balanced and sustainable health system. The *Our Healthcare Future Immediate Actions and Consultation Paper* (released November 2020) signalled this intention and encouraged all Tasmanians to have their say.

We have developed this Exposure Draft of *Advancing Tasmania's Health* in response to what we heard through this and other relevant health consultations. Its development has also been guided by an Expert Advisory Group taking in the major data trends and projections for healthcare in Tasmania, as well as an analysis of the key themes to emerge from the submissions received in response to the *Our Healthcare Future* consultation.

This document builds upon and brings together a significant body of work already underway to present a united vision, principles and a set of strategic ambitions for Tasmania's health system. While it is a Tasmanian Government document, our vision cannot be achieved without working in partnership with the Australian Government, Primary Health Tasmania, health consumers, the health workforce, private and not-for-profit groups, and the broader Tasmanian community.

Advancing Tasmania's Health sits alongside the *Healthy Tasmania Five Year Strategic Plan* which guides prevention activity across the whole of government and in partnership with communities. Together, these two documents provide the Tasmanian Government's overarching strategic direction for health and wellbeing, both inside and outside the health system.

Advancing Tasmania's Health puts forward the following strategic ambitions to guide the future direction of the Tasmanian health system:

- Better and More Accessible Community Care
- Strengthening Prevention
- Partnering with Consumers and Clinicians
- Building the Health Workforce
- Delivering the Health Infrastructure of the Future
- Strengthening Tasmania's Pandemic Response

The Tasmanian Government has already invested heavily in these areas and will continue to build on this investment over the coming years. While the Government's focus has been on managing the COVID-19 pandemic, it is vital Tasmanians can still access regular hospital and health service functions.

This document is the first step in a comprehensive health system planning framework. *Advancing Tasmania's Health* sets an aspirational vision and policy direction for how healthcare will be delivered in Tasmania, now and over the next 20 years. The long-term plan for healthcare in Tasmania, which will be delivered at the end of 2022, will be built upon the regional Clinical Services Profiles and provide the road map for reform to deliver on the vision set out in this document.

Together, these plans will provide the blueprint for future health service delivery in Tasmania under the strategic direction of *Advancing Tasmania's Health*.

A governance structure incorporating strong clinical and consumer participation at a statewide, regional and local level is guiding the clinical services planning work. Clinical and consumer input will be essential if we are to move to a position of improved health outcomes, greater access to health services, more cost-effective health services and better quality and safety outcomes.

I would like to acknowledge and thank everyone who has contributed to *Advancing Tasmania's Health*, particularly those individuals and organisations who prepared the over 70 written submissions we received against the *Our Healthcare Future Immediate Issues and Consultation Paper* and the members of our Expert Advisory Group.

I would also like to take this opportunity to thank the many dedicated health workers and volunteers who are the backbone of our health system and have continued to provide world-class healthcare to Tasmanians throughout the many challenges of the COVID-19 pandemic. As signalled in this document, building and supporting our workforce and improving our health culture will continue to be a major focus in the coming years.

I look forward to working together across all parts of our health system – with consumers, families and carers, clinicians, individuals, groups and organisations – to achieve our vision of a world-class, innovative and integrated health system for all Tasmanians.



Hon Jeremy Rockliff MP
Minister for Health

Executive Summary



The need for change

The Tasmanian Government is working to secure the future of our health system through its long term reform agenda to consult, design and build a highly integrated and sustainable health service.

To do this, it must work to address the challenges the health system faces now and over the next 20 years.

The need for health services is continuing to grow, driven by an ageing population. Attracting and retaining health professionals to service this need can be difficult, particularly in regional and rural areas. There is also an ongoing need to invest in new and existing health infrastructure to ensure it meets the growing healthcare needs of the Tasmanian community.

Enabling people to receive healthcare in the right place is vital to addressing the challenges. While there will always be a need to invest in acute hospital facilities, enabling care to be provided in alternative settings when appropriate, such as in the home or community, will lead to better patient outcomes and at lower cost to the health system.

In recognition of these challenges, the Tasmanian Government released the *Our Healthcare Future: Immediate Actions and Consultation Paper* in November 2020, which marked the start of the *Our Healthcare Future* reforms.

This Exposure Draft builds on the work commenced in the Consultation Paper by providing a united and aspirational vision and policy direction for healthcare in Tasmania. It will be a key component of the Tasmanian Government's blueprint for the future of healthcare in Tasmania over the next 20 years.



Enabling people to receive healthcare in the right place is vital to addressing the challenges.



Strategic Roadmap for Health

Vision

All Tasmanians are supported by a world class, innovative and integrated health system.

Principles



Consumer centred



Collaborative



Innovative



Integrated



Equitable



Evidence based



Strengthening Prevention

Preventive health approaches are embedded across the Tasmanian health system, keeping people healthy and protecting them from harm.

Better and More Accessible Community Care

Tasmanians will receive healthcare closer to home, in the community, where it is safe and appropriate.

Partnering with Consumers and Clinicians

Consumers and clinicians work in partnership with service providers to co-design, implement and evaluate the health system, to better meet the needs of Tasmanians.

Strategic Ambitions

Building the Health Workforce

Tasmania will have a highly skilled health workforce with the capacity and capability to meet the health and wellbeing needs of all Tasmanians.

Strengthening Tasmania's Pandemic Response

Tasmania will have the necessary systems, resources and capability to manage the response to COVID-19 and any future pandemics.

Delivering the Health Infrastructure of the Future

Tasmania will have physical and digital health infrastructure to support better patient care now and into the future.



Taking this forward

Using the aspirational vision and policy direction described in this paper; the next steps in the *Our Healthcare Future* reforms will focus on providing a new long-term plan for the Tasmanian health system. This will include the development of three regional Clinical Services Profiles and a long-term plan for healthcare in Tasmania, to be released by December 2022.

A Health Planning Oversight Committee and supporting reference groups have been established to ensure accountability and transparency across the planning process.

Progress against key planning activities will be monitored to ensure that planning activities align with major service development, infrastructure and masterplanning projects, and key Tasmanian Government commitments.

Tasmania's healthcare system involves many stakeholders including consumers, their families and carers, the health workforce, community sector organisations, primary health and private providers, and the three levels of government. These stakeholders all have a valuable role to play in the design, operation and ongoing reform of the Tasmanian health system. There will be opportunities over the rest of 2022 for the Tasmanian community to participate in the development of the long term plan as the more detailed services planning takes place.

Introduction

What we have done

The Tasmanian Government is working to secure the future of our health system through its long term reform agenda to consult, design and build a highly integrated and sustainable health service.

Progress we already have underway includes:

- a single, statewide health service, with roles for the four major hospitals clearly articulated under *One State, One Health System, Better Outcomes* (Stage One of the Government's long-term reform agenda)
- an established community partnership, funding program and whole of government strategic plan dedicated to helping Tasmanians live healthier lives under *Healthy Tasmania*
- the *Rethink 2020* collaborative approach to mental health service planning and delivery that is driving service reform across the continuum of care
- the *Reform Agenda for the Alcohol and Other Drugs Sector in Tasmania* that is building an integrated service system to ensure Tasmanians can access appropriate, timely and effective supports and treatments when they need it
- the *Health Workforce 2040* long-term strategy to shape a health workforce that meets the needs of Tasmanians now and into the future and the Health Staff Recruitment Taskforce to support the recruitment of a more stable and permanent workforce
- a suite of new intermediate care services to support patients who are chronically ill to access healthcare closer to home, including Hospital in the Home, the Community Rapid Response Service (ComRRS), and the Rapid Access to Specialists in the Community Service
- the Statewide Access and Patient Flow Program which has been established to support coordinated statewide improvements in patient access and flow challenges in the major hospitals
- developing a 20-year infrastructure program based on new masterplans underway for the Royal Hobart Hospital, Launceston General Hospital and the North West Services, and encompassing District Hospitals, community health centres, ambulances services and mental health services
- a 10-year Digital Health Strategy to deliver a modern, contemporary digital health capability to Tasmania inclusive of ICT infrastructure, clinical digital health and technology
- the release of the *Statewide Elective Surgery Four-Year Plan 2021–25* which provides a clear, focused road map for the delivery of a sustainable statewide elective surgery and endoscopies program over the next four years.
- the health system's leading role in the COVID-19 pandemic and *The Roadmap to the Tasmanian Plan to transition our local COVID-19 Response from Zero to Living in a COVID-19 Vaccinated Community*.



