

Sydney Local Health District

# Digital Health Strategy

2022 – 2027

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Sydney  
Local Health District

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## Acknowledgement of Country

Sydney Local Health District acknowledges that we are living and working on Aboriginal land. We recognise the strength, resilience and capacity of Aboriginal people on this land. We would like to acknowledge all of the traditional owners of the land and pay respect to Aboriginal Elders past and present.

Our District acknowledges *Gadigal*, *Wangal* and *Bediagal* as the three clans within the boundaries of the Sydney Local Health District. There are about 29 clan groups within the Sydney metropolitan area, referred to collectively as the great *Eora Nation*. Always was and always will be Aboriginal Land.

**We want to build strong systems to have the healthiest Aboriginal community in Australia.**

Together under the Sydney Metropolitan Partnership Agreement, including the Aboriginal Medical Service Redfern and in collaboration with the Metropolitan Local Aboriginal Land Council, Sydney Local Health District is committed to achieving equality to improve self-determination and lifestyle choices for our Aboriginal community.

### ***Ngurang Dali Mana Burudi* – A Place to Get Better**

*Ngurang Dali Mana Burudi* – a place to get better, is a view of our whole community including health services, Aboriginal communities, families, individuals and organisations working in partnership.

### **Our story**

Sydney Local Health District's Aboriginal Health story was created by the District's Aboriginal Health staff.

The map in the centre represents the boundaries of Sydney Local Health District. The blue lines on the map are the Parramatta River to the north and the Cooks River to the south which are two of the traditional boundaries.

The *Gadigal*, *Wangal* and *Bediagal* are the three clans within the boundaries of Sydney Local Health District. They are three of the twenty-nine clans of the great *Eora Nation*. The centre circle represents a pathway from the meeting place for Aboriginal people to gain better access to healthcare.

### **The Goanna or Wirriga**

One of Australia's largest lizards, the goanna is found in the bush surrounding Sydney.

### **The Whale or Gawura**

From June to October pods of humpback whales migrate along the eastern coastline of Australia to warmer northern waters, stopping off at Watsons Bay the traditional home of the *Gadigal* people.

### **The Eel or Burra**

Short-finned freshwater eels and grey Moray eels were once plentiful in the Parramatta River inland fresh water lagoons.

#### **Artwork:**

#### **Ngurang Dali Mana Burudi – a place to get better**

The map was created by our Aboriginal Health staff telling the story of a cultural pathway for our community to gain better access to healthcare.

Artwork by Aboriginal artist Lee Hampton utilising our story.

# Planning for a Brighter Future

## Message from the Chief Executive

The Sydney Local Health District Digital Health Strategy has been developed in close consultation with our staff, patients, community, and partners to ensure that digital health solutions enable our overall health service vision of excellence in healthcare for all.

We are committed to ensuring our digital health goals are ambitious and visionary, while also affordable and appropriate to our District's healthcare vision and strategy.

The purpose of the Strategy is to enable our District's Strategic Plan through targeted investments in Digital Health. It sets the Digital Health Strategic Objectives for our District over the next five years and articulates a roadmap to achieve them.

The Strategy aims to realise a sustainable health system that delivers outcomes that matter most to patients and the community, is personalised, invests in wellness, and is digitally enabled.

Our District has a proud track record as a leader in Digital Health, Research and Innovation that supports both clinical and corporate excellence.

In a rapidly changing landscape, we need to regularly review the ways that technology can assist us to be more efficient, effective and patient-focused, while meeting evolving challenges such as climate change, cyber security, and workforce demands. Over the last three decades, we have invested in digital, information and communications technologies across a wide range of programs, from enhancements to the electronic medical record through to clinical support and corporate systems, and more recently world-class virtual care and digital patient journey platforms.

Our District is rich in cultural and social diversity, with almost half of the District's population multilingual. We are home to proud first nations communities, and acknowledge the traditional custodians of the land where we work and care for our community.

Digital health offers exciting opportunities to better serve the needs of these diverse communities, elevate staff and patient experience, and to empower our patients, their families and carers to participate meaningfully in their own healthcare. However, we must be mindful to ensure that digital health solutions work for everyone and promote equitable population health and wellbeing.

The outcomes of the Strategy will benefit our patients, our staff, researchers and innovators, community health service providers, and our partners. To deliver these outcomes the Strategy identifies Flagship Initiatives which showcase our District's ability to innovate and lead through digital health, together with initiatives that strengthen our digital foundations and continue our District's leadership and community responsibility.

The District's approach to implementation is collaborative and consultative, both within the District and with external stakeholders. We will work in partnership with statewide pillar agencies, align to state and national strategies, and use robust measurement and monitoring to ensure we are making progress against our strategic objectives and delivering benefits.



**Dr Teresa Anderson AM**  
Chief Executive  
Sydney Local Health District

## Message from the Chief Information Officer Digital Health and Innovation

At Sydney Local Health District, technology is fundamental to our business. We use technology to deliver clinical services, conduct world-class research and teaching, and manage the organisation. Our clinicians, researchers and support staff are continually exploring new ways to use digital to improve the services we provide to patients and their families.

The exceptional response to the COVID-19 pandemic showcased the potential of Digital to rapidly transform how health services are delivered. More importantly, it showed the power of Digital to do this while also delighting our patients, their families and carers, and our staff.

However, we know – and we have heard through the broad consultation for this Strategy – that it's not always perfect: IT requests can take longer than we would like, systems can be clunky, innovation is back-breaking, and we must often make difficult choices about where to focus our efforts. There are exciting opportunities; but there are also fundamental things we just have to get right. The challenge and opportunity for us is to realise the promise of using digital solutions to enable our vision of excellence in healthcare for all, without losing sight of the essential humanity of what we do in health.

We are excited that the Strategy identifies Flagship Initiatives which showcase our District's ability to innovate and lead through Digital Health. There are generational opportunities too – the redevelopment of RPA Hospital, the Sydney Biomedical Accelerator building, and the Single Digital Patient Record – and opportunities to lead in virtual care and revolutionise how we connect with our patients.

To realise these opportunities, we must invest more in building digital infrastructure and fostering a digital-ready workforce through pathways, education, and centres of excellence, so that we are able to harness the potential of artificial intelligence and other advancements in medical technology.

We have a collective responsibility to respond to the climate emergency and we will do this by enabling the District to become carbon neutral by 2030. We must also secure our health service against evolving cyber security threats, and continue to keep our community safe from present and future pandemics.

Through co-designing Digital Health with our patients, staff and the community, we will ensure our solutions work for everyone and improve the experience of our staff caring for our patients.

Renaming the ICT Services department to Digital Health and Innovation reflects our District's ambition and the changing role of digital solutions.

This is a Strategy for the whole district; it is centred around collaboration and partnership, the outcomes will benefit us all.



**Richard Taggart**  
Chief Information Officer  
Digital Health and Innovation  
Sydney Local Health District

# Why a Digital Strategy?



The Digital Health Strategy 2022-2027 enables our District's strategic plan by setting Digital Health strategic objectives, articulating a roadmap to achieve these objectives, and defining targeted investments in Digital Health over the next five years. It will be used as a consistent guide to our priorities for proposed work, as well as a way to plan our project pipeline.



