



OUR **HEALTHCARE** FUTURE

Progress Summary Report January 2023

Immediate
Actions and
Consultation
Paper



Progress Summary Report – January 2023

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 2023.

For further information you can contact ourhealthcarefuture@health.tas.gov.au





Reform Initiative I

Increase and better target our investment to the right care, place and time to maximise the benefits to patients.



Action



Indicative Timelines



Current Status

<p>Reform Initiative 1.1 Finalise implementation and evaluate the Southern Hospital in the Home (HiTH) Trial.</p>	<p>Completed December 2021</p>	<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). 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"> 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. 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. <p>These recommendations will be implemented in two phases over the course of 2022.</p>
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Action



Indicative Timelines



Current Status

<p>Reform Initiative 1.2 Consult stakeholders on the Urgent Care Centre (UCC) Feasibility Study findings and finalise future delivery models.</p>	<p>Consultation was completed August 2021.</p> <p>Round 2 of the GP After Hours Support Initiative has been completed.</p> <p>Round 3 of the GP After Hours Support Initiative is currently being finalised.</p> <p>Round 2 of the Hospital Avoidance Co-Investment Fund.</p>	<ul style="list-style-type: none"> • 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. 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. • 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. • Round 3 of the GP After hours Support Initiative opened 19 August 2022 with an expanded scope for primary care service providers to support vulnerable cohorts and communities with in-hours and after-hours services. The grant initiative was renamed Primary Care Support Initiative and will provide funding to successful applicants for up to three years. Successful applicants will be notified in early 2023. • A second grant round for the Hospital Avoidance Co-Investment Fund was also administered at the same time. Funding has been allocated in the Tasmanian Government's First 100 Day Plan election commitment to support primary care service providers, including GPs and pharmacies, to match private sector investment on a dollar-for-dollar basis for capital upgrades, improvements, or expansion of facilities to deliver more after-hours care. Successful applicants will be notified in early 2023.
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Action



Indicative Timelines



Current Status

<p>Reform Initiative 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.</p>	<p>DoH has allocated project management resources to revise the existing service. Revised service model design and implementation are underway.</p> <p>Revised model of care will optimise virtual care opportunities.</p>	<p>The Rapid Access In-Reach Service 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. GPs 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.</p> <p>Planned service expansion into the North and North West of the state was delayed due to COVID restrictions and associated staffing redeployment. Service expansion as initially planned will recommence in the first half of 2023. A recruitment process has commenced to facilitate this.</p>
<p>Reform Initiative 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>	<p>Contract signed with successful vendor on 30 Nov 2022.</p> <p>New solution will be implemented throughout 2023.</p>	<p>The Digital Outpatient Management & 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 (i.e. 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 procurement phase was completed in November 2022. The new solution is being configured for statewide roll-out during 2023, commencing at the North West Regional Hospital.</p>



Reform Initiative 2

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



Action



Indicative Timelines



Current Status

<p>Reform Initiative 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.</p>	<p>November 2020 – Mid 2024.</p>	<p>The appointed Systems Integrator, in conjunction with the Department's HRIS Project Team and Human Resources representatives, have concluded the detailed design stage. The solution is now being configured through an iterative design process and will be ready for demonstration to both the Department of Health and other agencies in May 2023.</p> <p>Implementation of the solution is expected to commence in mid-2023 with a go-live scheduled for mid-2024.</p>
<p>Reform Initiative 2.2 Develop a Health 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>	<p>The Health ICT Plan will be developed in two phases:</p> <ul style="list-style-type: none"> Phase 1: The ICT Strategic Plan 2021 – 2031 has been completed. Phase 2: Digital Health Transformation strategy – was completed and released in late May 2022. 	<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 Digital Health Transformation Strategy will provide new ways of caring for the health and wellbeing of all Tasmanians enabled by digital technologies. The strategy was completed following a clinical consultation process in early 2022. Following formal approvals, the Digital Health Transformation – Improving Patient Outcomes 2022 to 2032 was released by the Premier on schedule on 25 May 2022.</p>



Reform Initiative 2.3

Partner with Primary Health Tasmania (PHT) to improve patient care by enhancing the interface between specialist and primary healthcare through:



