

Implementation Plan 2023–2025

Long-Term Plan for Healthcare
in Tasmania 2040

June 2024



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Image: Dove Lake, Cradle Mountain
Tasmanian Wilderness World Heritage
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Acknowledgements

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.



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What we are doing

The Tasmanian Government has embarked on a transformative journey to shape the future of healthcare in Tasmania through the release of the *Long-Term Plan for Healthcare in Tasmania 2040*.

The Long-Term Plan provides system-wide direction and strategy for the delivery of health services to achieve our goal of a sustainable, integrated and balanced health system delivering the right care, in the right place, at the right time for Tasmanians.

The Long-Term Plan sets out the six action areas to deliver on the strategic ambitions and vision set out in *Advancing Tasmania's Health*. It is a key milestone to progress Stage Two of the Tasmanian Government's long-term health reform agenda, *Our Healthcare Future*.

The Long-Term Plan is supported by three regional Clinical Services Profiles, which describe the clinical services we will deliver over the next five years in response to projected regional needs, and our priorities to expand and enhance clinical services.

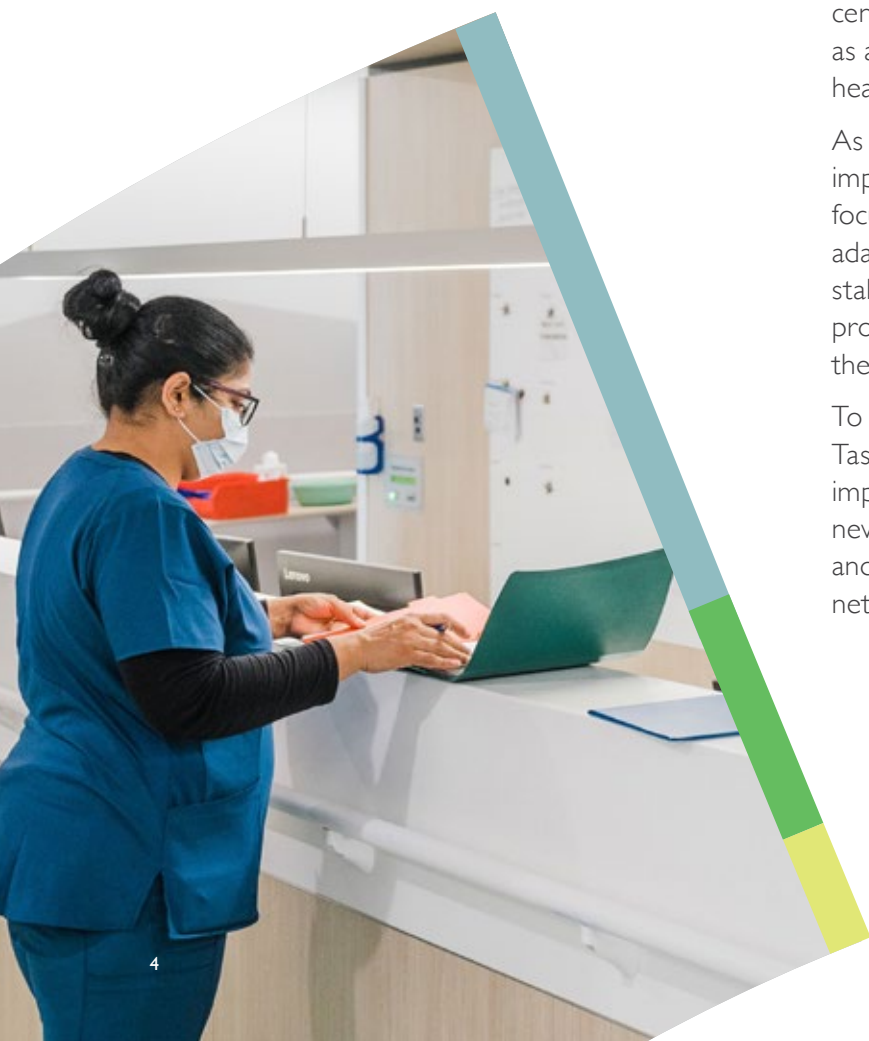
The Long-Term Plan and supporting Clinical Services Profiles demonstrate the Department of Health's commitment to improving health outcomes, enhancing patient-centred and high-quality care, and building a resilient healthcare system.

Now that the long-term vision has been determined, we turn our attention to implementing the identified actions over the life of the Plan and beyond.

The prioritisation of these actions has been carefully considered. This initial Implementation Plan will focus on activities identified in Horizon One, spanning 2023-2025. Horizon One will allow us to focus on those actions with the greatest immediate effect on health outcomes that matter the most to Tasmanians. Future Horizons will continue to build on improvement and innovation established in Horizon One. This approach will lay the foundation for a sustainable and patient-centred healthcare system, positioning Tasmania as a leader in delivering innovative and accessible healthcare services.

As the Department embarks on the implementation phase, we maintain a strong focus on collaboration, communication, and adaptability. We will continue to engage with key stakeholders, health professionals, healthcare providers, researchers, technology experts, and the community.

To ensure transparency, we will provide Tasmanians updates on the progress of implementation through a yearly report, news and announcements on our website and social media and through our various networks and stakeholder engagement.



Why are we doing it?

The Long-Term Plan for Healthcare in Tasmania 2040 serves as a comprehensive blueprint for the future reform of healthcare in the state.

We want to ensure that Tasmanians have access to a sustainable, integrated, balanced and connected health system that provides the right care, in the right place, at the right time.

We understand that the health system of the future will look very different to that of today. To meet the needs of Tasmanians over the coming years, we know that we need to build on the strengths of the current system, while implementing innovative models of care, responding to new research and taking advantage of advancements in technology.

