

# Digital Health Impact Report: Realising the Digital Health Strategy to 2028

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FY24–25 Achievements & FY25–26 Outlook

27 September 2025



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## Foreword from the Director of Digital Health

FY24–25 marked a turning point in our digital health journey, moving beyond foundational upgrades to delivering real, measurable value for clinicians and patients. From digitising medical records and enabling WiFi calling to strengthening cybersecurity, these initiatives reflect our commitment to safe, connected, and future-ready care. As we enter FY25–26, Digital Health continues to evolve – not just as a provider of computers and cables, but as an equal partner in transforming how care is delivered. With major programs like Single Digital Patient Records (SDPR), hospital redevelopments, and the emergence of AI, we are helping shape a smarter, more responsive health system for South Western Sydney.

Digital Health Impact Report: Realising the Digital Health Strategy to 2028

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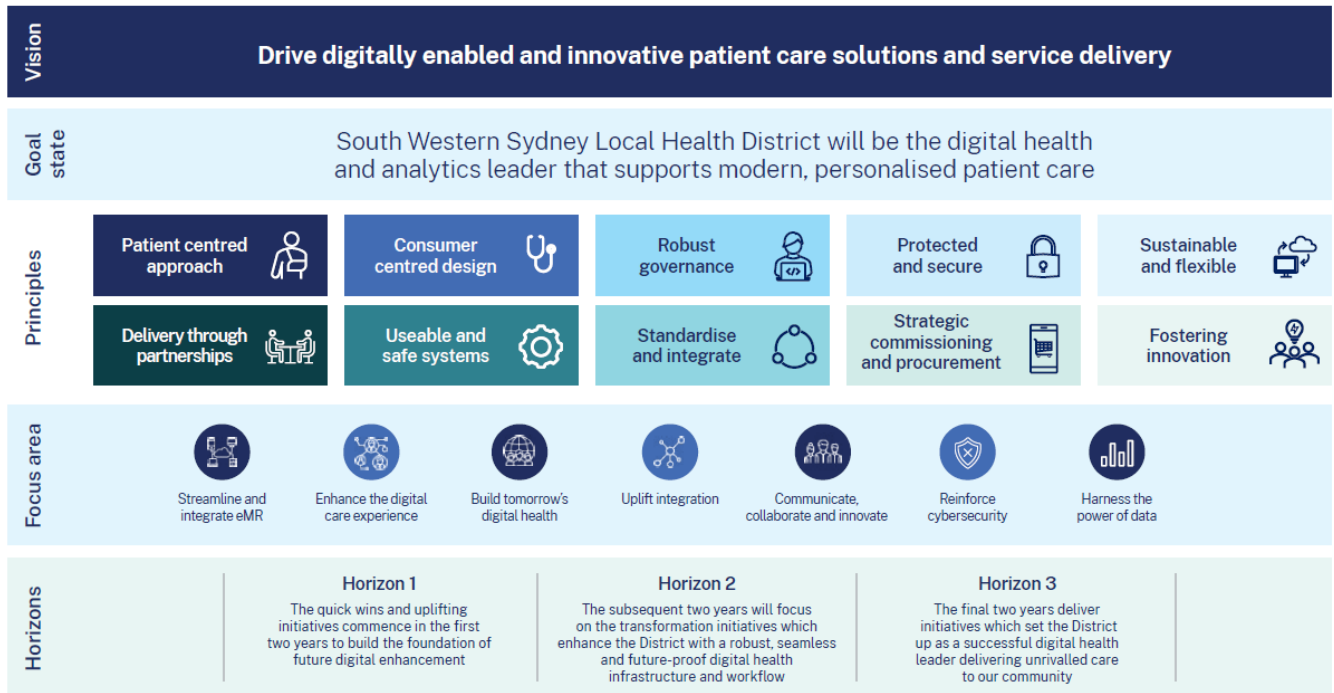
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## 1.1 Executive Summary

South Western Sydney Local Health District (SWSLHD) continues to lead the transformation of healthcare through its ambitious Digital Health Strategy to 2028, which aligns with both national and state health priorities and the SWSLHD Strategic Plan 2022–2027.

### Digital Health Strategy on a page



The strategy is built around seven key focus areas that guide the District's digital evolution:

- **Streamline & Integrate eMR,**
- **Enhance the Digital Care Experience,**
- **Build Tomorrow's Digital Health,**
- **Uplift Integration,**
- **Communicate, Collaborate & Innovate,**
- **Reinforce Cybersecurity, and**
- **Harness the Power of Data.**

These focus areas are not just aspirational — they are actively shaping our work. In FY24–25, SWSLHD delivered 15 strategic digital health initiatives that laid critical foundations for future transformation. These projects were not only operational successes — they delivered measurable outcomes that advanced the District's strategic goals.

## Key Outcomes

### Improved Collaboration and Responsiveness

The rollout of Network Messaging (PAM) enabled real-time alerts across the District, enhancing operational coordination during outages and emergencies.

### Improved Access to Patient Information

Through initiatives like Medical Records Scanning, clinicians now have seamless access to digitised patient records across the District, reducing delays and improving continuity of care. This will also reduce ongoing storage and retrieval costs.

### Enabled Data-Driven Decision Making Through Cloud Infrastructure

The establishment of a robust cloud-based data environment has significantly improved data capture processes, positioning the District to deliver more advanced and timely Business Intelligence solutions that support strategic and operational decision-making.

### Improved Clinical Coding Accuracy and Patient Complexity Capture

The reinstatement and enhancement of Clinical Coding Audits using Beamtree's PICQ tools have led to more comprehensive coding outcomes, enabling better recognition of patient complexity and supporting accurate clinical documentation.

