West Moreton Health

Digital Healthcare Strategy
2023 - 2026

Caring Better Together

Queensland
Government

Document History

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Acknowledgement of Traditional Owners

We acknowledge and pay our respects to the Jagera, Yuggera and Ugarapul people, Traditional Owners and Caretakers of this land, where they have performed age-old ceremonies of storytelling, healing, music, dance and celebration.

We would like to acknowledge and give our respects to our Elders, past, present and emerging, for they hold the memories, traditions and knowledge of Aboriginal and Torres Strait Islander culture.

Mental Health Acknowledgement

We would also like to take this opportunity to acknowledge those today who are living with a mental illness, and those providing care to people with a mental illness.

Contents

1 A message from the Chief Executive

West Moreton Health is committed to improving the health and wellbeing of the people of the West Moreton region, and we strive every day to deliver safe, person-centered care.

With a large, diverse and growing population spread across a broad geographical area, we recognise the need for innovative solutions that can overcome the barriers of distance and accessibility.

Our patients are at the centre of everything we do, and it is important to us that their experience in our care is a positive one. The COVID-19 pandemic has led us to challenge the way we operate and adopt innovative models of care enabled by digital technology. While the pandemic has been one of the greatest challenges we have faced as a health service, it has taught us valuable lessons in how to better engage with patients and the community, support our dedicated and hardworking workforce, and use technology to improve our ways of working. This has included considerable investment in virtual models of care – underpinned by digital platforms and remote monitoring solutions – that have helped us provide care closer to home for our patients.

As we look to the future, we recognise that several challenges lie ahead. Some are unique to West Moreton, others are in line with changing expectations and maturity of healthcare delivery including: supporting a mobile and technically literate workforce, enhancing mobility and service integration, empowering our patients to be involved in their health outcomes and better leveraging data and analytics to better support clinical and operational service needs.

West Moreton Health's Digital Healthcare Strategy sets out our vision for a contemporary and innovative health service that is fully enabled by digital technology. This strategy is a significant step forward in our commitment to providing high-quality, patient-centered care that is accessible and responsive to the needs of our community.

We recognise our workforce is our greatest strength, and we are committed to using digital technology to support their professional development, wellbeing, and productivity. This includes providing access to digital tools and resources that enable staff to work more efficiently and effectively, regardless of their location. We recognise that fostering a culture where our people know they are valued plays an integral role in the provision of safe, quality care to our patients.

We will embed data and analytics capabilities throughout our operations to drive quality improvement and innovation. Using the right type of technology to collect, analyse, and share data across the health service, we will make data-driven and standardised decisions, allowing us to track and improve patient outcomes and enhance operational efficiency.

Digital technology will propel our service into the future, strengthening communities by providing tailored and connected models of care with our health care delivery partners, prioritising the care and wellbeing of our community.

Finally, we recognise that achieving our vision will require a fundamental shift in our approach to information and communications technology and digital services. As a forward-focused health service, we intend to adopt an agile, innovative, and collaborative approach to our digital offerings, leveraging existing and emerging technologies to drive continuous improvement and innovation. By working together, we can turn our challenges into opportunities and create a health service that excels in providing our community with safe, quality care and our staff with the support they deserve.

Hannah Bloch

Health Service Chief Executive

West Moreton Health

A message from our Executives

West Moreton Health is embarking on a Digital Healthcare Strategy to address the challenges posed by population growth and complexity of healthcare needs, while supporting patients to have greater visibility and control of their healthcare journey. Our goal is to provide secure, seamless, and personalised experiences for our community and our staff. Through integrated online solutions and predictive analytics, we aim to equip our staff and clinicians with the right tools and services at the right time and through the right channels. This customer-centric approach is crucial as we anticipate unprecedented growth and demand for clinical services in the coming years.

Our digital strategy goes beyond implementing new technologies; it focuses on leveraging technology's power to drive innovation, efficiency, and growth throughout our Health Service. We are committed to ensuring inclusivity and responsiveness in our strategic plan, particularly for First Nations, vulnerable populations, and rural and remote patients. Digital technologies play a vital role in addressing their unique challenges and enhancing their healthcare experience.

To achieve this, our digital strategy includes initiatives to improve connectivity and access to care for these communities. We are actively addressing digital literacy and skill development in vulnerable and First Nations communities, while investing in Virtual Care and remote patient monitoring technologies for improved access to high-quality care.

Operational efficiency and agility are also key focus areas. By automating and streamlining clinical and corporate processes, we aim to reduce costs and expedite decision-making. We are investing in digital tools and platforms that foster smarter and more collaborative work across regional and rural sites.

In preparation for an increasingly complex future, our strategic plan emphasizes the importance of data-driven insights. By collecting, analysing, and leveraging data from various sources, we seek a deeper understanding of our service and patients' needs. This approach enables informed decision-making, identification of new opportunities, and effective risk mitigation.

A strong cybersecurity framework underpins our Strategic Plan. We prioritise the security of patient and organizational data, committed to implementing the highest standards of cybersecurity across our service.

By embracing digital technologies, our digital strategy positions us for long-term success in an evolving digital landscape. We are dedicated to driving innovation, growth, and West Moreton's vision of building a thriving community where individuals achieve their best possible health and well-being.

Alistair Luckas
Chief Financial Officer

Jason Sawtell
Chief Digital Officer

> " *Digitisation enables a horizontal cut through the vertical areas of WMH. It mitigates the continuum of self-managed services, scaffolds silos across the organisation, and provides a path forward for self-determined care.*"

Therese Hayes
Director Preventative and Prison Health Services, WMH

2 Executive Summary

To achieve our strategic vision in creating a thriving West Moreton community in which people achieve their best possible health and wellbeing, we must embrace digital services and technologies that transform and improve our services, now and in the future.

Enhanced investment in digital health capabilities, services and technologies will transform the way West Moreton delivers health services by:

- **Creating a robust foundation for digital transformation;**

- **Enabling improved equity and access to care;**

- **Empowering consumers to be informed and become an active participant in their own health outcomes;**

- **Improving integrated care through collaboration, information and knowledge exchange across various healthcare service delivery partners that service the West Moreton region, enabling a patient-centric approach;**

- **Empowering our workforce to optimise workflows, leveraging data to support decision making processes, and enabling mobile ways of working;**

- **Driving care closer to home, through altered models of care underpinned by digital solutions.**

West Moreton Health is well placed to extend on past investments and continue to digitally transform its services across key settings including acute, community, correctional and mental health services and improve the outcomes of the people living across the West Moreton region. With the right investment across technology, processes, and workforce capability, WMH has the potential to lead and demonstrate how an embedded digital foundation for its services can work effectively for organisations servicing both metropolitan and regional communities.

WMH has already introduced and led successful digital initiatives such as the implementation of virtual models of care prior to 2020, which was rapidly scaled to meet the acute demands of COVID-19.

The West Moreton Digital Healthcare Strategy 2023-2026 has been developed to guide WMH in delivering world-class and digitally enabled services across the region. With careful consideration and alignment with the West Moreton Health Strategy 2021-2025, this Strategy will articulate clear actionable targets to increase the WMH's digital capability by 2026.

The Digital Healthcare Strategy sets out a vision to ensure a solid digital foundation is established across West Moreton community that drives meaningful outcomes for patients and providers. This vision and strategy will only be successful if it is supported by adequate funding and investment, appropriate governance and leadership, and organisation wide commitment to digital health services and solutions.

3 Introduction

3.1 About West Moreton Health: Our Service Portfolio

West Moreton Health has a diverse portfolio of service offerings that span acute care, preventative and primary care services, and ambulatory and specialised services including mental and oral health. The West Moreton community that engages with these health services are culturally, linguistically and economically diverse and span across a large geographical base.

Population Snapshot*

70% live in metropolitan regions

30% live in regional settings

312,554+ persons

4.4% relative growth rate, highest in the state

4.9% of the total population is represented by First Nations people.

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

46.1% people with mental health concerns

5.6% people living with severe to profound disability (higher compared to QLD rate)

Services Snapshot*

90,637 Emergency Presentations

4,990 Mental Health Consumers

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

249,770 Outpatient Appointments

2,630 Births

9,921 Telehealth Consultations

760 Hospital in the Home Patients

*Source: Local Area Needs Analysis (LANA) Summary Report 2022 – 2025)

West Moreton Health aims to improve the health and wellbeing of the community by reducing health inequities across the diverse population demographic it serves. However, there are current and foreseeable challenges that constrain WMH. The West Moreton region is experiencing unprecedented growth with an anticipation that the demand for acute hospital services will grow by 6.1% per year over the next twenty years. This growth will see the urbanisation of regional areas, driving an increased need for innovative care solutions that meet rural healthcare needs closer to home without the implications of decentralisation and fragmentation of care. This will occur in parallel to workforce and skill shortages, and tighter fiscal constraints that West Moreton Health is forecast to experience.