Action

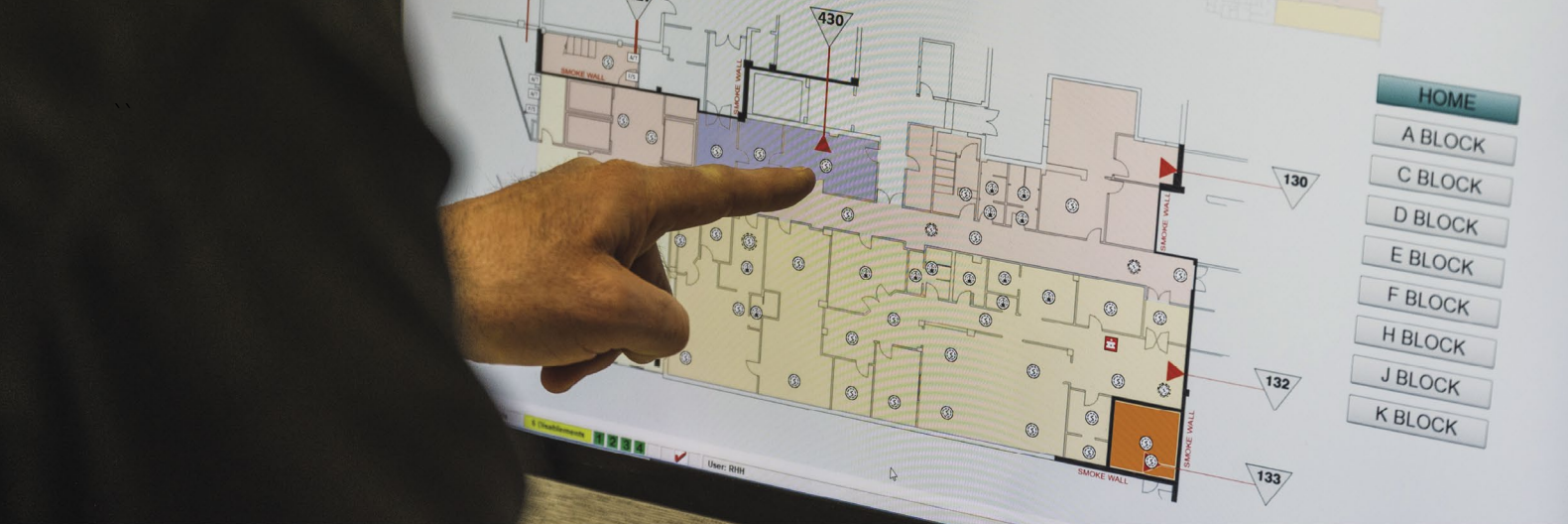


Indicative Timelines



Current Status

<p>Reform Initiative 2.3 Implementation of a single eReferral system between primary care and the THS.</p>	<p>Underway – 2022/23.</p> <p>Completed for GP's and Registered Medical Practitioners working in medical centres supporting district hospitals and their patients.</p>	<p>The eReferral project recently completed a significant milestone with the successful commissioning of the Referral Management System solution to 32 Launceston General Hospital (LGH) outpatient clinics in November 2022. 41 GP clinics in the North Region were enabled with eReferral capability during this release enabling the new instantaneous and secure transmission of referrals.</p> <p>Change readiness and engagement to deliver the solution to an additional 42 in scope outpatient services at the North West Regional Hospital (NWRH) and Mersey Community Hospital (MCH) remains on track for February 2023. Planning has also commenced for the largest clinical roll-out, enabling 47 additional outpatient services at Royal Hobart Hospital in mid-2023.</p> <p>Additional system capabilities (including Optical Character Recognition) remain under planning for subsequent additional releases. In addition, the Outpatient Transformation Program have also initiated scope planning for FY 23/24; high priority requests include Clinical Prioritisation Criteria (CPC), internal referrals as well as commissioning RMS to various statewide community-based outpatient services.</p>
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Indicative Timelines



Current Status

Reform Initiative 2.3

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.

Underway – 2022/23.

Enabling care integration and transition by ensuring seamless communication between hospitals, community services, GPs and the public health system will be addressed more broadly via the Digital Health Transformation Strategy.

In Horizon 1 the viewer product will enable a broader suite of clinical information to be available from a range of systems. It should be noted there are integration technology dependencies that will take time to develop this solution.

In Horizon 2 a Statewide EMR and Health Information Exchange harnessing HL7, FHIR and API technologies will allow seamless sharing of clinical information, where provider solutions can receive it, noting this is an ongoing maturity journey the Commonwealth, States and Territories continue to progress with vendors.

Currently the Digital Health Readiness Project is also reviewing tactical options to share clinical information with some interstate providers ahead of the viewer deployment. Expanded DMR access will also be piloted for external GPs, balanced against appropriate privacy legislative obligations.

The Digital Health Transformation Program has commenced the following pre-requisite activities:

- Development of a Digital Health Capability Model (complete)
- Mapping our Current State against the Capability Model (near complete)
- Mapping our Target Operating Model against the Capability Model (in progress)

Resource planning has commenced for initiating a 'Clinical Viewer' project early 2023.

<p>Reform Initiative 2.3</p> <p>A continued partnership-based focus on the development and implementation of jointly agreed clinician led Tasmanian health pathways.</p>	<p>Underway – 2022/23.</p>	<p>Tasmanian Health Pathways (THP) is an evidence based online portal designed by primary and acute healthcare 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 statewide 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"> • is contemporary and evidence based and has application to the Tasmanian context • assists in the diagnosis and management of illnesses and prompt referrals for treatment • provides information on the best management, treatment, and referral options available statewide for a range of health conditions. <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"> • Greater coordination of care • More care provided in the community • Greater clarity for clinicians of about options and referral processes. <p>For clinicians</p> <ul style="list-style-type: none"> • Access to referral processes, outpatient and admission criteria and post discharge management • Integration between acute and primary care • Easy to read access to evidence-based information • Improved quality of referrals. <p>For the whole of health system</p> <ul style="list-style-type: none"> • Less demand on acute and outpatient services • Reduce variation in healthcare.
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Reform Initiative 3a

Develop a long-term health infrastructure strategy for Tasmania.



