

Core Funding

Activity Work Plan

2020-2022

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Rural primary health services

Aim of Activity

The aim of this activity is to:

- increase access to appropriate allied health services for people living in Tasmania who are most at risk of poor health outcomes (targeting priority chronic conditions including Chronic Obstructive Pulmonary Disease (COPD), cardiovascular disease, diabetes and musculoskeletal conditions).
- improve efficiency and effectiveness of primary health care in rural areas so that people receive the right care in the right place at the right time through integrated and coordinated care.

Description of Activity

Primary Health Tasmania continues to commission four providers to deliver the program across 25 of the 29 local government areas in Tasmania. The program focuses on providing improved access to allied health services and integration of services for people living with chronic conditions including cardiovascular, lung, diabetes, musculoskeletal and some mental health conditions improving health outcomes.

Activities implemented in 2020-22 include:

- Undertake a desktop review of commissioned Rural Primary Health Services to assess the design, implementation, and outcomes of the Rural Primary Health Services (RPHS) program to inform and refine the next commissioning cycle.
- Review decision to amalgamate diabetes service delivery activities into the RPHS program (post desk-top review) and implement approach that aligns this work with other activities being delivered in the diabetes and broader chronic conditions management space.
- Utilise RPHS review data and other relevant information to develop and apply more effective, clearly defined and measurable KPIs and outcomes. Inclusive in this process is co-design with each organisation to ensure a collaborative approach to change that will enable an 'Assessment of Value' analysis.
- Continued refinement, collection and analysis of commissioned provider data utilising the Assessment of Value framework and toolkit.

Diabetes management

Aim of Activity

The aim of this activity is to improve health outcomes for people living with diabetes, through the targeting of Primary Health Tasmania's funding to increase access to quality diabetes services for Tasmanians who need them the most. This will be achieved through:

- Improved contract management of all activities undertaken with Diabetes Tasmania,
- Improved use of Primary Health Tasmania's resources related to the management of diabetes, and

- Increased ability to disseminate information and knowledge to primary care clinicians around the management of diabetes.

Description of Activity

To ensure all work related to chronic conditions is in line with the needs of the Tasmanian population and within our scope of influence, Primary Health Tasmania will finalise a Chronic Conditions Management strategy that will inform and refine all of the activities undertaken in this speciality plan into the future.

Based on the finalised Chronic Conditions Management Strategy, Primary Health Tasmania will:

- work with the service provider to use the outcomes and learnings from the models of care projects and the information outlined within the Chronic Conditions Management Strategy to design and implement statewide primary care diabetes services to include services to priority populations;
- continue service improvement initiatives and use the Strategy to determine how Primary Health Tasmania may best continue to support the service improvement work in the field of diabetes including dissemination of information, education and mentorship to primary care providers (specifically but not limited to staff working in aged care).

The learnings and outcomes from this project, in time, will also inform other projects and be able to refine Primary Health Tasmania's strategic management of chronic conditions to improve outcomes for Tasmanians.

General practice support

Aim of Activity

This activity outlines a core program of general practice engagement and support work aimed at improving safety and quality, supporting the transition to an outcome based general practice service model and refreshing understanding of the general practice workforce, including barriers to change, needs and issues.

Engagement activity at the practice level will continue to strengthen Primary Health Tasmania's relationship with practice managers and general practice understanding of the purpose, role and value of PHNs and support state and national COVID-19 response plans. This will be achieved through delivering requested or relevant information and resources, updating service and provider information in our systems and understanding practice needs and issues.

In addition, targeted workforce support activity will be delivered through a combination of practice level engagement, workshops and peer to peer engagement with GPs via the clinical lead provider engagement and clinical engagement program.

The scope of core general practice support activity is determined by national priorities as outlined in the general practice support framework and focusses on the following priority subject areas:

- Safety and quality (supporting data and service quality improvement)
- Digital health (tools to improve clinical decision making and coordination of care)
- Effective use of MBS item numbers (supporting the shift to an outcomes-based service model)

Description of Activity

Person centred safety and quality

- Events, resource development and targeted engagement activity will continue to support existing accredited practices to meet the Royal Australian College of General Practitioners (RACGP) 5th edition accreditation standards and embed a continuous accreditation readiness approach, which is the intent of the standards. As part of this work, practices will be supported with events, information and resources targeted towards understanding the RACGP 5th edition standards.
- Additional quality improvement support and engagement activity will be provided to support practices participating in the Practice Incentives Program Quality Improvement (PIP QI). The purpose of 2020-2021 project activity is supporting practices to improve data quality, share, understand and use data to meet the quality improvement requirements of the program as they arise. A major component of this work will be supporting general practices in this area by:
 - supporting practices with data sharing, data informed quality improvement projects and any changes to practice eligibility requirements for the PIP QI program,
 - presenting and discussing state and practice data with GPs in the practice, and
 - assisting practices to use PHN Exchange and, through this, access data reports for their practice.
- A key element of this work will be:
 - ensuring general practices are aware of and registered to access the Primary Health Tasmania online learning management system,
 - distribution of resources to support practice PIP QI projects,
 - presenting data back to general practice via PHN Exchange in addition to a General Practice in Tasmania report (developed under the Primary Health Information Network (PHIN) project), and
 - whole of practice data presentations from the clinical lead – provider engagement and supporting clinical champions.
- Supporting delivery of related Primary Health Tasmania's activities such as:
 - immunisation projects (childhood and vulnerable people) by promoting immunisation coverage levels and gaps, updated schedules, best practice and other identified activities to support the state immunisation strategy,
 - supporting related Safety and Quality projects (culturally appropriate care, Patient Reported Experience Measures (PREMS), Health literacy and person centred care), and
 - supporting PHIN project activities such as distributing the General Practice in Tasmania report and providing feedback from general practice to inform subsequent editions.
- Supporting continued PPE distribution from the National Emergency Stockpile to general practice, and local activity to support state and national general practice COVID-19 preparedness and outbreak response objectives.
- Continuing delivery of related PHT safety and quality projects to general practice including person centred care.