WMH has recognised the prevalence of those living with mental health conditions and has utilised the National Mental Health Service Planning Framework (NMHSPF) as a framework to guide mental health service planning across the region that extends to acute, community and prison health service areas. The Park Centre for Mental Health, Treatment, Research and Education (The Park), provides a range of comprehensive, forensic specialised services state-wide whilst providing globally recognised mental health research and leading state-wide mental health education initiatives.

3 Introduction

3.1 About West Moreton Health: Our Unique Challenges

WMH plays a significant role in the delivery of healthcare to prisoners in the West Moreton Region, providing health services for seven correctional centres and two youth detention centres, which cover approximately 60% of the state prison population. This number set to expand in 2024, with the commissioning of the 1500 cell Southern Queensland 2 Correctional Centre at Gatton, providing further opportunity to utilise technology to proactively manage this vulnerable cohort.

WMH have recognised and prioritised the requirement to embed health equity across the local health system and placing First Nations peoples and voices at the centre for the design and delivery of healthcare services. As a result, WMH have developed a 'First Nations Health Equity Strategy 2022-2025' aiming to identify opportunities for impact by meeting the needs of the First Nations community across the region. The local health service proactively leverages the strong connections with the region's Aboriginal and Torres Strait Islander people, by incorporating Elders' input and feedback to shape the future landscape of WMH.

The rural and regional geographical areas facilitated by WMH have become a key focus area for the organisation. In response WMH are in the process of identifying how to further increase the capacity and capability of Rural facilities to support the community and enhance the patient care journey by bringing care closer to home.

West Moreton Health's capital investments over the next decade will support the exemplary delivery of health services in the region over the next decade and beyond, guided by two pivotal pieces of work 'Local Area Needs Assessment' which informed the development of the Strategy. This is evident through the capital works program which is centred around the $710 million investment by Queensland to create 200 beds at Ipswich Hospital and the development of a satellite healthcare facility at Ripley, seeking to uplift the clinical capabilities of the West Moreton region.

Imperative to sustainability is ensuring that WMH is digitally-enabled with strong foundations, to allow for innovation and technological solutions to enhance models of care and improve the health and wellbeing of our consumers. The expectations of consumers and the workforce alike expect a healthcare system that provides improved access to services, administrative efficiencies and enable better coordination of care.

This strategy articulates the continued digital journey for West Moreton Health. By building the foundational pillars required for digital innovation, the system will be collectively propelled to reimagine healthcare, and lead the way for excellence in delivery of services.

"

Uplifting digital health capability means transparency and continuity of care for patients moving between facilities, stronger patient safety mechanisms and enabling care closer to home. It will also allow our clinicians to spend less time on administration and more time doing what we do best - caring for our patients."

Dr. Mei-Ching Freeman
Clinical Director Prevention incl.
Preventative Integrated Care Service and
Ripley Minor Injury & Illness Clinic), WMH

3 Introduction

3.2 A case for change

Healthcare organisations across Australia have progressively adopted digital solutions and capabilities to better provide for the communities they service, and to improve health outcomes. 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 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. There are four key drivers for change and digital investment across WMH:

1. The need for integrated care

WMH has a diverse portfolio of services across an expansive geographical region, highlighting the importance of integrated care across settings, and patient-centric models of care. The introduction of enhanced digital capabilities begins to mitigate barriers in collaboration and improve sharing of critical patient information. An integrated and consistent approach of capturing and sharing patient information across care settings streamlines care delivery, minimising administrative load and ultimately improving patient outcomes and experiences. West Moreton Health recognises the importance of developing an integrated approach with healthcare delivery partners including Primary Health Networks (PHNs), Mater Health and neighbouring Hospital and Health Services to support a seamless flow of information between healthcare services and providers. As a patient, information should follow you as you traverse in and out of different care settings, agnostic of your care provider.

3 Introduction

3.2 A case for change

2. Exceeding consumers' expectations and empowering our community

The level of digital literacy across the general population varies, but overall, it is on the rise. There is an opportunity for WMH to leverage the advanced digital literacy of broader target groups and consider innovative ways to empower consumers to self-manage their health outcomes. Utilising digital health technologies to provide online support, access to consumer facing information and the opportunity to interact with WMH through the consumer's preferred medium results in a higher engagement and compliance to healthcare advice. There are potential benefits that can be realised through the reduction in hospital admissions, enhanced management of chronic disease states resulting in reduced hospital and time efficiencies for both the consumer and workforce.

3. Reduction of service duplication

The introduction of digital solutions allows for the consolidation and reduction of services that have historically been duplicated as a result of geographical constraints to accessing care. A coordinated approach to virtual and telehealth services in conjunction with traditional models of care, enables clinicians to support care closer to home from centralised locations and streamline associated operational and administrative costs.

4. Delivery of safe and efficient care

The potential to leverage technology to streamline and improve communication and collaboration between key stakeholders is paramount to providing comprehensive care. There is significant potential to utilise technology to support the prevention of adverse events and drive care closer to home and thereby minimise hospital acquired complications. Leveraging technology has cascading impacts by allowing the workforce to focus on delivering clinical care by minimsing the administrative burden and automating tasks such as appointment scheduling and documentation. This will enable a future landscape whereby the workforce and consumers thrive in a dynamic digital healthcare landscape.

3 Introduction

3.3 What will a digital future look like for our organisation?

For our Patients

Patients and consumers are empowered to connect and form a partnership with their treating clinicians to proactively shape their health and wellbeing goals and treatments. Our consumers have the flexibility to determine how they engage with the health service whether it be through digital or in person avenues, resulting in enhanced accessibility to healthcare services.

Consumers feel that their clinicians are informed and have an accurate up to date clinical picture and the quality of healthcare services delivered via digital delivery is of the same standard or higher as traditional models of care.

For our Clinicians

Our clinicians are able to efficiently and accurately develop a clinical picture of their patient as healthcare information is at their fingertips. Technology enabled services will ensure the clinician can treat their patients from a distance without compromising clinical delivery, with a seamless escalation for in person services built in for appropriate scenarios. Clinicians are supported by technology to efficiently communicate and collaborate across service types and their patients without compromising care outcomes.

For our Administrative Staff

Our administration services will be enabled by automated workflows and reduced duplication of entry across information silos. This will support increased time and focus on patient interactions and experience. Visibility of patient information is limited to the required level for administrative staff to complete their roles.

A significant reduction of manual handling of paper work will result in operational efficiencies, increased retention and access to patient information and minimise the need for physical storage requirements.

For our Operational and Executive Leaders

Our leaders will have the ability to utilise structured data and organisational insights to guide strategic decision making and improve organisational performance and efficiency. Operational leaders will have the ability to utilise predictive analytics to assist in informed decision making, and improve demand management of services and workforce planning.

Leaders will have security in understanding that digital health solutions and capabilities, better support optimal care outcomes, reduce adverse events, unplanned readmissions and decrease length of stay, while simultaneously reducing operational overheads.

4 Strategic Approach

4.1 Strategy Development

West Moreton Health's Digital Healthcare Strategy was developed through significant consultation with key internal and external stakeholder clusters critical to the organisation.

Independent consultations were conducted in March & April 2023 to understand the digital maturity within the Health Service and capture the needs of internal and external care providers and strategic partners to West Moreton.

These consultations provided a view on key priority areas that will drive the most value. They informed the formation of this plan, by exploring insights, experiences and opportunities expressed by representatives across the business and community.

- Executive
- Corporate and Operational
- Strategy
- Clinical
- Digital Services
- eHealth Qld
- Consumer Groups

"Our platforms we use for telehealth have reliability and usability issues which can impact both the clinician and consumer experience."

- Staff

"The hospital needs to better utilise digital and electronic means of communication when notifying patients of upcoming appointments."

- Consumer advocate

"Currently administrative staff are required to enter the same information in multiple different systems that do not speak to each other. This is very inefficient and time consuming."

- Staff

"As a leader in my area I am highly supportive and actively encourage my staff using digital tools, however there needs to be a greater organisational shift to promote digital ways of working."

- Clinician

"I have to travel quite a bit to get to the hospital and have dependents I need to look after. I prefer having the option to have my appointments virtually."

- Consumer advocate

4 Strategic Approach

4.2 Strategy Alignment

The West Moreton Digital Healthcare Strategy was shaped with a focus on the West Moreton Health Strategic Plan 2021-2025, while ensuring alignment to key federal and state clinical, operational and health priorities.

