Australian Government
Australian Digital Health Agency

Council for Connected Care

Annual Review
2025–2026

Connecting Australian Healthcare
National Healthcare Interoperability Plan

Australian Digital Health Agency

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Acknowledgement of Country

All partners acknowledge and respect Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of Country throughout Australia and their continuing connection to land, seas and community. We pay our respects to their cultures and to Elders past and present.

Thank you to partners and contributors

Thank you to the partners, organisations, healthcare providers and Australians from all walks of life who contributed to the strategy and broader consultations. We appreciate all who gave their time, experience and expertise to contribute to Australia's digital health transformation journey.

Role of the Australian Digital Health Agency

The Australian Digital Health Agency (the Agency) is a corporate Commonwealth entity supported by all Australian governments to accelerate adoption and use of digital services and technologies across the Australian health ecosystem, as set out under the Public Governance, Performance and Accountability (Establishing the Australian Digital Health Agency) Rule 2016 (Agency Rule). The Agency Rule was created under the *Public Governance, Performance and Accountability Act 2013*. Under the Agency Rule, the Agency is charged with developing a digital health strategy at the national level for Australia.

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A message from the

Chair of the Council for Connected Care

Since its establishment in June 2023, the Council for Connected Care (the Council) has become a nationally significant forum for collaboration, leadership and influence. Now comprising 37 members, the Council brings together senior leaders from government, healthcare consumers, providers, the digital health and technology sector, system operators and researchers. Together, members provide strategic advice on connecting care across Australia's health system and support the implementation of the Connecting Australian Healthcare – National Healthcare Interoperability Plan 2023–2028 and the National Healthcare Identifiers Roadmap.

The Council's continued growth reflects a shared commitment across the healthcare system to move beyond aspiration and toward practical, system-wide change. Over the past year, collaboration among members has deepened, bringing diverse perspectives together to address complex and longstanding challenges in connected care. The Council remains a powerful coalition, united by a common purpose: enabling a more connected, person-centred and equitable healthcare system for all Australians.

In 2025–26, the Council focused on priorities central to the future of connected care, including how people experience care across the system and the role of data and design in enabling safer, more coordinated outcomes. These discussions reinforced the importance of interoperability as a foundational capability, one that underpins continuity of care, supports informed decision-making and reduces fragmentation across services and settings.

Throughout the year, the Council engaged with emerging national work shaping Australia's digital health landscape. Members considered how human-centred design, high-quality data and evolving technical foundations can better support consumers, clinicians and the broader health and care workforce. The Council also reflected on the importance of strong governance, standards and clinical oversight in ensuring digital health innovation delivers real and lasting value for the system.

A consistent theme across the Council's work has been the need to align policy intent with implementation realities. By sharing insights from across jurisdictions, sectors and organisations, members have helped surface practical considerations, emerging risks and opportunities for collective action. This exchange of experience continues to strengthen national alignment and inform efforts to deliver connected care at scale.

Through its advice and collaboration, the Council has played a constructive role in shaping national conversations and supporting progress toward a more connected healthcare system. As Australia's health system continues to evolve, the Council for Connected Care remains a vital forum for leadership, challenge and shared responsibility, focused on turning commitment into meaningful, lasting change for people, providers and the system as a whole.

The contributions of Council members, site visits, guest speakers and participants were instrumental in surfacing these challenges and reinforcing the importance of implementing the Interoperability Plan, along with other connected care initiatives, to address future health system needs.

Implementation of the 44 actions under the Interoperability Plan and 20 activities under the HI Roadmap to connect Australia's healthcare system has continued in earnest. Overall, 35 actions (80%) have been marked as complete in the Interoperability Plan which is a significant milestone since the Plan's launch in 2023.

Key areas of progress over the past year included:

- sharing of information for pathology and diagnostic imaging through Share by Default;
- strengthening national digital health infrastructure through completion of time-bound work packages for the National Health Services Directory, with ongoing management transitioned to business-as-usual governance;
- expanding national interoperability capability through continued implementation of FHIR AU Core and AU Base standards across Agency and Healthdirect systems;
- embedding interoperability requirements into procurement processes across jurisdictions, supported by completion of public consultation on the national Procurement Guidelines;
- supporting greater adoption and integration of national clinical terminologies, including SNOMED CT-AU, AMT and LOINC, through ongoing National Clinical Terminology Service activities;
- progressing reforms to modernise the Healthcare Identifiers framework and improve consistency in the use of healthcare identifiers across the health system; and
- strengthening digital health capability through delivery of the National Digital Health Workforce and Education Roadmap, including release of new education and training resources.

In 2026–27, the Council will support the following national activities to connect Australia's healthcare system:

- Improve the consistency, quality and use of healthcare identifiers (HIs) across digital health systems by strengthening guidance, conformance and implementation practices.
- Progress integration of the National Health Services Directory and the Health Provider Directory to reduce duplication and improve the accuracy and usability of national provider and service information.
- Support secure, standards-based API information exchange by working with the health technology sector to enhance digital health systems through the use of HL7® FHIR®, OAuth and OpenID Connect technologies.
- Advance nationally consistent approaches to consent and authorisation to support safe, trusted and interoperable health information sharing across jurisdictions and settings.
- Review and analyse minimum standards and conformance opportunities for the use of HIs in consumer health apps and mHealth devices, taking into account legislative amendments commencing from 1 February 2027.
- Investigate consumer-enabled matching capabilities for healthcare identifiers.
- Commence work on clinical systems architecture and design to support future interoperability.

For further information on the Interoperability Plan actions or HI Roadmap activities visit the Interoperability page for the progress reports.

I remain deeply committed to advancing a healthcare system where vital information is available to the right people, at the right time, safely, securely and seamlessly.

Alongside the dedicated members of the Council for Connected Care, we work together to shape a future where care is smarter, more compassionate and truly connected for all.

Anne Duggan

Chair

Section 1

About the Council for Connected Care

The Australian Digital Health Agency (the Agency) has established the Council for Connected Care to support implementation of the Interoperability Plan and the HI Roadmap providing strategic advice on matters related to connecting care.

The Council's objectives are to:

- identify opportunities to accelerate interoperability in various parts of the health system and ways to harness these opportunities
- facilitate and support the implementation of the Interoperability Plan
- promote and garner support for digital health initiatives that drive connected healthcare
- identify barriers to achieving interoperability and ways to overcome them.

The Council is responsible for providing strategic advice to the Agency on:

- implementation of actions in the Interoperability Plan including risks, issues within the health technology sector and dependencies
- key interoperability topics and promoting the adoption of interoperability standards by the health technology sector
- key reports and research produced during the implementation of the Interoperability Plan
- promoting digital health initiatives that connect healthcare and fostering stakeholder participation and engagement in these initiatives
- reviewing the annual workplan for the Interoperability Plan and annual review of progress against the actions prepared by the Agency.

