



# OUR **HEALTHCARE** FUTURE

## Progress Summary Report July 2023

Immediate  
Actions and  
Consultation  
Paper





## Progress Summary Report – July 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.

In response to the vision and policy direction of Our Healthcare Future: Advancing Tasmania's Health, the Long-Term Plan for Healthcare in Tasmania 2040 (the Long-Term Plan) was released in June 2023. The Long-Term Plan is a blueprint for the future of healthcare in Tasmania. It provides system-wide direction and strategy for the delivery of health services to achieve our goal of a sustainable, integrated and balanced health system that delivers the right care, in the right place, at the right time for our population.





Implementation will be phased over several years. This will be done in such a way as to ensure that actions with the greatest immediate effect on the health outcomes that matter the most to Tasmanians will be prioritised.

The implementation plan will be supported by public reporting on progress towards achieving the goals of the Long-Term Plan. With most of the Immediate Actions now complete or well underway, future updates will form part of the Long-Term Plan implementation reporting.

For further information please contact [ourhealthcarefuture@health.tas.gov.au](mailto: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><b>Reform Initiative 1.1</b> 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 12 beds and staffing is integrated with the Southern Community Rapid Response Service (ComRRs). An evaluation of the trial provided recommendations to be implemented in two phases in 2022 to optimise the uptake and delivery of the service:</p> <ol style="list-style-type: none"> <li>1. Optimise the current HiTH model of care in the acute sector to maximise current capacity and facilitate timely discharge, including enhanced referral from the Emergency Department.</li> <li>2. Enhance and reform HiTH to enable referral from the community and primary sector and ensure HiTH can be incorporated into a broader service model for intermediate care.</li> </ol>
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<p><b>Reform Initiative 1.2</b> Consult stakeholders on the Urgent Care Centre (UCC) Feasibility Study findings and finalise future delivery models.</p>	<p>Complete – Consultation August 2021.</p> <p>Complete - Primary Care Support Initiative – GP After Hours Support – Round Two October 2021</p> <p>Complete - Primary Care Support Initiative – GP After Hours Support – Round Three September 2022</p> <p>Primary Care Support Initiative – GP After Hours Support – Round Four</p> <p>July 2023</p> <p>Complete - Round two of the Hospital Avoidance Co-Investment Fund</p> <p>June 2023.</p>	<ul style="list-style-type: none"> <li>• 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 report recommendations, the Department engaged with stakeholders to determine a range of opinions on UCCs and appropriate service model for Tasmania.</li> <li>• The outcomes of these consultations were used to develop Guidelines for Primary Care Support Initiative – GP After Hours Support – Round Two. This initiative aims to strengthen working arrangements with the primary health sector and GPs to help ease demand on our public hospitals. Six applicants were successful to provide extended after-hours services for their local communities.</li> <li>• Applications for Primary Care Support Initiative – GP After Hours Support – Round Three saw seven applicants successful in securing funding for up to three years to support vulnerable cohorts and communities with in-hours and after-hours services. Six of the seven recipients commenced operating their proposed services. Another recipient is expanding their service to support the recently announced Launceston Medicare Urgent Care Centre.</li> <li>• Primary Care Support Initiative – GP After Hours Support – Round Four closed on 1 June 2023. This round focuses on those experiencing homelessness, who have no fixed address, or are at immediate risk of becoming homeless. The panel for this round is set to deliberate in July 2023.</li> <li>• A second grant round for the Hospital Avoidance Co-Investment Fund was also administered at the same time as Round Three. The Tasmanian Government provided funding 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. Five applicants were successful in securing once off funding.</li> </ul>
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## Action



## Indicative Timelines



## Current Status

<p><b>Reform Initiative 1.3</b></p> <p>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>Complete - Rapid Access Inreach Service</p> <p>May 2023</p> <p>Revised model of care will optimise virtual care opportunities.</p>	<p>Rapid Access Inreach Service (RAIS) commenced service delivery on 1 May 2023 and will:</p> <ul style="list-style-type: none"> <li>• prevent unnecessary emergency department presentations and support controlled admissions if deemed necessary</li> <li>• provide a patient centred model of care, optimising care delivery in the community setting and</li> <li>• improve patients with chronic and/or complex care needs experience and health outcomes.</li> </ul> <p>GPs and Rural Medical Practitioners can contact the RAIS inreach physician on an established 1800 number for advice and management support. This support may include a rapid face to face RAIS outpatient clinic appointment. RAIS outpatient and in-reach clinics are established in LGH, Scottsdale, George Town, St Helen's, and Deloraine.</p> <p>Recruitment is underway and full expansion of service into the North and North West will be completed as recruitment is finalised. A Communication Strategy has been implemented to facilitate a soft launch while recruitment continues.</p> <p>A Model of Care and an intranet site has been developed. A Risk Management Plan and engagement with general practitioners is underway through face to face communication, clinic visits and a GP brochure.</p>
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Action