Critical themes emerging from federal and local strategies highlighted key areas of digital focus and enablement including:
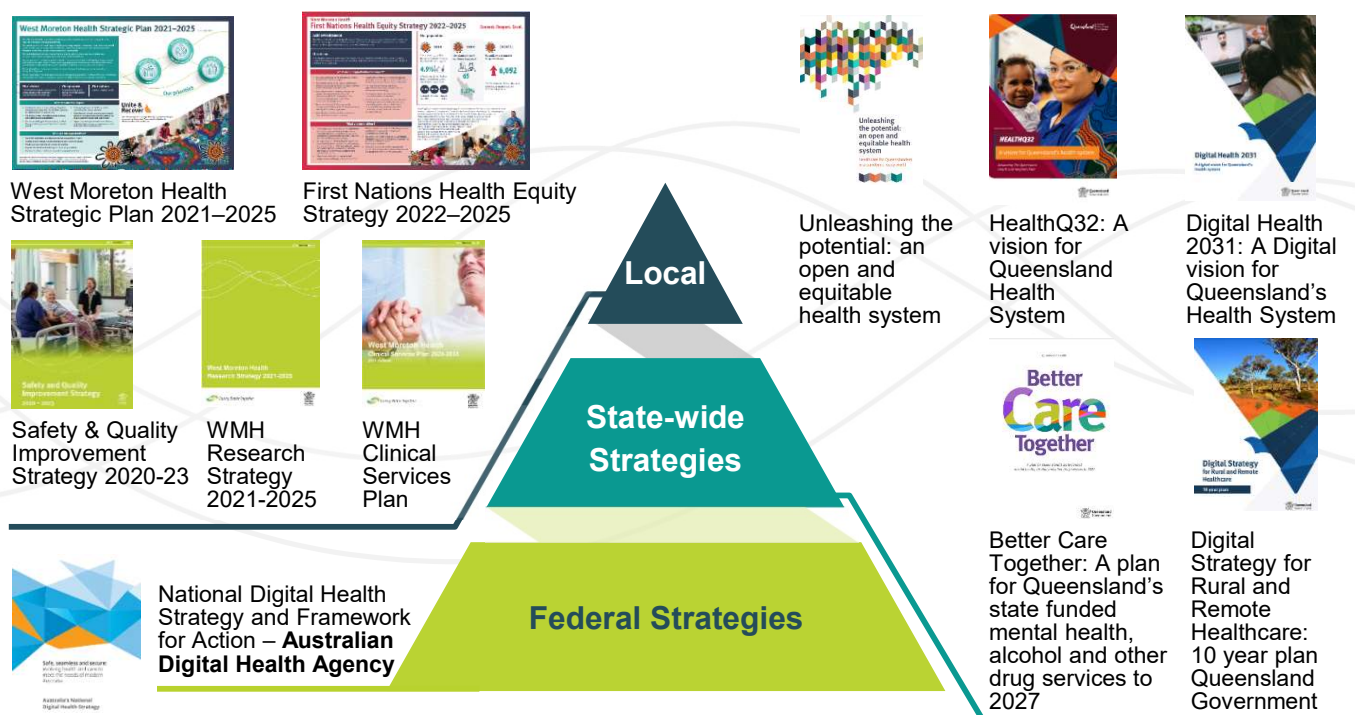
1. Vulnerable Populations: Prioritising the voices of consumers who are at most risk for poor engagement with health services as a result of economic, cultural, ethnic or health factors i.e. elderly characteristics. This is often associated with the inability of healthcare systems to recognise and address the sociocultural nuances that may prevent certain cohorts from accessing services. This includes but is not limited to placing First Nations voices central to the design and delivery of digitally enhanced models of care in Queensland.

2. Consumer Experience: There is an opportunity to understand the patient experience when engaging with healthcare services to develop innovative digitally enabled models of care that shifts the access to care closer to the community. COVID-19 highlighted the community and workforce's ability to embrace and respond to the digital delivery of care.

3. Sustainability: Critical to longevity and success of any healthcare organisation is the ability to utilise digital technology to transform the quality and sustainability of service delivery. This includes utilisation of predictive data analytics to enable health service planning, consideration of how to utilise digital and flexible ways of working to retain and attract talent across the health service.

4. Innovation: Organisations must shift to encourage innovation and transform how their workforce interacts in a digital environment to drive modernisation and world class health service delivery

5. Preventative Health: Designing digital health solutions with a focus on patient empowerment, and enabling patients to have greater control of their own health outcomes through access to preventative health programs and information, is critical to hospital avoidance and reduced prevalence of disease and other avoidable conditions.

West Moreton Health Strategic Plan 2021–2025

First Nations Health Equity Strategy 2022–2025

Safety & Quality Improvement Strategy 2020-23

WMH Research Strategy 2021-2025

WMH Clinical Services Plan

Local

State-wide Strategies

Federal Strategies

Unleashing the potential: an open and equitable health system

HealthQ32: A vision for Queensland Health System

Digital Health 2031: A Digital vision for Queensland's Health System

Better Care Together: A plan for Queensland's state funded mental health, alcohol and other drug services to 2027

Digital Strategy for Rural and Remote Healthcare: 10 year plan Queensland Government

National Digital Health Strategy and Framework for Action – **Australian Digital Health Agency**
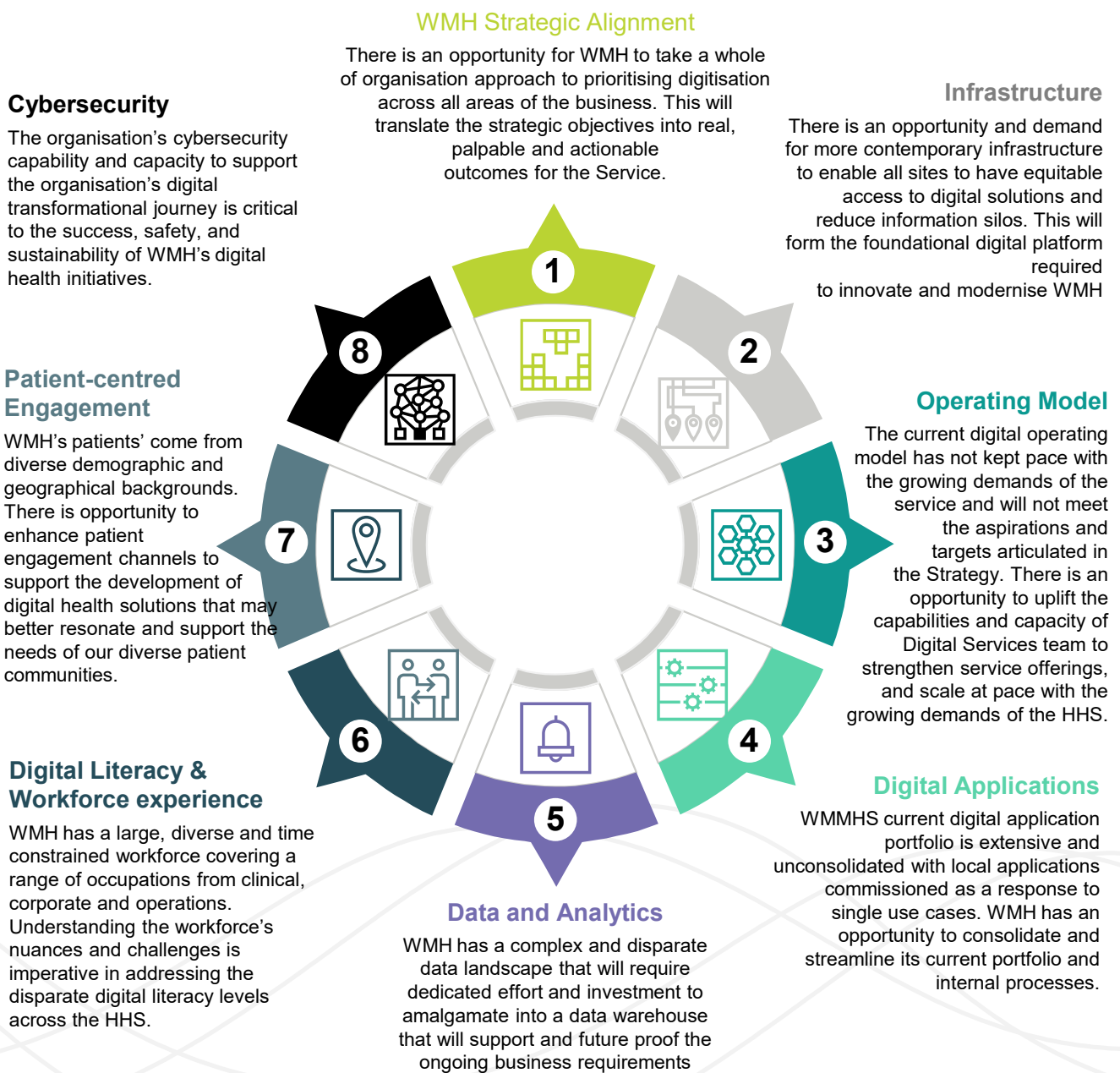
4 Strategic Approach

4.3 Current Digital Maturity

A digital maturity assessment has guided the focus of this Strategy, and highlighted areas requiring uplift and investment to drive enhanced digital health outcomes.

The results of the Digital Maturity assessment highlighted eight critical area's for consideration and informed the development of the Digital Healthcare Strategy.

WMH Strategic Alignment

There is an opportunity for WMH to take a whole of organisation approach to prioritising digitisation across all areas of the business. This will translate the strategic objectives into real, palpable and actionable outcomes for the Service.