We know that demographic and population health characteristics impact on how and where people want to access health care.

We want to find better ways of working together between our public health services and the private sector, primary healthcare providers, local government, non-government organisations, education and research providers and to explore better ways to fund services.

A long-term outlook allows us to do this and work toward continual reform of our health system while making significant change now.

To work towards our goals, the Long-Term Plan identifies our key priorities for actions and our enablers for action.

Figure 1. Our Priorities for Action and Our Enablers for Action as detailed in the *Long-Term Plan for Healthcare in Tasmania 2040*



What does it mean for you?

The focus of this Implementation Plan is the priorities that will enhance care for the Tasmanian community over the next two years (2023-2025).

The Tasmanian Department of Health is committed to delivering projects and initiatives that mean more Tasmanians can get the right care, in the right place, sooner.

There are several strategic priorities that we need to focus on over the next two years to continue building the foundations that will ensure sustainability moving forward, make enhancements to existing services and develop innovative models to drive service improvement now.

It is vital that we invest in longer term foundation building initiatives to ensure we can meet future demand for services and new models of service delivery. These initiatives will focus on infrastructure; our information, communication and technology assets; building a sustainable workforce; and recognising the important role health prevention and a healthy active lifestyle have on delivering a sustainable health service into the future.

While we continue to invest in building our longer term foundations over the next two years we will focus on key strategic priorities that will enhance service delivery for the Tasmanian community now. This will include improving patient flow and access; implementing virtual care hubs and more care in the home options; providing greater support for GP services, urgent and after hours care; ensuring we have sustainable waiting lists so people are seen within clinically appropriate times; enhancing our services in rural and regional Tasmania; and strengthening our mental health services.



The priorities we are progressing over the next two years will mean:

1

Getting your healthcare faster, back home sooner, and making your transition through the different areas of our health system easier.

2

More access to after-hours primary care and urgent healthcare options so you can avoid the Emergency Department where appropriate to do so and provide you more care options.

3

Making healthcare easier to access through virtual care hubs, better navigation tools and creating more healthcare options in the home and community so you can receive safe and sustainable care closer to home.

4

Delivering more elective surgeries, endoscopy procedures and outpatient appointments, so that you can get the care you need sooner.

5

Enhancing services at our district hospitals and community health centres which means less travel for you.

6

Strengthened mental health services that are integrated with a focus on community based models that brings care to you.

2023-25 Strategic Priorities

Over the next two years the Department of Health will focus on ten strategic priorities that will build the foundations for the future and improve services now. Each strategic priority contains a number of initiatives that support the implementation of the actions in the Long-Term Plan.

Building foundations for the future

We need a modern, integrated and sustainable Tasmanian health system to meet the challenges of the future. Digital technologies, and adaptable and scalable infrastructure, can support models of care, deliver additional healthcare capacity and facilitate the best use of our health workforce.

Building the foundations for the future is essential to ensure we are able to meet the demand challenges into the future. The Tasmanian Government has invested significantly in an infrastructure, digital health, workforce and health prevention and promotion strategic program to enable us to meet those challenges.



1. EXTENSIVE MASTERPLANNING AND CAPITAL DEVELOPMENTS

The 2023–24 Budget allocated \$682.9 million over the Budget and Forward Estimates for Capital Investment in Health infrastructure.

The extensive masterplanning and capital developments that are underway will support the implementation of the Long-Term Plan by ensuring we have the right health facilities, that are future focused and enable high quality and safe care. Planning will be focused on what is needed to deliver, optimise and maintain our physical infrastructure to meet current and future service levels to support safety, sustainability and good practice health service delivery.

Key to planning future investment in modern health facilities is understanding demand, future service need and contemporary service delivery models. Our masterplanning takes a holistic approach to determining the future vision, direction and clinical services our facilities will provide. It is driven by clinical service planning in consultation with our staff, community, and partners.

The infrastructure planning process will take a coordinated, statewide approach to managing infrastructure. This represents a shift to a forward-looking, proactive model that delivers facilities to meet community need, and will support improved service delivery over the long-term.

ST JOHNS PARK NEW TOWN HEALTH AND WELLBEING PRECINCT

MAY 2023



Department of Health



Long-Term Plan: Masterplanning and capital development initiatives

Begin planning for a new Northern Heart Centre including that new Cardiac Care Unit beds in the Cardiac Ward and ICU and two new catheterisation labs

Commence the establishment of a Tasmanian Breast Care Centre in Hobart, to improve access to public diagnostic breast imaging and mammography services

Develop a new Masterplan for the North West Regional Hospital and local health facilities to guide future stages of the redevelopment

Deliver the new Bridgewater, Beaconsfield, Queenstown, Bicheno, Burnie, Glenorchy, Longford and Oatlands Rural Ambulance Stations to support regional areas

Begin planning to build four new ambulance stations at Legana, Snug, Cygnet and King Island to assist with community demand

Redevelop and expand the Intensive Care Unit at the Royal Hobart Hospital, providing space for an additional 12 beds

Begin capital and infrastructure upgrades at the North West Regional Hospital including a new medical ward, clinical diagnostics, dialysis and lung function laboratory, new ambulance drop-off area and expanded Emergency Department entry, and the new Mental Health Precinct

Develop a Health and Wellbeing Precinct Masterplan for St Johns Park to provide a 20-year blueprint for the heritage sensitive revitalisation of this historic precinct into a contemporary health care campus to meet the public health needs of Tasmanians

