

OUR **HEALTHCARE** FUTURE

IMMEDIATE ACTIONS AND
CONSULTATION PAPER

PROGRESS SUMMARY REPORT

Our Healthcare Future – Progress Summary Report

The Department of Health is implementing a suite of immediate actions, as a part of the development and implementation of a new long-term plan for healthcare in Tasmania and is committed to providing regular public updates on progress.

A summary of the status of each of the immediate actions as at end of June 2021 is provided below. For further information about the immediate actions of the *Our Healthcare Future* reform process contact ourhealthcarefuture@health.tas.gov.au. These progress summary reports will be provided quarterly, with the next report scheduled for release by the end of September 2021.

Reform Initiative 1: Increase and better target our investment to the right care, place and time to maximise the benefits to patients.

N°	Action	Indicative Timelines	Status
1.1	Finalise implementation and evaluate the Southern Hospital in the Home (HiTH) Trial.	Underway – to be completed in latter half of 2021.	<p>The Southern HiTH Trial has been operating since May 2020, providing people with hospital level care in the community.</p> <p>The Southern HiTH is fully funded for twelve beds and staffing is integrated with the Southern Community Rapid Response Service (ComRRs).</p> <p>The project plan for the evaluation is in the process of being developed and it is expected that the evaluation will commence in August 2021.</p>
1.2	Consult stakeholders on the Urgent Care Centre (UCC) Feasibility Study findings and finalise future delivery models.	<p>Consultation commenced in November 2020 with the release of <i>Our Healthcare Future</i>.</p> <p>Future service models will be finalised in the latter half of 2021.</p>	<p>The Urgent Care Centre (UCC) Feasibility Assessment Report was commissioned by the Tasmanian Government to inform discussions regarding options to help take pressure off emergency departments and to provide more treatment options for patients closer to home.</p> <p>In line with the recommendations of the report, the Department of Health (DoH) is engaging with stakeholders on the findings of the study and the best models for delivery of urgent care.</p> <p>Consultations undertaken as part of <i>Our Healthcare Future</i> have already elicited a range of opinions on UCCs and what an appropriate service model for Tasmania might look like.</p> <p>To ensure all key stakeholders have an opportunity to participate, DoH will commence consultation with key stakeholders in early August 2021 via three roundtable discussions with clinicians, health consumers and stakeholder organisations.</p> <p>Any future decision on UCCs must have regard to their integration into the service system as a whole. DoH will consider the outcomes of the roundtables, together with feedback received from submissions to the <i>Our Healthcare Future</i> consultation process, to inform Government on the future of UCCs.</p>

N°	Action	Indicative Timelines	Status
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.	New service model designed and implementation underway.	<p>The Rapid Response service started on a small scale in April this year in the North of the State and will roll-out to other parts of the North and North West as the service becomes established.</p> <p>This 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.</p> <p>Initial service provision includes the Western Corridor (spanning West Launceston suburbs through to Deloraine and its surrounding areas) as well as phone-based support services.</p> <p>GP's 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>
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.	Underway – scheduled for completion by December 2021.	<p>The Telehealth Virtual Care Hub Project is underway through Health ICT to deliver reforms across outpatient services, reducing administrative complexity from waitlist through to appointment delivery, improving the patient and clinician experience across all modes of care (i.e. in-person, virtual, assisted virtual), enabling telehealth to be embedded as a normalised mode of care, and driving efficiencies in our service capacity.</p> <p>This initiative will reduce the need for people and clinicians to travel and provides specialist services to healthcare consumers in their local area. However, we also need to ensure that barriers to telehealth, both for clinicians and patients, are minimised through modernisation and virtual care initiatives.</p>

Reform Initiative 2: Invest in modern ICT infrastructure to digitally transform our hospitals, improve patient information outcomes and better manage our workforce.

N°	Action	Indicative Timelines	Status
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.	November 2020 – December 2023.	A Request for Tender (RFT) for a fully managed and integrated end-to-end enterprise class Human Capital Management (HCM) Suite was released late last year and evaluation is in its final stages.
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	Underway – December 2021.	<p>The draft ICT Strategic Plan 2021 – 2031 is being developed to position Health ICT to deliver strategically aligned high-quality services, programs, and projects across a ten-year term.</p> <p>It is currently undergoing an internal review in draft form utilising DoH's governance framework.</p>

N°	Action	Indicative Timelines	Status
	settings, and the new HRIS.		The next update to the document will incorporate updates from the internal feedback process and, that provided by the <i>Our Healthcare Future</i> consultation.
2.3	Partner with Primary Health Tasmania (PHT) to improve patient care by enhancing the interface between specialist and primary healthcare through:	Underway – 2022/23.	The next step in the state’s digital health journey is the completion of the Digital Health Strategy. The Strategy will articulate the outcomes and benefits of this transformation and will determine the investments required for Tasmania to achieve a digitally enabled, patient-centric, health system. The 2020-21 Budget provided funding of \$1.5 million over two years to deliver this critical enabler. The RFT process is currently being finalised to contract a consultancy firm to partner with DoH on the Strategy.
	- implementation of a single eReferral system between primary care and the THS.	Underway – 2022/23.	An eReferral project is now well underway through Health ICT to deliver a state-wide rollout of the eReferral Proof of Concept (PoC) solution including enhancements and integrations to make it ‘enterprise-ready’. The eReferral project will soon extend and rollout the eReferral solution, trialled successfully in 2020 with THS outpatient services. System integration planning has also commenced to ensure the eReferral system sends and receives patient information seamlessly between core hospital systems. In parallel, further eReferral GP templates will be developed for THS services including specialists’ clinics, allied health, antenatal and paediatrics services by October.
	- 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 is included in the Digital Health Strategy scope.
	- a continued partnership-based focus on the development and implementation of jointly agreed clinician led Tasmanian health pathways.	Underway – 2022/23.	A number of key activities are underway under this initiative. HealthPathways The primary objective for the Tasmanian HealthPathways (THPs) Optimisation Project is that the THPs are embedded into THS, DoH, PHT and general practice processes and systems to ensure that patients receive the right care, in the right place, at the right time, and by the right healthcare professional(s). Driven at every level by clinicians in alignment with a range of other state-wide system level improvements, THPs provides the opportunity for timely and better-connected health services through a dedicated website for GPs and other health professionals that:

