

# Corporate Plan

## 2017 - 2018

# 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, 2017-18 to 2020-21, 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.

## Contact for enquiries

Australian Digital Health Agency Help Centre

Phone 1300 901 001

Email [help@digitalhealth.gov.au](mailto:help@digitalhealth.gov.au)

Level 25, 56 Pitt Street

Sydney, NSW 2000

Australia

[www.digitalhealth.gov.au](http://www.digitalhealth.gov.au)

## Acknowledgements

### Council of Australian Governments

The Australian Digital Health Agency is jointly funded by the Australian Government and all state and territory governments.

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# 1 The Agency

## 1.1 Our Purpose

The purpose of the Agency is:

“To improve health outcomes for Australians through the delivery of digital health services and systems, and to support digital innovation across Australia to give people more control of their health and healthcare.”<sup>1</sup>

## 1.2 Role

The role of the Australian Digital Health Agency is to:

- Co-ordinate, and provide input into, the ongoing development of the National Digital Health Strategy;
- Implement those aspects of the National Digital Health Strategy that are directed by the Ministerial Council;
- Develop, implement, manage, operate, and continuously innovate and improve specifications, standards, systems and services in relation to digital health, consistently with the national digital health work program;
- Develop, implement and operate comprehensive and effective clinical governance, using a whole of system approach, to ensure clinical safety in the delivery of the national digital health work program;
- Develop, monitor and manage specifications and standards to maximise effective interoperability of public and private sector digital health systems;
- Develop and implement compliance approaches in relation to the adoption of agreed specifications and standards relating to digital health; and to
- Liaise and cooperate with overseas and international bodies on matters relating to digital health.<sup>2</sup>

<sup>1</sup> [Health Portfolio Budget Statements 2017 – 18](#)

<sup>2</sup> [Public Governance, Performance and Accountability \(Establishing the Digital Health Agency\) Rule 2016](#)

## 2 Environment

### 2.1 Australia's health system

Australia's health system is highly respected internationally for its effectiveness and efficiency.<sup>3</sup> However, despite strong foundations, a number of demographic and health trends are stretching the financial, physical and human resources of our healthcare system. These factors include an ageing population and increasing rates of chronic disease, compounded by systemic issues such as challenges in maintaining a skilled workforce in light of new technologies, and inequalities in health outcomes across different communities.

Consequently, there is increasing need for healthcare reform to prepare Australia to respond to the emerging health needs of its communities and to maintain existing high standards. This reform includes, among other things, the funding and large-scale adoption of digital health technologies to support new and improved models of care that drive greater safety, quality and efficiency for Australian patients and their carers.

### 2.2 Digital health in Australia

Australia has made steady inroads in implementing digital health solutions. The My Health Record system has continued to grow in its capability, usability and integration with clinical information systems across the health sector. More than five million Australians now have a record (over 20% of the population) and, with the Government's decision to provide a My Health Record for all Australians except those who choose not to have one, an estimated 98% of the population will have a My Health Record by the end of 2018. This will mean that Australia will have the highest participation rate in a national health record system in the world. For the first time, members of healthcare teams will have ready access to key health information for the majority of their patients irrespective of where their patient has previously received care.

Throughout the recent "Your health. Your say" consultation process, Australian health consumers expressed a clear desire to have greater digital access to health services. Healthcare providers also expressed interest in undertaking a number of activities digitally, especially:

- Sharing health records with their patients;
- Transferring prescriptions to pharmacies; and
- Providing interactive decision-making support.

It is clear that Australians are ready for digital health services. The Agency has a clear remit to support the delivery of better health for all Australians through the use of digital health.

<sup>3</sup> [Mirror, Mirror 2017: International Comparison Reflects Flaws and Opportunities for Better U.S. Health Care, 2017](#)

## 3 A new digital health strategy for Australia

The National Digital Health Strategy was approved by Australia's Health Ministers on 4 August 2017, and was published on the Agency's website on the same day.<sup>4</sup> It is titled *Safe, Seamless and secure: Evolving health and care to meet the needs of modern Australia*, and outlines the following vision:

*"Better health for all Australians enabled by seamless, safe, secure digital health services and technologies that provide a range of innovative, easy to use tools for both patients and providers."*

The Strategy articulates the need for a coordinated approach to the delivery of digital health within Australia, as well as the strategic priorities to be delivered by 2022 and the principles that will underpin its execution.

The Strategy covers the period from **2018 to 2022**, and identifies the following key milestones:

### By the end of 2018:

- Every Australian will have a My Health Record, unless they choose not to;
- A public consultation on draft interoperability standards will confirm an agreed vision and roadmap for implementation of interoperability between all public and private health and care services in Australia; and
- All patients and their providers will have access to comprehensive views of their prescribed and dispensed medications through the My Health Record system.