Deliver capital and infrastructure upgrades at the Mersey Community Hospital, including: additional endoscopy unit; expanded recovery and theatre spaces; expanded outpatient clinics; new and upgraded staff facilities; and new and upgraded building services and equipment

Deliver a second Angiography Suite at the Royal Hobart Hospital to meet increasing patient demand and support improved patient care

Deliver a masterplan for district hospitals and community health centres in line with the place-based approach to rural health service planning outlined in the Long-Term Plan for Healthcare in Tasmania 2040

Deliver the new multi-storey carpark at the Launceston General Hospital to improve access for patients

Delivery of a new state-of-the-art rooftop helipad at the Launceston General Hospital

Deliver a new, purpose built, sterile pharmaceutical production facility at the Royal Hobart Hospital

In partnership with the Australian Government, deliver a dedicated hospice and hospice respite care facility located in Launceston for people with life-limiting conditions and their families and carers

Deliver the Kingston Health Centre expansion that will provide increased community health facilities for this growing region

Deliver an expanded and redesigned Emergency Department at the Royal Hobart Hospital

In partnership with the Australian Government, progress the redevelopment of the Kings Meadows Community Health Centre

2. IMPLEMENTING THE DIGITAL HEALTH TRANSFORMATION STRATEGY

\$210 million is being invested into the Digital Health Transformation Program (the Program) over the five-year period 2022-23 to 2026-27, with an anticipated investment of \$475 million over a period of 10 years.

Hospitals, GPs, and community health providers can only work effectively together as a health system if they are joined up as one network. While we are investing extensively in new and redeveloped hospital infrastructure, in today's rapidly changing health environment, modern digital health infrastructure is just as important as bricks and mortar.

Our current digital health infrastructure will be enhanced to ensure we provide timely integrated care across settings and to facilitate our capacity to provide care in new and innovative ways.

We have commenced implementation of a 10-year program of *Digital Health Transformation - Improving Patient Outcomes 2022-32* which will position Tasmania to be the first Australian state to deliver a fully integrated healthcare system. Our system-wide digital health system will empower consumers and support healthcare professionals to deliver better patient outcomes.



Long-Term Plan: Digital health transformation initiatives

Implement a secure two-way video conferencing capability to support the delivery of telehealth and virtual care services

Implement a Clinical Viewer to provide a secure online interface to view key medical records to balance sharing patient information and maintaining privacy; the initial focus will be for GP access

Implement an online application system for the Patient Travel Assistance Scheme to make it easier for people who need to travel to seek healthcare to apply for travel subsidies

Upgrade telehealth infrastructure so that people in regional and remote areas of the State can access specialist services from the major hospitals without having to travel

Expand and enhance the statewide Electronic Referral (eReferral) GP to Outpatients eReferral solution to include more referral services, internal referral capabilities and integration to support referrals from statewide emergency departments to outpatient services

Deliver digital enhancements and readiness through implementing Discharge Summary Optimisation, Going Home, Obstetrics Integration and iPatient Manager (iPM) address validation

Implement the Digital Medical Record (DMR) at rural hospitals across the state to allow clinicians real time access to patient information all in one place

Procure an Electronic Medical Record (EMR) and Ambulance Electronic Patient Care Record (AePCR) to establish a core system of records across clinical, administrative and operational domains to enable a fully integrated care platform

Implement a new electronic Meal Management Solution to support efficient ordering and provisioning of catering services in major hospitals

Provide free wi-fi for patients within District Hospitals

Implement the Rapid Access single sign-on solution across hospitals to reduce manual processes and ensure timely access to digital systems

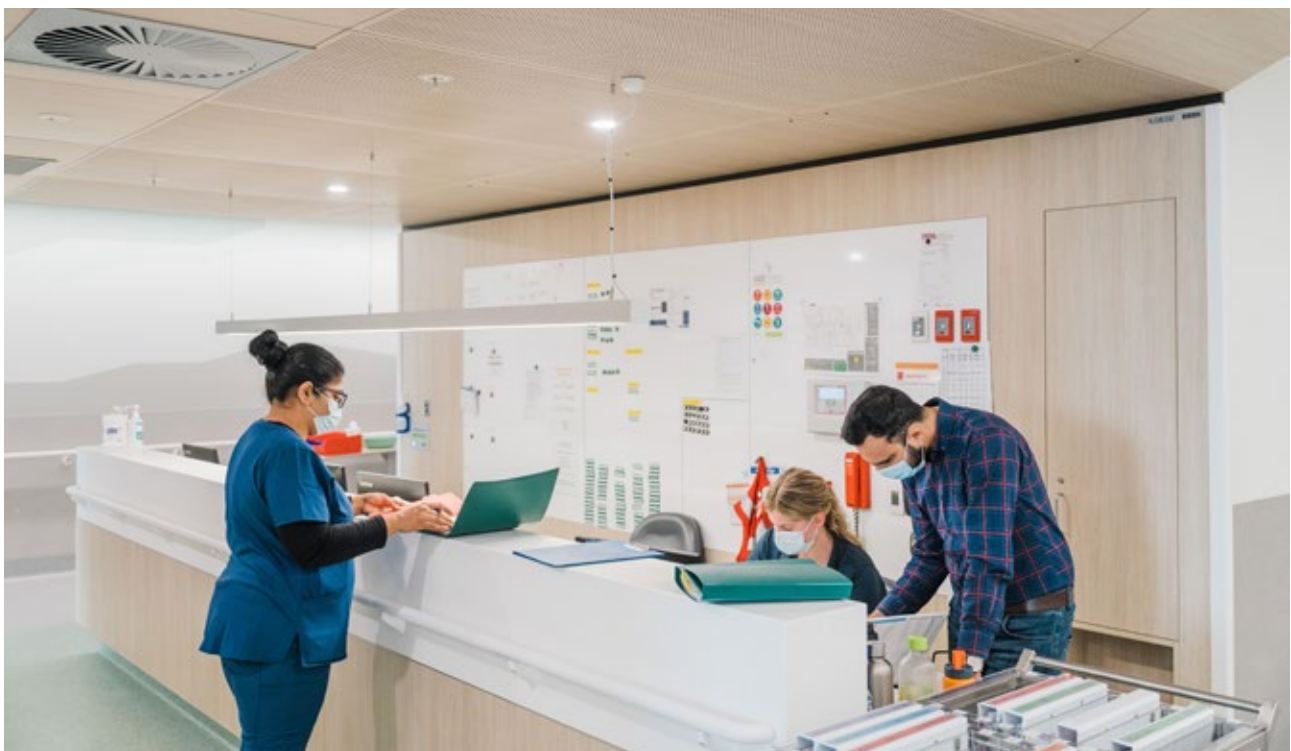
3. IMPLEMENTING THE HEALTH WORKFORCE 2040 STRATEGY