Digital health

- Digital health tools, such as Tasmanian HealthPathways, eReferral, the Tasmanian Health Directory and the Digital Health Guide are key enablers to improved clinical decision making and coordination of patient care with other health professionals.
- Activity in this area will focus on delivery of general practice support activities. Areas of focus are anticipated to be:
 - continued support for uptake and meaningful use of My Health Record and eReferrals,
 - supporting the Tasmanian Health Service (THS) with communications to GPs for My Health Record THS clinician viewer rollout,
 - advocating for hospital digital medical record access for general practice, and
 - supporting uptake of telehealth and any changes to telehealth MBS requirements resulting from the MBS taskforce review.

Effective use of MBS systems

- Appropriate and optimal use of the Medicare Benefits Schedule (MBS) is essential to supporting improved patient health outcomes and practice sustainability.
- Activity in this area will focus on:
 - supporting the PHIN project by educating general practices on opportunities to appropriately utilise MBS items to improve patient outcomes based on findings on priorities from general practice data,
 - supporting general practice awareness of adopted recommendations from the MBS review,
 - supporting practice to use Health Professional Online services (HPOS) to understand patient eligibility for MBS item numbers,
 - understanding the barriers to general practice using care plan and team care arrangement items.

2021-22 activities will focus on:

- Strengthening meaningful support and relationships with Tasmanian general practices and GPs aligned with the goal of healthy Tasmanians,
- Continuing to improve uptake and meaningful use of key Primary Health Tasmania resources, for example, Tasmanian HealthPathways, the Tasmanian Health Directory, PHN Exchange and the Primary Health Tasmania learning hub,
- Improving general practice preparedness and participation in emergency response,
- Maintaining general practice data sharing and supporting the Primary Health Information Network (PHIN) project in preparing to transition general practices to new data sharing, practice population insight and point of care clinical decision support tools,
- Supporting general practice to maintain compliance with RACGP 5th edition standards,
- Developing, implementing and evaluating a comprehensive continuous quality improvement program and community of practice with up to 20 Tasmanian general practices which embeds advanced continuous quality improvement by:

- increasing the capability of general practice managers, nurses and administration staff to work at the top of their scope and support GPs in delivering a person centred, team-based approach to patient care
- providing targeted education in care coordination principles, team-based care, cultural safety and health literacy
- supporting practices to improve data quality
- building practice and GP capability to use data reports, clinical decision support tools and practice level insights for service improvement.
- Maintaining general practice access to, and use of HPOS via PRODA (Provider Digital Access) and currency of digital encryption certificates,
- Strengthening general practice support partnerships with state government and other support partners,
- Providing face to face networking opportunities in each region to understand needs, issues and priority areas for support from GPs, nurses and practice managers for the improvement of the program and the Primary Health Tasmania's needs assessment,
- Strengthening the voice of general practice and GPs in the Primary Health Tasmania's needs assessment.

Workforce development

Aim of Activity

The aim of this activity is to support and supplement investment in general practice support activity, building primary care sector capacity and capability by:

- supporting state and national COVID-19 response plans,
- collecting and compiling broader primary health workforce information to support national data collection strategy,
- providing information and education to primary health care professionals to support best practice care, particularly in areas identified as Tasmanian priority such as chronic obstructive pulmonary disease, heart failure and diabetes,
- increasing utilisation of national and state eHealth tools such as Tasmanian HealthPathways, eReferrals, My Health Record and the Digital Health Guide to support patient clinical transfer, support and service experience between health care providers,
- embedding person centred, safety and quality principles, and
- establishing effective care coordination networks in local community to support effective integration of patient care with the patient's usual general practice.

Description of Activity

Activities implemented in 2020-22 include:

- The 2020-22 Workforce Development activity area focuses on further strengthening the role of Primary Health Tasmania in building care coordination networks and efficiency of patient transfer across primary care and into the acute system in Tasmania.

- The broad focus of program activity over 2020-22 will continue:
 - building relationships and strengthening engagement with, and between general practice teams, allied health and private specialist organisations,
 - building and supporting care coordination networks that facilitate effective and safe transfer of patient care between providers and care settings,
 - improving primary care provider knowledge of health care reforms, improvement models and national supporting tools, and
 - encouraging and showcasing local community primary care service innovation and impact on reducing potentially preventable hospitalisation.
- In addition to the broad strategic activities above, emphasis for 2020-2021 will be placed on:
 - Supporting continued PPE distribution from the National Emergency Stockpile to eligible members of the broader primary health workforce and local activity to support state and national COVID-19 preparedness and outbreak response objectives,
 - Working in partnership with the Australian Government to plan and implement elements of the COVID-19 vaccine local rollout in Tasmania - in particular with focus on aged and disability care and in support of the primary care and residential care workforce,
 - Working in partnership with the State in coordinating and aligning key aspects of State/National responsibility for workforce support in emergency response,
 - Increasing person-centred approach in primary care workforce,
 - Improving uptake of tools (such as Tasmanian HealthPathways, My Health Record and eReferral) and best practice care coordination,
 - Improving sector understanding and meaningful, appropriate use of digital health tools as enablers to appropriate clinical decision making and coordination of patient care,
 - Increasing understanding of workforce capacity and capability and distribution across the state,
 - Maintaining a state-wide directory of primary care providers for use by public hospitals and the primary health sector,
 - Increasing primary health workforce capability to support patients with mental health through GP training and awareness of referral pathways, private and commissioned mental health services.
- As meaningful use of Tasmanian HealthPathways and care coordination linkages with surrounding primary care providers become stronger, the focus of activity will shift from education and awareness to support and capability building of local care coordination networks.
- In supporting, educating and informing Tasmanian health providers this program acknowledges the important role of community and social services and seeks to continue building meaningful linkages with key stakeholders over the 2020-22 activity period to understand and increase coordination with organisations in these sectors.

