

Progress Report 2023-2024

Implementation Plan 2023-2025
– Long-Term Plan for Healthcare
in Tasmania 2040

September 2024



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Image: Dove Lake, Cradle Mountain Tasmanian Wilderness World Heritage Area. Photographer: Jillian Mundy.



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 shared its vision 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, released in June 2023, 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*:

1. A single, integrated statewide system
2. Providing the right care, in the right place, at the right time
3. Governed with our partners to proactively meet demand
4. Investing in our future to deliver sustainable and environmentally responsible services
5. Enabled by digital technology and infrastructure and
6. Delivered by a valued and supported workforce.

It is a key milestone to progress Stage Two of the Tasmanian Government's long-term health reform agenda, *Our Healthcare Future*, to consult, design and build an integrated and sustainable health service.

The Long-Term Plan is supported by three regional Clinical Services Profiles, describing 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. This planning framework demonstrates the Department of Health's commitment to improving healthcare outcomes, delivering patient-centred and high-quality care, and building a resilient healthcare system.

Over the past year we have turned our attention to those actions that will have the greatest immediate effect on health outcomes that matter the most to Tasmanians.

The Implementation Plan 2023-2025: *Long-Term Plan for Healthcare in Tasmania*, released in June 2024 sets out the strategic priorities spanning 2023-2025.

During 2023-2024, we have focused on building foundations for the future. We know that we need a modern, integrated and sustainable Tasmanian health system to meet the demand challenges into 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.

While we invest in building the foundations for a sustainable health service, we have prioritised key initiatives to improve our services now.

We continue to engage with key stakeholders, health professionals, healthcare providers, researchers, technology experts, and the community to implement the Long-Term Plan.

Future planning and implementation phases will continue to build on improvement and innovation established in this initial implementation phase. 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.

This Report shares achievements during 2023-2024 against the Implementation Plan 2023-2025: *Long-Term Plan for Healthcare in Tasmania*.

Tasmanians will continue to learn about the implementation through the Department's website, social media, and yearly reporting.

2023-2024 Highlights

There are many highlights in 2023-2024 to reflect on. Action and progress are reflected across the strategic priorities set out in the Implementation Plan 2023-2025: *Long-Term Plan for Healthcare in Tasmania 2040*. We recognise and acknowledge the tireless work of our staff and our partners in reaching these key milestones.



Released Round One of the General Practice Sustainability and Viability initiative to strengthen GP practices in regional, rural and outer-urban areas in Tasmania



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



Expansion of Hospital@Home in the South to significantly increase hospital-level care delivered in the community, by expanding its "virtual ward" from 12 to 22 beds and providing rapid response services



Completion of three new Ambulance Stations in Bridgewater, Beaconsfield and Queenstown



Commissioned and provided input into the *Independent Review of Tasmania's Major Hospital Emergency Departments* and commenced implementing recommended actions under five key areas



Implementation of the Victorian Stroke Telemedicine Services at the Mersey Community Hospital to enable 24/7 access to on-call support from stroke specialists in Victoria to optimise patient care



Developed a new GP NOW service model to provide support to local communities and commenced recruitment to the service



In partnership with the Australian Government, Medicare Urgent Care Clinics were established in Hobart, Launceston, and Devonport to provide urgent care for patients with a health issue that does not require presentation to a hospital emergency department



Strategic Priorities – 2023-2024 Achievement

In 2023-2024, the Department of Health (DoH) has focused on ten strategic priorities to build the foundations for the future and improve services now. Each strategic priority contains initiatives that support the implementation of the actions in the *Long-Term Plan for Healthcare in Tasmania 2040* (the Long-Term Plan).

Extensive Masterplanning and Capital Developments

The 2023–2024 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.

Status	Long-Term Plan: Masterplanning and Capital Development Initiatives	2023-2024 Achievement
In Progress	Commence the establishment of a Breast Care Centre in Hobart, to improve access to public diagnostic breast imaging and mammography services	<p>Planning has commenced to deliver a new \$15 million Public Diagnostic Breast Care Centre by the end of 2025 to increase capacity and reduce wait times for public diagnostic breast imaging and mammography services. The Centre will provide a multi-disciplinary team approach to treatment, involving and supporting patients in decisions about their care.</p> <p>The new Centre will increase the availability of public services and ease the financial impact for Tasmanians requiring these services.</p>
Completed	Develop a new Masterplan for the North West and local health facilities to guide future stages of the redevelopment	<p>The North West Hospitals Masterplan was released in September 2024.</p> <p>The Masterplan provides a long-term vision to guide capital development at the North West Regional Hospital (NWRH) and Mersey Community Hospital (MCH) over the next 20 years. The Masterplan ensures we make the best of the land and buildings we have, maximising opportunities to support the delivery of safe, high-quality healthcare now and into the future.</p>

Long-Term Plan: Masterplanning and Capital Development Initiatives		
Status		2023-2024 Achievement
In Progress	Deliver the new Bridgewater, Beaconsfield, Queenstown, Bicheno, Burnie, Glenorchy, Longford and Oatlands Rural Ambulance Stations to support regional areas	<p>Three new ambulance stations opened in 2023, to improve amenities, infection control measures and Tasmania's emergency response capability:</p> <ul style="list-style-type: none"> • May 2023: \$2.6 million two-bay station in Bridgewater. • October 2023: \$1.92 million, two-bay station in Beaconsfield. • November 2023: \$2.67 million, two-bay station in Queenstown. <p>Construction has commenced on the following:</p> <ul style="list-style-type: none"> • \$12.66 million Glenorchy Ambulance Superstation expected to open by late 2024 to house the increasing paramedic workforce and up to 18 vehicles. • \$13 million Burnie Ambulance Station expected to open by late 2024 to house up to 18 vehicles to meet anticipated future needs. • \$2.75 million, two-bay, Oatlands Ambulance Station. <p>The Department is working to identify a new suitable site for the Bicheno Ambulance Station that balances Ambulance Tasmania's operational needs with the feedback heard during the community consultation, with site selection expected to be finalised shortly.</p> <p>Planning and design for the new Longford Ambulance Station is underway.</p>
In Progress	Begin planning to build four new ambulance stations at Legana, Snug, Cygnet and King Island to assist with community demand	<p>In March 2024, the Tasmanian Government committed to building four new ambulance stations at Legana, Cygnet, Snug and King Island to accommodate our extra paramedics and meet community demand.</p> <p>Planning has commenced for each of the four new stations, with the appointment of a Project Manager and engagement of a Lead Architect. Review of suitable Crown owned sites and site assessments are also underway. Stakeholder engagement consultants are expected to be appointed in late 2024.</p>
In Progress	Redevelop and expand the Intensive Care (ICU) Unit at the Royal Hobart Hospital (RHH), providing space for an additional 12 beds	<p>The expansion of the state-of-the art ICU marks an important milestone in Stage Two of the Royal Hobart Hospital (RHH) Masterplan. The ICU has been operational since August 2023 offering new and upgraded facilities and additional spaces for families and visitors.</p>

Long-Term Plan: Masterplanning and Capital Development Initiatives		
Status		2023-2024 Achievement
In Progress	Begin capital and infrastructure upgrades at the North West Regional Hospital (NWRH) 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	<p>The Tasmanian Government has committed close to \$175 million towards delivering Stage One of the North West Hospitals Masterplan.</p> <p>Planning is under way to deliver a brand new Medical Inpatient building at the NWRH to include a medical ward, critical clinical diagnostics, dialysis and a lung function lab. A new car park to provide over 600 additional car parks for patients, family and staff will also be built.</p> <p>Planning is also underway for the redesign of a new Mental Health Precinct at the NWRH to meet service changes and replace the Spencer Clinic.</p>
In Progress	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	<p>A Draft Masterplan for St Johns Park was released for consultation in May 2023, proposing the establishment of a Health and Wellbeing Precinct to provide expanded mental health, sub-acute and community-based services. The Masterplan will guide future capital development in a heritage-sensitive manner to revitalise the historic precinct into a contemporary healthcare campus to meet the public health needs of Tasmanians. The St Johns Park precinct site offers benefits to patients and visitors with access to green spaces, parklands, and public transport and its redevelopment will deliver facilities that support the delivery of safe and efficient services.</p> <p>The Final Masterplan is expected to be released in 2025 once feedback from the community and stakeholders is considered and incorporated into the process.</p>
In Progress	Deliver capital and infrastructure upgrades at the Mersey Community Hospital (MCH), 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	<p>The Tasmanian Government has committed close to \$175 million towards delivering Stage One of the North West Hospitals Masterplan.</p> <p>Planning is underway to deliver a new sub-acute building for medical oncology services, inpatient unit for geriatric evaluation and management.</p> <p>Delivery of the new MCH Outpatients Clinics and Operating Theatres project commenced in May 2022, with new clinical spaces, the first of two new operating theatres and two new Endoscopy procedure rooms now complete. Works continue on the delivery of new central sterilising department and staff facilities.</p>

