



Delivering our elective surgery plan

Progress Report on Year 2 of
the Statewide Elective Surgery
Four-Year Plan 2021-2025

November 2023

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.

Dempster Plains, just South of Maytim (the Arthur River), is one of the largest button grass plains in Lutruwita (Tasmania) and the site of the first Aboriginal cultural burn on a state managed park or reserve in Lutruwita.

Photographer: Jillian Mundy

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Goals of the Four-Year plan

The Statewide Elective Surgery Four-Year Plan 2021-2025 (the Four-Year Plan) outlines strategies and actions for increasing access to more publicly provided elective surgery procedures for the Tasmanian community. The goals of the Four-Year Plan are to:

- Ensure equitable access for all patients needing surgery, regardless of where they live or what procedure they are waiting for.
- Enable patients to receive procedures within clinically recommended times.
- Promote the implementation of best practice, evidence-based models of care that optimise patient outcomes.
- Provide greater transparency to Tasmanians of the process that determines access to elective surgery.
- Ensure the system is designed to adequately meet the elective surgery needs of the Tasmanian population.

In the second year of the Four-Year Plan, we continued to see improvements against our key performance measures



Hospitals exceeded their activity targets

In 2022-23, 21,364 public elective surgery admissions and 13,294 endoscopies were delivered, exceeding annual performance targets and more activity than has ever been delivered.

The waitlist reduced

Last year our hospitals reduced the elective surgery wait list by 16% and the number of people waiting over boundary reduced by 33%. For endoscopies, the wait list reduced by 15.4%.



Partnerships with private hospitals were strengthened

Over the 2022-23 year, the median wait time for elective surgery decreased across patient categories 1, 2 and 3.



Year 2 Achievements

During the second year of our Four-Year Plan, clinical, support service and reform teams have made significant improvements, helping to deliver a record number of elective surgeries and endoscopies, improving the timeliness, outcomes and experience for consumers accessing our services.

✓ **1,050 more admissions were delivered**

21,364 elective surgery admissions were delivered, or 1,050 admissions (5.2%) above the volume delivered last year.

✓ **1,528 fewer patients are on the wait list**

The wait list reduced from 9,424 to 7,896 patients, a reduction of 1,528 (16.2%).

✓ **1,519 fewer patients have waited too long**

Patients who have waited longer than clinically recommended reduced from 4,562 to 3,043, a reduction of 1,519 (33.3%).

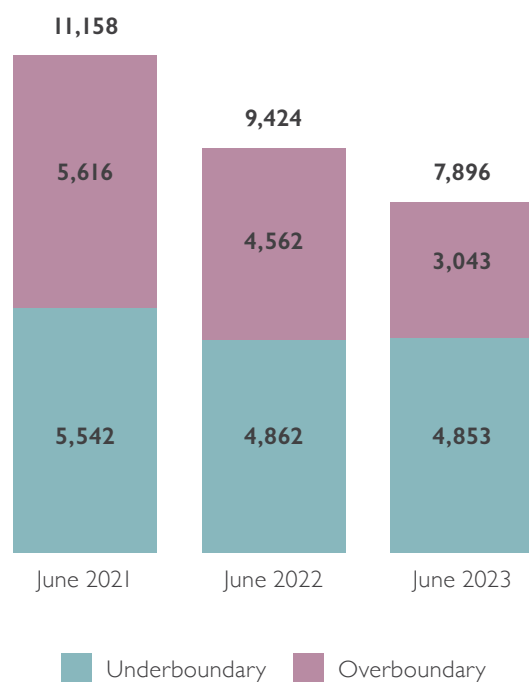
✓ **1,139 fewer patients are waiting for an endoscopy**

The endoscopy wait list reduced from 7,415 to 6,276 patients, a reduction of 1,139 (15.4%).

✓ **Public capacity increased**

Public hospitals increased 'in-house' elective surgery admissions by 5.5 percent when compared to the previous financial year.

Graph 1: Elective Surgery Wait List Size



✔ **6,743 public patients were treated by private hospitals**

The private sector delivered 6,743 admissions, or 333 admissions (4.9%) above the volume delivered last year.

✔ **Stand-out wait list improvements over the past 12 months**

- 627 fewer patients waiting for Orthopaedic Surgery statewide, which includes hip and knee replacements.
 - 473 fewer patients waiting for Gynaecology statewide.
 - 281 fewer patients waiting for General Surgery in the North and 117 fewer in the North West.
 - 123 fewer patients waiting for Neurosurgery statewide, which includes back surgery.
- ✔ Completed the fitout of the new Liverpool Clinics at the Royal Hobart Hospital.
- ✔ Opened new endoscopy theatre suites at the Royal Hobart Hospital.

✔ Released our Long Term Health Plan for Healthcare in Tasmania 2040, including three regional Clinical Service Profiles.

✔ Updated the Tasmanian Role Delineation Framework (TRDF), which provides the foundation to operate a single statewide elective surgery system to enable shared capacity across the state.

