



Australian Government
Australian Digital Health Agency

Health Connect



Roadmap

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 Health Connect Australia Roadmap 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.

The Agency has a key role in delivering the Intergovernmental Agreement on National Digital Health 2023–2027 (Intergovernmental Agreement), which has been signed by all Australian governments. The Agency delivers cross-jurisdictional priorities, as set out in the Intergovernmental Agreement.

Along with our partners, the Agency is responsible for leading and coordinating the implementation of the strategy and maintaining a national view of its progress. The Agency is also responsible for some key elements of the strategy, including the continued expansion of My Health Record and other platforms that support the secure and safe use of digital health systems across the nation.

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ISBN

978-0-6459861-7-4

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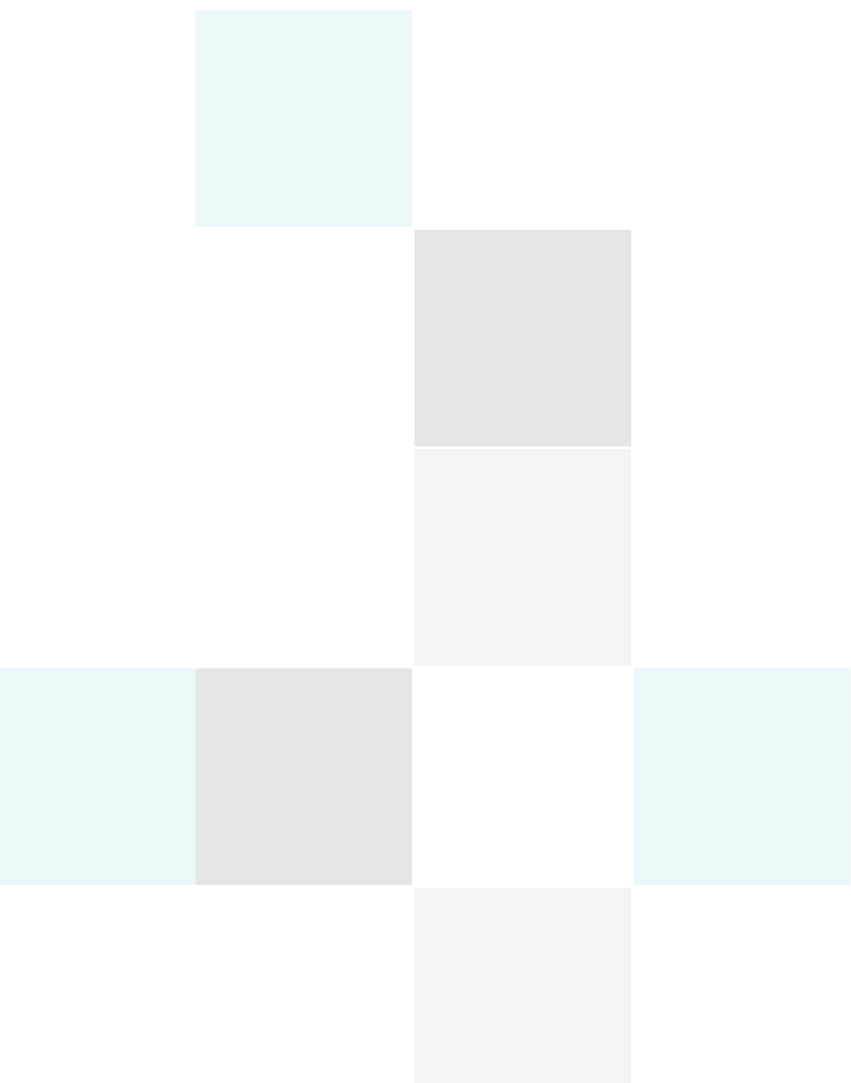
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Contents

- Health Connect Australia roadmap** 2
 - Prioritised business themes 4
 - Health Connect Australia phases 10
- Change management considerations** 12
 - Change impact assessment..... 12



Health Connect Australia roadmap

Health Connect Australia is a program that will deliver significant improvements to digital health interoperability in Australia over the coming 5 years. The strategic goals of the program are described in the document Health Connect Australia Strategy. The strategy document is supported by 2 documents: Health Connect Australia Architecture Approach and this roadmap.

The Health Connect Australia roadmap provides a high-level indicative representation of the program's phases, including the key targeted outcomes to be delivered in each phase. It also highlights the prioritised business themes, dependencies and key considerations for the program (Figure 1).

