

Emergency Departments Review Action Plan Summary

Sometimes we see additional pressures on our emergency departments, ambulance services, hospital wards, and other health services. To find out why and to provide recommendations and actions to help us make improvements, Minister for Health, Guy Barnett, commissioned the *Independent Review of Tasmania's Major Hospital Emergency Departments* on 12 September 2023.

The final report containing a full set of recommendations aimed at improving bed usage across the health system was published on 10 May 2024.

Work to complete these actions by **30 June 2025** starts immediately and the key recommendations are listed below. To read the full report visit: www.health.tas.gov.au/edreviewfinal

Area of Focus: Capacity and Service Delivery Models - State Level	Target and Completion Dates
<p>Statewide Integrated Operations Centre</p> <p>A Statewide Integrated Operations Command Centre is immediately established to direct the flow of patients and resources across the whole health system.</p> <p>A framework is developed that outlines the phased responses, roles and responsibilities and triggers to activate targeted and coordinated escalation and action in response to demand activity across the organisation.</p>	1 Jan 2025
<p>Demand Management Governance and Accountability</p> <p>A Governance Committee, reporting to the Department of Health Executive, is established by which capacity and demand initiatives, improvements, results, and opportunities can be reviewed, agreed, enacted, measured, and celebrated as one health system across multiple services and sites.</p>	1 Jun 2024
<p>Healthcare Innovation</p> <p>The Department considers the role Artificial Intelligence can play to enhance triage systems using advanced algorithms to better predict patient inflows and severity, allowing hospitals to prepare and allocate resources more efficiently.</p> <p>The Department implement triage models that integrate telehealth to allow patients to be assessed remotely and directed to the appropriate level of care without needing to visit the hospital.</p>	30 Jun 2025
<p>Commonwealth Funding*</p> <p>Through National Health Reform Agreement interface, the Australian government should increase residential aged care services, improve services for people requiring NDIS services, and establish integrated primary health care services for people with chronic and complex physical and mental health conditions.</p> <p>*All states and territories have committed to Agreement by 31 December 2024.</p>	31 Dec 2024

Area of Focus: Demand Management Strategies – Local Level	Target and Completion Dates
<p>Demand Management Plans and Coordinated Response</p> <p>CEs immediately assess their services' capacity and capability to implement interim and longer-term recommendations from this report by developing a demand management project plan that encompasses planning and activities initiated throughout the review period i.e., Interim Recommendations.</p> <p>Hospitals Immediately implement changes to daily huddles (s) based on the Royal Hobart model, where the purpose, roles and responsibilities and actions are focused on improved patient safety, flow, and communication.</p> <p>Implement and consider the feedback and improvement opportunities shared from staff across the organisation to support the flow of patients through Tasmania's hospitals.</p>	<p>4 Jun 2024</p> <p>30 Jun 2024</p> <p>Ongoing</p>
<p>Program Restructure – Statewide Patient Access and Flow Program</p> <p>The Department immediately changes the responsibilities and function of Statewide Patient Access and Flow Program to focus on operational solutions and act as the project management team for local change management. This will require the redeployment of resources from statewide team to the regions.</p>	<p>31 Jul 2024</p>
<p>Role and Application of Predictive Analytics</p> <p>Local Health services to use the predictive analytics the Department of Health developed as a cornerstone for demand management, enhancing the ability to anticipate healthcare needs and strategically deploy resources.</p>	<p>31 Aug 2024</p>