2021-22 activities will focus on delivering the following objectives to the broader primary health workforce:

- Increasing understanding of the role Primary Health Tasmania performs in meaningfully supporting allied health and pharmacy to deliver efficient and effective patient care in coordination with general practices,
- Increasing understanding of the support needs and issues of allied health and pharmacy and the most effective ways to engage and support,
- Maintaining and expanding workforce and services information of allied health and pharmacies in Tasmania in the Primary Health Tasmania's CRM system and Tasmanian Health Directory,
- Strengthening general practice awareness of and coordination of care with local allied health and pharmacy services,
- Raising awareness of the primary care improvement standards and support uptake by interested allied health organisations,
- Increasing awareness of care coordination and person-centred care principles,
- Improving awareness and uptake of key Primary Health Tasmania resources, for example, Tasmanian HealthPathways, the Tasmanian Health Directory, and the Primary Health Tasmania learning hub, and
- Increasing clarity of the role of Primary Health Tasmania in emergency scenarios, incorporating learning from recent bushfire emergencies and COVID-19.

Strengthening digital health capability

Aim of Activity

The aims of this activity area are to:

- support implementation of national and state COVID-19 digital health initiatives,
- increase integration between Primary Health Tasmania developed health system tools, such as eReferral, HealthPathways, the Digital Health Guide and the Tasmanian Health Directory,
- increase primary care participation and promotion of digital innovation,
- increase Tasmanian health sector awareness and knowledge of the national Digital Health Strategy, and
- support improved patient access to medical services via Telehealth.

Description of Activity

Activities implemented in 2020-22 include:

- supporting GP access to hospital digital medical records (DMR) project to be led by the Tasmanian Health Service (THS),
- supporting further development and rollout of the Digital Health Guide,
- completing implementation of digital health innovation initiatives targeting improvement in primary health provider engagement with digital technologies as part of delivering and coordinating care,

- improved functionality and automation of service provider digital resources to improve efficiency of maintaining and sharing up-to-date information that supports providers in connecting people to the right care,
- supporting uptake of Telehealth and any changes to Telehealth MBS requirements resulting from the MBS taskforce review,
- continued support for uptake and meaningful use of My Health Record,
- continued promotion and education of the Australian Digital Health Agency National Digital Health Strategy, and
- supporting the fast-tracked implementation of electronic prescribing, pathology e-requesting and specialist uptake of My Health Record.

Building on the work undertaken in 2020-21, activities in 2021-22 will focus on:

- Increasing awareness and knowledge of digital health tools and their practical use in clinical decision support and patient care,
- Increasing provider capacity and preparedness to adopt and connect to state and national digital health infrastructure,
- Increasing uptake and meaningful use of digital health tools, specifically My Health Record, electronic prescribing, electronic requesting, eReferral, and Telehealth, and
- Increasing local service capability to innovate using digital health tools.

Primary health provider safety and quality

Aim of Activity

Primary Health Tasmania will undertake a suite of safety and quality activities that contribute to the Primary Health Tasmania Outcomes Framework, the Quadruple Aim and the PHN Program Performance and Quality Framework. The work will be driven by the Primary Health Tasmania Safety and Quality Framework and the activities outlined in the implementation plan. In line with the Safety and Quality Framework the work will be described in the 8 streams:

Primary Health Tasmania Safety and Quality Framework

- Improve Primary Health Tasmania's understanding of safety and quality priorities, roles and responsibilities through the implementation of the organisation's framework underpinned by relevant organisational policies and procedures.

Stream 1 - Clinical governance

- Improve the Primary Health Tasmania's approach and understanding of clinical governance as it relates to the commissioning cycle and commissioned providers through the use of safety and quality indicators and appropriate data sets ensuring compliance with contractual agreement.

Stream 2 - Person centred care

- Improve understanding and approach to person centredness both internally within Primary Health Tasmania and externally within primary care providers and Primary Health Tasmania's commissioned providers.

- Improve the use of Patient Reported Experience Measures (PREMs) to inform quality and safety improvements at a system and provider level.

Stream 3 - Health literacy

- Improve understanding and approach to health literacy within Primary Health Tasmania and within commissioned providers and the wider Tasmania health and community sector.
- Improve consumer participation in their own health care through improved access to health literacy resources.

Stream 4 - Cultural safety

- Improved cultural awareness and competence for general practice and commissioned providers.
- Primary Health Tasmania has a Reconciliation Action Plan that informs Primary Health Tasmania's role and approach to improving culturally appropriate care for Aboriginal and Torres Strait Islander people.

Stream 5 - Data driven

- Improve quality and use of general practice data (linked with Primary Health Information Network (PHIN) project) and our commissioned service provider data.

Stream 6 - Organised for safety

- Improve the use of safety and quality measures as described within the Primary Health Tasmania's Safety and Quality Framework.
- Improve the management of clinical incidents in commissioned providers.
- Improve the primary health sector understanding of safety and quality standards across the primary health care and aged care sectors.

Stream 7 - Leadership and culture

- Improve leadership, as it relates to safety and quality to embed safety and quality as part of Primary Health Tasmania's culture.