## Diverse District, with specific local needs

- Our District is rich in cultural and social diversity with about half of the District's population speaking a language other than English at home.
- Our District is characterised by socio-economic diversity, with pockets of both extreme advantage and extreme disadvantage.
- A feature of the District's social diversity is our proud lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ) community.
- We have a vision to have the healthiest Aboriginal Communities in Australia.



## An ever changing strategic context

- Changing population needs.
- Engaged consumers with rising expectations.
- Changing workforce demands.
- Advancements in medical and digital technology.
- Increasingly sophisticated cyberthreats.
- A focus on preventative health and wellbeing.
- Moving from episodic to value-based care.
- Location redefined.
- Increased criticality of data.
- Environmental impact.



## Alignment to District, State and National plans, including:

- Our District's Strategic Plan 2018-2023 and CE priorities.
- eHealth Strategy for NSW Health 2016-2026.
- NSW Health Future Health Strategic Framework.
- NSW State Health Plan.
- National Digital Health Strategy and Framework for Action.



## Continuing a long history of innovation through technology

- First health service in Australia to implement Cerner, 1994.
- First Virtual Hospital in New South Wales, 2020.
- Human centered technology design transformed and accelerated our response to COVID-19, 2020-22.
- Digital Strategy: Defining the Digital Health roadmap to Enable excellence in health and healthcare for all, 2022-27.
- Cloud First strategy to enable the rapid adoption of the latest capabilities, 2021-22.
- Global top 20 per cent in 2021 CHIME Digital Health Most Wired.



In Sydney Local Health District, digital health and innovation is fundamental to our business.

We use technology in every part of our organisation to deliver patient care, world class research and teaching.

Our clinicians, researchers and support staff are continually exploring new ways to use digital to improve the services we provide patients, their families, our communities, and the public.

1 petabyte of data



7.5 million patient records



400+ Digital Services



1.3 million clinical messages each day



25,000+ devices



1994

Cerner Pathnet

First health service in Australia to implement Cerner Pathnet.

2019

PowerChart Maternity

First health service to implement an integrated maternity record.

2020

rpavirtual

Opened the first comprehensive Virtual Hospital in Australia.



2007

eMeds

First health service in NSW to implement eMeds.



2020–22

Quarantine Hotels and Vaccination

Award winning COVID-19 response for quarantine hotel surveillance testing, and Vaccination.

2018

Appointment of CXIOs

First health service to establish CXIOs, which has been a key enabler to better clinical engagement.

2022

Cerner Oncology

Implementation of Cerner Oncology.

Future

HIMMS Level 7

Achieve HIMMS Level 7 maturity.

# Achievements in Digital Health

Key moments and achievements since our last Strategy.

2018

**GovDC**

Successful migration of eMR hardware and data to Government Data Centre.

**Specialist CXIO Appointments**

Established a unique informatics capability with the appointment of 4 specialist CXIO's.

**eMeds**

Implemented eMeds across all inpatient sites.

**PowerChart Maternity**

First District in the state to implement PowerChart Maternity, almost 4500 babies born now have a lifelong digital health record.

**FluCARE App**

Developed a new Public Health Unit FluCARE app to protect vulnerable elderly people from influenza by coordinating a rapid response to outbreaks in residential aged-care facilities.

**Bring Your Own Device program**

Launched to improve portability, supporting staff to access information resources including some eMR information securely on their personal phones and tablets.

**CARPS**

Launched CARPS cloud-based resource management system for portering and cleaning services at RPA and Concord Hospitals.

**Digital Observation Charts (RPA)**

Transitioned to digital observation charts at RPA and Professor Marie Bashir Centre.

2022

**eMeds for HITH**

eMeds for 'Hospital in the Home', so medical officers are able to update patient records remotely.

**rpavirtual**

Opened the first virtual hospital in NSW, **rpavirtual**, with over 5000 patients cared for in the first nine months of operation.

**COVID-19**

Joined the NSW Health COVID-19 response, transforming many of our digital capabilities, delivering 245 projects in partnerships across State and Federal government agencies.

**Florence, a Digital Front Door**

Empowering our patients, carers, and their families to be partners in their care experience, and streamlining how we connect with them.

**Single Sign-on**

Single sign-on adopted by 27,000 users in the first four weeks after go-live with the fewest escalations or technical issues of any electronic medical record integration.

**Wound Care AI**

The first trial to examine the use of AI in the management of wound care in Australia.

**Clinical Tap-on Tap-off (TOTO)**

Cloud-based, scalable, highly efficient, and more secure single sign-on Clinician access to systems, including the eMR. Saving over 76 years of clinician hours per year across the District.

**Sydney Biomedical Accelerator**

Partnering with Sydney University to fast track scientific discovery into patient-centred research and health outcomes.

# Our Guiding Principles

The principles that guide our Digital Health work, services and culture.



## Patient Centred

Our patients, and their families and carers are at the heart of everything we do.



## Human Centered Design

Our digital objectives are driven by clinical and operational service needs, aspirations and innovations.



## Equitable Impact

We aspire to have technology that works for everyone in our diverse community.



## State Aligned

Our strategy is state aligned, but locally led.



## Secure by Design

We consider privacy and security at every step.



## Collaboration & Partnerships

We actively collaborate and connect with partners to deliver outcomes from complex digital transformation.



## Standards Driven

We insist on our digital processes, services and products being based on industry standards and best practices.



## Reduced Environmental Impact

We strive to minimise the environmental footprint of our digital investments and help our state be carbon neutral by 2030.



## Continuous Improvement

We continuously improve our services through ongoing monitoring and evaluation, clear accountability, and robust governance.



## Financial Responsibility

We ensure a disciplined approach to digital investments with a clear focus on achieving benefits and outcomes while supporting the local economy.



## Tech Lifecycle Conscious

We consider the complete lifecycle implications of our digital investments including procurement, implementation, management and deprecation.



## Digital Driven Innovation

Our clinicians, researchers and support staff are continually exploring new ways to improve our services through digital technologies.

# Our Digital Health Vision

To enable excellence in health and healthcare for all.

A sustainable health system that delivers outcomes that matter most to patients and the community, is personalised, invests in wellness, and is digitally enabled.

To delight our patients, their families, our communities, and our staff.

“We’ve shown during the pandemic that virtual care is a game changer and we’re already leading in RPA Virtual Hospital. We want to double down on that and be a world leader in digital care.

...It all comes down to patients and their families. It really is about making sure that in the moments that matter to them, we’re using technology thoughtfully. That’s at the heart of our strategy...

I’m optimistic that digital can help us deliver a brighter future.”

**Richard Taggart**  
Chief Information Officer  
Digital Health and Innovation



# The Moments that Matter. For our Stakeholders.



## Our Patients

Our patients, carers and their families trust and are engaged in a health system that is personalised, invests in wellness and is digitally enabled.



