



Australian Government
Australian Digital Health Agency



AUSTRALIAN DIGITAL HEALTH AGENCY

Corporate Plan

2021 > 2022

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, 2021–22 to 2024–2025, 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*.

As the Agency is funded until 30 June 2022 under an intergovernmental agreement between the Commonwealth of Australia and the states and territories to continue and improve the operation of digital health, the description of the Agency's activities and performance information is focused on 2021–22.

Australian Digital Health Agency

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Message from the Board Chair



The events of the last 18 months have accelerated the Australian Digital Health Agency's vision of a healthier future for all Australians through connected healthcare. During the past year, the Agency played an important part in government initiatives to support the health and wellbeing of Australians during the COVID-19 pandemic. This included the rollout of electronic prescribing – a fantastic example of new digital technology in action – and the ongoing enhancement of My Health Record so Australians have easy access to their vaccination information.

The aspirations, direction and objectives of the Agency are incorporated into our Agency Strategic Statement. Over the past year, the Agency's activities have been refocused to align to this strategic vision, which is reflected in this corporate plan.

Australia's first National Digital Health Strategy covered the period from 2018 to 2022, and the Agency's responsibility to deliver its component of the National Digital Health Strategy is still the key driver of our activities. We will maintain what we have already built, and continue to expand and enhance the digital health experience that will support an agile, user-centred digital health system.

A key focus for this coming year is formulating the next [National Digital Health Strategy](#) that will take us beyond 2022. We know that Australians are more digitally connected than ever before, and the new strategy will consider the needs and expectations of individuals and families, including how they want to engage in the health system today and tomorrow, across life stages and different health challenges.

The strategy is a mechanism for increasing choice, control, transparency and access to data and digital health technologies in a way that is intuitive, secure and connected. The Agency's continued partnerships with the healthcare industry and governments are a key component in ensuring the success of this next strategy. These views are critical to the success of the National Digital Health Strategy.

I welcome and encourage the continued good relationship between the Board and the Chief Executive Officer in delivering an ambitious program of work against the objectives outlined in this corporate plan.

On behalf of the Board, as the Accountable Authority, I encourage you to read the *Australian Digital Health Agency Corporate Plan 2021-22* and look forward to engaging with our stakeholders as we implement it in the year ahead.

Dr Elizabeth Deveny
Chair

Message from the CEO



It is my pleasure to present the *Corporate Plan 2021–22* for the Australian Digital Health Agency.

Now in our sixth year, our vision as an agency is for a healthier future for all Australians through connected healthcare.

Our work as a national leader in delivery and uptake of digital health in Australia, and in stewarding collaboration across the digital health ecosystem, supports and enables contemporary, connected healthcare, accessible to all Australians and embraced by healthcare professionals.

We know that, used effectively, information collected and shared digitally can help save lives, improve health and wellbeing and support a sustainable health system that delivers safe, high-quality health services for all Australians.

This has been underscored by the events of the past 18 months, during which accelerated rollout and uptake of digital technologies such as electronic prescriptions have helped Australians access health services and health information quickly and conveniently. Continuous improvements in consumer-based systems such as My Health Record continue to support Australians in having their health information at their fingertips and engaging actively in their own health journey.

As we move into an emerging post-COVID-19 world, the Agency will continue to partner with healthcare professionals, industry and governments, and with consumers, to drive and deliver digital technologies that help enable leading-edge, patient-centred, accessible and inclusive healthcare. This is also a key cornerstone of the Australian Government's vision for a leading digital economy and society by 2030.

A key priority for the Agency will be to continue enhancing Australia's My Health Record system. We will connect specialists in private practice, help digitise support across all stages of healthcare and connect residential aged care facilities, improving medication management and transitions of care between healthcare settings. We will continue to modernise and strengthen our digital platforms to maintain a flexible and future-ready system that is safe and secure, trusted by Australians and always available when they need it.

This exciting agenda requires significant commitment and dedication from talented professionals. I am proud to lead an agency with a team of this calibre, a spirit of innovation and a passion to improve the health and wellbeing of Australians. The team embodies this spirit internally too, with staff-led Agency-wide health and wellness initiatives that provided critical support during the challenges of 2020 and which have forged an ongoing standard for shared stewardship across the Agency.

Amanda Cattermole PSM
CEO

1 About the Australian Digital Health Agency

1.1 Our purpose

The purpose of the Australian Digital Health Agency is:



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.¹

1.2 Our role

The Agency provides the leadership, strategy and infrastructure to support Australia's move towards a more efficient and effective health system using digital technologies. The Agency takes the lead role in the development, delivery and uptake of digital health to support a connected healthcare system, accessible to all Australians and embraced by healthcare professionals.

To do this, the Agency partners with healthcare professionals, industry and governments to develop digital technologies that support the health ecosystem. The Agency engages with consumers to improve their healthcare journey, with a focus on access and equity for those who need it most.

We also ensure that clinical quality, safety and assurance is at the core of everything we do, with all major agency initiatives co-designed with clinicians, consumers, developers and state and territory jurisdictions. This ensures that these qualities are embedded from design and development to operations to meet the needs of all our users.

1.3 Our functions

The Agency is the custodian of the **National Digital Health Strategy**, which guides the national coordination of digital health and is informed by collaboration across governments, healthcare providers, consumers and the private sector.

¹ [Health Portfolio Budget Statements 2021-22 p. 169](#)

Our role is to innovate and improve – **specifications, standards, services and systems** such as **My Health Record** – to further digital health reform in Australia. We are accountable for developing digital solutions that support effective **clinical governance**, with quality of care and safeguarding patient safety at the heart of everything we do.

These efforts need to be supported by connected IT systems across the entire health sector that can share information quickly and easily when required. This puts **interoperability** at the centre of our drive for quality improvement – our goal is to develop standards and specifications that allow different health systems to work together along the entire continuum of patient care, sharing information accurately and comprehensively, among multiple care providers so that health practitioners have trust in the integrity of that information and the information can be used to inform patient care decisions.

Consistent with extending the reach of technology into new geographies and health settings, there is also an **international** element to our work as we participate in global forums and engage with our overseas counterparts to implement the benefits of international collaboration locally.

A complete list of the Agency's functions is available in our enabling legislation.² Collectively, these functions are aimed at harnessing technology to improve healthcare and help shape a healthier future for Australians.



Figure 1: Australian Digital Health Agency Strategic Statement

2 Operating environment

2.1 Australia's digital health landscape

The majority of Australians are digitally connected and are regular users of digital services across a range of industries including banking, travel, education and government. They are already committed to using digital apps and services as a practical way to manage their personal and professional lives. Consumers expect that digital health experiences will be equally effective and easy to use. Even before the pandemic, the modern healthcare consumer had growing expectations for the convenience, quality and safety of digital health.

The COVID-19 pandemic shifted the world online and created a landscape that encouraged innovation and technological adoption. One of these innovations was telehealth, with the effect that patients have now come to expect it as a healthcare option, and healthcare providers are increasingly comfortable delivering it. The pandemic has heightened consumer reliance on the provision of care via digital technology (e.g. telehealth consultations) with a growing expectation that virtual models of care will become the new normal in a post-COVID world.

Research conducted by the Agency³ during the height of the pandemic confirmed this sentiment.

- Both providers and consumers are now more open to using digital technology in healthcare and can see the importance of technology to improve health outcomes
- 90% of specialists are open to using more technology when caring for their patients, including using apps and online self-service
- Healthcare practitioners want to receive training in digital health services
- There are still some gaps in people's knowledge about the availability of personal health information digitally, and some concerns that their healthcare providers may not use technology in the best possible way.

In this environment, the Agency's focus is on the use of technology in evolving healthcare to meet the needs of modern Australia. It is vital that Australians can connect quickly and easily to healthcare providers, services and their own healthcare information and that they are actively engaged in their healthcare journeys.

³ <https://www.digitalhealth.gov.au/newsroom/media-releases/medical-profession-and-the-community-embracing-technology-and-digital-health>

Progress of digital health

The Agency's work in co-designing, delivering and supporting digital technologies, including to support the Australian Government's vaccination program, is helping to deliver better connected healthcare services for Australians where and when they need them. The government's investment in digital health, including modernising foundational platforms like My Health Record, means that Australians will continue to have access to world-leading care and services, including new models of virtual care, well into the future. It also enables us to be well placed to continue to respond quickly to national and international events such as natural disasters and disease outbreaks by providing the foundations to gather, access and process health information in personalised ways, to benefit Australians.

My Health Record

By providing access to new information and empowering patients to be the custodians of their own health information, My Health Record is proving to be increasingly valuable to practising clinicians as health data accumulates from multiple sources and user interface innovations such as the Medicines View⁴ simplify the task of summarising patient information. As at 30 June 2021, there are **23 million** My Health Records. 91% of them have data in them and the number is rising.⁵ Nearly **3 billion documents** have been uploaded to My Health Record, with over 408 million uploaded by consumers or healthcare providers, an increase of 87% (408.2m as at 30 June 2021, up from 218.4m as at 30 June 2020). In the last financial year, there was a 39% increase in the volume of documents uploaded by healthcare providers and consumers (189.8m as at 30 June 2021, up from 136.3m as at 30 June 2020).

Supporting the Australian Government's COVID-19 response

To support access to information relating to COVID-19, the Agency has developed a foundation of digital support via the My Health Record system. The My Health Record system allows consumers, carers and healthcare providers to access pathology reports in their record within 24 hours in support of COVID-19 testing. With vaccination information reported to the Australian Immunisation Register (AIR) uploaded automatically to My Health Record, it also provides consumers with a consolidated view of their immunisation information so that they and their treating healthcare providers can easily see details of all immunisations, including their COVID-19 immunisation status and next vaccination due dates.

To support the Australian Government's COVID-19 vaccination program, the Agency developed the Clinician Vaccine Integrated Platform (CVIP), a new digital platform to facilitate upload of COVID-19 and other vaccination records to the AIR. As at 27 June 2021, there were over 446,000 vaccinations uploaded through CVIP, with more than 1,600 providers using the system.

4 <https://www.myhealthrecord.gov.au/for-healthcare-professionals/howtos/medicines-information-view>

5 The information in this section was sourced from <https://www.myhealthrecord.gov.au/statistics>, a regularly updated resource.