Stream 8 - Continuous quality improvement

- Improve understanding and approach to continuous quality improvement both within Primary Health Tasmania and externally within primary care providers and Primary Health Tasmania's commissioned providers.
- Improve the use of PREMs to inform quality improvements in commissioned services.

Description of Activity

Activities implemented in 2020-22 include:

Stream 1 - Clinical governance

- Ensure all service specification and approach to market suite of documents/resources are appropriately updated and implemented
- Continue to monitor and appropriate respond to clinical incident reporting in line with the appropriate roles of commissioner and commissioned providers

Stream 2 - Person centred care

- Implement and evaluate the Primary Health Tasmania Person Centred Care Framework
- Develop/access and make available person-centred care resources for commissioned providers
- Continue to promote the uptake of PREMs resource by primary care providers and commissioned providers encouraging the use of outcomes to inform quality improvement cycles

Stream 3 - Health literacy

- Build and more clearly define a strategic approach to PHT's role in health literacy
- Continue to promote health literacy capacity and resources to general practice, primary care providers and commissioned providers

Stream 4 - Cultural safety

- Finalise the Reconciliation Action Plan (RAP), to contribute to reconciliation internally and with Tasmanian Aboriginal communities
- Continue to work with the State government on the development and implementation of the Cultural Respect Framework for Tasmania
- Support continued focus on cultural awareness to be embedded as part of quality standards of care for general practice, allied health and commissioned providers
- Continue to focus on Primary Health Tasmania's Reconciliation Action Plan
- Deliver or organise updated cultural awareness training for General Practice, commissioned providers and primary health care providers including the uptake of MBS item 715

Stream 5 - Driven by Information

- Continue to support commissioned providers and primary care providers to promote data literacy
- Promote the use of data to inform continuous quality improvement cycles
- Update and continue implementation of Primary Health Tasmania's data governance arrangements

Stream 6 - Organised for Safety

- Implement the measures outlined in the Safety and Quality Framework including training to all staff about safety and quality in the commissioning environment and defining an approach for documenting and monitoring whole of organisation continuous improvement
- Support the implementation of the incident reporting system and the evaluation of the updated incident management process implemented in 2019-20

Stream 7 - Leadership and culture

- Improve clarity of Primary Health Tasmania's role in leadership in Safety and Quality in Primary Health Care for continued engagement with the broader health system

Stream 8 - Continuous quality improvement

- Embed an organisational approach to continuous quality improvement

Tasmanian HealthPathways

Aim of Activity

Tasmanian HealthPathways (THP) development and review work priorities will be aligned with the potentially preventable hospitalisations component of the needs assessment and priorities identified by the THP working group, in addition to being responsive to the needs of the Health System during 2020-22.

The aim of the Tasmanian HealthPathways is to:

- contribute to reduced unwarranted variation in care, improve communication and relationships, reduce uncertainty for patients and clinicians and encourage the appropriate use of tests, treatments and referrals, and
- contribute to improved health system efficiency and effectiveness by continuing to provide a comprehensive suite of HealthPathways that ensure patients and consumer have access to appropriate and timely care.

This activity marks an important maturation and consolidation phase for THP and together with the shared governance approach currently underway enabling demonstration of the THP value proposition at three levels of benefits for the patient, clinician and the Tasmanian Health Service (THS).

Going forward the THP program aims to:

- Consolidate, maintain and strengthen its current suite of pathways,
- Maximise its uptake and utilisation by undertaking several THP/THS initiatives collaboratively under a recently formed shared governance approach with the THS and Tasmanian Department of Health,
- Showcase THP benefits to the patient, clinician and health system through the adoption and integration the THP approach into health system reform initiatives, and
- Develop a sustainable collaborative model for THP for the future.

HealthPathways are nationally and internationally recognised as an enabler for building partnerships between sectors of the health system and addressing shared problems. There are positive benefits to developing pathways which have been shown across the HealthPathways community and include the following:

- build internal/external relationships
- facilitate engagement with clinicians
- ensure service profiles are clearly defined and understood
- standardising urgency categories for referral
- agree work-up requirements for referrals

Additionally, once pathways are developed and implemented, further benefits have included:

- improved communication with referrers
- optimal management in primary care and work up pre-referral
- reducing incomplete and inappropriate referrals
- facilitation of criteria-based triage

- supporting standardised referral templates and practices
- agreed and integrated system wide approach to care across the health care service system

Primary Health Tasmania will continue to contract Streamliners New Zealand, who provide the THP web platform and associated technical writing services for the ongoing maintenance of Tasmanian HealthPathways.

Description of Activity

Primary Health Tasmania, in collaboration with key stakeholders, will continue to develop and review HealthPathways ensuring a comprehensive up to date suite of pathways are available and utilised by health professionals in the Tasmanian health system.

It is imperative and will be a strong focus to ensure that current pathways are regularly reviewed to reflect both changes to clinical practice, the available health services in Tasmania and to include the current and future services that will be commissioned by Primary Health Tasmania.

In addition to maintaining a comprehensive up to date suite of pathways, Primary Health Tasmania and Tasmania Health Service (THS) have agreed to strengthen and consolidate the collaboration commenced in 2019/20 with the THS/Department of Health that aims to optimise the use and uptake of HealthPathways underpinned by a number of further key redesign initiatives and robust governance processes.

Planned THS collaboration for 2020-21 will include:

- The implementation of a joint THS/Primary Health Tasmania communication and engagement strategy to raise awareness, increase utilisation and direct providers to use the HealthPathways tool to manage their patients more effectively in the health system.