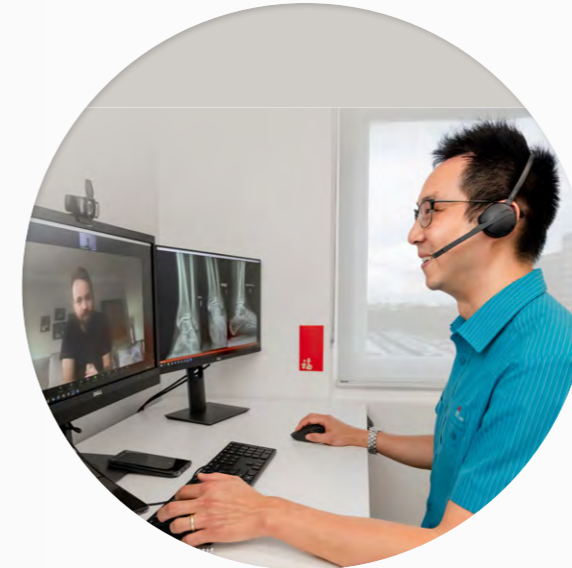
## Our People

Our resilient and diverse staff feel empowered and supported to deliver the highest quality care enabled by technology.



## Our Researchers and Innovators

Our researchers and innovators have the access to data and shared infrastructure they need to innovative and translate research into practice, enabled by technology.



## Health Service Providers

Our health service providers connect and collaborate with the District through technology that enables a seamless and holistic patient journey across care settings.



## Our Partners

Our partners are inspired by our innovation and are engaged in crafting technology solutions that integrate into our health system.



## Our Organisation

Our organisational culture enables an efficient health system that delivers excellence in health and healthcare for all, enabled by digital health tools.

# The Strategy

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Strategic Initiatives



## Foundational

Strengthen our digital foundations.



## Digital Leadership

Continuing our District's leadership and community responsibility.



## Flagships

Showcasing our District's ability to innovate and lead through Digital Health.

## Flagships



**1.**

Enhance clinical outcomes and patient safety.

**2.**

Elevate the Human Experience.

**3.**

Be a world leader in virtual care.

**4.**

Build world class digital-first facilities and precincts.

**5.**

Harness the potential of data and AI.

## Digital Leadership



**6.**

Equitable access and population health outcomes.

**7.**

Build on the District's legacy of Research and Innovation.

**8.**

Be carbon neutral by 2030.

**9.**

Keep our community safe from COVID-19 and future pandemics.

**10.**

Collaborate and partner to realise the NSW Digital Health Strategy.

## Foundational



**11.**

Uplift digital skills and foster the next generation of digital health workforce.

**12.**

Increase workplace collaboration and productivity.

**13.**

Safeguard privacy and business continuity.

**14.**

Strengthen integration, identity, networking and cloud capabilities.

**15.**

Deliver excellence in digital services.

# Flagships



## Single Digital Patient Record (SDPR)

Sydney Local Health District will collaborate with eHealth NSW to deliver the Single Digital Patient Record and assist the statewide program with its considerable knowledge and expertise gained through its long history of eMR work.

## Be a world leader in virtual care

Continue the implementation of virtual care and extend the reach of our services by expanding our virtual care platform, co-designing new models of virtual care, and building on the experience and success of RPA Virtual Hospital.

## Florence

Empower our patients, carers, and their families to be partners in their care experience through a personalised, digital patient journey. Florence modernises staff workflow and streamlines how we connect with patients.

## RPA, Canterbury and Sydney Biomedical Accelerator developments

Ensure that our RPA and Canterbury facility redevelopments are designed to enable both virtual and in-person care in an integrated delivery model. Support the Sydney Biomedical Accelerator development through technology and partnership support.



## Establish an AI Implementation Centre of Excellence

Lead and shape the safe and equitable adoption of artificial intelligence in healthcare. Enable our services and people to adapt and learn to harness this rapidly evolving and transformative technology.



## Develop digital workforce pathways

Expand opportunities for our existing staff and build new careers for future team members. This will be achieved by working closely with our partners to build structured digital and informatics career pathways, support graduate traineeships, and micro-credentialing amongst others.



## Centre for Health Interoperability Research and Evaluation (CHIRE)

CHIRE will champion our District's leadership, innovation and excellence in the domain of healthcare interoperability. CHIRE focus areas will include modernisation of the integration engine, mobility and wearable device research including development of interoperability specifications.

# 1

## Enhance clinical outcomes and patient safety.



### Single Digital Patient Record (SDPR)

The District will adopt the statewide SDPR:

- At the time of writing, the preferred model is to achieve this through a hybrid approach where the SDPR platform forms the base on which District-specific capability is added, thus maintaining the depth of functionality currently available.
- Should this not be possible, adopting the SDPR as-is is the best long-term option. There are several risks that must be mitigated for this to be successful. Adopting the SDPR early provides the best mitigation of these risks, particularly if a new vendor is selected.

### Enhance clinical system portfolio

Improve our clinical systems:

- Uplift our eMR maturity through annual security training, single integrated clinical data repository including ICU, and closed-loop administration process for blood, medication and human-milk products.
- Near term projects such as ePrescribing for community, surgical waitlist management, wound assessment, microbiology, patient flow portal, Oral Health, RIS/PACS and tech upgrades.
- Mid to long term projects such as eRIC, bed management, Sentinel, clinical photography, voice dictation, shared care plans, robotic dispensary, surgical robotics, Medical device integration and other enhancements.

### Leading better value care

Improve outcomes and experiences for priority populations through the NSW Health Leading Better Value Care Program.

- Support structural system changes to drive value based healthcare through digital health tools such as patient reported measures, clinical decision support and clinical system enhancements.
- Implement statewide Leading Better Value Care initiatives through eMR Connect.
- Adapt performance measurement and funding models to targeted outcomes.



# 2

## Elevate the Human Experience.



### Florence

Empower our patients, carers, and their families to be partners in their care experience through a personalised, digital patient journey. Florence modernises staff workflow and streamlines how we connect with patients.

Envisioned capabilities of the platform will include:

- Patient portal, digital referrals and care plans
- Appointment management
- Digital check-in and queue management
- Health promotional material
- Digital assistants
- Cultural and accessibility support and wayfinding.

### Improve our staff experience

Deliver an enhanced and seamless staff experience through improved internal digital systems and capabilities.

This will be achieved through projects such as:

- Rapid and secure access to systems through Virtual Desktops and Tap-On Tap-Off technology
- Increased mobility enablement
- Transformative and modern digital communication platforms such as email marketing, websites and social media analytics
- Rethinking how digital works through space redesign, and how we deliver services through tech bars and analytics.

### Patient reported measures

Enable our patients and their families to provide real time feedback that will help us improve both the care we deliver and the service we provide.

This enhanced patient participation will be achieved through:

- The implementation of the statewide Patient Reported Measures platform (HOPE)
- Your Experience Surveys and Health Carer Experience Surveys
- Real time feedback in the emergency department
- Digital services sentiment feedback.

### Elevate our patients' experience

Provide a better and more personalised inpatient experience for our patients and their families through enhanced digital patient experience services.

