

## Healthy Communities Healthy Futures 21 November 2008

### Tasmania's Health Plan: a Population Health approach?

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## Agenda for this session

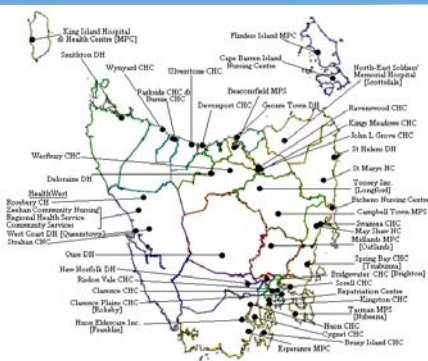
### A bit about Tasmania

### Tasmania's Health Plan

- Drivers of change
- Developing the plan
- Implementation and evaluation
- Lessons learnt



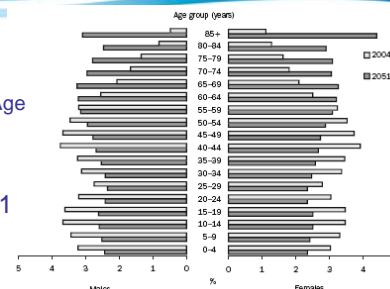
## A bit about Tasmania



## TASMANIA'S HEALTH PLAN

### Projected Population by Age and Sex, Tasmania

2004 vs 2051



## TASMANIA'S HEALTH PLAN

Commenced in Sept 2006 - Launched May 2007

Developed in two parts

- Clinical Services Plan
- Primary Health Services Plan

A plan about system reform – to improve the performance of the Tasmanian health system and to enable it to better meet the needs of our community

It is applied at three levels – statewide, regional and local



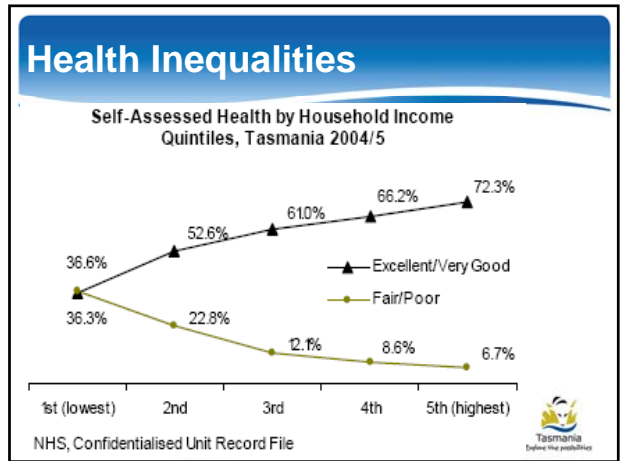
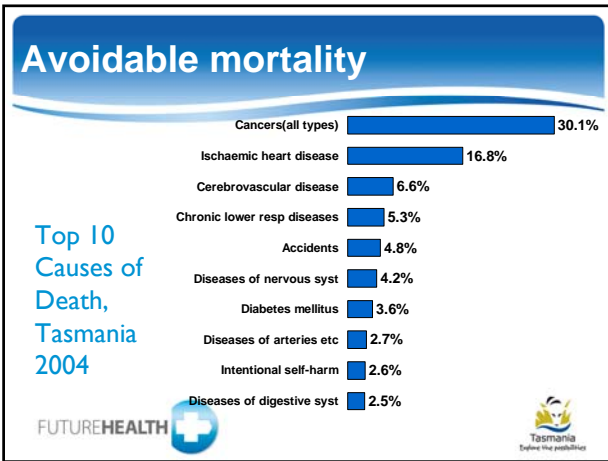
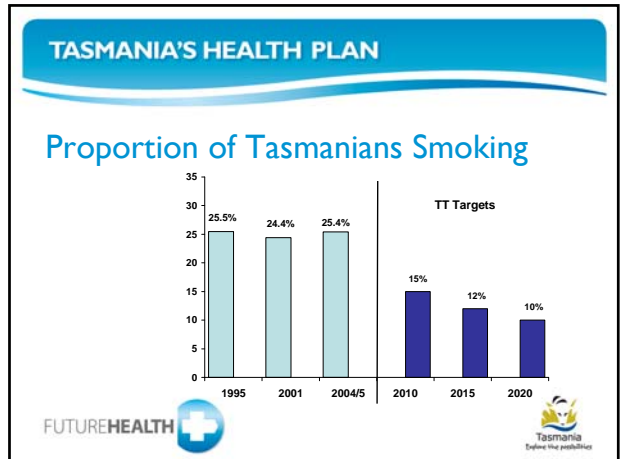
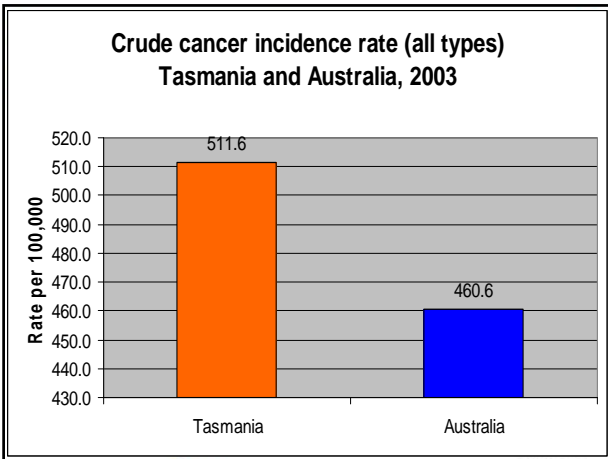
## TASMANIA'S HEALTH PLAN