What you told us

In November 2020, the Tasmanian Government released the *Our Healthcare Future: Immediate Actions and Consultation Paper*, which marked the start of the *Our Healthcare Future* (Stage 2) reforms. The Consultation Paper highlighted key issues impacting healthcare in Tasmania now and in the future, and proposed key areas for improvement, along with actions to be taken immediately.

Over 70 written submissions were received in response to the Consultation Paper from a range of stakeholders, including consumers, clinicians and member organisations advocating on their behalf. A range of informal comments and feedback on individual experiences were also provided.

Key themes to emerge from the community in response to the Consultation Paper included:

- strong support for the reform directions outlined in the Consultation Paper, particularly treating patients in community health settings where possible and appropriate
- calls for a greater emphasis on preventive health across the health system
- a readiness for clinicians and consumers to be more active in health planning and service design.

Responses to the Consultation Paper also identified the need for further immediate action across the health system. These included: digital transformation; long-term infrastructure and workforce planning; improving access to services and supporting new models of care; health literacy programs; and leveraging existing services, facilities, and partnerships to drive health service improvement.

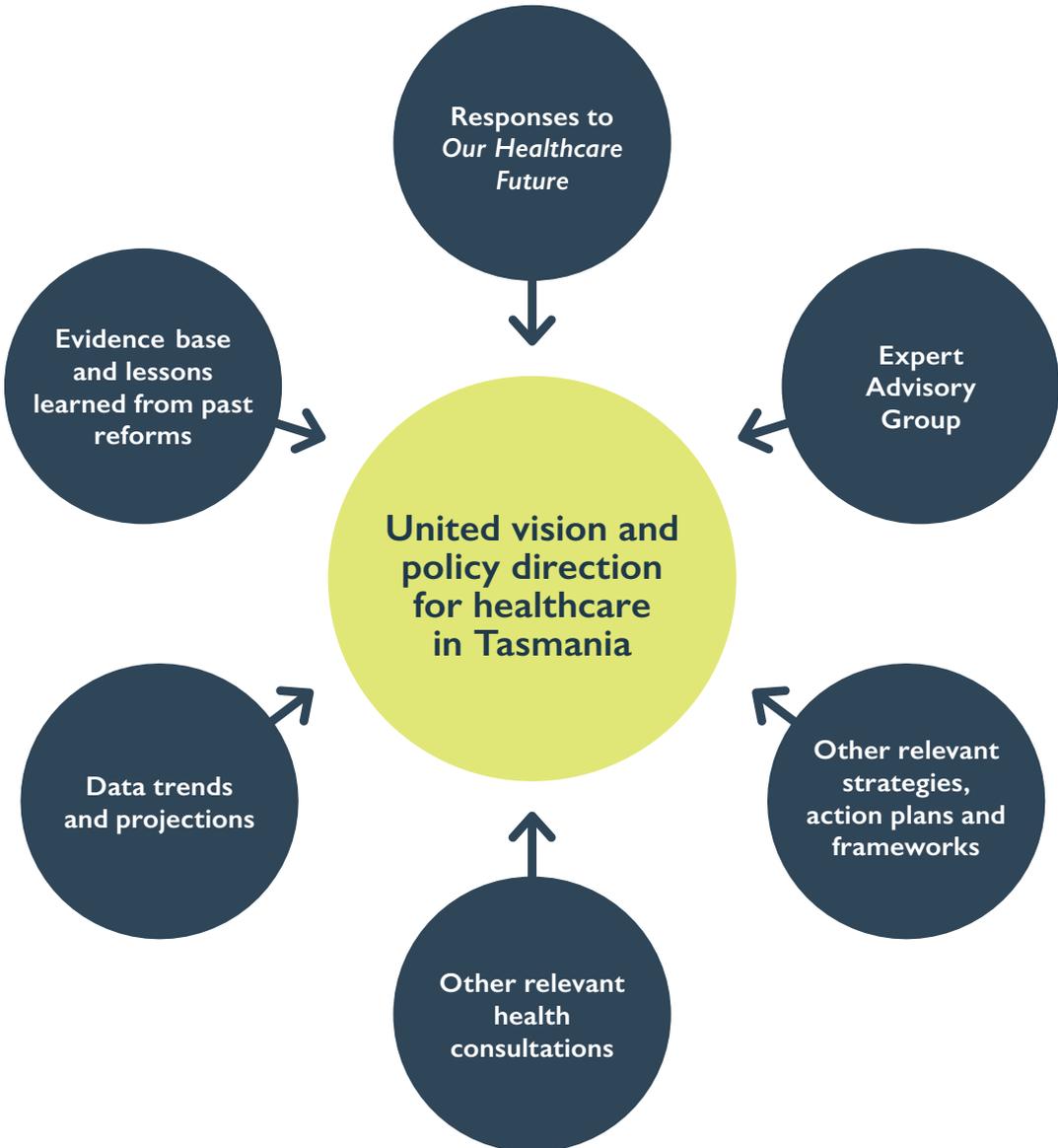
Building the strategy

This strategy builds upon and brings together the significant body of work already underway to provide a united and aspirational vision and policy direction for healthcare in Tasmania.

The strategy has been developed using information from a range of sources, including:

- responses to the *Our Healthcare Future: Immediate Actions and Consultation Paper*

- the input of an Expert Advisory Group, made up of key stakeholder groups including health consumers, clinicians and representatives of acute, subacute, primary and community services
- other relevant Australian and Tasmanian strategies, action plans and frameworks, to ensure the strategy aligns with and builds on existing actions across the health system
- other relevant health consultations conducted by the Tasmanian Government in recent years, such as the *Healthy Tasmania Five Year Strategic Plan* and *Health Workforce 2040*
- data trends and projections in Tasmania's demographics, population health, disease prevalence and health service usage
- the evidence-base, including national and international evidence around what works, and learnings from past health reforms in Tasmania.





Planning framework

The aspirational vision and policy direction set out in *Our Healthcare Future: Advancing Tasmania's Health* is a key component of the Tasmanian Government's blueprint for the future of healthcare in Tasmania over the next 20 years. It brings together, informs and guides a significant program of health planning, service development and reform activities.

The strategy sits within, and aligns to, a broader health landscape and planning framework that also includes regional clinical services profiles, a long-term plan for healthcare in Tasmania to be developed over the remainder of 2022, as well as infrastructure masterplanning, enabling plans by portfolio, and other statewide service planning by clinical stream and model of care development as shown in Figure 1.

A key role of the long-term plan for healthcare in Tasmania will be to assist the Tasmanian Health Service to plan for the services it will need to provide to meet the future health needs of Tasmanians. Strategies outlined in the long-term plan will be transformed into the annual purchasing of services from the Tasmanian Health Service by the Tasmanian Government, through the Statement of Purchaser Intent and as published in an annual Service Plan.

Importantly, all reforms implemented as part of the long-term plan for healthcare in Tasmania will be subject to monitoring and review, to ensure they are helping to achieve the vision for the health system.