### By the end of 2022:

- Every healthcare provider will have the ability to communicate with other professionals and their patients via secure digital channels;
- The first regions in Australia will showcase comprehensive interoperability across health service provision;
- There will be digitally enabled paper-free options for all medication management in Australia; and
- All healthcare professionals will have access to resources that will support them in the confident and efficient use of digital services.

### 3.1 My Health Record Expansion

In the May 2017 Budget, the Government announced an investment of \$374.2 million over two years to ensure every Australian has a My Health Record, by December 2018, unless they choose not to. This decision was announced following unanimous support by all State and Territory Health Ministers through the Council of Australian Governments Health Council.

Every Australian will have a three-month window in which to register they do not want a record. This approach was tested in two geographies in 2016 that trialled the process of creating a record for all people within that geography, was evaluated<sup>5</sup>, and informed the plan to expand the program to the rest of Australia. Data from the participation trials indicates that roughly two per cent selected to opt out of the My Health Record. Applying this figure to the entire Australian population suggests that approximately 23.6 million Australians will have a My Health Record by the end of 2018.

<sup>4</sup> [Australia's National Digital Health Strategy](#)

<sup>5</sup> [Evaluation of the Participation Trials for the My Health Record, 2016](#)

## 4 Capability

As a young and rapidly maturing Commonwealth agency, continuing to build capability is critical to ongoing delivery of the Agency's work program. Success relies on developing people, promoting strong values and culture, forging external partnerships, and a commitment to good governance.

### 4.1 People

The Agency's people are the primary enabler of organisational performance. Staff have a range of backgrounds and skills in healthcare, health informatics, management and information technology, and are experienced in many different contexts and disciplines. The diversity of backgrounds is a significant strength for the Agency.

Over the next four years, the Agency will continue to build an agile, engaged and empowered workforce with a sustained focus on:

- Recruiting talented staff, 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 the Agency's strategic vision; and
- Supporting 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 the Agency the necessary resilience to deliver major national programs and meet both the inherent and the unforeseen challenges that will be met in supporting the implementation of digital health-driven change across the health sector.

### 4.2 Workforce planning

Much of the Agency's work requires specialist skills. In order to ensure that these skills are maintained and developed, workforce planning continues to ensure that capability and resources are coordinated and balanced, both now and in the future.

This planning includes both an environmental analysis and risk assessment to identify any gaps between current and future workforce needs, and to mitigate the risk of loss of technical expertise. Ongoing workforce planning and forecasting will ensure that the Agency remains responsive to the needs of government, in a climate of fiscal constraint and technologically driven disruptions in both healthcare delivery and in the community's expectations of best practice public service delivery.

### 4.3 Values and culture

The Agency's values and culture, reflected in everyday conduct, are fundamental to successful delivery of the Agency's work program. As a new Commonwealth public sector organisation, the Australian Digital Health Agency embraces the Australian Public Service **ICARE** values:

**I**mpartial;  
**C**ommitted to service;  
**A**ccountable;  
**R**espectful; and  
**E**thical

To further strengthen its 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; and
- Customer focus.

## 4.4 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 with its functions and skills base set out in the Public Governance, Performance and Accountability (Establishing the Australian Digital Health Agency) Rule 2016. Its members come from all over the country, draw on a mix of gender, ages and backgrounds and 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 the support of an executive team, leads and coordinates the delivery of the 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.

The Board takes advice from six Advisory Committees set up under the auspices of the Public Governance, Performance and Accountability (Establishing the Australian Digital Health Agency) Rule 2016.

## 4.5 Risk Management

Responsibility for managing risks rests with all of the Agency's staff, not just the leadership team. Over the next four years the Agency is seeking to embed a positive risk culture, improving our ability to capture risks, strengthening risk controls and mitigations, and using sound judgment to escalate risk appropriately. The Agency has developed an enterprise-wide risk management framework to oversee and control risks. It includes supporting systems, business processes and internal controls and articulates the Agency's risk appetite and tolerance, and the expectation that all staff are active participants in assessing their risk environment.