### Drivers of Change

- Health status lower than other like communities
- High levels of risk behaviours
- Persistent health inequalities
- Rise in avoidable mortality
- Concerns about sustainability of the system
- Workforce pressures

We used these drivers to build our case for change





### Shaping the Future

The future is not some place we are going to, but one we are creating. The paths are not to be found, but made, and the activity of making them, changes both the maker and the destination."

John Schaar, *futurist*

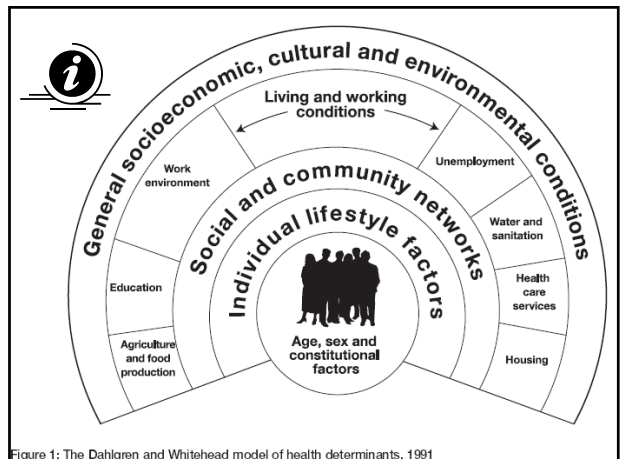


Figure 1: The Dahlgren and Whitehead model of health determinants, 1991

## TASMANIA'S HEALTH PLAN

Hospitals are necessary but they are places where people should go as a last resort not as a matter of routine

Local services are central to:

- developing preventative approaches
- creating healthy and supportive environments
- Supporting independence and quality of life for people with long term health needs.



## Tasmania's Health Plan

Data: We used what we had

- **Data type**
  - Demographic, socio-economic, health status (state level), service utilisation, demand projections, costs
- **Data source**
  - Tas government, Commonwealth, HACC, ABS, General Practice Divisions, Hardes
- **Unit of analysis**
  - local government areas, service centres, statewide



## TASMANIA'S HEALTH PLAN

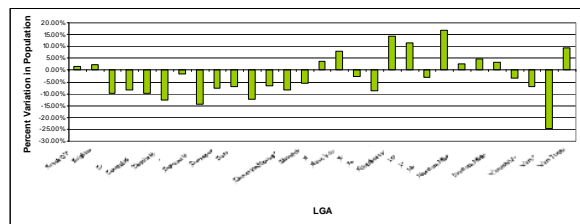
### Local community profiles

- Provided to each local community
- Included Demographics, Socioeconomic status, Health services profile, utilisation, costs
- Strengths – some local specific information aided the debate
- Weaknesses – no health outcome or risk factor data at the LGA level



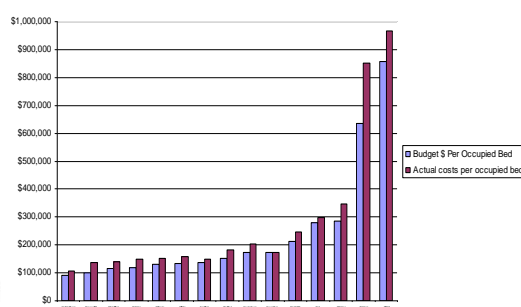
## TASMANIA'S HEALTH PLAN

Projected Change (%) in Resident Population by LGA 2006 and 2021



## Tasmania's Health Plan

### Occupied bed costs budget vs actual



## Tasmania's Health Plan

" It's 10 minutes past midnight and I've just got home from an afternoon shift where I spent the better part of five hours trying to sort out the roster ...