N°	Action	Indicative Timelines	Status
			<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 prompts referrals for treatment • provides information on the best management, treatment and referral options available statewide for a range of health conditions. <p>Clinical Pathways</p> <p>Clinical pathways describe the appropriate sequence of clinical interventions for a particular patient group and are based on evidence and best practice. Clinical Pathways aim to:</p> <ul style="list-style-type: none"> • reduce clinical risk by improving processes and standardising care • reduce variation in care delivery • provide equitable care regardless of where people live.

Reform Initiative 3a: Develop a long term health infrastructure strategy for Tasmania.

N°	Action	Indicative Timelines	Status
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.	Underway – December 2021.	<p>A number of key activities are underway in response to this initiative:</p> <ul style="list-style-type: none"> • The Strategic Asset Management Plan (SAMP) will provide 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 SAMP will inform the masterplans for each hospital and include District Hospitals, community health centres, ambulance services and mental health infrastructure. The SAMP is on track to be released in December 2021. • An Asset Management Policy is being prepared to outline the Department's commitment to achieving strategic asset management objectives and continuous improvement. • Completion of the Masterplan for the LGH precinct – a draft is currently out for public consultation with the final Masterplan scheduled to be finalised in late September and a staged program of works to be released in December. • The development of a forward capital development program to deliver the Government's funding commitment of over \$1 billion to make improvements to our health infrastructure. • The development of a Masterplan for the North West hospitals, which will commence with clinical service planning later this year.

N°	Action	Indicative Timelines	Status
			<ul style="list-style-type: none"> Over the next two years the Department will implement an 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) will be implemented to establish a hierarchy of controls to minimise risk and impose controls over contractors across all Department facilities. Infrastructure services has also recently undertaken an asset management maturity assessment against the maturity framework documented in the International Infrastructure Management Manual (IIMM). A number of improvement projects have been identified that will assist the Department to build an Asset Management system over the coming years.

Reform Initiative 3b: Build a strong health professional workforce, aligned to a highly integrated health service, to meet the needs of Tasmanians.

N°	Action	Indicative Timelines	Status
3b.1	Release <i>Health Workforce 2040</i> for consultation.	Completed November 2020.	The draft Health Workforce 2040 was released for consultation through the <i>Our Healthcare Future</i> process and it is now being updated with the feedback provided through the consultation process and to include the latest available national health workforce data.
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 <i>Health Workforce 2040</i> strategy. This will inform the final Focus Areas and Actions in the strategy.	Completed February 2021.	<p>One hundred and twenty-eight written submissions were received (either directly or through <i>Our Healthcare Future</i>).</p> <p>The workforce strategy is nearing finalisation with changes reflecting the input of consumers and health professionals from the consultation.</p>
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.	Underway and ongoing.	

N°	Action	Indicative Timelines	Status
3b.4	Engage with UTAS to explore the alignment of future course offerings to future identified gaps in the workforce.	Underway and ongoing.	As above.

Reform Initiative 3c: Strengthen the clinical and consumer voice in health service planning

N°	Action	Indicative Timelines	Status
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.	Underway – co-design process to occur in latter half of 2021.	<p>Consultation began with the release of the <i>Our Healthcare Future Immediate Actions and Consultation Paper</i>, which sought feedback on the establishment of a Statewide Clinical Senate for Tasmania.</p> <p>A number of submissions to the <i>Our Healthcare Future</i> consultation process provided feedback on the Clinical Senate.</p> <p>DoH has also undertaken a review of the evidence-base surrounding Clinical Senates, including consideration of models in place elsewhere in Australia and overseas.</p> <p>Plans are underway for further consultation with clinicians and consumers at a regional level, as a part of the co-design of a Statewide Clinical Senate for Tasmania, with a view to commencing Senate Debates in early 2022.</p>
3c.2	Establish a Future Health Leaders Forum to support and develop emerging health leaders.	Underway – forum to be designed in latter half of 2021.	<p>Consultation began with the release of the <i>Our Healthcare Future Immediate Actions and Consultation Paper</i>, which sought feedback on the establishment of the Future Health Leaders Forum.</p> <p>Feedback was received from a variety of stakeholders via the <i>Our Healthcare Future</i> consultation process, and a wide range of suggestions for engaging and supporting emerging leaders were put forward.</p> <p>DoH has commenced a review of similar initiatives (where they are in place) elsewhere across Australia, including the former national Future Health Leaders Forum established under the former Health Workforce Australia.</p> <p>DoH is preparing a range of potential options for Tasmania and will seek further input from the local health education and training sector, with a view to recommending an appropriate model to Government.</p>



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Government

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