Electronic prescriptions

Electronic prescribing, a joint initiative of the Department of Health⁶ and the Agency,⁷ was accelerated in response to the COVID-19 pandemic, with the first electronic prescription dispensed in May 2020.⁸ As at 26 August 2021, 15.9 million electronic prescriptions and repeat prescriptions have been issued. More than 21,000 prescribers have issued them and at least 98% of all PBS-approved community pharmacies are dispensing electronic prescriptions.

Standardised terminology (SNOMED CT AU)

Clinical terminologies are important enablers of safety and interoperability by providing precise common languages that disparate clinical systems can use to identify health concepts. The emergence of the novel coronavirus required a new set of clinical concepts to enable formal identification of COVID-19 in Australian clinical systems. To support this need, the Agency's National Clinical Terminology Service and its international partner organisations proactively developed, tested and released new COVID-19 clinical concepts in February 2020⁹, well before a global pandemic was declared internationally and domestically.

Innovation

In early May 2020, the Agency launched the first component of its Innovation Strategy which included the *Innovation Challenge 1.0* to champion digital health innovation across the healthcare sector to future-proof Australia's healthcare system. Five applicants were selected to develop scalable digital health solutions to help improve our healthcare system. The funded proposals add to the evidence base for the role of digital health in a changing healthcare landscape to inform strategy, design, experience, policy reform as well as influence digital adoption and meaningful use.

Provider Connect Australia

This tool, trialled in 2020 in northern NSW (under its working title Service Registration Assistant), is designed to give time back to busy practice managers and healthcare provider administration teams by automatically updating new or changed information about healthcare services and practitioners to directories and indexes across the healthcare system. Initial results showed significant improvements in communications between providers¹⁰, saving valuable time and reducing the risk of losing vital patient information. This foundational work helps create a digital environment that demonstrates the effective and efficient use of digital technologies.

6 <https://www.health.gov.au/initiatives-and-programs/electronic-prescribing>

7 <https://www.digitalhealth.gov.au/get-started-with-digital-health/electronic-prescriptions>

8 <https://www.australianpharmacist.com.au/first-e-prescription-dispensed/>

9 <https://www.digitalhealth.gov.au/newsroom/product-releases/snomed-ct-au-release-new-coronavirus-concepts-now-available>

10 <https://www.healthcareit.com.au/article/adha%E2%80%99s-service-registration-assistant-helps-keep-patient-information-date>

Embracing the digital future

The Agency will continue to work with the health technology sector to improve the experience for healthcare providers and the connection of their systems across the health sector. This includes improving specialists' adoption of technology – including My Health Record – by working with software companies, developing education and training material and working with peak associations to support them.

Clinical and consumer usage of My Health Record is monitored, and these figures show steady growth in meaningful use by clinicians and consumers in a growing range of contexts. This data is published on the Agency's website.¹¹

It is important to note that this growth in awareness and meaningful use of My Health Record has taken time to develop, and we could reasonably expect that similar efforts will be required for other digital health initiatives such as electronic prescriptions. However, growing consumer demand and more familiarity with the use of digital services, particularly over the past 12 months, may now speed up adoption of these services.

2.2 Cooperation

Consultation and collaboration are embedded throughout the design process

The Agency places all customers at the heart of service and product design through a co-design process that ensures engagement through all stages of the design and development process. Ongoing feedback and insights sourced from consumers and clinicians inform pain points and opportunities for improvements to existing products. Co-design occurs through customer collaboration to explore future design solutions, engagement to validate direction, and rigorous user testing to assure development in the release process.

Furthermore, we maintain close working relationships with key stakeholder bodies encompassing government, industry, clinicians, consumer representatives and research institutions. All of the Agency's major initiatives undergo widespread consultation to ensure that the solutions that emerge align with the needs and values of the people we serve.

Figure 2 provides a high-level summary of our major relationships.

11 <https://www.digitalhealth.gov.au/initiatives-and-programs/my-health-record/statistics>

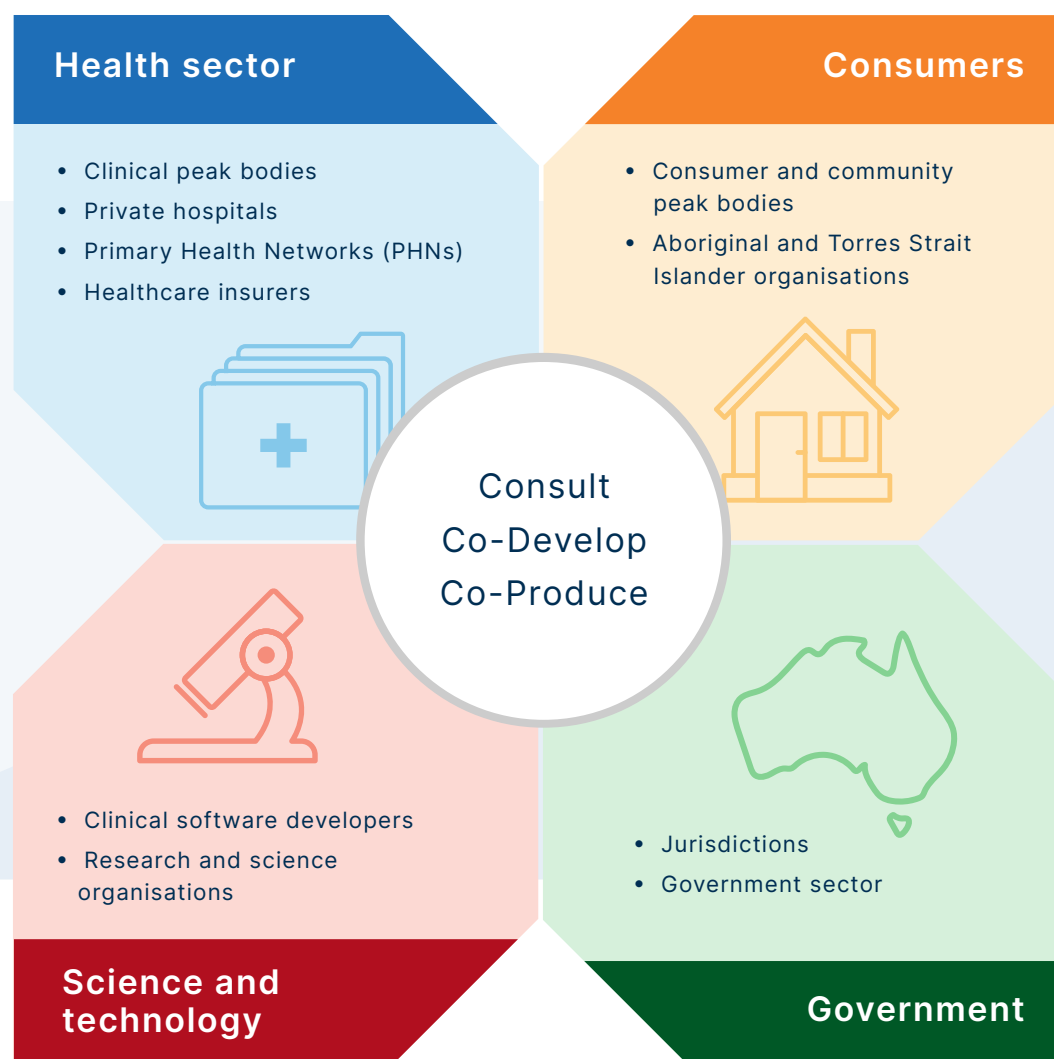


Figure 2: Strategic relationships infographic

International relationships

The Agency's drive to consult and collaborate is not limited by our national borders. To take advantage of the potential benefits of international collaboration in digital health, the Agency actively participates in the Global Digital Health Partnership – an international forum that provides the opportunity for participating governments and digital health agencies to share knowledge and experiences, leading to the improved delivery of digital health services in each participating country. The organisation has steadily grown since its inaugural meeting held in Australia in February 2018, with delegations from the World Health Organization and over 30 countries and territories now participating.

The Agency also supports the Department of Health in leading engagement with key international bodies on matters relating to digital health. This includes engagement with international bodies, including the WHO, OECD, and the G20. Additionally, the Agency is Australia's representative to SNOMED International and a member of Standard Australia's health informatics committee (IT-014) where its role includes input and review of standards produced by the International Organization for Standardization (ISO).

2.3 Key activities for 2021–22

Moving into 2021–22, the Agency intends to continue to build on the activities of recent years and further increase the reach and impact of digital health technologies. To achieve this, the Agency will focus on three key areas of activity: digital strategy, national infrastructure and national health priorities.

Digital strategy

2022–27 Digital health strategy for Australia

In 2021–22, the Agency and our partners will continue to deliver the core, national digital health foundations outlined in *Australia's National Digital Health Strategy – Safe, Seamless and Secure: evolving health and care to meet the needs of modern Australia*.¹²

The strategy was approved by Australia's Health Ministers on 4 August 2017 and identifies seven strategic priority outcomes to be delivered by June 2022:

1. Health information that is available whenever and wherever it is needed.
2. Health information that can be exchanged securely.
3. High-quality data with a commonly understood meaning that can be used with confidence.
4. Better availability and access to prescriptions and medicines information.
5. Digitally enabled models of care that improve accessibility, quality, safety and efficiency.
6. A workforce confidently using digital health technologies to deliver health and care.
7. A thriving digital health industry delivering world-class innovation.

The Agency and our stakeholders can be proud that we're making significant progress across all pillars, including tremendous achievements such as the My Health Record system that can universally support all Australians to receive better quality care, a national electronic prescribing eco-system enabling new virtual care models, national standards for secure messaging to ensure critical data is available at the point of care, a National Digital Health Workforce and Education Roadmap that ensures our clinicians and carers can take full advantage of our digital health innovations, and significant advancements to the modernisation of our national digital health infrastructure to prepare our health system to meet the challenges of the future.

As we move into the final year of the current strategy, we are preparing to develop Australia's next National Digital Health Strategy. The development of the next National Digital Health Strategy during 2021 is one of the Agency's flagship strategic programs. It will re-define Australia's strategic digital health goals and the associated initiatives that will enable better health outcomes for all Australians.

12 [Australia's National Digital Health Strategy 2018–22](#)

Building on the current national digital health foundations, the strategy will complement, enrich and deepen the strategic objectives of our stakeholders. The Agency will do this by working collaboratively to build coalitions around the best new ideas through a 'digital first' approach that employs interactive digital engagement tools to engage stakeholders and be an exemplar for innovative, contemporary engagement methods. In partnership with our stakeholders, we will build an innovative and contemporary strategy that demonstrates true thought leadership and that continues to enable the Australian healthcare system to be the best in the world. Australia's next National Digital Health Strategy will be delivered by June 2022.