The Health Connect Australia program is taking a collaborative multidisciplinary approach to delivery of key national infrastructure products and solutions. This includes significant stakeholder engagement across private and public sectors, along with strengthening collaborative research and consultation.

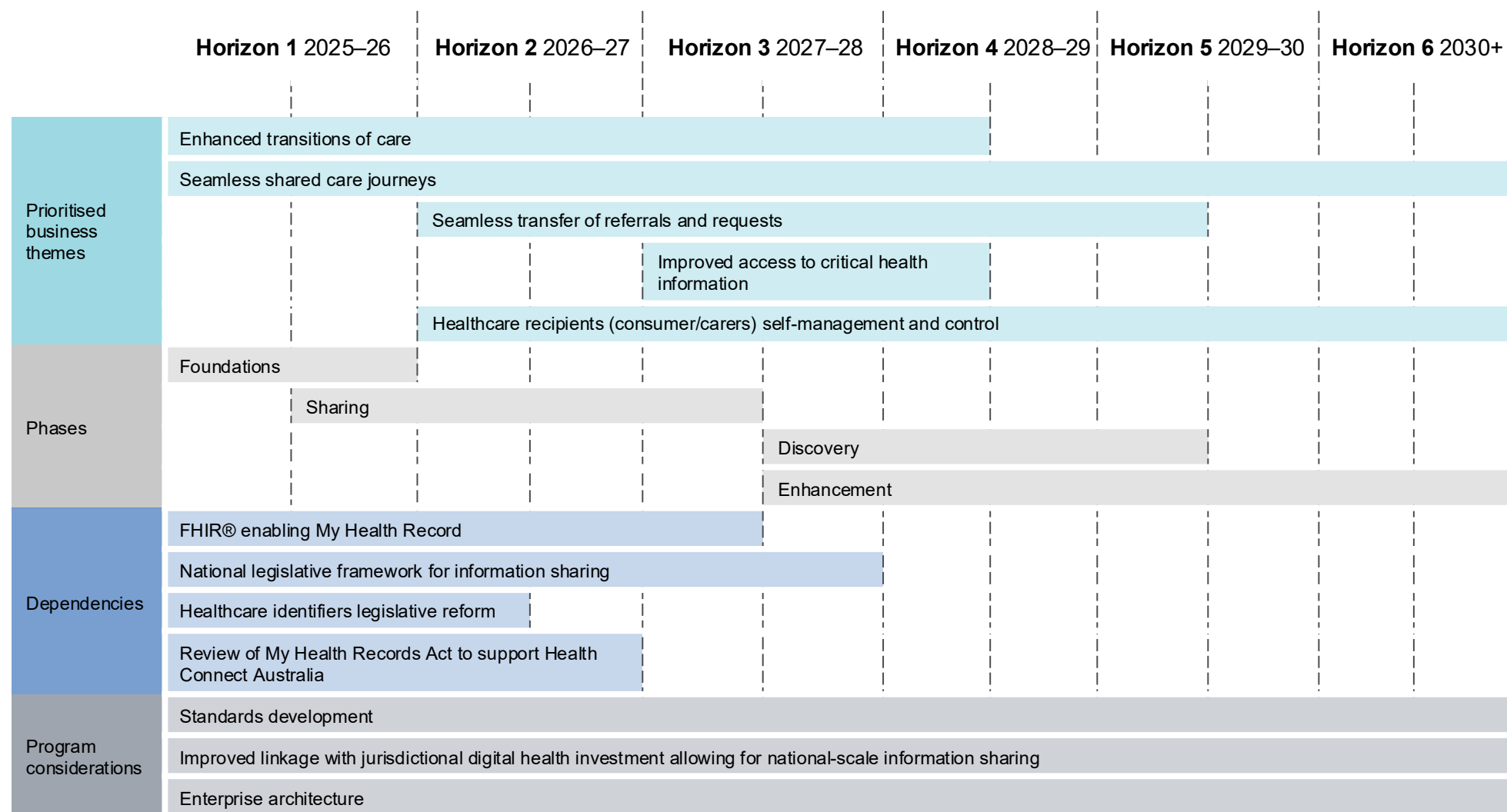
Further details – including clinical use cases, product releases and delivery milestones – will be provided in subsequent iterations of the roadmap. Prioritisation of the roadmap was undertaken together with the Digital Health Oversight Committee, comprising representatives from all jurisdictions and key delivery partners. Additionally, stakeholder feedback received on the draft architecture and roadmap has been incorporated.

