West Moreton Digital Healthcare Strategy 2023 - 2026

Caring Better Together

Acknowledgement

West Moreton Health acknowledges the Jagera, Yuggera and Ugarapul peoples, Traditional Custodians of the land. We recognise their continuing connection to the land, waters and community and we pay our respect to Elders past and present, and those who follow their path.

Our vision

To empower our community and workforce by providing the foundations to develop a technologically enabled and integrated health service with the aim of achieving excellence in health outcomes for the West Moreton community.

Case for Change

Healthcare organisations across Australia have progressively adopted digital solutions and capabilities to better provide for the communities they service, and improve service delivery. West Moreton's ability to innovate and strategically manage internal and external pressures, will be contingent on and enabled by technology to meet the evolving expectations of a digitally enabled workforce and community. Digitally enabled health services have been demonstrated to be safer, more efficient and ultimately support improved health outcomes, through reduction in information silos, optimised clinical workflows, assistance in diagnosis, treatment and monitoring of health conditions, and reduction in unnecessary tests, reduced readmissions, reduced length of stay and a decrease in adverse events and errors.

Population Snapshot

30% live in regional settings

312,554+ persons

4.4% relative growth rate, highest in the state

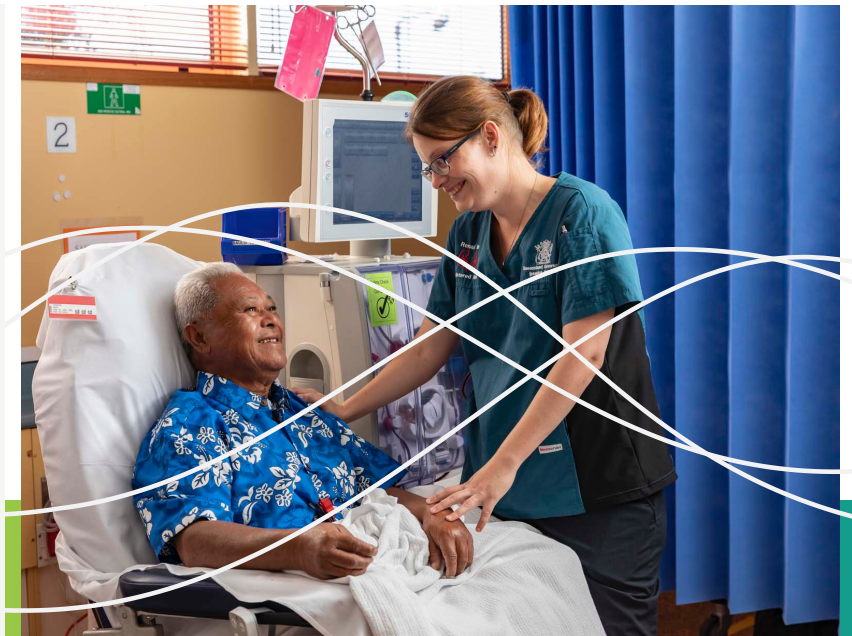**8.9%** rate of unemployment (higher compared to QLD rate)

Services Snapshot

90,637 Emergency Presentations

4,990 Mental Health Consumers

15,180 Surgeries (including emergency, elective and outsourced)

9,921 Telehealth Consultations

Enablers to support West Moreton's digital future

- **Building workforce capacity and capability** with Digital Services will be critical to ensuring the benefits of the digital and IT investments are realised, as well as creating a culture of digital innovation.
- **Funding and investment are critical enablers** of the digital future of West Moreton HHS. It can provide the resources necessary to develop and implement the digital tools and staffing capabilities required to enhance patient-centered care and strengthen our communities. An agreed model will need to be established linked to how each initiative will be funded.
- West Moreton continues to demonstrate **commitment to digital health and its scalability.** The benefits of digital health and case for change are made known to stakeholders, and sufficient information is provided to staff and the West Moreton community to support the uplift of health literacy across the region.
- **Patients and the West Moreton community are supported** in their use of digital solutions through appropriate access to technology, sharing of information and education to support health and digital literacy uplift, and clear access pathways to digitally enabled models of care.
- **Clear lines of governance are in place and leaders take ownership** for their role in the success of digital health and strive for further innovation and development within their areas.
- **Strong strategic, symbiotic relationships** are in place across the system to augment service delivery and carry out strategic priorities. Partnerships include those with eHealth, other metro and regional health services, with technology vendors, and with external groups such as research bodies.
- **Digestible education and training is available to patients,** families and staff for digital solutions, and support is actively provided. Clinical admin and support are provided as key enabling roles.
- **Data is used to identify areas for Service uplift,** including operational KPIs, identification of improvement opportunities and funding initiatives. Streamlined views of patient data and data lineage supports focused improvement efforts as it links a person's end-to-end journey, and enables ongoing analysis.