### Maximised Funding Potential Through Enhanced Activity Capture

Optimisation of Activity Based Funding processes has strengthened the District's ability to reflect the full scope of service provision. This ensures care delivery is appropriately valued and remunerated, aligning with CE priorities for sustainable healthcare funding.

### Enhanced Clinical Safety and Workflow Efficiency

Projects such as At Risk Airway and Allergy Mapping introduced standardised alerts and integrated data into clinical workflows, supporting safer, faster decision-making. The diet uplift project improved diet ordering to prevent diet stacking which increases the risk of patients receiving the incorrect diets and introduction to the Feeding assistance Flag.

### Strengthened Cybersecurity Posture

The development of a Cybersecurity Incident Response Plan and completion of Penetration Testing improved the District's preparedness and resilience against cyber threats.

### Digitally Enabled Infrastructure for Future-Ready Care

The Liverpool Hospital and Academic Precinct (LHAP) stage 1 and Bowral Hospital opening mark key milestones in embedding digital capability into future-ready healthcare infrastructure.

### Empowered Clinicians with Better Tools

The Dragon Medical One Pilot at Bankstown Hospital and 4G/5G WiFi Calling initiatives directly improved clinician experience, communication, and documentation efficiency.

## Modernised Infrastructure for Future Growth

The Citrix Migration and 2025 eMR Code Upgrade ensured that core systems are scalable, secure, and ready to support future innovations.

These achievements reflect SWSLHD's commitment to delivering safe, high-quality, and digitally enabled care. They also demonstrate how the District is not just implementing technology — but using it strategically to create value, improve outcomes, and build a future-ready health system.

As we move into FY25–26, these foundations will support a more ambitious portfolio of initiatives that continue to drive innovation, integration, and impact across the District.



## 1.2 Macro-Level Challenges and Opportunities in Digital Health

As Digital Health continues to evolve, several macro-level challenges are shaping our strategic direction. These challenges also present opportunities to rethink how we deliver care, engage with clinicians, and leverage technology to improve outcomes.

### 1. Funding and Resource Constraints

Funding constraints remains a persistent challenge across the health system. To address this, we've focused on initiatives like improved documentation of care episodes to support more accurate billing and enhance National Weighted Activity Units (NWAU). This work is critical to ensuring that the value of care provided is fully recognised and appropriately funded. We are exploring District governance models for key functions, such as Medical Records and Clinical Coding. These models will improve efficiency by building flexibility and contingency within a specialised workforce.

### 2. The Emergence of Artificial Intelligence (AI)

AI is rapidly transforming healthcare globally, offering new possibilities in diagnostics, predictive analytics, and operational efficiency. While its full potential is still unfolding, we are actively exploring how AI can be safely and effectively integrated into our systems to support clinicians and improve patient outcomes.

Digital Health has recently established an Artificial Intelligence (AI) Community of Practice (CoP) within the district. This initiative is designed to bring together clinicians, technical experts, and stakeholders to share knowledge, collaborate, and explore the practical application of AI in healthcare.

In addition to launching the CoP, Digital Health is implementing AI governance frameworks. These structures are aimed at ensuring the safe, effective, and ethical adoption of AI solutions. The governance process enables the district to prioritise AI initiatives, pilot innovative projects, rigorously evaluate their impact, and scale successful solutions across the health system in partnership with eHealth and other state bodies.

### 3. Reframing the Role of Digital Health

There is a growing need to shift perceptions of Digital Health from being seen primarily as a provider of infrastructure – computers and networks – to being recognised as a strategic partner in transforming healthcare delivery. We are working closely with clinical operations to build stronger partnerships, co-design workflow solutions, and increase digital maturity and literacy into everyday clinical practice.

RISING DEMAND, FUNDING CONSTRAINTS, AND SYSTEM PRESSURES HIGHLIGHT THE URGENT NEED FOR DIGITAL INNOVATION TO DELIVER SCALABLE, PATIENT-CENTRED CARE. DIGITAL HEALTH PLAYS A PIVOTAL ROLE IN ENABLING INTEGRATED, DATA-DRIVEN SOLUTIONS ACROSS THE HEALTH SYSTEM.

#### 4. Single Digital Patient Record (SDPR) – A System-Wide Transformation

Single Digital Patient Record (SDPR) is set to fundamentally change how healthcare is delivered and coordinated across NSW Health. While the benefits are significant, the transition period leading up to implementation presents challenges in change management, workforce readiness, and system integration. Our district is actively preparing for this transformation, with a local project team in place and governance structures being established to manage the impact. Bringing together key stakeholders and subject matter experts that will work collaborative to ensure SWSLHD SDPR vision aligns with the 7 key focus areas.

## 1.3 FY24-25 Achievement Highlights

### 1. Medical Records Scanning – A Milestone in Digital Maturity

**What was delivered:** Over 900 days of effort culminated in the digitisation of the majority of paper-based patient documents, now fully integrated into the eMR.