Figure 1: Strategic Planning Environment



Advancing Tasmania's Health

Provides the vision, guiding principles and strategic ambitions for Tasmania's future healthcare system



Identifying what our healthcare system needs



Data analysis



Role Delineation Framework



Consultation



Regional clinical service profiles



Long-Term Plan for Healthcare in Tasmania

Supported by:



Infrastructure planning



Service planning



Digital Health planning



Workforce planning



Actioning Tasmania's long-term plan

Making strategic priorities

The Long-Term Plan for Healthcare in Tasmania



Purchasing environment

State budget funding, election commitments and identifying where services can be safely provided



Setting evidence-based priorities

Determined annually by the Health Executive, in consultation with the Minister for Health



Statement of Purchaser Intent

Signals how the Department's strategic priorities will translate into the future purchasing of services



The Service Plan

Specifies services to be purchased from the Tasmanian Health Service each year, as well as applicable performance standards



Service Implementation and Evaluation

The reforms implemented as part of the Long-Term Plan for Healthcare in Tasmania will be regularly monitored and evaluated to ensure they are achieving our vision for the health system

Our Challenges and Drivers

Population characteristics

Tasmania's demographic and socio-economic factors create particular challenges for the provision of health services.

A summary is provided below, with further detail available in the companion document

www.health.tas.gov.au/publications/advancing-tasmanias-health



Population ageing

Tasmania has the oldest population of any Australian state or territory, with a median age of 42.3 years, compared to the 37.8 years nationally¹. This is projected to increase to 44.9 years by 2040². Population ageing is an important consideration in health planning, as ageing is associated with an increasing prevalence of conditions requiring healthcare services.



Population dispersal

Only 44 per cent of Tasmania's population live in the capital city, compared to 68 per cent nationally³. This population dispersal creates challenges in providing health services which are accessible to most Tasmanians while also being safe and sustainable.



Health risk factors

There are certain factors which can negatively influence people's health, such as smoking, excessive alcohol consumption and poor nutrition. Tasmania is behind the national rate on several key measures, as shown in the following table⁴.



Socioeconomic factors

Income, employment, housing, education and other socioeconomic factors can affect a person's health. People who are disadvantaged in one or more of these areas may have difficulty accessing healthcare, and this may in turn impact on their overall health and wellbeing. Tasmania has the lowest proportion in Australia of people living in the most advantaged areas (4.6 per cent) and the highest proportion living in the most disadvantaged areas (37 per cent)⁵.

Table 1. Percentage of the Population with Risk Factors for Chronic Conditions, Tasmania and Australia

Risk factor	Tasmania %	Australia %
Excess weight – body mass index > 30	34.8	31.3
Current daily smoker	16.4	13.8
Alcohol consumption exceeds lifetime risk guidelines	17.1	16.1
Alcohol consumption exceeds single occasion risk guidelines	45.4	42.1
Inadequate fruit or vegetable consumption	93.1	94.6
Did not meet physical activity guidelines	84.7	84.6



Chronic conditions

Chronic conditions reduce a person’s quality of life and are associated with higher health costs. The proportion of the Tasmanian population reporting having three or more chronic conditions is 11.5 per cent, compared to the Australian rate of 8.7 per cent⁶.



Disability

Disability prevalence can be a significant driver of the demand for health services. Based on the latest data, 26.8 per cent of Tasmanians had a disability, significantly higher than the national rate of 17.7 per cent⁷.



Mental health

A person’s mental health can have a substantial social and economic impact. In Tasmania, 13.9 per cent of adults report very high or high levels of psychological distress. Between 2009 and 2019, the percentage of Tasmanian adults reporting ever being diagnosed with anxiety or depression increased from 21.4 per cent in 2009 to 33.6 per cent in 2019⁸.



Aboriginal Tasmanians

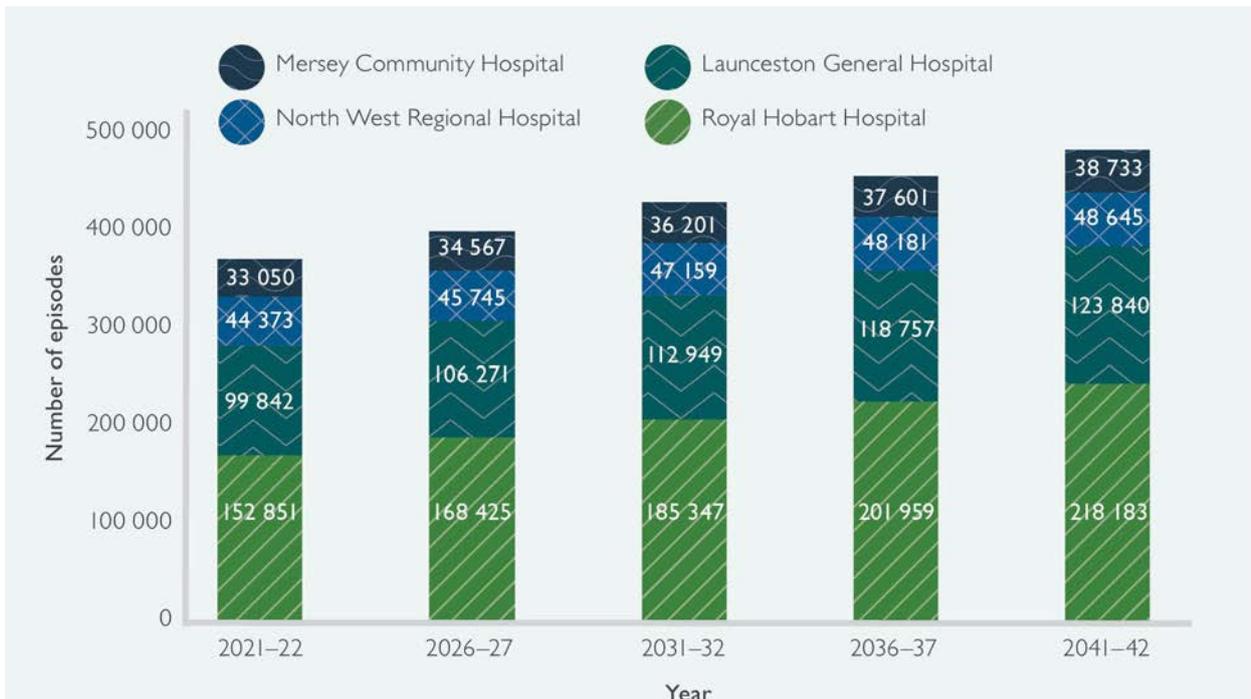
Aboriginal people face additional challenges to their ongoing health and wellbeing, including poorer outcomes driven by socioeconomic disparities⁹, and are more likely to experience risk factors which are associated with poorer health. In the 2016 Census, 4.6 per cent of the Tasmanian population identified as Aboriginal.

Projected hospital utilisation

Projections of public hospital utilisation show that if trends continue, public hospital demand will increase significantly over the next 20 years, as shown in Figure 2¹⁰. Current modelling indicates that combined inpatient and emergency department episodes will increase by 30 per cent from 2021–22 to 2041–42. While the South is the only region of Tasmania projected to have significant growth in total population over the next 20 years, all four

major hospitals are projected to have increased demand. This is due to the projected increase in people in the older age groups across all three regions. Public hospital activity from 2021–22 to 2041–42 is projected to grow by 43 per cent at the Royal Hobart Hospital, 24 per cent at the Launceston General Hospital, 17 per cent at the North West Regional Hospital and 10 per cent at the Mersey Community Hospital.

Figure 2. Projected Public Hospital Usage in Tasmania 2021–22 to 2041–42



Fiscal challenges

Health is the largest single category of expenditure for the Tasmanian Government, accounting for 32.5 per cent of General Government expenses by purpose in the 2021–22 State Budget, compared to 25.3 per cent in 2008–09¹¹. Furthermore, it is forecast that 40.6 per cent of total General Government Sector expenditure will be spent on health by 2034–35¹².