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Design principles to guide the WMHHS Digital Healthcare Strategy:

Patient centred, clinically led	Connected Care	Equitable care, closer to home	Digitally enabled and informed	Workforce mobility	Private and secure data

These are the five pillars to achieve the digital healthcare vision

Data Analytics	Digital Foundations	Enhanced Mobility & Service integration	Workforce centred experience & literacy	Care closer to home & patient empowerment
Visibility of meaningful insights to enable informed decision making and service planning, driven by quantitative data and analytics	A modern and capable technology-enabled service that has seamless governance over a safe and secure domain, instilling confidence in the WM community	Investment in digital solutions that create mobility and flexibility for staff to perform the tasks they need to across any setting, and for patients to access care in the right place at the right time	Informed and empowered users across West Moreton HHS that can use culturally-safe and well-designed, intuitive systems	Enabling care closer to home through the adoption of digital solutions, models of cares and ways of working that encourage patients to proactively manage their own health and wellbeing outcomes

Supported by initiatives that will drive the digital transformational journey

Data Analytics	Digital Foundations	Enhanced Mobility & Service integration	Workforce centred experience & literacy	Care closer to home & patient empowerment
1.1 Define and manage data: consolidate and improve data management systems and assets	**1.1** Introduction of an ICT asset management framework and capability	**1.1** Prioritising the rollout of ieMR across Health Service	**1.1** Support and focus on clinical workflows and staff training in the use of ieMR in Hub and Spoke facilities	**1.1** Determine and procure the clinical requirements for a Virtual Care/Patient Monitoring platform
1.2 Aggregate disparate data sources, and commission local data warehouse	**1.2** Strengthen cyber policies, standards, governance, compliance and resilience	**1.2** Rollout of Medical Imaging integration (as part of H&S project)	**1.2** Baselining staff digital and technology literacy	**1.2** Streamline the outpatient administration experience (referral, scheduling, pre-admission through to discharge) including the digitisation of a 'front door'
1.3 Identify data custodians to understand where access and upskilling on data and analytics is required	**1.3** Establish centralised Digital Governance model	**1.3** Identifying requirements for and rolling out an electronic solution for Prisoner Health Services	**1.3** Formalise pathways for WMH's workforce to seek further information and provide feedback on Digital Services	**2.1** Augment clinical services with virtual and hybrid models of care to better enable care closer to home
1.3 Identify data custodians to understand where access and upskilling on data and analytics is required	**1.4** Develop a Standard Operating Model for Digital Services Team	**1.4** Identifying requirements for an electronic solution for ICU	**2.1** Develop and publish comprehensive catalogue of support resources	**2.2** Strengthen engagement with WMH's diverse and vulnerable communities in rural and remote areas
1.4 Adopt and implement statewide MIS System View to support demand and patient flow	**1.5** Adopt enterprise clinical coding solution and optimise clinical coding workflow	**1.5** Conduct a business led, ICT/digital prioritisation workshop to identify and provide critical digital enablement	**2.2** Standardise processes for consistent user input into digital investments and assets	**3.1** Develop a consumer literacy program
2.1 Develop a business-defined real-time reporting suite, aligned to clinical and operational service needs	**1.6** Uplift ICT infrastructure at rural facilities to support ieMR rollout	**2.1** Augment clinical services with virtual and hybrid models to better enable integrated and quality care (clinical command centres, Prison healthcare, ICUs, primary care, regional/rural connectivity) electronic solution for ICU	**3.1** Establish Digital Skills Training and support model	
2.2 Build enriched data sets and models to support workflow automation and machine learning efforts.	**2.1** Develop and execute a Digital Transition Plan from Current to Future State for operations	**2.2** Rollout an electronic solution for ICU		
2.3 Develop a health service data analytics capability to support centralised and decentralised analytics initiatives	**3.1** Baseline digital maturity across the HHS and achieve digital parity across all of WMH.	**2.3** Explore enterprise wide applications and leveraging existing investments to address core application functionality gaps.		
3.1 Develop data custodians' skills in data and analytics to continue using and maturing dashboards, tools and reporting suite	**3.2** Interoperability Platform Strategy to enable the integration of non-eMR systems in supporting clinical workflows	**2.4** Deploy Cardiovascular Information System		
	3.3 Enhance and mature strategic digital health partnerships to enable objectives of Digital Healthcare Strategy			

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The outcomes achieved through West Moreton's Digital Healthcare Strategy:

Enhancing **service-wide innovation and capabilities**	Improving **operational efficiency**	Driving **patient advocacy**	Enabling **digital proficiency**	Transforming **care delivery**