Long-Term Plan: Masterplanning and Capital Development Initiatives		
Status		2023-2024 Achievement
Completed	Deliver a second Angiography Suite at the Royal Hobart Hospital (RHH) to meet increasing patient demand and support improved patient care	The 2021-2022 Budget provided \$7 million to build, equip, and staff a new Angiography Suite at the RHH. Planning commenced in 2021-2022 and procurement of the new angiography equipment occurred in September 2023. Construction was completed in May 2024 with commissioning activities and staff training occurring in June 2024. The new Angiography Suite at the RHH has been operational since July 2024.
In Progress	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 <i>Long-Term Plan for Healthcare in Tasmania 2040</i>	Initial work has commenced to develop a masterplan for the 13 District Hospitals and 23 Community Health Centres. These facilities are important health infrastructure assets that can provide a hub for delivering a range of local healthcare services to Tasmanian communities. Masterplanning will also consider the digital connection of District Hospitals and Community Health Centre assets with statewide specialist virtual care services to provide increased support for patients to remain, or return earlier to, rural and remote communities.
In Progress	Begin planning for a new Northern Heart Centre including new Cardiac Care Unit beds in the Cardiac Ward and Intensive Care Unit (ICU) and two new catheterisation (cath) labs	Planning has commenced for the Northern Heart Centre to provide a new coronary care unit with additional inpatient cardiac ward beds and coronary care unit beds which will remain co-located in the ICU, two Cardiac Catheterisation Labs with dedicated recovery and holding bays for direct access for patients requiring procedures, dedicated diagnostic testing for echocardiography and outpatient services, and direct access to the ICU, Emergency Department (ED) and medical imaging.
In Progress	Deliver the new multi-storey carpark at the Launceston General Hospital (LGH) to improve access for patients	The new Launceston General Hospital (LGH) multi-storey car park will provide over 470 parking spaces within the hospital precinct and improve access to the expanded health care services to be delivered through the LGH Masterplan. The Development Application was lodged in June 2024. It is anticipated construction will commence by mid-2025 and completed by early 2026. Planning for the temporary carpark at the vacant site of the former Anne O'Byrne building is underway. Work is expected to be completed early in 2025.

Long-Term Plan: Masterplanning and Capital Development Initiatives		
Status		2023-2024 Achievement
In Progress	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	<p>The new \$20 million, 10-bed, 24/7 hospice and hospice respite care facility will be located in Howick Street within the LGH precinct to provide opportunity to leverage off existing arrangements for public transport, parking, services and staff.</p> <p>A Project Reference Group has been established to provide input into the development of the design. The Group includes key internal and external stakeholders including Palliative Care Tasmania, Friends of the Northern Hospice, and the Northern Consumer and Community Engagement Council.</p> <p>A Concept Design is expected to be delivered in September 2024, with construction expected to commence in mid 2025 and completion anticipated by late 2026.</p>
In Progress	Deliver the Kingston Health Centre (KCHC) expansion that will provide increased community health facilities for this growing region	<p>In 2023-2024, the Tasmanian Government committed \$30 million over four years to expand the size and service scope of the Kingston Community Health Centre (KCHC). Stage Two of the KCHC project will help to address gaps in local healthcare delivery by delivering a broader range of services, helping to reduce the pressure on the hospital system.</p> <p>Clinical services planning has been completed, with design of the facility to commence shortly. Construction is expected to commence late 2025.</p>
In Progress	Deliver an expanded and redesigned Emergency Department (ED) at the Royal Hobart Hospital (RHH)	<p>Phase One of the RHH ED expansion opened to the public in January 2023, delivering 28 additional treatment points through the Lower Ground of H-Block.</p> <p>Planning is underway for Phase Two of the RHH ED expansion and will seek to deliver additional clinical treatment spaces to meet projected future needs. Construction is due to commence in mid-2025 and the new ED is expected to be operationalised by mid 2026.</p>
In Progress	In partnership with the Australian Government, progress the redevelopment of the Kings Meadows Community Health Centre	<p>The Australian Government has provided funding of \$10 million through the Community Health and Hospitals Program to improve the Kings Meadows Community Health Centre.</p> <p>This Project is underway. The Department's planning and design process is addressing the challenge of how best to apply the funding, to improve the facilities, while achieving the objective of expanding and modernising the facility.</p> <p>Construction is due to commence in mid to late 2025 and anticipated to be completed in mid to late 2026.</p>



Implementing the Digital Health Transformation Strategy

Over the five-year period from 2022-2023 to 2026-2027, \$210 million is being invested into the DoH Digital Health Transformation (DHT) Program, with an anticipated investment of \$475 million over a period of 10 years. This will position Tasmania to be the first Australian state to deliver a fully integrated digital 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		
Status	Transformation Initiatives	2023-2024 Achievement
In Progress	Implement a secure two-way video conferencing capability to support the delivery of telehealth and virtual care services	<p>Telehealth Tasmania launched its upgraded video conferencing platform in July 2024.</p> <p>Microsoft Teams Virtual Appointments offer a user-friendly experience for consumers and healthcare professionals; with enhanced integration into their workflows and improved picture quality compared to the previous systems.</p> <p>Telehealth Tasmania continue to seek consumer feedback to make iterative improvements to the solution while exploring long-term technological advancements to further support a virtual care strategy and increase the use of virtual care modalities across public health services.</p>

Long-Term Plan: Digital Health		
Status	Transformation Initiatives	2023-2024 Achievement
To Commence Shortly	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	<p>The initial scope of the Clinical Viewer project will offer authorised post-discharge patient information to GPs, from in-patient admissions, emergency encounters and out-patient appointments.</p> <p>The requirements and conceptual solution design have been finalised. A pilot is planned for implementation in 2024-2025, subject to a feasibility assessment, as well as the completion of required procurement processes in accordance with the Treasurer's Instructions.</p> <p>The project will contribute to outcomes like improved visibility to clinical information, effective collaboration, capitalisation on early clinical information, improvement to first responder systems, data remediation, technology, and supporting patients and consumers to be proactive.</p>
To Commence Shortly	Implement an online application system for the Patient Travel Assistance Scheme (PTAS) to make it easier for people who need to travel to seek healthcare to apply for travel subsidies	<p>Tasmanians have benefited from improvements to the Patient Travel Assistance Scheme after the Tasmanian Government approved the 35 recommendations from a review by KP Health in 2022. The majority of these recommendations have been implemented.</p> <p>As part of this review, implementation of a smart online application system was recommended. Planning work is underway with IT expertise to support this project.</p>
In Progress	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	<p>Work is ongoing to upgrade telehealth and virtual care infrastructure across the 13 District Hospitals over the next 12 months. These upgrades aim to provide an immediate and vital link for District Hospitals to access the specialist expertise of our major hospitals, allowing Tasmanians the option of seeing a hospital specialist without having to travel.</p> <p>This is supported by the development of an Outpatients virtual care framework that will help guide our approach to offering virtual care services and enable their successful implementation across outpatient, ambulatory and hospital setting statewide.</p> <p>A current example is the Child Health and Parenting Service which offers virtual care to families in rural and remote locations to maintain a connection throughout the crucial early years of child growth and development, where they might not otherwise have been able to attend appointments.</p>

Long-Term Plan: Digital Health		
Status	Transformation Initiatives	2023-2024 Achievement
In Progress	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	<p>The Statewide Electronic Referral (eReferrals) has been expanded and enhanced with access now enabled for 256 public outpatient services, including mental health services. With over 247,743 secure eReferrals already received, the solution is now a centralised secure platform for Tasmanian GPs.</p> <p>The platform includes clinical decision support features, such as Statewide Referral Criteria which has improved accuracy of patient information, the quality of referrals, and has resulted in efficiencies across Outpatient Services.</p> <p>Internal outpatient referrals are also now digitised within the Referral Management System. This allows Emergency Department, Ward, as well as District Hospitals and Community facility clinicians, to seamlessly refer patients to Outpatient Services across the state.</p>
In Progress	Deliver digital enhancements and readiness through implementing Discharge Summary optimisation, Going Home, Obstetrics Integration and iPatient Manager (iPM) address validation	<p>Digital enhancements have been delivered by implementing the following initiatives:</p> <ul style="list-style-type: none"> • Discharge Summary Optimisation has been completed, to ensure essential clinical information is included to enhance communication, improve care coordination, and enable smoother transition for patients as they continue their recovery. • Going Home Plan for stroke patients has been delivered at the RHH to better support patients and reduce uncertainty by providing a tailored post-discharge plan of care. • Statewide Obstetrics System (Obstetrix) has been upgraded to electronically transfer maternity patient information, including birth and discharge summaries, to the Statewide Digital Medical Record (DMR) immediately after discharge, supporting better care for mothers and babies through improved, timely clinical handover. • Analysis is underway to determine if address validation can be implemented in the Statewide Patient Administration System (iPatient Manager (iPM)) and will be subject to a feasibility assessment of costs and timelines, as well as the completion of required procurement processes in accordance with the Treasurer's Instructions.
In Progress	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	<p>The DMR provides multiple users with real-time access to a centralised repository of patient clinical notes and diagnostic information in an intuitive and easy-to-use web-based interface. The Statewide DMR upgrade was completed in September 2023, delivering a stable digital environment, allowing for ongoing integration with internal and external systems and processes.</p> <p>Investigations continue for the implementation of DMR at District Hospitals across the State.</p>