Infrastructure

There is an opportunity and demand for more contemporary infrastructure to enable all sites to have equitable access to digital solutions and reduce information silos. This will form the foundational digital platform required to innovate and modernise WMH

Cybersecurity

The organisation's cybersecurity capability and capacity to support the organisation's digital transformational journey is critical to the success, safety, and sustainability of WMH's digital health initiatives.

Operating Model

The current digital operating model has not kept pace with the growing demands of the service and will not meet the aspirations and targets articulated in the Strategy. There is an opportunity to uplift the capabilities and capacity of Digital Services team to strengthen service offerings, and scale at pace with the growing demands of the HHS.

Patient-centred Engagement

WMH's patients' come from diverse demographic and geographical backgrounds. There is opportunity to enhance patient engagement channels to support the development of digital health solutions that may better resonate and support the needs of our diverse patient communities.

Digital Applications

WMMHS current digital application portfolio is extensive and unconsolidated with local applications commissioned as a response to single use cases. WMH has an opportunity to consolidate and streamline its current portfolio and internal processes.

Digital Literacy & Workforce experience

WMH has a large, diverse and time constrained workforce covering a range of occupations from clinical, corporate and operations. Understanding the workforce's nuances and challenges is imperative in addressing the disparate digital literacy levels across the HHS.

Data and Analytics

WMH has a complex and disparate data landscape that will require dedicated effort and investment to amalgamate into a data warehouse that will support and future proof the ongoing business requirements

5 West Moreton Health Digital Healthcare Strategy

The West Moreton Health Digital Healthcare Strategy includes:

- The Digital Health **Vision** for 2023 – 2026
- Strategic **principles** to guide WMH's digital health priorities
- Three **horizons** to provide a transparent, tactical, and tangible timeline to implement initiatives

- **Pillars** that underpin the intent and initiatives to realise the Digital Health Vision
- **Enablers** that revolve around people, process, and technology necessary to achieve this Strategy

The Digital Health Vision 2023-2026

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

Strategic Principles and Horizons Overview

The Strategy will be guided by a set of design principles that underpin decision making and ensure a consistent approach to investment and delivery in digital health. The objectives of these principles are to ensure enhanced clinical care delivery and outcomes are the priority for all digital health initiatives, consumer needs are at the centre of all digital service solution design and development, our workforce is resilient to change and innovation, and technology implemented are future-fit and sustainable.

Patient centred, clinically led

Enable a patient centred approach beginning with clinical service leadership through to collaborative co-design with key stakeholders (patients, carers and clinicians). Achieve strong engagement with clinicians in all settings and support workforce readiness towards digital transformation.

Workforce mobility

Solutions created by the State and Service must represent workforce needs and uplift operational processes to drive efficiency. Integrated tools and platforms must be designed with workforce experience in mind, elevating the ways in which workforce interact with patients daily.

Equitable care, closer to home

Initiatives should improve our community's access to care, especially our vulnerable communities, no matter where they are or their circumstances, irrespective of personal digital literacy, access to technology or geographic location.

Digitally enabled and informed

Initiatives and solutions should be customer centric, business led and enabled by digital and data. Digital services should be designed to be people-centric with tools that are targeted, intuitive, and accessible for patients, clinicians and staff and enable sharing of knowledge and information.

Connected care

Initiatives and solutions should create a highly integrated and connected environment that is interoperable and that enables a single patient view for clinicians to provide high quality and safe care.

Private and secure

All data should be secure and digital platforms comply with cyber security and private provisions to safeguard protected health information and sensitive data.
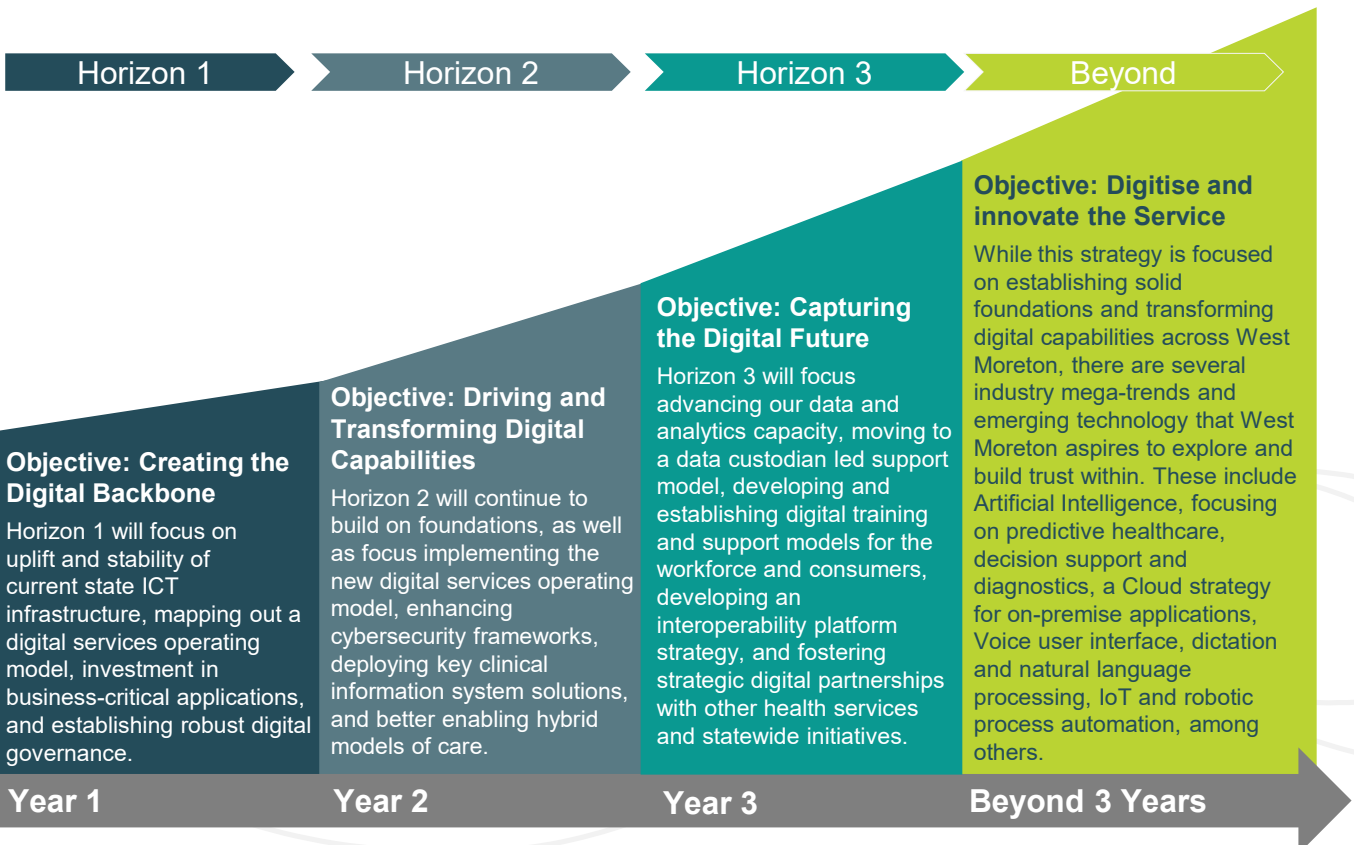
6 Strategic Pillars, Initiatives, and Horizons

6.1 Delivery in Horizons

In order to deliver a strategy that targets current digital maturity deficiencies and opportunities, five distinct pillars were chosen to guide digital health investment across West Moreton Health. These pillars are focused on developing strengthened communities, delivering quality care, and enabling staff to mobilise at pace with a growing population and its needs. These five pillars are:

Data and Analytics	Digital Foundations	Enhanced Mobility & Service Integration	Workforce-Centred Experience & Literacy	Care Closer to Home & Patient Empowerment

These pillars will be implemented across three distinct horizons to ensure initiatives are actionable, timely, and driven by support from leadership within the next three years. The figure below provides a high-level view of the horizons, each underpinned by objects. Every horizon builds upon the work completed in previous ones, achieving innovation in a staged approach.

Horizon 1 → Horizon 2 → Horizon 3 → Beyond

Objective: Creating the Digital Backbone

Horizon 1 will focus on uplift and stability of current state ICT infrastructure, mapping out a digital services operating model, investment in business-critical applications, and establishing robust digital governance.

Objective: Driving and Transforming Digital Capabilities

Horizon 2 will continue to build on foundations, as well as focus implementing the new digital services operating model, enhancing cybersecurity frameworks, deploying key clinical information system solutions, and better enabling hybrid models of care.

Objective: Capturing the Digital Future

Horizon 3 will focus advancing our data and analytics capacity, moving to a data custodian led support model, developing and establishing digital training and support models for the workforce and consumers, developing an interoperability platform strategy, and fostering strategic digital partnerships with other health services and statewide initiatives.

Objective: Digitise and innovate the Service

While this strategy is focused on establishing solid foundations and transforming digital capabilities across West Moreton, there are several industry mega-trends and emerging technology that West Moreton aspires to explore and build trust within. These include Artificial Intelligence, focusing on predictive healthcare, decision support and diagnostics, a Cloud strategy for on-premise applications, Voice user interface, dictation and natural language processing, IoT and robotic process automation, among others.

