



**Australian Government**

**Australian Digital Health Agency**



## **Corporate Plan 2016–2017**

February 2017

**Australian Digital Health Agency**

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Australia

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# About this plan

The Australian Digital Health Agency commenced operations on 1 July 2016.

The *Public Governance, Performance and Accountability (Establishing the Australian Digital Health Agency) Rule 2016* sets out the functions and governance of the Agency.

This corporate plan covers a four year reporting period, 2016-17 to 2019-20, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability (PGPA) Act 2013* and in accordance with section 16E of the PGPA Rule 2014.

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## Message from the Chair

It is my pleasure to present the first *Corporate Plan* for the Australian Digital Health Agency.

In May 2015, when the Minister for Health announced the establishment of the Agency, it signalled the beginning of a new era for digital health in Australia.

The shared vision for the future is one where we have a world-leading national digital health capability, which will advance the efficiency, quality and delivery of healthcare provision to improve the health outcomes of all Australians

Our current focus is on engaging with the community.

Technology has changed almost every part of our lives – from the way we eat to the way we get around. It is already transforming our ability to predict, diagnose, and treat disease. There is much more we can do to realise its full potential for the health of every Australian.

Putting data and technology safely to work for patients, consumers and the healthcare professionals who look after them, can help people live healthier, happier and more productive lives.

That's why we're in the community listening to patients, carers, healthcare professionals and industry about ways that technology can transform their health and care experiences.

This is a very important time for Australia's health system. While there is no denying that Australia has a world-class health system, which is fair and accessible, we are now facing significant challenges in maintaining the sustainability of the system.

We know that using digital health can give Australians easier access to their health information and help us all be more proactive in managing our health. We're engaging with all areas of the community – including consumers, clinicians, healthcare providers, peak and advisory bodies, research and science, industry, and technology organisations – to ensure that the work we do is shaped around their needs, wants and aspirations.

The Board and I have been encouraged by our initial conversations. We're committed to being open and transparent and look forward to sharing regular updates about the work we are doing to improve the health outcomes of all Australians.

I'd like to thank the Board, executive management, and Agency staff for their commitment as we begin this important work.

A handwritten signature in blue ink, which appears to read 'Jim Birch'. The signature is fluid and cursive, written over a white background.

**Jim Birch AM**

Chair

# 1 The Agency

## 1.1 Our vision

The Agency is committed to achieving a world-leading national digital health capability, which will advance the efficiency, quality and delivery of healthcare provision to improve the health outcomes of all Australians. This vision will be achieved through:

- full engagement, participation, equity and empowerment of consumers
- open collaboration available to all health professionals
- person-centred coordinated care decisions based on sharing data
- practical and secure information technologies
- government policies and regulations
- transparency, through public reporting
- respect for the individual and their privacy.

## 1.2 Our purpose

The Agency is tasked with improving health outcomes for Australians through the delivery of digital health services and systems.

This will significantly contribute to the digital transformation of Australian healthcare and place Australia at the centre of global digital healthcare excellence and innovation.

The Agency fully endorses the use of digital health to make a positive difference to people's health by giving them greater control, and better access to information.

## 1.3 Our principles

The following principles guide our work:

- **Creating capability to transform the Agency** – creates the ongoing capability and provides adequate focus on transparency, engagement, clinical governance and innovation and strategy.
- **Consumer focused** – puts consumers at the centre of their own healthcare, and better health outcomes for consumers as the ultimate goal for all initiatives. It supports consumers to be active in the management of their own health and wellbeing, and provides appropriate support for healthcare providers to achieve better healthcare outcomes for their patients.
- **Supports clinicians** – clinicians have safe, useful and usable solutions that support improved health outcomes for consumers.
- **Strategic** – delivers solutions in full knowledge of the benefits and implications for all sectors of the health community, rather than focusing on a specific provider type. Solutions are holistic and cover the end to end solution not just one component, or just the government elements.