The COVID-19 pandemic is likely to continue to present ongoing financial challenges for all Australian jurisdictions. There has been significant additional expenditure from both the Australian and state governments to respond directly to the pandemic, such as new infection control measures, testing, vaccination and increased use of personal protective equipment.

It is likely that the years following the acute phase of the pandemic will result in increased health system activity, including catching up on deferred procedures such as non-urgent elective surgeries, the potential for people who deferred regular health screening during the pandemic to present with more serious conditions, and the effect of the pandemic on mental health.

The changing role of consumers

For several decades now, there has been recognition, both nationally and internationally, of the need for a more active role for consumers in healthcare with the aim of improving service delivery, consumer experience and consumer outcomes. This has led to a shift in consumer activity and input from a focus on rights and advocacy to a greater role in understanding and promotion of shared decision making and consumer centred care.

Health consumers are increasingly becoming more engaged in the planning and delivery of healthcare. This is due to a range of reasons, including an increasing number of people living with chronic and complex conditions, technological advances which enable individuals to research health issues and interact with the health system in a broader variety of ways, and the involvement of consumers in the safety and quality agenda. Increased consumer engagement is welcomed and will produce many benefits for both the healthcare system and individuals. It is vital engagement models are developed which optimise consumer engagement and participation at all levels of healthcare to enable shared decision making and consumer centred care.

Climate change

Climate change presents a serious challenge to the health and wellbeing of Tasmanians and is already having an impact on health services which will continue to increase over coming years.

As extreme weather events such as heatwaves, floods, droughts and storms worsen and become more intense, this risk of negative health impacts also increases, especially for children, older people and vulnerable population groups. This in turn, places increasing pressure on health services. For example, increasing numbers of emergency department presentations during heatwaves are placing a greater strain on hospital services. Other ways in which climate change may negatively impact health in the future include changes in the spread of disease, air pollution and food insecurity.

However, efforts to address climate change also present great opportunity to enhance health and wellbeing. Many of the actions to address climate change also have an immediate and direct benefit on health.

For example, reducing our reliance on cars through increased walking and cycling reduces fossil fuel consumption while also reducing risk of obesity, diabetes, heart disease, and stroke through physical activity. Walking and cycling also reduces risk of injury through car accidents and respiratory diseases through air pollution. Similarly, reducing our consumption of red meat can have a positive impact on diet and associated health benefits and disease risk.

Responding to future need

Tasmania's healthcare system involves many stakeholders including consumers, their families and carers, the health workforce, community sector organisations, primary health and private providers, and the three levels of government.

Managing the evolution of the healthcare system to ensure it can respond to future need is challenging due to the interdependencies between each part of the health system, many of which the Tasmanian Government has limited control over. For example, the availability of primary care services, which is primarily an Australian Government responsibility, can affect the demand for public hospitals, which are managed by state governments.

While the Tasmanian Government will continue to invest in its public hospitals, ensuring patients receive the right care, in the right place and at the right time will require further improvement in the primary and community care sectors. Preventive health is also important to help reduce future demand for health services.

There is emerging evidence that the ageing of the Tasmanian population, which coincides with an increase in patients presenting with multi-morbid conditions, is already putting pressure on emergency department demand in Tasmania. Complex patients typically visit hospital more often and for longer than other patients and are at higher risk of poor outcomes. Managing the projected increase in the number of these patients is a key challenge for the health system.

A further challenge is the growing number of people presenting to hospital for mental health and behavioural conditions. Mental health reforms, aimed at providing community-based care options for these patients, will result in better outcomes for those patients while also reducing the demand on the public hospital system.

Our Vision and Supporting Principles

Our vision will be achieved by all partners working together towards 2040.

All Tasmanians are supported by a world-class, innovative and integrated health system.

Our principles will support the achievement of our vision by guiding how we consult, design, build and deliver a highly integrated and sustainable health service:

Consumer centred

The health system will engage and partner with consumers in decisions regarding their healthcare and demonstrate respect for consumers' preferences, needs, and values to ensure services are safe and culturally appropriate.

Collaborative

All stakeholders – including consumers, clinicians and health administrators – will work together to inform the design and operation of the Tasmanian health system.

Innovative

The health system will foster a culture of innovation which encourages new ideas which can bring about a positive change to health and wellbeing, for our patients, our staff and the Tasmanian community.

Integrated

Consumers will have access to seamless coordinated care across the full spectrum of delivery models, from major public hospitals through to subacute, primary, community, residential and home based services.

Equitable

All Tasmanians, regardless of their background or circumstances, will have access to care which is appropriate to their health needs.

Evidence-based

The planning, provision and evaluation of healthcare will be informed by current best evidence and the needs identified by communities.



Our Strategic Ambitions

Our strategic ambitions represent key areas of focus that, when pursued by all partners working together, will support the achievement of our vision:

Better and More Accessible Community Care

Tasmanians will receive healthcare closer to home, in the community, where it is safe and appropriate.

Why this is important

Many Tasmanians receive care in hospital not because they need hospital care, but because it is the only care available or accessible to them. This often leads to sub-optimal outcomes for the patient, and at a higher cost to the health system, than if the care was provided in the community.

It is essential all Tasmanians continue to have access to comprehensive primary healthcare as their first point of contact with the health system when they have a health problem, and to help them maintain good health and wellbeing through support for ongoing care.

The importance of people receiving as much of their care in the community where safe and appropriate will increase into the future. Population ageing will lead to a greater proportion of Tasmanians with multiple chronic conditions. These patients typically require well planned and coordinated, team-based care from multiple health professionals.

This includes older people residing in residential aged care facilities within the community, for whom access to high quality healthcare is vital to health and quality of life outcomes. Improving the interface between the health and aged care systems is essential.

Care outcomes for patients benefit significantly through the provision of personalised treatment and care in the community, with hospital care only being provided when required – right care, in the right place, at the right time.

What we will do

The Tasmanian Government will scale up recent new initiatives to provide better access to care in the community. This includes placing a greater focus on models of 'intermediate care' that would have previously been provided in an acute setting, including the Community Rapid Response Service, Hospital in the Home, COVID@home and Rapid Access to Specialists in the Community.

Where appropriate, these intermediate care services will be extended and strengthened through a less siloed, more integrated approach to care driven locally in the community.

In addition to progressing new initiatives, it is important existing community assets are fully utilised. As part of its infrastructure and clinical services planning, the Tasmanian Government is considering ways to maximise and enhance existing services in the community, such as community nursing, District Hospitals and community health centres, by strengthening the available services in these facilities.

The existing Rural Medical Generalist model for the delivery of high quality care for Tasmanians outside of the major cities will also be strengthened through development of the \$4.3 million rural medical workforce centre at the Mersey Community Hospital. The new centre will help support Tasmania's rural medical workforce which is essential to the delivery of primary and community care in Tasmania's rural communities.

In line with this approach, the Tasmanian Government will explore opportunities to extend the scope of practice of other clinical professions, including Nurse and Paramedic Practitioners and Community Pharmacists, to better support the delivery of healthcare in our communities, particularly in rural and remote locations.

For example, Ambulance Tasmania paramedics are now providing healthcare in the community through secondary triage, alternate care pathways and the Police, Ambulance and Clinician Early Response (PACER) team. There is further opportunity to extend the scope of practice of clinical professionals in this way.

The Tasmanian Government will establish better ways to work more closely with the Australian Government, Primary Health Tasmania and other relevant bodies such as the Independent Hospital Pricing Authority to explore the introduction of new and innovative models of care outside of the hospital setting, including the funding structures that support them.