Our people are our most valuable asset. Our healthcare workforce is large and diverse and of critical importance to the delivery of our health services. The performance and experience of our health workers has a direct influence on patient experiences and outcomes. *The Health Workforce 2040 Strategy* and linked investments seek to shape and build the health workforce to meet the needs of Tasmanians now and into the future, and provide opportunities to support our health professionals to follow their career ambitions and work to their full scope of practice.

The Government has invested significantly in initiatives that support of workforce. For example:

- Funding of \$15.7 million (over four years) was provided in the 2021-22 Tasmanian Budget to contribute to the implementation of Health Workforce 2040. Health Workforce 2040 outlines what we are doing to build, support and maintain a highly skilled, competent and flexible workforce of the right size and shape to deliver sustainable, high quality health services for all Tasmanians into the future. We will implement the actions outlined in the Strategy to deliver on our 2040 strategic ambitions for our people.

- An investment of \$6 million over four years has been made to meet the increase in demand for professional experience placements with the Departments of Health and Education, Children and Young People under the University of Tasmania's new Allied Health Expansion Program.
- Funding of \$21.6 million for the Human Resources Information System Program was announced in November 2020. This vital project will address major inefficiencies and operational risks associated with current business systems and processes underpinning human resource functions within the Department of Health.



Long-Term Plan: Health workforce initiatives

Develop a North West health workforce plan that is responsive to health service demands and aligns with Health Workforce 2040 focus areas

Develop local North West career pathways in nursing and midwifery to promote placements in district hospitals

Procure and implement a new, fully integrated Human Resources Information System (HRIS)

Evaluate the expansion of the Rural Health Workforce Centre to include other clinical disciplines and regions

Develop a statewide mental health workforce strategy and action plan to reflect international and national trends and local needs

Work with the Australian Government on the National Scope of Practice Review of barriers and incentives for all health professionals to work to their full scope of practice at all levels of Government and across the health sector to recommend appropriate settings that support the health workforce to work to their full scopes of practice

Develop a statewide supervised practice framework for nurses and midwives returning to practice or seeking to change their context of practice

Continue to develop the Tasmanian Nursing and Midwifery Scholarship Program providing financial support for post registration study nurses and midwives living and working in Tasmania, including nurses and midwives working in rural and remote locations

Contribute to the Robyn Kruk's rapid review commissioned by the Australian Government, of the regulatory settings relating to health practitioner registration and qualification recognition for overseas trained health professionals and international students who have studied in Australia

Continue developing the Allied Health Rural Generalist Pathway to increase access to a highly skilled allied health workforce for rural and remote communities

Develop a Nurse Practitioner Candidate Pathway Framework to assist managers in identifying and planning for Nurse Practitioner positions

Work with the Australian Government and other state and territory governments to ensure Tasmania is well placed to contribute to and benefit from national health workforce policy, planning and information sharing through the development of the National Nursing Workforce Strategy and Nurse Practitioner Workforce Plan

Introduce relocation allowances for nurses and midwives to encourage them to move to Tasmania or back to Tasmania and introduce scholarships for graduate nurses to encourage them to remain in their home state

Develop the Tasmanian Midwifery Strategy which will include educational pathways to create a more flexible preparation model for midwives

Introduce new legislation to protect frontline health workers from assault with increased penalties

Support healthcare workers to study a Certificate in palliative care or a Specialist Certificate in palliative care to increase the availability of palliative and end of life care for Tasmanians

4. INVESTING IN PREVENTATIVE HEALTH AND HEALTH PROMOTION

The Tasmanian Government has committed \$2 million each year for the Healthy Tasmania Plan until 30 June 2025. An extra \$8 million has been allocated over four years (1 July 2021 to 30 June 2025) for the Healthy Tasmania Fund.

Almost half of all Tasmanians have a preventable health condition. As our population grows and ages, this is expected to increase health service demand and costs. Prevention is the best strategy to reduce the incidence and outcomes of health conditions in our population. It supports people to live healthier lives and participate more fully in daily activities, which is good for their wellbeing and our State.

The *Healthy Tasmania Five-Year Strategic Plan 2022-2026* is a plan for preventive health in Tasmania. Preventive health is the term for activities that help protect, promote and maintain health and wellbeing.

Healthy Tasmania supports wellness. Wellness is the best possible state of health and wellbeing for people and communities. Focusing on wellness allows people to do what they want to do and to reach their potential. It means the whole person is considered in the context of their daily life and their community. Healthy Tasmania will guide our actions across government and with the community to improve the health and wellbeing of Tasmanians. It will enable community-based action for health and wellbeing and encourage joined-up approaches across all layers of government, civil society and the private sector to address the determinants of health and wellbeing.