- **Outcomes and evidence based** – can demonstrate outcomes that are accepted as achievable broadly by the health community, and deliver real measurable benefits as assessed through robust evaluations by the broader health community.
- **Co-design** – solutions are co-designed and tested through involvement of the various skill groups in the Agency (clinical, consumer, industry, technology design) and external users – both consumers and healthcare providers.
- **Open innovation** – provides a level playing field where innovation is encouraged and successful products deliver what the users (consumers and healthcare providers) want and are willing to pay for, and they facilitate holistic outcomes for the health system as a whole, not just for their own closed community of users.
- **Sustainable** – Results in systems and services where the core systems and infrastructure provided by governments are limited in scope to the standards, secure and private storage and appropriate sharing across the health community in accordance with legal and patient consent. They are efficient and cost effective, and facilitate interoperability. Third party systems that are sustainable in the Health ecosystem are interoperable and do not require initial and ongoing investment by governments in order to innovate and develop and keep the momentum.
- **Transparent** – exposure of all Agency commitments and operating costs, proposed plans, activities and projects to proceed as well as those to not proceed, are made available for decision by the Board, and are visible to all staff in the Agency, and the Advisory Committees.
- **Operational** – systems and services that are in use and depended upon by the health community perform their functions to the agreed performance level and provide the required and agreed level of security and privacy.

## 2 Environment

### 2.1 Australia's health system

Australia's health system ranks as one of the best in the world and has led to extended life expectancy, improved quality of living and better wellbeing.<sup>1</sup> However, there is a growing demand for healthcare reform to prepare Australia for the future and maintain the high standards we have and require.

Demographic and health trends, such as an ageing population and increasing rates of chronic disease, compounded by system issues such as workforce shortages and persistent health outcome and access inequalities, are stretching the financial, physical and human resources of our healthcare system.

The value of digital health initiatives is in how they can improve information sharing between individuals and their healthcare providers, to support better health outcomes, reduce adverse events, eliminate duplications, and improve the coordination and quality of healthcare.

### 2.2 Digital health in Australia

*Digital health* is a broad term that refers to adoption of technology in healthcare, including concepts such as eHealth, health IT, clinical and corporate information systems, consumer health, and telehealth. It includes information and communication technology infrastructure, mobile devices and applications, the way these are used, and the integrity and security of information that they capture, store, share, communicate and display.

Over the last decade, Australian governments and the private and not for profit sectors, including the primary and secondary healthcare sectors, have worked together with the aim of delivering a coordinated digital health ecosystem, including building the My Health Record system, the Healthcare Identifiers service and national specifications and standards to support the implementation of digital health solutions.

We are on the path to having a world-class digital health capability that provides new options for how Australians manage their own health and interact with the health system across geographic and health sector boundaries.

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<sup>1</sup> *Australia's health system*. Department of Health Corporate Plan 2015-16, p4  
[http://health.gov.au/internet/main/publishing.nsf/Content/C849A8AF6220D3BACA257D2E001A6987/\\$File/Corporate-Plan.pdf](http://health.gov.au/internet/main/publishing.nsf/Content/C849A8AF6220D3BACA257D2E001A6987/$File/Corporate-Plan.pdf)



## 3 Engaging with the community

We're here to serve the Australian public. We're committed to being open and transparent so it's important we take the time to share information about the work we are undertaking and in turn listen to the views of the community.

Our stakeholders are groups to which we are accountable, who fund us, and to whom we deliver our products and services:

- The Australian community
- Clinicians and health care providers
- Peak and advisory bodies
- State and territory jurisdictions
- Industry associations
- Advocacy groups
- Government departments and agencies
- Technology sector
- Research and science community
- Business community
- Private health insurers
- Primary Health Networks and other regional health service organisations.