**Strategic impact:**

- Reduced time spent locating physical records
- Removed geographical limitations of physical records
- Integrated clinical documentation across SWS
- Improved continuity of care
- Eliminated storage and disposal costs
- Strengthened data security and governance

**Focus areas:** Streamline & Integrate eMR, Enhance the Digital Care Experience, Uplift Integration

### 2. WiFi Calling – A Tangible Win for Clinicians

**What was delivered:** 4G/5G WiFi calling enabled across all SWSLHD facilities.

**Strategic impact:**

- Improved mobile connectivity in clinical zones
- Enhanced collaboration and responsiveness
- Reduced communication delays in critical care settings

**Focus areas:** Communicate, Collaborate & Innovate, Reinforce Cybersecurity

“I can call a colleague from a ward with no signal. It’s seamless and saves time.” – Nurse Unit Manager, Bankstown Hospital

### 3. Cybersecurity – Building Resilience from Within

**What was delivered:** Developed a Cybersecurity Incident Response Plan, Completed district-wide penetration testing

**Strategic impact:**

- Strengthened preparedness for cyber threats
- Identified and mitigated vulnerabilities
- Aligned with ISO27001 standards

**Focus areas:** Reinforce Cybersecurity

## 4. Improving Clinical Activity Capture for Funding Reimbursement

### What was delivered:

- Initiated foundational work to uplift systems, workflows, and data governance, and commenced staff education to improve the quality and completeness of clinical documentation.
- Established active communication and collaboration with clinical teams, coding units, and operational leaders to identify gaps, streamline processes, and embed accountability.

### Strategic Impact:

- Supports the Chief Executive's top priority of improving operational sustainability.
- Enables SWSLHD to better align with activity-based funding models and maximise National Weighted Activity Unit (NWAU) reimbursement.
- Strengthens financial sustainability by ensuring every episode of care is counted, coded, and reimbursed appropriately.
- Fosters an information culture that underpins reliable, consistent, and comprehensive activity capture across all services.

### Focus Area:

- Financial Sustainability & Operational Accountability
- Streamline & Integrate eMR
- Enhance the Digital Care Experience
- Uplift Integration
- Harness the Power of Data

## 5. Strengthening Digital Infrastructure for Safer, Smarter Care

### What was delivered:

- Targeted infrastructure upgrades across SWSLHD, including Wi-Fi Calling enablement, Telecom Expense Management (Oneview TEMS) implementation, and cancellation of unused licenses/services.
- We improved the Campbelltown WSU computer network and updated the software on all network equipment to make sure everything runs smoothly and reliably.
- Device modernisation:
  - 98.5% of devices migrated to Office 365
  - Over 5,000 devices transitioned to eHealth-hosted Citrix
  - 93% of devices on Windows 10 22H2; 13% on Windows 11
  - Decommissioned legacy systems (Trend Micro, SWSAHSNT)
- Deployment of clinician-focused tools:
  - Pharmacy Discharge Tracker
  - Popup Alert Messaging (PAM) for emergency alerts
  - WISE Platform for mental health teams
  - Mask Fit Testing (MFT) online booking
  - QTEK for digitised ICT requisitions

### Strategic Impact:

- Improved reliability of communication for staff and clinicians, ensuring continuity of care in low-reception areas.
- Achieved significant cost savings by optimising telecom expenses and removing unused licenses/services.
- Enhanced cybersecurity posture and reduced risk of outages and vulnerabilities.
- Modernised device fleet and improved usability of clinical tools, directly benefiting staff, clinicians, and patients.

### Focus Area:

- Enhance the Digital Care Experience
- Communicate, Collaborate & Innovate
- Reinforce Cybersecurity

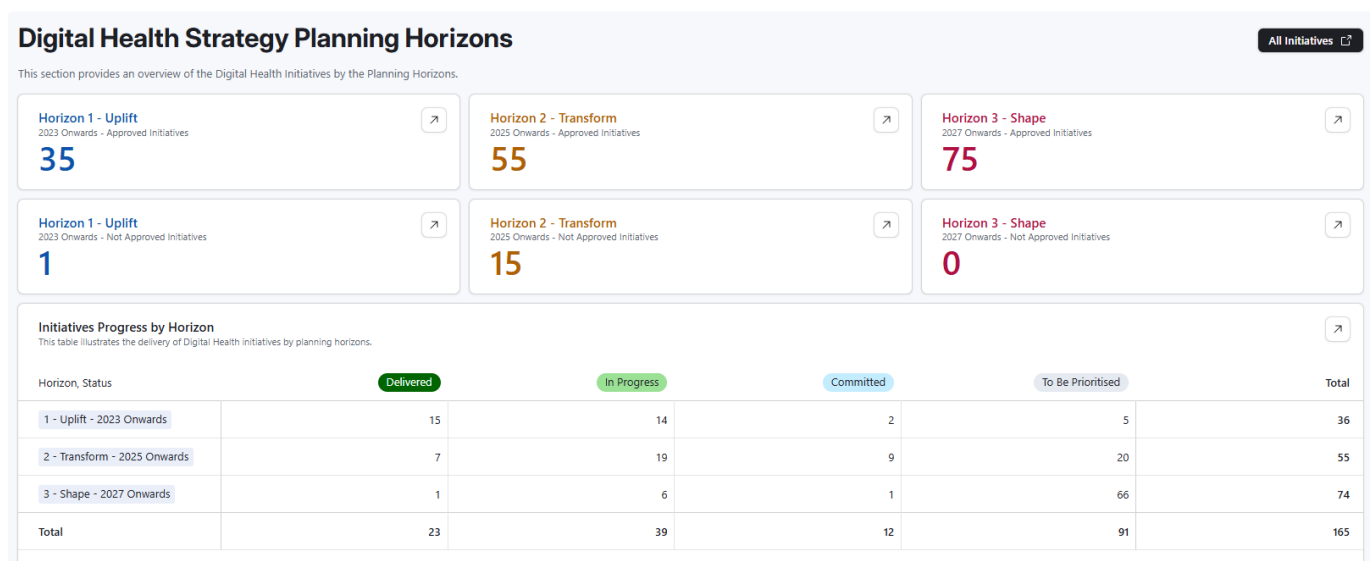
The following list represents major digital health initiatives completed in FY24–25:

