

# Strengthening Local Hospital Leadership



## A MAJORITY LIBERAL GOVERNMENT WILL:

- Introduce legislation in the first session of Parliament to further reduce Tasmanian Health Service bureaucracy
- Save more than \$4 million over four years, and invested it into more frontline health services
- Deliver stronger local decision-making in Tasmanian hospitals from 1 July 2018, after consulting with staff and key stakeholders



## Investing more into health

### Local Decision Making in our Hospitals

A re-elected Majority Hodgman Liberal Government will deliver stronger local decision making at Tasmanian hospitals.

We will ensure that hospital leaders are empowered to get on with the job and make the day-to-day decisions necessary to support patient care.

We recognise that it is the medical, nursing, allied health and staff across our hospitals who know how the system can work to best benefit patients, and we will consult with these staff and their representative organisations on the very best model for local decision making while ensuring statewide planning and clinical engagement which is helping our hospitals to work together as one health system.

Following consultation with staff, clear organisational charts for each hospital will be published so that staff and patients alike know who is leading their local hospital.

To build the best single statewide health system that we can, a re-elected Majority Hodgman Liberal Government will have all local positions in place by 1 July 2018.

### **One Health System – delivering better outcomes**

Under a Majority Hodgman Liberal Government, a single statewide health system is already delivering better outcomes for Tasmanians.

The *One Health System* approach is widely supported by clinical leaders and health stakeholders across the state.

Our improvements have allowed us to invest heavily on the frontline, with more than 250 full-time equivalent more nurses and almost 40 FTE more doctors.

*One Health System* has allowed us to deliver significant improvement in some areas, with Tasmania's elective surgery waiting list now at a record low, more than 120 new beds and treatment recliners opening around Tasmania, and the Mersey Community Hospital finally having a secure future as part of the statewide health system, backed by a \$730 million funding deal.

However, it is clear that decision-making is too centralised – we will now restore operational hospital decision making at the local level, which will deliver better health services across Tasmania, while retaining a statewide health system to ensure that all Tasmanians get access to the care they need.

### Our Targets

**#24** - 90% of Tasmanians will be treated within clinically recommended timeframes for their elective surgery by the end of the next four years of Government

**#25** - 90% of emergency presentations will be in and out of the Emergency Department within four hours by 2022.

For the full list of our Targets:  
[www.buildingyourfuture.com.au](http://www.buildingyourfuture.com.au)

### Why Tasmania Needs This

The *One Health System* is all about ensuring a greater share of health funding can go towards more people in every region getting treated and seeing our waiting lists reduced.

Under our Plan, every hospital remains open and will have higher quality services and better results for patients.

## Investing more into health

### Reducing Management and Administration

With strong local management, and statewide planning and strategic leadership, we do not need to duplicate centralised management.

A re-elected Majority Hodgman Liberal Government will act immediately to remove duplication between DHHS and the health system, which for many years has resulted unclear governance, lack of clarity of roles, constraints on local governance and a top down management approach without true local engagement.

In the first session of Parliament after the election, we will introduce legislation under which the THS will report directly to the Secretary of the Department of Health and Human Services, with a THS executive team which will maintain its focus on statewide service planning and strategic leadership.

This will empower and support local decision making, while the abolition of the 9-member Governing Council and the Head of Agency position will provide savings of more than \$1 million each year to be invested directly in frontline hospital services that will benefit more patients.

The Tasmanian Health Service identity will remain in place, and the THS will remain as a separate legal entity, focused on the delivery of frontline healthcare, with leaner top-level management.

### Labor-Green Record

Under the former Labor and Labor-Green Governments, Tasmania's health system was badly damaged, with:

- The downgrading and closure of smaller local hospitals including at Ouse and Rosebery
- A cumbersome health bureaucracy with 4 health agencies, and disjointed leadership structures
- Savage budget cuts causing closure of hospital beds and entire hospital wards
- Closure of elective surgery theatres, and waiting list blow outs
- Savage budget cuts to health of more than \$500 million
- 287 nurses cut from Tasmanian hospitals

Labor now plan to put sick Tasmanians into hotel rooms, not hospital beds. This is not a plan to improve our health system.

### Our record in Government

- ✓ In our first term, we have increased the health budget by \$1.3 billion.
- ✓ We have broken down parochialism, with a true single statewide health service.
- ✓ We have increased frontline staffing in the Tasmanian Health Service by more than 300 FTE, including more than 250 FTE nurses and almost 40 FTE doctors.
- ✓ We have funded more than 120 additional beds and treatment recliners:
- ✓ Re-opened Ward 4D at the LGH
- ✓ A new ward at the Hobart Repatriation Hospital
- ✓ New beds at the North West Regional Hospital
- ✓ New beds at the Royal Hobart Hospital
- ✓ Delivered the shortest Elective Surgery Waiting List since records began.