The roadmap considers:

- health system and government priorities
- feedback from consultation with key stakeholders
- alignment with Health Connect Australia interoperability patterns
- the level of foundational importance of the capability concerned
- the ability to deliver early value to stakeholders
- feasibility, including technical and financial risk assessments.

The roadmap will evolve and be refined as the Australian Digital Health Agency makes detailed plans for each phase and continues to consult stakeholders. Regular updates to the roadmap will be released on the [Health Connect Australia website](#).

Figure 1: Health Connect Australia roadmap



Prioritised business themes

A strategic prioritisation process was used to define the evidence-based prioritised business themes, laying the foundation for Health Connect Australia’s strategic direction. The themes span the phases of work, and each theme will include multiple deliverables. Each theme includes a representative future-state scenario to show how Health Connect Australia will facilitate health information exchange (Figures 2 to 6).



Figure 2: Prioritised business theme 1 – Enhanced transitions of care

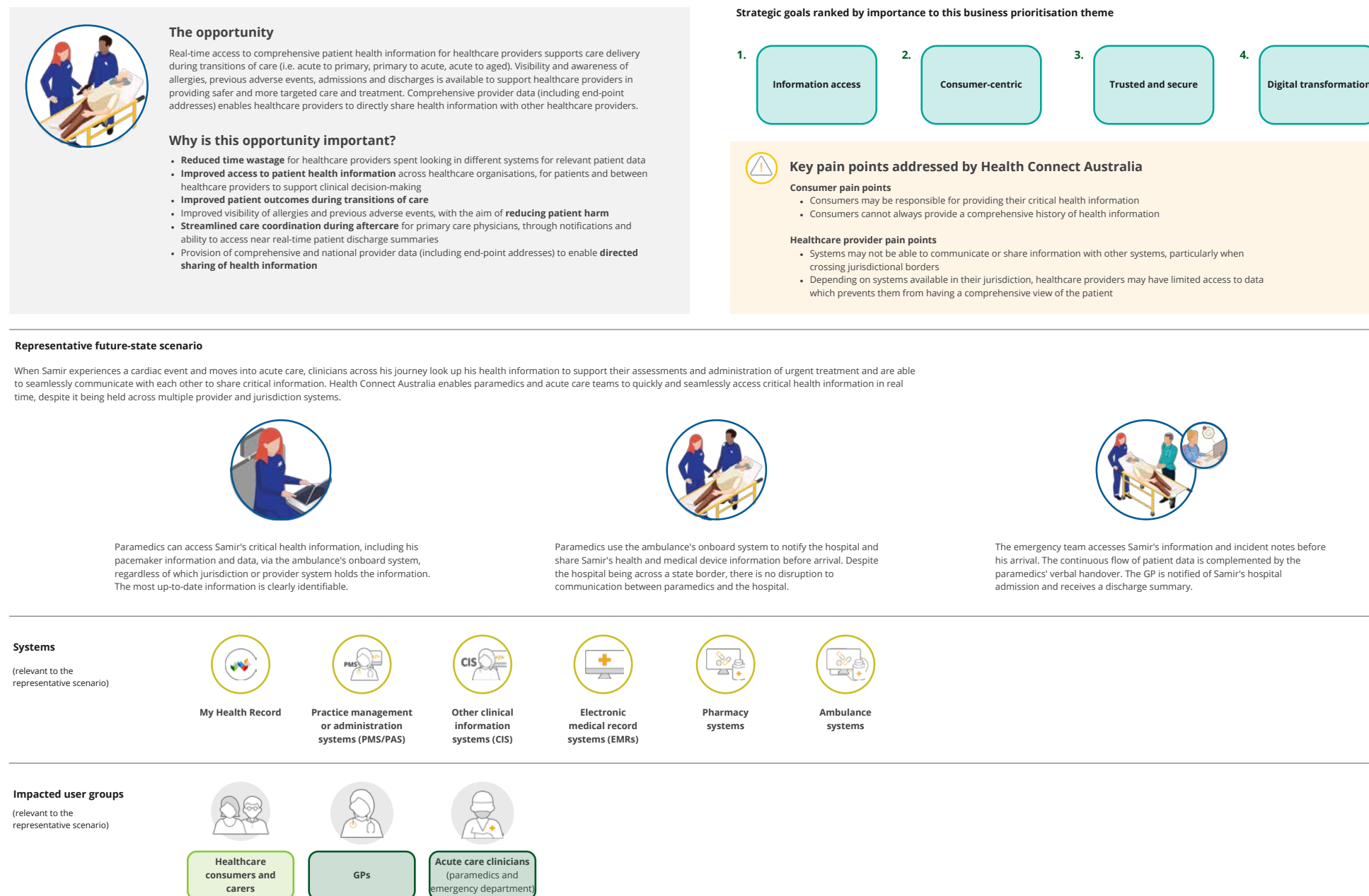


Figure 3: Prioritised business theme 2 – Seamless shared care journeys

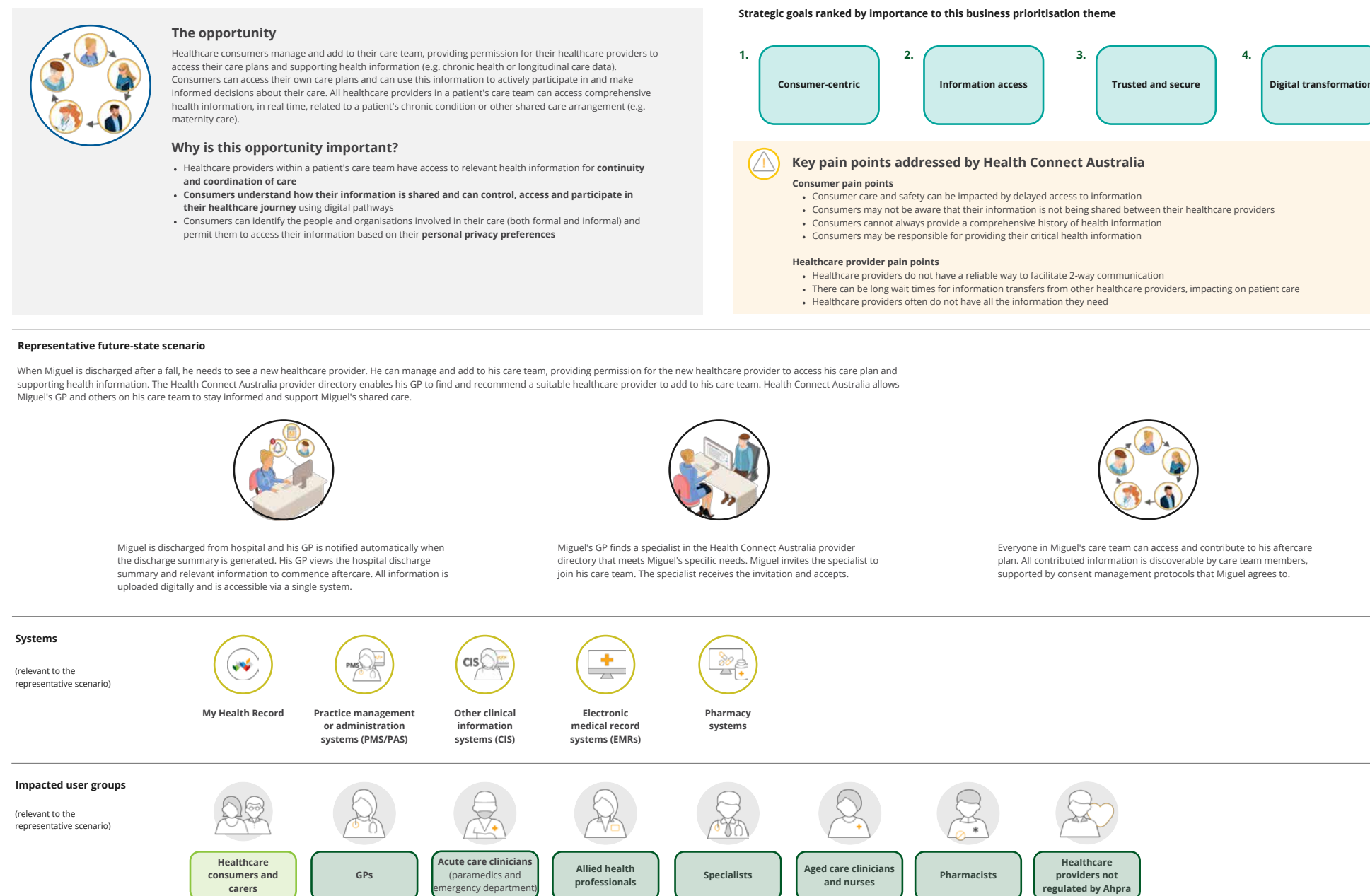


Figure 4: Prioritised business theme 3 – Improved access to critical health information