Strategies will include, but not be limited to the following:

- embedding THP into the provider support program to directly message GP and other health care providers,
- ensuring THP promotion is linked and embedded into Primary Health Tasmania education events,
- linking THP management and referral criteria to the e-referral project and clinical prioritisation criteria adoption and other outpatient service redesign initiatives.
- Assessment, identification and prioritisation of current THS interface issues that can be redesigned to improve patient access or manage hospital wait lists.
- Identification and implementation of three interface redesign THP/THS initiatives as prioritised by the THP working group.
- Development of a shared 2-3-year work plan which identifies future priority areas for pathway development and redesign initiatives.
- In response to COVID-19, a suite of 12 pathways have been developed to support providers access up to date information at the beginning of the pandemic. This suite of pathways (and the development of others as required), will require regular review and monitoring, to ensure current advice is reflected.

Activities implemented in 2021-22 include:

- Develop/review minimum of 100 pathways

- Continue progress work towards a shared governance arrangement in place via the Memorandum of Understanding with the Tasmanian Department of Health and Tasmanian Health Service
- Consolidate and continue to implement Primary Health Tasmania/Tasmanian Health Service THP Optimisation project learnings and engagement plan to maximise THP uptake
- Implement three local service system enhancements with THP inclusion/involvement
- Continue to refine and enhance reporting dashboards commenced during 2020-21
- Complete the evaluation of THP program and adopt key recommendation into action plan
- Strengthen and refocus Regional Vic Tas Governance model implementation to enhance sharing opportunities and efficiencies
- Continue to maintain COVID-19 suite of pathways, and COVID-19 vaccine as part of national and local response efforts

Disease prevention

Aim of Activity

This activity includes the two previous referenced Childhood Immunisation and Cancer Screening activities, and 'Immunisation for People at Risk of Homelessness' activity.

The aim of this project is to:

- develop an improved strategic direction and planning processes around preventative and early intervention activities within the scope of the role of a PHN,
- continue collaboration with key service partners to maintain childhood immunisation rates at or above 95% for Tasmania and reduce the incidence of preventable health conditions,
- identify opportunities where Primary Health Tasmania may help to improve the uptake of the HPV vaccination in adolescents,
- support the maintenance of the skill base of immunisation providers through increasing awareness of and utilisation of immunisation information and resources,
- improve access to immunisation against seasonal influenza for people at risk of homelessness and accessing crisis accommodation,
- contribute to strategies that increase the efficiency and effectiveness of cancer screening systems in primary health care services and timely access to screening services and programs with the goal of increasing screening rates.

Description of Activity

Activities implemented in 2020-22 include:

- Develop an overarching organisational understanding of the scope of work that Primary Health Tasmania may carry out within disease prevention in line with priorities and available resources
- Maintain, update and provide access to current resources and information relating to the Childhood Immunisation and Cancer Screening for GPs and the primary health workforce through:

- providing education forums for general practice and primary health providers - 3 across the state of Tasmania,
 - provision of updates through GP Update eNewsletter, Primary Health Tasmania website, social media, Primary Health Tasmania Primary Health Matters magazine,
 - ensuring HealthPathways are updated and made available to general practice and other immunisers.
- Investigate how Primary Health Tasmania may work with providers to increase the HPV vaccination uptake including the development of resources to promote uptake
 - Continue to commission an organisation to provide influenza vaccination to those at risk of homelessness in the three regions of Tasmania
 - Continue to identify opportunities and collaborate with organisations interested in improving health outcomes for vulnerable population groups
 - Ongoing collaboration with the Tasmanian State Department of Public Health and the Tasmanian Health Service to ensure action aligns with state and national strategies
 - Consideration of the implementation of place-based approaches to improving the capability of primary health providers to promote cancer screening for populations in lowest screened local government areas informed through practice level data. If appropriate this may include ongoing work with the Cancer Council of Tasmania.
 - Based on best practice and evidence-based information identify what 'good' looks like and outline potential opportunities for refining the scope of our secondary and tertiary prevention activities
 - Play an active role in key planning and reference groups with an aim to be able to influence strategic planning as well as to ensure that we are raising the profile of the activities undertaken by Primary Health Tasmania
 - In collaboration with key stakeholders Primary Health Tasmania will continue to support the roll out of the COVID vaccination program

Partnerships and integration

Aim of Activity

The aim of this activity is to improve system integration through driving partnerships, collaboration and sharing of information.

Description of Activity

Activities implemented in 2020-22 include:

Primary Health Tasmania will continue to drive and/or participate in a range of strategic initiatives through collaboration and partnership. These include but are not limited to:

State Government and Local Hospital Networks

- Working with the State Government Department of Health and the Tasmanian Health Service (THS), Tasmania's local hospital network (LHN) under a Memorandum of Understanding to progress key strategic and shared priorities. Priorities areas recently revised by the partners include existing priorities of clinical safety and quality, data sharing, consumer engagement, co-

commissioning, as well as the formalisation of digital health and Tasmanian HealthPathways as additional specific priorities.

- Continuing engagement with the Tasmanian Department of Health and Tasmanian Health Service on strategic planning initiatives including:
 - establishment of a shared health strategy for the State
 - prevention, primary care and community health planning, including a focus on incorporating consistent and evidence-based approaches to population health planning and place-based initiatives.
 - joint initiatives identified under the Our HealthCare Future consultation, developed in 2020/21 by the Tasmanian Department of Health
 - shared priorities identified by Primary Health Tasmania, the Tasmanian Department of Health and Tasmanian Health Service include:
 - collaboration to investigate and plan for improved sustainability of primary health care in rural and remote Tasmania,
 - supporting primary care provider participation in key planning forums, such as Tasmanian Clinical Networks,
 - jointly investigating strategies for supporting providers to deliver best practice primary health care for vulnerable Tasmanians, and
 - continuing to support the Tasmanian Department of Health's response to the COVID-19 pandemic, as a support organisation listed as part of the public health emergency management arrangements.