1. **Medical Records Scanning:** Majority of paper based patient documents are now scanned and available in the eMR, improving access and reducing reliance on paper.
2. **eCAT:** Nurse-initiated protocols reduced wait times and improved emergency care.
3. **Multum Update (2024):** Delivered successfully with strategic impact.
4. **At Risk Airway:** Standardised documentation for high-risk patients to improve transitions of care.
5. **Dragon Medical One Pilot:** Enhanced staff experience and collaboration.
6. **Allergy Mapping:** Allergy data integrated with dietary ordering systems.
7. **Mental Health Seclusion MPage:** Ensured compliance with legislation for seclusion and restraint documentation.
8. **Cybersecurity Incident Response Plan:** Established preparedness for cyber threats.
9. **Penetration Testing:** Identified vulnerabilities and recommended actions.
10. **Network Messaging (PAM):** Enabled district-wide alert messaging.
11. **Enable 4G/5G WiFi Calling:** Improved communication across the District.
12. **Citrix Migration:** Transitioned infrastructure to supported eHealth platforms.
13. **2025 eMR Code Upgrade:** Delivered successfully with strategic impact.
14. **eCAT Forms and FirstNet Reports:** Updated forms and reports to meet KPIs.
15. **eFRAMP (Falls):** Delivered successfully with strategic impact.
16. **State Base Build iPharmacy:** Migrated from LHD instance to eHealth Domain.

## 1.4 Visualising Strategic Delivery: Digital Health Dashboards

Digital Health has introduced a visual and interactive strategy tracker that provides a clear, interactive overview of its initiatives and priorities. This tool enables staff and stakeholders to easily visualise the progress and alignment of digital health projects with Digital Health Strategy. By mapping out each initiative’s status, focus area, and impact, the tracker supports transparent prioritisation and helps ensure resources are directed toward activities that deliver the greatest value. Ultimately, the strategy tracker enhances accountability and enables the District to monitor how digital health initiatives contribute to the successful delivery of the overall strategy.

### 1.4.1 Strategy Tracker Dashboard: Planning Horizons

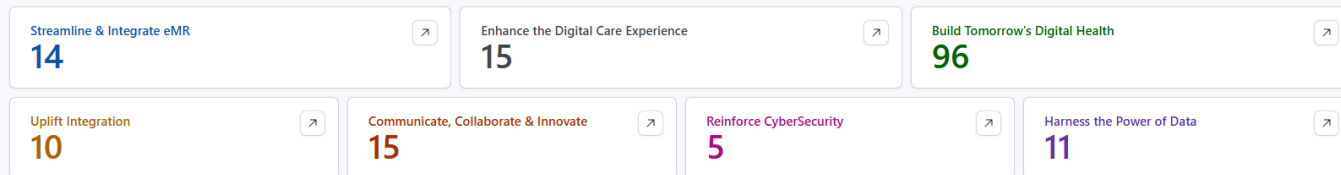


The Digital Health Strategy Planning Horizons dashboard provides executive-level visibility into the District’s digital transformation journey. By segmenting initiatives across Uplift, Transform, and Shape horizons, the tracker enables leadership to monitor delivery momentum, resource allocation, and strategic alignment in real time. The clear breakdown of delivered, in-progress, committed, and prioritised initiatives empowers decision-makers to proactively address gaps, optimise investments, and ensure that digital health projects are driving measurable value for staff, clinicians, and patients across South Western Sydney LHD.

## 1.4.2 Strategy Tracker Dashboard: Focus Areas

### Digital Health Strategy Focus Areas

This section provides an overview of the Digital Health Initiatives aligned with the focus areas. The numbers below shows the approved initiatives addressing each of the focus areas.



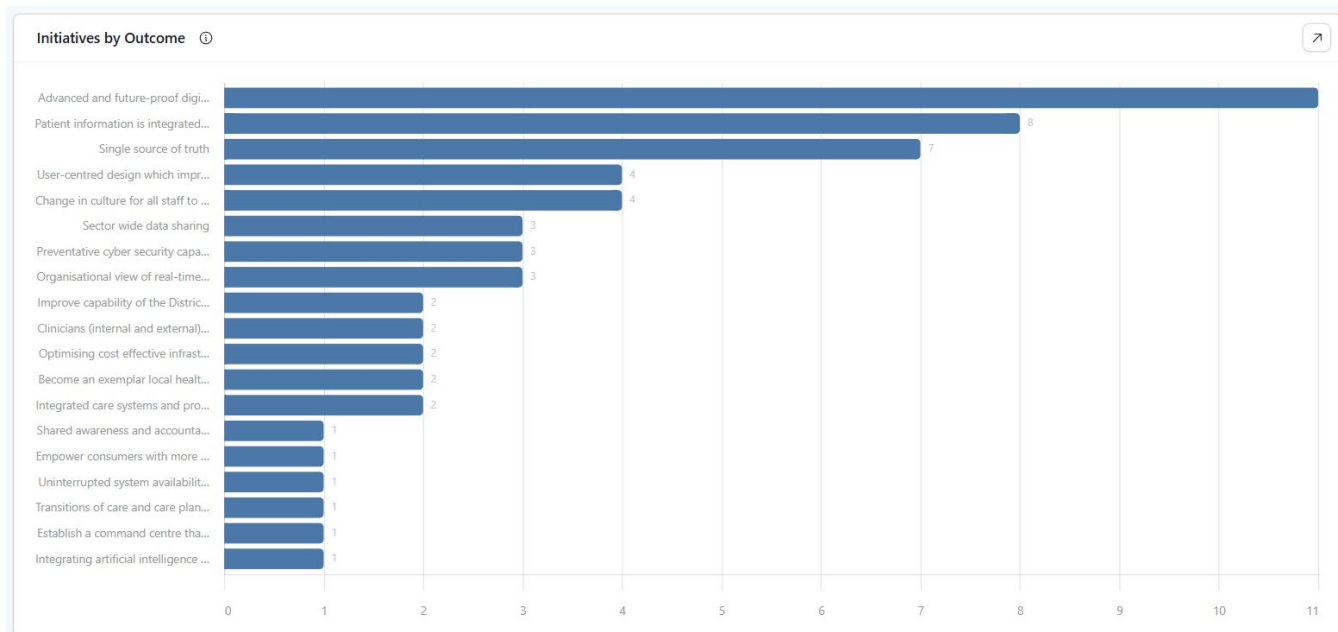
#### Focus Area / Delivery Progress

This table illustrates the delivery of Digital Health initiatives for each focus area identified in the Strategy.