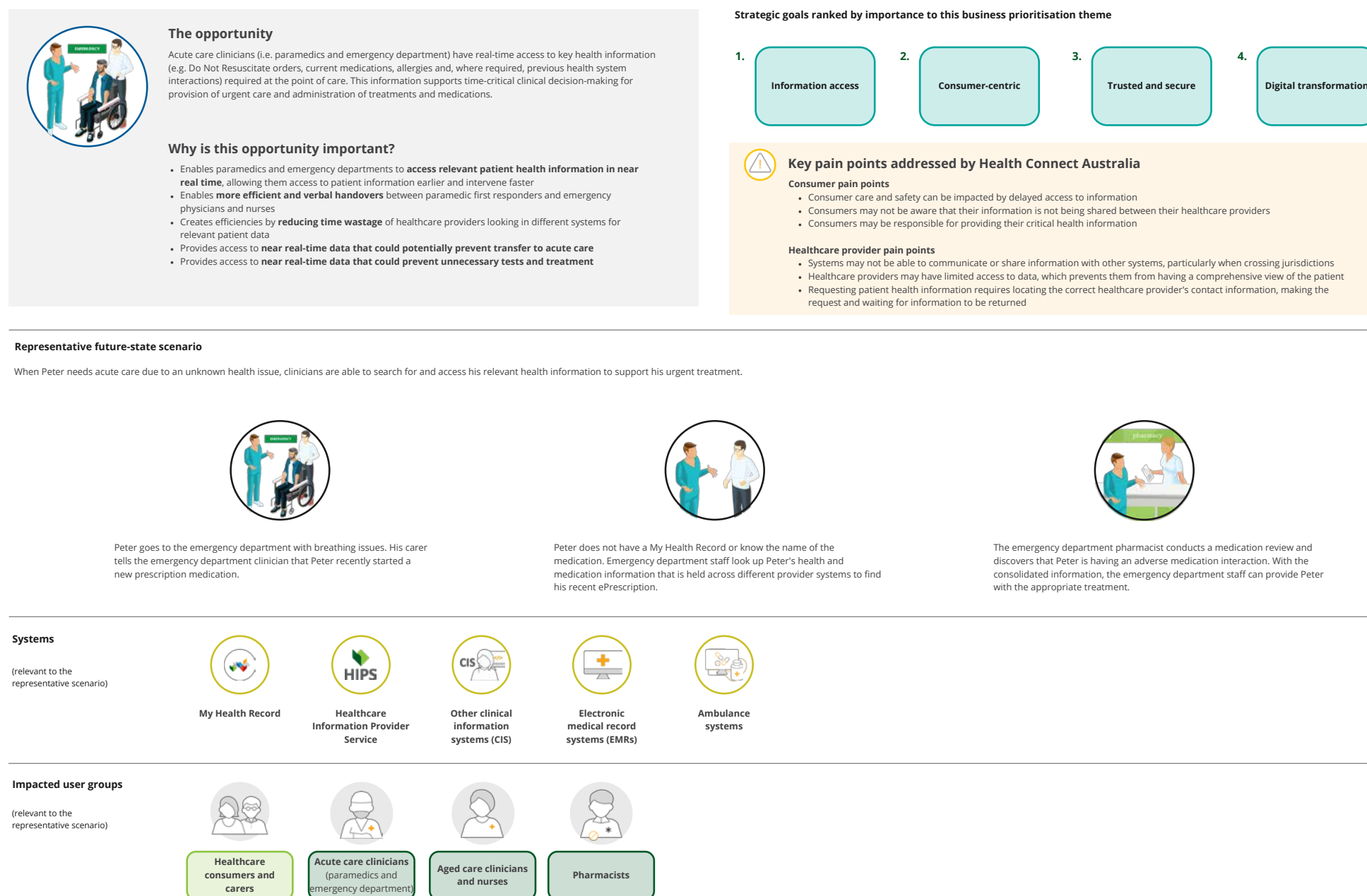


Figure 5: Prioritised business theme 4 – Seamless transfer of referrals and requests