In addition to the implementation of Healthy Tasmania, the Tasmanian Government is progressing reform across the Alcohol and Other Drug (AOD) Treatment Sector to ensure all Tasmanians have access to quality, timely and evidence-based treatment services, delivered by highly skilled staff and to deliver the priorities outlined in the *Tasmanian Suicide Prevention Strategy 2023-2027* to build a compassionate and connected community working together to prevent suicide in Tasmania.



Long-Term Plan: Preventative health and health promotion initiatives

Develop and action the 2023-24 Alcohol and Drug Reform Agenda Implementation Plan to guide reform action for the next year to increase access to alcohol and drug treatment services across Tasmania

Implement the Tasmanian Suicide Prevention Strategy 2023-27, which sets out the Tasmanian Government's vision and priorities for preventing suicide over the next five years through actions to reduce suicide and suicide attempts and improve the wellbeing of Tasmanians

Implement and evaluate the Healthy Tasmania Five-Year Strategic Plan 2022-2026 for all Tasmanians to have the opportunity to live healthy, active lives in communities that support connections to people, place and culture

Implement and evaluate the Healthy Tasmania Fund grants program to support the work of local government and community organisations to take action on health and wellbeing

Implement the Tobacco Action Plan 2022-2026 to improve the health and wellbeing of Tasmanians by reducing the prevalence of smoking and the harm it causes, including a smoking prevention package for young people, action on e-cigarettes and expanded smoke free environments

Review the Move Well Eat Well Program in all early childhood education and care and primary school settings to understand how to streamline and strengthen the program working with educators, schools and services to reimagine Move Well Eat Well

Develop a contemporary Tasmanian Promotion, Prevention and Early Intervention Framework for mental health and alcohol and other drugs

Improving services now

While we invest in building the foundations for a sustainable health service, we will prioritise key initiatives that will enhance service delivery for the Tasmanian community now.

1. INITIATIVES TO IMPROVE PATIENT ACCESS AND FLOW THROUGH THE SYSTEM

Patient flow is the movement of patients through a hospital – from admission to discharge. When patient flow is not working as it should, “access block” occurs, meaning patients become stuck in a place that does not best meet their needs. Addressing the reasons for access block and ensuring each patient receives what they need when they need it assists patients to get the right care, at the right time and in the right place. The health system is a complex ecosystem and delays in transferring from one part of the system to the next are often due to blockages somewhere else.

The Department of Health is focused on constantly improving healthcare service delivery, with the goal to provide better healthcare faster and improve access for all Tasmanians.

Our Statewide Access and Patient Flow Program supports increased efficiency across the entire Tasmanian health system, improving patient flow and delivering better health outcomes for patients and staff. The success of the Program depends on all parts of the health system working better together no matter where they are located.

In addition to the Statewide Access and Flow Program, the Government commissioned an independent review into the operation of Emergency Departments at all four major hospitals in the state, with the Government now undertaking work to implement a set of interim recommendations received by the Independent Panel.

Given these complexities the *Long-Term Plan for Healthcare in Tasmania 2040* in its entirety will support better access and patient flow across the system.



Long-Term Plan: Improved patient access and flow initiatives

Progress the recommendations of the Major Tasmanian Hospital Emergency Department Review to Improve Access and Flow

Develop enhanced cardiology services at the Launceston General Hospital to provide principal referral cardiology services to the people living in Northern Tasmania

Commence the establishment of a Statewide Integrated Operations Command Centre to direct the flow of patients and resources across the whole health system

Develop and implement the Safest Patient Journey Home Framework in Tasmania to improve patient outcomes

Develop and implement Criterion Led Discharge into our hospitals to enable clinicians to initiate discharge in line with pre-determined criteria and enable patients returning home from hospital as safely and quickly as possible

Optimise the use of transit lounges in our acute facilities to support the timely transfer of patients both incoming, outgoing and transferring through the hospital

Implement Hospital in the Home (HiTH) capability with 8 HiTH beds in the North to provide hospital equivalent care to people who can be cared for at home

Implement the expansion of Hospital in the Home (HiTH) beds in the South, including the establishment of the Care@Home South service

Implement the expansion of Hospital in the Home (HiTH) beds in the North West

Implement the new Ambulance Offload Protocol to support patients arriving to the Emergency Department by ambulance to be transferred to the care of ED staff as soon as possible so that ambulances can get back on the road sooner to respond to new call outs

2. ENHANCING VIRTUAL CARE IN TASMANIA AND DEVELOPING MORE CARE@HOME SERVICES

We will deliver more care in people's homes and the communities in which they live. This will be achieved through the implementation of more in-reach and home-based models of care, leveraging the success of programs such as COVID@homeplus to expand virtual care options.

The COVID-19 pandemic provided a catalyst for rapid change and innovation, demonstrating the value of virtual care to support new and modified clinical operations within Tasmania's health system. The Tasmanian Government has invested \$41 million over two years to enhance virtual care delivery in Tasmania.

The provision of services at home and in the community is a shift away from a 'hospital-centric' model in which people must visit a hospital or stay in a hospital bed to access services. Instead, these enhanced services promote a community-centric based model in which more of the services people need are provided in their own homes, including in residential aged care facilities, supported accommodation for disability or other suitable community-based locations.

Care at home and in the community will be provided by multidisciplinary teams working collaboratively to deliver the range of healthcare services needed. The care team members will vary according to each patient's need. Care teams may consist of providers from both primary and hospital care, and from various care organisations.