Focus Areas, Priority	To Be Allocated	High	Medium	Low	Total
Build Tomorrow's Digital Health	2	24	3	0	29
Communicate, collaborate & Innovate	2	10	3	2	17
Enhance the Digital Care Exp	0	10	4	1	15
Harness the power of data	0	8	2	1	11
Reinforce cybersecurity	0	5	0	0	5
Streamline & Integrate eMR	0	13	1	0	14
Uplift Integration	0	9	1	0	10
<b>Total</b>	<b>4</b>	<b>52</b>	<b>9</b>	<b>4</b>	<b>69</b>

The Digital Health Strategy Focus Areas dashboard offers a comprehensive, real-time view of how initiatives are distributed and prioritised across the District’s seven strategic focus areas. By clearly displaying the number of approved projects and their priority levels — high, medium, or low — this visual tracker empowers executive leadership to assess alignment, identify gaps, and ensure resources are targeted where they will have the greatest impact. This level of transparency and strategic oversight is essential for driving progress, fostering accountability, and maximising the value of digital health investments across the LHD.

### 1.4.3 Strategy Tracker Dashboard: Initiatives by Outcome



The "Initiatives by Outcome" dashboard provides a clear view of how this year's digital health initiatives are delivering against the strategic outcomes outlined in the SWSLHD Digital Health Strategy to 2028. The data reflects strong alignment with the strategy's seven focus areas and highlights where the greatest impact has been achieved.

#### Key Strategic Outcomes Delivered

- **Advanced and Future-Proof Digital Infrastructure**

With 10 initiatives contributing to this outcome, infrastructure remains the backbone of transformation. Projects such as Citrix Migration, Network Standardisation, and Hospital Redevelopments are enabling scalable, secure, and modern systems across the District.

- **Integrated Patient Information Across Care Settings**

Eight initiatives have improved how patient data is accessed and shared, supporting continuity of care. This includes eReferrals, eMeds Expansion, and Medical Records Scanning, which reduce duplication and improve clinical decision-making.

- **Single Source of Truth**

Seven initiatives are focussed on Business Intelligence, Data Governance, Data Infrastructure, EMR Reporting and Activity Based Funding. Projects include SWITCH, the Enterprise Data Lake and SDPR Migration with a common goal to transform care and improve patient outcomes.

- **User-Centred Design & Improved Patient Experience**

Four initiatives have focused on enhancing usability and accessibility for both staff and patients, including the Dragon Medical One Pilot and Digital Care Pathways.

- **Cultural Change Toward Digital Transformation**

Another four initiatives have contributed to uplifting digital literacy and fostering innovation, including Promote Information Culture and eCAT.

## Emerging Strategic Wins

- **Cybersecurity:** Three initiatives have strengthened our cyber posture, including the Essential 8 uplift and Penetration Testing.
- **Data Analytics:** Projects like the Command Centre and AI Coding are enabling predictive insights and smarter resource allocation.
- **Consumer Empowerment:** Initiatives are beginning to give patients more control over their health data and care experience.

## Strategic Focus Areas for Continued Development

While the majority of initiatives in FY25–26 have delivered strongly against infrastructure, data integration, and patient experience, the dashboard also highlights several outcomes with limited initiative coverage. These include:

- **Transitions of care and care planning**
- **Empowering consumers with control over their health data**
- **Uninterrupted system availability during peak times**
- **Establishing a predictive command centre**
- **Integrating artificial intelligence into administrative and clinical decision support**