Data sharing

- Continuing focus on embedding data sharing arrangements, both at the system partner level and with service providers to inform planning. Key initiatives include:
 - the continued implementation and promotion of a health information portal in collaboration with Murray PHN to improve access to health data to inform health service and system planning, including the automation of secure access to health information reports for general practice in support of the Primary Health Information Network,
 - continued development of health atlas for the State, based on the model developed through the diabetes health atlas collaboration. Emerging identified shared priorities with the Tasmanian Department of Health and the University of Tasmania for these atlas include but are not limited to COPD, heart failure and musculoskeletal conditions.

Consumers and communities

- Continuing engagement with the Tasmania Department of Health and the local hospital network supporting the implementation and embedding the State's consumer health organisation as a key health system partner.
- Continuing to focus on effective engagement with communities to inform local planning and solutions.
- Continuing to focus on the implementation of Primary Health Tasmania's community engagement toolkit, finalised in 2020/21, to strengthen effective engagement with communities to inform local planning and solutions, including testing this approach in local communities.

General practice

- Continuing engagement with key Tasmanian general practice peak bodies through the Tasmanian General Practice Forum to inform the advocacy role of PHNs for the place and capacity of primary medical care as part of national and state health policy reforms. This collaboration also enables collective views to be developed and shared with State Health Minister and Department Secretary.
- Engaging with the Tasmanian General Practice Forum routinely throughout the COVID-19 pandemic to seek input on primary care issues and potential strategies as part of the pandemic response.

University of Tasmania

- Engaging with the State Government Department of Health and the University of Tasmania to progress collaborative approaches to innovation in regional and rural health, including collaborative implementation of the Tasmanian Collaboration for Health Improvement.

Aged and disability sector interface

- Focusing on current and emerging needs for aged care and disability in line with likely further reform in these areas, to ensure Primary Health Tasmania has strong relationships with and clear understanding of our interface with these sectors in supporting effective access to primary health care. In particular, Primary Health Tasmania will engage with stakeholders involved in the care of older Australians to:
 - more clearly define our role and key stakeholder relationships with the aged care sector,
 - identify activities to support improved care pathways and transfers of care between acute, community and aged care sectors,
 - improve integration and coordination of care for older Tasmanians.
- Supporting the Tasmanian Department of Health and key aged care and primary care stakeholders in aged care preparedness and response as part of the COVID-19 pandemic emergency.

Emergency management

- Along with the specific support activities outlined in this Activity Work Plan, particularly associated with the COVID-19 response, Primary Health Tasmania will work with the Tasmanian Department of Health to review the role of the PHN as part of State emergency management arrangements, based on:
 - learnings from recent emergency responses, and
 - the evolving role of PHNs as part of Australian Government emergency management response arrangements.

Primary Health Information Network

Aim of Activity

- The Primary Health Information Network (PHIN) aims to establish a system for the regular collection, collation, analysis, interpretation and feedback of data from general practices in Tasmania in order to improve patient care and outcomes. This information will also be used to describe and monitor trends in diseases, and their management, across Tasmanian regions over time, which will inform service safety and quality improvement, in addition to local and state-wide health service policy development and planning.
- This system will also enable us to advocate for further investment in the high quality, value and capacity of general practice in a system consistently dominated by disproportionate acute care expenditure.
- There are many uses for general practice data. Some of these include:
 - to inform our understanding of general practice activities including problems managed, medications prescribed, clinical treatments, tests ordered, and referrals made,
 - to help strengthen the knowledge and awareness of policy makers, planners and funders about the capacity and capability of primary care to significantly impact and improve health outcomes of the Tasmanian community,
 - to develop practice, regional and state quality improvement activities,
 - to assist in determining localised service needs and priorities,
 - to monitor the impact of public health and primary health care programs,
 - to evaluate regional patient journeys,
 - to evaluate specific projects in which the practice is a participant,
 - to understand and monitor the nature of the work undertaken by general practice workforce to inform workforce planning and support,
 - to assist Primary Health Tasmania in planning and prioritising support to general practice and ensuring limited health funding is targeted at the highest priority needs, and
 - to understand the impact of COVID-19 workforce and population impact in Tasmania.

Description of Activity

The focus of 2019/20 year was establishing data sharing arrangements with general practice, building a practice level trend-over-time data report and performing preliminary analysis on the data collected. 2020/21 activity will build on this by:

- expanding data sharing to 132 general practices,
- ensuring 100% participating practices are registered for, and receiving data reports via PHN Exchange,
- ensuring 100% participating practices receiving meaningful results of analysis to inform quality improvement through 'General Practice in Tasmania' reports, practice presentations, quality improvement education and resources,
- transitioning on premise data over to the national data warehouse,

- completing the trial of primary sense with practices choosing to participate,
- continuing work with the PHIN Advisory group to inform data linkage and analysis planning and activities, and
- engaging participating general practices about proposed data linkage of general practice data with other administrative data collections.

Activities in 2021-22 will focus on:

- Improving Tasmanian workforce and population health understanding, and its contribution to needs assessment.
- Improving health system stakeholders' understanding of the population health picture of Tasmania from a primary care perspective.
- Improving collaboration between Primary Health Tasmania and other system leaders in population health analysis (such as UTAS, Tasmanian Department of Health and the THS).
- Increasing understanding of consumer pathways through the Tasmanian health system through data linkage.
- Expanding PHIN advisory group membership and expertise.
- Demonstrating the value of sharing data with Primary Health Tasmania to PHIN participants through providing population health records, showcasing the role of general practice in patient outcomes and providing high quality clinical education aligned with identified population health priorities.
- Transitioning PHN Exchange to the Primary Health Insights platform.
- Promoting the PenCS clinical audit suite (or replacement software), PHN Exchange and Primary Health Tasmania's learning hub as key resources to support access to population health information, appropriate and quality clinical decision making.
- Improving understanding of the requirements for a transition to new data sharing and analysis toolset in preparation for 2022/23 activity.