✔ Released our Statewide Endoscopy Services Four-Year Plan 2023-2027 in response to the additional funding announced to support service improvements and reduce the time people wait for these important procedures to ensure that the waiting list reaches a sustainable level by 2027.

✔ Committed additional funding to increase access to evidence based musculoskeletal care pathways and implement multidisciplinary pain and rheumatology services. These new services will provide Tasmanians with timely, contemporary and evidence-based non-surgical options for their treatment.



Year 3 Implementation Activities

In year 3 of the Plan, we will continue to drive performance and increase activity in service delivery to ensure that the wait list continues to reduce, and that people are seen in clinically recommended timeframes.

A substantial elective surgery program will continue to be delivered over the remaining two years of the Four-Year Plan to ensure sustainability of services into the future. To ensure this happens, the Department of Health and the Tasmanian Health Service must ensure strategies:

- 1** Use the **capacity we have** more effectively and efficiently.
- 2** Enhance our **private sector partnerships** to assist in the delivery of more elective surgery.
- 3** Invest in **public sector capital infrastructure and equipment** to increase elective surgical capacity.
- 4** Invest in our **workforce** to ensure higher levels of elective surgery throughput can be safely delivered and sustained.
- 5** Implement **innovative improvement** and service development programs to improve the way we deliver elective surgery and ensure patients receive contemporary, best practice models of care.

Please see Appendix 4 for a detailed implementation action plan.

Planning and service delivery context



Covid-19

Throughout the COVID-19 pandemic, hospitals maintained a high volume of surgical throughput by prioritising day cases, reducing holiday “slow down” periods, increasing internal capacity by training graduates, and outsourcing when clinically appropriate.

While COVID-19 is no longer considered a public health emergency, COVID-19 is an ongoing health issue requiring long-term management. To manage COVID-19 in the long term, hospital staff continue to undertake COVID-19-safe practices including increased use of PPE, infection, prevention and control, and COVID-19 screening and social distancing, all of which delay the surgical treatment pathway and reduce elective surgery throughput per day when compared to pre-pandemic practices.



Policy and Planning Context

Since the initial release of the Statewide Elective Surgery Four-Year Plan 2021-2025, the policy landscape has shifted to reflect changes in Tasmania's population and health needs and to provide strategic direction for the Tasmanian health system over the next twenty years. The following documents provide strategic context for the remaining two years of the Plan, and the strategies and initiatives within the Plan have been updated to align to this evolving policy environment.



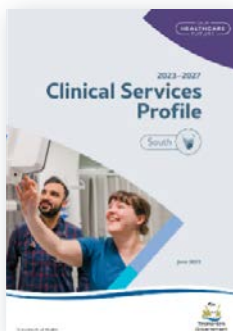
Our Healthcare Future: Advancing Tasmania's Health (2022)

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



Long-Term Plan for Healthcare in Tasmania 2040

The Long-Term Plan for Healthcare in Tasmania 2040 was released in June 2023 and provides the 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. It has been developed in partnership with consumers, clinicians and policy makers across Tasmania and provides the foundation for reform and service development for surgical and perioperative services into the future.



Clinical Services Profiles: North, Northwest and South (2023)

Describes the demographic and population health characteristics of each region in Tasmania, the parts of the healthcare system located within the region and the capability of each service. Profiles also identify key regional service improvement initiatives to be implemented over the next five years. Initiatives are based on priorities identified through assessment against the Tasmanian Role Delineation Framework and extensive stakeholder consultation. The Clinical Service Profiles will be updated annually to account for any changes in population, burden of disease and service demand.



Child Safety and Wellbeing Framework

The Framework for Implementing the National Principles for Child Safe Organisations establishes a systemic approach to enhance the way the Department of Health works with vulnerable people, specifically children and young people.



Healthy Tasmania Five-Year Strategic Plan 2022-2026

The plan for preventive health in Tasmania, bringing together communities, services and all levels of government to work in partnership for improved health and wellbeing. It is the Tasmanian Government's second plan of its type, building on the evidence and lessons from the first five years of Healthy Tasmania from 2016-2021 to inform future steps. The Strategic Plan aims to improve the health and wellbeing of Tasmanians, which ultimately reduces demand for elective surgery, increases fitness levels of people requiring surgery and improves patient outcomes following surgery.



Tasmanian Role Delineation Framework (2023)

Surgical and perioperative services are delivered across the state within the Tasmanian Role Delineation Framework (TRDF). The TRDF describes the various levels of a clinical service, including supports required for services to function safely and effectively, across levels of complexity from 1 (less complex) to 6 (complex).

The TRDF is applied to the four acute facilities in Tasmania through the vehicle of the Clinical Services Profiles, which assigns the appropriate level of complexity for a service provided at a facility. Hospitals must maintain services at the complexity levels assigned by the Clinical Services Profile and function as a single state-wide system. The TRDF underpins the delivery of the Statewide Elective Surgery Four-Year Plan 2021-2025, providing the foundation to operate a single statewide elective surgery system to enable capacity to be shared across the state, so that Tasmanians receive surgery on time regardless of their surgical needs or where they live.