This will be achieved through projects such as:

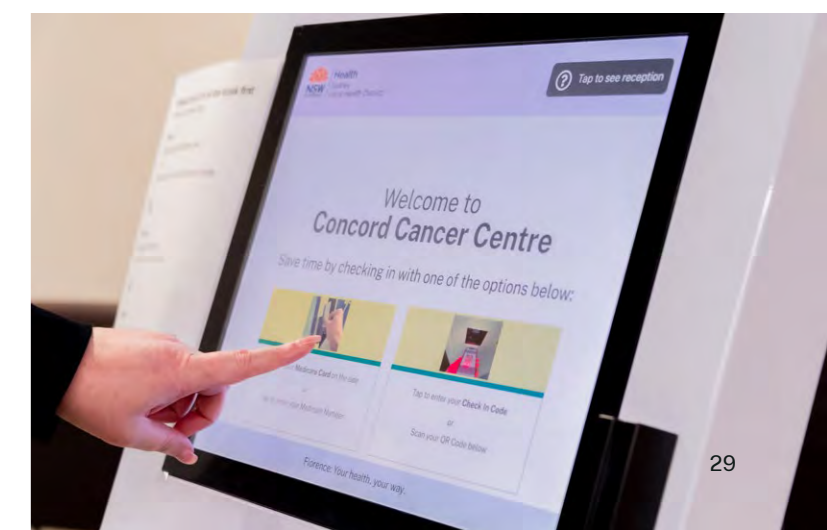
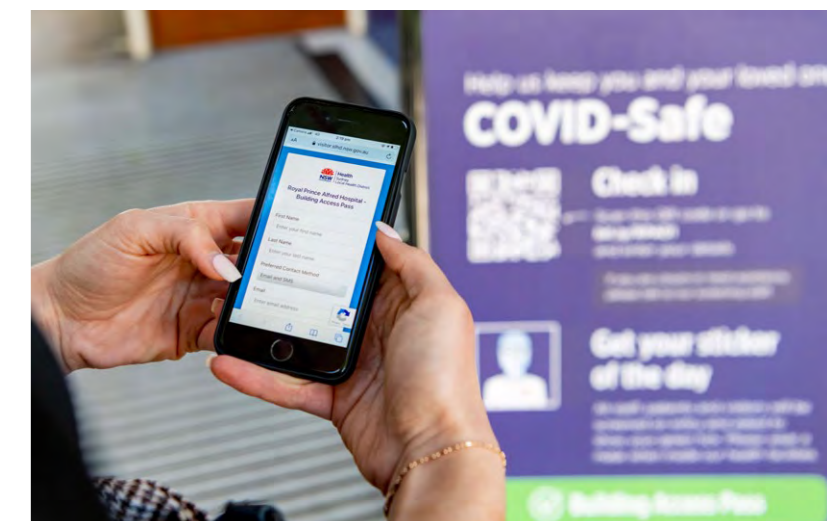
- Integrated Nurse Call
- Bedside Patient Entertainment
- On-demand interpreter services
- Digital signage and wayfinding
- Patient Visitor Wi-Fi.

### Digital Design practice

Empowering the District to be creative and consistent in the way we solve problems to deliver quality healthcare for all.

This will be achieved through initiatives such as:

- Alignment to NSW Health's Elevating the Human Experience guide
- A hybrid framework of Human Centered Design, System Thinking, Service Design, Design Thinking, and Behavioural Insights
- An evolving Practice toolkit comprising knowledge resources, analysis and collaboration templates, experience measurement and prototyping tools, workshops, and design component libraries to empower staff, leaving nobody behind.





# 3

Be a world leader  
in virtual care.

## RPA Virtual Hospital

Deliver hospital level care in the community and provide a sustainable solution to the increasing demand on health care in Sydney Local Health District. Strategic priorities include:

- Scale use of new virtual care systems
- Solution for managing prescribing, medication dispensing, imaging, pathology documentation
- Continue to support patients, carers and families through the loan and delivery of mobile devices and data packages
- Continue to collaborate with HealthPathways to develop online referral, clinical management guidelines and eReferral forms for GPs
- Virtual models of clinical care for specialist and GP services.

## Develop a district virtual care strategic plan

Document our Virtual Care aspirations, required digital capability, roadmap and governance through a Virtual Care Strategic Plan and in alignment with the NSW Virtual Care Strategy.

Key considerations include:

- Codesigning the strategy in partnership with clinical stakeholders and consumers
- Embedding virtual care into existing clinical governance frameworks
- Developing a virtual care capability framework for new models of care
- Promoting virtual care and building acceptance

## Expand the virtual care platform and codesign new virtual models of care

Continue the implementation of virtual care and extend the reach of our services by expanding our virtual care platform, co-designing new models of virtual care, and building on the experience and success of RPA Virtual Hospital.

Key projects include:

- Collaboratively codesigning, establishing and operationalising virtual models of care, e.g. Virtual Intensive Care, Wound Care
- Extending foundational platforms such as the virtual care information system (e.g. Miya Precision) and scaling remote monitoring and wearable device capability.

# 4

## Build world class digital-first facilities and precincts.



### Enable campus improvements and ongoing efficient operations

Provide an improved experience for our staff through technology and improvements across our campuses. Example projects to achieve this include:

- Digital Health team accommodation uplift
- “Tech bar” for staff and patients to resolve tech issues (e.g. wearables support)
- Enable HealthOne facilities with integrated and community-based digital technologies
- Support commissioning of the new Naamaru mother and baby unit
- Building management and asset management systems to advance building automation, and better asset utilisation.

### Enable RPA and Canterbury redevelopments

Ensure that our RPA and Canterbury facility redevelopments are designed to enable both virtual and in-person care in an integrated delivery model. Key activities to achieve this include:

- Provision appropriate IT infrastructure, Wi-Fi, radio network, structured cabling and other digital infrastructure
- Reimagining how spaces are used and considering physical infrastructure required for advanced tech solutions e.g.. accommodating automated guiding vehicles and robots, embedding location based sensors etc
- Provisioning virtual and inpatient care digital health capability.

### Enable the Sydney Biomedical Accelerator (SBA) development

Enable acceleration of medical research and technical innovation through dedicated made for purpose converged infrastructure, co-location of industry expertise, and access to extensive resources afforded by the RPA redevelopment. Activities to achieve this include:

- Support colocated research and industry partners through converged multi-tenant software defined network
- Provide digital health related start-up incubation, commercialisation and procurement pathways support (e.g. through research proof of concepts).

### Support innovation precincts

Advance the Tech Central and Sydney Innovation Precinct for Health, Education and Research initiatives through digital technology to enable connection with industry and improvement in research and education capabilities.

Key activities include:

- Collaborating with Tech Central partners on a Digital Strategy for the precinct
- Support infrastructure, connectivity, data and application needs of Sydney Innovation Precinct for Health, Education and Research and Tech Central
- Provide informatics and other skilled capabilities as needed.



# 5

Harness the potential of data and artificial intelligence.

## Establish a data operations and analytics service

Establish modern data infrastructure along with operational processes and workforce capabilities to enable our data to be safely, securely and more efficiently used for business intelligence, operational and clinical analytics, research, and public health use cases.

Example projects include:

- Business Intelligence modernisation
- Leveraging the NSW Health data lake
- Reviewing the analytics operating model including cross-functional analytics capabilities
- Uplifting data governance, including considering the establishment of a data guardian.

## Enable advanced analytics and clinical decision support

Empower clinicians to make decisions more effectively and optimise care based on insights derived from our data using advanced analytics and clinical decision support.

Example projects include:

- Clinical system data amalgamation using standards such as FHIR and OMOP
- Implementation of priority clinical decision support use cases for virtual and inpatient care
- Anticipating risks to population health and informing strategies to manage and reduce risk
- Measuring performance outcomes and enable timely benchmarking with other health services.