Advancing interoperability

The Agency will build on the foundations developed through consultation with industry, the healthcare sector and governments to release a National Interoperability Framework in 2021–22. This framework will set the direction for national interoperability and provide industry and users with a delivery path for national adoption.

Research and public health

The Agency will work with the Department of Health and the Australian Institute of Health and Welfare to consider how digital information can be used to support vital research to benefit public health planning and resourcing.

National infrastructure

Over 2021–22, the Agency will build on the progress made to expand the use of digital health across Australia. The Agency will continue to focus on supporting consumers, healthcare providers and governments to unlock the benefits of digital technologies and find opportunities to use the technologies to improve the safety, quality, efficiency and availability of health information.

Improved connections: application programming interface (API) gateway

The API gateway is the first significant step towards a simplified, future-ready national digital health infrastructure. It will provide a much-needed contemporary digital channel for health information exchange in Australia. Doctors, hospitals, specialists and allied health providers will be able to talk to each other and send vital clinical information to each other via this gateway.

Future-proofing: re-hosting the My Health Record data and infrastructure

We will re-host My Health Record data and server holdings to a new contemporary hosting platform that will continue to meet stringent security requirements for the protection of health information for those Australians with a record.

Driving benefits: the next generation of My Health Record

We will work with healthcare providers across the entire continuum of care to increase the sharing and use of core clinical content in My Health Record. Through our flagship Connecting Care Program we will be working with specialists in private practice, emergency departments and residential aged care facilities to ensure that the My Health Record system supports them and their patients. This includes the use of mobile technologies to enable clinicians to access information in My Health Record wherever they need it most. We will also drive the development and use of mobile platforms to empower consumers with their health information at their fingertips, particularly in supporting access to COVID-19 vaccine information.

The functionality and utility changes scheduled for My Health Record throughout 2021-22 will build on progress to date by increasing consumer and carer engagement, increasing uptake in aged care and among specialist communities, and further improving content and use in clinical workflows (see the work plan in the **Appendix** for details).

National health initiatives

Supporting COVID-19 vaccine delivery

Australians will have at their fingertips a trusted, authoritative record of their COVID-19 vaccination status, second dose notifications and pathology results, alongside other health information, in an environment that health practitioners already know. Our work will help ensure that all parts of the healthcare system can capture administration of COVID-19 and other vaccines as well as present a history of vaccinations. Importantly, the work will improve consumer use of My Health Record outside of chronic and acute diseases, driving preventive and proactive health as consumers become more familiar with engaging with their record as part of their vaccination journey. The Agency will also work with industry on innovative solutions to address gaps and pain points in vaccine administration and other COVID-related care.

Respecting and caring for older Australians

The use of digital technologies will help to ensure the safe and effective transition of care for older Australians in residential aged care facilities. The Agency has established an Aged Care Program specifically to address the recommendations of the Royal Commission into Aged Care Quality and Safety and immediately prioritise support for aged care providers to adopt digital technology. The program includes development of specifications and conformance profiles for digital enablement in aged care as well as My Health Record system enhancements to support the transfer of health information during transitions of care. We are also partnering with clinical, consumer and industry peaks, aged care staff, healthcare providers and the software industry to integrate My Health Record functionality, secure messaging and electronic prescribing in a way that is seamless and secure. This will assist health professionals in their clinical decision-making and care planning, and better support Australians in residential aged care facilities and their families.

Digitally enabled primary care

Digitally enabled primary care will support virtual models of care with real time information exchange, including electronic prescriptions ready at the pharmacy, electronic referrals for diagnostic imaging, and connecting specialists in private practice to My Health Record. This supports health practitioners to focus on delivering quality care relying on easy-to-use tools, instead of navigating complex technology. A priority for 2021-22 will be increasing the number of organisations registered and publishing via Provider Connect Australia. This will reduce the IT burden on health services by being the single source of truth for up-to-date, consistent information about providers and health services. This will, in turn, significantly reduce provider red tape and enable messages and information to pass seamlessly and securely between them.

2.4 Our capability

Foundations of success

The Agency continues to build the capability critical to the ongoing delivery of the Agency's work program. This capability supports a base of successful external partnerships, a commitment to good governance, a commitment to being at the forefront of digital technology opportunities for health systems, the promotion of strong values and culture within the Agency and in developing our people.

People

The Agency's people are the primary enablers of organisational performance. Staff have backgrounds and skills in healthcare, health informatics, management and information technology, data analytics, cyber security, software architecture and more. The diversity of backgrounds is a significant strength for the Agency.

The Agency will continue to build an agile, engaged and empowered workforce with a sustained focus on:

- building capability in emerging technologies
- recruiting talented staff, retaining them through career mentoring and development opportunities, and recognising commitment and success
- being responsive and adaptive to changing demands, by establishing a learning culture and aligning individual performance plans to our strategic goals and values
- strong leadership that clearly conveys the Agency's strategic vision
- 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 highly skilled, flexible and motivated workforce will give the Agency the necessary resilience to deliver major national digital programs in a competitive workforce market, and meet both the inherent and the unforeseen challenges that will be encountered in supporting the implementation of digital health change across the health sector.

Workforce planning

The Agency's work requires growing access to a range of specialist technical skills in addition to a range of core enabling skills. The focus is on ensuring that required Agency capability and resources are aligned, both now and in the future.

Workforce planning assists the Agency to proactively manage its workforce requirements – its workforce size, structure and capabilities and average staffing level – while ensuring the Agency remains responsive to government and community expectations and technologically driven disruptions and opportunities in healthcare delivery.

The Agency's staffing mix includes both a traditional public sector workforce, common law employees and short-term contract hires as required. The Agency tests and revises the workforce plan annually through a series of scenarios to identify any gaps between current and future workforce needs, and to mitigate the risk of loss of technical expertise. To further this important work the Agency has implemented the 2021-2024 Strategic Workforce Plan, which identifies constraints and challenges facing the Agency and what we need to do to ensure the workforce has the capability to address them.

The challenge for 2021-22 is embedding a more permanent workforce, with improved equity across our employee cohort, through the conversion of contracted labour hire roles to permanent staff over 2021-22 and 2022-23 and planning to enable that transition.

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 Commonwealth public sector organisation, the Australian Digital Health Agency embraces the Australian Public Service ICARE values.

I	— Impartial
C	— Committed to service
A	— Accountable
R	— Respectful
E	— Ethical

To further strengthen its values-based culture, the Agency has developed its own set of complementary values that support and enhance its strategic direction and culture:

- Working together collaboratively
- Respect and trust
- Transparency
- Accountable
- Innovative

These values have been embedded in a behaviours framework to support the values in action, in both policies and practice. Strategies to address workforce risks and challenges, and deliver benefits for our stakeholders, are addressed further below.

2.5 Risk management

The Agency is committed to an embedded risk management environment where risk consideration forms an intrinsic part of business-as-usual culture, promoting risk-informed decision-making. The Agency's Risk Management Strategy, Framework and Policy provides comprehensive guidance and information on Agency risk management processes and structures to help staff recognise and engage with risk on a daily basis. The Risk Management Strategy, Framework and Policy complies with the Commonwealth Risk Management Policy and supports the requirements of Section 16 of the *PGPA Act 2013*.

Our strategic risks recognise the effect of uncertainty on our ability to achieve our purpose, high-level activities and intended results. The risks are identified in the table below. The strategic risks are identified and managed by the Agency's Senior Executive, reviewed by the Audit and Risk Committee and endorsed by the Board. The Senior Executive Committee monitors the risks and associated treatments regularly, with the Audit and Risk Committee and Board receiving quarterly updates.

Strategic risk	Measures to control risk
Failure to maintain a secure, integrated and accessible national digital health ecosystem for all Australians.	Maintaining, continuously improving and assuring a range of controls minimising cyber security, privacy and protective security risks.
Unsuccessful transition to a modern, future-proof national digital health infrastructure.	Maintain strong governance and program management structures, implement effective resource acquisition arrangements, develop powerful business cases and manage critical infrastructure development and replacement.

Strategic risk	Measures to control risk
Irrelevant, ineffective healthcare experience.	Maintain and continuously improve existing service design arrangements and user-centred design methodologies in product development. Conduct continual engagement with key stakeholders, maintain a strong communications posture and investment in community research tools.
Loss of trust in digital health services.	Active management and monitoring of shared risks with key stakeholders, continuously improve incident management arrangements and maintain strong and effective clinical governance measures.
Inadequate return on Agency resource investment.	Maintain effective fiscal budgeting and management arrangements with strong assurance mechanisms.
National health benefits and Agency's strategic objectives not realised.	Maintain commitment to ensuring stakeholder views are actively sought and embedded in Agency products and services. Maintain effective program governance. Strong participation in developing the next National Digital Health Strategy, and next intergovernmental agreement. Uplift data analytics capabilities and continuously improve benefits reporting measures and structures.
Ineffective Agency capability, culture and ethical standards.	Maintain strong culture, inclusion and staff wellbeing strategies. Maintain and continuously improve Agency systems of internal control. Develop and implement the Agency's Strategic Workforce Plan, including planning for and managing substantial workforce transitions from labour hire to permanent employment.
Ineffective application of risk appetite.	Maintain and regularly review Agency risk appetites, supported by effective risk management strategies, frameworks and policies. Develop and implement effective internal training and awareness program on application of risk appetite in business-as-usual risk management.

Strategic risk	Measures to control risk
Agency unable to deliver key strategic objectives or business-as-usual activities.	A range of controls across governance, human resources, workplace health and safety, facilities, security, finance, communications and information technology, facilitating operating environment transitions over the course of the pandemic response.
Ineffective Agency contribution to COVID-19 national response.	Measures designed to ensure support for national responses to the COVID-19 pandemic, including accelerating key existing and new digital health initiatives and support for shared risk owners in the health sector.

Over 2021-22, the Agency will continuously improve its overarching risk management framework, and enhance staff capabilities to identify, assess and manage risks.

3 Performance

3.1 Overview

The Agency's performance will be assessed against our purpose, the achievement of our strategic objectives and delivery of the annual work plan.

The Agency Board and its Jurisdictional Advisory Committee approved the 2021-22 work plan for the Agency with a number of programs and projects that support the strategic priorities (see Figure 3 below).



Figure 3: Australian Digital Health Agency 2021-22 work plan

Performance information has been crafted to allow Parliament and the public to measure our success, over the life of the corporate plan and year by year.