Year 1   Year 2   Year 3   Beyond 3 Years

6 Strategic Pillars, Initiatives, and Horizons

6.2 Data and Analytics

Background

WMH is at a juncture of making sizable impact to business operations simply by having prompt, precise and pertinent data on demand. Appropriate data platforms and data warehouses drive timely access to data that may be used across varying levels of custodianship. In consolidating our data assets and building enriched models, the organisation will see better management of accurate, up-to-date and consistent data. Data custodians will be empowered to be self-sufficient and make informed decisions based on accessibility of meaningful information, freeing up the digital services team to focus on more complex data analysis including deriving wider organisational business insights. Increased visibility of information will enable greater identification of trends that will allow WMH to rapidly and accurately forecast in the future, resulting in improved patient outcomes and allowing greater service planning and resource allocation.

Strategic alignment and expected outcomes

This pillar aligns to the West Moreton Health Strategic Plan 2021–2025 by:

- Rapidly maturing asset management to support access to health services;

- Ensuring the workplace is safe, enhances wellbeing and equips teams to perform to the best of their ability

- Transforming services through research and translating evidence into patient care and health service delivery

- Driving digital transformation to enable care closer to home, encouraging patients to proactively manage their health and wellbeing; and improving services

- Attracting, selecting, retaining and empowering existing and future workforce

The outcomes intended to be seen from the delivery of this pillar are:

- Connected and enriched data sets and models that support workflow automation, machine learning efforts and effective decision making;

- Clear and transparent data custodianship across the Health Service;

- A data-skilled and literate workforce, improving outcomes for clinical delivery;

- A real-time reporting suite, aligned to clinical and operational service needs.

6 Strategic Pillars, Initiatives, and Horizons

6.2 Data and Analytics

Key Initiatives

Key initiatives for this pillar under every horizon are described below. This will provide a guide on activities to be undertaken during implementation, and an outline of benefits & metrics to measure success against for Data and Analytics.

Horizon 1

Initiative	Description	Benefits	Metrics for success
1.1 Define and manage data: consolidate and improve data management systems, assets and labelling of information	Catalogue all data and data assets in use across WMH to drive clinical and operational decision making, including data source, completeness storage, security, uses cases and supporting teams, capabilities, tools, reports, procedures, and guidelines.	A clear articulation and visibility of gaps and disparate sources of data across the service, leading to a better understanding of current state and where WMH can commence cataloguing and consolidation to drive meaningful insights.	# of available data sets for clinical and operational use % of clinical and operational uses cases supported by available data sets
1.2 Aggregate disparate data sources, and commission local data warehouse	Commission a local data warehouse to consolidate local data sources and establish two-way connectivity QLD Health's CBI platform.	A centralised asset for data management, operated by Digital Services, enabling business intelligence activities and lending itself to supporting analytics.	% reduction in time accessing and reporting data from disparate information sources
1.3 Identify data custodians	Understanding data custodians to better identify where the gaps may be in access to data and analytics capabilities, plus the type of Fundamentals training to be deployed to upskill low-maturity areas.	A complete view of the maturity of users in understanding and using data analytics tools and reporting suites available to them, which will enable future planning for our Digital Services team on what areas require an uplift in capability.	% All data has an identified custodian to ensure appropriate use and release of information.
1.4 **Adopt and implement Statewide MIS System View**	The adoption and rollout of a Statewide MIS System View to support demand and patient flow	A compliant and well supported tool that enables better visibility of patient flow and demand	Improved clinical operational efficiency through visibility of patient flow in real-time and better clinician decision-making based on patient demand.

6 Strategic Pillars, Initiatives, and Horizons

6.2 Data and Analytics

Horizon 2

Initiative		Description	Benefits	Metrics for success
2.1	**Develop a business-defined (in near real-time) reporting suite, aligned to clinical and operational service needs**	The development of a real-time (or near real-time) tool that describes clinical alerts, interventions (for clinical use) and dashboard-style views of updated patient information for patient flow and operational management.	Near real-time data can help healthcare providers prioritise at-risk patients, provide a care closer to home model for high-acuity patients, and alert and escalate staff of abnormal readings and emerging issues, enabling informed decision-making.	% decrease in unplanned readmission rates % decrease in adverse events
2.2	**Build enriched data sets and models to support workflow automation and machine learning efforts**	Developing enriched data sets will allow the Service to look to the future and lean on predictive analytics for new models of care. Machine learning models will have the potential to improve diagnostic accuracy and management of acute conditions.	By optimising the ieMR insights as well as remote monitoring data, WMH will see quality improvement in workflow mapping and deploying tools to support workflow automation. This will bring benefits around efficiency and reduction in errors.	% increase in structured data sets available to inform decision making % increase in time saved from workflow automation
2.3	**Develop a health service data analytics capability to support distributed analytics initiatives**	Build upon existing data and analytics to develop and deliver capability, enabling the team to support the expansion of centralisation and decentralisation analytics initiatives (such as data warehousing), executing an endorsed Health Intelligence Plan across the Health Service and in line with eHealth Queensland.	Further advancing data and analytics capabilities by building a service to consolidate data, and then integrating with State-wide Clinical and Business Intelligence platforms. Standardisation on local instances to accelerate integration and modernisation of services to drive better outcomes for data-driven insights.	% increase in end-user adoption of data and analytics reporting suites measured through use/view metrics from available dashboards % decrease in digital services response times to data and analytic demands and support requests

6 Strategic Pillars, Initiatives, and Horizons

6.2 Data and Analytics

Horizon 3

Initiative	Description	Benefits	Metrics for success
3.1 Develop data custodians' skills in data and analytics to continue using and maturing dashboards, tools and reporting suite	As analytics are broadly used across WMH, users are keen to have a basic understanding in their role of data and the types functional tools available to them. This initiative creates a concerted effort in deploying end user training to empower clinicians, researchers and staff to have access to the right tools, and know how to use them.	Enabling this initiative will minimise requests on the distributed Data and Analytics service and will empower end users to manage their own data.	% increase in end-user adoption of data and analytics reporting suites measured through use/view metrics from available dashboards

6 Strategic Pillars, Initiatives, and Horizons

6.3 Digital Foundations

Background

Critical to West Moreton Health's digital future is to ensure the foundations are in place to enable the WMH to rapidly implement purpose driven sophisticated technology successfully across the organisation. This involves ensuring the organisation is adequately positioned from a governance lens to support a thriving digital organisation and the Digital services team has the capability and capacity to function and adequately support the growing demands of WMH. This pillar seeks to rectify and strengthen key functions of the business such as Cybersecurity to match industry expectations.

Strategic alignment and expected outcomes

This pillar aligns to the West Moreton Health Strategic Plan 2021–2025 by:

- Accelerating infrastructure planning and delivery to meet community demand;

- Rapidly mature our asset management to support access to health services;

- Ensuring the workplace is safe, enhances wellbeing and equips teams to perform to the best of their ability;

- Strengthen our leadership framework to promote accountability, inspire a learning and development culture, create workforce connections and acknowledge excellence;

- Driving digital transformation to enable care closer to home, encouraging patients to proactively manage their health and wellbeing; and improving services;

- Work with partners on shared initiatives that address the modifiable causes of ill-health and improve the wellness of our population.

The outcomes intended to be seen from the delivery of this pillar are:

- Established and understood baseline of Digital capabilities and assets;

- A digitally and technologically supported workforce;

- Prioritisation in proactive cyber security for patient information;

- A Digital Service that can meet the growing needs of the Health System;

- Mature and strategic digital health partnerships that will help accelerate WMH's digital advancements;

- A centralised digital governance model that provides oversight over all digital investments and delivery;

- Interoperability to deliver integration of systems, so that clinical and business workflows are supported;

- Modern clinical coding capabilities, standardised against and compliant with State and Federal requirements.

6 Strategic Pillars, Initiatives, and Horizons

6.3 Digital Foundations

Key Initiatives

Key initiatives for this pillar under every horizon are described below. This will provide a guide on activities to be undertaken during implementation, and an outline of benefits & metrics to measure success against for Digital Foundations.