### 3.1 Background

In early 2008, Australian health ministers, through the Australian Health Ministers' Advisory Council, commissioned Deloitte to develop the *National E-Health Strategy* – a strategic framework and plan to guide national coordination and collaboration in eHealth. As part of this process, Deloitte conducted a series of national consultations, which included Commonwealth, state and territory governments, general practitioners, medical specialists, nursing and allied health, pathology, radiology and pharmacy sectors, health information specialists, health service managers, researchers, academics and consumers.

The strategy provided a guide to the further development of eHealth in Australia. It proposed an incremental and staged approach to developing eHealth capabilities to:

- build on what currently existed in the Australian eHealth landscape
- manage the underlying variation in capacity across the health sector and states and territories
- allow scope for change as lessons are learned and technology is developed further.

The strategy reinforced the existing collaboration of Commonwealth, state and territory governments on the core foundations of a national eHealth system, and identified priority areas where this could be progressively extended to support health reform in Australia. It provided sufficient flexibility for individual states and territories, and the public and private health sectors, to determine how they go about eHealth implementation within a common framework and set of priorities to maximise benefits and efficiencies.

## 3.2 A new digital health strategy for Australia

Given the significant progress in implementing digital health in the Australian healthcare community since the national strategy was developed, in April 2016, the Commonwealth Department of Health consulted with a number of key stakeholders on a draft version of a new national digital health strategy.

The national digital health strategy will replace the 2008 *National E-Health Strategy* and will set out the national coordination, investment and collaboration in national health information and digital health solutions. It will recognise the need for increased collaboration across governments, healthcare providers and consumers, the private sector and software vendors to deliver an integrated digital health ecosystem that supports healthcare provision within Australia.

On 1 July 2016, responsibility for the development of the national digital health strategy was handed over to the Agency.

## 3.3 National consultation

To deliver a Strategy that meets the needs and expectations of the community, the Agency commenced a national consultation in October 2016 that encouraged all members of the public to have a role in co-producing the vision, objectives and areas of focus for the national digital health agenda. This is about having an open and authentic process whereby we design a new horizon for and with the community.

The process provided the opportunity for all members of the public, including patients, their families and carers, healthcare providers, scientists and researchers, entrepreneurs and technology innovators, and state and territory health service providers and funders, to participate in co-producing the National Digital Health Strategy.

The Agency will use the insights to develop a Strategy which will set out the priorities for national coordination and investment in the digital health solutions that will shape the future of our health system.

A series of community-based town halls, meetings with health and care stakeholders, providers and funders are being held. The face-to-face events will be supported by the [Conversations website](#)<sup>2</sup> and an online survey to help drive the development of the strategy. Surveys and submissions are being collected until the end of January 2017.

The findings from the national consultation will be used to develop a national digital health strategy for delivery to Government in 2017.

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<sup>2</sup> The URL for this website is <https://conversation.digitalhealth.gov.au/>

## 4 Capability

As a new Commonwealth agency, building our capability is critical to delivering on our vision. Our success relies on developing our people, our values and culture, forging strong external partnerships, as well as a commitment to good governance.

### 4.1 Our people

Our people are the primary enabler of our performance. They have backgrounds and skills in healthcare and IT, and a range of disciplines between the two. We recognise the strength in their diversity. Over the next four years, we will work to build an agile, engaged and empowered workforce with a sustained focus on:

- recruiting talented staff, and retaining them through career mentoring and rewarding commitment and success
- being responsive and adaptive to changing demands, by establishing a learning culture and aligning individual performance plans to our strategic goals
- strong leadership that clearly conveys our strategic vision
- supporting our staff to perform at their best, through corporate and procedural policies and practices that grant autonomy, encourage accountability and give leadership opportunities.

Developing a capable, flexible and motivated workforce will give us the necessary resilience to meet both the inherent and the unforeseen challenges that accompany the rollout of digital health reforms.

### 4.2 Workforce planning

Much of the Agency's work needs specialist skills. Workforce planning is underway to ensure our capability and resources are coordinated and leveraged, now and in the future. This planning includes both an environmental analysis and risk assessment to identify any gaps between our current and future workforce needs, and to mitigate the loss of technical expertise. Our planning and forecasting will let us remain responsive to the needs of government, in a climate of fiscal constraint and uncertainty.