## Establish an AI Implementation Centre of Excellence

Lead and shape the safe and equitable adoption of artificial intelligence in healthcare, and enable our services and people to adapt and learn to harness this rapidly evolving and transformative technology through an AI Implementation Centre of Excellence.

Responsibilities of the centre include:

- Establishing governance and management frameworks for AI, including algorithmic stewardship
- Exploring innovative applications of AI in healthcare such as virtual assistants, automated decision systems and natural language processing
- AI clinical trials.

## Enable precision medicine

Help our clinicians and researchers fulfil the promise of precision medicine and precision public health to identify which treatment and prevention strategies work best for a particular disease and patient cohorts. Key activities include:

- Partnering with the NSW Health Pathology clinical genome and exome sequencing service to support the sequencing, management and sharing of genomic data
- Executing the statewide NSW Health genomics strategy and implementation plan
- Exploring platforms to streamline analysis pipelines and workflows, e.g. those performed by Sydney Local Health District Institute of Precision Medicine and Bioinformatics.



# 6

## Equitable access and population health outcomes.

### Promoting the health and wellbeing of our diverse communities

Ensure that all members of our diverse community have equitable health and wellbeing by enabling better access and engagement through digital health. Activities that will help achieve this include:

- Enhance the digital health skills of the First Nations workforce and support our First Nations populations to better utilise virtual care
- Support community health initiatives such as “Best start in life” and “Healthy ageing at home”
- Working with services such as Community Health, Aboriginal Health, Population Health, Public Health, Mental Health, and Child and Maternal Health to execute their strategic plans.

### Safeguarding the population health equity of digital tools

Ensure our digital tools promote equity and work equally for all members of our diverse community. Example activities include:

- Enhance digital literacy through support such as digital navigators, education initiatives and the establishment of a Tech Bar
- Bundle devices and connectivity to solve the access problem for specific care programs
- Digital Design capability to ensure better usability, consistent with the principle that technology must work for everyone
- Implement Equity Impact Assessments for major technology initiatives.

### Consumer codesign

Actively increase the level of codesign with consumers. Example activities to achieve this include:

- Promote an approach to identify digital champions in the community and enable consumer representatives to participate in an informed way and beyond their own experience
- Build capacity of consumer representatives and staff to work together in the development and implementation of digital health solutions
- Undertake research and work with priority populations on models and solutions that address barriers to accessing care, including for people with impairment, older people and people from diverse backgrounds.

# 7

Build on our legacy of Research and Innovation.

## Digital health research portfolio optimisation

Promote and undertake flagship research in digital health by partnering with industry, research institutions and other health services.

Example research projects include:

- Digital Health CRC research projects
- Shared Care Planning for Mental Health proof of concept
- Perx Implementation
- Supporting the Academy for Clinical Excellence in Melanoma Imaging and Diagnostics (ACEMID) project
- Virtual wound care command centre
- Using Innovation Week as a platform to showcase research and innovation.

## Implement the NSW Health Clinical Trials Management System

Improve our Clinical Trials Management capability through adoption of the statewide Clinical Trials Management System. This is expected to provide better visibility and reporting of trials, patients participating in studies and financial tracking run either locally or in collaboration with other Districts.

Key activities include:

- Assist with requirements and design activities
- Implement the statewide Clinical Trials Management System at our District
- Drive the adoption of the system across the District.

## Improve digital tools and operationalise research processes

Optimise research productivity and attract clinical trials through enhancements of research tools and operationalisation of research processes.

Example projects include:

- Enabling creation of clinical registries that are connected with core systems in real time
- Collaborate with our partners on research initiatives such as HeSANDA and e-LECT for data sharing and streamlining clinical trials
- Enhance our ability to provision and share data for research and public health purposes.





# 8

## Be Carbon Neutral by 2030.

### Establish a digital carbon neutral plan

Support our District in achieving carbon neutrality by transforming the way we understand and manage our digital lifecycle and the way we deliver Digital Health services through a digital carbon neutral plan.

Achieved through strategies such as:

- Implementing a carbon accounting system to promote accountability and track progress towards carbon neutrality targets
- Carbon offsets and credits
- Transforming and influencing local and statewide digital vendor procurement and contracting to scale supply neutrality.

### Build a culture of digital reduce, reuse and recycle

Work to grow a culture of attitudes and behaviours that champion concepts of reducing, reusing and recycling digital assets and e-waste management. This enable our people to operationalise more efficient/effective approaches to green technology delivery.

It is worth noting that, culturally, our teams are already aligned with this objective. Reduce, reuse and recycle will be applied across many digital areas such as:

- Paper reduction through managed print, e-sign, digitisation etc
- No landfill e-waste management
- Power-down initiatives.

### Leverage cloud and optimise existing infrastructure

Reduce the District's environmental impact and manage the risk of technology disruption by better leveraging cloud services and optimising digital infrastructure. Carbon impact minimisation achieved through:

- Automation and hardware reduction
- Cloud carbon offset and cloud first strategies preferred over maintaining hardware locally
- Resilient infrastructure asset management, maintaining high energy consumption equipment optimally to obtain the best outcome for the least amount of energy.

# 9

Keep our community safe from COVID-19 and future pandemics.

## Enhance vaccination administration systems

Sustain and enhance pandemic related vaccination solutions by leveraging lessons learnt and blueprints produced during the pandemic.

Example activities to achieve this include:

- Build on the immunisation integration to expand the vaccinations we share with Australian Immunisation Register and My Health Record e.g. Tetanus administered in emergency departments
- Leverage the cloud data pipelines to enhance our pandemic response analytics.

## Strengthen our pandemic response capability

Embed lessons learnt from the COVID-19 pandemic into our operations to maintain preparedness and strengthen our pandemic response capability.

Example activities to achieve this include:

- Establishing controls and solutions to monitor, anticipate and respond to future pandemics and COVID-19 variants, with a focus on maintaining flexibility to adapt to emerging and evolving needs
- Strengthen our public health promotion capability.

## Emerge stronger from the pandemic

Create a positive legacy of the COVID-19 response is integral to protecting our community from future pandemics and is achieved through sustaining innovations and initiatives borne out of that time. Example activities include:

- Roll out Vocera, a hands free communication tool enabling staff communication whilst in full protective equipment
- Determine which COVID innovations to continue, expand or retire and how to sustain the operation e.g. QR codes, patient tracking
- Formalise the flexible working arrangements for district staff
- Ensure we have the right digital tools to enable flexible working for our staff.





# 10

Collaborate and partner to realise the NSW Digital Health Strategy.

## Leverage statewide services and applications

Ensure Sydney Local Health District leverages and enables statewide investments by partnering and collaborating to implement and improve statewide services and applications.

This will be achieved by leveraging statewide systems such as:

- Single Digital Patient Record (SDPR)
- Clinical Trials Management System
- Leading better value care program
- Patient reported measures
- Work with NSW Health Pathology on precision medicine.

## Deliver strategy initiatives in partnership with statewide bodies

Realise the objectives of our Digital Health Strategy by executing initiatives in collaboration with statewide bodies such as eHealth NSW, Health Share, NSW Health and Health Infrastructure.