Targets in the following sections are provided up to 30 June 2022, consistent with the approach taken in the Agency's chapter in the 2021-22 Health Portfolio Budget Statements.¹³ This reflects that the Australian and state/territory governments, under an intergovernmental agreement until 30 June 2022, are committed to continue and improve the operation of digital health.

¹³ The performance measures published in the Portfolio Budget Statements in May 2021 are limited to four: My Health Record, secure messaging, interoperability and data quality, and medicines safety. This corporate plan lists the full suite of measures, including enhanced models of care, workforce and education and driving innovation.

In accordance with new legislative requirements introduced in February 2020¹⁴ aimed at lifting the quality of performance information, the Agency has documented internally how each annual target ties to the Agency's purpose, its classification (quantitative or qualitative), the rationale for that classification and the method, source and frequency of measurement. The source and methodology for measurement for each annual target is reported (in footnotes) alongside each measure, in accordance with better practice guidance.

Consistent with the legislature's intent, the broader measures underpinning each annual target are framed in terms of outputs (what's produced) or outcomes (what's achieved) and identify the beneficiaries of each measure. Over the course of 2021–22, the Agency is further developing its performance measurement framework and will extend the mix of measures by identifying key activities that lend themselves to efficiency measurement.

3.2 Strategic priority 1 target – My Health Record

Health information that is available whenever and wherever it is needed

My Health Record system operability, availability and usage is maintained or improved for the benefit of Australians and the Australian healthcare system.

2021–22 target	2022–25 targets
Maintain My Health Record software, hardware and storage currency and make enhancements supporting timely access for clinicians and consumers to National Immunisation Program status information.	N/A
Maintain My Health Record system availability of at least 99.9%, excluding planned outages.	
Maintain or increase the percentage of healthcare provider organisation registrations and usage of My Health Record across clinical settings.	

14 [Section 16EA of the PGPA Rule](#)

3.3 Strategic priority 2 target – Secure messaging

Health information that can be exchanged securely

All supported patient data is exchanged securely between healthcare providers.

2021–22 target	2022–25 targets
Increase the number of organisations registered and publishing via Provider Connect Australia (formerly named the Service Registration Assistant).	N/A

3.4 Strategic priority 3 target – Interoperability and data quality

High-quality data with a commonly understood meaning that can be used with confidence

Progress towards delivering high-quality healthcare data, with a commonly understood meaning, which can be used with confidence to exchange clinical information between healthcare providers, and the systems they use, to improve the quality of patient care.

2021–22 target	2022–25 targets
Commence rollout of the National Health Interoperability Implementation Plan approved by the Australian Government and all state and territory jurisdictions.	N/A

3.5 Strategic priority 4 target – Medicines safety

Better availability and access to prescriptions and medicines information

Better availability and access to prescriptions and medicines information for Australians.

2021–22 target	2022–25 targets
10% of all PBS prescriptions are prescribed as electronic prescriptions.	N/A
50 healthcare software products conform to the conformance framework for electronic prescribing and exchanging electronic prescriptions.	

3.6 Strategic priority 5 target – Enhanced models of care

Digitally enabled models of care that improve accessibility, quality, safety and efficiency

Models of care are enhanced through digital health, improving accessibility, quality, safety and efficiency for the benefit of consumers and the health system.

2021–22 target	2022–25 targets
Increase the use of advance care planning documents in the My Health Record system by 80% compared with 2020–21.	N/A

3.7 Strategic priority 6 target – Workforce and education

A workforce confidently using digital health technologies to deliver health and care

Healthcare professionals are using digital health technologies more confidently to improve the quality and safety of patient care.

2021–22 target	2022–25 targets
Develop an implementation plan and pilot study for the National Nursing and Midwifery Digital Health Capability Framework.	N/A
Develop a National Capability Action Plan to support the National Digital Health Workforce and Education Roadmap.	

3.8 Strategic priority 7 target – Driving innovation

A thriving digital health industry delivering world-class innovation

Drive innovation by working with industry, healthcare consumers and the research sector to expand existing digital tools and create new ones that meet the changing needs of patients and providers.

2021–22 target	2022–25 targets
Provide consumer access to My Health Record through mobile applications and products.	N/A
Modernise national digital health systems to create new opportunities to deliver services to users.	

Appendix: Agency work plan

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AUSTRALIAN DIGITAL HEALTH AGENCY WORK PLAN 2021-22 Update

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Background

In August 2017, the COAG Health Council approved the *National Digital Health Strategy 2018-2022* (the Strategy) and high-level 4-year Work Plan. The FY18-19 was the first year of the approved plan.

The planning process supported the development of the Agency's Commonwealth funding submission and the approved IGA with Jurisdictions.

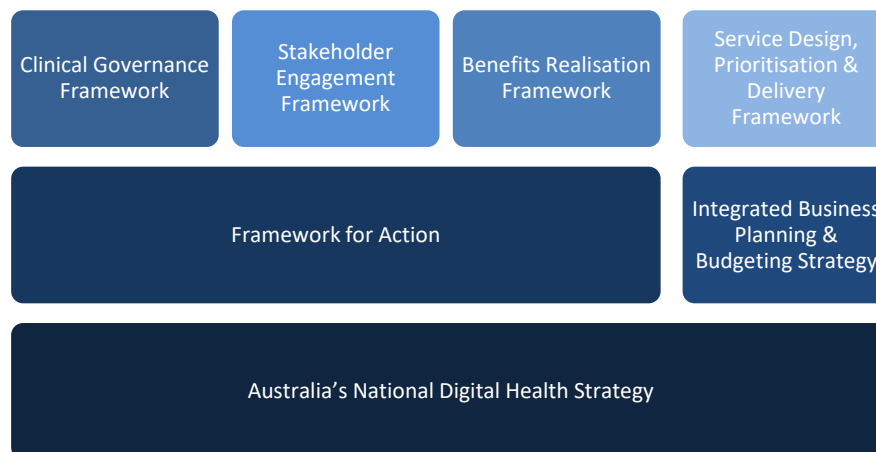
The Australian Digital Health Agency Work Plan is funded by:



Planning Framework

The Agency has developed a planning framework to provide context to the various strategy and planning documents that support the delivery of the National Digital Health Strategy and its anticipated benefits.

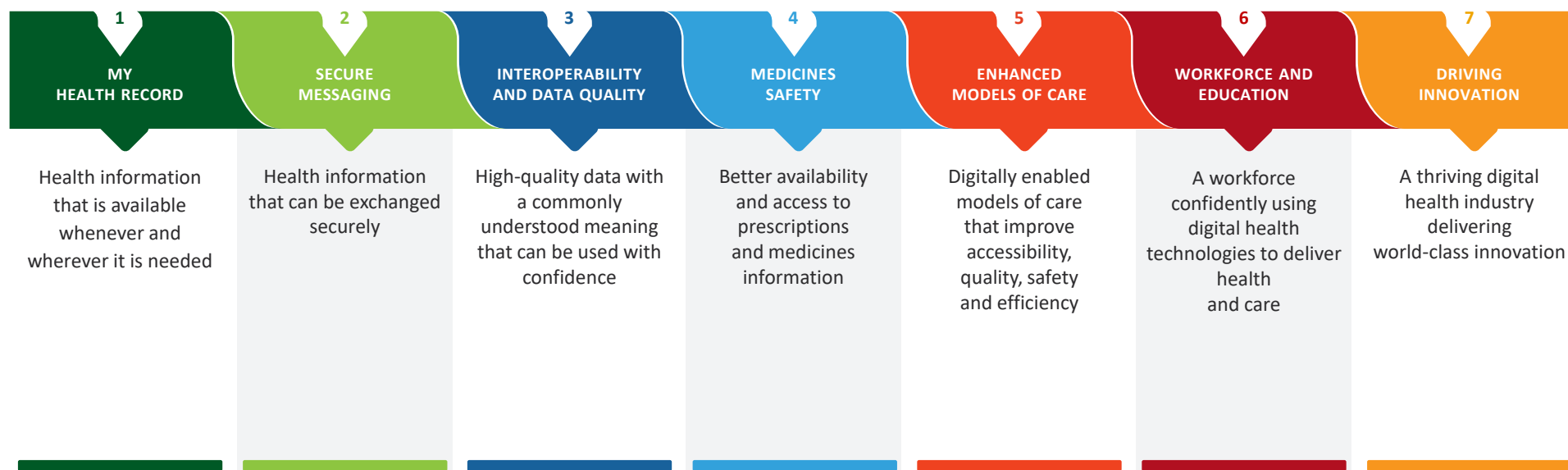
The planning framework recognises the role of the Agency in the context of the overall health landscape not limited to the Department of Health, jurisdictions and industry. As such its overall intent is to link planning with delivery responsibility and subsequent benefits realisation.



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National Digital Health Strategy – Key Priorities



Co-designed with all states and territories and agreed by COAG Health Council

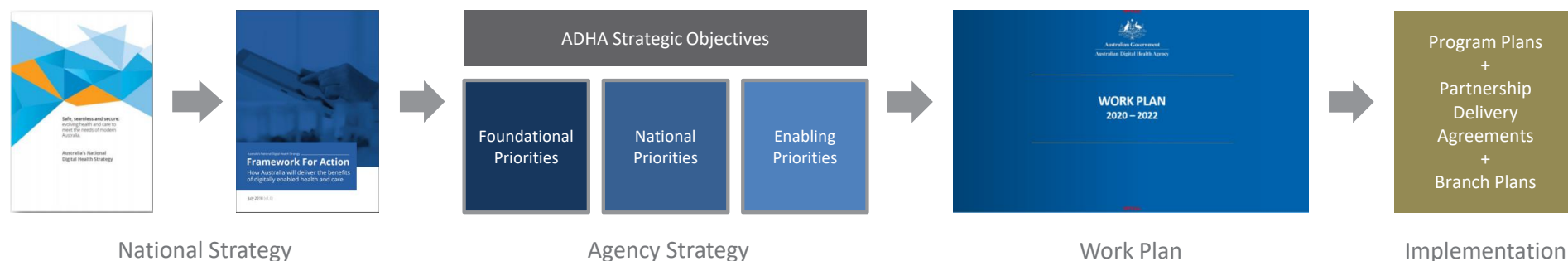
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Strategy into Action



In June 2020, following consultation with clinical peak bodies, states, territories and the Commonwealth, the Agency Board approved a two-year Work Plan (2020-22) that sought to deliver against the strategic priorities outlined in the National Digital Health Strategy, as well as deliver on the emerging priorities of Government, in response to the COVID-19 pandemic.