### 4.3 Our values and culture

Our values and our culture, reflected in how we conduct ourselves every day at work, are fundamental to our success. As a new Commonwealth public sector organisation, we embrace the Australian Public Service **ICARE** values:

- being **i**mpartial
- **C**ommitted to service
- **a**ccountable
- **r**espectful and
- **e**thical.

To strengthen our values-based culture, the Agency has developed its own set of complementary values with the purpose of embedding them in both policies and practice:

- working together
- respect and trust
- transparency
- leading through learning
- customer focus.

## **4.4 Leveraging technology and partnerships**

Information technology is the foundation for digital health initiatives, including the My Health Record system. As the My Health Record System Operator, the Agency manages the day-to-day operations of the system. The system is delivered by Accenture as the National Infrastructure Operator (NIO) and the Department of Human Services (DHS). NIO operates and maintains the infrastructure, develops enhancements and new functionality, and provides system integration services. DHS supports its operation by providing registration and enquiry services, and safeguarding compliance and security. The Agency will continue to partner with NIO and DHS to increase uptake and meaningful use of the system.

## **4.5 Governance**

The Agency's Board sets the strategic direction, organisational priorities, and immediate focus of the organisation. It is the key decision-making body for the Agency. Its members bring a range of expertise and perspectives, as well as ambition for the future of digital healthcare.

The Board delegates responsibility for operational management to the Chief Executive Officer, who, with a team of executives, leads and coordinates the delivery of the digital health priorities determined by the Board.

The Board and executives are committed to good corporate governance and have established policies, processes and steering committees to help the Agency achieve its purpose and ensure the careful stewardship of Commonwealth, state and territory resources.

Collectively, the Agency's governance arrangements support its operations by delivering financial and program management, quality assurance, business continuity planning, and human resource and professional development. It also allows the Agency to discharge its external reporting and accountability obligations. Most importantly, it ensures that both strategic and operational risks are carefully monitored and managed across the Agency.

## 4.6 Risk management

Responsibility for managing risks rests with all of our staff, not just the leadership team. The Agency is developing an enterprise-wide risk management framework to oversee and control risks. This framework will be the starting point for integrating risk into the Agency's day-to-day operations, and will include supporting systems, business processes and internal controls. The framework will articulate the Agency's risk appetite and tolerance, and the expectation that all staff are active participants in assessing their risk environment. Understanding our risks will help us make more robust and informed decision making, improve our business outcomes, and let us make more effective use of finite public resources.

Over the next four years we aim to embed a positive risk culture within the Agency and improve our ability to capture risks, strengthen risk controls and mitigations, and use sound judgment to escalate them appropriately. We will ensure our Board and audit committees are aware of all emerging and strategic risks that compromise our ability to fulfil our organisational goals.

## 4.7 Jurisdictional Advisory Committee

The Jurisdictional Advisory Committee consists of a Department of Health representative, and a representative from each state and territory, the Australian Capital Territory and the Northern Territory. This committee provides advice to the Board in relation to all matters for consideration by the Board in order to facilitate national consistency for digital health.

## 4.8 Board committees

To ensure we have the best minds in the country working with us, the Board conducted an open nomination process for five Board advisory committees.

The **Clinical and Technical Advisory Committee** will provide advice to the Board about:

- the efficient and effective delivery of clinical care using digital health
- the architectural integration of digital health systems
- changes to digital health system design to improve clinical usability and usefulness based on experience with the use of digital systems
- proposed innovations and measures to improve the efficiency and effectiveness of digital health systems for clinicians and users of the system
- recommendations in relation to priorities of investment in, and development and implementation of, national digital health systems.

The **Consumer Advisory Committee** will provide advice to the Board about:

- how to ensure key messages about digital health are communicated effectively to relevant stakeholders and health consumer groups
- recognising the interests of minority and special interest groups so as to ensure that their interests are taken into account in the design and implementation of digital health systems
- establishing and maintaining collaboration with health consumers and providers in relation to digital health systems.