Long-Term Plan: Digital Health		
Status	Transformation Initiatives	2023-2024 Achievement
In Progress	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	<p>The establishment of the Electronic Medical Record (EMR) and Ambulance Electronic Patient Care Record (AePCR) across clinical, administrative and operational domains will improve continuity of care across the healthcare system and increase access for treating clinicians to patient health information.</p> <p>The formal procurement process is underway for both EMR and AePCR. It is anticipated the successful tenderer/s will be known by late 2024.</p>
In Progress	Implement a new Electronic Meal Management System (EMMS) to support efficient ordering and provisioning of catering services in major hospitals	<p>Implementation of the Statewide Electronic Meal Management System (EMMS) is on track to be delivered across Tasmania's major hospitals by early 2025. The system will give patients more control over their hospital experience with benefits including improved health outcomes and reduced clinical risk for patients with specific needs. The EMMS will also provide efficiencies for the catering service in meal preparation and ability to reduce food and paper wastage.</p> <p>Change Champions across the State are working to assist with preparations and provide local support as the system is rolled out.</p>
In Progress	Provide free wi-fi for patients within District Hospitals	<p>Free Wi-Fi has been deployed across all of Tasmania's District Hospitals. Patients and visitors can now access full coverage of free Wi-Fi within the District Hospitals at Flinders Island, New Norfolk, George Town, Deloraine, and Beaconsfield. Limited coverage at the remaining District Hospitals is planned to be expanded across the entire hospitals' footprint this financial year.</p> <p>Data network upgrades were previously completed at Tasmania's main hospitals and at an additional 65 regional DoH sites across the State, including the Community Health Centres at Glenorchy, Kingston, Sorell, Clarence, St Marys, Kings Meadows, and Huonville.</p>
In Progress	Implement the Rapid Access single sign-on solution across hospitals to reduce manual processes and ensure timely access to digital systems	<p>After a successful trial of Rapid Access tap-on-tap-off technology at the RHH Pharmacy, which provided clinicians with seamless access to clinical applications, this solution has now been extended to the Pharmacy at MCH and NWRH. Further rollouts are planned for 2024-2025, including the Pharmacy at LGH and each major hospital Emergency Department.</p> <p>The implementation has led to an average productivity gain of 30 minutes per shift and a significant reduction in security risks, setting the stage for broader adoption of this technology in the future.</p>

Implementing the Health Workforce 2040 Strategy

The Tasmanian Government has invested significantly in initiatives to support our hardworking health workforce, including funding of \$15.7 million over four years to contribute to the implementation of *Health Workforce 2040*. The strategy 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.

Status	Long-Term Plan: Health Workforce Initiatives	2023-2024 Achievement
In Progress	Develop a North West health workforce plan that is responsive to health service demands and aligns with <i>Health Workforce 2040</i> focus areas	<p>Following a procurement process, a consultant has been appointed to complete the North West Workforce Plan alongside the Workforce Planning Unit.</p> <p>The Plan will align with and complement the <i>Long-Term Plan for Healthcare in Tasmania 2040</i> and the North West Hospitals Masterplan.</p>
In Progress	Develop local North West career pathways in nursing and midwifery to promote placements in District Hospitals	<p>Several initiatives have been developed to promote placements in District Hospitals to support nursing and midwifery career pathways in the North West:</p> <ul style="list-style-type: none"> • Students at the University of Tasmania (UTAS) Cradle Coast campus receive first priority for clinical placements, followed by North West residents studying through Central Queensland University, Charles Darwin University and Charles Sturt University. • In the North West, 57 graduates have been offered graduate nursing positions at the NWRH, MCH, District Hospitals and in Community Nursing. • Clinical Nurse Educators are now being employed at District Hospitals to support whole of community placements.
In Progress	Procure and implement a new, fully integrated Human Resources Information System (HRIS)	<p>The Tasmanian Government is committed to creating a single, integrated Human Resources Information System (HRIS) for the Department and foundation system for the Tasmanian State Service to significantly improve business systems and human resource functions.</p> <p>Over the life of the project, the business context has evolved, like responding to recommendations of the <i>Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings</i> in terms of the management of information about current or ex-employees.</p> <p>The first module of HRIS, the HR Confidential Case Management system, was released in August 2024 and will be implemented to other agencies later in the year. The release of further modules at DoH will occur after rigorous and extensive testing.</p>

Status	Long-Term Plan: Health Workforce Initiatives	2023-2024 Achievement
In Progress	Evaluate the expansion of the Rural Medical Workforce Centre to include other clinical disciplines and regions	<p>Opening in 2023 and located at the MCH, the Rural Medical Workforce Centre, is a collaboration between the Tasmanian Government and UTAS, designed to support the training, recruitment and retention of doctors and health professionals in the North West and beyond.</p> <p>The Centre coordinates attractive training posts for trainee rural doctors by providing opportunities to develop skills across a range of specialities including emergency medicine, rural general practice, anaesthetics, paediatrics, obstetrics and gynaecology. In late 2023, the scope of the Centre also expanded to include the Single Employer Model (SEM).</p>
In Progress	Develop a statewide mental health workforce strategy and action plan to reflect international and national trends and local needs	<p>In collaboration with key stakeholders, the DoH has commenced work to identify the current profile of the mental health workforce and priority strategies to strengthen the mental health workforce including public, private and community sectors.</p> <p>This work will inform the development of the Tasmanian Mental Health Workforce Strategy in 2025.</p>
In Progress	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	<p>Tasmania is actively contributing to the National Scope of Practice Review commissioned by the Australian Government Department of Health and Aged Care. The key focus of the review is to optimise the use of the health workforce across key areas of demand including a stretched primary care sector by empowering coordinated multidisciplinary teams of healthcare professionals to work together to their full scope of practice.</p> <p>The Australian Government is expecting to receive the findings of this review in late 2024.</p>



Status	Long-Term Plan: Health Workforce Initiatives	2023-2024 Achievement
In Progress	Develop a statewide supervised practice framework for nurses and midwives returning to practice or seeking to change their context of practice	<p>A Supervised Practice Framework has been developed, with recent implementation activities focusing on:</p> <ul style="list-style-type: none"> • An expansion of the refresher program offerings to attract nurses and midwives to return to the profession with a focus on areas of workforce need. • An Enrolled Nurse strategy is being rolled out across the State including working with education providers on the establishment of an Advanced Diploma of Nursing. The Advanced Diploma provides a career pathway for enrolled nurses and increases their clinical capability. • Supporting midwives to re-skill and work safely, with 50 Australian College of Midwifery 'Refresher Package' scholarships offered. • A three-year Expanded Support Program for early career nurses and midwives is also being implemented across the State that provides additional wrap around support for early career nurses and midwives for their first three years of practice.
In Progress	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	<p>The Nursing and Midwifery Scholarship Program, initially implemented in 2022, has seen 372 scholarships awarded. Rural and remote locations and identified workforce areas continue to be a focus of the scholarship offering to support capability development.</p> <p>Through the <i>Health Workforce 2040 Strategy</i> an additional seven Ida West Aboriginal Health Scholarships have been created, increasing the total number to ten scholarships per year. In 2024, 10 scholarships were awarded.</p>
In Progress	Contribute to 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	<p>Tasmania contributed to the Australian Government's Independent Review of Health Practitioner Regulatory Settings (Kruk Review) to help ease health workforce shortages across Australia while maintaining high standards in health care quality and patient safety.</p> <p>The Review presented several recommendations to streamline and simplify health practitioner regulation, with an aim to ease skills shortages in critical health professions. Implementation of recommendations has commenced and Tasmania will continue to contribute through the National Health Workforce Taskforce.</p>
In Progress	Continue developing the Allied Health Rural Generalist Pathway to increase access to a highly skilled allied health workforce for rural and remote communities	<p>Building on the Allied Health Rural Generalist Pilot Project, the Department is continuing its collaboration with UTAS to establish the Allied Health Rural Generalist Pathway in Tasmania.</p> <p>A gap analysis of the Allied Health Rural Generalist Education Framework against UTAS units has been completed and will inform discussions on the collaboration.</p>

Status	Long-Term Plan: Health Workforce Initiatives	2023-2024 Achievement
In Progress	Develop a Nurse Practitioner Candidate Pathway Framework to assist managers in identifying and planning for Nurse Practitioner positions	The Nurse Practitioner Candidate Pathway Framework is under development to guide and support the introduction of new Nurse Practitioner candidate positions and investigate potential scholarships.
In Progress	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	<p>The Department continues to work with the Australian Government, jurisdictions, and other stakeholders in the implementation of the <i>National Medical Workforce Strategy 2021-2031</i>.</p> <p>Tasmania is an active participant in the National Health Workforce Taskforce on workforce and employment reforms, including the National Maternity Workforce Review, and development of the National Nursing Workforce Strategy, and the National Allied Health Workforce Strategy.</p> <p>The DoH Tasmania is developing a Nurse Practitioner Workforce Strategy that aligns to the key principles of the national Nurse Practitioner Workforce Plan to enhance accessibility of services and grow and diversify models of care.</p>
In Progress	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	<p>In March 2024, the Tasmanian Government committed to attract and retain more nurses across Tasmania's health system. A package of incentives has been delivered that will encourage more nurses and midwives to work in Tasmania.</p> <p>Applications for a \$15,000 incentive for nurses and midwives who move to Tasmania and remain employed full-time with the Tasmanian Health Service (THS) for three years or more, who commence employment with the DoH from 28 April 2024 and up to 30 June 2025 and who relocate to Tasmania from interstate.</p> <p>A \$10,000 scholarship is also being offered for new Tasmanian graduate nurses and midwives who start with the THS and remain employed for a period of three years or more. This scholarship closed in August 2024.</p>
In Progress	Develop the Tasmanian Midwifery Strategy which will include educational pathways to create a more flexible preparation model for midwives	A Tasmanian Midwifery Strategy is under development. The Strategy will include an evaluation of availability and accessibility of models of care and identify educational pathways which support recruitment to Midwifery led continuity of care models. Any considerations from reviews of maternity services will also be captured as part of the strategy.