The Council membership consists of 37 leaders across the health and care continuum and digital health technology sector. The Council's Terms of Reference and membership can be found on the Agency's website.

Section 2

Year in review

National Interoperability Plan

Australia's Interoperability Plan outlines the strategic direction and pathway for delivering a more connected healthcare system. The Interoperability Plan seeks to enable seamless and secure information exchange between systems and products through the use of standards, strong governance, the implementation of healthcare identifiers, and stakeholder consultation.

It is structured around five priority areas:

- **Priority area 1:** Identity
- **Priority area 2:** Standards
- **Priority area 3:** Information Sharing
- **Priority area 4:** Innovation
- **Priority area 5:** Benefits

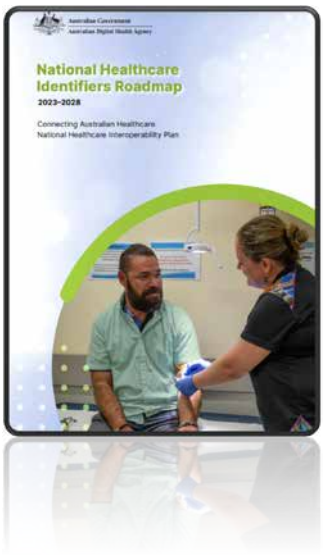
The Interoperability Plan comprises 44 actions and was developed in collaboration with key stakeholders, including the health technology sector. Achieving a connected healthcare system requires ongoing engagement and collaboration across all co-leads and stakeholders, including delivery of the actions outlined in the Plan. To monitor progress, the Agency undertakes quarterly reporting on all action items. These progress reports are available on the Agency's Interoperability page here.

Over the past year, strong progress continued in advancing interoperability across Australia's healthcare system, with **11 actions completed during the 2025–26 reporting period (Q1–Q4)** including;

- The completion and delivery of all time-bound work packages to position the National Health Services Directory as core national digital health infrastructure, with ongoing updates transitioned to business-as-usual governance.

- Ongoing national adoption of SNOMED CT-AU and AMT through the National Clinical Terminology Service, supported by monthly releases and an endorsed outreach and education strategy.
- Development of key interoperability foundations to support secure API-based information exchange, including the FHIR Framework, Health Record Authorisation Architecture, and Consumer and Record Sharing Services architecture, while also progressing the Digital Health Authorisation Service to implement OAuth authorisation profiles.
- Embedded interoperability requirements into procurement processes across jurisdictions, supported by completion of public consultation on the national Procurement Guidelines.
- The completed discovery and high-level design work to support identification and management of individuals within a consumer's formal and informal care network.
- Revised conformance requirements and supporting guidance to increase consistent inclusion of HPI-Is in clinical document uploads to My Health Record.
- The recommendation to add the publish–subscribe capabilities into the Agency's Digital Health Investment Plan.
- The development and expansion of FHIR AU Core and AU Base across Agency and Healthdirect systems, transitioning this work to business-as-usual operations.
- Delivered the strategic objectives of the National Digital Health Workforce and Education Roadmap, including launch of new education and training resources.
- Progress on implementation of the national Share by Default reforms during 2025–26, with the Share by Default Rules for pathology and diagnostic imaging formally made by the Minister in December 2025 and commenced from 1 July 2026.
- Strengthening the My Health Record legislative and interoperability framework. Since 1 April 2026 under the My Health Record Rules 2026, all new My Health Record connections require HI Service conformance, while the Department also commenced analysis of the My Health Record Act 2012 to ensure it remains fit-for-purpose for broader national health information sharing and interoperability.

These completions reflect steady delivery against the Interoperability Plan, alongside the transition of several initiatives into business-as-usual operations, signalling increasing maturity across the national digital health ecosystem.



Healthcare Identifiers Roadmap

The HI Roadmap sets out Australia's strategic approach to increasing the use and adoption of healthcare identifiers within the Healthcare Identifiers (HI) Service. It was developed in response to the 2018 review of the Healthcare Identifiers Act and Service, and the 2020 review of the My Health Records Act, and was identified as a key action under the National Healthcare Interoperability Plan (Action 1.3).

Published in June 2024, the HI Roadmap was developed in collaboration with Services Australia and the Department of Health, Disability and Ageing. It outlines 20 activities focused on strengthening and improving the HI Service across four key areas:

- Legislation and policy, including reforms to the *Healthcare Identifiers Act 2010*
- Healthcare Identifiers Service improvements, including data matching and data quality
- Architecture and data standards, including modernising the HI Service architecture and standards to enable secure interoperability and high-quality data
- Operational improvements, including governance, directory services development, education, and stakeholder communication and engagement

Over the past year, HI Roadmap co-leads across the Department, the Agency and Services Australia continued to work collaboratively to progress Roadmap priorities and strengthen the national Healthcare Identifiers framework, with four activities completed during the 2025–26 reporting period (Q1–Q4), including:

- A coordinated legislative reform program to modernise the Healthcare Identifiers framework, including amendments to the HI Act and supporting policy settings, to enable broader and more consistent use of healthcare identifiers across the health system
- The development of an updated HI Service Conformance Profile (v5.0) to strengthen Individual Healthcare Identifier data matching and provide clearer, more comprehensive conformance requirements for software developers and implementers
- The implementation of a coordinated stakeholder engagement and communications approach to support consistent delivery and oversight of HI Roadmap activities across participating agencies
- The developed of targeted education and guidance resources to support healthcare professionals and technology partners in the effective use of healthcare identifiers, including a new Digital Health Foundation microlearning video series focused on HI Service awareness and adoption.

Across the year, work focused on advancing legislative and policy reform, improving HI Service capability, and strengthening governance, assurance and education to support the safe, consistent and effective use of healthcare identifiers. Progress included enhancements to data quality, matching and usability within the HI Service; continued conformance and assurance activities to support consistent implementation; and the

development of policy guidance, operational improvements and education resources, supported by established cross-agency governance and coordination mechanisms.

"When we cooperate as an industry with government, we get traction … in health change we have to move together."

Quarterly progress reporting continued to provide transparency on delivery against the HI Roadmap, supporting shared oversight and sustained collaboration across jurisdictions and the broader digital health sector. Progress report can be found here.

Council meetings 2025–26

In the 2025–26 period, the Council convened on 3 occasions, 2 of which were targeted meetings to highlight the challenges and opportunities interoperability present with a more connected healthcare system. Topics of discussion included transitions of care and data and design. Discussions focused on the contributions and engagement of Council members, their organisations, and associated stakeholders.