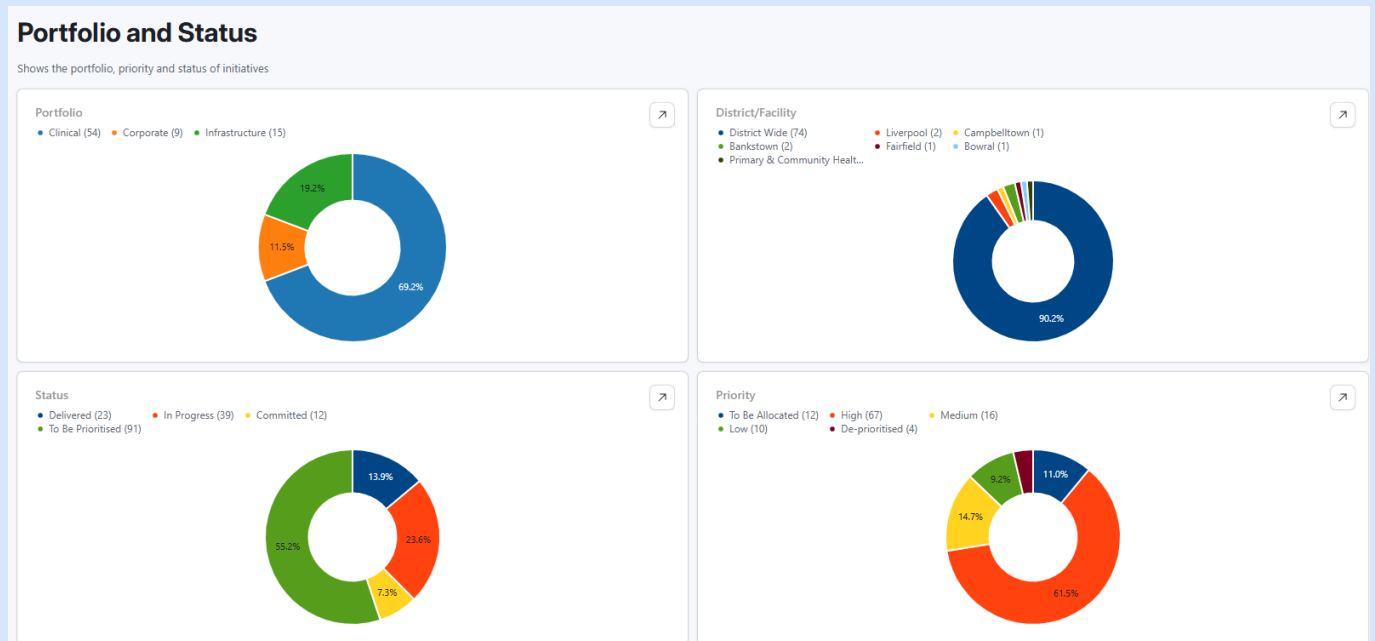
These areas represent strategic opportunities for further investment and innovation. In particular, SWSLHD is placing a deliberate focus on leveraging artificial intelligence (AI) to enhance operational efficiency and clinical decision-making. While early AI applications are being explored in non-clinical domains, Digital Health is now working to develop a governance framework to prioritise, evaluate, and scale AI use in clinical settings.

This framework will align with NSW Health guidelines and draw on expertise from bodies such as the Agency for Clinical Innovation (ACI), Clinical Excellence Commission (CEC), and other national and international best practices. The goal is to ensure that AI is deployed safely, ethically, and effectively – supporting clinicians with timely insights while maintaining trust and transparency.

As we move forward, these underrepresented outcomes will be key focus areas in future planning cycles, ensuring that the Digital Health Strategy continues to evolve and deliver comprehensive value across all dimensions of care.

## 1.4.4 Digital Health Portfolio

This dashboard provides a high-level snapshot of the FY25-26 Digital Health project portfolio across South Western Sydney Local Health District (SWSLHD), offering clear insights into strategic alignment, operational focus, and delivery momentum.



### Strategic Focus & Portfolio Composition

The portfolio is heavily weighted toward clinical initiatives (59.4%), reflecting our commitment to improving frontline care delivery through digital transformation. A significant portion also supports infrastructure (28.1%), ensuring our systems and facilities are future-ready. The smaller but essential corporate stream (12.5%) supports governance, cybersecurity, and operational efficiency.

This balance demonstrates that while our primary focus remains on enhancing patient care, we are also investing in the foundational systems and processes that enable sustainable transformation.

### District-Wide Impact

An overwhelming 87.9% of initiatives are District-wide, underscoring our strategic intent to deliver an enterprise-wide, scalable, standardised solutions that benefit all facilities. This approach ensures consistency in care, equity in access, and efficiency in implementation.

With 73.7% of projects currently in progress and the remainder committed, the dashboard reflects strong execution momentum. This signals that the FY25–26 work plan is not just aspirational – it is actively being delivered.

### Strategic Prioritisation

The fact that 90.9% of initiatives are classified as high priority confirms that resources are being directed toward projects with the greatest strategic and operational impact. These include initiatives in cybersecurity, infrastructure upgrades, and clinical system enhancements.

### Impact and Value Creation

These initiatives are delivering on the five strategic directions of the SWSLHD Strategic Plan:

- **Safe, Quality Care** – Enhanced digital tools and integrated systems improve clinical safety and patient experience.
- **Healthier Communities** – Virtual care and remote monitoring extend access beyond hospital walls.
- **Workforce Development** – Digital literacy programs and streamlined systems empower staff.
- **Research and Innovation** – Data platforms and AI tools support cutting-edge research and clinical trials.
- **Sustainability** – Infrastructure upgrades and system consolidations reduce costs and improve efficiency.

The FY25–26 portfolio of digital health initiatives demonstrates a strong commitment to delivering safe, high-quality, and equitable care through technology-enabled solutions.

## 1.5 From Strategy to Savings: Digital Health’s Role in Financial Sustainability

Digital Health has played a critical role in driving cost efficiencies across South Western Sydney LHD. Through targeted reviews, strategic partnerships, and smarter resource management, we have delivered tangible savings while maintaining high-quality service delivery. These initiatives reflect our commitment to financial sustainability, operational excellence, and value-driven care.

Initiative	Description	Outcome / Benefit
<b>Northumberland Street Office Closure</b>	Vacated office space no longer required	Saved on rental and associated operational costs
<b>Medical Records Scanning Project</b>	Project delivered on time and significantly under budget	Directly contributing to cost savings for the District.
<b>Mobile Services Audit</b>	Periodic review and cancellation of unused mobile/data services	Reduced ongoing telecommunications spend
<b>Software License Optimisation</b>	Worked with eHealth to reduce Microsoft E3 licenses for staff not requiring advanced features	Lowered licensing costs while maintaining functionality
<b>Unused License Removal</b>	Monthly removal of inactive Microsoft Office and Adobe licenses	Avoided unnecessary software spend
<b>Cross-Charging External Entities</b>	Developing cost recovery model for Clinical Trials, NGOs, AHOs using LHD IT services	Future revenue generation and cost offset
<b>Annual Vendor Review</b>	Systematic review of maintenance/service contracts	Identified opportunities for renegotiation and savings
<b>Cloud Infrastructure Optimisation</b>	Monitoring and optimisation of cloud infrastructure by disabling unused services to lower costs.	Lower the cost of operating the cloud infrastructure.