Status	Long-Term Plan: Health Workforce Initiatives	2023-2024 Achievement
In Progress	Introduce new legislation to protect frontline health workers from assault with increased penalties	<p>In June 2024, the Tasmanian Government introduced legislation in Parliament to better protect Tasmania's frontline workers.</p> <p>Led by the Department of Justice, the Sentencing Amendment (Presumptive Sentencing for Assaults on Frontline Workers) Bill 2024 proposes amendments to the <i>Sentencing Act 1997</i> (Tas) to provide for a presumption of minimum sentencing in relation to offences causing serious bodily harm to specified frontline workers, including health and safety officers and child safety officers.</p>
In Progress	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	<p>The Department has contracted Flinders University to deliver DoH subsidised online palliative care education courses accessible to doctors, nurses, and allied health professionals across the THS to increase their knowledge and understanding of palliative care.</p> <p>In round one of the scholarship program 86 individuals, from a range of settings where palliative care is delivered were awarded a scholarship for either a certificate in palliative care or a specialist undergraduate certificate in palliative care.</p> <p>Following this, in round two, 92 THS and palliative care sector staff were awarded scholarships. 15 places in Flinders University's graduate palliative care program are also being offered to specialist palliative care staff from around the State.</p>



Photo: Rosie Hastie

Investing in Preventative Health and Health Promotion

The Tasmanian Government has committed \$10 million over five years to implement the *Healthy Tasmania Five-Year Strategic Plan 2022-2026* which guides preventive health initiatives and supports people to live healthier lives. An extra \$8 million over four years to 2024-2025 has been allocated for the Healthy Tasmania Fund. Building on the lessons and success of the *Healthy Tasmania Five-Year Strategic Plan 2022-2026*, the Tasmanian Government is developing the first 20-year strategy for preventive health, to drive transformative and sustainable change in the systems that shape health outcomes for Tasmanians, with a focus on healthy, active lives.

The Tasmanian Government is also progressing reform across the Alcohol and Other Drug Treatment sector and delivering 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.

Status	Long-Term Plan: Preventative Health and Health Promotion Initiatives	2023-2024 Achievement
In Progress	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	<p>The Tasmanian Government is progressing reforms across the Alcohol and Other Drug Treatment sector to ensure all Tasmanians have access to quality, timely and evidence-based treatment services, delivered by highly skilled staff.</p> <p>The Implementation Plan, released in December 2023, was prepared through an extensive consultation process to guide key actions.</p>
In Progress	Implement the <i>Tasmanian Suicide Prevention Strategy 2023-27</i> , 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	<p>The Tasmanian Government has allocated \$3.75 million in ongoing funding for suicide prevention initiatives.</p> <p>Significant progress has been made, with 81 actions through the first implementation plan of the <i>Tasmanian Suicide Prevention Strategy 2023-27</i>. A robust governance structure has been established to oversee the work, with representation from organisations, community members, and people with lived and living experience.</p> <p>The second implementation plan is being developed to oversee the implementation of actions through to December 2025.</p>
In Progress	Implement and evaluate the <i>Healthy Tasmania Five-Year Strategic Plan 2022-2026</i> for all Tasmanians to have the opportunity to live healthy, active lives in communities that support connections to people, place and culture	<p>Implementation of the <i>Healthy Tasmania Five-Year Strategic Plan 2022-2026</i> is well underway to help Tasmanians live healthier lives.</p> <p>The Healthy Tasmania Research and Evaluation Framework aims to monitor the performance, outcomes, effectiveness and sustainability of Healthy Tasmania. Over the past three years, the Plan has enabled many communities to deliver health and wellbeing actions. Their stories and success complement the research and evaluation reports.</p>

Long-Term Plan: Preventative Health and Health Promotion Initiatives		
Status		2023-2024 Achievement
In Progress	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	<p>A range of grants support preventive health projects to address the focus areas of the Healthy Tasmania strategy.</p> <p>Since its launch in September 2022, 179 organisations and communities delivering 217 initiatives have been awarded funding across all grant streams with a total of \$4.2 million allocated to support local health and wellbeing initiatives.</p>
In Progress	Implement the <i>Tobacco Action Plan 2022-2026</i> 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	<p>The <i>Tasmanian Tobacco Action Plan 2022-2026</i> provides direction to reduce the use of tobacco and related products and its harms through partnerships and community action.</p> <p>A midway progress report is expected to be released later in 2024, providing an opportunity to review priorities.</p>
In Progress	Review the <i>Move Well Eat Well</i> 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	<p>A review of the <i>Move Well, Eat Well</i> Program is being undertaken to improve and streamline the program by ensuring alignment with current evidence, increasing program flexibility, and supporting more schools to participate in the Program.</p> <p>Public consultation, through a survey, interviews and workshops, was open from February to June 2024, for Tasmanian schools and services to contribute to the review. The outcomes of the consultation will inform updates to the Program.</p>
To Commence Shortly	Develop a contemporary Tasmanian Promotion, Prevention and Early Intervention Framework for mental health and alcohol and other drugs	<p>The development of a contemporary Tasmanian Promotion, Prevention and Early Intervention Framework, is a key action in the <i>2023-24 Rethink 2020 Implementation Plan</i>. This work focuses on providing a greater emphasis on the promotion of positive mental health, prevention of mental health and alcohol and other drug problems and suicide prevention.</p> <p>Development of the Framework, in consultation with key partners and stakeholders, is underway.</p>

Initiatives to Improve Patient Access and Flow Through the System

The Department of Health is focused on improving healthcare service delivery, to provide better access to healthcare for all Tasmanians when they need it. The Statewide Access and Patient Flow Program has supported 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.

Long-Term Plan: Improved Patient Access and Flow initiatives		
Status		2023-2024 Achievement
In Progress	Progress the recommendations of the Major Tasmanian Hospital Emergency Department Review to improve patient access and flow	<p>In May 2024, the Major Tasmanian Hospital Emergency Department Review Final Report recommendations were provided to the Tasmanian Government and have been accepted.</p> <p>The final recommendations cover five main areas of focus:</p> <ul style="list-style-type: none"> • Demand Management Strategies – Local Level • Capacity and Service Delivery Models – State Level • Community and Home-Based Care • Statewide Mental Health Services • Ambulance Tasmania Redesign <p>All recommendations are currently underway, with completion expected by mid-2025.</p>
In Progress	Develop enhanced cardiology services at the Launceston General Hospital (LGH) to provide principal referral cardiology services to the people living in Northern Tasmania	<p>The development of a Tasmanian Cardiac Strategy is being finalised to focus on meeting the future needs of Tasmanians from prevention and early diagnosis of heart disease in the community, through to end of life care.</p> <p>Planning has commenced for the Northern Heart Centre to provide a new coronary care unit with additional inpatient cardiac ward beds and coronary care unit beds which will remain co-located in the ICU, two Cardiac Catheterisation Labs with dedicated recovery and holding bays for direct access for patients requiring procedures, dedicated diagnostic testing for echocardiography and outpatient services, and direct access to the ICU, ED and medical imaging.</p>
In Progress	Commence the establishment of a Statewide Integrated Operations Centre to direct the flow of patients and resources across the whole health system	<p>The Tasmanian Government is committed to supporting the seamless transition of patients, from a GP visit, through to a hospital admission and back home with support.</p> <p>The Major Tasmanian Hospital Emergency Department Review Final Report recommended that the Statewide Integrated Operations Centre be established to better manage the flow of patients and resources across the health system.</p> <p>The Centre is expected to be launched in early 2025.</p>