Long-Term Plan: Enhanced virtual care initiatives

Implement the enhanced Rapid Access In Reach Services and progress implementation into the North West to provide advice to General Practice and Rural Medical Practitioners in the community and district hospitals to support and improve patient health outcomes

Implement an In-Reach Pilot into residential aged care facilities for older person mental health

Establishment of the Victorian Stroke Telemedicine Services (VST) at the Mersey Community Hospital to enable the access to 24/7 on-call support from stroke specialists at the VST to optimise the care provided to patients who present with stroke symptoms

Develop a Virtual Care Strategy and Implementation Plan to deliver more care in the community

Establish a central virtual care hub/s in Tasmania, including exploring a "digital front door" and a single streamlined point of access for health information, referral and navigation

Develop a framework to support the establishment of Care@Home service models, to strengthen and integrate services provided in the intermediate care space

Provide infrastructure in district hospitals to support Tasmanians to access specialist virtual care services without needing to travel

Expansion of Hospital@home services in Southern Tasmania to enable more patients in Southern Tasmania to be supported to return home from hospital sooner – or avoid presenting to a hospital altogether – with the expansion of the Royal Hobart Hospital's (RHH) Hospital@home program

3. SUPPORTING URGENT AND AFTER-HOURS PRIMARY CARE

After-hours primary healthcare services help to fill the gap after standard GP operating hours for patients requiring after-hours care, and for whom the Emergency Department (ED) is not the appropriate treatment option. Urgent care services can be provided both after-hours, and during standard operating hours. Urgent care services care for people who have an urgent but non-life-threatening condition, that can be managed without a trip to the ED but cannot wait for a regular GP appointment. Both after-hours primary healthcare and urgent care services may be provided by a range of health practitioners and offered in a variety of settings, including virtual care, GP settings, and pharmacies.

While primary healthcare is the responsibility of the Australian Government, the Tasmanian Government has an important role to play in partnering with other primary healthcare providers and supporting integrated care.

The Tasmanian Government will continue to support after-hours primary care and urgent care services through its \$8 million Primary Care Support Initiative, which supports primary care providers to deliver both after-hours and urgent care; through its \$2.6 million investment in Medicare Urgent Care Clinics; and through its contribution towards the Newstead Medical Urgent Care Centre.

In addition, the Government will explore the greater range of options that virtual models of care, such as My Emergency Doctor, GP Assist and Healthdirect can provide to after-hours primary care and urgent care services, including through the development of central virtual care hubs.

The development of an After-Hours Primary Healthcare and Urgent Care Services Framework for Tasmania will form part of the Primary Care Strategy and Action Plan to ensure that service gaps are addressed whilst developing a structure that will provide the right care in the right place at the right time for all Tasmanians to:

- Improve access to after-hours primary healthcare and urgent care services across Tasmania.
- Identify a preferred model of virtual care to provide support to after-hours primary healthcare and urgent care services across the state.
- Increase public and service provider awareness of after-hours primary healthcare and urgent care options, including navigational triage.
- Establish a sustainable network of providers, or a service model approach, to after-hours/urgent care in rural and remote areas.
- Build relationships with key partners across the sector and facilitate a collaborative approach to after-hours primary healthcare and urgent care.
- Identify future priorities, including innovative models.



Long-Term Plan: Urgent and after-hours primary care initiatives

In partnership with the Australian Government establish more Medicare Urgent Care Centres in Tasmania to provide care for people who need to see a medical professional for a health issue that is urgent and requires treatment, but does not require presentation to a hospital emergency department

Continue to deliver the GP After-Hours Grants initiative to increase access to after-hours primary and urgent care services for Tasmanians regardless of where they live through different practice settings, including community pharmacies, general practice, and urgent care clinics

In partnership with Primary Health Tasmania (PHT) develop an After Hours and Urgent Care Services Framework in Tasmania to ensure that service gaps are addressed whilst developing a structure that will provide the right care in the right place at the right time for all Tasmanians

Develop alternate care pathways for lower acuity ambulance patients to improve the efficiency of the system and the experience for the patient, examples include mental health and palliative care pathways

Establish extended care paramedics and community paramedics to enable a primary healthcare focus and extend the care options for patients closer to where they live

Enable Tasmanians in regional and remote areas to access specialised virtual urgent care in Tasmania, such as My Emergency Doctor to provide urgent and emergency care to Tasmanians regardless of where they live

Begin recruitment of 10 GPs to establish a GP Now Rapid Response Unit to be deployed into local communities where and when needed to support access to GP services

Establish an after hours palliative care pilot in the North and North West to provide enhanced care for patients when they need it

4. CREATING SUSTAINABLE ELECTIVE SURGERY, ENDOSCOPY AND OUTPATIENT WAITING LISTS

The Statewide Elective Surgery Four-Year Plan 2021–2025 provides the strategy for ensuring that Tasmanians receive their planned surgeries within clinically recommended timeframes, based on their clinical need, not on where they live.

The Tasmanian Government has invested an additional \$196.4 million over four years commencing in 2021–22 to support the *Statewide Elective Surgery Four Year Plan 2021–2025*. Recurrent funding of approximately \$36.4 million for elective surgery was committed to in the 2022–23 Budget, to support wait list sustainability in Tasmania moving forward.

The Statewide Elective Surgery Four-Year Plan 2021–2025 has been further enhanced with a dedicated plan for increasing access to endoscopy services (including colonoscopies) as an area of identified need for Tasmania. The Tasmanian Government has committed \$38 million over four years to implement the *Statewide Endoscopy Services Four-Year Plan 2023–27* to enhance access to endoscopy services and ensure Tasmanians receive their procedures within clinically recommended timeframes.