Area of Focus: Community and Home-Based Care	Target and Completion Dates
<p>Leadership and Accountability Care@home</p> <p>The Department continues to enhance the Health Care@home program as a statewide complex and chronic disease delivery program by appointing a chief executive/senior executive officer to enhance accountability and delivery.</p>	<p>30 Jun 2024</p>
<p>Care@home Chronic Disease Management Program</p> <p>The Department of Health through the Care@home implements the following model of care for people with chronic and complex diseases:</p> <ul style="list-style-type: none"> • Voluntary patient enrolment with Health Care@home to provide a clinical 'home base' for coordination of, management of, and ongoing support for the patient's care. • Patients, families, and carers as partners in care, where patients are activated to maximise their knowledge, skills, and confidence to manage their health, aided by technology and with the support of a healthcare team. • A risk stratification approach that supports the identification of patients with high coordination and multiple providers needs to ensure personalisation of service provision. • Enhanced access by patients to care provided by their Health Care Home; this may include in-hours support by telephone, email or videoconferencing, and adequate access to after-hours advice or care. • Nomination by patients of a preferred clinician who is aware of their problems, priorities and wishes and is responsible for their care coordination. • Flexible service delivery and team-based care that supports integrated patient care across the continuum of the health system through shared information and care planning. • A commitment to care that is of high quality and safe, including care planning and clinical decisions that are guided by evidence-based patient healthcare pathways appropriate to the patient's needs. 	<p>31 Dec 2024</p>
<p>Governance Review Sub Acute and Multi-Purpose Services</p> <p>Consideration should be given to the expansion of subacute services within Care@home model and a review of the governance of Tasmania's Multi-Purpose Services (MPS) and Aged Care Services, to enable connected care equitably across the state and integration with other operational service delivery arms.</p>	<p>30 Jun 2025</p>

Area of Focus: Statewide Mental Health Services	Target and Completion Dates
<p>Mental Health Emergency Response</p> <p>Introduction of Secondary Mental Health Triage Officer(s) to be based at Launceston General Hospital, North West Regional Hospital and Royal Hobart Hospital Emergency Departments. These roles should have a two-objective:</p> <ul style="list-style-type: none"> To provide secondary triage for the PACER and MHER Teams of calls to triple zero, and to provide Primary Triage for Mental Health consumers presenting to Emergency Departments, support the Emergency Department with completing triaging and service navigation for mental health presentations. Mental Health Co-responder programs be expanded across the state to better care for patients with a mental health related presentation, with two new units in the North and Northwest of the state. 	31 Dec 2024
<p>SMHS Demand Management and Discharge Practices</p> <p>Ensure that access, demand, and flow strategies are embedded in SMHS operational and strategic plans.</p> <p>Consideration is given to the capacity, infrastructure, and resources to allow consumers to remain on the unit with support and therapeutic engagement from a LEWS.</p>	30 Jun 2024 30 Aug 2024
<p>Business Improvements and Efficiencies</p> <p>Advocate for the transformation and digitalisation of Mental Health Act Forms.</p>	30 Jun 2025

Area of Focus: Ambulance Tasmania Redesign	Target and Completion Dates
<p>Clinical Hub Expansion</p> <p>The capacity and capability of the Ambulance Tasmania Clinical Hub be expanded to enable 50% of patients accessing ambulance services to receive telehealth consultations at the point of contact, with provision of advice or self-care directions, or referral to clinically appropriate face-to-face or virtual care pathways.</p> <p>24/7 Mental Health Nurse Capability for the Clinical Hub be implemented, in collaboration with Tasmanian Mental Health Services, to improve access to care for urgent mental health issues in the community and avoid unnecessary transports to the Emergency Department.</p> <p>A Residential Aged Care Pathway be implemented to connect 000 calls from Residential Aged Care Facilities (RACF) directly to the Ambulance Tasmania Clinical Hub for virtual clinical assessments and appropriate referrals to enable care to be provided in the RACF and avoid unnecessary transports to the Emergency Department.</p> <p>The Ambulance Tasmania Clinical Hub and the Department of Health Care@Home model be integrated to enhance access to virtual care alternatives and a wider range of community-based referral pathways.</p> <p>Mental Health Co-responder programs be expanded across the state to better care for patients with a mental health related presentation, with two new units in the North and Northwest of the state.</p>	30 Jun 2025 31 Jul 2024 31 Aug 2024 30 Jun 2025 31 Dec 2024
<p>Community Paramedic Program</p> <p>The Community Paramedic program be further expanded to support increased management of suitable primary care referrals within the community.</p> <p>Community Paramedics be provided with additional skills to manage fall events occurring cross the state.</p> <p>Paramedic pre-hospital frailty assessment and referral pathways be developed and implemented.</p>	30 Jun 2025 31 Dec 2024 31 Dec 2024