Delivery against the strategic priorities has progressed throughout 2020-21. However, the impacts of the pandemic have been felt by the Agency and its stakeholders – resulting in shifts in stakeholder priorities and subsequent delays in forecast program delivery.

With this context and reflective of new emerging priorities of the digital health sector and the Agency, the Work Plan has been updated for 2021-22.

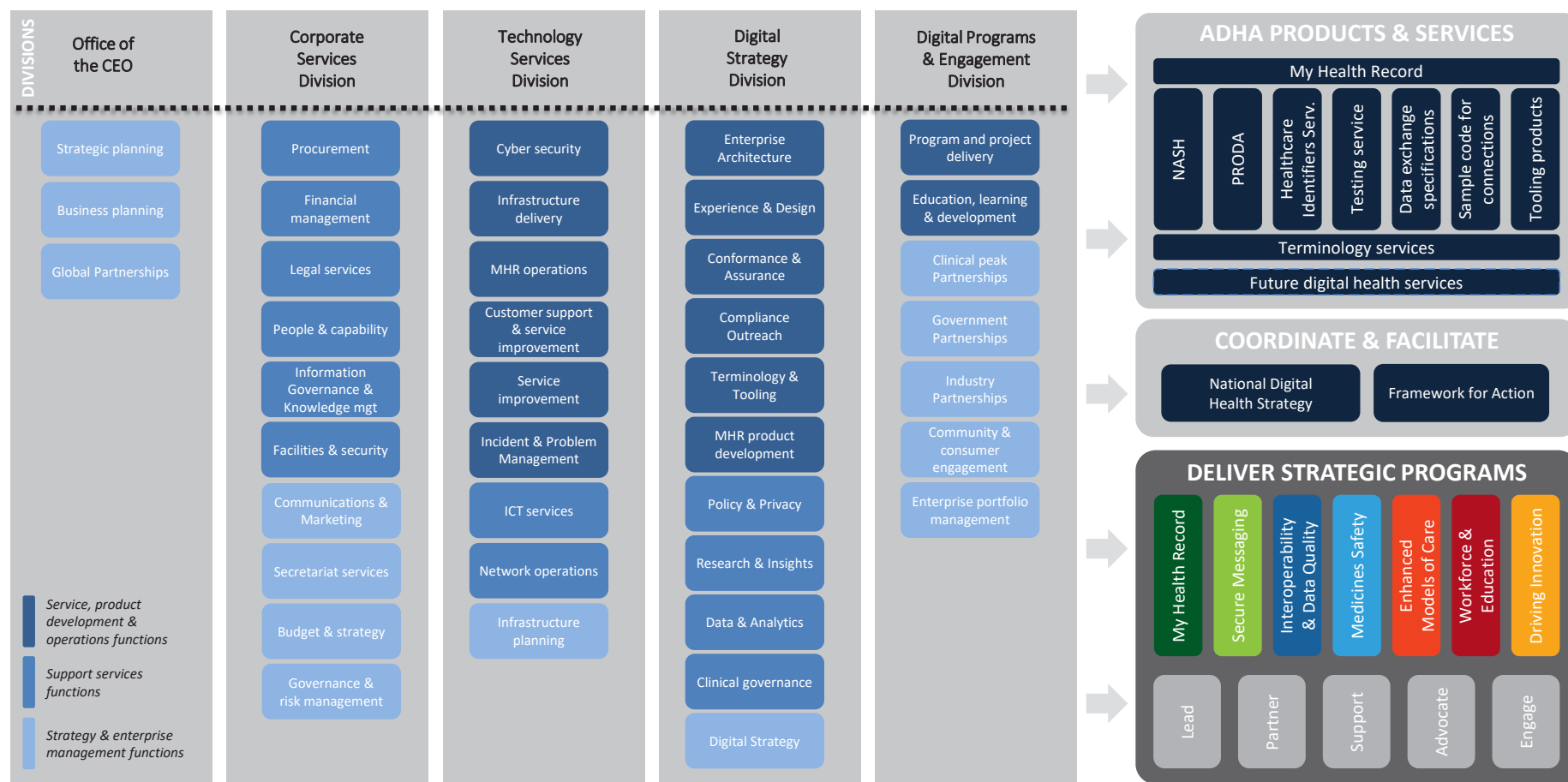
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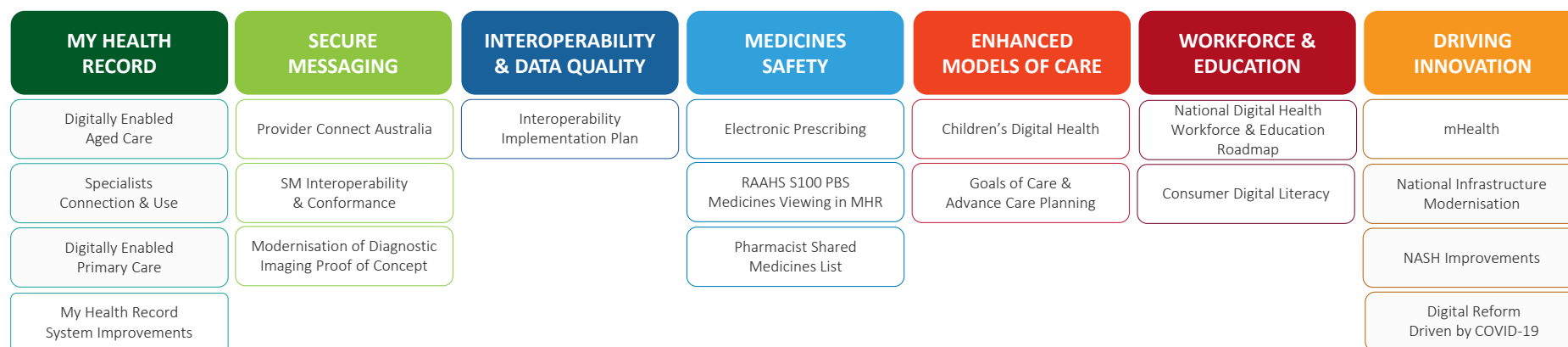
ADHA Functional Alignment



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Strategic Priorities 2021-22



BUSINESS PRIORITIES

Benefits Framework & Measurement

Workforce Strategy & Culture

Information Governance & Knowledge Management

National Digital Health Strategy Monitoring & Development

Program & Portfolio Management Uplift

NATIONAL HEALTH INFRASTRUCTURE SUPPORT

Foundation Systems & Support
(Incl. National Infrastructure Roadmap)

Data Management, Informatics, Benefits & Research

Service Quality & Safety
(Incl. Clinical Engagement, Education, Communication & Awareness)

Corporate Services & Business Enabling

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My Health Record

Health information that is available whenever and wherever it is needed

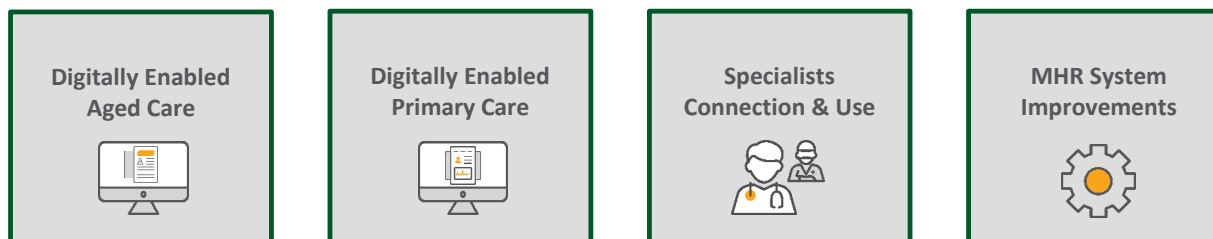
With My Health Record now established as a foundational component of Australia's national digital health services, the opportunity exists to further enhance healthcare provider participation and clinical utility, to deliver additional benefits to the healthcare system.

Along with ongoing enhancements and releases to the My Health Record system, the focus on activity in the aged care, primary care and specialists sectors will drive increased connection and usage across the health landscape, and deliver tangible benefits to patients and providers.

The Digitally Enabled Aged Care Program will seek to enhance MHR to support transition of care, as well as engage the software industry to assist RACFs across the country to implement MHR conformant CISs and driving adoption and meaningful use of MHR.

The Digitally Enabled Primary Care project will continue to drive increased adoption and use of MHR across the primary care sector, along with a specific focus on supporting CIS vendors to deliver enhancements to their products, through an industry offer.

The Specialist Connections and Use Project will include a similar focus on supporting specialist CIS vendors to make the necessary technical enhancements to their products that enables increased adoption and use of MHR across the specialist sector.