- 21 August 2025 – Annual Review and 25/26 Workplan
- 12 November 2025 – Transitions of Care
- 12 March 2026 – Data and Design

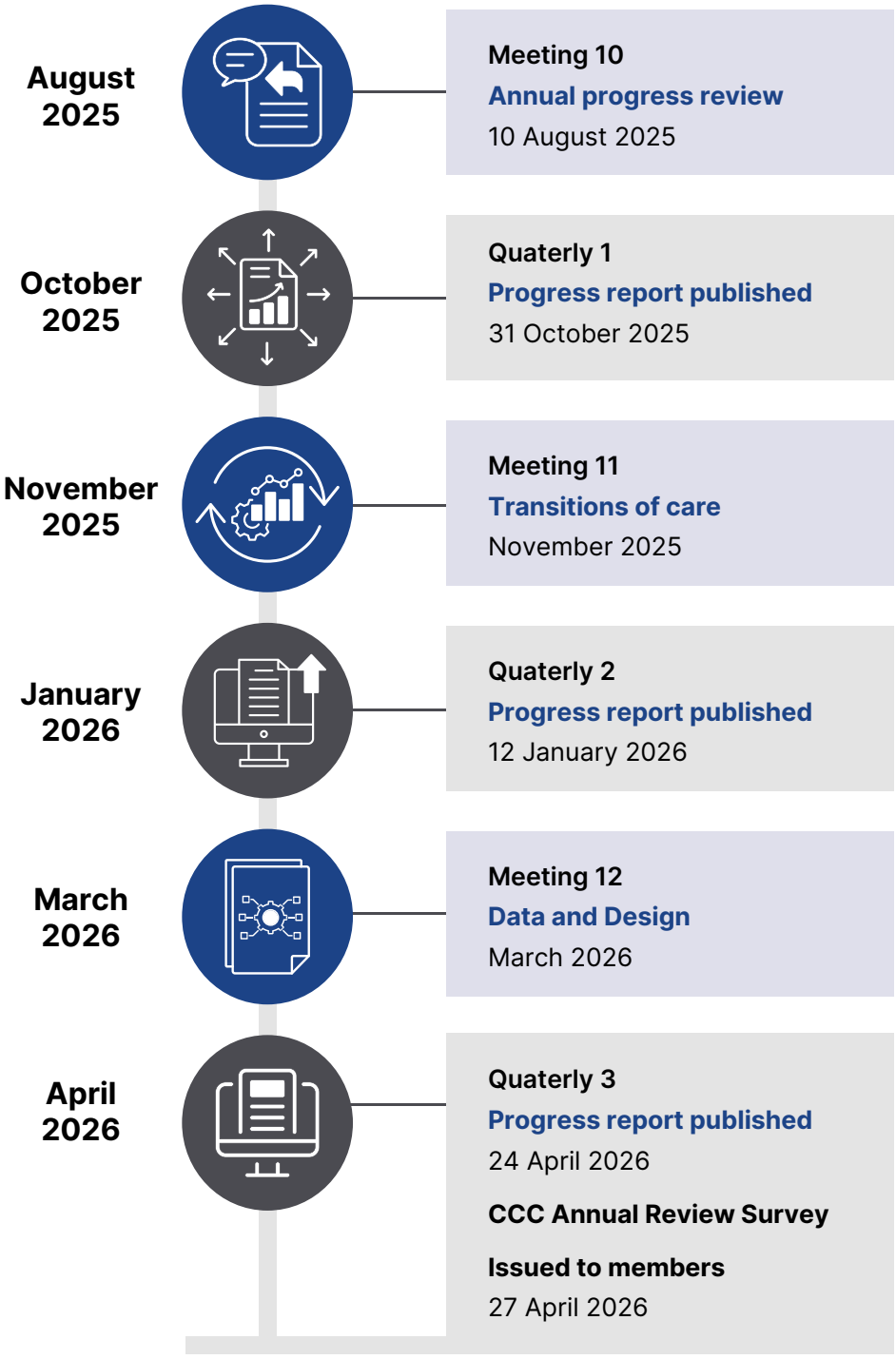
Council meetings throughout 2025–26 continued to demonstrate strong and consistent participation from senior leaders across member organisations, reflecting the ongoing value and relevance of the Council's work. This sustained level of engagement highlights a shared commitment to progressing collaborative initiatives and shaping outcomes across the sector. Interest in the Council's work program has continued to build, with several new organisations expressing interest in contributing to its strategic activities and direction.

We welcomed Advanced Pharmacy Australia as a new member of the Council during the reporting period. Their participation brings a valuable perspective to the Council's work and further strengthens our shared commitment to advancing connected care across the health system. This contribution enhances the depth of discussion and supports more informed, system-wide consideration of interoperability priorities.

To support transparency and collaboration, the Agency continues to publish all Council meeting communiqués on its website and proactively share them with key stakeholder groups. Since May 2024, agenda papers have also been published online on a consistent basis, reinforcing the Agency's ongoing commitment to openness and accountability.

2025/2026 Timeline

Figure 1 - 2025/26 Timeline



Section 3

Delivery against Council responsibilities

Provide strategic advice on connecting care

In 2025–26, the Council met 3 times, including 2 targeted meetings focused on interoperability challenges and opportunities presented by a more connected healthcare system. Discussions covered transitions of care, data, and design. Discussions focused on the contributions and engagement of Council members, their organisations, and associated stakeholders. A summary of each meeting is provided below.

2024–25 Annual Review

The Council for Connected Care annual review meeting was held virtually on 21 August 2025. Professor Duggan acknowledged the sustained momentum in advancing national digital health interoperability and thanked members for their continued leadership and collaboration throughout 2024–25.

During the meeting, members reviewed key outcomes from the Interoperability Plan Annual Progress Report 2024–25, which highlighted significant progress across the national interoperability agenda, including delivery against the Interoperability Plan and the Healthcare Identifiers Roadmap. The discussion reinforced the Council's role in guiding implementation, strengthening alignment across jurisdictions and sectors, and maintaining a strong focus on realworld impact.

Key achievements reviewed at the meeting included:

- Completion of 24 of the 44 actions (55 per cent) under the National Healthcare Interoperability Plan, marking a significant milestone since the Plan's launch in 2023;
- Passage of the *Modernising My Health Record (Sharing by Default) Act 2025*, establishing a legislative foundation for the routine sharing of pathology and diagnostic imaging results;

- Continued rollout and adoption of Provider Connect Australia™, supporting more consistent and efficient information exchange across the health system;
- Strong progress under the National Healthcare Identifiers Roadmap, including activities to improve data matching, expand identifier use across sectors, and modernise the legislative framework;
- Development and publication of national standards assets, including the Digital Health Standards Catalogue and a national terminology mapping library aligned to international standards;
- Completion of a national interoperability survey in June 2025, providing updated insights into sector maturity and informing future priorities; and
- Ongoing delivery of education, workforce capability and innovation initiatives, including through the Sparked FHIR® Accelerator Program and the Capability Action Plan

Members also reflected on feedback from the Council's Annual Review survey, which demonstrated strong support for the Council's theme-based meetings and breakout sessions. Insights from these discussions informed the development of the 2025–26 workplan, with a focus on transitions of care, virtual care, workforce innovation and demonstrating tangible benefits of connected care.