An updated TRDF can be found on the Department of Health website. The following table summarises surgical specialty by hospital and level of complexity.

Table 1: TRDF approved Service Levels 2023-2027



Royal Hobart Hospital



Launceston General Hospital



North West Regional Hospital



Mersey Community Hospital

CORE				
Adult Critical Care	Level 6	Level 5	Level 4	Level 2
Anaesthetics	Level 6	Level 6*	Level 4	Level 3
Emergency Medicine	Level 6	Level 5	Level 4	Level 3
Medical Imaging	Level 6	Level 5	Level 4	Level 3
Medication Services	Level 6	Level 5	Level 4	Level 3
Paediatric Critical Care	Level 6	Level 5	Level 4	-
Paediatric Emergency	Level 5	Level 4	Level 3	Level 3*
Pathology	Level 6	Level 5	Level 5	Level 4
SURGICAL SPECIALTY				
Burns	Level 6	Level 4	Level 3	Level 2
Cardiothoracic (adult)	Level 6	-*	-	-
Ear, Nose & Throat	Level 6	Level 5	Level 4	Level 3
General Surgery	Level 6	Level 5	Level 4	Level 3
Gynaecology	Level 6	Level 5	Level 4	Level 3
Hyperbaric & Diving	Level 6	-	-	-
Neurosurgery (adult)	Level 6	Level 5	-	-
Ophthalmology	Level 6	Level 6*	Level 4	Level 4
Oral & Maxillofacial	Level 6	Level 5*	-	-
Orthopaedics	Level 6	Level 5	Level 4	Level 3
Plastic & Reconstructive	Level 6*	Level 5	Level 4	Level 3
Surgery for Children	Level 5	Level 4	Level 3	Level 2*
Trauma	Level 6	Level 5	Level 4	Level 3
Urology	Level 6	Level 6	Level 4	Level 4
Vascular	Level 6*	Level 3*	Level 3	Level 3*

*Service profile change since commencement of Four-Year Plan



Health Workforce 2040

Health Workforce 2040 is a long-term strategy to shape a health workforce that meets the needs of Tasmanians now and into the future by addressing long-term challenges associated with building a sustainable health workforce.

Our health workforce is a foundation of our health system. As the health system changes, so too does the health workforce that supports it. Recognising this, Health Workforce 2040 should continue to be seen as a living strategy that will be refined and amended over time to respond to emerging challenges and changing workforce and community needs.

As a number of strategies in the Statewide Elective Surgery Four-Year Plan 2021-2025 relate to Health Workforce 2040, it is intended that progress against these strategies will be reported separately through Health Workforce 2040. More information has been provided below in the year 2 update.



Infrastructure Master Planning

Long-term infrastructure strategies describe the priority areas for infrastructure investment in response to the Long-Term Plan for Healthcare in Tasmania 2040. This includes three regional masterplans for the Royal Hobart Hospital, Launceston General Hospital, and hospitals of the North West Region. Future plans will also include our small rural hospitals, mental health facilities, child health and parenting facilities, and Ambulance Tasmania assets.

Like with Health Workforce 2040, a number of strategies in the Statewide Elective Surgery Four-Year Plan 2021-2025 that relate to infrastructure and equipment were proposed prior to the finalisation of the three regional masterplans for Hospitals South, North and North West. It is intended that progress against each of these infrastructure and equipment strategies will be reported separately through the regional masterplans and redevelopment works. More information has been provided below in the year 2 update.



Digital Health Transformation - Improving Patient Outcomes 2022-33

The 10-year digital health strategy aims to improve patient care, deliver better health outcomes and increase capacity in the system through investment in digital health technologies that enable contemporary healthcare delivery. There are a number of initiatives underway through the Digital Health Transformation Project that will improve the safety, quality and efficiency of services provided by the surgical and perioperative teams. The Statewide Surgical and Perioperative Services Steering Committee continue to work closely with Health ICT through the expansion of this significant project for the Department of Health to identify opportunities to streamline processes and improve the digital systems that support our surgical teams.



Statewide Endoscopy Services Four-Year Plan 2023-2027

The Statewide Endoscopy Services Four-Year Plan 2023-2027 was released in May 2023 and outlines how the Tasmanian health system will use the additional government funding to deliver the increased volume of quality endoscopies needed to reduce the number of Tasmanians waiting for an endoscopy, see more people within clinically appropriate times, and enhance services to meet future demand. The plan builds on the Statewide Elective Surgery Four-Year Plan by detailing the level of activity required to clear over boundary patients and bring the waiting list to a sustainable level, meaning that waiting times will significantly reduce, with most people seen within clinically appropriate timeframes by 2027.

From next year, progress on endoscopies will be reported separately against the new Statewide Endoscopy Service Four-Year Plan 2023-2027.