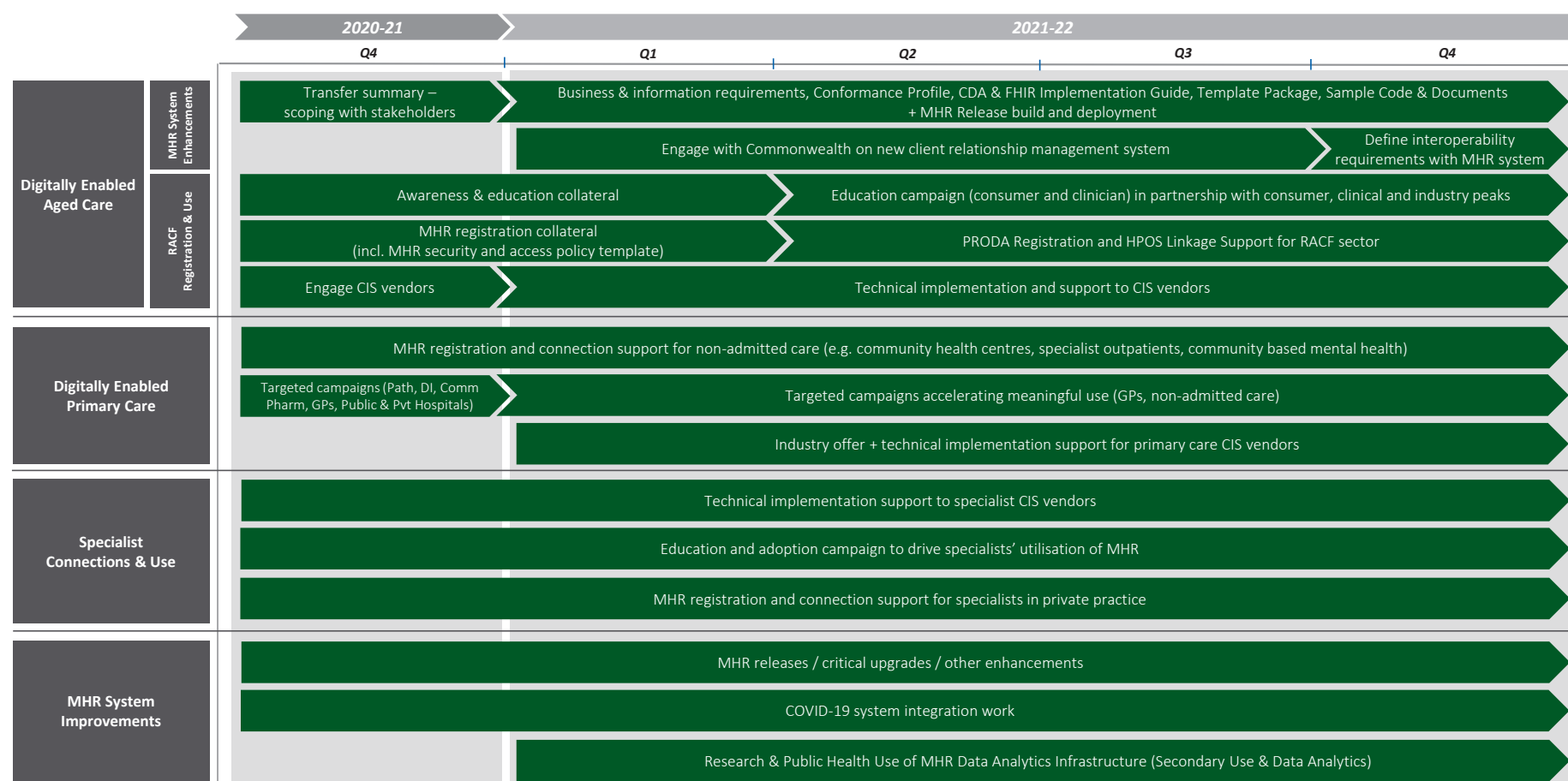
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My Health Record



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Secure Messaging

Health information that can be exchanged securely

The ability of healthcare providers to easily, reliably and securely exchange health information – both directly with one another and with their patients – is a key enabler of integrated models of care.

Activity in this space will predominately be delivered via the Real Time Information Exchange Program; which is focused on enabling health and care providers across primary, community, secondary care, aged care and ancillary services to easily find each other and securely exchange clinical information. The core program objectives are to:

- Enable healthcare provider organisations to maintain an authoritative record of their healthcare service and practitioner details and publish this to their business partners including service directories.
- Enable healthcare providers to reliably search for other healthcare providers from their chosen software solution and from a range of different service directories, to support communication via secure digital channels.
- Implement a proof-of-concept trial of an electronic referral system, initially for diagnostic imaging services, in Australia.

Provider Connect
Australia



Modernisation of
Diagnostic Imaging
Proof of Concept



SM Interoperability
& Conformance



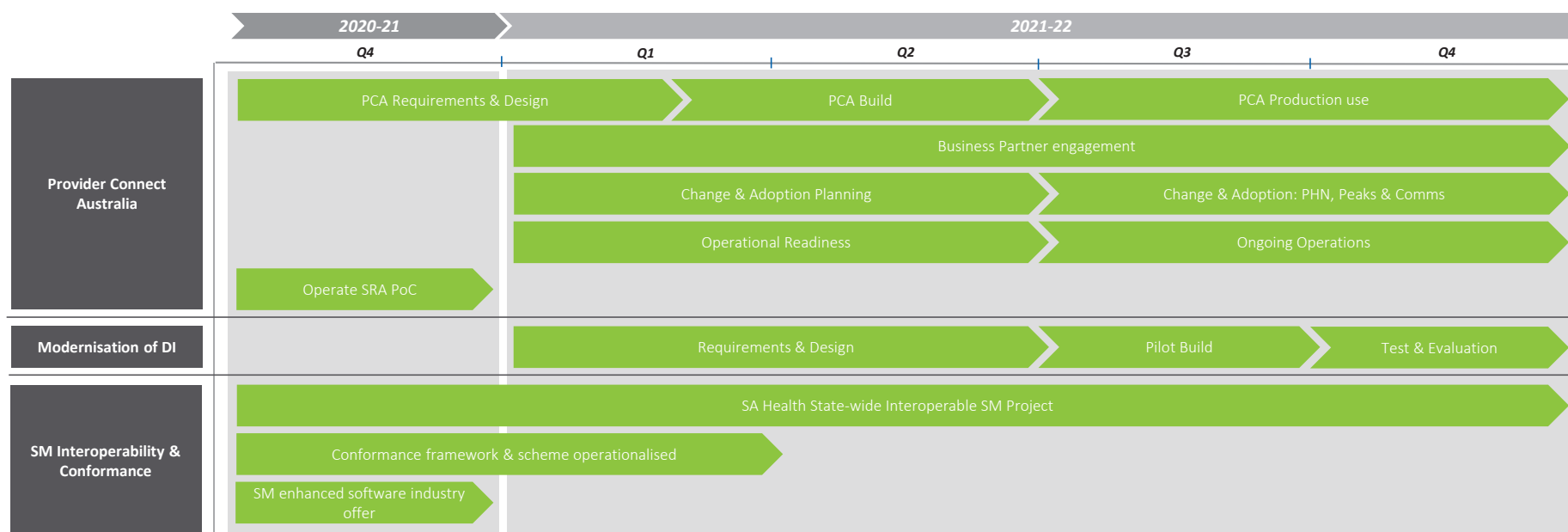
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Secure Messaging



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Interoperability & Data Quality

High-quality data with a commonly understood meaning that can be used with confidence

The Interoperability & Data Quality pillar highlights the co-development of an Interoperability Plan to prioritise actions that will enable the meaningful exchange of clinical information between healthcare providers, the systems they use and the people they care for.

Australian governments are working towards a plan to ensure that digital health infrastructure services will integrate to exchange information and improve the quality of healthcare data.

In partnership with industry, governments and peak bodies this priority focuses on implementing the Australian Health Ministers Advisory Council approved Interoperability Principles, through a national Interoperability Plan.



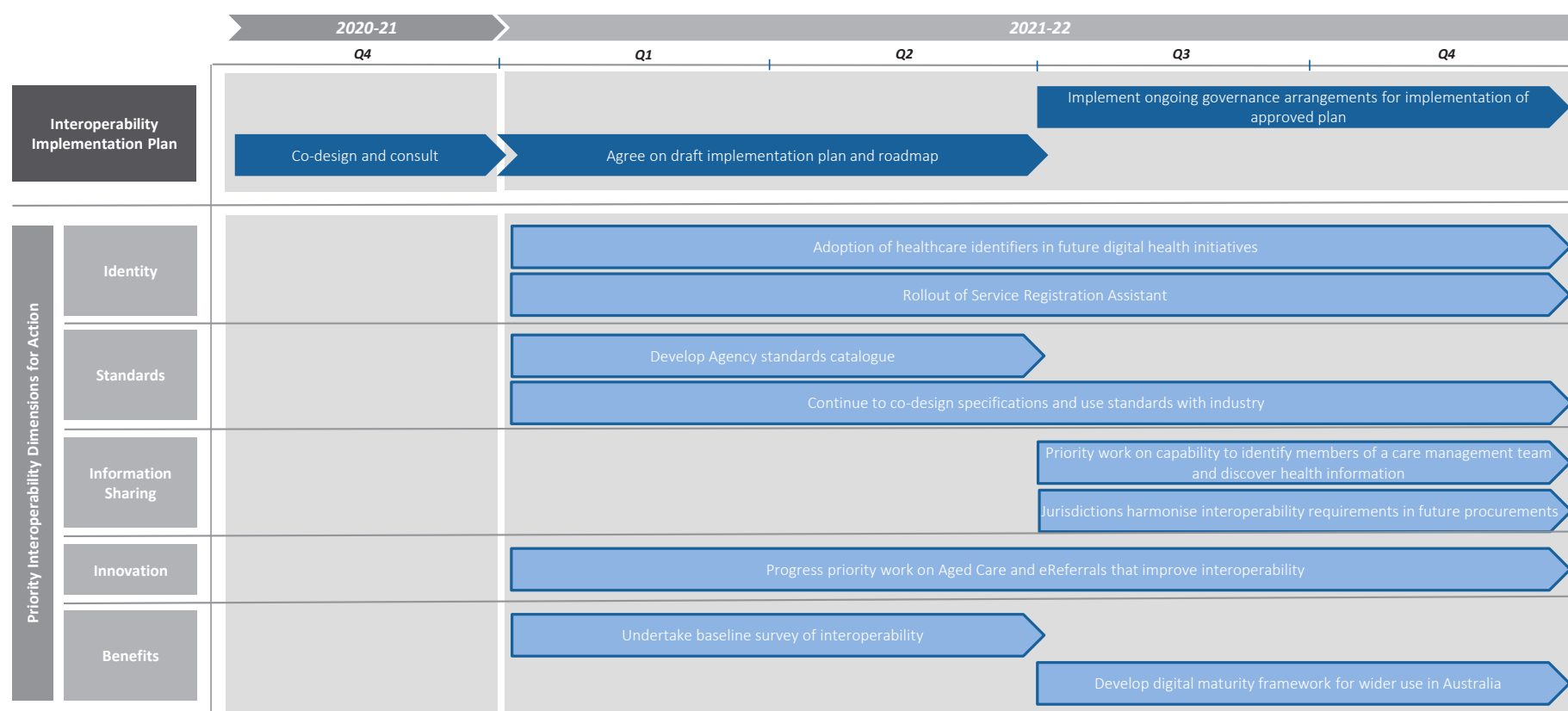
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Interoperability & Data Quality



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Medicines Safety

Better availability and access to prescriptions and medicines information

The Medicines Safety priority focuses on improving access to information about medicines, allergies and adverse reactions, to support safe and efficient medicines use and reduce adverse medication events. Medicines safety is a key priority in Australia, with an estimated 250,000 medication-related hospital admissions occurring each year. In addition to the human cost of these events, the financial impost of these events to the Australian healthcare system has been estimated at \$1.4 billion annually.