We now have staff doing 12 hour shifts over the next 3 days. This includes recalling a carer from her annual leave and I can't tell you how stressful that phone call was for me, because no one should be even contacted whilst on leave.

We were able to get two staff from [elsewhere] to help out Friday and Monday (neither of whom have ever worked here). It seems that by the good grace of the staff (all of whom are already overworked) we have managed to fill the gaps for the next few days.

Today we had a carer go off on sick leave for 6 days.

We have one RN off on sick leave indefinitely.

We have one carer who's returning from sick leave Friday for 2 hours a day only.

We have one carer on a Return to Work Program 3x5hr shifts next week.

We've had one carer work 8 shifts in a row with one day off and back for 5 or possibly more if the 2hr a day person is not ready to resume full shifts next week."

## Tasmania's Health Plan

### Principles

All our health services will be:

- accessible;
- appropriate to community needs;
- client and family focused;
- integrated with other health services;
- focused on being well, not just treating illness;
- designed for sustainability and;
- delivered in a culturally appropriate manner.



## TASMANIA'S HEALTH PLAN

### Principles cont'd

Where services cannot be delivered safely, effectively and at an acceptable cost locally, access will be facilitated through service coordination, transport assistance and other appropriate support.



## TASMANIA'S HEALTH PLAN

### The Primary Health Approach

The key elements of the primary health approach are:

- a focus on health and well being, and not just illness
- services appropriate to the needs of the community in which they are based
- fostering individual control over health and participation in health decisions
- supported by a multi-disciplinary health care team
- working together (effective service coordination and partnerships), and
- a focus on health needs i.e. chronic conditions



## TASMANIA'S HEALTH PLAN

### Better Manage Chronic Conditions

- Change and expand community health services over time to address chronic conditions
- Develop a consistent statewide approach along with systems, infrastructure and training
- New workforce models
- Fund demonstration sites for new chronic disease initiatives and team approaches



## TASMANIA'S HEALTH PLAN

### Integrating primary and acute care

- Tiered model of service delivery
- Statewide service capability framework
- Integrated Care Centres
- Enhancing Primary Care
- Clinical networks
- Closer ties with General Practice



## TASMANIA'S HEALTH PLAN

### Better use of our resources

- A statewide plan for acute hospital services
- Expanding the role of community health centres
- Reconfigure rural health centres
- Changing hospital services in the North West
- Shifting services to alternative providers where benefits were clear
- Improving community transport



## TASMANIA'S HEALTH PLAN

### Workforce Sustainability

- Provide support for changes in approach
- Develop and trial new workforce models and scope of practice
- Strengthen education and training in primary health, health promotion, allied health, chronic disease
- Develop all rural health centres as rural teaching sites
- Build on relationship with University



## TASMANIA'S HEALTH PLAN

### Improve Quality and Safety

- Statewide Service Capability Framework
- Designation of services according to clinical roles
- Adoption of principles for statewide and single site services
- Clinical Advisory Council
- Effective credentialling
- Development of program to improve quality and safety of existing rural services



## TASMANIA'S HEALTH PLAN

### Build Partnerships

- Work with University of Tasmania
- Work with General Practice
- Establish consultation, liaison and outreach services from Drug and Alcohol and Mental Health services
- Work with Local Government
- Work with local industry



## TASMANIA'S HEALTH PLAN

### Place based service strategies

- Regional approach for acute hospitals:
  - Major tertiary hospital for the state in the South
  - Major changes in North West
  - Cross regional role for Launceston into NorthWest
- Local Government Area action plans (29)
  - Key demographics
  - Service profile
  - Commentary
  - Actions



## TASMANIA'S HEALTH PLAN

### Implementation

- Project management approach
- 3-5 year timeframe
- Unexpected interventions and local resistance
- First year - planning and laying the foundations
- Year two – service changes and developments
- Year three – establishment of consumer engagement and local planning processes
- Community consultation throughout



## Tasmania's Health Plan

### Evaluation

- **Demonstration sites**
- **Project performance (process)**
- **Outcomes**



## Lessons Learnt

### We sought to reform and reorient

- change is possible but ...
- change is slow and
- will not be fully supported until it is in place and demonstrating improvements, so
- implementation progress has varied, often influenced by the nature of the collaborative partnership required
- consumer engagement critical and needs to be ongoing



## Conclusion

- All health systems are responding to same challenges
- Tasmania has a clear and consistent direction
- Our challenge is to achieve the vision
- Please drop in sometime ...



## Healthy Communities Healthy Futures

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