Future updates to the *Statewide Elective Surgery Four-Year Plan 2021–2025* will incorporate initiatives

to support access for people requiring dental care under general anaesthetic. Initiatives include partnering with the private sector; an alternative service delivery model of community-based conscious sedation and diverting demand for public dental services by enhancing minimal intervention approaches, such as use of relative analgesia and silver fluoride applications.

We have outlined our strategies for enhancing the delivery of outpatient services through the *Transforming outpatient services in Tasmania 2022–26* four-year strategy. Over the next four years, we will provide more appointments and will make many service changes and enhancements to address the current waiting times and to plan for future growth. New models of care, better use of digital technology and other service offerings will be introduced so that people can access specialist services as close to home as possible, as long as it is safe and appropriate to do so.

The 2023–24 Budget includes an additional investment of \$20 million over two years to transform outpatient, musculoskeletal and pain services. This initiative will provide immediate action to reduce waiting times for outpatient services. This is in addition to the \$7.2 million announced in the 2022-23 Budget to deliver on our comprehensive plan for transforming outpatient care over the next four years.



Long-Term Plan: Elective surgery, endoscopy and outpatient initiatives

Develop a comprehensive service model to increase access to best practice models of care and pathways for people living with musculoskeletal conditions, including development of persistent pain and rheumatology services in the North and North West.

Implement the Statewide Elective Surgery Plan 2021-25 and develop the new Statewide Elective Surgery Plan 2025-29, to be expanded to include surgical dental procedures

Implement the Statewide Endoscopy Plan 2023-27 delivering more endoscopies and seeing more people within clinically appropriate times, and enhance services to meet future demand

Continue implementing the four-year Outpatient Transformation Strategy to better meet the needs of our community and ensure people have access to the services they need, when they need them

Establish a Statewide Centralised Referral Hub for outpatient services in Tasmania, to ensure efficient and effective coordination of outpatient services

Implement the Digital Outpatient Management Solution to improve the patient experience across their outpatient journey through delivering an enhanced user experience for consumers, clinicians, and administrators

Implement Statewide Referral Criteria into Outpatient clinics in Tasmania to provide GPs and other primary care providers with clinical decision support tools to help manage, refer and triage their patients

Commence a clinician led trial of colon-capsule endoscopy at the Royal Hobart Hospital to investigate the viability of this technology as a diagnostic tool within existing endoscopy services

Plan for the delivery of a new surgical robot at the Launceston General Hospital to improve clinical outcomes for patients undergoing urological, gynaecological and other precision procedures

Provide additional funding through the Medical Equipment Fund to provide critical equipment for elective surgery and endoscopy

Expand services to diagnose and treat endometriosis, with increased outpatient appointments at the Royal Hobart Hospital, Launceston General Hospital and the North West Regional Hospital

Establish a new outpatient service, employing two General Practitioners with a special interest in Attention Deficit Hyperactivity Disorder (ADHD) to support diagnosis and treatment for children with ADHD

Expand the use of Nurse Practitioners to deliver contemporary Models of Care, prioritising cardiology, paediatrics, persistent pain management, neurology and respiratory medicine

5. ENHANCING RURAL AND REGIONAL HEALTH AND OPTIMISE THE UTILISATION OF OUR DISTRICT HOSPITALS AND COMMUNITY HEALTH CENTRES

Under the *Long-Term Plan for Healthcare in Tasmania 2040*, the Tasmanian Government has made a commitment to optimise health services in rural and remote communities.

Rural health service optimisation plans will be developed in 20 rural and remote local government areas around Tasmania. These plans will identify the health, service and infrastructure needs of these communities, which will inform the Tasmanian Government's District Hospital and Community Health Centre Masterplan to be delivered in 2024. The Government is taking a place-based approach to this work, which will place a strong emphasis on collaboration with local communities and our partner organisations.

To this end, a new Tasmanian Rural and Remote Clinical Network has been established, which will support a Primary and Community Care Oversight Committee co-chaired with Primary Health Tasmania.

The Government is already strengthening health services in rural areas through place-based approaches, including the Access to Health

Services Project in North and North West Tasmania, the Healthy Tasmania Community Grants and Health Consumers Tasmania's Community Health and Wellbeing Networks.

Innovative rural health workforce models, such as the \$13 million Single Employer Model for General Practice Registrars jointly funded with the Australian Government, Rural Generalist trainees; the Tasmanian Rural Generalist Pathway and the establishment of the Rural Medical Workforce Centre at the Mersey Community Hospital, have now been established and will continue to grow our rural health workforce over the coming years.

The rural health services optimisation planning will draw upon these existing approaches to reduce service duplication, strengthen collaboration and ensure the greatest service efficiencies for communities across rural Tasmania.

The Tasmanian Government has allocated \$500,000 to deliver the District Hospitals and Community Health Centres Masterplan in line with the place-based approach to rural health service planning outlined in the *Long-Term Plan for Healthcare in Tasmania 2040*. This Masterplan will guide the Government's capital investment into our 13 rural and regional hospitals and 23 community health centres in line with the communities' needs.