### Operational Highlights

#### Staff Movement and Partnership with Sydney Local Health District (SLHD)

- To support the Single Digital Patient Record (SDPR) program, Digital Health merged its Clinical Applications team with Sydney Local Health District (SLHD), combining expertise and resources.
- This merger helped maintain continuity for major transformation projects, but has reduced capacity for routine business-as-usual requests.
- ServiceNow and joint governance processes were introduced to better manage and prioritise incoming requests, improving coordination and visibility.
- Roles were realigned to Health Manager positions with agile, SAFe-based descriptions to support incremental delivery and strategic alignment.
- Staff received Oracle Health certification, ensuring ongoing quality in clinical systems and design.
- These changes position Digital Health to deliver complex, cross-district initiatives and maintain high standards as transformation accelerates.

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# A look ahead:

## Strategic Delivery in Action

### A look ahead: Strategic Delivery in Action

The FY25–26 initiatives are strategically aligned with the seven focus areas of the Digital Health Strategy and are structured across the three transformation horizons: Uplift, Transform, and Shape. The dashboard below represents the number of initiatives aligned with each of these horizons.

These projects are not isolated efforts – they are interconnected programs designed to build a digitally enabled, resilient, and patient-centred health system. These initiatives enable us to deliver on multiple focus areas as highlighted in the dashboard below.

#### Key Highlights:

- **Single Digital Patient Record (SDPR)**

The SDPR initiative is transforming how patient information is accessed and managed across NSW Health. By consolidating clinical and administrative data into a unified digital record, SDPR will support seamless care transitions, reduce duplication, and improve data accuracy. Our teams are actively engaging with eHealth NSW and SDPR Implementation Authority (SDPRIA) to plan this once in a generation change program in our District – planned for late 2027.

- **Artificial Intelligence**

Digital Health will implement a structured approach to managing AI use by establishing governance and oversight mechanisms, delivering targeted training to staff, and applying preventative, detective, and corrective controls. This will ensure AI technologies are used safely, ethically, and effectively – supporting clinical outcomes, operational efficiency, and innovation while mitigating risks related to data privacy, cybersecurity, and patient safety.

- **Future-Proofing Infrastructure**

Major redevelopments at Bowral, Bankstown, LHAP, and Fairfield Hospitals are embedding advanced digital infrastructure, enabling virtual care, real-time data access, and seamless transitions of care.

- **Streamlining Clinical Workflows**

Projects like eReferrals, and eMeds expansion in Primary & Community Health, are enhancing the accessibility and integration of patient information, reducing administrative burden, and improving care coordination.

- **Empowering Evidence-Based Decision Making**

An Information Culture has the power to transform care and improve patient outcomes. A key deliverable from the Data and Analytics Plan is the rollout of a single gateway for information management called SWITCH (South Western Information Transforming Care Hub). SWITCH will consolidate access to information solutions such as Business Intelligence Reporting and Dashboards. Enhanced and accelerated data pipelines to the LDW (local data warehouse), EDW (Enterprise Data Warehouse) and EDL (Enterprise Data Lake) has the potential to unlock real-time insights and support machine learning algorithms (including risk stratification, predictive analysis).

- **Cybersecurity and Resilience**

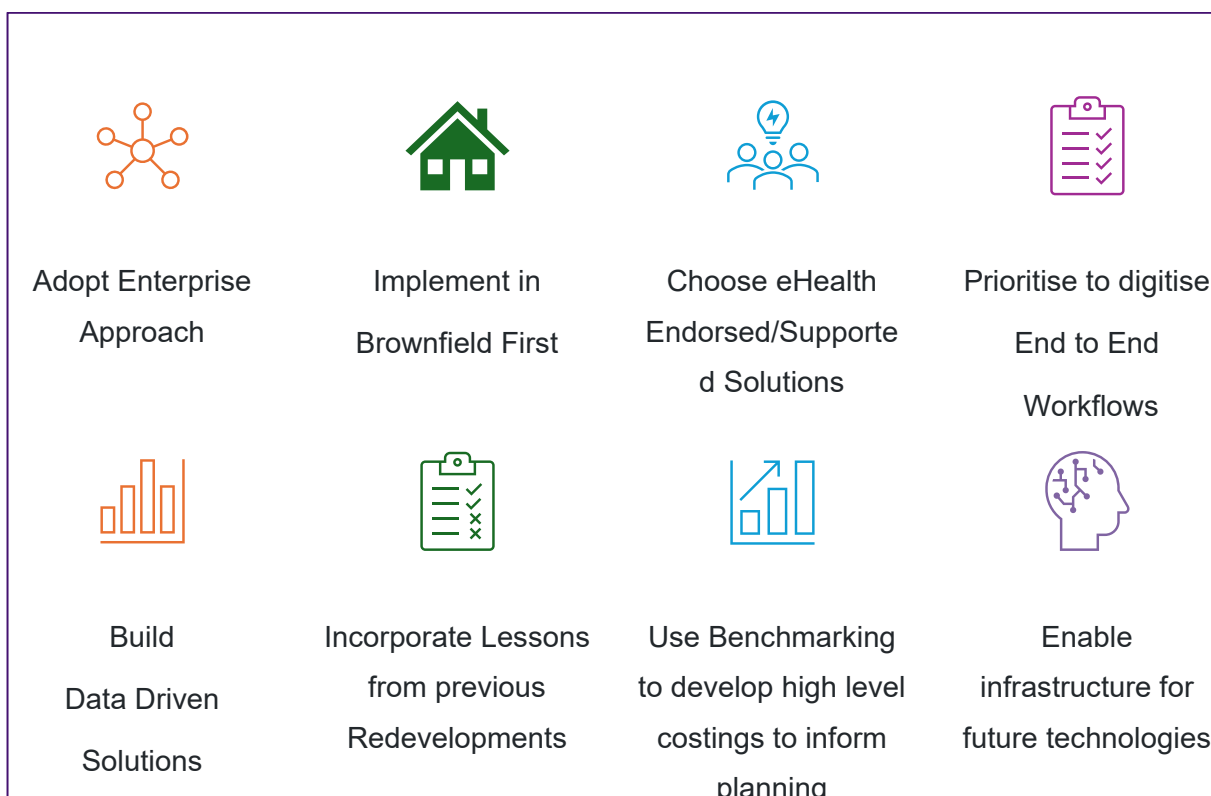
The Essential 8 uplift and HGEN network upgrades are reinforcing the District’s cybersecurity posture, ensuring system availability and protecting sensitive health data.