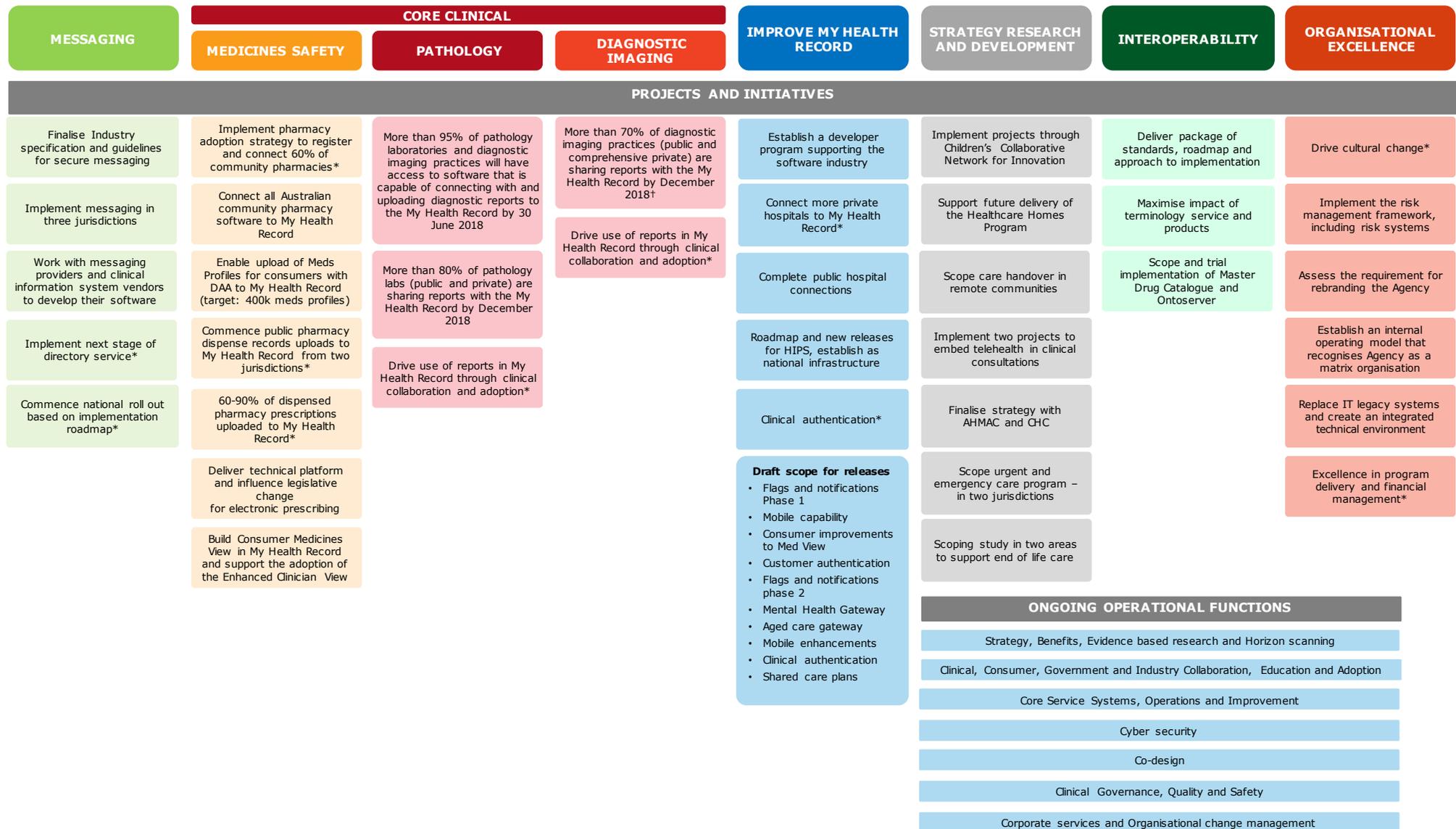
The Audit and Risk Advisory Committee provides advice to the Agency Board on the Agency's management of risk, and the Board plays an active role in ensuring appropriate risk management practices are in place and adhered to.

## 5 Performance

Following the recent publication of the National Digital Health Strategy, the Agency's performance will be driven by and assessed against the strategic imperatives outlined in the Strategy and associated work program.

The Agency Board has approved the 2017-18 work plan for the Agency with a number of programs and projects in support of the strategic priorities shown in the diagram in the following section.

## 5.1 High level COAG work plan – funded through contributions from all Australian governments



\*Multi-year initiative that will continue beyond June 2018

†A “comprehensive practice” is a medical practice, or a radiology department of a hospital, that provides X ray, ultrasound and computed tomography services (whether or not it provides other services). <https://www.legislation.gov.au/Details/F2016C00951>

## 5.2 My Health Record Expansion Work Program – funded by the Commonwealth Government

### BENEFITS MANAGEMENT

#### LEGISLATION, POLICY & HARD TO SERVICE

Establish the My Health Record rule to enable the Program to implement National Opt Out

#### COMMUNICATIONS

Ensure we inform every Australian that they are going to have a My Health Record created for them in 2018 unless they tell us they don't want one

#### PROVIDER READINESS

Deliver awareness, education, readiness and support to healthcare providers across all healthcare in readiness for Opt Out

#### OPERATIONS

Continue to operate and enhance core services such as My Health Record, provide My Health Record support and incident management

#### IMPROVEMENTS

Enhancement to the My Health Record portal to improve the usability for consumers, service providers and clinicians

#### TECHNOLOGY

Continue to operate and enhance the technical infrastructure required to support National Opt Out

#### CYBER SECURITY

Ensure the security of the My Health Record system

#### DHS Transition

Establish a National Contact Centre and migrate all services from the Department of Human Services to the Agency including implementation of Face to Face services

### PROGRAM MANAGEMENT

### STAKEHOLDER ENGAGEMENT MANAGEMENT