Long-Term Plan: Improved Patient Access and Flow initiatives		
Status		2023-2024 Achievement
Completed	Develop and implement the SAFEST Patient Journey Home Framework in Tasmania to improve patient outcomes	<p>Following consultation with Queensland Health, the Department has adopted and adapted the SAFEST Patient Journey Home Framework.</p> <p>SAFEST is targeted at ED and inpatient services. It is a suite of patient flow strategies and principles that when used in conjunction with one another facilitate effective, efficient, accessible, integrated, and safe healthcare through the patient journey back to their home.</p>
Completed	Develop and implement Criterion Led Discharge (CLD) 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	<p>Implementing Criterion Led Discharge (CLD) is a priority for reforming the delivery of care in our community through improvements in admission and discharge practices. Recommended by the Major Tasmanian Hospital Emergency Department Review Final Report, its objective is to discharge eligible patients using generic (individual patient) or diagnostic specific pathways.</p> <p>Statewide implementation, supported by the Statewide Access and Patient Flow Program (SAPFP), was completed in June 2024. Broad uptake of generic CLD practice has been achieved across Hospitals South, with early adoption processes and planning completed across Hospitals North and Hospitals North West.</p> <p>The CLD statewide policy and protocol are endorsed and available to support generic CLD pathways with diagnostic specific CLD processes being developed across multiple specialties, including Acute Medical Units, Trauma, Stroke and Ophthalmology.</p>
In Progress	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	<p>Transit lounge optimisation is a continued focus Statewide. Hospitals South collaborated with the SAPFP Transit Lounge Utilisation quality improvement project, finalised in June 2024, achieving the aim to improve occupancy to 40 per cent by April 2024. The NWRH is undergoing infrastructure development and expansion of its Transit Lounge and all regions are prioritising accessibility to support early discharge.</p> <p>Work is also being undertaken to improve Statewide bed utilisation reporting.</p>
Completed	Implement Hospital in the Home (HiTH) capability with HiTH beds in the North to provide hospital equivalent care to people who can be cared for at home	<p>Hospital in the Home – North provides acute treatment in the home providing care that is flexible, responsive and tailored to the individual's needs. Driven by consumer preference to receive care at home where clinically appropriate, the Northern service has 11 virtual beds.</p> <p>The service provides a single point of referral and contact for patients, carers, families and healthcare providers.</p>

Long-Term Plan: Improved Patient Access and Flow initiatives		
Status		2023-2024 Achievement
Completed	Implement the expansion of Hospital in the Home (HiTH) beds in the South, including the establishment of the Care@home South service	<p>Hospital@Home in the South has been implemented to significantly increase the amount of hospital-level care delivered in the community, by expanding its virtual ward from 12 to 22 beds and providing rapid response services.</p> <p>COVID@homeplus became Care@home in March 2024 as the service now provides care regularly to Tasmanians with a range of respiratory illnesses.</p>
In Progress	Implement the expansion of Hospital in the Home (HiTH) beds in the North West	<p>Work has commenced to support the optimisation of Hospital in the Home – North West.</p> <p>A Statewide evaluation of the Hospital in the Home has been undertaken with the view to optimise these services across the State.</p>
Completed	Implement the new Ambulance offload protocol to support patients arriving to the Emergency Department (ED) 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	<p>In April 2024, the Transfer of Care Procedure was implemented to support patients arriving at hospital by ambulance being transferred to the care of Emergency Department staff within 60 minutes.</p> <p>This enables paramedics to be released more quickly to attend cases in the community and reduce emergency response times.</p>



Enhancing Virtual Care in Tasmania and Developing More Care@Home Services

The Tasmanian Government has invested \$41 million over two years to enhance virtual care delivery in Tasmania. 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.

Status	Long-Term Plan: Enhanced Virtual Care Initiatives	2023-2024 Achievement
In Progress	Implement the enhanced Rapid Access In-reach Services and progress implementation into the North West to provide advice to GPs and Rural Medical Practitioners (RMP) in the community and District Hospitals to support and improve patient health outcomes	<p>The Tasmanian Government has expanded its Rapid Access In-Reach Service (RAIS) to support the management of patients with complex chronic disease who are at risk of deterioration. RAIS also aims to prevent unnecessary ED presentations and provide a patient centred model of care, offering rapid advice and consultation if required from the service.</p> <p>This service provides appropriate, equitable, rapid advice and support to GPs and Rural Medical Practitioners (RMP) through a multidisciplinary team when caring for a complex care patient in GP practices, District Hospitals, Residential Aged Care Facilities and Community Health Centres.</p> <p>Following successful implementation in the North, the service is expanding into the North West as additional recruitment is completed.</p>
Completed	Implement an In-Reach Pilot into residential aged care facilities for older person mental health	<p>A Rapid Access Service (RAS) Pilot commenced in the North in January 2024. The service provides rapid, specialised in-reach psychiatric and nursing support to residents in 14 Residential Aged Care Facilities in the greater Launceston area. The service aims to ensure the patient can stay in their place of residence and reduce overall transfers to the ED and extended hospital stays.</p> <p>The Pilot has been actively managed and overwhelming positive feedback has demonstrated the success of the Pilot, as well as supporting the proposed continuation of the Pilot and its expansion into the other regions as a statewide Older Persons Mental Health Service.</p>
Completed	Establishment of the Victorian Stroke Telemedicine Services (VST) at the Mersey Community Hospital (MCH) 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	<p>The Victorian Stroke Telemedicine Services (VST) expanded into the MCH in October 2023, providing improved access to life-saving stroke care. Through using virtual care technology, the telehealth service enables specialist assessment and diagnosis by VST neurologists.</p> <p>Through the enhanced partnership, clinical staff at the MCH can access 24/7 on-call support from VST stroke specialists to optimise the care provided to patients who present with stroke symptoms and enable clinicians in the North West to provide life-saving interventions sooner.</p>

Status	Long-Term Plan: Enhanced Virtual Care Initiatives	2023-2024 Achievement
In Progress	Develop a Virtual Care Strategy and Implementation Plan to deliver more care in the community	<p>A virtual care strategy is being developed to initiate and support the implementation and integration of virtual care across our health service.</p> <p>The strategy will focus on the delivery of more care in the community through establishing virtual care hubs, enhanced and integrated community and home-based services, increase virtual care bed capacity and investigating technology assisted access to specialised healthcare in Tasmania via Telehealth enabled Models of Care.</p>
In Progress	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	<p>The virtual care strategy will focus on creating a digital front door and establish virtual care hubs at District Hospitals to enable and enhance the delivery of more care in the community. This will make healthcare easier to access through improved navigation tools and understanding of healthcare services available in the local community alongside increasing our capacity to care for people outside of a hospital setting, in their own home or community.</p> <p>Care@home will expand to be the single-entry point/ platform for which patients can receive care and access various health care solutions.</p>
In Progress	Develop a framework to support the establishment of Care@home service models, to strengthen and integrate services provided in the intermediate care space	<p>Care@home (formerly known as COVID@homeplus until April 2024) commenced in December 2021 as a virtual service designed to provide safe care to people in their home who have been diagnosed with acute respiratory illnesses such as COVID-19, influenza and RSV. Over 45,000 Tasmanians have enrolled in the service since its establishment.</p> <p>In late 2024, the Care@home framework will expand to provide a statewide chronic disease program, supporting people with conditions such as heart failure and chronic obstructive pulmonary disease.</p>
In Progress	Provide infrastructure in District Hospitals to support Tasmanians to access specialist virtual care services without needing to travel	<p>Virtual care infrastructure is available statewide to all District Hospitals should a virtual appointment be desired.</p> <p>The Virtual Care Program is working closely with the Outpatient Transformation Project and begun planning the development of a Framework for the implementation of virtual care solutions in outpatient settings, which will include District Hospitals, Community Health Centres, and outpatient specialist appointments.</p> <p>This framework will ensure that infrastructure and service delivery models align effectively with clinical needs across the state.</p>

Status	Long-Term Plan: Enhanced Virtual Care Initiatives	2023-2024 Achievement
In Progress	Establish an after-hours palliative care pilot in the North and North West to provide enhanced care for patients when they need it	<p>Specialist Palliative Care Services in the North have commenced a 7-day a week service and deliver nursing services during business hours on weekends and public holidays. The service provides valuable support to front line service providers, including Community Nurses, GP's, Residential Aged Care Facilities, as well as direct care to patients where clinically required. Genysis, a telephony and data capturing platform introduced in January 2024, shows that 1,811 calls were handled in the period 1 January 2024 to 30 June 2024.</p> <p>The Genysis platform has also been introduced into the North West specialist palliative care service currently operating a five day per week service.</p> <p>In the South, implementation of a weekend service and the introduction of Genysis is also progressing.</p>
Completed	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	<p>Hospital@home in the South has been implemented to significantly increase the amount of hospital-level care delivered in the community, by expanding its virtual ward from 12 to 22 beds and providing rapid response services.</p> <p>Eight new geriatric care beds have been established providing comprehensive assessment and management of older, frailer patients – a first-of-its kind service for the State to enable more elderly Tasmanians to maintain their independence in the community for longer.</p> <p>Two new beds for patients needing acute care have also been added to the virtual ward.</p>

Supporting Urgent and After-Hours Primary Care

The Tasmanian Government continues 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 to establish four Clinics located in Launceston, Devonport and two in Hobart.