The **Privacy and Security Advisory Committee** will provide advice to the Board about:

- legal issues in relation to digital health systems, including copyright, data privacy issues, confidentiality issues, data security and legal liability
- the long-term legal framework of digital health systems
- privacy and security issues encountered by users of digital health systems, and the resolution of any problems arising from monitoring these issues
- standards (including compliance with standards) relating to privacy and security in relation to digital health systems.

The **Audit and Risk Committee** is a sub-committee of the Agency Board established to assist the Board discharge its responsibilities under the *Public Governance, Performance and Accountability Act 2013* in respect of financial reporting, performance reporting, risk oversight and management, internal control and compliance with relevant laws and policies.

The **Digital Health Safety and Quality Governance Committee** has the following functions:

- to advise on all safety, quality and clinical governance aspects of services and contracts undertaken and/or managed by Australian Digital Health Agency
- to advise on and provide oversight of the development, implementation and monitoring of all safety, quality and clinical governance approaches and mechanisms, inclusive of continuous quality improvement and clinical risk management undertaken by the Agency
- to advise on safety, quality and clinical governance matters, including policies, that are referred to the Digital Health Safety and Quality Governance Committee by the Agency Board, the Australian Commission on Safety and Quality, Advisory Committees and/or the Australian Department of Health
- to approve and recommend the Agency Clinical Quality Plan which will include consideration of the outcomes and recommendations provided by the Australian Commission on Safety and Quality in Health Care based upon the conduct of audits and reviews of Agency clinical approaches.

Applications were assessed according to the skillset required, the relevance of the skills to the Agency work program and likely strategic direction, and our desire to achieve diversity in the composition of committees, including gender, cultural background and geographical location of members.

## 4.9 Organisational excellence

In order to meet the expectations of the Australian community, it is critical that the Agency embeds into its operations the principles of accountability, meaningful engagement and collaboration, and focus on delivering measurable benefits. To ensure that we excel in our compliance with the public service standards of a Commonwealth authority, the Agency has introduced a program of work called Organisational Excellence. This program encompasses:

- Committing to the prudent use of resources
- Optimising opportunities as the national digital health agency
- Earning trust as a reliable operator of national data systems
- Leading the world in digital health cyber security
- Making the organisation hum
- Exemplifying openness and transparency.

This work will be complete in 2016-17, and will then require continuous monitoring and improvement.

## 5 Performance

Our purpose and our strategic imperatives drive our performance. They guide our strategies, our annual work program activities, and our longer term commitments.

We undertake to appraise our performance in advancing digital healthcare and meeting the expectations of government. To this end, our annual work plan aligns with both our purpose and our planned outcomes. It will allow us to craft performance information to judge our success, year by year, over the life of the corporate plan.

The Agency Board has approved the 2016-17 work plan for the Agency with a number of programs and projects in support of the following strategic priorities:

- Messaging
- Medicines safety
- Pathology and diagnostic imaging
- My Health Record
- Strategy
- Core clinical
- Organisational excellence.

The work plan will be updated following the development of the national digital health strategy in early 2017.