Throughout 2021-22 and building on deliverables to date, priority activity will be undertaken to further support the national rollout of the electronic prescribing of medicines.

Further, the Agency will prioritise a renewed focus on improving available information at the transfer of care by working with pharmacy CIS vendors to enable the inclusion of structured data in a pharmacist shared medicines list and supporting use by clinicians.

Work will also continue in partnership with CIS providers to enable the uploading capability by Remote Area Aboriginal Health Services and the associated viewing of s100 PBS categorised medicines, in My Health Record.

ePrescribing



RAAHS s100 PBS
Medicines Viewing



Pharmacist Shared
Medicines List



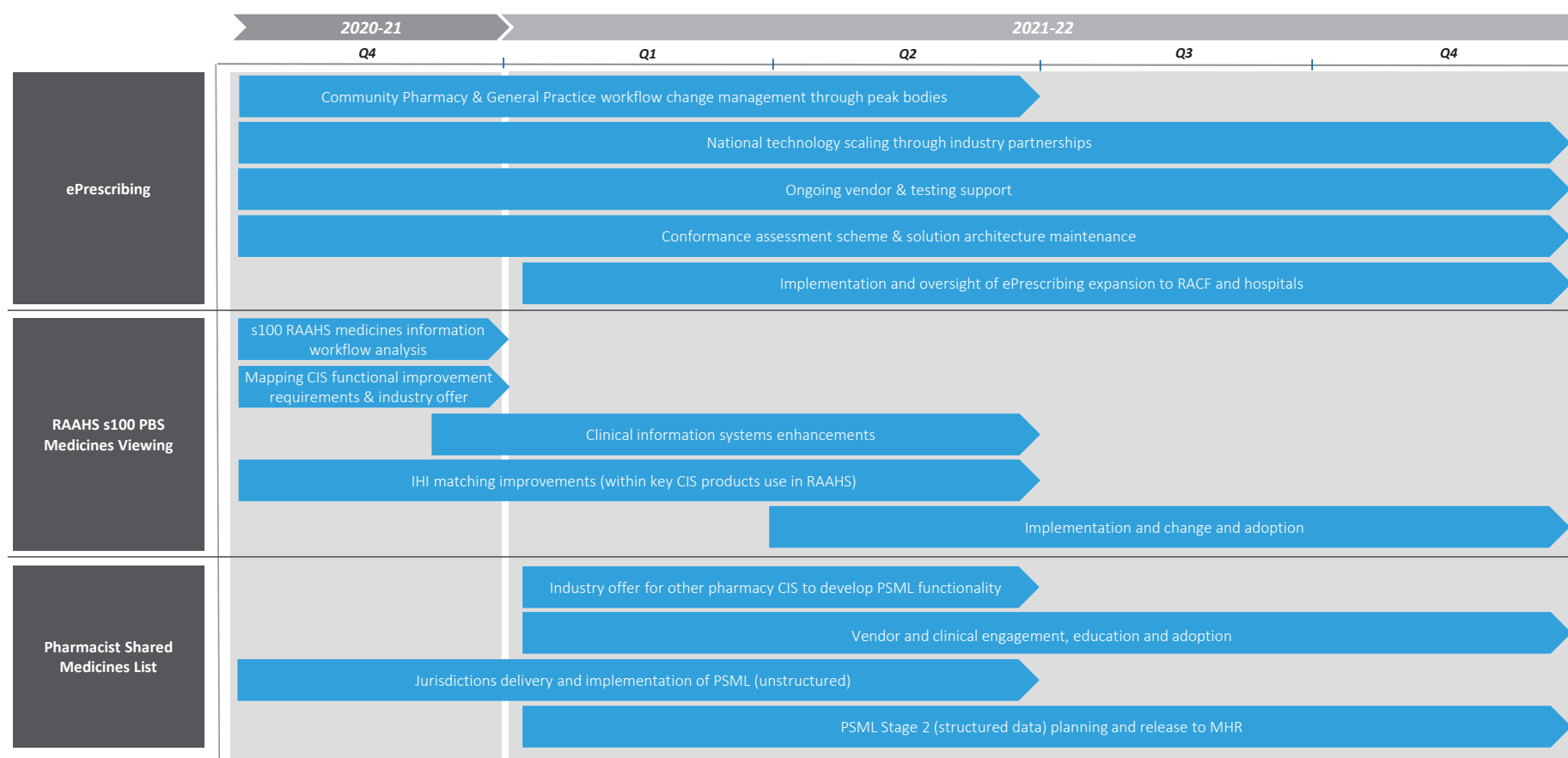
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Medicines Safety



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Enhanced Models of Care

Digitally enabled models of care that improve accessibility, quality, safety and efficiency

During the national consultation on the Digital Health Strategy, governments identified priority health reform areas which highlighted the need for digitally enabled models of care that improved coordination and continuity of care and improved access for disadvantaged groups through leveraging more innovative ways of delivering care. The Enhanced Models of Care priority area focuses on improving healthcare accessibility, quality, safety and efficiency through the better use of information and technology, including the My Health Record.

Building on deliverables to date, the Goals of Care and Advance Care Planning activity will continue to grow awareness of the national Advance Care Planning Guidelines, as well as an emphasis upon developing and uploading Advance Care Plans in Indigenous communities.

Activity relating to the Children's Digital Health priority will continue, with the a focus on finalising the business case and high-level implementation plan for scaling the Pregnancy and Child Health Record beyond proof-of-concept. The Agency will evaluate the utility of including child health data in My Health Record, which aligns with the Agency's plans to deliver a modernised, FHIR-enabled gateway and national infrastructure components. This infrastructure would leverage the significant investment to date in the Children's Digital Health Collaborative, by re-using the FHIR resources and harmonised atomic data models underpinning a child health record.

Goals of Care &
Advance Care
Planning



Children's
Digital Health



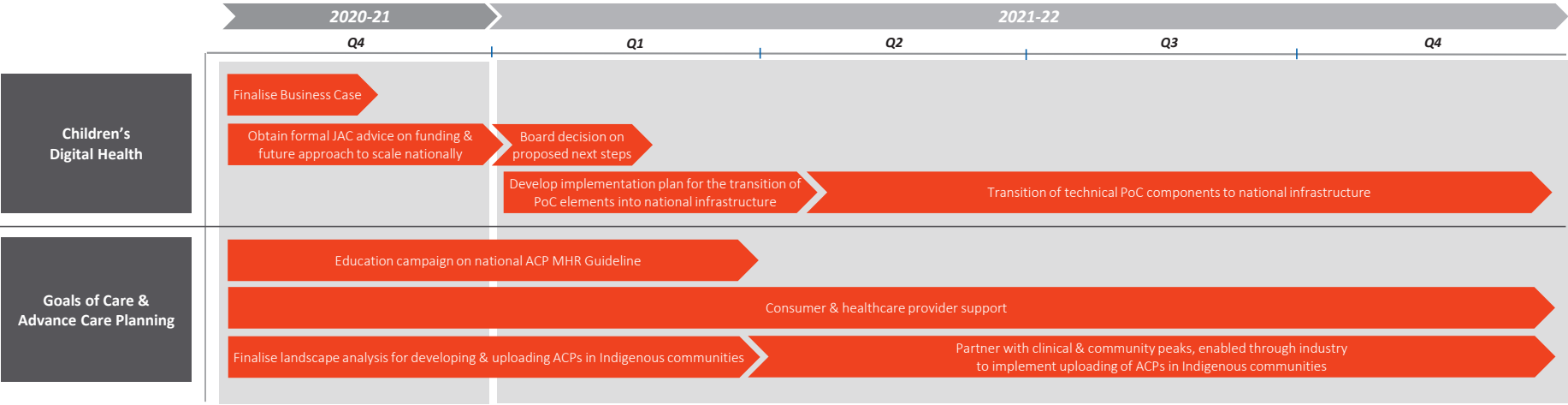
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Enhanced Models of care



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Workforce & Education

A workforce confidently using digital health technologies to deliver health and care

Healthcare consumers want their clinicians to know how to use digital technology reliably and effectively so that they can be used in a way to improve their experiences with health services and improve their health outcomes.

Implementing digital technology changes across the health sector is one of the most complex adaptive changes in the history of healthcare. It is therefore imperative that there is a nationally coordinated approach to workforce and other health and care stakeholders' education to support this change.

The strategic Workforce and Education roadmap and framework were developed in 2020-21. The Agency will now work with organisations appropriately placed to share the delivery of the roadmap, action plan and associated framework objectives as part of the Agency's BAU functions.

To further support this next phase, the Agency will focus key BAU workforce and education activity on the targeted collaboration with delivery partners and the progressive rollout of the online digital health literacy portal.



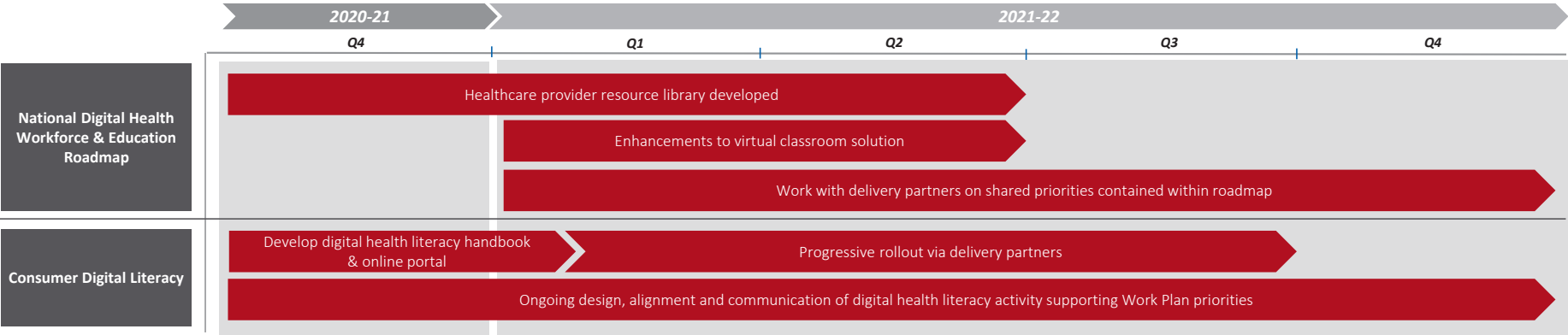
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Workforce & Education



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Driving Innovation

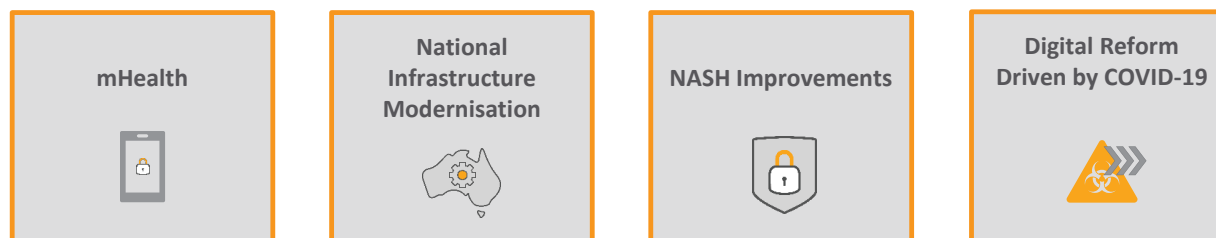
A thriving digital health industry delivering world-class innovation

The National Digital Health Strategy outlines the vision for fostering an environment that supports innovation to improve the experiences of consumers and clinicians and enhance our ability to improve health outcomes of Australians through safer, more efficient and effective healthcare delivery. Accelerating innovation in the healthcare system means facilitating meaningful partnerships, working together to remove barriers, and learning from successful products and projects, both locally and internationally.