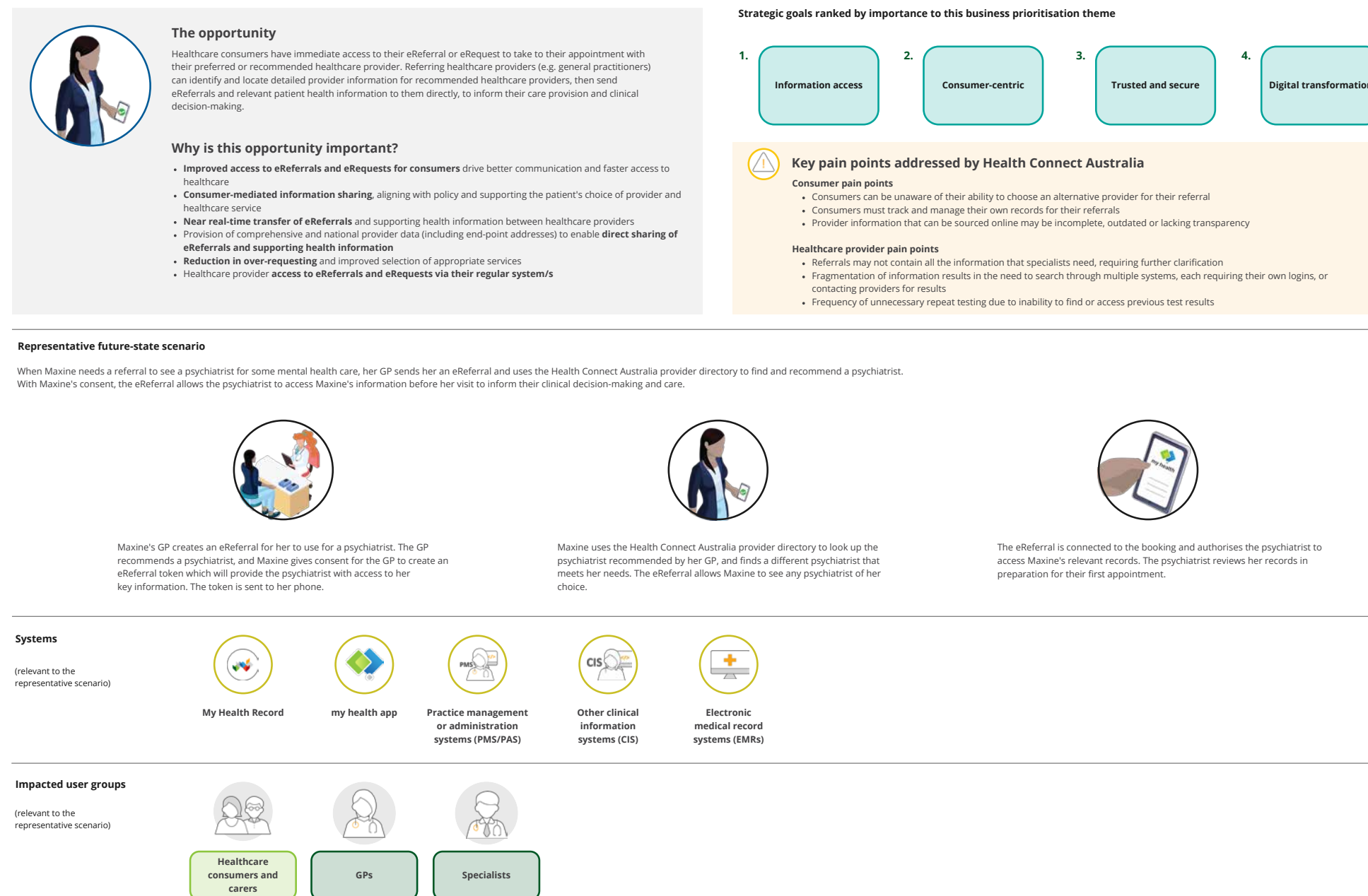
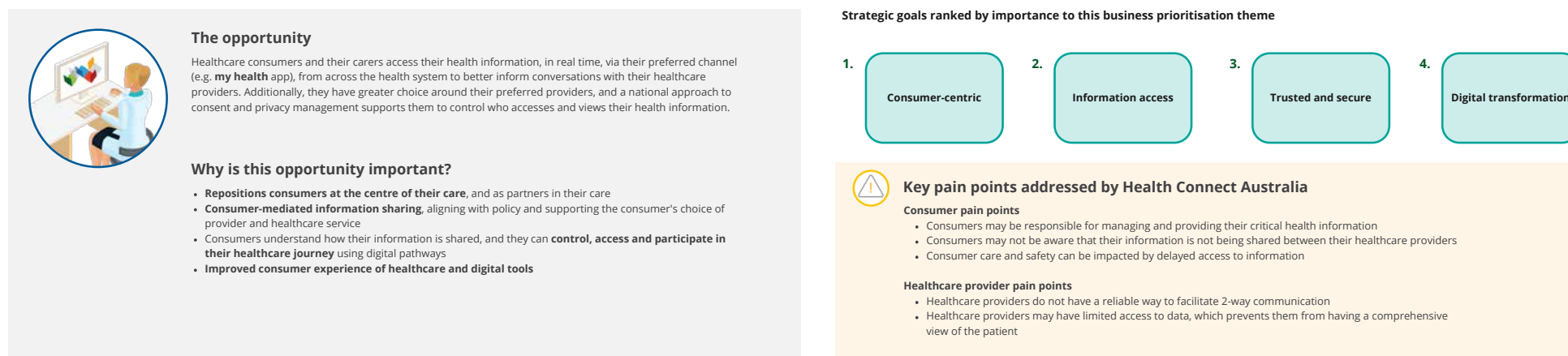