Examples of projects to be executed in alignment with statewide bodies include:

- Developing a District virtual care strategy
- Enabling advanced analytics
- Addressing the digital skills shortages
- Enhancing cyber security risk management and governance
- Enhancing the District cloud capability.

## Establish mechanisms to ensure ongoing enhanced collaboration and optimal use of statewide systems and services

Realise the objectives of the Sydney and NSW Digital Health strategies, by establishing mechanisms to ensure ongoing partnerships with statewide bodies.

Examples of how these will be achieved include:

- Secondment and exchanges, quarterly planning forums, procurement collaboration, communities of practice, fusion project teams and targeted subject matter collaboration points at implementation levels.

# 11

Enhance digital skills and foster the next generation of digital health workforce.



## Develop digital workforce pathways

Expand opportunities for our existing staff and build new careers for future team members by working together with our partners.

This will be achieved through:

- Building structured digital and informatics career pathways through partnerships with industry and tertiary institutions
- Supporting graduate traineeships, scholarships, micro-credentialing and other training programs
- Integrating teaching, research and shared infrastructure with our academic partners across the district.

## A culture of “Doing our life’s best work”

Make our District the best place that our people have ever worked at, achieving meaningful outcomes that they are proud of.

This will be enabled through:

- Building and promoting a positive Digital Health and Innovation workplace culture and diversity
- Providing career, coaching, mentoring and professional development opportunities that are tailored to each digital health specialty
- Providing leadership pathways for our leaders to grow and help build new leaders.

## Digital Health Education Service

Equip our workforce with improved digital literacy and accelerate our adoption of health technology through the expansion of the District’s Digital Health Education Service.

This will be achieved by:

- Virtual Capability framework for staff including virtual care simulation training
- Digital platform for targeted, curated training, skills and professional development resources, with access to a knowledge management base
- Leveraging external expertise and build Communities of Practice.

## Address the digital skills shortages

Identify priority skills, and actively provide role opportunities for people to transition and develop their careers. This will also build a future ready workforce that is more agile and resilient in adapting to the changing digital environment.

Steps to achieving this include:

- Identifying future skills and roles that represent near to mid term gaps in areas such as data, cloud, integration, network, digital design, DevOps and security
- Reskilling, upskilling and cross skilling to mitigate the future skills gap
- Enabling staff mobility across specialties.





# 12

Increase workplace collaboration and productivity.

## Enhance clinical productivity

Optimise clinical productivity through Clinical Applications enhancements.

Example projects to achieve this include:

- Patient flow portal implementation
- TDOC implementation at RPA Hospital
- Voice dictation capability in clinical tools
- Improve staff communication (e.g.. Vocera) and clinical mobility through location awareness, tracking and unified communications
- Clinical secure messaging and reduction of non-essential pagers
- Improve security and usability of Workstations on Wheels
- Virtualised command centres

## Optimise corporate systems

Improve staff productivity by optimising our corporate systems and associated processes.

Example projects to achieve this include:

- Align to the NSW Health Foundational Services Guidelines for Corporate Systems and leverage advancements in statewide systems such as Incident Management System, HealthRoster, Recruitment and Onboarding (ROB), Performance and Talent Management (PAT), StaffLink, etc.
- Improve corporate document management
- Replace Enterprise Risk Management System with the ServiceNow GRC module.

## Work securely and easily anywhere, anytime

Enhance staff experience by continuing to enable remote and mobile work options. This will also enable Virtual Care and Telehealth capabilities.

Example projects to achieve this include:

- Improvements in end user devices including devices and MDM operationalisation
- Collaboration and productivity platform enhancements (e.g.. MS Teams, MedSync, Office365, self-service business workflow automation)
- Workplace conferencing, productivity, flexible and multipurpose workspaces
- Introduction of managed services for printing, compute, and mobile devices.

## Procurement and supply chain reform

Optimise the procurement and supply chain processes. Example projects to achieve this include:

- Adopt the SmartChain program of work which uses enhanced iProcurement functionality to improve the speed, accuracy and compliance with inventory ordering and management, including improvements to product tracking and recall capability
- Implement gold standard identification through RFID or barcoding
- Adopt process automation platforms such as forms automation, digital signature solutions.

# 13

## Safeguard privacy and business continuity.

### Data privacy and security culture

Instil an organisational culture of cybersecurity awareness where best practice mitigates cyber risks and protects patient privacy.

Activities to achieve this include:

- Refresh and implement the District Information Security Management System policy directive
- Educate our staff on secondary use of health information and data privacy
- Build cyber security awareness to equip our people to identify and manage security risks, for example by using training modules, cyber incident desktop exercises and phishing simulations.

### Implement SecOps, vulnerability management and incident response capabilities

Continue to improve our cyber security posture by enhancing our security operations (SecOps), vulnerability management and incident response capabilities. Activities to achieve this include:

- Implement ServiceNow SecOps for security orchestration, automation, monitoring, response and risk-based vulnerability management
- Implement ServiceNow Security Incident Response, to better identify critical incidents through workflow and automation tools that speed up remediation.

### Enhance cyber security risk management and governance

Continue to improve our cyber security posture by resourcing and executing our Cybersecurity Action Plan and governance processes. Activities to achieve this include:

- Define a Cybersecurity Action implementation plan, and increase our cybersecurity resourcing
- Security reviews and updates of the District's Information Security Management System
- Strengthen access management systems, architecture design, solution capabilities and implement related technologies and tools
- Uplift our Essential 8 capability in partnership with statewide agencies.





# 14

Strengthen integration, identity, networking and cloud capabilities.

## Continue to lead in cloud capabilities

Accelerate efficiency of implementation, agility and sustainability by embracing a cloud-first approach.

Projects to achieve this include:

- Foster local cloud capability and capacity in areas such as policy-optimised storage, automation, orchestration, elasticity and containerisation across cloud services
- Develop cloud concept of operations and decision-making framework for hosting
- Continue to leverage existing cloud capabilities, with increasing adoption and consumption of NSW Health Cloud Services when appropriate over time.



## Establish a Centre for Health Interoperability Research and Evaluation (CHIRE)

CHIRE will champion our District's leadership, innovation and excellence in the domain of healthcare interoperability. Some of the work CHIRE will conduct includes:

- Integration engine service modernisation
- Mobility and wearable device research including development of interoperability specifications
- Partner with state, federal and research organisations to promote standards adoption, connectivity, data sharing, remote monitoring and wearable interoperability.

## Create a world class networking capability to support innovation

Ensure the District has the world class networking capability to enable future care models and support our research, partnership and innovation agenda. Work required to achieve this includes:

- Continue to invest in local networking capability, resourcing and capacity
- Implement QoS, Software Defined Networking (SDN), HWAN2, enhanced wireless coverage and upgrading our infrastructure as it ages
- Implement data centre automation and advanced endpoint security measures
- Data centre and comms networking optimisation
- District wide phone coverage improvements.

## Identity and access management transformation

Inspire trust, control access to digital technology and manage consent in line with regulations and privacy best practices through transforming our Identity and Access Management capability. Work to achieve this includes:

- Consolidate local identity and authorisation service to the state-wide centralised platform
- Integrate with national digital infrastructure and government citizen authentication services e.g. MyGov and Service NSW
- Enhance role-based access including birthright assignment
- Automated onboarding (upon hiring) and offboarding (upon resignation) of employees.