Building on deliverables to date, the Driving Innovation priority will continue with a significant focus on the modernisation of national infrastructure and improvements to the National Authentication Service for Health (NASH) certificate renewal process and associated security enhancements.

mHealth also continues as a priority initiative in 2021-22, with an ongoing focus on finalising the mobile health application framework and enhancing the mobile gateway, including enabling read / write capability.

Notably, priority activity will continue to deliver digital reform driven by COVID-19 through enhancements to MHR, the ongoing management of the Clinician Vaccine Integrated Platform and improving consumer experience through development of an MHR consumer application.

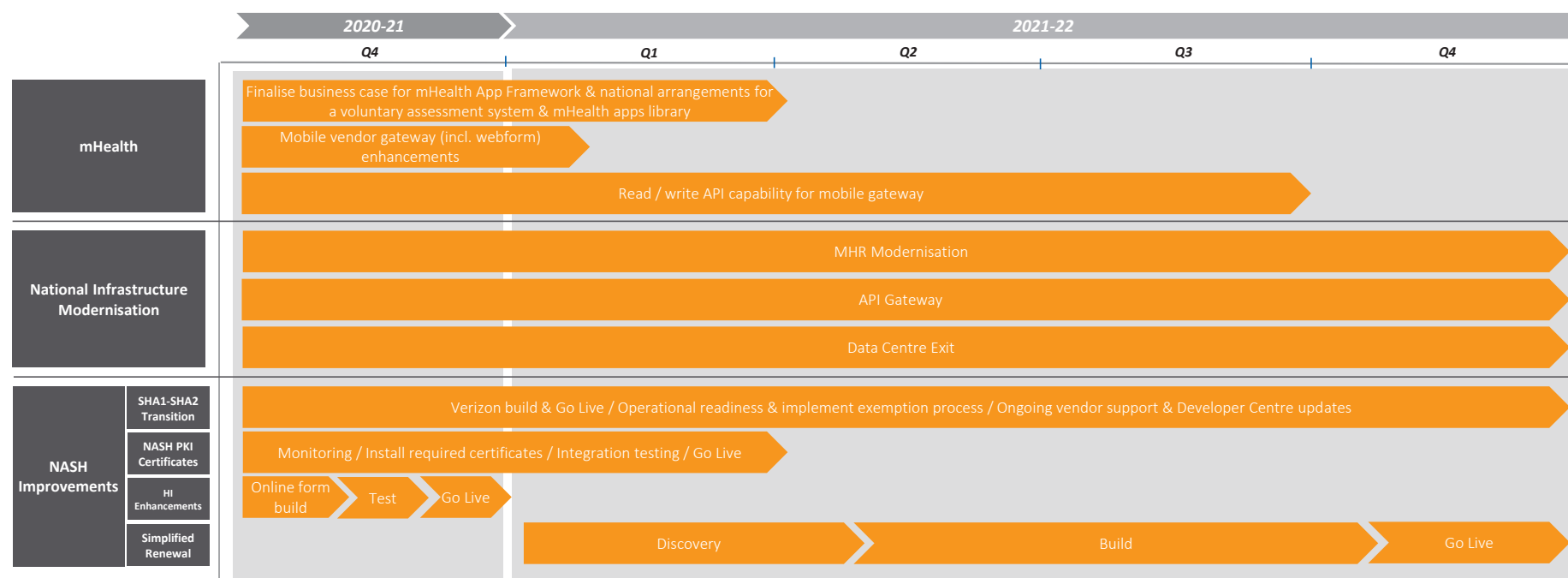


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Driving Innovation

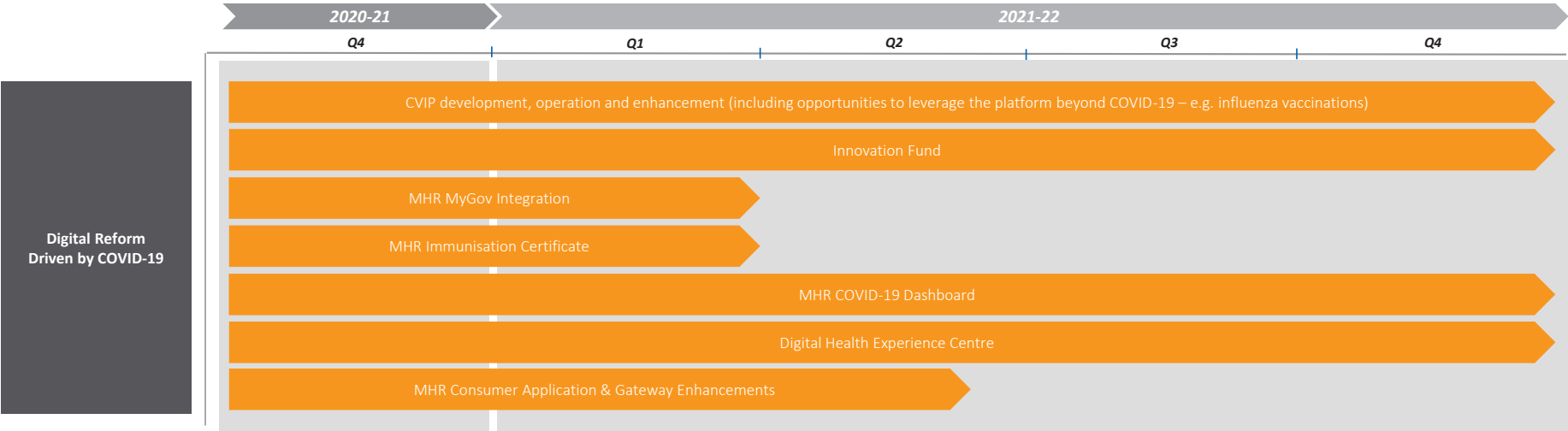


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Driving Innovation (cont.)



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Business Enabling Projects

This focus area details a range of internal business enabling projects that seek to uplift the operational capability of the organisation and ensure the effective management and delivery of high-quality program outcomes.

Activity continues with the development of the Benefits Management and the Information Governance & Knowledge Management functions – both with strong links through the management of the Agency’s information assets and enhancement of the its data analytics capability.

Throughout 2021-22, work will progress on the development of the next National Digital Health Strategy, in partnership with key stakeholders from across the digital health landscape. This work will provide important guidance as to the future focus for Agency activity.

Notably, the Agency’s workforce and culture is explicitly called out as an ongoing priority; ensuring an enduring commitment and focus to investing in its people.

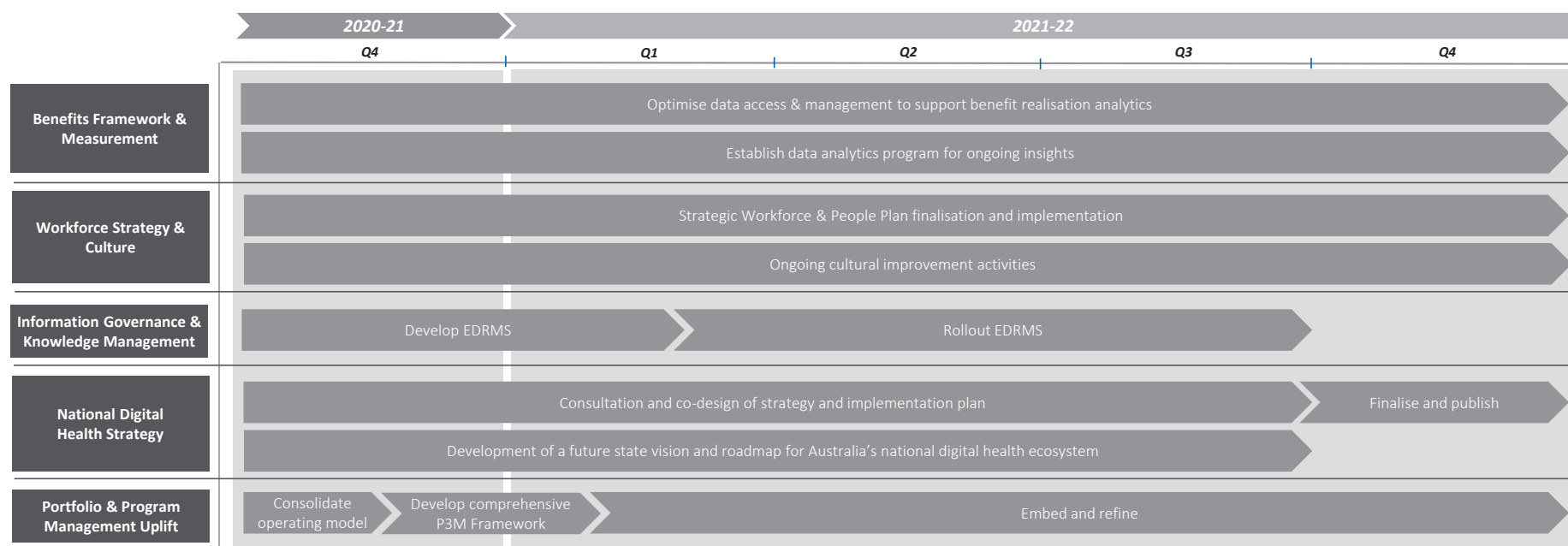


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Business Enabling Projects



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