Long-Term Plan: Rural and regional health initiatives

Develop Primary Healthcare Strategy and Action Plan for Tasmania in response to Australia's Primary Health Care 10 Year Plan to strengthen the primary healthcare workforce, relationships between collaborating partners and community-based service delivery

Continue implementing the Single Employer Model for Tasmania, an innovative new employment model for General Practitioners in training aimed at boosting the number of doctors in rural and remote areas

Establish a model for GPs with Specific Interest (GPSIs) in Tasmania to extend their skills and work in hospitals and other health settings and optimise the use of GPSIs in areas of need

Deliver the Access to Health Service Project (A2HS) to increase and improve access to health services in regional, rural and remote areas of North and North West Tasmania

Establish a Tasmanian Rural and Remote Clinical Network to understand rural healthcare needs, make connections and provide advice to health leaders for decision making

Develop Local Government Area (LGA) based Health Service Optimisation Plans to ensure robust service planning for rural and regional Tasmania, incorporating workforce and infrastructure considerations

Develop a multi-year grant funding program to strengthen and sustain GP practices, with funding to support GP practices to implement changes such as extended hours of service, to embed nurse practitioners into their model, or to deliver capital upgrades

Deliver more dental healthcare for children and concession card holders in regional areas including East Coast, West Coast, Central Tasmania and the Huon Valley through a partnership with Royal Flying Doctor Service Tasmania

In partnership with the Local Government Association of Tasmania (LGAT) implement and evaluate the Local Government Health and Wellbeing Network

Work with the Australian Government to provide more aged care beds on the West Coast and work with the West Coast Council on their plan to adapt the Rosebery Health Centre to deliver more outreach home and community-based health services in the area

Establish a HECS debt repayment scheme to support General Practitioners who work in rural and regional areas of Tasmania for a minimum of five years

6. ENHANCING OUR MENTAL HEALTH SERVICES

Mental health services are an integral part of the health system. Services require strong linkages with the rest of the health system and with care and support services to meet people's healthcare needs.

Mental health reforms commenced in 2015 as part of the *One State, One Health System, Better Outcomes* reforms and continued through the refocused *Rethink 2020* update in consultation with sector partners. Significant progress has been made towards mental health service improvement and integration, and further opportunity exists to ensure mental health services are accessible across the continuum from community to acute mental health.

The significant strategies and reforms progressing concurrently are seeing the transformation and alignment of work across several important areas to better support Tasmanians overall health and well-being across the lifespan, through:

- *Rethink 2020*
- Tasmanian Mental Health Reform Program (including Child and Adolescent Mental Health Services and Older Persons reforms)
- Agenda for the Alcohol and Other Drugs Sector in Tasmania
- *Tasmanian Drug Strategy 2024-2029*



Long-Term Plan: Mental health service initiatives

In partnership with Primary Health Tasmania, establish a Mental Health and Alcohol and Other Drugs Central Intake and Referral Service to streamline mental health and alcohol and other drug support service access in Tasmania

Develop and action the 2023-24 Rethink 2020 Implementation Plan to improve mental health outcomes for all Tasmanians

In partnership with the Australian Government, establish three new Head to Health Kids Hubs integrated within existing Child and Family Learning Centres at Burnie, East Tamar and Bridgewater to provide an integrated early intervention multidisciplinary service for infants and children from birth to 12 years age and their families experiencing emerging complexity

Establish the Tasmanian Eating Disorder Service, with a statewide community-based treatment program for eating disorders, including group and day programs, and 12-bed residential facility at St John's Park to provide integrated, specialist care and assist Tasmanians to recover from eating disorders

Develop the Tasmanian Drug Strategy 2024-2029 to provide a high-level strategic framework to guide collaborative action to support and improve Tasmanians' health and wellbeing, and prevent and reduce the health, economic, and social costs of alcohol, tobacco and other drugs use

Deliver more mental health services for youth, including the Mental Health Hospital in the Home service in the North West

Build on the after-hours child and youth mental health service at the Royal Hobart Hospital and expand this to the Launceston General Hospital and North West Regional Hospital

Begin service planning for a new four-bed Mother and Baby Unit in the new Launceston Health Hub

Implement the Tasmanian Suicide Prevention Strategy 2023-27, which sets out the Tasmanian Government's vision and priorities for preventing suicide over the next five years through actions to reduce suicide and suicide attempts and improve the wellbeing of Tasmanians

Develop more Child and Youth outreach clinics in Kingston, Brighton and the North West

Begin planning for a new Mental Health Hub in Devonport, which will offer a Safe Haven, Recovery College, and Integration Hub to support improved services in the North West



Emily

TASMANIAN
HEALTH
SERVICE

Setting up for Success

A program management approach will be used to coordinate and provide governance and assurance across all activities. We will do this through:

- Resource management to support resource allocation and capacity planning. By analysing resource availability, skills and capacities, resources can be allocated dynamically across projects, ensuring a balanced workload and avoiding resource overload or shortages.
- Clear prioritisation so projects can be evaluated based on their alignment with the overall goals. This will enable informed decision making regarding which activities to pursue, ensuring that conflicting priorities are minimised or resolved.
- Minimising scope creep to ensure that projects remain aligned to their goal and delivering the intended outcomes and that planned activities address deliverables and milestones.
- Driving alignment by regularly reviewing and aligning projects with the overall Long-Term Plan to maintain a clear focus and ensure that all projects contribute to the desired outcomes.
- Reducing risk exposure by identifying and evaluating project risks at the program level so proactive risk mitigation strategies can address critical risks and monitor risk factors across multiple projects effectively.
- Clear responsibility and accountability with leaders and key stakeholders increases the likelihood of delivering against project outcomes. With program oversight, progress is effectively monitored, and issues addressed promptly.

A structured approach to change is required. We will engage stakeholders to seek and listen to feedback, consider a variety of perspectives, build positive relationships and communicate benefits and updates.

The Department will publicly release a yearly progress update on the implementation of activities identified in Horizon One. The next phase of implementation from 2025 will be developed in consideration of the health landscape at the time to determine the next set of priorities and timeframes.

The Clinical Services Profiles will also be monitored and reviewed to ensure they reflect the current health landscape.