In particular, the Tasmanian Government will work in close partnership with the primary and community care sector to promote the development of new models of consumer centred primary healthcare. A recent example is the development of the GP After Hours Support Initiative to support patient access to after hours primary healthcare, including urgent care in the community.





Care outcomes for patients benefit significantly through the provision of personalised treatment and care in the community.



The Tasmanian Government is committed to ensuring that Tasmanians have access to the best possible palliative care when and where they, their families, and carers need it. We are working with peak palliative care and health bodies, and the community sector on the best approach for additional and expanded hospice at home services, and expansion of statewide after hours palliative care support. Importantly, work has commenced reviewing the current palliative care policy framework, Compassionate Communities, 2017–21 to develop a new framework and action plan that will guide investment of new Tasmanian Government funding into palliative care. This work is currently being finalised for a mid-year release.

The Tasmanian Government will also work with the aged care sector to address growing service needs and improve the interface between the health and aged care systems. The Government is providing specialist palliative care in reach services to residential care facilities and expanding after hours palliative care service availability, and will continue to explore ways to promote better and more accessible community care for older Tasmanians.

This will include new services delivered under the \$52 million the Tasmanian Government has committed to strengthening in-home and community healthcare as part of a focus on delivery of the right care, in the right place, at the right time.

The COVID-19 pandemic has highlighted the potential for more people to receive care in the home or community through telehealth services. The Tasmanian Government will design and implement a Telehealth and Virtual Care Strategy that provides high quality patient care and integrates service delivery across acute, subacute, primary and community care. This will be supported by improvements in digital health infrastructure to increase access to this technology across the state.

The Australian Government, which has responsibility for primary healthcare services delivered through GPs and other private providers, has developed a Primary Healthcare 10 Year Plan. The Plan will play an important role in planning of consumer centred, integrated and locally delivered primary healthcare. The Tasmanian Government will develop its community services and programs in alignment with the Plan to ensure it assists Tasmanians to receive better care in the community.

What we are working towards

- Tasmanians can access integrated care in the community and at home where appropriate.
- The Tasmanian health system is an appropriate balance of acute, subacute, rehabilitation, mental health, primary and preventive health services, working in partnership to support the patient journey.
- Primary health services are integrated with hospitals and other parts of the health system, aged care, disability care and social systems.
- Communities are aware of and have the tools to access the health resources available in their local area.
- The care patients receive in the community is tailored to their specific needs at all stages of their life as part of a consumer centred approach.
- People are only treated in hospital when clinically necessary and appropriate.
- Place based approaches target the specific needs of a location and engage the community and local stakeholders across sectors in the development and implementation of health services.

Strengthening Prevention

Preventive health approaches are embedded across the Tasmanian health system, keeping people healthy and protecting them from harm.

Why this is important

Preventive health approaches help to protect, promote and maintain health and wellbeing at all stages in life, including mental health and wellbeing. Early intervention can reduce or even eliminate the need for later, more costly care, and greatly improve quality of life.

Given that almost half of all Tasmanians now have health conditions that could have been prevented, the role of prevention in reducing the population's growing burden of disease is clearly recognised.

The determinants of health – the conditions in which people are born, live, work, play and age – are well known and broadly acknowledged as contributing to the gaps that exist between the health outcomes of different population groups.

Effective prevention requires collaboration across all the sectors that have an influence over the determinants of health, to prevent disease by promoting equitable access to environments that support people to live healthy lives.

The health system plays a vital role in prevention by facilitating access to health promotion and disease prevention programs, screening and early intervention, health literacy programs, consumer centred care, anticipatory care and chronic disease self-management.

There is opportunity to make a real difference to the health and wellbeing of Tasmanians by further embedding effective preventive health strategies across the health system.

Effective prevention needs to take place at different levels in the health system by tackling disease and injury before it occurs (*primary prevention*), reducing its impact once it has occurred (*secondary prevention*), and helping people to better manage the ongoing impact on their health and wellbeing (*tertiary prevention*).

What we will do

The Tasmanian Government is committed to working across government agencies and in partnership with communities and the private sector to improve the health and wellbeing of Tasmanians, as outlined in the *Tasmania Statement: Working Together for the Health and Wellbeing of Tasmanians (2021)*.

The *Healthy Tasmania Five Year Strategic Plan 2022–2027* is now well established as a community partnership approach, grants funding program and whole of government strategic plan dedicated to helping Tasmanians live healthier lives.

The Plan focuses on actions to support Tasmanians to be more connected in their communities, have positive mental health and wellbeing, limit harmful alcohol use, be smoke free, eat well, and live more active lives.

The Plan will target priority populations and health literacy. Children and young people will be prioritised with the aim of securing the health and wellbeing of the next generation. This will be an important adjunct to the Tasmanian Government's *Child and Youth Wellbeing Strategy*, which provides a blueprint to deliver the services and supports that children, young people and their families need, in recognition of the importance of the first 1 000 days of life in a person's long-term health and wellbeing.

The Plan also includes a focus area on climate change and health to acknowledge the impacts of climate change on health and wellbeing and to ensure our strategies positively contribute to the Tasmanian Government's climate change goals. Action taken to address climate change, such as reducing emissions from food and energy production, reducing pollution and increasing active transport, is also good for preventing ill health. Work is well underway to reduce emissions through the *Climate Change (State Action) Act 2008* and Tasmania's next Climate Change Action Plan.



In addition to *Healthy Tasmania*, the Department of Health will work with its partners across the health system to embed primary, secondary and tertiary prevention strategies into health service delivery as a part of routine healthcare delivery. Supporting the health workforce to deliver consumer centred and preventive healthcare and to work to their full scope of practice will be an essential element of this change. As will be the move towards greater integration and continuity of healthcare, including services that support patients to achieve their health and wellbeing goals as they transition from hospital to community care. Examples include post-acute, rehabilitation and reablement services, as well as the provision of greater support for General Practitioners, to support them to support their patients to better manage chronic conditions.

What we are working towards

- There is a reduction in incidence of avoidable chronic conditions and injury and the risk factors that lead to these conditions, such as smoking and harmful alcohol consumption.
- There is an increase in Tasmania's high vaccination rates for preventable disease.
- People living with chronic conditions are well supported to manage their condition and optimise their health and wellbeing.
- There is a reduction in the gap in the rates of chronic conditions and their risk factors between population groups.
- Clinicians are supported to play a greater role in preventing chronic disease and promoting health and wellbeing and clinicians in training enter the workforce already prepared to implement preventive health approaches.
- Tasmanians have better access to and the capability to use the resources they need to live healthy lives, including health information and health services.
- Place based approaches support communities to have a greater say in the services that are available to support their local health and wellbeing needs.
- There is an improvement in the health literacy levels of Tasmanians, and health information is easier for people to access and understand.
- There is a fundamental shift in health service delivery towards stronger preventive health approaches.
- People will be less likely to go to hospitals for reasons that could have been avoided.
- Intersectoral collaboration, including Health in All Policies Approaches, is driving stronger action on the social determinants of health across portfolios that sit outside of health but have an impact of population health and wellbeing (eg housing, education, communities).

Partnering with Consumers and Clinicians

Consumers and clinicians work in partnership with service providers to co-design, implement and evaluate the health system, to better meet the needs of Tasmanians.

Why this is important

The Tasmanian health system will achieve more accessible, safer, efficient and effective healthcare by strengthening its inclusion of consumer, clinician and community voices in its decision making.

Tasmania has an active consumer engagement sector that is making strides towards a stronger culture of engagement across the Tasmanian health system to include consumers, unpaid carers and support people, family and friends. This includes organisations representing hospital patients, patients with mental health conditions, carers, and health consumers with other specific conditions or from priority population groups.