Horizon 1

Initiative		Description	Benefits	Metrics for success
1.1	Introduction of an ICT asset management and application architecture frameworks	This will begin to form a complete view of assets across Digital, in aspects like document repositories, hardware registers, current and future state documents (such as those for applications architecture), governance processes within Digital Services, Position Descriptions, etc.	An amalgamated view of existing assets will allow the Service to understand where they require an uplift in digital processes, people, and technology. A centralised register will also enable future application consolidation, and removal of unnecessary local applications that create overhead and risk to support.	The creation of an online ICT asset management framework, a 10 year capital replacement plan for inclusion in SAMP, and a defined asset register available. % decrease in cost expenditure on duplicate and redundant procurement of assets
1.2	Strengthen cyber policies, standards, governance, compliance and resilience	Cybersecurity standards across the Service must consider ISO27001 (2022) policy compliance, SoCI, and address known deficits in ISMS audits. Further, this initiative will also look at automation in cyber security reporting, monitoring, and mature delivery services.	Delivery of ISMS and Essential Eight level 1 maturity and reduce the time and cost of manual reporting, resulting in increased resilience, alignment of risk to WMHHS Executive appetite.	% increase in ISMS compliance requirements % increase in reporting capabilities
1.3	Establish and mature a Digital Governance model	Governance must consider new projects, capital investments and allow diverse voices from across the service to be reflected on committees inform culturally appropriate decision making.	Establishing a mature Digital Governance model brings strategic alignment, risk management, and efficient resource allocation to digital initiatives. It enhances collaboration, ensures consistent user experience, and enables performance measurement. It promotes agility, adaptability, and to leverage digital assets for sustainable growth.	Multidisciplinary, strategic, and informed decision-making that meets the needs of staff and patients

6 Strategic Pillars, Initiatives, and Horizons

6.3 Digital Foundations

Horizon 1 (continued)

Initiative		Description	Benefits	Metrics for success
1.4	**Develop a Standard Operating Model for Digital Services**	This must articulate the Department's objectives, service offerings, capabilities and enablers, roles and responsibilities, KPIs and SLAs, governance and reporting aligned to service catalogue. It may also capture the resourcing required for important projects to be undertaken.	Standardised tools, templates, and ways of working will enable a better Digital Services brand, a process driven operations, less reliant on specific persons, and improve quality of outputs to end users, ensuring the department is collectively forward-planning and not reacting to new user requests.	% decrease in Level 1 support through accessible and clear self-help / online support
1.5	**Adopt enterprise Clinical Coding Solution and optimising clinical coding workflow**	This involves the implementation and change management of an enterprise clinical coding solution to enhance clinical coding efficiencies and outcomes.	Improved clinical coding accuracy for the quality and integrity of health data.	% increase in private patient revenue % increase in recovery costs for medical ineligible % increase in staff efficiencies through automation, improved workflow and reduced manual interventions *(metrics subject to state-wide Clinical Coding Project)*
1.6	**Uplift ICT infrastructure at rural facilities to support ieMR rollout**	Upgrading critical infrastructure as part of the ieMR rollout to account for necessary hardware and asset refreshes or uplifts.	Rural facilities achieving an improved baseline to bring them to broader service level standards, and allowing expansion of online services, reliant on critical hardware and ICT infrastructure.	Completion of prescribed ICT infrastructure works / uplift necessary to support digital parity and allow a consistent footprint *(defined and agreed between eHITS and WMH as part of the ieMR Hub and Spoke Project)*

6 Strategic Pillars, Initiatives, and Horizons

6.3 Digital Foundations

Horizon 2

Initiative	Description	Benefits	Metrics for success
2.1 Develop and execute a Digital Transition Plan from Current to Future State for operations	Assessing the true needs for a mature digital service, including identifying areas for improvement by conducting a gap analysis and articulating the desired future state across People, Processes and Technology.	Enables delivery of high-quality services, drive innovation, and ensures availability of skilled professionals. Strategically plan for the future, anticipate industry trends, and align digital strategies with organisational goals, leading to improved outcomes.	% decrease in digital service's response time to demands and support requests % increase in attraction and retention of Digital Services staff

Horizon 3

Initiative	Description	Benefits	Metrics for success
3.1 Baseline digital maturity across the HHS and achieve digital parity across all of WMH	The rollout and expansion of ieMR to rural ('Spoke') areas will bring with it a level of baseline parity. Looking at infrastructure, across facilities, and agreeing on strategies and plans for necessary upgrades will allow rural sites to be uplifted to the level of a Hub site and allow further enhancements in people, processes and technology.	Standardisation of processes and the ability to manage more volume across the organisation within existing physical capacity. An amplification of digital across rural areas will enable healthcare to widen its reach across larger distances in WMH. Consistent digital maturity across WMH, will drive reduction in business costs, improved patient experience, increased model of care agility, bringing healthcare systems closer to patients and improved patient outcomes.	% of core clinical and operational applications in use across all WMH facilities % of virtual care services accessed % increase in digital maturity score

6 Strategic Pillars, Initiatives, and Horizons

6.3 Digital Foundations

Horizon 3 (continued)

Initiative	Description	Benefits	Metrics for success
3.2 Enhance and mature strategic digital health partnerships to enable objectives of Digital Healthcare Strategy	This may look at partnering with other health providers (in and outside of QLD Health), eHealth Qld (Health Capital Division, Cybersecurity Group), vendors (software and infrastructure), academia, research, higher education institutions, PHNs, peak bodies and professional services organisations.	Health service offerings can be shared to highlight holistic technology solutions to the community that WMH serves (for e.g. patient dashboards, innovation in research, PHN and community-led initiatives). Partnerships will also drive reduction in duplication of work, reduction in cost, better relationships between health networks, improved patient experience, research translated to practice.	# increase of formal partnerships / information sharing relationships
3.3 Interoperability Platform Strategy	Leveraging interoperability to tackle the challenge of data silos by deploying easily scalable interoperability (APIs, HL7 and FHIR) to ingest vast quantities of healthcare data and driving substantial efficiencies across Digital.	Highlighting to clinicians the most important health information, faster, easier access to information, leading to fewer medical errors, and better service coordination and Enabling patients to have access to their longitudinal healthcare record	% decrease in duplicating documentation % decrease in missed attendances

6 Strategic Pillars, Initiatives, and Horizons

6.4 Enhanced Mobility and Service Integration

Background

Mobility is a critical enabler that drives digital transformation by strategically implementing connected technology to eliminate disruptors in business processes across the organisation. The investment in this pillar will elevate the experiences of the workforce and the consumers that engage with WMH by increasing productivity and clinical delivery time. It also allows the organisation to be more mobile across the large geographical area it services and reduce the inequities of access to healthcare experienced by the regional and remote communities.

Strategic alignment and expected outcomes

This pillar aligns to the West Moreton Health Strategic Plan 2021–2025 by:

- Accelerating infrastructure planning and delivery to meet community demand;

- Attracting, selecting, retaining and empowering existing and future workforce;

- Establishing career progression pathways to promote new ways of working and meeting the growing needs of our communities;

- Strengthening the leadership framework to promote accountability, inspiring a learning and development culture, creating workforce connections and acknowledge excellence;

- Growing an inclusive and diverse workforce that reflects the community;

- Integrating services for the prison population to improve their health and wellbeing.

The outcomes intended to be seen from the delivery of this pillar are:

- Create a modern, integrated digital records for healthcare data across all WMH facilities including rural and specialty areas such as Prison Health and ICU;

- Develop optimised use of enterprise applications that fulfil core application functionalities;

- Digitally enhance models of care, services and providers that support integrated and quality care;

- Optimise ways of work through automation and technology enhancements

- Procurement and development of critical applications and infrastructure

6 Strategic Pillars, Initiatives, and Horizons

6.4 Enhanced Mobility and Service Integration

Key Initiatives

Key initiatives for this pillar under every horizon are described below. This will provide a guide on activities to be undertaken during implementation, and an outline of benefits & metrics to measure success against, for Enhanced Mobility and Service Integration.

Horizon 1

Initiative	Description	Benefits	Metrics for success
1.1 **Continuing the rollout of ieMR across Health Service**	Continuation of the ieMR implementation program across the remainder of WMH, expanding the spoke rural sites	Reduction in hybrid paper/electronic workflows, enhanced visibility of clinical data and information across whole of HHS Enabling inter-facility collaboration (for e.g. clinician-to-clinician support between Ipswich and Rural sites) Increased operational efficiencies Improved data quality	% increase in telehealth consultations and electronic ward rounds % decrease in adverse medication events % decrease in time spent accessing and documenting clinical notes
1.2 **Rollout of Medical Imaging integration**	In parallel with the wider implementation of ieMR across the HHS, the integration of Medical Imaging will be progressed and implemented.	Better visibility and improved access to Medical Imaging information Increased operational efficiencies	% decrease in time spent accessing medical imaging records % reduction in duplicate tests
1.3 **Support implementation of statewide Prisoner electronic medical records**	Continuing and supporting work to implement a statewide Prisoner eMR system.	Improved Prisoner Health operational efficiency and gained insights on patient information, leading to better clinical decision-making.	Improved patient and clinician reported outcomes, increased percentage of instances where notes are captured through online processes, better operational efficiency through digitisation, lowered operational costs. % decrease in adverse medication events

6 Strategic Pillars, Initiatives, and Horizons

6.4 Enhanced Mobility and Service Integration

Horizon 1 (continued)

Initiative	Description	Benefits	Metrics for success
1.4 **Identifying requirements for an electronic solution for ICU**	Explore and articulate the requirements of an electronic clinical information system for ICU, to support clinicians in providing safe and quality care.	Improved ICU operational efficiency and gained insights on patient information, leading to better clinical decision-making.	% decrease in adverse medication events % decrease in time spent accessing and documenting clinical notes
1.5 **Conduct a business led, ICT/digital prioritisation workshop to identify and provide critical digital enablement**	Identifying innovation opportunities that address business challenges and gaps that may exist that are necessary to enable effective service delivery	Improved efficiency and effectiveness in service delivery through identifying and implementing innovative solutions, streamline processes, and automation of tasks	Better operational efficiency and user experience through adoption of clinically-relevant and well designed tools.