Figure 6: Prioritised business theme 5 – Healthcare recipient/carer self-management and control

**Representative future-state scenario**

When Frankie changes GP, she needs to provide them with her consent to access her past medical records. With Frankie's permission, her new GP uploads all information relating to Frankie and her pregnancy to her My Health Record to ensure she can access it all.



Frankie has recently moved interstate. She finds a new suitable GP using the Health Connect Australia provider directory.



With her consent, the GP gains access to Frankie's medical history, regardless of jurisdiction or what provider system it's held in.



With her permission, the GP uploads Frankie's health information to her My Health Record. Frankie can give access to her health information to any provider and can revoke access as needed.

Systems

(relevant to the representative scenario)



My Health Record



my health app

Impacted user groups

(relevant to the representative scenario)



Healthcare consumers and carers



GPs

Health Connect Australia phases

Foundations phase

Health Connect Australia will establish a national directory that gives providers and consumers seamless access to comprehensive and accurate information about healthcare providers and the services they provide. It will also establish a trust framework and authorisation service to consistently establish the rights of systems and individuals to access and exchange health information. The program will also undertake discovery with stakeholders on the development of a national diagnostic image viewing capability.

The foundations phase will:

- allow consumers and providers to discover and locate information on providers and services they provide
- build trust in the quality of provider and service information, ensuring it is up to date, accurate and complete
- connect provider information from a variety of primary sources via a single access point
- update provider information in near real time from source system
- provide a trust framework for providers to access information across the health information exchange.

Sharing phase

Health Connect Australia will give healthcare providers the ability to securely communicate information to any healthcare provider in Australia and make it easier for consumers to see their health-related documents.

Consumers will be able to proactively direct information such as referrals and requests to a provider of their choice without having to request access or handle physical copies. Health Connect Australia will streamline these features by aligning legislative and technical requirements across the healthcare ecosystem, ensuring information can easily pass between different systems, organisations and jurisdictions.

The sharing phase will:

- allow providers to securely share and communicate health information to other providers and provider organisations
- provide consumers with access to and visibility of the status of referrals and requests
- empower consumers by providing choice on how and when their information is shared through self-directed care
- provide notifications to users when new information is available or changes are made.

Discovery phase

Health Connect Australia will identify what healthcare information is available to be discovered, who it is about, where it is located and how it can be accessed by providing a record discovery service. This will enable healthcare providers to find information about the people they are treating, including their medical history, no matter where it is stored. Consumers will also be able to find and access information about themselves and their dependants from across the digital health ecosystem.

Healthcare providers and consumers will be able to find, for example, historical healthcare records of previously performed operations or diagnostic tests – including results and diagnostic images – for pathology and radiology. This will be a significant step forward in driving interoperability across the healthcare landscape and improving the delivery of care.

The discovery phase will:

- allow providers to locate health information from other sources that is relevant to the consumer being treated
- provide the ability for consumers to locate additional information about themselves and for people they care for to support their care journey
- support authorised secondary use of information for population health planning, research and reporting
- allow users to subscribe to notification events for individuals, healthcare providers and healthcare organisations (for example, alerts and notification of hospital admissions and discharges).

Enhancement phase

The Health Connect Australia roadmap includes the capacity to develop value-added services over time. These could include digital baby books, data sharing from medical wearables and a national diagnostic image viewing capability.

The enhancement phase will:

- connect prescribed medical monitoring devices and personal wearables
- support exchange of harmonised data standards and agreed models of care for pregnancy and early childhood
- support the viewing of medical images from any connected imaging repository
- facilitate collaborative shared care models across multidisciplinary teams.