## 5.1 High level work plan

AGENCY STRATEGIC PRIORITIES						
MESSAGING	MEDICINES SAFETY	PATHOLOGY & DIAGNOSTIC IMAGING	MY HEALTH RECORD	STRATEGY	CORE CLINICAL	ORGANISATIONAL EXCELLENCE
PROGRAMS/PROJECTS						
1. Working with industry to improve user experience	1. Design better medicines information for healthcare providers through My Health Record	1. Addressing concerns of private pathology industry	1. Working with the software industry to improve user experience and connect GP, pharmacy, aged care providers	1. Finalise the National Digital Health Strategy, and forward work program	1. Establish Children's Collaborative Network for Innovation	1. Committing to the prudent use of resources
2. Develop robust national directory service and meet service levels requirements	2. Co-produce a robust, integrated and safe 'medicines at your fingertips' national program	2. Co-design final end to end design and adoption requirements for private pathology	2. Connecting more hospitals to My Health Record		2. Support delivery of the Healthcare Homes Strategy	2. Optimising opportunities as the national digital health agency
3. Simplify the renewal process for authentication certificates	3. Increasing use of electronic prescriptions, electronic medications management, and terminology	3. Upload pathology and diagnostic imaging reports to My Health Record from public hospitals	3. Innovation in mobile connection for providers to My Health Record		3. Embed telehealth in clinical consultations	3. Earning trust as a reliable operator of national data systems
4. Increase uptake of clinicians using electronic messages		4. Upload pathology and diagnostic imaging reports to My Health Record in private hospitals	4. Release 8.0 – improved user experience, implementing outcomes from medicines and pathology and diagnostic imaging streams			4. Leading the world in digital health cyber security
5. Implement new end to end solution			5. Return to Government on My Health Record consumer participation options			5. Making the organisation hum
					6. Exemplifying openness and transparency	
ONGOING OPERATIONAL DELIVERY						
1. National change and adoption program						
2. Operational management and maintenance of systems and services						
3. Embed methods of productive engagement and collaboration with healthcare providers, consumers, industry and government						
4. Develop international strategy, develop and embed horizon scanning capability						
5. Develop industry strategy and establish open innovation arrangements						
6. Agency corporate services and internal change management						

## 5.2 Messaging

Program objectives	Program synopsis	Desired outcomes
<ul style="list-style-type: none"> <li>• Achieve a trustworthy, seamless process for a message to flow securely from one provider to another and over time to consumers, irrespective of the technology platform they are using, the organisation they work for, or the provider with whom they are communicating</li> </ul>	<ul style="list-style-type: none"> <li>• The program will focus on secure message interoperability and target:                             <ul style="list-style-type: none"> <li>◦ Digital clinical correspondence capability with a message profile and structure that supports adoption and multiple content types</li> <li>◦ Simplified messaging workflow integrated into the clinical system at the sending and receiving ends</li> <li>◦ Accessibility and usability of directory information underpinned by an appropriate architecture, be it distributed or centralised infrastructure</li> <li>◦ Use of appropriate identifiers and certificates to support short term projects and solutions and longer term national directives, such as the National Authentication Service for Health (NASH)</li> <li>◦ Deployment of services to fast-track compliance testing for solution providers</li> <li>◦ Implementation of change and adoption activities incorporating provider engagement, governance, business models, funding, policy and legislation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in overhead required to manage clinical correspondence across providers</li> <li>• Reductions in the use of fax machines across health services</li> <li>• Increased provider confidence in quality and completeness of clinical information they receive</li> <li>• Improved interoperability and access to clinical information required to support care</li> </ul>

### 5.3 Medicines safety

Program objectives	Program synopsis	Desired outcomes
<ul style="list-style-type: none"> <li>• Design better medicines information for healthcare providers through the My Health Record</li> <li>• Increase the volume of 'dispense' data sent to the My Health Record system from community and hospital pharmacies</li> <li>• Co-produce a robust, integrated Medicines Safety Program</li> <li>• Increase adoption of standardised terminologies</li> </ul>	<ul style="list-style-type: none"> <li>• Establish strategic directions identifying priorities for the Agency's medicines safety activities that are responsive to consumers and healthcare provider needs</li> <li>• Ensure alignment of medicines safety activities with the National Medicines Policy, National Drug Strategy, National Digital Agenda, Medication Safety Program of the Australian Commission on Safety and Quality in Health Care and the Australian Digital Health Agency Strategic Plan</li> <li>• Promote innovation and assist in consolidating and strengthening the Agency's role in nationwide projects, programs, standards, smart architectures, priorities, and governance obligations</li> </ul>	<ul style="list-style-type: none"> <li>• Increase medicine awareness</li> <li>• Reduce hospital admissions</li> <li>• Reduce adverse events and loss of life due to medicine misadventures</li> <li>• Improve quality of life through the safe and effective use of medicines</li> <li>• Equip consumers with the tools integrated into the delivery of care</li> <li>• Improve the communication of medicines information between health care settings</li> </ul>