Indicative Timelines



Current Status

<p><b>Reform Initiative 1.4</b> 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><b>2023-24</b> Monitoring and progress will continue to be reported through the implementation of the Long-Term Plan.</p>	<p>The Digital Outpatient Management &amp; Virtual Care Project (DOMVC) will deliver reforms across outpatient services and is a key component of the Outpatient Transformation Program. The project aims to reduce administrative complexity from waitlist through to appointment delivery and improve the patient and clinician experience across all modes of care (ie in-person, virtual, assisted virtual). Enabling telehealth to be embedded as a normalised mode of care will drive efficiencies in our service capacity and reduce travel for patients and clinicians by supporting provision of specialist services in their home or local health facility.</p> <p>Procurement was completed in November 2022. The new solution is being configured for Statewide roll-out during 2023, commencing at the NWRH in late 2023.</p> <p>A statewide outpatient working group has been convened to guide configuration activities to support standardised state-wide outpatient processes.</p> <p>Recognising the extent of business change, the project has increased resourcing in the change management stream for 2023-24. Detailed planning is being conducted to align change and engagement activities to the Outpatient Transformation Program.</p> <p>The next major milestone for the project will be the establishment of a fully integrated, demonstratable test instance of the solution which will enable a targeted engagement strategy with experience opportunities for end users leading into execution of the end user training strategy.</p>
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## 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><b>Reform Initiative 2.1</b> 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>2023-24</p> <p>Monitoring and progress will continue to be reported through the implementation of the Long-Term Plan.</p>	<p>Final iterative build sessions were completed in April 2023. End-to-end system demonstrations commenced in June 2023 and evaluated to confirm the overall solution is fit-for-purpose. System validations were evaluated by DoH and included participation by the Departments of State Growth and Premier and Cabinet with very positive overall feedback. The focus is now shifting to planning for implementation, initial go-live and deployment strategy post go-live. Contract negotiations are supporting this effort.</p> <p>Ensuing project stages include system integration testing and data migration.</p>
<p><b>Reform Initiative 2.2</b> 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>Complete - May 2022.</p>	<p>The Information Communications and Technology Services (ICT) Strategic Plan 2021- 2031 has been developed to deliver high quality services, programs, and projects over the next ten years.</p> <p>The Digital Health Transformation - Improving Patient Outcomes 2022-2032, released in May 2022 following a consultation period, The strategy will provide new ways of caring for the health and wellbeing of all Tasmanians enabled by digital technologies.</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><b>Reform Initiative 2.3</b> Implementation of a single eReferral system between primary care and the THS.</p>	<p>Complete – Phase 1 Phase to allow GPs to send eReferrals to outpatient services at all four major public hospitals June 2023</p> <p>Monitoring and progress will continue to be reported through the implementation of the Long-Term Plan.</p>	<p>The established eReferrals solution offers instantaneous and secure transmission of referrals between GPs and outpatient services. Implementation at the RHH in May 2023 follows the successful rollout of the system at the NWRH and MCH in February 2023 as well as the LGH in late 2022. This final release for 2022-23 brings the GP selectable referral services to 128 statewide.</p> <p>Phase 2, eReferrals Expansion and Optimisation Project has commenced which includes integration of Clinical Prioritisation Criteria and development of internal referrals as well as commissioning the eReferral solution to statewide community-based outpatient services.</p>
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<p><b>Reform Initiative 2.3</b></p> <p>Scoping the requirements to implement a secure web-based application to enable GPs to view key information about patients in their care held by the THS.</p>	<p><b>2024-25</b></p> <p>As part of the Digital Health Transformation Strategy this will continue to be monitored and progress reported.</p>	<p>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.</p> <p>In Horizon 1 the viewer product will enable a broader suite of clinical information to be available from a range of systems, noting that integration technology dependencies will take time to develop this solution.</p> <p>The initial research stage is underway to identify the requirements for a patient record viewer that encompasses all healthcare facilities within the state. A prototype will be developed and tested during 2023-24, with the complete implementation expected by 2024-25.</p> <p>In Horizon 2 a Statewide Electronic Medical Record (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.</p> <ul style="list-style-type: none"> <li>• The Open Request for Proposal for a new centralised and secure EMR (to connect public and private providers up to date clinical information) with Electronic Medication Management capabilities and Ambulance electronic Patient Care Record Solution (to streamline handover process and information sharing across Ambulance Tasmania and receiving hospitals) closed on 5 April 2023.</li> <li>• A confidential procurement phase is underway, involving specialists from clinical, technological, and other fields.</li> <li>• Preparations have started for the issuing of a Limited Request for Tender for both systems by the end of 2023. It is anticipated the announcement of the successful tenderer/s contract will be made by the end of 2024.</li> </ul>
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<p><b>Reform Initiative 2.3</b></p> <p>A continued partnership-based focus on the development and implementation of jointly agreed clinician led Tasmanian health pathways.</p>	<p>Complete- 2021</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, usually managed by General Practice. THPs provides the opportunity for timely and better-connected health services through a dedicated website:</p> <ul style="list-style-type: none"> <li>• is contemporary and evidence based and has application to the Tasmanian context</li> <li>• assists in the diagnosis and management of illnesses and prompt referrals for treatment</li> <li>• provides information on the best management, treatment, and referral options available statewide for a range of health conditions.</li> </ul> <p>The THP Optimisation Project is aimed at raising awareness and encouraging the use of pathways by THS clinicians. It aims to embed THPs into Tasmanian Health Service redesign of systems and processes to support following outcomes:</p> <p>For patients</p> <ul style="list-style-type: none"> <li>• Greater coordination of care</li> <li>• More care provided in the community</li> <li>• Greater clarity for clinicians about options and referral processes.</li> </ul> <p>For clinicians</p> <ul style="list-style-type: none"> <li>• Access to referral processes, outpatient and admission criteria and post discharge management</li> <li>• Integration between acute and primary care</li> <li>• Easy to read access to evidence-based information</li> <li>• Improved quality of referral.</li> </ul> <p>For the whole of health system</p> <ul style="list-style-type: none"> <li>• Less demand on acute and outpatient services</li> <li>• Reduced variation in healthcare.</li> </ul>
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## Reform Initiative 3a