Transforming Outpatient Services 2022-26 (2022)

The four-year plan aims to improve access and the quality of outpatient services provided in Tasmania. It sets the future vision for outpatient delivery in Tasmania and outlines the service improvements we will make to deliver the service capacity needed to meet current and future needs.

The four-year plan for Transforming Outpatient Services was developed following the release of the Statewide Elective Surgery Four-Year Plan 2021-2025. Transforming Outpatient Services is linked with elective surgery, as improvements in service delivery and business processes that increase the capacity of outpatient services will subsequently increase demand for elective surgery. Health Planning within the Department of Health continue to meet with relevant stakeholders to ensure there is strategic alignment across both programs of work. Progress against initiatives in the Transforming Outpatient Services Project will be reported separately on an annual basis.

Appendices

Strategies, actions and
service profiles



Appendix I: Completed Strategies

Completed Infrastructure and Equipment Strategies

ID	ACTION	RESPONSIBLE	TIMEFRAME	COMMENT
1.22	RHH – Extended recovery capacity for close observation after surgery – 6 to 10 beds	Royal Hobart Hospital	2022-24	✓ COMPLETED
1.25	RHH – Expansion of Pre-Assessment Clinic space and reforms to the model of care	Royal Hobart Hospital and Infrastructure Services	2022-23	✓ COMPLETED
1.26	RHH – Increase ICU Capacity	Royal Hobart Hospital	April 2023	✓ COMPLETED
1.3	LGH – Expanded capacity of Short Stay Surgical Unit beds	Launceston General Hospital and Infrastructure Services	2022-23	✓ COMPLETED
1.12	NWRH – Establish a Short Stay Surgical Unit	North West Regional Hospital	2022-23	✓ COMPLETED
1.13	NWRH – Establish postoperative high dependency beds in the surgical ward	North West Regional Hospital	2022-23	✓ COMPLETED

Completed Workforce Strategies

ID	ACTION	RESPONSIBLE	TIMEFRAME	COMMENT
2.3	STATEWIDE – Implementation of Health Workforce Taskforce	Department of Health	2022-23	✓ COMPLETED

Completed Enhanced Clinical Engagement Strategies

ID	ACTION	RESPONSIBLE	TIMEFRAME	COMMENT
6.1	STATEWIDE – Investigate establishment of the State-wide Clinical Senate	Department of Health	2022-23	✓ COMPLETED
6.2	STATEWIDE – Establish Tasmanian Ophthalmology Network	Department of Health	By end of Dec 2022	✓ COMPLETED

Appendix 2: Strategies Transitioned to Core Business Functions

Workforce Strategies

ID	ACTION	RESPONSIBLE	TIMEFRAME	COMMENT
2.6	STATEWIDE – Targeted theatre and surgical nurse training programs	Royal Hobart Hospital Launceston General Hospital North West Hospitals	Ongoing	<p>✓ TRANSITIONED TO CORE BUSINESS FUNCTIONS</p> <p>Hospitals have secured funding to develop a statewide and consistent perioperative training program to attract nurses to become theatre nurses. The curriculum developed at the LGH has been shared across the four major hospitals.</p> <p>Several intakes have been undertaken across the state during 2022-23, with a number of Transition to Practice Nurses having completed the training program re-employed on a permanent basis.</p> <p>This strategy is embedded as a core business function.</p>

Strategies to Enhance Surgical Support Services

ID	ACTION	RESPONSIBLE	TIMEFRAME	COMMENT
3.1	STATEWIDE – Increase Medical Imaging capacity	Department of Health Royal Hobart Hospital Launceston General Hospital	Ongoing	<p>✓ TRANSITIONED TO CORE BUSINESS FUNCTIONS</p> <p>Following the significant uplift in activity required in Year 1 of this Strategy, surgical and perioperative services continue to work with public and private medical imaging services to deliver required elective surgery activity. With future required activity levels remaining stable, this is embedded as a core business function.</p>
3.2	STATEWIDE – Ensure adequate access to critical care service	Tasmanian Critical Care Network Royal Hobart Hospital Launceston General Hospital North West Hospitals Department of Health	Ongoing	<p>✓ TRANSITIONED TO CORE BUSINESS FUNCTIONS</p> <p>Following the significant uplift in activity required in Year 1 of this Strategy, surgical and perioperative services continue to work with critical care services to manage surgical activity. With future required activity levels remaining stable, this is embedded as a core business function.</p>
3.5	STATEWIDE – Ensure Pharmacy Services have adequate supply of pharmaceuticals to meet increased demand due to increased elective surgery throughput	Royal Hobart Hospital Launceston General Hospital North West Hospitals Department of Health	Ongoing	<p>✓ TRANSITIONED TO CORE BUSINESS FUNCTIONS</p> <p>Following the significant uplift in activity required in Year 1 of this Strategy, surgical and perioperative services continue to work with pharmacy services to ensure there is adequate supply of pharmaceuticals to meet increased demand due to increased elective surgery throughput. With future required activity levels remaining stable, this is embedded as a core business function.</p>