# 15

Deliver excellence in digital services.

## Optimise the digital health service delivery processes and tools

Improve the services we provide to our customers through automation, optimised communication and enhanced escalation and response times.

Example projects include:

- Statewide service desk transition and ServiceNow implementation
- Monitoring and testing automation
- Bill of IT implementation and license fee optimisation based on usage analytics
- Industry standard methodologies such as ITIL training, PRINCE2 agile and DevOps adoption
- Improved project management capability and tools (e.g. ServiceNow PPM implementation).

## Improve digital health demand and portfolio management as well as governance processes

Improve the services we provide to our customers by better managing demand and enhancing our governance processes.

Key activities include:

- Mature the Digital Health Governance processes, including involving our partners e.g. South Western Sydney Local Health District
- Improve our demand management and investment prioritisation processes
- Enhance our Digital Health portfolio, budget allocation and reporting for Digital investments.

## Transform our customer experience capability

Transform the experience of our internal and external customers by improving or establishing key customer experience capabilities.

Key activities include:

- Improve our Architecture Office capability
- Establish a Customer Strategy and Digital Design practice
- Introduce DevOps processes and enhance our product management capabilities
- Embed the voice of users in everything we do.

## Digital Solutions Development

Enhance resourcing, skills and processes to enable development and operation of custom digital health solutions. This will ensure responsiveness to urgent customer demands and ability to produce specialised and innovative applications. Development capability will also complement District investment in cloud, integration, and data operations capabilities.

Specific activities include:

- Adopt DevOps and other industry best practice development processes, tools and methodologies
- Conduct skills analysis and workforce planning
- Increase our agile development resources.



# The Strategy at a Glance

1	2	3	4	5
<b>Enhance clinical outcomes and patient safety</b>  1.1 Single Digital Patient Record <sup>1,2</sup> 1.2 Enhance clinical system portfolio 1.3 Leading better value care <sup>1</sup>	<b>Elevate the Human Experience</b>  2.1 Florence <sup>2</sup> 2.2 Improve our staff experience 2.3 Patient reported measures <sup>1</sup> 2.4 Elevate our patients' experience 2.5 Digital design practice	<b>Be a world leader in virtual care</b>  3.1 RPA Virtual Hospital 3.2 Develop a district virtual care strategic plan <sup>1</sup> 3.3 Expand the virtual care platform and codesign new virtual models of care	<b>Build world class digital-first facilities and precincts</b>  4.1 Enable campus improvements and ongoing efficient operations 4.2 Enable RPA and Canterbury redevelopments <sup>2</sup> 4.3 Enable the Sydney Biomedical Accelerator (SBA) development 4.4 Support innovation precincts <sup>1</sup>	<b>Harness the potential of data and AI</b>  5.1 Establish a data operations and analytics service 5.2 Enable advanced analytics and clinical decision support <sup>1</sup> 5.3 Establish an AI Implementation Centre of Excellence <sup>2</sup> 5.4 Enable precision medicine
6	7	8	9	10
<b>Equitable access and population health outcomes</b>  6.1 Promoting the health and wellbeing of our diverse communities 6.2 Safeguarding the population health equity of digital tools 6.3 Consumer codesign	<b>Build on the District's legacy of Research and Innovation</b>  7.1 Digital health research portfolio optimisation 7.2 Implement the NSW Health Clinical Trials Management System <sup>1</sup> 7.3 Improve digital tools and operationalise research processes	<b>Be carbon neutral by 2030</b>  8.1 Establish a digital carbon neutral plan 8.2 Build a culture of digital reduce, reuse and recycle 8.3 Leverage cloud and optimise existing infrastructure	<b>Keep our community safe from COVID-19 and future pandemics</b>  9.1 Enhance vaccination administration systems 9.2 Strengthen our pandemic response capability 9.3 Emerge stronger from the pandemic	<b>Collaborate and partner to realise the NSW Digital Health Strategy</b>  10.1 Leverage statewide services and applications <sup>1</sup> 10.2 Deliver strategy initiatives in partnership with statewide bodies <sup>1</sup> 10.3 Establish mechanisms to ensure ongoing enhanced collaboration and optimal use of statewide systems and services <sup>1</sup>
11	12	13	14	15
<b>Uplift digital skills and foster the next generation of digital health workforce</b>  11.1 Develop digital workforce pathways <sup>2</sup> 11.2 A culture of "Doing our life's best work" 11.3 Digital Health Education Service 11.4 Address the digital skills shortages <sup>1</sup>	<b>Increase workplace collaboration and productivity</b>  12.1 Enhance clinical productivity <sup>1</sup> 12.2 Optimise corporate systems <sup>1</sup> 12.3 Work securely and easily anywhere, anytime <sup>1</sup> 12.4 Procurement and supply chain reform <sup>1</sup>	<b>Safeguard privacy and business continuity</b>  13.1 Data privacy and security culture 13.2 Implement SecOps, vulnerability management and incident response capabilities 13.3 Enhance cyber security risk management and governance <sup>1</sup>	<b>Strengthen integration, identity, networking and cloud capabilities</b>  14.1 Continue to lead in cloud capabilities <sup>1</sup> 14.2 Establish a Centre for Health Interoperability Research and Evaluation (CHIRE) <sup>2</sup> 14.3 Create a world class networking capability to support innovation 14.4 Identity and access management transformation <sup>1</sup>	<b>Deliver excellence in digital services</b>  15.1 Optimise the digital health service delivery processes and tools 15.2 Improve digital health demand and portfolio management as well as governance processes 15.3 Transform our customer experience capability 15.4 Digital Solutions Development



# Executing the Strategy

## Collaborating to Deliver our Digital Health Strategy

Implementing this Digital Health Strategy will require internal and external stakeholders to work together in partnership.

### Our District's Executive Leadership Team

The executive team will align financial and workforce resources, lead change management efforts and establish appropriate governance to ensure successful implementation of the roadmap.

### Our District's Staff Members

Success of the strategy relies on clinical, operational and administrative staff across our District working jointly with the Digital Health and Innovation team to define success for each initiative, co-design, take ownership, implement and embed change.

### Statewide NSW Health Bodies

The Digital Health and Innovation team will work in collaboration with statewide NSW Health bodies such as eHealth NSW, the Ministry of Health and others.

### Digital Health and Innovation Team

To ensure our District's Digital Health Strategy initiatives are realised, the Digital Health and Innovation Team must act in partnership with local clinical, operational and administrative teams as well as with statewide bodies. It will also evolve its operating model and develop annual work plans that align with the strategic objectives.

### South Western Sydney Local Health District

We share our eMR with South Western Sydney, so continued partnership and collaboration is key to ensure that the benefits of the initiatives relevant to South Western Sydney and Sydney Local Health Districts are realised.

### Our Community

We will work in consultation with patients, carers, their families and the community to ensure their voices are included. Participation by consumers can inform solution design, testing and evaluation as appropriate.