The PHIN project will continue working with general practice and system partners to provide insights to general practice data to improve the population health picture of Tasmania and measure the impact of quality improvement initiatives in primary care.

Strategic chronic conditions management

Aim of Activity

The aim of this activity is to:

- embed a Primary Health Tasmania's chronic conditions strategy that will improve joint understanding on how Primary Health Tasmania's projects, programs and activities are better coordinated, integrated and improved over time, and
- strengthen focus on elements of the quadruple aim in the management of chronic conditions in Tasmania.

This will be achieved through:

- improved service provider and GP knowledge and skills in the management of complex chronic conditions,

- increased consumer knowledge and skills in medication management and self-management of their chronic conditions,
- improved delineation of roles and responsibilities in the management of chronic conditions, and
- increased understanding of how health system resources can be best targeted to improve the management.

Description of Activity

The aims and objectives of a Primary Health Network is to reorient and reform the primary health care system and a key focus is the management and prevention of chronic diseases. Therefore, in line with other PHNs, Primary Health Tasmania is committed to continuing to carry out activities linked to chronic conditions.

As part of this work in 2020-21 Primary Health Tasmania will finalise a Chronic Conditions Management Strategy for the organisation. This Strategy will inform and refine the activities undertaken in this speciality into the future, to ensure that Primary Health Tasmania is allocating resources to projects and activities in a transparent way all aiming for the overarching outcomes as outlined in the strategy.

The activities outlined below will continue and be refined in line with the strategy:

Tasmanian Pain Strategy

- Primary Health Tasmania continues to liaise with the Tasmanian Health Service and the Tasmanian Department of Health to finalise the Tasmanian Pain Strategy. Primary Health Tasmania will work with key stakeholders to progress the implementation of the primary care specific elements of the strategy.
- Building on the previous work undertaken linked to de-prescribing, Primary Health Tasmania proposes to develop consumer resources regarding appropriate use of medications and the importance of self-management. This facilitates knowledgeable and empowered consumers in managing medications.
- Primary Health Tasmania wishes to continue working with the Pain Revolution as part of the comprehensive networking structure involving Primary Health Tasmania, the Tasmanian Health Service and the Pain Management Network.

Provision of clinical updates

- Musculoskeletal - Primary Health Tasmania proposes to deliver a further clinical update concentrating on musculoskeletal disorders and pain.
- Condition specific clinical update - Following completion of the Chronic Conditions Strategy a further clinical update will be arranged.

Workforce support and education

- Training and education
- Information and resources
- Development and promotion of Primary Health Tasmania toolkits (tools and resources to facilitate the management of chronic conditions).

Innovative workforce models

- Primary Health Tasmania will continue to investigate the opportunities to promote the use of alternative workforce models to deliver services to allow the opportunity to fully utilise professional scope of practice and to challenge the traditional roles to improve care in a sustainable way.
- Ongoing collaboration with service providers and key stakeholders key in the delivery of services incorporating chronic condition management.

GP-led respiratory clinics / COVID-19 primary care support

Aim of Activity

The aim of this activity is to continue to support an effective national response to the COVID-19 pandemic.

Description of Activity

GP-led Respiratory Clinics

2020-22 activities include:

- Engage with the Australian Government to ensure clarity of PHN role in the pandemic response
- Actively collaborate with the Tasmanian State Government as part of Primary Health Tasmania's stated role in the State Special Plan for Pandemics
- Support the General Practice Respiratory Clinics (GPRCs) to deliver services as contracted by the Australian Government
- Ensure GPRC access to key resources and information, including but not limited to PPE, HealthPathways and outbreak management planning resources
- Coordinate a community of practice for local GPRCs to share learnings and understand emerging issues
- Support the local coordination of the COVID-19 vaccination program, with a specific focus on the role of GPRCs for phase 1b.
- Continue to support GPRCs in their role in testing for COVID-19 as part of Tasmania's local testing network.

COVID-19 Primary Care Support

2020-22 activities include:

- Engage with the Australian Government to ensure clarity of PHN role in the pandemic response.
- Actively collaborate with the Tasmanian State Government as part of Primary Health Tasmania's stated role in the State Special Plan for Pandemics.
- Maintain clear communication mechanisms for general practice and other primary care providers to access pandemic information and advice.
- Maintain regular engagement with key stakeholders, including but not limited to the Tasmanian General Practice Forum and aged care peak bodies to ensure sharing of information and understanding of emerging issues.

- Develop and maintain Tasmanian HealthPathways with clear and current clinical advice for clinicians in the management of COVID-19.
- Coordinate the distribution of key resources, such as education webinars, PPE, outbreak management resources and other resources as identified by general practice, primary care providers and Aboriginal Community Controlled Health Organisations (ACCHOs).
- Support the local coordination of the COVID-19 vaccination program, with the Tasmanian Department of Health, with a specific focus on Residential Aged Care Facilities (RACFs) for phase 1a and general practice for phase 1b.

Workforce infection control and surge capacity

Aim of Activity

The aim of this activity is to continue to support an effective national response to the COVID-19 pandemic.