Strategies to Enhance Surgical Support Services

ID	ACTION	RESPONSIBLE	TIMEFRAME	COMMENT
3.6	STATEWIDE – Ensure state-wide equipment service- (TasEquip) has capacity to address demand due to increased elective surgery throughput	Department of Health	Ongoing	<p>✓ TRANSITIONED TO CORE BUSINESS FUNCTIONS</p> <p>TasEquip provides a defined range of assistive technology to eligible Tasmanians to improve their capacity to safely engage in basic, everyday tasks, to transition home from acute care or to access mandated education settings. Surgical and perioperative services continue to work with TasEquip to ensure there is sufficient capacity to address demand due to increased elective surgery throughput. With future required activity levels remaining stable, this is embedded as a core business function.</p>
3.7	STATEWIDE – Enhance Tasmanian Home and Community Care (HACC) Services	Department of Health	Ongoing	<p>✓ TRANSITIONED TO CORE BUSINESS FUNCTIONS</p> <p>An evaluation of the HACC Program will be undertaken to align with the Long Term Health Plan. This strategy is now embedded as a core business function within the Tasmanian HACC Services.</p>

Strategies to Partner with the Private Sector

ID	ACTION	RESPONSIBLE	TIMEFRAME	COMMENT
4.1	STATEWIDE – Utilising specialist clinical services in other jurisdictions	Department of Health	Ongoing	<p>✓ TRANSITIONED TO CORE BUSINESS FUNCTIONS</p> <p>The Department of Health continues to work collaboratively with specialist clinical services in other jurisdictions to refer patients for highly specialised services when clinically appropriate, that are not provided in Tasmania under the TRDF. This strategy is embedded as a core business function.</p>
4.5	STATEWIDE – Provide greater clarity to the private sector regarding public outsourcing volumes	Department of Health	Ongoing	<p>✓ TRANSITIONED TO CORE BUSINESS FUNCTIONS</p> <p>Surgical and perioperative services and the Department of Health continue to work collaboratively with our private outsourcing providers to plan services to meet required increased elective surgery throughput. This includes providing clarity regarding the public outsourcing volumes required to be delivered each year as part of our capacity planning and activity profiles. In year 3 we will continue to work with the private sector to ensure the full capacity of the state can be utilised, and will continue to refer patients when clinically appropriate, in order to reduce waiting times. This strategy is embedded as a core business function.</p>

Reform & Service Enhancement Strategies

ID	ACTION	RESPONSIBLE	TIMEFRAME	COMMENT
5.6	LGH – Physiotherapy-led earlier discharge for abdominal surgery	Launceston General Hospital	June 2021	<p>✓ TRANSITIONED TO CORE BUSINESS FUNCTIONS</p> <p>The LGH have implemented the Enhanced Physiotherapy Care Package to reduce length of stay in ICU and improve quality of life. This strategy is imbedded as a core business function</p>

Appendix 3: Strategies Consolidated under new or existing Departmental Programs

Infrastructure and Equipment Strategies

ID	ACTION	RESPONSIBLE	TIMEFRAME	COMMENT
I.6	LGH – Open an additional 1.5 Operating Room Suites (ORS) to fully utilise 8 in-hours theatres to work at capacity 5 days/week, including 2 emergency theatres & 6 elective theatres	Launceston General Hospital & Infrastructure Services	Ongoing	✓ COMMENCED This action forms part of the LGH Masterplan Implementation Program. Progress on this action will be reported through the LGH Masterplan redevelopments.
I.7	LGH – Optimise the current Orthopaedic Clinic footprint to accommodate changing models of care and increased workload	Launceston General Hospital & Infrastructure Services	Ongoing	✓ CONSOLIDATED See I.6 above.
I.8	LGH – Create space for additional endoscopy within the current Day Procedure Unit (interim whilst Master Plan progresses)	Launceston General Hospital & Infrastructure Services	Beyond 2024-25	✓ CONSOLIDATED See I.6 above.
I.9	LGH – Master Plan Level 5 Surgical Services Development	Launceston General Hospital & Infrastructure Services	Ongoing	✓ CONSOLIDATED See I.6 above.
I.10	LGH – Master plan options to integrate with co-location of Calvary	Launceston General Hospital & Infrastructure Services	Ongoing	✓ CONSOLIDATED See I.6 above.
I.11	NWRH – Establish additional medical beds to service demand and reduce medical patients occupying surgical beds	Launceston General Hospital & Infrastructure Services	Ongoing	✓ CONSOLIDATED This action is being considered as part of the NW Hospitals Masterplan, which is currently under development. Progress on this action will be reported through the NW Hospitals Masterplan redevelopments.
I.16	NWRH – Increase outpatient capacity for pre- and postsurgical assessments	North West Regional Hospital	Ongoing	✓ CONSOLIDATED See I.11 above.
I.18	MCH – Commission overnight surgical bed capacity	North West Regional Hospital	Ongoing	✓ CONSOLIDATED See I.11 above.
I.19	MCH – Refurbishment of theatre and outpatients rebuild	Mersey Community Hospitals & Infrastructure Services	Ongoing	✓ CONSOLIDATED See I.11 above.