Status	Long-Term Plan: Urgent and After-Hours Primary Care Initiatives	2023-2024 Achievement
In Progress	<p>In partnership with the Australian Government establish more Medicare Urgent Care Clinics 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</p>	<p>The Tasmanian Government has worked in partnership with Primary Health Tasmania and the Australian Government to establish four Medicare Urgent Care Clinics in Tasmania.</p> <p>The Medicare Urgent Care Clinics located in Launceston, Devonport and two in Hobart are all open seven days a week for assessment and treatment for minor injuries and illnesses, at no out-of-pocket cost to the patient. The four Clinics have seen over 35,000 patients.</p> <p>As part of the 2024-2025 Federal Budget, a fifth Medicare Urgent Care Clinic was announced for Bridgewater. An open tender was advertised in July 2024 and it is expected the Bridgewater Medicare Urgent Care Clinic will begin operating by the end of 2024.</p>
In Progress	<p>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</p>	<p>The GP After Hours Support Initiative has delivered four Grant Rounds. The first four Grant Rounds have provided 24 grants.</p> <p>Grant Rounds One and Two helped to increase access to after-hours primary and urgent care, including community pharmacies, general practice, and other primary care services.</p> <p>Grant Round Three focused on after-hours and general business hours primary care access for vulnerable groups, including remote and rural communities, homeless Tasmanians, and members of the LGBTIQ+ community.</p> <p>Grant Round Four focussed on expanding and improving services to vulnerable groups, with emphasis on those experiencing homelessness or at immediate risk of becoming homeless.</p>

Status	Long-Term Plan: Urgent and After-Hours Primary Care Initiatives	2023-2024 Achievement
In Progress	<p>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</p>	<p>Tasmania is partnering with the Australian Government to deliver Urgent Care Clinics across Tasmania. Medicare Urgent Care Clinics deliver care for urgent, but not life-threatening conditions, including assessment and treatment for minor injuries and illnesses, at no out-of-pocket cost to the patient. Medicare Urgent Care Clinics operate in Devonport, Launceston and two in Hobart. As part of the 2024-2025 Federal Budget, a fifth Medicare Urgent Care Clinic was announced for Tasmania; to be located in Bridgewater.</p> <p>In partnership with Primary Health Tasmania, DoH is working to confirm a structure for after-hours primary healthcare and urgent care services in Tasmania.</p> <p>This work is considering how best to integrate the range of related primary healthcare and intermediate care initiatives already underway, including Medicare Urgent Care Clinics, the GP After-Hours Grants, Primary Health Support Initiative, Hospital Avoidance Co-Investment Fund and the utilisation of virtual care models of care, such as My Emergency Doctor.</p>
Completed	<p>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</p>	<p>Alternate care pathways for lower acuity ambulance patients have been developed through:</p> <ul style="list-style-type: none"> • Ambulance Tasmania Secondary Triage to enable lower acuity patients who phone Triple Zero and are assessed as not requiring an emergency ambulance response, to be further assessed by a paramedic or registered nurse and referred to alternate medical care providers. • Community paramedics across all regions to provide a primary health care focus to treat lower acuity patients and keep them in the community. A further two community paramedic training programs have been undertaken in the first half of 2024. • Mental Health Emergency Response Service, to provide care and support to people affected by mental health conditions and enable them to remain in the community whenever appropriate. This service in the South has expanded to the North West with a two-year pilot and work is progressing to implement in the North.

Long-Term Plan: Urgent and After-Hours Primary Care Initiatives		
Status		2023-2024 Achievement
Completed	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	<p>Extended care and community paramedics operate as dedicated single responders for identified lower acuity patients who present through Triple Zero.</p> <p>In January 2024, the Tasking of Extended Care and Community Paramedics – Operational Work Instruction was released, detailing the dispatch of extended care and community paramedics.</p> <p>The Tasmanian Government initiative to employ 27 community paramedics across the 13 District Hospitals, will see the development of a new community paramedic service delivery model, with paramedics working closely with THS nursing, allied health and medical staff to better meet the medical care needs of rural communities.</p>
In Progress	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	<p>Building on the success of Care@home, the Virtual Care Program is scoping high quality, effective and safe virtual care opportunities across to support service transformation and offers strategies to reduce unplanned hospital presentations, admission, re admission, and hospital lengths of stay.</p> <p>This will be further complemented by Care@home expansion that will look at chronic disease management pathways and expanded access to GP through the GP NOW program.</p>
In Progress	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	<p>Recruitment for the Tasmanian Government’s new GP NOW service commenced recruitment in July 2024. GP NOW will provide crisis support and intervention to communities where private general practice is experiencing challenges, to help ensure Tasmanians can still see a doctor while a more viable, long-term solution is explored. It is anticipated the team will be up and running by the end of September 2024.</p> <p>GP NOW will be an extension of the successful Care@home program, with GPs to be based in Cambridge, Launceston and Latrobe.</p>
In Progress	Establish an after-hours palliative care pilot in the North and North West to provide enhanced care for patients when they need it	<p>Specialist Palliative Care Services in the North commenced a 7-day a week service and deliver nursing services during business hours on weekends and public holidays. The service provides valuable support to front line service providers, including Community Nurses, GP’s, Residential Aged Care Facilities, as well as direct care to patients where clinically required. Genysis, a telephony and data capturing platform introduced in January 2024, shows that 1,811 calls were handled in the period 1 January 2024 to 30 June 2024.</p> <p>The Genysis platform has also been introduced into the North West specialist palliative care service currently operating a five day per week service.</p> <p>In the South, implementation of a weekend service and the introduction of Genysis is also progressing.</p>



Creating Sustainable Elective Surgery, Endoscopy and Outpatient Waiting Lists

The Tasmanian Government has invested an additional \$196.4 million over four years commencing in 2021-2022 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 2022-2023 Budget, to support wait list sustainability in Tasmania and \$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.

Long-Term Plan: Elective Surgery, Endoscopy and Outpatient Initiatives		
Status		2023-2024 Achievement
In Progress	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	<p>A Statewide Rheumatology Model of Care and Persistent Pain Model of Care have been developed in consultation with clinicians and stakeholders.</p> <p>Work is underway to provide expanded rheumatology and persistent pain services for the communities of North and North West Tasmania.</p> <p>The continuation of the Back Assessment Clinic at the RHH has occurred and has been expanded to the North of the State.</p> <p>Along with funding support from the Commonwealth, the important persistent pain service, facilitated through TAZREACH, has continued to be supported in the North West.</p>

Long-Term Plan: Elective Surgery, Endoscopy and Outpatient Initiatives		
Status		2023-2024 Achievement
In Progress	Implement the <i>Statewide Elective Surgery Plan 2021-2025</i> and develop the new <i>Statewide Elective Surgery Plan 2025-2029</i> , to be expanded to include surgical dental procedures	<p>Under the <i>Statewide Elective Surgery Four Year Plan 2021-2025</i>, the number of people waiting longer than clinically recommended for elective surgery has reduced, and importantly, waiting times have decreased.</p> <p>In 2023-2024, there were 22,025 elective surgery admissions delivered, which is a record level of activity for Tasmania with an increase of 3.1 per cent. Admissions increased by 45 per cent, compared to 2019-2020 before implementation of the Plan commenced.</p> <p>Initial work to develop a new <i>Statewide Elective Surgery Plan 2025-2029</i> is currently underway.</p>
In Progress	Implement the <i>Statewide Endoscopy Plan 2023-27</i> delivering more endoscopies and seeing more people within clinically appropriate times, and enhance services to meet future demand	<p>Through the first year of the <i>Statewide Endoscopy Services Four-Year Plan 2023-2027</i>, more people have received an endoscopy in Tasmania than any year on record.</p> <p>Key achievements include:</p> <ul style="list-style-type: none"> • The 2023-2024 Budget allocating \$1.2 million in additional funding for essential endoscopy equipment to all hospitals. • Strengthening our public-private partnership, to fully utilise available capacity across the State. • Continuing to build our workforce, through successful recruitment to fill vacant gastroenterology positions. • Partnering with consumers to explore opportunities to increase education to the community to raise awareness about bowel preparation and to help patients make informed decisions about their care and to improve service quality. • Implementing the gastroenterology <i>Statewide Referral Criteria (SRC)</i> platform, making it easier for GPs and referring specialists to submit a referral, and improving triage information. This includes formalising direct access to endoscopy services so that patients do not have to be referred to outpatient clinics first.
In Progress	Continue implementing the four-year <i>Outpatient Transformation Strategy 2022-2026</i> to better meet the needs of our community and ensure people have access to the services they need, when they need them	<p>The 2023 2024 Budget included an additional investment of \$20 million over two years to transform outpatient services. This is in addition to \$1.8 million per annum in ongoing funding which commenced in the 2022 2023 Budget to deliver on our comprehensive plan to transform outpatient care.</p> <p>By implementing the <i>Outpatient Transformation Strategy</i>, we are broadening community access to specialist services for those that need them; more Tasmanians are being seen within clinically recommended timeframes, which is delivering improved patient outcomes.</p>