Transitions of Care

The Council for Connected Care held its 11th meeting in Canberra on 12 November 2025, with a strong focus on transitions of care – critical moments when people move between care settings, providers or systems, and where effective interoperability can significantly improve safety, continuity and patient experience.

Members observed digital health in practice through a site visit to Canberra Hospital, gaining first-hand insight into how interoperable systems support real-time clinical decision-making and patient flow across emergency, intensive care and pathology services. This practical perspective reinforced the importance of embedding interoperable digital solutions into clinical workflows to support continuity of care across complex care journeys.

In a compelling address to the Council, we heard from a healthcare consumer who highlighted the vital role digital health played in her

treatment, keeping her care on track, enabling seamless hospital transfers and ensuring clinicians had the information they needed when it mattered most.

The Council considered national initiatives supporting safer transitions, including updates from the Australian Commission on Safety and Quality in Health Care, ACT Health's Digital Health Record implementation, and consumer perspectives that highlighted the tangible benefits of connected systems during complex, multi-provider care. Members also discussed emerging national capabilities to support continuity, including improvements to triage and navigation services, access to diagnostic imaging, and federated approaches to sharing information at the point of care.

"Face to face meetings provide tangible opportunities for sharing of ideas to broaden interoperability and digital connectivity."

These discussions were set against the broader progress reported in the Interoperability Plan Q1 Progress Report (July–September 2025), which demonstrated continued momentum across all priority areas of the Plan.

Key achievements highlighted during the meeting included:

- More than 64 per cent of Interoperability Plan actions now complete, with four actions finalised during Q1 2025–26, reflecting sustained delivery against national priorities
- Passage of amendments to the Healthcare Identifiers Act 2010 in September 2025, expanding the scope and use of healthcare identifiers across health, aged care and disability settings to better support coordinated care
- Completion of the 2019 National Health Services Directory review action, strengthening the NHSD's role as core national infrastructure and improving alignment with Provider Connect Australia™ and emerging Health Connect Australia capabilities
- Continued progress in national standards adoption, including ongoing implementation of SNOMED CT-AU, AMT and FHIR® through the National Clinical Terminology Service and alignment of national directories and services with AU Core
- Advances in information sharing foundations, including embedding interoperability requirements in procurement, deployment of SMART on FHIR® application templates, and early planning for a national publish–subscribe service to support notifications and alerts during care transitions
- Ongoing workforce and capability development under the Capability Action Plan, supporting the skills and confidence needed to adopt interoperable digital health solutions at scale

The November meeting reinforced the Council's shared view that technical progress must continue to be paired with practical implementation, consumercentred design and realworld use cases. By focusing on transitions of care, the Council highlighted where interoperability delivers the greatest value and sets a clear direction for continued national collaboration to improve safety, continuity and outcomes for Australians.