Workforce Strategies

ID	ACTION	RESPONSIBLE	TIMEFRAME	COMMENT
2.1	STATEWIDE – Nursing workforce state-wide recruitment project	Department of Health	Ongoing	<p>✓ CONSOLIDATED</p> <p>The Tasmanian Government announced in October 2022 a workforce package aimed at recruiting, recognising and retaining healthcare staff which included:</p> <ul style="list-style-type: none"> • Return-to-work bonus payment of \$2,000 pro rata. • Trial of Clinical Coaches on public hospital wards to mentor and support early career nurses. • A 3 year pilot program to support nurses entering the workforce with a commitment to employ up to 350 University of Tasmania nursing graduates each year. <p>Key outputs of this strategy have now been consolidated under Health Workforce 2040, which will be reported towards the end of 2023.</p>
2.2	STATEWIDE – Implementation of Health Workforce 2040 Strategy	Department of Health	Ongoing	<p>✓ CONSOLIDATED</p> <p>Health Workforce 2040 was released in September 2021. A funding commitment of \$15.7 million was provided to support implementation. A range of actions are being supported through this funding, including initiatives that will support recruitment and retention of the surgical and perioperative services workforce.</p> <p>The first implementation report of the Health Workforce 2040 Strategy is currently being prepared. It will provide a status update on each of the Strategy's 41 actions.</p>
1.8	STATEWIDE – University of Tasmania partnership to recruit targeted specialists for regional areas	Department of Health	Ongoing	<p>✓ CONSOLIDATED</p> <p>The Department of Health and the University of Tasmania are working on updating the Conjoint Appointment process to help support this action. The policy and procedure are expected to be finalised in 2023.</p> <p>The Training, Education and Workforce Subcommittee (TEW) of the Clinical Executive Committee was established in 2021. The TEW promotes innovative workforce models to support emerging health care needs and provides a forum to progress partnership arrangements between the Department and higher education institutions. The TEW is chaired by the Director of the Health Workforce Planning Unit, with both UTAS and TasTAFE represented on the membership. Collaboration with UTAS on the Allied Health Expansion Project has supported the commencement of the Masters of Physiotherapy and Masters of Speech Pathology in July 2022, with the Master of Occupational Therapy and Clinical Exercise Physiology under development.</p> <p>Key outputs of this strategy have now been consolidated under Health Workforce 2040, which will be reported towards the end of 2023.</p>

Workforce Strategies

ID	ACTION	RESPONSIBLE	TIMEFRAME	COMMENT
2.5	STATEWIDE – Investigate private-public sector appointments to improve recruitment and retention of clinical staff, particularly medical positions	Department of Health	Ongoing	<p>✓ CONSOLIDATED</p> <p>The Department of Health has engaged the private sector in the Training, Education and Workforce subcommittee of Clinical Executive. This forum provides an opportunity to explore private/ public sector appointments.</p> <p>Key outputs of this strategy have now been consolidated under Health Workforce 2040, which will be reported towards the end of 2023.</p>
2.7	STATEWIDE – Ear Nose Throat Specialist Workforce (ENT)	Statewide Surgical and Perioperative Services Committee Department of Health	2022-23	<p>✓ CONSOLIDATED</p> <p>An ENT Special Working Group has been established to provide advice, including expanding complementary care pathways delivered by audiologists, speech pathologists, paediatricians, and GPs with a specific interest as a surgical avoidance strategy.</p> <p>This work will continue to be implemented in 2023-24 and has been consolidated into the year 3 implementation strategies below.</p>

Strategies to Enhance Surgical Support Services

ID	ACTION	RESPONSIBLE	TIMEFRAME	COMMENT
3.3	STATEWIDE – Hospital in The Home (HiTH) Optimisation and Review Project	Department of Health	Ongoing	<p>✓ CONSOLIDATED</p> <p>To consolidate and enhance the approach to HiTH, the State-wide Access and Patient Flow Program (SAPFP) has handed over the responsibilities of the HiTH Optimisation Project to Virtual Care Program in May 2023.</p> <p>A State-wide focus on Virtual Care will provide opportunity for additional Virtual Bed Capacity (HiTH) over the next 2 years, which is an efficient and productive use of resources to support the care and management of patients across our health service.</p> <p>This work has consolidated into the Virtual Care Project and will complement expansion to HiTH services that is occurring in the South & North of the State</p>
3.4	STATEWIDE – Additional rehabilitation services to support increase in elective surgery throughput	Department of Health	Ongoing	<p>✓ CONSOLIDATED</p> <p>Exploration of Rehabilitation in the Home (RiTH) models of care is being looked at by the Virtual Care Program in relation to HiTH Expansion and intermediate care framework.</p>