Change management considerations

The national [Intergovernmental Agreement on National Digital Health 2023–2027](#) states that ‘all Parties commit to the change and adoption required to drive reform and deliver an interoperable health system’.

Health Connect Australia will be experienced by stakeholders and users through the foundations, sharing, discover and enhancement phases. Change management planning regarding workforce, operational and support impacts across the Agency and health ecosystem – including roles, responsibilities and sustainability planning – will occur at a project level. The Agency will provide support at the program level based on its strategic approach.

The change management approaches and related interventions will be informed by an understanding of:

- the current, transition and future state of My Health Record, the Healthcare Identifiers Service, directories and the complex systems within jurisdictions and the broader health system
- the stakeholder landscape and who is affected
- organisational readiness, including training and capability needs
- gaps and areas for improvement between current and future state
- the future-state solutions.

Incorporating these considerations into change management strategies will be essential to ensuring a smooth transition and the long-term sustainability of Health Connect Australia. By addressing workforce readiness, stakeholder engagement and system-wide integration, the approach will support seamless adoption and effective reform. A structured, informed and collaborative change process will enhance interoperability across the health system, ultimately driving improved health outcomes for all.

Change impact assessment

The high-level change impact assessment involves assessing the change impact against the following high-level categories:

- policy (changes in rules or guidelines)
- legislation (updates to laws)
- technology (upgrades, replacements, new technology and interoperability)
- devices (upgrades, compatibility and maintenance budget alignment)
- access and connectivity (access rights, security profiles, network and infrastructure modifications and backup plans)

- health information (security, sensitivity, location, cleansing rules and readiness)
- process (adjustments to existing processes and introduction of new processes)
- people and skills (digital literacy, change in responsibilities and position, skill development and training, access profiles, cultural shifts, and critical behaviour and mindset towards adoption)
- other (social influences, opt-in and voluntary activities, emergency preparedness and vendor relationship management).

All categories apply to the Agency and external stakeholder groups, including the Department of Health, Disability and Ageing; jurisdictions; clinicians; clinical peaks; Primary Health Networks; private hospitals; not-for-profit hospitals; independent peaks; consumer peaks; research agencies; technology vendors; and other government agencies.

While further validation from key stakeholders is required, initial impact assessments conducted by the Agency indicate that the anticipated changes will be highly complex and transformative across the healthcare sector. Underpinning all categories of change impacts is the critical issue of trust, both from a psychosocial safety perspective and in relation to technology adoption.

Change complexity assessment

Health Connect Australia is a large, complex ecosystem that will require enterprise-wide change. Resistance, risk management, disruption and change fatigue will be significant.

Given the scale and scope of Health Connect Australia, the complexity of change will be influenced by several interdependent factors. These include the need for system-wide integration, alignment with existing workflows, and the ability of stakeholders to adapt to new technologies and processes.

The transformation will require coordination across multiple entities, including government agencies, healthcare providers, technology vendors and consumers. Each group will experience varying levels of impact, necessitating targeted change interventions and tailored engagement strategies.

Additionally, regulatory and compliance requirements will shape the pace and approach to implementation. Navigating these considerations will require structured governance, clear communication and robust risk mitigation plans to ensure adherence to national standards while maintaining operational continuity.

Compounding the complexity are challenges such as stakeholder expectations, interoperability across legacy systems and workforce adaptability. Managing these elements effectively will be key to fostering acceptance and minimising disruption.

To support this transition, proactive change management strategies will be deployed, leveraging stakeholder insights, continuous feedback loops and adaptive planning to address emerging risks and sustain engagement throughout the reform process.

Change implementation approach

The change milestones and delivery will reflect project schedules to minimise stakeholder and user disruption and will be considered within the scope of delivery. A responsible, accountable, supportive, consulted and informed (RASCI) matrix to support this process will be created to ensure impacts are understood and change interventions are actionable.

Key activities will include:

- consulting subject matter experts about impacts, the complexity of the landscape, gap identification and uplift
- informing key stakeholders of the proposed direction, to build awareness and engagement
- creating reference groups and change champions
- increasing understanding, knowledge and capabilities through stakeholder engagement, communications and education
- identifying change-related risk, issues and points of resistance.

A collaborative approach to change implementation will be essential to ensuring a seamless transition while minimising disruption for stakeholders and users. By leveraging expert insights, fostering stakeholder engagement, and proactively addressing risks and resistance, the process will support informed decision-making and sustainable adoption. Through clear communication, education and the establishment of dedicated change champions, this approach will drive meaningful reform and strengthen the foundation for an interoperable and adaptable health system.