Figure 2 - Graphic Summary of Mtg 11

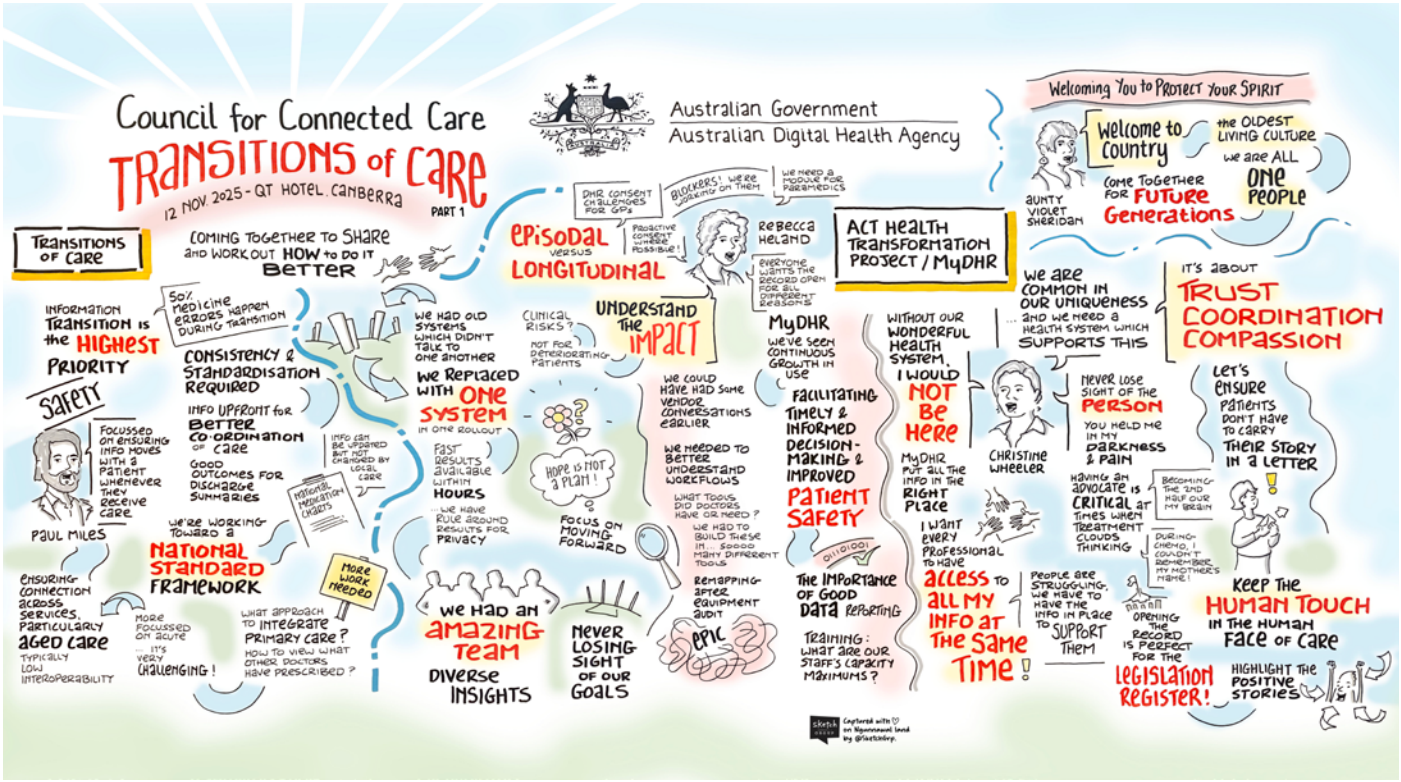
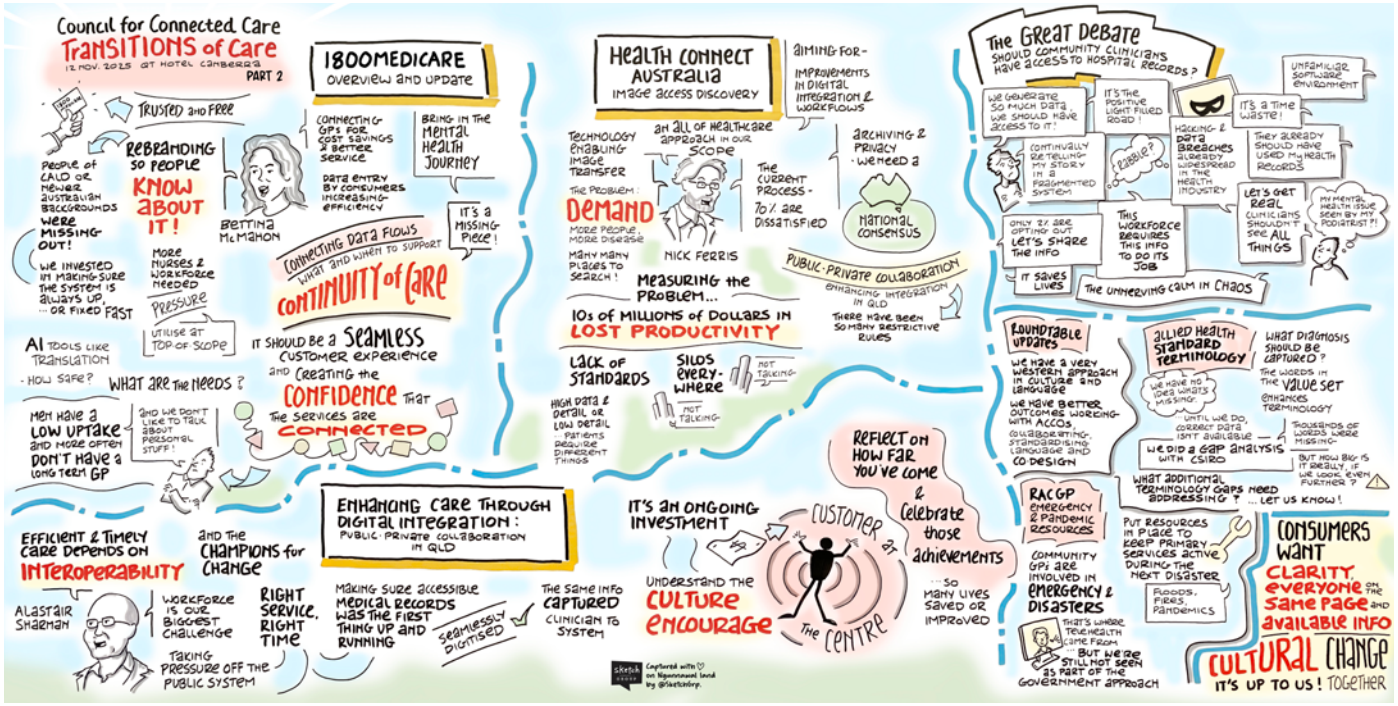


Figure 3 - Graphic Summary of Mtg 11



Data and Design

"There is excellent continuity from meeting to meeting – a feeling that we are building and working together. It is a very collaborative environment with great opportunities to share ideas and strategies."

The Council for Connected Care held its 12th meeting virtually in March 2026 to explore how digital health data, person-centred design and national governance arrangements are shaping Australia's connected care system. The meeting provided a structured opportunity for members to consider how foundational capabilities–spanning interoperability, data quality, design and clinical governance–are enabling safer, more connected care as national digital health transformation continues. Member feedback in this discussion can be found in figure 4.

Members received updates on key initiatives across the Australian Digital Health Agency and the broader sector, with discussion focused on the role of human-centred design in guiding the evolution of national digital health products. The Council examined how research and discovery insights are being applied to inform future My Health Record experiences and other national capabilities and recognised the value of participatory design approaches in improving usability, trust and adoption for both consumers and clinicians. Preparatory work to transition My Health Record to FHIR-based services was also discussed, noting its importance as a foundation for greater interoperability, flexibility and system modernisation.

A panel discussion brought together consumer, clinical and informatics perspectives to examine how digital health data is supporting more connected and person-centred care. Members reflected on the growing influence of artificial intelligence in improving access to information and surfacing clinically relevant insights, while reinforcing the importance of high-quality data, transparent systems and strong governance to support safe and reliable use. Workforce capability emerged as a consistent theme, including the need for early education and ongoing development in data literacy, governance and critical thinking to support effective use of digital health data across care settings.

The Council noted progress in strengthening national clinical governance through the establishment of the National Clinical Governance Committee for Digital Health and its Expert Advisory Groups. Early areas of focus included access to diagnostic information, use of national terminologies, conformance and legislative settings supporting Share by Default reforms. Members welcomed the commitment to transparent reporting through regular updates to the Council, recognising transparency as a cornerstone of effective governance and national leadership.

Members also shared updates from across their organisations, highlighting interoperability initiatives and digital integration efforts underway across the health system. This included discussion of efforts to improve coordination in mental health triage and referral pathways, with consideration given to future alignment of telehealth and digital triage services and the challenges associated with policy, funding and capability uplift.

Overall, the March meeting reinforced the Council's shared view that connected care depends not only on technology, but on sustained investment in design, data quality, workforce capability and robust governance. These elements were recognised as essential to ensuring national digital health initiatives deliver meaningful, safe and equitable outcomes for Australians.

Figure 4 - Member Feedback - Data & Design

Designing Connected Care - What Members Told Us

In March 2026, Council members shared practical feedback on how experience design, data and governance can better support connected care and interoperability. The discussion highlighted where national digital health products can deliver the greatest value as Australia's health system continues to evolve.

Design for real-world care

- Integrate into existing clinical and administrative workflows.
- Avoid creating new portals or systems for clinicians and consumers to visit.
- Present information that is easy to find, structured and clinically meaningful.

Information that flows across the health journey

- Support information sharing across hospitals, primary care, allied health, aged care, disability and community services.
- Make care plans and care team visibility central to coordination.
- Focus on continuity rather than where information is stored.