## 5.4 Pathology and diagnostic imaging

Program objectives	Program synopsis	Desired outcomes
<ul style="list-style-type: none"> <li>• Improve timely access to pathology reports for healthcare providers, via the My Health Record, so that:                             <ul style="list-style-type: none"> <li>◦ The amount of time spent on collection of information is reduced</li> <li>◦ Duplicate testing is reduced</li> <li>◦ Clinicians outside the circle of care of the patient will be able to obtain pathology reports more readily</li> </ul> </li> <li>• Support better engagement of individuals with their own healthcare by allowing them to:                             <ul style="list-style-type: none"> <li>◦ View pathology reports in their My Health Record using the National Consumer Portal</li> <li>◦ Have control over who has access to their pathology reports, and provide the ability for the individual to withdraw consent for a specific report to be uploaded to their My Health Record or to remove a report from the My Health Record (consistent with access controls for other clinical documents)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• The program has been developed to connect data feeds from public and private pathology and diagnostic imaging labs to the My Health Record system, with the aim of connecting:                             <ul style="list-style-type: none"> <li>◦ 5 public pathology labs to the My Health Record</li> <li>◦ 2 private pathology labs to the My Health Record</li> <li>◦ 5 public diagnostic imaging labs to the My Health Record</li> <li>◦ 2 private diagnostic imaging labs to the My Health Record</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Make pathology and diagnostic imaging results more readily available to consumers and clinicians through:                             <ul style="list-style-type: none"> <li>◦ Public and private pathology result reports in the My Health Record</li> <li>◦ Public and private diagnostic imaging result reports in the My Health Record</li> </ul> </li> </ul>

## 5.5 My Health Record

Program objectives	Program synopsis	Desired outcomes
<ul style="list-style-type: none"> <li>• Identify, design and deliver improvements to the My Health Record ecosystem that deliver measurable benefits to providers and consumers through the integration and improvement of systems, increase in functionality and content and overall improvement to the user experience</li> <li>• Deliver a seamless, easy-to-use process-driven experience providing access to the right information at the right time and in the way that clinicians and consumers can make informed decisions to improve their health outcomes</li> </ul>	<p>This program includes:</p> <ul style="list-style-type: none"> <li>• Having a greater ability for the Agency to both monitor and protect the My Health Record system from cyber threat</li> <li>• Providing better access to the information within the My Health Record system through the provision of mobile accessibility, via external mobile applications</li> <li>• Improving the method of identity verification for individuals wanting to access the My Health Record system</li> <li>• Providing digital health support to key health policy initiatives, such as Health Care Homes</li> <li>• Improving accessibility to key health information important to consumers and clinicians, such as the development of a medications view and pathology and diagnostic imaging filtering</li> <li>• Improving the front end user interface for the consumer and provider portal based upon evidence from user research</li> <li>• Supporting third party providers, vendors and entrepreneurs to understand the system and access necessary technical artefacts (including sample code and supporting tools and documentation) to develop complementary systems and solutions to improve outcomes for those that interface with the system through third party applications</li> </ul>	<ul style="list-style-type: none"> <li>• Improve the safety of medications management through improved access to medicines information</li> <li>• Improve access to path and diagnostic imaging information</li> <li>• Approved Business Case for My Health Record system participation</li> <li>• Increase the number of consumers who can register first time to the My Health Record system and improve user experience overall</li> <li>• An active community of third party innovators</li> </ul>