Description of Activity

2020-21 activities include:

- Engage with the Australian Government to ensure clarity of PHN role in the pandemic response.
- Actively collaborate with the Tasmanian State Government as part of Primary Health Tasmania's stated role in the State Special Plan for Pandemics.
- Maintain clear communication mechanisms for general practice and other primary care providers to access pandemic information and advice.
- Maintain regular engagement with key stakeholders, including but not limited to the Tasmanian General Practice Forum and aged care peak bodies to ensure sharing of information and understanding of emerging issues.
- Develop and maintain Tasmanian HealthPathways with clear and current clinical advice for clinicians in the management of COVID-19.
- Coordinate the distribution of key resources, such as education webinars, PPE, outbreak management resources and other resources as identified by general practice, primary care providers and Aboriginal Community Controlled Health Organisations (ACCHOs).
- Engage with the Tasmanian Department of Health to jointly plan and implement initiatives focused on increasing general practice COVID-19 testing capacity as part of the State's testing network, with a specific focus on rural and remote areas.

Community Health and Hospital Program - Exercise Treatment Initiative

Aim of Activity

The aim of this activity is to:

- improve access to a specialised exercise program designed for older adults and those living with, or at risk of, chronic conditions in the North West region of Tasmania, and
- improve the activity levels, general function and quality of life of participants of the program.

By:

- Building regional provider market capacity and capability to deliver specialised exercise treatment programs,
- Improving physical health and other lifestyle outcomes for participants as evidenced by industry accepted health and wellbeing assessment metrics, and
- Improving awareness of the benefits of participation in regular physical activity and adoption of other lifestyle changes that are known to lower health risk factors.

Description of Activity

2020-22 activities include:

- Continue contract monitoring program, which includes initial service establishment review and subsequent annual reviews, including:
 - regular service agreement compliance meetings,
 - participation in sector specific provider forums to support integration and collaboration,
 - provision of support to providers in the collection and reporting of data, and
 - ongoing data assessment and analysis.
- Undertake a program evaluation using Assessment of Value framework and toolkit to inform appropriateness/need for service continuation and consider future funding options.

Improving Chronic Conditions Management Program - Statewide eReferral system

Aim of Activity

The aim of this activity is to:

- improve systems enabling coordination of care for patients with complex chronic conditions.
- improve digital connectivity between primary care and specialist care; and
- improve data quality and appropriateness of referrals.

Description of Activity

2020-21 activities include:

- In partnership with the Tasmanian Department of Health and Tasmanian Health Service (THS), Primary Health Tasmania will complete development and deployment of system capability required to support a move to eReferrals for GPs across the state.
- The initiative involves completion of stage 1 - testing with a limited cohort of THS departments, general practice and other primary care providers with an independent evaluator to ensure the system is robust and identify any further adjustments and improvements prior to a wider rollout.

- Stage 2 rollout will focus on a wider rollout and associated change management and meaningful use campaign across primary care to implement state-wide and enable GP referrals to THS departments, allied health and private medical specialists using the solution, including Health Care Home (HCH) participants, to be sent electronically to the THS outpatient departments using the solution.
- The system provides the THS with initial capability to receive, triage and respond to referrals prior to acceptance with the ability to scale to all outpatient departments while the THS undertakes the work needed to integrate its systems fully with the solution.
- This system is closely integrated with GP clinical software and mirrors existing GP referral workflow.
- The system includes integration of Tasmanian HealthPathways (THP) and the Tasmanian Health Directory to increase the targeting of referrals based on agreed health pathways.

While the developed system includes a web-based portal for allied and specialist providers without integrated software, the initiative will also include integration with Communicare to support use of the system by Aboriginal health services and further investigation of strategies for improving connectivity with primary health allied health providers.

Improving Chronic Conditions Management Program - Role delineation

Aim of Activity

The aim of this activity is to:

- improve the management of individuals with complex chronic conditions,
- develop innovative service models supported and delivered by a workforce model that clearly outlines and delineates roles and responsibilities,
- increase understanding of how health system resources can be best targeted to improve the management of people living with chronic conditions, and
- strengthen focus on elements of the quadruple aim in health across Tasmania.

Description of Activity

2020-21 activities include:

Primary Health Tasmania plan to undertake specific work linked to the delivery of innovative models of care and the use of alternative workforce models, including:

- Collation of best practice literature and liaison with key clinician groups to outline and discuss potential innovative service models and investigation of the use of alternative workforce models to deliver the right care in the right place and the right time in Tasmania. This will be specifically linked to the management of individuals with diabetes and musculoskeletal / pain conditions in the first instance to demonstrate this approach. Partnerships and integration to extend the work undertaken under those projects to more clearly defined role delineation from a system perspective.

- Undertake a stock take of alternate workforce types such as allied health assistants related to the 'middle tier of care' (between the hospitals and primary care) and complete work to determine where there is opportunity to trial service models incorporating these roles.
- Scope and identify opportunities for service re-design to support a model of service delivery specifically to address a regional need as highlighted through the use of service mapping and health data.
- Determine the feasibility of the service re-design initiatives and trial elements as able, aiming to allow health professionals to work to their maximum scope through the implementation of workforce models to support and encourage the use of the role. This will be specifically linked to the management of individuals with conditions such as diabetes and musculoskeletal / pain conditions in the first instance.
- Consideration of workforce models, training needs and person centred care will be key aspects of the strategies collaboratively developed.
- Provision of a full outline of the process undertaken to achieve the activities outlined above.

Health care home trial support

Aim of Activity

The aim of this activity is to:

- complete the Health Care Homes (HCH) trial, transition out and evaluation activities for participating practices, and
- improve understanding of quality improvement tools applied in HCH settings and potential translation to other general practice settings.

Description of Activity

2020-21 activities include:

- Maintain support Health Care Home practice issues, queries and evaluation activities.
- Maintain stakeholder engagement through the PHN HCH Regional Governance group in accordance with its terms of reference.
- Increase understanding of quality improvement tools that can be effectively applied in a Health Care Home setting.
- Ensure effective communication between Health Care Homes and the Australian Government.