Data Quality Before Automation

- Strong interest in AI to summarise, prioritise and surface information.
- Value depends on high-quality, structured and well-governed data.
- Consistent terminology and standards are essential to trust.

Inclusive Design by Default

- Do not assume digital access, literacy or English proficiency.
- Design must support First Nations peoples, people with disability, carers and culturally diverse communities.
- Inclusion should be a foundation, not a later enhancement.

Enabling the Ecosystem

- Consumers, carers, clinicians and vendors all play a role in connected care.
- Clear principles and proportionate compliance support participation.
- National digital health products should lead by example.

What this means for connected care

Delivering connected care is not solely a technical challenge. It depends on human-centred design, trusted data, workforce capability and strong governance working together to ensure national digital health initiatives translate into safer, more equitable and more sustainable care for Australians.

Promote and foster stakeholder participation and engagement in initiatives that drive connecting care

Council members continue to play a critical role in championing initiatives that strengthen connected care across the health sectors. Their influence extends well beyond formal Council meetings, reaching into diverse stakeholder networks to promote shared understanding, collaboration and action.

Members actively support the Council's work by sharing meeting communiqués, embedding Council priorities into organisational strategies, policies and programs, and promoting key initiatives through industry forums, newsletters and professional networks. This amplification helps broaden awareness of national interoperability efforts and supports alignment across the system.

Engagement is further strengthened through members' hands-on involvement in collaborative activities, including participation in initiatives such as the Sparked program, direct contribution to the rollout of digital health capabilities, and, in some cases, reshaping internal structures to better enable collaboration and integration. Together, these efforts demonstrate a shared commitment to translating the Council's strategic direction into practical action and ensuring the vision for connected care is embedded across the healthcare ecosystem.

Monitor progress against actions in the Interoperability Plan

Regular reporting remains a central mechanism for tracking delivery of the National Healthcare Interoperability Plan and maintaining momentum. Since October 2023, quarterly progress reports have been published to provide visibility of progress against actions and to highlight how collective effort is driving national digital health transformation.

The reports draw on contributions from the Australian Digital Health Agency, the Department of Health, Disability and Ageing, state and territory governments, Services Australia, Healthdirect, the Australian Institute of Health and Welfare, the Australasian Institute of Digital Health and other key delivery partners. This shared reporting approach ensures progress updates reflect multiple perspectives and provide a clear, systemwide view of implementation.

Progress against the Interoperability Plan is a standing item at every Council meeting. Members are provided with updates on delivery and the most recent progress report, enabling informed discussion, shared oversight and continuous improvement as national interoperability initiatives advance.

The most recent milestone in this process was the publication of the Annual Progress Report on 31 July 2026 on the Agency webpage, marking another significant step towards the completion of the Interoperability plan, tracking of achievements and opportunities for further collaboration.

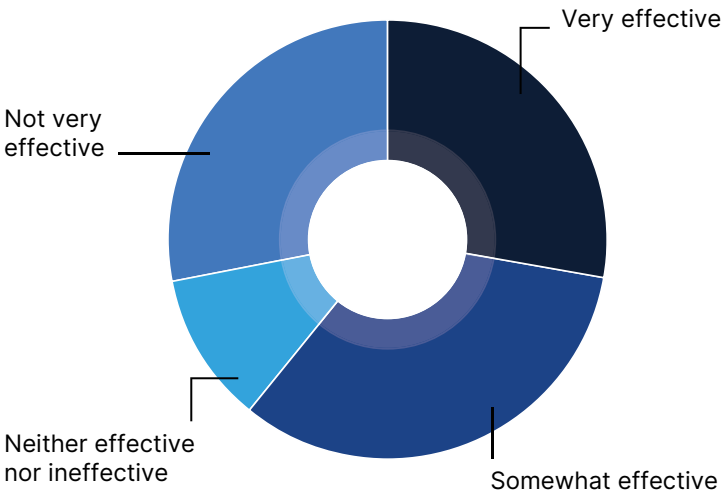
Section 4

Annual Review by members

Effectiveness of meetings

The Annual Council for Connected Care survey was sent to members on 27 April 2026 to seek feedback on the performance of the Council. There were 21 responses to the survey (3 partial responses and 18 completed responses), giving a response rate on completed survey responses of 51 per cent. This shows an 8 per cent increase in engagement from last year's 2024–25 survey. 61 per cent of responses rated the Council as somewhat or very effective.

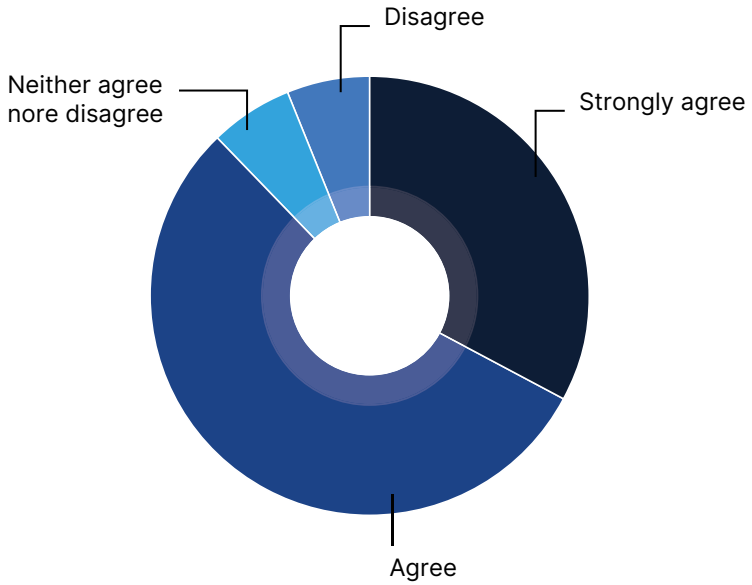
Figure 5 - How would you rate the overall effectiveness of the Council meetings?



Purpose, objectives and responsibilities

Perceptions of the Council's purpose, objectives, and responsibilities outlined the Terms of Reference were strongly positive overall. 90 per cent of respondents agreed or strongly agreed that the Council's purpose, objectives and responsibilities are clear and appropriate. However, 5 per cent of respondents selected a neutral response and 5 per cent of respondents disagreed. Feedback centered on sharpening the Council's practical influence and more explicitly linking the group's role to delivery of the National Healthcare Interoperability Plan.