Reform and Service Enhancement Strategies

ID	ACTION	RESPONSIBLE	TIMEFRAME	COMMENT
5.1	STATEWIDE – Outpatient Transformation Project	Department of Health Royal Hobart Hospital Launceston General Hospital North West Hospitals	2022-2026	<p>✓ CONSOLIDATED</p> <p>Strategies for Outpatient Services have been consolidated into the new Transforming Outpatient Services Four Year Strategy 2022-26.</p> <p>Progress on these actions will be reported through the Outpatients Four-Year Strategy.</p>
5.2	RHH – Implementation of a State-wide Musculoskeletal Triage Assessment Service	Department of Health Royal Hobart Hospital Launceston General Hospital North West Hospitals	2023-24	<p>✓ CONSOLIDATED</p> <p>The funding announced in the 2023-24 State Budget will increase access to evidence based musculoskeletal care pathways and implement multidisciplinary pain and rheumatology services. This initiative will help develop and implement alternative, evidence-based and cost effective care pathways and address known service gaps to the current, traditional medical and surgical models of care available in Tasmania. Actions 5.2-5.9 have been consolidated into the year 3 implementation strategies below.</p>
5.3	STATEWIDE – Joint Assessment Services	Department of Health Royal Hobart Hospital Launceston General Hospital North West Hospitals	2023-24	<p>✓ CONSOLIDATED</p> <p>See 5.2 above.</p>
5.4	RHH – Spinal Assessment Service (state-wide service)	Department of Health Royal Hobart Hospital Launceston General Hospital North West Hospitals	2023-24	<p>✓ CONSOLIDATED</p> <p>See 5.2 above.</p>
5.5	LGH & NWRH – Persistent Pain Service	Department of Health Royal Hobart Hospital Launceston General Hospital North West Hospitals	2023-24	<p>✓ CONSOLIDATED</p> <p>See 5.2 above.</p>

Reform and Service Enhancement Strategies

ID	ACTION	RESPONSIBLE	TIMEFRAME	COMMENT
5.9	STATEWIDE – Osteoarthritis of the knee	Department of Health Royal Hobart Hospital Launceston General Hospital North West Hospitals	2022-23	✓ CONSOLIDATED See 5.2 above.
5.10	STATEWIDE – Direct Access Endoscopy Process – Guidelines, Protocols etc	Department of Health Royal Hobart Hospital Launceston General Hospital North West Hospitals	June 2022	✓ CONSOLIDATED Strategy consolidated into the new Statewide Endoscopy Four-Year Plan 2023-2027. Progress on this action will be reported through the Endoscopy Four-Year Plan.

Appendix 4: Year 3 Implementation Activities

In year 3 of our Four-Year Plan, we will progress a range of reforms and enhancements to service development that will drive efficiencies in activity and quality of care for surgical and perioperative services. The following strategies are either ongoing or new activities that have been aligned to our strategic policy environment and will form the program of work over the remaining two years to help achieve our goal of the Statewide Elective Surgery Four-Year Plan 2021-2025.

Reform and Service Enhancement Strategies

ID	ACTION	ACTION DETAILS	STATUS	MILESTONE
1.0	Continue implementation of the Regional Masterplan Infrastructure redevelopments	<p>Detailed masterplans that outline the planned infrastructure developments at each of Tasmania's major hospitals have been developed. Investments in health infrastructure will increase the capacity of surgical and perioperative services across the state and will facilitate the introduction of innovative models of care.</p> <p>The \$41 million expansion at the Mersey Community Hospital will deliver greater capacity for more Tasmanians to receive the procedures they need with additional endoscopy, day surgery and theatre suites part of the works. Importantly, the upgraded facilities will improve access to sub-speciality surgeries and help reduce the waiting times for a range of elective surgeries.</p> <p>The Elective Surgery Day Centre is also being expanded to accommodate 13 new consulting rooms and six specialist treatments rooms, including six dedicated Paediatric rooms and a waiting area, as well as rooms for audiology and physiotherapy. Construction for the Outpatients Clinics and Operating Theatres project is set to be completed in late 2024.</p>	Commenced	Ongoing

Workforce Strategies

ID	ACTION	ACTION DETAILS	STATUS	MILESTONE
2.0	Continue implementation of the Health Workforce 2040 Strategy	<p>Our health workforce is our main asset and we must plan to ensure that we can sustain a modern, contemporary health workforce in an increasingly complex environment that spans education and health, across the public and private sector, and is impacted by policy settings governed by all levels of government. Efforts will continue to be applied across the six focus areas of Health Workforce 2040:</p> <ol style="list-style-type: none"> 1. Shaping the health workforce 2. Education and training 3. Fostering innovation 4. Enhancing culture and wellbeing 5. Recruitment and effective working arrangements 6. Planning 	Commenced	Ongoing