Fully utilising and building on existing consumer engagement frameworks will provide many benefits, including a better patient experience, increased community confidence in health services, services that are accessible to a broader population and consumers who are better able to understand and manage their conditions.

Priority population groups who can experience poorer health outcomes can particularly benefit from an improved consumer voice in health system design and maximising access. This includes people from lower socioeconomic groups, Aboriginal people, people from the LGBTIQ+ community, people from culturally and linguistically diverse backgrounds, and people living with disability. These groups can experience poorer health than the general population due to difficulty in accessing health services which have been designed to meet a traditional or 'mono' culture patient type.

In addition to current users and providers of health services, it is also important engagement occurs with the broader community, to ensure the needs of future health consumers are appropriately considered.

Improving clinical engagement will play a key role in designing and implementing the health system of the future. Benefits of effective clinical engagement include improved health outcomes, improved health service quality and safety, a strong culture of clinical leadership, improved health workforce satisfaction, more efficient health services and better value care.

Tasmania's Clinical Networks play a strong role in engaging clinicians across the Department and are supplemented by a range of other clinical steering committees and working groups.

What we will do

The Tasmanian Government is committed to an improved culture of partnership and engagement with clinicians, patients, unpaid carers and support people, family and friends and the community across its health policy and planning processes.

The Government will work in close partnership with the consumer engagement sector in Tasmania to provide a central place for the consumer voice in the planning, design, delivery, measurement, and evaluation of healthcare in Tasmania.

A range of existing mechanisms will be utilised, and new mechanisms established, to ensure that health consumers, clinicians, policy makers and the community have separate voices and channels for communication, but also opportunities to come together as equals in the co-design and delivery of health services.

A Consumer Reference Group will be established, with membership comprising the full breadth of consumer engagement organisations in Tasmania, to have input into health planning responsibilities relevant to the *Our Healthcare Future* reforms, such as statewide service plans or frameworks. The consumer reference group may establish working groups of consumer representatives from across the State to focus on specific co-design activities as required.

A new agency-wide consumer and community consultation and engagement framework will be developed under the guidance of the Consumer Reference Group to enable the views, advice, input, feedback and involvement of stakeholders to be sought and integrated into the design of the health system.

In recognition of the key role of clinicians in health planning, and the Tasmanian Government's commitment to a stronger clinical voice, a new clinical engagement framework will also be developed which will oversight:

- The Tasmanian Health Senate which will provide clinical leadership and independent advice on system-wide healthcare planning and delivery in Tasmania.
- The Future Health Leaders Forum which will bring together future health leaders to share their experiences and develop innovative solutions to current and emerging health issues.
- Clinical Networks which will be strengthened under the new clinical engagement framework, including the establishment of shared secretariat and governance arrangements with the Tasmanian Health Senate, to formalise relationships between these bodies.

In addition to these formal structures, there will be ongoing opportunities for stakeholders to partner in the co-design, implementation and evaluation of health service design and planning in Tasmania. This will be through a range of face-to-face and digital mechanisms, to ensure all Tasmanians can have a say in the running of their health system.

What we are working towards

- Strong clinician and consumer engagement is embedded as an essential part of the culture of the Tasmanian health system.
- There are a range of consultation mechanisms in place, and at different levels in the health system, to ensure all Tasmanians can participate in the co design, delivery and evaluation of health services.
- Health services reflect the expressed needs of the community.
- Tasmanians have an increased understanding of the planning and provision of health services and the opportunities to participate.
- Health consumers feel welcomed and are comfortable discussing their health needs with clinicians and the health workforce is supported to engage with a diverse range of consumers at all stages of their healthcare.
- Clinicians are confident they can participate in health service co design and delivery, and have clear avenues for raising issues and solutions.
- Health services are designed and delivered on the basis of strong clinical advice.
- Health services measure the extent to which they partner with consumers, carers and the community in designing services and programs and can identify improvements that have been made through engagement.
- Health and community services are more inclusive and responsive to the needs of priority population groups.

Building the Health Workforce

Tasmania will have a highly skilled health workforce with the capacity and capability to meet the health and wellbeing needs of all Tasmanians.

Why this is important

Building a health professional workforce of the right size and shape to deliver effective and efficient healthcare services is a cornerstone of achieving the best possible health and wellbeing outcomes for all Tasmanians.

Tasmania, like other Australian states and territories, currently faces a number of challenges in recruiting and retaining a workforce to meet the health needs of the community. These challenges are particularly acute in regional and rural areas of Tasmania and within certain specialities.

The COVID-19 pandemic has demonstrated that health service priorities and demands can change suddenly, with significant impacts on the health workforce. The pandemic also highlighted the need to build and maintain workforce flexibility. Border closures increased the difficulty of recruiting to regional areas, which often rely on locums, indicating the importance of attracting a locally based health workforce.

With demand for health services projected to grow above the rate of population growth due to population ageing, workforce planning is imperative to ensure Tasmania has a strong and sustainable health workforce into the future.

What we will do

The Tasmanian Government has released *Health Workforce 2040*, a long-term strategy to shape a health workforce that meets the needs of Tasmanians now and into the future. The strategy has been developed following extensive consultation with health professionals, their representative bodies, education providers and consumers.

To tackle the long-term challenges of building a sustainable health workforce for all Tasmanians, *Health Workforce 2040* focuses on six areas:

- shaping the health workforce to make sure Tasmania has the right numbers and types of health professionals
- education and training
- fostering innovation
- enhancing culture and wellbeing
- recruitment and effective working arrangements
- planning.

Successfully implementing *Health Workforce 2040* will require the Tasmanian Government, the private sector and educational institutions to work in partnership to develop shared recruitment and employment strategies. For example, the Department of Health is already working closely with the University of Tasmania to develop arrangements for conjoint appointments between the two organisations.

In recognition of the importance of developing the Tasmanian health workforce, the Department of Health has established a Training, Education and Workforce subcommittee, reporting to the Clinical Executive. This subcommittee includes representatives from the higher education sector and the private sector.

In parallel, the Australian Government, working with the states and territories, has developed the *National Medical Workforce Strategy 2021–31* and the *National Aboriginal and Torres Strait Islander Health Workforce Strategic Framework and Implementation Plan 2021–2031*. The Tasmanian Government will continue to work in partnership with the Australian Government to ensure national workforce strategies assist in developing the Tasmanian health workforce.

What we are working towards

- Tasmania's health workforce is better aligned with the needs of the community, with an appropriate mix of generalist and specialist services.
- Education and training providers work in partnership with healthcare providers to identify workforce priorities and career pathways.
- Tasmania encourages and supports the development of new, flexible and innovative health workforce roles and models to respond to the changing needs of the health system and the broader community.
- The health workforce is confident and has the digital literacy and capability to use technology to drive innovation and support improvements in health service delivery and quality.
- The Tasmanian Health Service, as well as the broader private and non government health sector is an employer of choice.
- Leaders drive a culture of high quality, safe, consumer centred service delivery.
- Tasmania's public health workforce is supported by a framework for employment that is fit for purpose, with efficient and effective recruitment processes.
- Tasmania's public health sector has accurate workforce data to inform evidence based decision and policy making and to provide more effective and efficient workforce policies and procedures.



Delivering the Health Infrastructure of the Future

Tasmania will have physical and digital health infrastructure to support better patient care now and into the future.

Why this is important

The delivery of health services continues to evolve, with technology and clinical practices constantly advancing to meet growing consumer need and expectations. The increased use of digital technology means that investment in digital health infrastructure is as important as investment in “bricks and mortar” infrastructure.

Given the long lead time in developing health infrastructure, planning for future population need is vital to ensure the health system can continue to deliver contemporary healthcare to all Tasmanians, in all parts of Tasmania – urban, rural and remote.