Long-Term Plan: Elective Surgery, Endoscopy and Outpatient Initiatives		
Status		2023-2024 Achievement
Completed	Establish a Statewide Centralised Referral Hub for outpatient services in Tasmania, to ensure efficient and effective coordination of outpatient services	A new Outpatient Central Services team has been established as a hub to improve communication between Tasmanian patients and outpatient clinics statewide. This initiative has been highly successful and is helping to improve patient experience and health outcomes and is vital to ensuring an increased capacity to deliver health services to Tasmanians.
In Progress	Implement the Digital Outpatient Management Solution to improve the patient experience across their outpatient journey through delivering an enhanced user experience need, when they need them	Through the evaluation process involved in the procurement of the statewide Electronic Medical Record (EMR) solution, it has been determined that the EMR suite will incorporate the functionality that was to be provided by the Digital Outpatient Management solution.
In Progress	Implement Statewide Referral Criteria (SRC) 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	<p>The SRC has been introduced to the new eReferral system to simplify patients' specialist outpatient experience by ensuring that patient referrals are assessed against the same criteria in the assessment and triage of referrals in outpatient specialist clinics. This will improve the timeliness and quality of outpatient referrals and provide decision support tools for GPs to assist in appropriate management of their patients.</p> <p>SRC has been rolled out in cardiology, gastroenterology, respiratory and sleep medicine services across all regions, with additional SRCs to be introduced in the coming months.</p>
To Commence Shortly	Commence a clinician led trial of colon capsule endoscopy at the Royal Hobart Hospital (RHH) to investigate the viability of this technology as a diagnostic tool within existing endoscopy services	In March 2024, the Tasmanian Government committed to investing in colon capsule endoscopy as an innovative diagnostic technology. This technology benefits patients because of its ability to quickly triage colonoscopy for those most in need. The capsule contains a tiny camera, transmitter and light, is easily swallowed and takes diagnostic images as it passes through the patient's body, transmitting images to a recorder outside of the body. Investigation for a clinical led trial will commence shortly.
In Progress	Plan for the delivery of a new surgical robot at the Launceston General Hospital (LGH) to improve clinical outcomes for patients undergoing urological, gynaecological and other precision procedures	<p>In March 2024, the Tasmanian Government committed to investing close to \$4.7 million to purchase a surgical robot for urological, gynaecological and other precision procedures. This contemporary technology is commonly used to perform radical prostatectomy for prostate cancer or kidney cancer surgery. It can greatly improve clinical outcomes for patients by reducing surgical complications, decreasing pain, blood loss and infection, which means a shorter recovery time and hospital stay.</p> <p>A pre-procurement process for the installation of the surgical robot at the LGH has commenced. The surgical robot is expected to be operational in late 2025 following installation and staff training.</p>

Long-Term Plan: Elective Surgery, Endoscopy and Outpatient Initiatives		
Status		2023-2024 Achievement
In Progress	Provide additional funding through the Medical Equipment Fund to provide critical equipment for elective surgery and endoscopy	<p>The Tasmanian Government has committed to a \$40 million hospital medical equipment fund for the purchase of critical hospital equipment such as endoscopes, ventilators, monitors and ultrasounds.</p> <p>Work is underway with clinical areas Statewide to collate information on equipment needs and priorities.</p>
In Progress	Expand services to diagnose and treat endometriosis, with increased outpatient appointments at the Royal Hobart Hospital (RHH), Launceston General Hospital (LGH) and the North West Regional Hospital (NWRH)	<p>In March 2024, the Tasmanian Government committed to helping Tasmanian women suffering with endometriosis, including procuring a new near \$4.7 million surgical robot for the LGH.</p> <p>The Tasmanian Government is also committed to boosting awareness, diagnosis and treatment of endometriosis across the public health system with a \$1.2 million investment in targeted measures. Work has commenced on this program of work.</p>
In Progress	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	<p>The Department has commenced the necessary changes to make it easier for specialists and GPs with Specific Interest (GPSIs) in ADHD to prescribe ADHD medications. The change will enable them to be authorised to prescribe medications for up to three years, an increase from two years.</p> <p>There are four GPSIs already employed on a part-time basis in paediatric outpatient services across the State as part of the <i>Outpatient Transformation Strategy 2022-2026</i>. These GPSIs are working across a range of paediatric conditions, including in some cases behavioural and neurodevelopmental conditions, in partnership with the paediatric specialist teams.</p> <p>The new GP specialist service for children with ADHD will build on the evidence and learnings gained from this work and will help ensure that Tasmanian children with behavioural or neurodevelopmental concerns are able to access the care they need in a timely manner.</p>
In Progress	Expand the use of Nurse Practitioners to deliver contemporary Models of Care, prioritising cardiology, paediatrics, persistent pain management, neurology and respiratory medicine	<p>The Nurse Practitioner service has expanded in Tasmania to ensure that patients have better access to specialised healthcare.</p> <p>Recruitment to the Clinical Nurse Consultant candidature pathway to Nurse Practitioner was introduced to provide nurse-led Models of Care through outpatient clinics in speciality areas; cardiology, paediatrics and neurology services. Recruitment has been led through local areas and monitoring of performance is through the Outpatient Transformation Program.</p>



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 and is already strengthening health services in rural areas through place-based approaches and innovative rural health workforce models. The Tasmanian Government has allocated \$500,000 to deliver the District Hospitals and Community Health Centres Masterplan to guide the Government’s capital investment into our 13 rural and regional hospitals and 23 Community Health Centres in line with the communities’ needs.

Status	Long-Term Plan: Rural and Regional Health Initiatives	2023-2024 Achievement
In Progress	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	<p>The Department is partnering with Primary Health Tasmania to develop a Tasmanian Primary Healthcare Strategy and Action Plan.</p> <p>A framework for engagement with internal and external stakeholders and a desktop analysis is underway, and a working group is being established to guide the development of the Strategy and Action Plan.</p>

Status	Long-Term Plan: Rural and Regional Health Initiatives	2023-2024 Achievement
In Progress	Continue implementing the Single Employer Model (SEM) for Tasmania, an innovative new employment model for General Practitioners in training aimed at boosting the number of doctors in rural and remote areas	<p>The Tasmanian and Australian governments have partnered to deliver the SEM pilot. The pilot allows participating GP trainees to remain THS employees for the duration of their training to become Specialist General Practitioners, which overcomes the challenges of traditional employment arrangements. The model ensures GP Trainees retain the related benefits and entitlements of THS employment and therefore supports the attraction and retention of doctors within rural and remote areas of Tasmania.</p> <p>The SEM program has 20 GP registrars enrolled in this program. So far, one participant has graduated from the program and gained their Fellowship and is now working in Tasmania as a Rural Generalist.</p>
Completed	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	<p>The GPSIs model has been embedded in hospitals and other health settings. This program has enabled GPs to extend their skills in areas of specialty medicine, has increased access to specialist outpatient services for the community, and supported integration between primary and acute care.</p> <p>Statewide, 10 GPSIs are employed on a fractional basis in antenatal, paediatric, youth and mental health services, surgical, gastroenterology and cardiology.</p>
In Progress	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	<p>Access to Health Services (A2HS) is working with healthcare providers and community members in 11 Local Government Areas (LGAs) across the North and North West to identify the barriers to accessing healthcare, and to trial local solutions. Nine communities have lead organisations in place, and six communities have engaged project workers that are working on plans to improve health service access.</p> <p>Webinars will support the communities to develop their Local Action Plan that will include priority actions identified by the community to respond to its needs. Once approved, lead organisations will receive additional grant funding to implement these actions. The A2HS project runs until October 2026.</p>
Completed	Establish a Tasmanian Rural and Remote Clinical Network (TRRCN) to understand rural healthcare needs, make connections and provide advice to health leaders for decision making	<p>Established in November 2023, the Tasmanian Rural and Remote Clinical Network (TRRCN) provides high-level leadership, expertise and specialist clinical advice to the Department and other stakeholders to promote excellence in service delivery and health outcomes in Tasmania's rural and remote areas.</p> <p>The TRRCN is helping to identify clinical pathways to support clinicians, drive quality and safety initiatives, provide advice and recommendations to ensure service gaps are addressed, and develop structures to support the right care in the right place at the right time for Tasmanians living outside regional cities.</p>