Strategies to Enhance Surgical Support Services

ID	ACTION	ACTION DETAILS	STATUS	MILESTONE
3.8	NEW – Statewide Surgical & Perioperative Services Digital Strategy	Improve the digital capability for surgical and perioperative services, by providing timely and easy access to information needed to plan for, provide and improve care and services, and better inform service planning advice and decision-making.	To Commence	June 2024
3.9	NEW – Explore investment in new technologies to support surgical and perioperative services	Explore the economic feasibility and clinical effectiveness of new and emerging technologies to support statewide surgical and perioperative services. This includes investigating robotic technology to support surgical delivery at the LGH, particularly for patients accessing surgical interventions for urology.	To Commence	June 2024

Strategies to Partner with the Private Sector

ID	ACTION	ACTION DETAILS	STATUS	MILESTONE
4.0	Strengthen public/private partnership for elective surgery and endoscopy services	Review and enhance the contractual arrangements with our private providers, to ensure patients have more timely access to the healthcare they require. By strengthening our partnership, patients to receive the most appropriate care for their condition, maximising positive patient outcomes and helping to alleviate demand pressures on the waiting list to ensure people are seen within clinically recommended timeframes.	To Commence	March 2024

Reform and Service Enhancement Strategies

ID	ACTION	ACTION DETAILS	STATUS	MILESTONE
5.12	NEW – Phase I – Statewide Musculoskeletal Service	Year 3 will see the planning and development of a new statewide musculoskeletal service. Service model design will be conducted in consultation with key stakeholders including the Musculoskeletal and Pain Clinical Network. Planning for the service has commenced in 2023. The utilisation of evidence based clinical pathways will enable patients to receive the most appropriate care for their condition, maximising their outcomes and reducing or removing their need for surgery. The statewide musculoskeletal and pain service will be a major contributor to providing early intervention and surgical avoidance care pathways across the state.	Commenced	June 2024
5.13	NEW – Phase I – Persistent Pain Services North / North West	The development of a pain service in the North West and North will occur in line with the development of the statewide musculoskeletal service. Recruitment to key positions will be one of the first steps to be undertaken as these roles will be essential to designing a fit for purpose service. Phase I will see the service model developed and key positions recruited to.	Commenced	June 2024
5.14	NEW – Phase I – Rheumatology Service North / North West	Extending Rheumatology service provision to the North West and North of the state will improve access to services for Northern Tasmanians and increase the number of rheumatology appointments available. Phase I will see the service model developed and key positions recruited to.	To Commence	June 2024

Reform and Service Enhancement Strategies

ID	ACTION	ACTION DETAILS	STATUS	MILESTONE
5.15	NEW – Implement Ear, Nose and Throat Service Improvements	Commence implementation of recommendations from ENT Special Working Group. An ENT Special Working Group provides specialist advice for ENT services in Tasmania. During Year 3, recommendations of the Special Working Group to enhance the provision of ENT services, will be progressed including strategies to address workforce challenges at a national level, and strategies to incorporate complementary care pathways to ENT outpatient services, such as audiology, speech pathology, paediatrics, and GPs with special interest.	To Commence	June 2024
5.17	NEW – Implement a pilot conscious sedation program	Supported by Surgical and Perioperative Services (Hospitals-South), OHST will pilot a conscious sedation program within the Southern Dental Centre in New Town and undertake an evaluation to assess suitability in other regions.	Commenced	June 2024
5.18	NEW – OHST Major Dental Centres to focus on interventions to minimise need for dental care under general anaesthetic	For dental patients requiring hospital-based day surgery, Oral Health Services Tasmania (OHST) is focusing on alternative options for care to minimise the need for patients to be treated under general anaesthetic. Options include: <ul style="list-style-type: none"> • Relative Analgesia training • Use of silver fluoride 	Commenced	June 2024
5.19	NEW – Bariatric Care and Metabolic Services	Develop statewide best-practice public bariatric care and metabolic services for the Tasmanian community.	Commenced	June 2024
5.20	NEW – Enhance the Capacity Planning Tool	Enhance the activity modelling and capacity planning tool. A high-level activity and funding model was developed in the first two years of the strategy and in year 3 we will build on this work to refine the model to facilitate specialty-level capacity planning for service improvements to surgical and perioperative services.	To Commence	February 2024
5.21	NEW – Develop a performance framework for surgical and perioperative services	Review and improve information that is internally and publicly released regarding surgical and perioperative services, including data published on the Department of Health (DoH) Health Stats Dashboard.	To Commence	June 2024
5.22	NEW – Start planning for the next Statewide Elective Surgery Four-Year Plan	In 2023-24, the Department of Health will commence planning for surgical and perioperative services beyond 2025. This will require significant consultation to help identify strategic direction to ensure we continue to maintain a sustainable waiting list and deliver high quality, safe and sustainable surgical services for the Tasmanian community into the future.	To Commence	June 2024



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