The ongoing changes in the delivery of healthcare requires that modern infrastructure be adaptable and scalable to meet future needs. In addition to building new health infrastructure as required, it is also important existing infrastructure is fit for purpose and used to its optimal potential. This includes appropriate levels of ongoing maintenance of existing facilities and considering opportunities to use currently underutilised facilities to provide required services.

Increased investment in digital infrastructure will be vital to improve the patient experience and to assist health providers to better perform their roles. Benefits of contemporary digital infrastructure include improved information sharing among healthcare providers, reduced duplication of services and enabling consumers to better self-manage their care. Advances in technology will enable more people to access care in their local community and their own homes, rather than in hospitals. This will create more options to provide integrated care across service providers which is tailored to a patient's individual needs. The growing number of Tasmanians with multiple chronic conditions, who often require care from multiple health professionals, will particularly benefit from these advances.

It is vital all Tasmanians can access and engage with technology as it is rolled out. Improving digital literacy and involving health consumers and health professionals in designing innovative, consumer centred technology solutions will be a key aspect of future digital infrastructure development.

What we will do

The Tasmanian Government is developing 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. The strategy will be underpinned by consideration of the current and future health needs of Tasmanians, current and future models of care, and health workforce needs, and further informed by community consultation.

The infrastructure strategy will be informed by new or refreshed Masterplans for each of the major hospitals, together with consideration of the best use of District Hospitals, community health centres, ambulance services, oral health and mental health infrastructure.

The infrastructure strategy will also consider approaches to maximise co-located private hospital assets and services to reduce duplication and increase available patient care.

To maximise efficient utilisation of health infrastructure, consideration will be given to how the Tasmanian Government infrastructure investment integrates with primary and community care, the private sector and other tiers of government.

The Department of Health's 10-year Digital Health Strategy will provide new ways of caring for the health and wellbeing of all Tasmanians, enabled by digital health technologies.

The development of the strategy was informed by consultation with clinicians, patients and carers, in addition to applying locally relevant digital health insights from other jurisdictions across Australia, to deliver better health outcomes to Tasmanians.

The Digital Health Strategy includes the following four areas, consistent with the *Our Healthcare Future* principles and strategic ambitions: improve community care; engage patients in their care; optimise clinical and operational workflows; and foster statewide collaboration by facilitating a longitudinal view of patient records across the State's health system. Examples of the digital health capability which may be strengthened through the Digital Health Strategy include: telehealth, virtual care, eReferrals, and electronic medical records.

The Tasmanian Government will also partner with Primary Health Tasmania to enhance the interface between specialists and primary healthcare through digital transformation. This will enable the secure exchange of data between health professionals and end the dependence on paper-based systems.

What we are working towards

- New health infrastructure is contemporary, safe, fit for purpose and adaptable to changing modes of service provision.
- Existing health infrastructure is in appropriate condition and fit for purpose for the needs of the Tasmanian community and is being used to its optimal potential.
- Tasmanians have access to and are supported in utilising digital technology to manage their own healthcare.
- Digital technology is embedded as a support for all appropriate clinical services and health professionals have the confidence and digital literacy and capability to use that technology.
- Health information can be securely exchanged across acute, specialist, diagnostic services, primary care and other settings, including a system to support electronic patient referral between primary care and the Tasmanian Health Service and secure access to patient information between services to ensure continuity of care on discharge or admission.
- Digital technology enables more people to receive care in the home and community.
- The fundamental digital health infrastructure needed to realise benefits of digital healthcare is in place in all Tasmanian Health Service facilities around Tasmania.

Strengthening Tasmania's Pandemic Response

Tasmania will have the necessary systems, resources and capability to manage the response to COVID-19 and any future pandemics.

Why this is important

The COVID-19 pandemic has had, and continues to have, a significant impact across the world. Health systems have been at the frontline of responding to the pandemic, including treating the direct health impacts of the virus, administering public health measures such as the COVID-19 vaccination rollout, and managing the mental health impacts of the pandemic.

The Tasmanian Government's priority in its response to the COVID-19 pandemic is the community's health and wellbeing. Managing the health impact of the pandemic is vital to limit its effect on other aspects of people's lives, including the economic and social impact.

While the immediate focus of the health system has been to respond to the COVID-19 pandemic, sufficient capacity must be provided to enable regular hospital and health service functions, such as elective surgery, outpatient services, emergency department and inpatient beds, to continue to operate effectively. Delays in providing these services can have a significant impact on people's health in both the short and long term.

It is important the lessons learned from the response to COVID-19 are considered in preparing for future pandemics. The number of more localised pandemics in the 21st century, including SARS, bird flu, swine flu, MERS and Ebola, highlights the potential for future pandemics to occur. Plans must be in place to respond to any such future events in order to minimise their impact and safeguard the health and wellbeing of the community.

What we will do

The ongoing management of the COVID-19 pandemic is a key priority of the Tasmanian Government as we continue living with COVID-19 in a highly vaccinated community. The Tasmanian Government is working to ensure this transition occurs as safely as possible. Key measures in place include:

- public hospital preparedness, including: escalation and outbreak management plans; having appropriate surge bed and staffing capacity; providing relevant staff training; and maintaining stocks of personal protective equipment, ventilators, blood products, medications and medical consumables
- the COVID@home program, to enable people with mild to moderate symptoms of COVID-19 to be monitored and cared for by a team of health professionals while remaining in their own home
- COVID-19 Safety Plans and Case and Outbreak Management Plans, to help organisations continue their normal operations while protecting the safety of the community and
- ongoing provision of COVID-19 testing and vaccination programs and monitoring and implementation of public health restrictions, such as quarantine, isolation, social distancing and gathering limits and masks.

These measures are constantly being reviewed, tested and refined to ensure they are appropriate to the evolving environment.

Emergency management has been strengthened to support our COVID-19 surge response and case management across the health system, including by the Health COVID-19 Emergency Coordination Centre, Ambulance Tasmania Emergency Operations Centre, Public Health Emergency Operations Centre, Tasmanian Health Service Emergency Operations Centre, Aged Care Emergency Operations Centre and Tasmanian Vaccination Emergency Operations Centre.

The Tasmanian Government will continue to explore ways to improve the systems, processes and tools in place to provide regular health services in an environment where we are living with COVID 19. Two key plans to support this are:

- the *Statewide Elective Surgery Four-Year Plan 2021–25*, which provides a roadmap for the delivery of a sustainable statewide elective surgery and endoscopy program and
- a Statewide Outpatient Plan for Tasmania, which is being developed as part of the Outpatient Transformation Program, to provide a clear, focused roadmap for the delivery of sustainable outpatient services.

Both plans will cover an initial four-year period, but will be regularly reviewed to ensure they continue to meet their goal of ensuring patients can get the right care, in the right place, at the right time.

The plans will be supported by an increase in health system capacity, which reflects the need to continue to respond to increased health system demand in a COVID-19 environment. Additional funding will continue to be provided to increase the number of beds available in the major hospitals, implement new safe staffing models for District Hospitals and Health Centres and to enable private hospitals to support the public system in managing increased demand.

A significant number of permanent new beds have been added to the public health system since July 2021, while escalation plans provide a surge capacity of up to 211 COVID ward beds and 114 ICU beds. The pandemic has also strengthened the existing cooperative relationship with the private hospital sector, which is assisting the Government with the provision of further hospital capacity.

The COVID-19 pandemic has further highlighted the importance of increasing the availability of care in the community. The Tasmanian Government will continue to explore alternative models of care that can be provided in community settings, building on the success of its COVID@home program and other initiatives such as Community Rapid Response Service, Hospital in the Home and virtual care pathways.