Develop a long-term health infrastructure strategy for Tasmania.



Action



Indicative  
Timelines



Current Status

<p><b>Reform Initiative 3a.1</b></p> <p>Develop a 20 year Tasmanian health infrastructure strategy to ensure our health facilities enable us to deliver the right care, in the right place and at the right time to improve access to quality healthcare and help manage demand for acute hospital services. This will be informed by the masterplans for each of the major hospitals and also include District Hospitals, community health centres, ambulance services and mental health infrastructure.</p>	<p>Ongoing</p>	<p>Several key activities are complete or underway in response to this initiative:</p> <p>The Strategic Asset Management Plan 2021-23 (released April 2022) 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.</p> <p>The Asset Management Policy (released September 2021) outlines DoH commitment to achieving strategic asset management objectives and continuous improvement.</p> <p>The LGH Precinct Masterplan (released March 2022) presents a roadmap for redeveloping the LGH precinct over the next 20 years.</p> <p>The draft North West Hospitals Masterplan was released for public consultation in April 2023 with the final release in the second half of 2023.</p> <p>We are prioritising the redevelopment of St Johns Park in New Town to transform it into a contemporary Health and Wellbeing Precinct as part of the 30-year Royal Hobart Hospital redevelopment. St Johns Park provides expanded mental health, subacute and community-based services to meet projected future demand for these services in Southern Tasmania.</p> <p>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.</p> <p>Implementation of the new Asset Management System (AMS) has commenced to understand its assets, make evidence-based decisions and optimise asset lifecycle costs. The AMS will provide functionality to identify required work, backlogs of work, and assist in managing and recording completion, cost and quality of work undertaken.</p> <p>A statewide contractor management system (CMS) has been implemented across the four acute hospitals. This new system establishes a hierarchy of controls to minimise risk and impose controls over contractors across all Department facilities.</p>
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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><b>Reform Initiative 3b.1</b> Release Health Workforce 2040 for consultation.</p> <p><b>Reform Initiative 3b.2</b> 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><b>Reform Initiative 3b.1</b> complete - November 2020.</p> <p><b>Reform Initiative 3b.2</b> complete - 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><b>Reform Initiative 3b.3</b> 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>December 2023</p>	<p>DOH and UTAS already engage in conjoint appointments, and this will continue. To further this partnership a Conjoint Working Group, with members from both organisations reviewed the current mechanisms and drafted a policy and procedure to streamline the process and ensure maximum benefit to both organisations, and all regions.</p> <p>Engagement with Crown Law is now underway, and the new policy and procedure are expected to be finalised in 2023.</p>
<p><b>Reform Initiative 3b.4</b> 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>Complete - 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><b>Reform Initiative 3c.1</b></p> <p>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>Complete - May 2023</p>	<p>The Establishing a Statewide Clinical Senate for Tasmania: Issue Paper supported consultation to inform the co-design of the Terms of Reference and an Operational Framework for the Senate.</p> <p>Exposure drafts of these co-designed documents were released for consultation, for the newly named Tasmanian Health Senate. The final documents were released with a call for Expressions of Interest (EOI) in membership of the Senate.</p> <p>The response to the EOI was overwhelming and applicants were of a consistently high standard. Members of the Tasmanian Health Senate and its Steering Committee have been appointed.</p> <p>The inaugural Tasmanian Health Senate was held on 15 May 2023. A Report from the meeting and a DoH response will become publicly available.</p>
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Action



Indicative Timelines



Current Status

<p><b>Reform Initiative 3c.2</b> Establish a Future Health Leaders Forum to support and develop emerging health leaders.</p>	<p>Complete - November 2022</p>	<p>'Leadership 2040' is being delivered through two primary channels. This includes:</p> <ul style="list-style-type: none"> <li>• Leadership events</li> <li>• An online community.</li> </ul> <p><u>Leadership events:</u></p> <p>The inaugural Our Healthcare Future: Leadership 2040 Conference was 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>Following its success and feedback there will be a specific North West event, 'North West Connections' in mid-2023 and another Statewide conference in late 2023.</p> <p><u>Online Community:</u></p> <p>The Leadership 2040 Online Community allows 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 2022 Conference and has been involved with refining and improving the Online Community before it is launched more broadly in 2023.</p> <p>The Leadership events 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>
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