# The Strategy Roadmap

Horizon 1: Leverage			
	Horizon 2: Evolve		
		Horizon 3: Transform	
2022	2024	2026	2027
<div>1.1 Single Digital Patient Record <sup>1,2</sup></div> <div>1.2 Enhance clinical system portfolio</div> <div>2.1 Florence<sup>2</sup></div> <div>2.2 Improve our staff experience</div> <div>2.5 Digital design practice</div> <div>3.1 RPA Virtual Hospital</div> <div>6.1 Promoting the health and wellbeing of our diverse communities</div> <div>6.2 Safeguarding the population health equity of digital tools</div> <div>7.1 Digital health research portfolio optimisation</div> <div>7.2 Implement the NSW Health Clinical Trials Management System<sup>1</sup></div> <div>8.1 Establish a digital carbon neutral plan</div> <div>9.1 Enhance vaccination administration systems</div> <div>9.2 Strengthen our pandemic response capability</div> <div>10.1 Leverage statewide services and applications<sup>1</sup></div> <div>10.2 Deliver strategy initiatives in partnership with statewide bodies<sup>1</sup></div> <div>11.1 Develop digital workforce pathways<sup>2</sup></div> <div>11.2 A culture of “Doing our life’s best work”</div> <div>11.3 Digital Health Education Service</div> <div>12.1 Enhance clinical productivity<sup>1</sup></div> <div>12.2 Optimise corporate systems<sup>1</sup></div> <div>12.3 Work securely and easily anywhere, anytime<sup>1</sup></div> <div>13.1 Data privacy and security culture</div> <div>13.2 Implement SecOps, vulnerability management and incident response capabilities</div> <div>13.3 Enhance cyber security risk management and governance<sup>1</sup></div> <div>14.1 Continue to lead in cloud capabilities<sup>1</sup></div> <div>15.1 Optimise the digital health service delivery processes and tools</div> <div>15.4 Digital Solutions Development</div>	<div>1.3 Leading better value care<sup>1</sup></div> <div>2.3 Patient reported measures<sup>1</sup></div> <div>3.2 Develop a district virtual care strategic plan<sup>1</sup></div> <div>4.1 Enable campus improvements and ongoing efficient operations</div> <div>4.4 Support innovation precincts<sup>1</sup></div> <div>5.1 Establish a data operations and analytics service</div> <div>5.2 Enable advanced analytics and clinical decision support<sup>1</sup></div> <div>6.3 Consumer codesign</div> <div>7.3 Improve digital tools and operationalise research processes</div> <div>8.2 Build a culture of digital reduce, reuse and recycle</div> <div>8.3 Leverage cloud and optimise existing infrastructure</div> <div>9.3 Emerge stronger from the pandemic</div> <div>10.3 Establish mechanisms to ensure ongoing enhanced collaboration and optimal use of statewide systems and services<sup>1</sup></div> <div>11.4 Address the digital skills shortages<sup>1</sup></div> <div>12.4 Procurement and supply chain reform<sup>1</sup></div> <div>14.2 Establish a Centre for Health Interoperability Research and Evaluation (CHIRE)<sup>2</sup></div> <div>15.2 Improve digital health demand and portfolio management as well as governance processes</div> <div>15.3 Transform our customer experience capability</div>	<div>2.4 Elevate our patients’ experience</div> <div>3.3 Expand the virtual care platform and codesign new virtual models of care</div> <div>4.2 Enable RPA and Canterbury redevelopments<sup>2</sup></div> <div>4.3 Enable the Sydney Biomedical Accelerator (SBA) development</div> <div>5.3 Establish an AI Implementation Centre of Excellence<sup>2</sup></div> <div>5.4 Enable precision medicine</div> <div>14.3 Create a world class networking capability to support innovation</div> <div>14.4 Identity and access management transformation<sup>1</sup></div>	

### Roadmap Considerations

- The roadmap places Digital Health Strategy initiatives against the three horizons depending on when work is expected to commence.
- Horizons overlay each other. This means that while horizons start on different years they all conclude in 2027. Some initiatives commencing in horizon 1 therefore may conclude in 2027 and so on for other horizons.
- Initiatives are placed in horizons based on current expectations of commencement date.
- Initiatives may move between horizons over time due to execution considerations, in line with the development of annual workplans.
- Horizon 1 Leverage definition: Strengthening our District’s Digital Health capability and focusing on building momentum in our early priorities.
- Horizon 2 Evolve definition: Leading deeper change and unlocking outcomes in efficiency, innovation and experience.
- Horizon 3 Transform definition: Embedding change and transformation, realising the full benefits of a digitally enabled and sustainable health system.

# Measuring and Monitoring Implementation of our Digital Health Strategy

Our Digital Health Strategy will utilise a number of measuring tools to ensure we are making progress against our strategic objectives and delivering benefits.

1

### Industry benchmark assessments

A set of global healthcare industry benchmarks by HIMSS, CHIME and KLAS. The HIMSS maturity assessments in particular will be used as a baseline to estimate the health economic impact and quantify the benefits of increasing the District’s digital ecosystem maturity in partnership with UTS.

2

### NSW Health Capability Blueprint

A detailed blueprint of the most common clinical, operational and administrative digital capabilities used across NSW Health maintained by eHealth NSW. Sydney will continue assessing its maturity and gaps against this blueprint.

3

### Staff and patient surveys

Conducting survey of our staff to understand their day to day challenges in using our systems. Also, interviewing patients and clinicians to improve the experience of our customers.

# About the Planning Process

1

## A collaborative process to co-design our Digital Health Strategy

### Strategy Planning and Initiation

- Define the approach, and identify the stakeholders to engage.
- Exploring global and macro drivers.

### Assessing where we are today

- Assess the maturity of current technology capabilities using the NSW Health capability blueprint and global benchmarks.
- Consulting with a diverse set of stakeholders to identify current challenges, opportunities and strategic priorities.

### Understand the experience of our patients and their families and carers

- Use an experience blueprint to understand the current experience of our patients, their families, carers and staff.
- Identify key pain points and value opportunities.
- Map the desired experience from our patients', carers' and families' perspectives.

### Define where we want to be

- Formulate the vision, principles and strategic objectives based on all of the above inputs and identify strategic initiatives.

### Prioritise initiatives into a roadmap

- Define our future digital health roadmap required to achieve our aspirations.
- Validate with our stakeholders.

2

## Diverse representation across our District, our partners and the community

Broad consultation capturing diverse voices to co-design our Digital Health Strategy. Stakeholder groups consulted include:

### Our Patients

Patients, Carers and families and Consumer advisory groups.

### Our Partners

Industry partners, General Practice and Community Pharmacy, Research partners, Central and Eastern Sydney Primary Health Network, External clinical partners, Industry expertise, NSW Health and Tech Central.

### Our People

Royal Prince Alfred, Concord, Canterbury, Balmain and Sydney Dental Hospitals, Clinical streams District Executives, Medical, Nursing, Midwifery, Allied Health, Pharmacy and Dental Staff, Community Health, Population Health, Public Health, ICT Services Staff, Administration and Clerical Staff.

3

## Broad consultation

393

stakeholders consulted to help us develop the Digital Health Strategy

169

Clinical and operational staff engaged through an online survey.

166

Stakeholders participated in group workshops or one on one interviews.

27

External strategic partners consulted via workshops or interviews.

31

Consumers and clinicians engaged through one-on-one experience blueprint interviews.





Sydney  
Local Health District

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