6 Strategic Pillars, Initiatives, and Horizons

6.4 Enhanced Mobility and Service Integration

Horizon 2

Initiative		Description	Benefits	Metrics for success
2.1	**Augment clinical services with virtual and hybrid models to better enable integrated and quality care**	Review, develop and implement hybrid models of care that will expand clinical capabilities across the HHS. This may include establishing clinical command centres, activating telehealth and virtual care services into Prison healthcare, ICUs, primary care, regional/rural facilities.	This will enable equity to healthcare access, and would allow integrated specialist and multidisciplinary care into facilities that would otherwise not have the capabilities or workforce.	% increase in clinical care activities % decrease in adverse medication events
2.2	**Rollout an electronic solution for ICU**	Based on prior identification of needs (see Initiative 1.4) the extension of this work to address the implementation of a solution that is fit-for-purpose.	Improved ICU operational efficiency and gained insights on patient information, leading to better clinical decision-making.	% decrease in time spent accessing and documenting clinical notes % decreased ICU length of stay and/or readmission rates
2.3	**Explore enterprise wide applications and leveraging existing investments to address core application functionality gaps**	Investment in existing enterprise solutions will reduce duplication in building and managing specific critical assets for operations across Services: especially as they pertain to Patient Flow Managers and Patient Journey Boards, or electronic patient meal management system (such as CBORD, Delegate).	Enterprise-wide applications are supported by the State and will enable an easier mechanism for deployment to current operational areas that are seeing a gap in functionality.	Prevention of duplication, lowered management costs, mobilising the workforce to adopt best-in-class tools and enhancing services through integration across the region.
2.4	**Deploy Cardiovascular Information System**	As this is an in-flight priority, this is captured to be deployed within the next two years for Cardiovascular clinicians and staff.	Improved Cardiovascular operational efficiency and gained insights on patient information, leading to better clinical decision-making.	Highly engaged clinicians and staff in the development of the tool as well as high adoption within the Cardiovascular department (incl. engagement in training, support, and online use).

6 Strategic Pillars, Initiatives, and Horizons

6.5 Workforce-Centred Experience and Literacy

Background

The introduction of technological enhancements needs to be done with the consideration of the workforce experience interacting with the solutions. As WMH's workforce currently vary in its digital maturity, it is imperative that voice of the workforce is centre to any digital enhancements and this is adequately supported by the Digital Services team with a robust governance layer across the organisation driving digital initiatives.

Strategic alignment and expected outcomes

This pillar aligns to the West Moreton Health Strategic Plan 2021–2025 by:

- Accelerating infrastructure planning and delivery to meet community demand;

- Attracting, selecting, retaining and empowering existing and future workforce;

- Ensure the workplace is safe, enhances wellbeing and equips our teams to perform to the best of their ability;

- Strengthening leadership framework to promote accountability, inspiring a learning and development culture, creating workforce connections and acknowledging excellence;

- Growing an inclusive and diverse workforce that reflects our community.

The outcomes intended to be seen from the delivery of this pillar are:

- A digitally skilled and literate workforce that is well supported by Digital Services to provide quality care;

- A Digital Service that grows and adapts with workforce and organisational priorities;

- Improved workforce engagement in relation to their and the service's digital maturity and development.

6 Workforce-Centred Experience and Literacy

6.5 Workforce-Centred Experience and Literacy

Key Initiatives

Key initiatives for this pillar under every horizon are described below. This will provide a guide on activities to be undertaken during implementation, and an outline of benefits & metrics to measure success against, for Workforce-Centred Experience and Literacy.

Horizon 1

Initiative		Description	Benefits	Metrics for success
1.1	**Support and focus on clinical workflows and staff training in the use of ieMR in Hub and Spoke facilities**	Building on existing work to rollout ieMR across rural areas, and leveraging important change management to deliver training and support on the rollout.	Sound adoption of ieMR that clinical visibility and collaboration, reduced duplication of effort from hybrid and non-integrated workflows.	A workforce that has completed ieMR training and met "readiness" criteria
1.2	**Baselining staff digital and technology literacy**	Training needs analysis completed and a baseline for all clinician staff to be trained on contemporary tools.	A standardised level created across the service for workforce digital literacy and fluency. Tools are well adopted and lowered digital support required by frontline staff on foundational online tools, driving operational efficiency and excellence.	Documented staff digital literacy education plan
1.3	**Formalise pathways for the WMH workforce to seek further information and provide feedback on Digital Services**	Develop and implement formal engagement channels with business areas to continually inform both digital services and its customers, influence Digital Service, capabilities and service catalogue.	A Digital Service that that actively updates, informs and supports the workforce, and adapts to the evolving voice of its customer (the workforce). An enable workforce, engaged in improving their own digital experience and literacy.	# increase of formal engagement channels % increase user engagement statistic (intranet traffic, survey responses etc)

6 Strategic Pillars, Initiatives, and Horizons

6.5 Workforce-Centred Experience and Literacy

Horizon 2

Initiative	Description	Benefits	Metrics for success
2.1 **Develop and publish a comprehensive catalogue of support resources**	Conduct training needs analysis to develop a catalogue of resources that will enable the workforce to find guides and develop their digital literacy e.g. QRGs, videos, wikis, bots, interactive modules, drop-in sessions, lunch and learns etc.	A digitally empowered workforce, that can independently develop their digital literacy and knowledge.	# increase of available support resources, assets and activities. An index and catalogue of available resources.
2.2 **Standardise processes for consistent user input into digital investments and assets.**	Form and agree on how users are embedded into the process of articulating functional requirements, and reviewing and endorsing the design, configuration of digital assets.	A clear and formalised process that ensures digital services and products meet the needs of its users.	Improved user satisfaction results from surveys.

Horizon 3

Initiative	Description	Benefits	Metrics for success
3.1 **Establish Digital Skills Training and support model**	Review and update training and support model that will provide a: • structured digital skills training program • support service that provides timely guidance and support to digital challenges • process for active identification of skills in need (e.g. Core ICT fundamentals ahead of future digital investment)	A digitally empowered workforce, that can continually and readily develop their digital literacy and skills. A workforce that feels supported and receives the right support when they need it.	% increase in available training programs and offerings. % increase in enrolment and completion of training activities. Improved response time to support requests *(measured against baseline)*. Improved user-experience survey results.

6 Strategic Pillars, Initiatives, and Horizons

6.6 Care Closer to Home and Patient Empowerment

Background

With unprecedented challenges brought on by COVID-19, the ability to utilise technology to bring clinical services at the front door of the patient was critical to service continuity. Utilising this momentum, WMH has an opportunity to enhance the capability of its digital health technology to reduce chronic friction experienced by patients accessing healthcare as a result of geographical constraints and social barriers. Building on this pillar, there is an opportunity to look beyond digital health tools as efficiency enabler for clinicians but also empower patients through access to their health information, clinical services and trusted consumer facing information at their fingertips.

Strategic alignment and expected outcomes

This pillar aligns to the West Moreton Health Strategic Plan 2021–2025 by:

- Providing care that is tailored to the needs of communities, encouraging disease prevention and promoting a healthy lifestyle

- Collaborating with primary health networks, First Nations care providers, government agencies, education providers and key partners to address health need;

- Driving health reform through collaboration and co-design of safe, equitable and quality care;

- Closing the Gap in life expectancy for Aboriginal and Torres Strait Islander peoples through implementation of a health equity strategy, improving access to culturally safe services.

The outcomes intended to be seen from the delivery of this pillar are:

- A 'Digital Front Door' that empowers patients to take charge of their health journey, from pre-admissions to post-discharge;

- Innovative and culturally safe support models that better engage and support the diverse and vulnerable WMH populations;

- Augmented clinical services enhanced by technology to bring care closer to home.

6 Strategic Pillars, Initiatives, and Horizons

6.6 Care Closer to Home and Patient Empowerment

Key Initiatives

Key initiatives for this pillar under every horizon are described below. This will provide a guide on activities to be undertaken during implementation, and an outline of benefits & metrics to measure success against, for Care Closer to Home and Patient Empowerment.