What we are working towards

- The Tasmanian health system has the capacity and plans to respond to significant surges in the transmission of COVID 19.
- Tasmanians who contract COVID 19 will have access to a range of treatment options, including in the home or community, depending on the severity of their illness.
- The health workforce is trained and protected to work in an environment with community transmission of COVID 19.
- Regular health service functions, including elective surgery and outpatient services, continue to be provided in a safe, sustainable manner.
- The experience of learning to live with COVID 19 assists in developing alternative models of care and in planning responses to any future pandemics.

Next Steps



Clinical services planning

The next steps in the *Our Healthcare Future* reforms will bring together the work done so far and focus on providing a new long-term plan for the Tasmanian health system (see Figure 3). This will include the development of:

Three regional Clinical Services Profiles for the North, North West and South

- These will encompass primary and acute, sub-acute and community health services, and occur in alignment with infrastructure masterplanning activities to immediately inform the suite of major planning and reform projects currently underway.

A long-term plan for healthcare in Tasmania, to be released by December 2022

- This plan will bring together the regional Clinical Services Profiles and a literature review guided by the Expert Advisory Group into an integrated statewide plan that considers the whole continuum of health service delivery across Tasmania.

The long-term plan for healthcare will provide a comprehensive blueprint for the whole of the health system to help understand the future demand for health services and how services should evolve, including changes to models of care, where and how to deliver certain services, and service capability and growth in services over the next 20 years.

What is clinical services planning?

Health services carry out a range of planning activities to be prepared to respond to future shifts in population, disease, technology and consumer expectations. These activities include strategic planning, clinical service planning, workforce and infrastructure planning.

Clinical services planning considers the demographic and population health characteristics of the local community, patterns of local health service usage, and the effectiveness of existing health services in meeting community needs, to identify service gaps that may exist now or in the future and how services may be developed to address those gaps.

Clinical service planning broadly defines how health services should be developed in response to future challenges, as well as where they should be located and the infrastructure and resources that should support them as part of a 'clinical services profile' for the local community.

Clinical services profiles will generally include primary and preventive services, ambulatory care, acute and sub acute, care and mental health services.

The Expert Advisory Group also guided the establishment of a literature review focused on strengthening healthcare in the community as part of a focus on delivering the right care, in the right time, at the right place, to identify evidence based strategies for Tasmania. The literature review is currently underway by the University of Tasmania, in alignment with the development of the regional clinical services profiles and long term plan for healthcare in Tasmania.



Governance

A governance structure will be established to ensure accountability and transparency across the planning process.

A Health Planning Oversight Committee, reporting to the Department of Health Secretary, has been established through to December 2022 to oversee the development of the regional Clinical Service Profiles and long-term plan for healthcare.

The Health Planning Oversight Committee will ensure the Department of Health's forward program of major service development, masterplanning and infrastructure projects, and key Tasmanian Government commitments, are considered during the planning process. The Committee will provide advice on service planning and configuration changes and recommend options to promote an integrated and cohesive approach across the whole continuum of health service delivery.

Regional reference groups for the North, North West and South have been established to guide the development of the three regional Clinical Service Profiles and regional infrastructure masterplanning. The groups will play a lead role in informing where and how to deliver certain services and changes to models of care to address projected service needs and include a strong regional clinical voice, as well as consumer representation from each of the regional Consumer and Community Engagement Councils.

With stakeholder engagement critical to ensuring the success of the long-term plan, the aforementioned Consumer Reference Group will also be established in partnership with Health Consumers Tasmania, will represent the consumer voice and lived experience. This group will comprise representation from all consumer groups in Tasmania.

As needed, other key stakeholders or reference groups will contribute to different phases of the planning, such as the Tasmanian Health Senate and/or Clinical Networks.

Monitoring progress

This document is the first step in the development of a long-term plan for healthcare in Tasmania. It provides a vision that “all Tasmanians are supported by a world-class, innovative and integrated health system”. It also describes the principles and strategic ambitions to support that vision. The priority reform initiatives and actions which will help us achieve the vision will be described in the long-term plan for healthcare to be delivered by December 2022.

The Tasmanian Government will measure progress of this by developing success measures that the health system will work towards. These will be monitored over time.

The Tasmanian Government is strongly committed to monitoring and evaluating the progress of our health system and already has a range of reporting measures in place. The Health System Dashboard provides an overview of important aspects of the public health system, including hospital activity, emergency department presentations, outpatient and elective surgery waitlists, and ambulance response. The Tasmanian Population Health Survey and State of Public Health Reports describe and monitor the factors that influence the health and wellbeing of Tasmanians and include such measures as self-assessed health and disability, health risk factors, chronic conditions, communicable disease, injury, and suicide, and causes of death. The Department of Health also provides regular progress reports on the immediate actions identified in the *Our Healthcare Future: Immediate Actions and Consultation Paper* which was released in November 2020. We will continue to monitor our progress through these existing mechanisms.

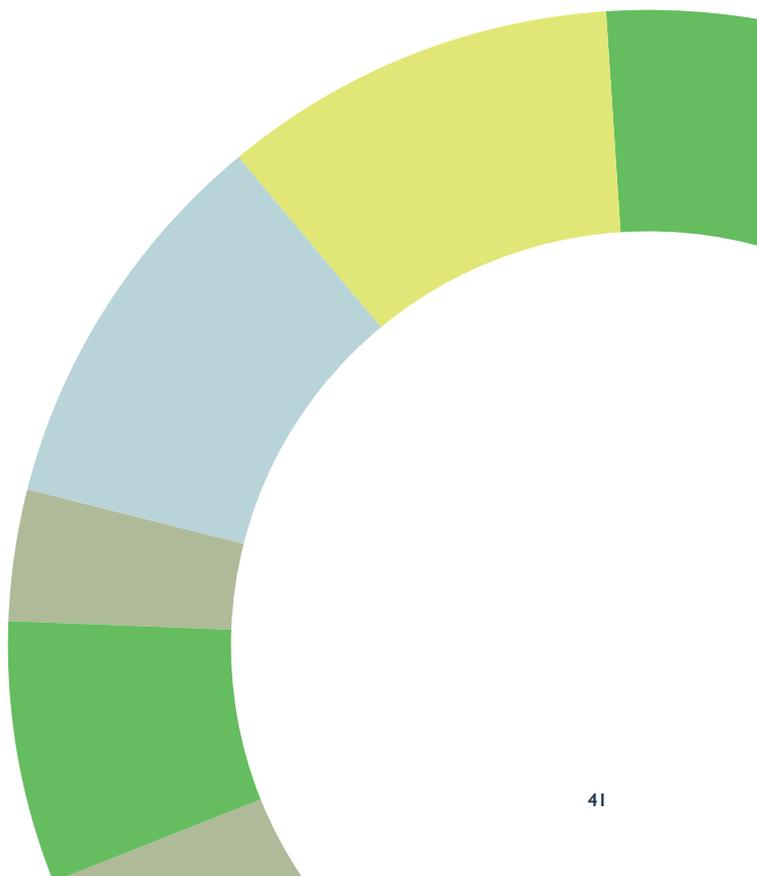
Our commitment to working together

Successful delivery of the *Our Healthcare Future* vision will require ongoing collaboration between the Tasmanian Government, the Australian Government, Primary Health Tasmania, health consumers, the health workforce, private health providers and the broader Tasmanian community.

There has already been considerable community involvement through the feedback received in response to the Consultation Paper, other relevant health consultations, and participation in regional forums on the establishment of the Tasmanian Health Senate.

There will be a number of opportunities for the Tasmanian community to participate in the development of the long-term plan over the next six months as the more detailed service planning takes place, as well as hospital and other local health facilities masterplanning happening at a regional level.

For further information, or to stay informed about the reform process, visit www.health.tas.gov.au/ourhealthcarefuture or contact ourhealthcarefuture@health.tas.gov.au.



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