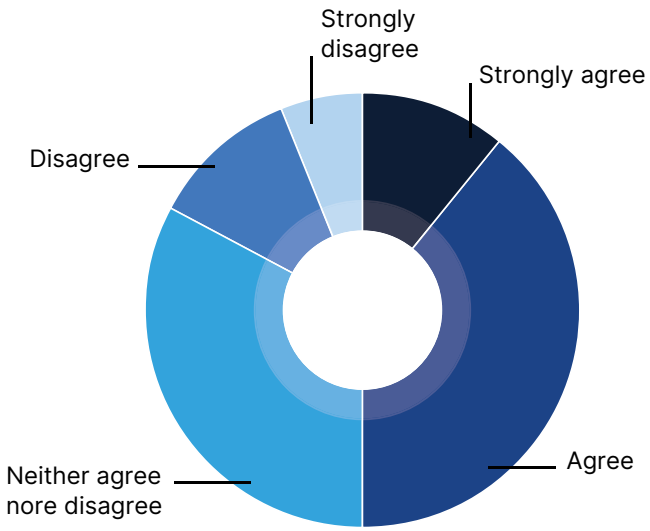
Figure 6 - The Council's purpose, objectives and responsibilites in the Terms of Reference are clear and appropriate



Membership

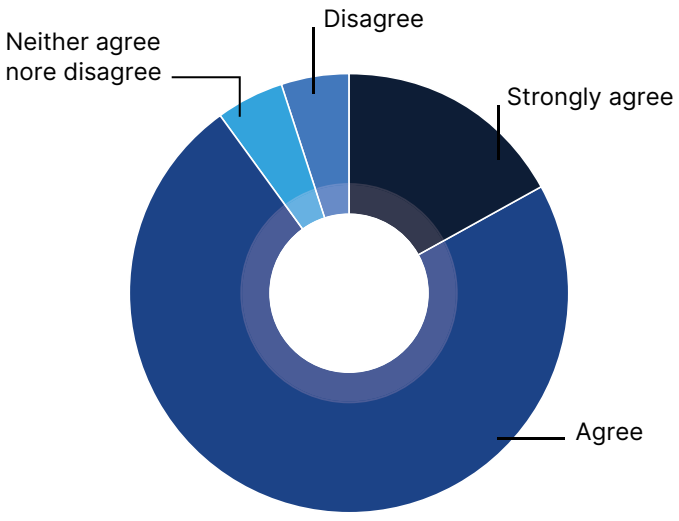
Views on membership size were the most mixed of the agreement questions. 50 per cent of respondents agreed or strongly agreed that the Council has the right number of members, 33 per cent were neutral, and 17 per cent disagreed or strongly disagreed. Suggestions from respondents included reviewing the membership model, and ensuring the group remains focused on issues where collective senior input can genuinely influence outcomes.

Figure 7 - The Council has the right number of members



Additionally, perceptions of the Council's skills and experience were strongly positive. 90 per cent agreed or strongly agreed that the Council has members with the right skills and experience. 5 per cent of respondents selected a neutral response and 5 per cent of respondents disagreed.

Figure 8 - The Council has members with the right skills and experience

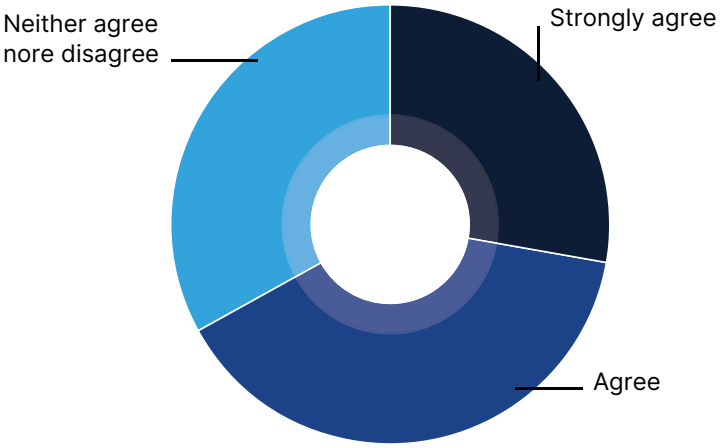


"The Council for Connected Care inspired the development of the National Pathology Test Catalogue to drive interoperability across the pathology industry."

Meeting papers and communiqués

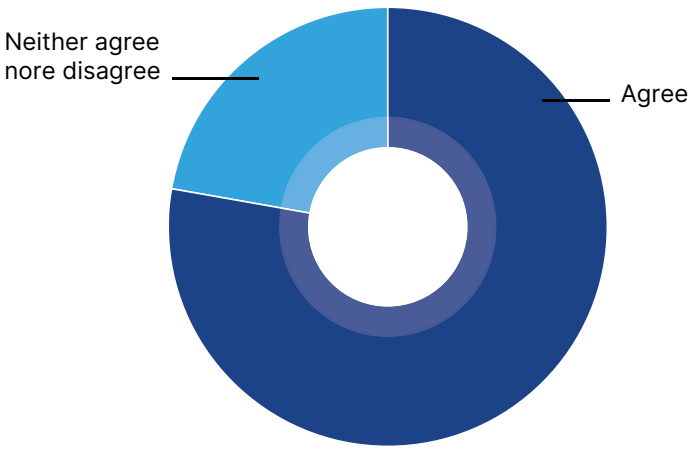
67 per cent of respondents agreed or strongly agreed that the Council agendas and meeting packs were relevant and clear with an appropriate level of detail to prepare for meeting. 33.3 per cent selected a neutral response, while no respondents selected disagree or strongly disagree. Feedback provided identified opportunities for improvement, including earlier circulation of papers, clearer prompts about what advice is being sought, tighter thematic focus within meetings, and more explicit connections between agenda items and delivery of the National Healthcare Interoperability Plan.

Figure 9 - Council agendas and meeting packs were relevent and clear with an appropriate level of detail to prepare for meetings.



Views on communiqués were clearly positive overall. 78 per cent agreed that communiqués are relevant and clear, while 22 per cent of respondents were neutral. No respondents disagreed. Feedback on communiqués was mixed in one specific respect: some respondents wanted more context for people who did not attend meetings, while others wanted shorter and more concise documents. This suggests a need to balance brevity with enough context to support broader internal sharing.

Figure 10 - Council communiques are relevant and clear with an approriate level of detail.



Meeting attendance

Since the previous reporting period, the Council's membership has remained stable, reflecting a continued focus on maintaining a balanced and representative group of stakeholders. While one member organisation concluded its involvement during the year, a new organisation joined in June 2026, further strengthening the Council's breadth of perspectives and expertise. The table below shows member and proxy attendance across Council meetings. Attendance has remained consistently strong, ranging from 75 per cent to 83 per cent of member organisations, demonstrating ongoing commitment and active engagement from members in progressing the Council's priorities.