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Indicative Timelines



Current Status

<p>Reform Initiative 3a.1 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> <ul style="list-style-type: none"> Phase 1: Strategic Asset Management Plan (SAMP) – complete. Phase 2: 20 Year Infrastructure Strategy 2023. <p>The Infrastructure Strategy will be completed following the regional Clinical Services Plans (CSPs) which will be completed in the first half of 2023.</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 complete or underway in response to this initiative:</p> <ul style="list-style-type: none"> The Strategic Asset Management Plan (SAMP) 2021-23 provides 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 Department's Asset Management Policy outlines the Department's commitment to achieving strategic asset management objectives and continuous improvement. The Masterplan for the LGH precinct has been released and a staged program of works is being implemented. 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. The development of a Masterplan for the North West hospitals is underway. Building condition assessments and site investigations are complete and a health facility planner engaged to lead the development of the Masterplan. Over the next 12 months 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. A statewide contractor management system (CMS) is being implemented to establish a hierarchy of controls to minimise risk and impose controls over contractors across all Department facilities.
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Reform Initiative 3b

Build a strong health professional workforce, aligned to a highly integrated health service, to meet the needs of Tasmanians.



Action



Indicative Timelines



Current Status

<p>Reform Initiative 3b.1 Release Health Workforce 2040 for consultation.</p> <p>Reform Initiative 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 Health Workforce 2040 strategy. This will inform the final Focus Areas and Actions in the strategy.</p>	<p>Completed November 2020.</p> <p>Completed February 2021.</p>	<p>Health Workforce 2040 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.</p> <p>One hundred and twenty-eight written submissions were received (either directly or through Our Healthcare Future).</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 Health Workforce 2040 will be undertaken by the Department of Health's Health Workforce Planning Unit.</p>
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Action



Indicative Timelines



Current Status

<p>Reform Initiative 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.</p>	<p>Underway and ongoing.</p>	<p>The Department of Health and UTAS already engage in conjoint appointments, and this will continue.</p> <p>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>The policy and procedure are expected to be finalised in early 2023.</p>
<p>Reform Initiative 3b.4 Release Health Workforce 2040 for consultation. Engage with UTAS to explore the alignment of future course offerings to future identified gaps in the workforce.</p>	<p>Completed January 2022.</p>	<p>UTAS has launched its Allied Health Expansion Program with the support and engagement of DoH. The new programs include physiotherapy, occupational therapy and speech pathology and will assist entry-to-practice qualifications in allied health and help 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 ongoing course offerings along with organisational and community need.</p>



Reform Initiative 3c

Strengthen the clinical and consumer voice in health service planning.



Action



Indicative Timelines



Current Status

<p>Reform Initiative 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.</p>	<p>Underway – implementation to be completed in early 2023.</p>	<p>The release of the Our Healthcare Future Immediate Actions and Consultation Paper, sought feedback on the establishment of a statewide Clinical Senate for Tasmania. With the commitment made to establish a statewide Senate, the Establishing a Statewide Clinical Senate for Tasmania: Issue Paper was released. The consultation that followed informed the co-design of the Terms of Reference and an Operational Framework for the Senate.</p> <p>In May 2022, Exposure drafts of these documents, for the newly named Tasmanian Health Senate, were released for consultation from late May to mid-June 2022. The final documents have been released with a call for Expressions of Interest in membership of the Senate. Appointments will be finalised soon and the first Senate Debate will be held in early 2023.</p>
<p>Reform Initiative 3c.2 Establish a Future Health Leaders Forum to support and develop emerging health leaders.</p>	<p>Underway – establishment scheduled to be completed in early 2023.</p>	<p>The inaugural Our Healthcare Future: Leadership 2040 Conference will be held on 4 November 2022. The Conference welcomed approximately 160 delegates from across the health sector, including the public, private and representatives from the consumer sector and UTAS.</p> <p>Along with hearing from a diverse range of speakers, an online leadership community was announced. The Online Community will allow emerging leaders to connect and engage with each other about health leadership and share and discuss resources. A group of ‘Early Adopters’ volunteered themselves at the Conference to be involved with refining and improving the Online Community before it is launched more broadly in early 2023.</p> <p>The Conference and Online Community complement the One Health Cultural Program and align with the Our Healthcare Future reforms by providing a mechanism to support leadership development, collegiality, interdisciplinary and cross service networking and to engage with our emerging health leaders more deeply around the state.</p>



Tasmanian
Government

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