Status	Long-Term Plan: Rural and Regional Health Initiatives	2023-2024 Achievement
In Progress	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	<p>Through a staged approach, work is underway to develop rural health service optimisation plans in 20 rural and regional LGAs in Tasmania, through a place-based approach, in collaboration with local communities and partner organisations.</p> <p>The rural health service optimisation plans will inform the development of the District Hospitals and Community Health Centre Masterplan for which initial work has commenced.</p>
In Progress	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	<p>In March 2024, the Tasmanian Government committed to providing support to strengthen and sustain the viability of eligible GP practices in regional, rural and outer-urban areas in Tasmania.</p> <p>Grants of up to \$250,000 will assist general practices to offer innovative models of patient care, particularly those that improve ongoing access to services for Tasmanians living in rural and remote communities</p> <p>Applications for Round One of the General Practice Sustainability and Viability Initiative closed in early September 2024.</p>
In Progress	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 (RFDS)	<p>The Royal Flying Doctors Service (RFDS) has been providing dental services to the West Coast community in partnership with the Tasmanian Government since August 2021, providing approximately 1,230 visits and delivering 12,749 treatments to patients in need.</p> <p>The expansion of the RFDS East Coast dental service has been brought forward through the acquisition of a second dental truck to expand the dental service for concession card holders and children from St Helens to Nubeena. It is expected to commence in late 2024 as staff recruitment is finalised. Planning is also underway to establish new services in Central Tasmania and the Huon Valley.</p>
In Progress	In partnership with the Local Government Association of Tasmania (LGAT) implement and evaluate the Local Government Health and Wellbeing Network	<p>All 29 Tasmanian Councils have been awarded Lift Local Grants and have engaged in the Health and Wellbeing Network, online and at regional face to face workshops.</p> <p>Councils are working on a range of initiatives, such as consulting with their community on specific issues, gathering data, delivering youth engagement activities, food security research, Aboriginal Cultural Awareness and celebration, inclusivity and climate resilience.</p> <p>Evaluation of the Lift Local grants by UTAS has so far shown that the non-competitive nature of grants and support through the Network has enabled Tasmanian Councils to share, learn, and support each other to improve health and wellbeing. Evaluation of the Network will continue to assess the effectiveness of this collaboration.</p>

Status	Long-Term Plan: Rural and Regional Health Initiatives	2023-2024 Achievement
In Progress	<p>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</p>	<p>The Tasmanian Government is committed to working with the West Coast Council on its plan to adapt the Rosebery Health Centre to deliver more outreach home and community-based health services across the area. Work will commence shortly to implement recommendations of a review undertaken of the model of service at the Rosebery Health Centre to support the process.</p> <p>The Australian Government provided \$1 million through the Community Health and Hospitals Program for improvements to the West Coast District Hospital, with the Tasmanian Government contributing an additional \$650,000 to support additional aged care capacity at the hospital. This project is complete.</p>
In Progress	<p>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</p>	<p>In March 2024, the Tasmanian Government committed to an incentive package to attract up to 40 new GPs to rural and regional Tasmania for five years. Work is underway to progress the application process for these incentives.</p> <p>The GP Incentive Package includes a \$100,000 settlement allowance for GPs to settle and practice in rural and regional areas and HECS debt relief by the Tasmanian Government of up to \$100,000 to attract and retain GPs who are not assisted through the Commonwealth’s HELP scheme to participate in the Government’s prioritised primary care initiatives in Hobart and Launceston.</p>



Enhancing Our Mental Health Services

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. The significant strategies and reforms progressing concurrently are seeing the transformation and alignment of work to better support Tasmanians overall health and well-being across the lifespan, through: *Rethink 2020*, Tasmanian Mental Health Reform Program, Agenda for the Alcohol and Other Drugs Sector in Tasmania and the *Tasmanian Drug Strategy 2024-2029*.

Status	Long-Term Plan: Mental Health Service Initiatives	2023-2024 Achievement
Completed	In partnership with Primary Health Tasmania, establish a Mental Health and Alcohol and Other Drugs Central Intake and Referral Service (CIRS) to streamline mental health and alcohol and other drug support service access in Tasmania	<p>Since December 2023, the Central Intake and Referral Service (CIRS) has delivered telephone navigation to consumers as the provider of the national Head to Health phone service in Tasmania.</p> <p>In February 2024, the Service implemented an e-referral pathway to receive mental health and alcohol and drug referrals from GPs. CIRS has received over 300 referrals to date. The CIRS team review each referral, complete the Initial Assessment and Referral Decision Support Tool as appropriate, and consider service options including Statewide Mental Health Services, community sector organisations and private providers that best meet the individual's need.</p>
In Progress	Develop and action the <i>2023-24 Rethink 2020 Implementation Plan</i> to improve mental health outcomes for all Tasmanians	<p>The <i>2023-24 Rethink 2020 Implementation Plan</i> released in November 2023, was jointly developed by the Department, Primary Health Tasmania and the Mental Health Council of Tasmania and guided by input from key stakeholders. The Plan represents a shared approach to improving mental health outcomes for all Tasmanians.</p> <p>Work is underway to prepare a 2023-24 Annual Report and to develop the 2024-25 <i>Rethink 2020 Implementation Plan</i>. It is expected these documents will be released in late 2024.</p>
In Progress	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	<p>Work is underway to establish the three new Head to Health Kids Hubs at Burnie, East Tamar and Bridgewater.</p> <p>The appointment of Child and Youth Mental Health Services – Head to Health Kids Service Leads in the South and North West is complete and recruitment is underway for their clinical teams. Recruitment for the Service Lead in the North is continuing.</p>

Status	Long-Term Plan: Mental Health Service Initiatives	2023-2024 Achievement
In Progress	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	<p>The Tasmanian Government has committed \$24 million over four years from 2023-2024 as part of an ongoing commitment to the Tasmanian Eating Disorder Service. The Australian Government is also contributing to the establishment of this service through the Community Health and Hospitals Program and the Bilateral Schedule on Mental Health and Suicide Prevention.</p> <p>The Service currently provides specialist Statewide eating disorder secondary consultation, including specialist in-reach to hospitals. Expansion from these transitional Multidisciplinary Community Clinics to the full suite of Community Based Intensive Treatment services is underway to be fully delivered by the end of 2024.</p> <p>A detailed design for the residential treatment centre at St John's Park is complete. The Development Application is expected to be completed in late 2024.</p> <p>An Implementation Plan commenced in June 2023 to guide the staged rollout of the Tasmanian Eating Disorder Service, which is expected to be operational by 2026.</p>
Completed	Develop the <i>Tasmanian Drug Strategy 2024-2029</i> 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	<p>The <i>Tasmanian Drug Strategy 2024-2029</i> was released in May 2024. Its vision is for a Tasmania that is inclusive and safe for all people, where people are treated equitably and make informed health decisions when it comes to use of alcohol, tobacco and other drugs.</p> <p>The Strategy encourages collaboration across agencies, organisations, and the community in response to alcohol, tobacco and other drug use in Tasmania.</p> <p>A first-year implementation plan is being developed to outline specific activities and planning.</p>
In Progress	Deliver more mental health services for youth, including the Mental Health Hospital in the Home service in the North West	<p>A new Devonport Child and Youth Mental Health Services site has been secured and is accommodating Youth Hospital in the Home. The North West pilot commenced phased operations in July 2024, operating four beds Monday to Friday.</p> <p>Recruitment to secure the full staffing establishment continues and operations will expand as appropriate staffing is secured.</p>
Completed	Begin service planning for a new four-bed Mother and Baby Unit in the new Launceston Health Hub	<p>Service planning for the new four-bed Mother and Baby Unit in Launceston has commenced. The Tasmanian Government has partnered with Tresillian Family Care Centre whose residential and day services will be established in the Launceston Health Hub in late 2025.</p> <p>The centre will include a co-located Gidget House to provide psychology services to parents experiencing perinatal depression and anxiety.</p>

Status	Long-Term Plan: Mental Health Service Initiatives	2023-2024 Achievement
In Progress	Implement the <i>Tasmanian Suicide Prevention Strategy 2023-27</i> , 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	<p>The Tasmanian Government has allocated \$3.75 million in ongoing funding for suicide prevention.</p> <p>The first implementation plan of the <i>Tasmanian Suicide Prevention Strategy 2023-27</i> has seen significant progress with 81 actions underway. A robust governance structure with almost 100 representatives including organisations, community members, and people with lived and living experience has been implemented to oversee the work.</p> <p>The second implementation plan is being prepared to direct the delivery of actions through to December 2025.</p>
In Progress	Develop more Child and Youth outreach clinics in Kingston, Brighton and the North West	<p>To reflect the expanded and evolving services delivered by Child and Adolescent Mental Health Services (CAMHS), the service will be renamed Child and Youth Mental Health Services (CYMHS).</p> <p>To provide further support and specialist treatment to Tasmanian infants, children and young people up to 18 years, CYMHS is increasing access to services closer to home through new premises in Devonport and Hobart. Planning is also underway to expand services in Brighton and Launceston.</p> <p>Outreach services are being delivered in all regions and will be further supported through increasing services to Kingston, Huonville, Scottsdale, St Helens, and Georgetown, and plans to establish clinics in Circular Health and Queenstown.</p>
In Progress	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	<p>In March 2024, the Tasmanian Government committed \$7.6 million to deliver a new Mental Health Hub in Devonport which will offer Safe Haven, Recovery College and an Integration Hub.</p> <p>Planning for the Mental Health Hub has commenced. The Department is investigating suitable locations for the facility as part of a broader North West Accommodation Strategy. Clinical services planning will also commence to support the capital planning.</p>