## 5.6 Strategy

Program objectives	Program synopsis	Desired outcomes
<ul style="list-style-type: none"> <li>• Deliver a comprehensive and inclusive community engagement and consultation experience toward the development of the National Digital Health Strategy</li> <li>• Produce a National Digital Health Strategy that meets the needs and expectations of the community and secures the support of key external stakeholders and COAG endorsement</li> </ul>	<ul style="list-style-type: none"> <li>• The Agency will develop a National Digital Health Strategy that supports digital innovation across Australia to offer people more control of their health and care when they wish, to empower and support the care professionals who serve them, and to build on this country’s distinguished leadership in the discovery of new medicines and treatments</li> <li>• The approach to create this strategy is to place the health consumer at the forefront as co-producers, developing a strategy that enables improved health and care decision-making and outcomes, shaping the strategy around the needs, wants and aspirations of the people</li> <li>• The Strategy program comprises three projects:               <ol style="list-style-type: none"> <li>1 Engagement and consultation (to inform the National Digital Health Strategy)</li> <li>2 Strategy development</li> <li>3 Forward work program</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Provide the opportunity for all members of the public, including patients, their families and carers, healthcare providers, scientists and researchers, entrepreneurs and technology innovators, and state and territory health service providers and funders, to participate in co-producing the National Digital Health Strategy</li> </ul>

## 5.7 Core clinical

Program objectives	Program synopsis	Desired outcomes
<ul style="list-style-type: none"> <li>• Establish a National Children’s Collaborative Network which will provide a forum to leverage the work done in children’s health in NSW and collaborate with groups across the country who are pursuing similar goals</li> <li>• Provide support for the Health Care Homes trials which aim to reduce the barriers patients face across fragmented health services, with the aim of keeping them well at home and out of hospital through the ongoing co-ordination, management and support of a patient’s care</li> <li>• Embed telehealth in clinical consultations to help prevent disease and provide more convenient and accessible patient care</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a National Children’s Collaborative Network to bring together centres of excellence in children’s health innovation across the country</li> <li>• Provide support for the Health Care Homes trials which aim to improve the provision of care for people with chronic and complex conditions</li> <li>• Embed the telehealth model of care by working with leading telehealth providers and innovators who are active in the consumer device and wellness market</li> </ul>	<ul style="list-style-type: none"> <li>• Accelerate improvements to children’s health practice by supporting collaboration across organisational and jurisdictional boundaries</li> <li>• Identify opportunities for data and technology to support the Health Care Homes trials to achieve the desired healthcare outcomes for the people involved</li> <li>• Improve the experience of telehealth for users of those services and to extend the reach of this technology into new geographies and health settings</li> </ul>

## 5.8 Organisational excellence

Program objectives	Program synopsis	Desired outcomes
<ul style="list-style-type: none"> <li>• Embed into Agency operations the principles of accountability, real engagement and collaboration, and a focus on delivering benefits</li> <li>• Provide the Board with ongoing assurance that the Agency complies with standards required of Commonwealth authorities and is exemplifying best practice in public service behaviours.</li> <li>• Provide assurance to funders that funds are being applied to the right priorities and used prudently</li> </ul>	<ul style="list-style-type: none"> <li>• The Agency has launched a program of organisational excellence to entrench the new principles of operation and engagement into the DNA of the culture and work practices</li> <li>• It includes six streams:               <ol style="list-style-type: none"> <li>1 Committing to the prudent use of resources</li> <li>2 Optimising opportunities as the national digital health agency</li> <li>3 Earning trust as a reliable operator of national data systems</li> <li>4 Leading the world in digital health cyber security</li> <li>5 Making the organisation hum</li> <li>6 Exemplifying openness and transparency</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• To implement policies, processes and practices that will allow the organisation to operate at its potential, demonstrate openness and transparency, and exemplify the 'think like a patient, act like a taxpayer' ethos</li> <li>• To establish the organisation as a centre for excellence in safeguarding clinical data, to engender high levels of community trust, and to leverage established national digital health foundations, community support and continued government funding to translate digital health use into improved health outcomes for all Australians</li> </ul>