Horizon 1

| Initiative	Description	Benefits	Metrics for success
1.1 **Determine and procure the clinical requirements for a Virtual Care/Patient Monitoring platform**	Define requirements of and procure a virtual care platform that will meet the current needs and ambitions of WMH's clinical services. This is inclusive of functional design and infrastructure requirements.	A virtual care platform that will enable WMH to continue: • bringing care close to home • leading the state in virtual care delivery	A documented requirements artefact Successful procurement and implementation of virtual care platform Improvements in virtual care capabilities
1.2 **Streamline the outpatient administration experience (referral, scheduling, pre-admission through to discharge) including the digitisation of a 'front door'**	Digitise referral pathway to improve the patient experience and invest in a digital consumer front door to streamline the entire patient journey and promote patient self-management.	Reduced barriers to engage with the health service, reduced health service administration burden and improved patient/carer ability to access and influence health service experience.	% decrease in missed attendances % increase in response rates of PREMs and PROMs % decrease in workforce time spent on patient administration related tasks

Horizon 2

Initiative	Description	Benefits	Metrics for success
2.1 **Augment clinical services with virtual and hybrid models of care to better enable care closer to home**	Review, develop and implement services and models of care that through digital enablement and innovation would support delivering care closer to home.	Improved equity of care by closing the gap on inequalities of services to rural and metropolitan communities.	% increase of virtual care delivered % increase of hospital avoidance
2.2 **Strengthen engagement with WMH's diverse and vulnerable communities in rural areas**	Develop patient support models and services in rural areas by considering and addressing key factors such as cultural safety, digital, health and language literacy, and geographic and social isolation.	Patients who are better supported to engage in their healthcare.	% increase of patient satisfaction in PREMs and PROMs results.

6 Strategic Pillars, Initiatives, and Horizons

6.6 Care Closer to Home and Patient Empowerment

Horizon 3

Initiative		Description	Benefits	Metrics for success
3.1	**Develop a consumer digital literacy program**	Develop a program that will enhance the digital literacy of consumers so that they can be better equipped to engage with the health service. This includes facilitating access to devices and digital support.	Improved equity to care by reducing inequalities in literacy and access.	% increase of patient satisfaction in PREMs and PROMs results. % increase in patient uptake of / compliance to at-home care plans and other prescribed tasks.
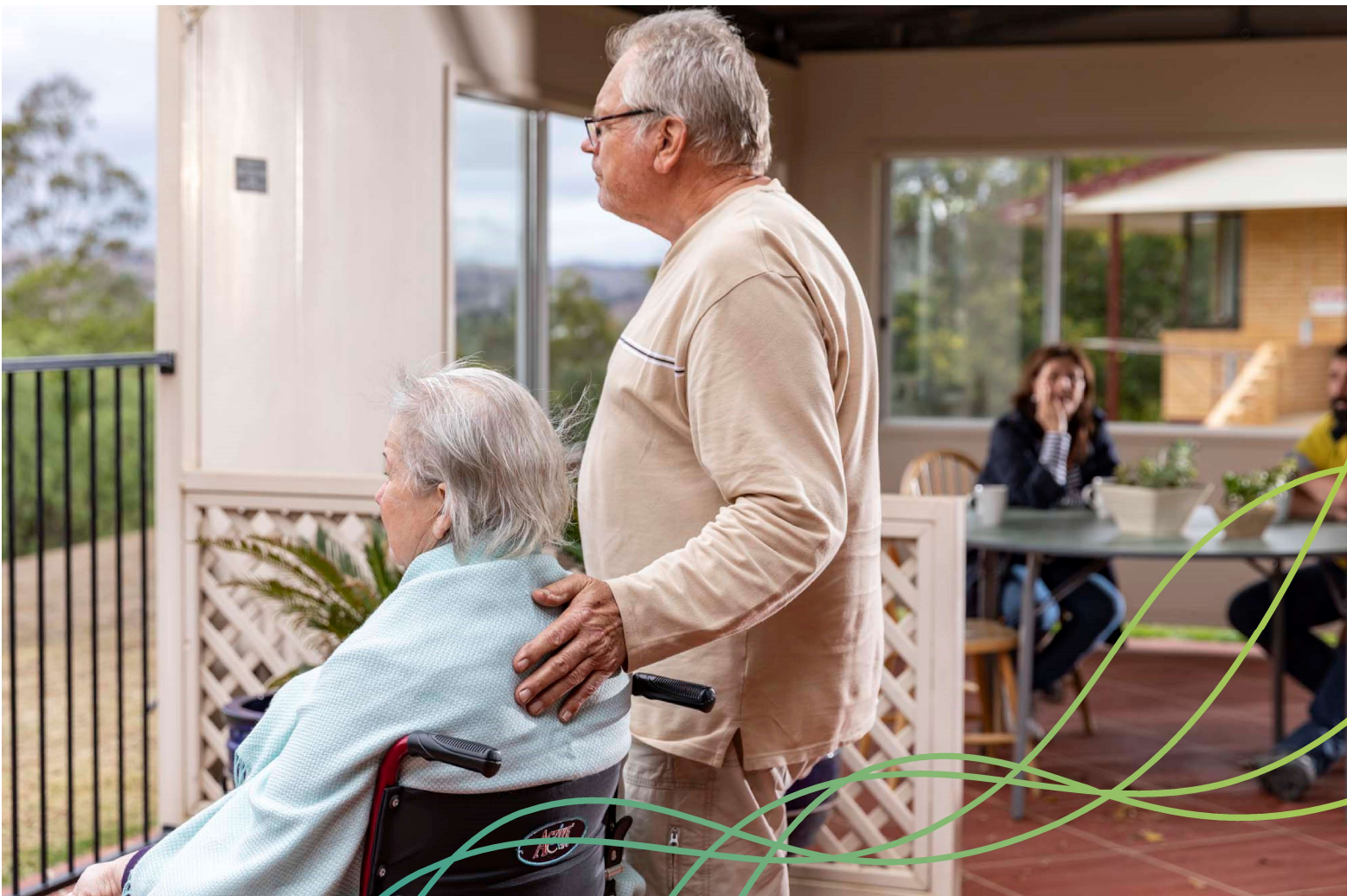
6 Outcome measures and enablers

7.1 Outcome measures

The digital transformation journey outlined in this Strategy will deliver benefits to WMH through several qualitative and quantitative outcomes that may be tracked over time.

1

Streamlined service delivery

Integrating aspects of the service that were previously siloed and have a direct impact on reduced costs, increased efficiency, and improved patient experience. Clinician-reported evaluations can be calculated to capture a qualitative assessment of experience, which will demonstrate a significant improvement in staff satisfaction.

2

Optimised digital operations

Efficiency gains from enabling and embedding the right technology within services will see a pointed impact on operations. Clinical, corporate and executive areas will see efficiencies gained through improving their HIMSS score across interoperability, predictive analytics, workforce enablement, and person-enabled health. Targeted outcomes may be measured by examining a percentage lift from previous Digital Health Indicator Scores provided in draft by Queensland Government in 2021.

3

Revenue Increase

More streamlined systems and digital tools will enable increase in service reaches and offerings to consumers, improving visibility and tracking of areas for appropriate clinical coding and driving efficiencies in revenue collection. Assessments and a study of increased revenue generated following the rollout of new and pilot digital technology will provide a view on where there have been improvements in the collation of relevant clinical codes for revenue generation.

4

Improved safety and Quality of Care

Equipping clinicians and health administrators with digital capabilities and tools to better engage and access health information and elicit more informed decision-making and quality care. This will translate to improvements in safety and quality measures such as reduced clinical incidences, reduction in unnecessary tests, reduced readmissions, reduced lengths of stay and reduced adverse events.

5

Enhanced patient and clinical experience

As WMH continues to invest in its digital maturity and parity, the commitment to patient-centred, clinically led design and solutions will see ongoing improvements in patients' and clinicians' experiences and engagements with the health service. Patients will be well-informed, cognizant and clear-eyed about their health outcomes and will be participating actively and making important decisions about their healthcare alongside clinicians.

6 Outcome measures and enablers

7.2 Critical Enablers

The below enablers are essential to achieving our WMH's Digital health vision and objectives, and sufficiently support our priority initiatives.

1.	**Digital Workforce Capacity**	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.
2.	**Integrated technology and digital platforms**	The necessary core IT and digital infrastructure, systems and integrations are established as part of digital foundations.
3.	**Funding and investment**	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.
4.	**Culture and engagement**	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.
5.	**Patient and community**	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.
6.	**Governance and leadership**	Leaders are aligned on the Digital Healthcare Strategy, roadmap and associated benefits, and are advocates for digital health at West Moreton. 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.
7.	**Partnerships**	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.
8.	**Digital Workforce Literacy and Fluency**	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.
9.	**Data and analytics**	Data is managed effectively and consistently across the service, and data and analytics capabilities are supported and developed within the workforce. Data is used to identify areas for Service uplift, including operational KPIs, research and innovation, 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.
10.	**Success Measures**	Clear KPIs and an ongoing review of progress will highlight both, areas of success and areas of ongoing focus, and allow for the approach to be revised to best meet target outcomes.

This document will be reviewed annually to ensure strategic alignment remains relevant and progress is tracked.

WMH's Chief Digital Officer and Chief Financial Officer sponsor the implementation of this Strategy. As such, they will work with Executive leaders and service areas within WMH and partner with the relevant Queensland Health bodies to develop and test the solutions in the Digital Healthcare Strategic Implementation Plan (in draft).

Caring Better Together