Figure 11: FY 2025–26 Member Attendance

	Meeting 10 - August 2025	Meeting 11 - November 2025	Meeting 12 - March 2026
Member Attendance	22	23	20
Member Apologies	8	5	9
Proxies	6	8	7
Total attendees (No.)	**27**	**31**	**27**
Total Membership *External members only	**35**	**35**	**35**
Total attendees (% of membership)	77%	83%	75%

Member Survey Feedback

As part of the Annual Council survey, members were invited to provide additional feedback alongside the standard survey questions. The comments below provide a snapshot of members' views across key themes. Members highlighted the value of the Council's collaborative environment, diverse expertise, and contribution to progressing connected care across the health system, while also identifying opportunities to further strengthen impact and delivery.

Governance and Structure

- "The meetings have a tight structure and ask specific questions in the information pack, helping the Agency and Department move forward with policy."
- "Positive engagement from senior members is evident, and this could be strengthened further by more clearly focusing members' advice on delivery of the National Healthcare Interoperability Plan."
- "Incorporating clinical examples and patient stories showing how the Plan has influenced practice would help bridge the gap between strategic advice and practical application."

Membership and Experience

- "I enjoy the sessions and learn a great deal from the different perspectives, debates and presentations, both technical and clinical in nature."
- "The Council is a room full of smart, influential people, and there is real value in using that expertise to explore practical and achievable outcomes."
- "Positive engagement from senior members is evident, reflecting the value of bringing together experienced leaders from across the sector."

Meetings and Collaboration

- "There is excellent continuity from meeting to meeting — a feeling that we are building and working together in a very collaborative environment with great opportunities to share ideas and strategies."
- "Face-to-face meetings provide tangible opportunities for sharing ideas that broaden interoperability and digital connectivity."
- "The Alice Springs and ACT events were a highlight and should be replicated in other jurisdictions to showcase work already underway."
- "The panel discussions are particularly valuable because they surface different tensions, perspectives and the key issues the sector needs to align on."

Transparency & Communication

- "Communiqués have been shared through internal digital health working groups and then distributed onward to practising health professionals."
- "The Council's communiqués were circulated to members and discussed through digital health forums, helping extend the reach of the Council's work."
- "A short quarterly webinar would be a useful way to complement the communiqués, maintain relevance and keep stakeholders informed between meetings."

Members also provided insights into how Council outputs are being applied across their organisations, and the progress being made to advance interoperability.

"Australia's digital reform agenda is at top speed … We must seize this opportunity and progress while there is significant investment and social licence to do so."

Impact and Influence

- "The Council for Connected Care inspired the development of the National Pathology Test Catalogue to drive interoperability across the pathology industry."
- "Insights from Council discussions have been highly informative in shaping organisational connected care priorities and supporting policy development."
- "Communiqués and meeting insights are actively shared through internal working groups and broader stakeholder networks."
- "Council discussions and outputs are being used to inform digital health initiatives and support engagement with stakeholders across the sector."

Outcomes and Learnings

- "When we cooperate as an industry with government, we gain real traction — progress relies on moving forward together."
- "Implementation of healthcare identifiers has provided a strong foundation for improving connectivity across sectors."
- "Education and clear guidance remain critical to increasing awareness and adoption of key digital health infrastructure."
- "Sector collaboration and shared learning continue to play a key role in progressing interoperability and driving meaningful outcomes."

Section 5

Looking forward 2026–27 Priorities

Looking forward to 2026–27, the Council will continue to support national activities to strengthen connected care across Australia's healthcare system.

Figure 12: FY2026–27 CCC Meetings

Date	Location	Theme
3 December 2026	Adelaide	Virtual Care
May 2027	Virtual	Annual Review and Future System Foundations
October 2027	Sydney	Delivering Connected Care in Practice

Complex challenges and system-level priorities

Feedback from members on future complex challenges highlighted a strong appetite to focus on system-level enablers of interoperability that require coordinated national effort. Members consistently pointed to foundational challenges that sit beyond individual programs or sectors and require alignment across policy, infrastructure and implementation settings.

Key priorities identified by members included:

- Addressing legislative, policy and funding barriers that impact information sharing and adoption of interoperability initiatives
- Improving information sharing and alignment across primary, acute and community care settings
- Progressing consistent data standards, terminology and information models to support greater interoperability

"I enjoy the sessions and learn a lot from the different perspectives, debates and presentations, both technical and clinical in nature."

- Advancing national digital infrastructure, including:
  - Strengthening adoption of healthcare identifiers
  - Improving provider directories
  - Supporting scalable, standards-based solutions across the health system
- Ensuring the safe and effective use of artificial intelligence, which emerged as the most frequently raised topic for future discussion
- Strengthening approaches to data use for research, population health and clinical decision-making
- Improving equity in digital health by addressing barriers in rural and regional settings, supporting digital inclusion, and enabling greater participation from sectors such as mental health, community services and culturally diverse populations

Together, these priorities reinforce the need for a forward-looking work program that balances emerging technologies with the foundational policy, data and infrastructure challenges required to support a more connected healthcare system.

Implementation challenges and system gaps

In addition to future priorities, members reflected on the practical challenges that continue to impact progress. While many of the identified complex challenges are strategic in nature, feedback highlighted the importance of maintaining focus on implementation.

Key challenges identified included:

- Improving uptake of interoperability solutions across providers
- Supporting workforce capability and awareness
- Addressing gaps in data exchange across the system
- Identifying sectors where interoperability remains less mature and targeting opportunities for national action

This feedback underscores the need to better connect national strategy with on-the-ground adoption and delivery.

Preferred approach to Council engagement

Importantly, feedback also pointed to an opportunity to evolve how the Council engages with these complex challenges. Members expressed a clear preference for shifting from presentation-based sessions towards more interactive and outcomes-focused formats.

Suggested changes to Council engagement included:

- Greater use of facilitated workshops and deep-dive discussions
- Increased focus on targeted problem-solving
- Drawing more directly on the collective expertise of members
- Strengthening alignment between meeting discussions and delivery of the National Healthcare Interoperability Plan
- Generating more practical, actionable advice through whole-of-room discussions

Evolving approach for 2026–27

This evolving approach is intended to support a more action-oriented and outcomes-focused model for Council engagement in 2026–27. By focusing on priority complex challenges and enabling deeper, more collaborative discussions, the Council will be well positioned to continue providing strategic advice that supports national priorities and accelerates progress towards a more connected healthcare system.

In 2026–27, Council members will continue to be encouraged to bring forward their own ideas, experiences, and proposals for discussion, helping to shape the agenda and drive collective action. This approach aims to foster and sustain a more dynamic and participatory environment where diverse perspectives inform national priorities and accelerate progress on interoperability.

Thank you to partners and contributors

Thank you to all the governments, agencies, organisations and individuals who provided their time, expertise and advise to the Council for Connected Care.

Australian Government

Australian Digital Health Agency