- **Strategic Alignment with Sectra & eHealth**

SWSLHD is aligning with Sectra and eHealth to integrate imaging systems with the Single Digital Patient Record (SDPR) and statewide platforms. This includes leveraging Sectra’s AI Amplifier Marketplace for diagnostic support, advancing PACS administration training, and ensuring secure deployment through Essential 8 and ISO27001-aligned cybersecurity measures. These efforts are enhancing imaging accessibility, supporting clinical workflows, and enabling ethical use of AI in diagnostics.

- **Hospital Redevelopments**

SWSLHD is undertaking one of the state's biggest hospital redevelopment projects. To ensure we maximise this opportunity, we are using a set of guiding principles to help us design hospitals that are prepared for the future.



- **Enterprise Approach**

Use a unified enterprise approach to implement a standard solution across all district facilities, guided by the district strategy.

- **Implement in Brownfield First**

Where feasible, introduce new solutions within established facilities to operationalise enhanced functionality. This approach minimises the number of changes staff must accommodate when transitioning to a new hospital environment.

- **Choose eHealth Endorsed/Supported Solutions**

- Prioritise solutions that are endorsed by eHealth NSW to guarantee compliance, security, and long-term support within the state’s digital health ecosystem.

- **Prioritise to Digitise End-to-End Workflows**

Focus on digitising entire clinical and operational workflows rather than isolated processes to maximise return on investment and improve patient/staff experience.

- **Build Data-Driven Solutions**

Leverage analytics and real-time data to inform clinical decisions, resource allocation, and operational planning, ensuring evidence-based outcomes.

- **Incorporate Lessons from Previous Redevelopments**

Apply insights and best practices from other hospital redevelopment projects to avoid common pitfalls and accelerate successful implementation.

- **Use Benchmarking to Develop High-Level Costings**

Benchmark against similar projects to establish realistic budgets and timelines, supporting informed decision-making and financial sustainability.

- **Enable Infrastructure for Future Technologies**

Design flexible, future-ready infrastructure that can accommodate emerging technologies such as AI, IoT, and advanced automation without major retrofits.

- **Bankstown Hospital – A Digital Exemplar**

The redevelopment of Bankstown Hospital is a flagship initiative, positioned to become a digital exemplar for the state. This project offers a rare opportunity to co-design a hospital from the ground up with digital capability at its core. Digital Health is actively contributing to planning and design, ensuring that technology is not an afterthought but a foundational element in clinical workflows, patient experience, and operational efficiency.

In line with the guiding principles outlined above, we have developed an ecosystems approach to support stakeholders in scoping, prioritising, and making informed investment decisions.

## Proposed SWSLHD Digital Health Ecosystems

<p><b>1. Patient Flow &amp; Digital Engagement</b> Purpose: Guide patients through their journey from before arrival to discharge.</p> <p><b>1.1 Digital Front Door (scheduled/unscheduled visits)</b> - Mobile or web-based platform for accessing health services e.g. appointment reminders/alerts. - Directions via digital wayfinding kiosks, check-in, triage questionnaires.</p> <p><b>1.2 Patient Queuing Management</b> - System that manages patient check-in, registration, and waitlists. - Keeps clinicians updated in real time; integrates with PAS.</p> <p><b>1.3 Virtual Care Hub</b> - Central platform managing telehealth consults, video calls and remote monitoring.</p> <p><b>1.4 Demand Centre</b> - Tracks and manages service demand and waiting times. Informs resource allocation and load balancing.</p> <p><b>1.5 Remote monitoring/diagnostics</b> - Devices/apps used to monitor patients at home or in hospital (e.g. ECG patch, blood pressure). Feeds vitals into SDPR or clinical dashboards for escalation.</p> <p><b>1.6 Patient Engagement Systems</b> - In room digital interface for patients during admission, e.g. order meals, call nurse, access to education content, provide feedback etc.</p>	<p><b>3. Clinician Access &amp; Identity Security</b> Purpose: Secure and rapid access to systems without password fatigue.</p> <p><b>3.1 Tap On/ Tap Off</b> - Badge based log-in/log-out to computers, WOWs and applications. - Speeds up clinician workflows, auto log off.</p> <p><b>3.2 Single Sign-On</b> - One-time login to access SDPR/RIS and other applications</p> <p><b>3.3 Context Aware Access Control</b> - Limits system access based on role/location.</p>	<p><b>Infrastructure Impacting Solutions</b></p> <p><b>Automated Dispensing Cabinets</b> - Floor space depending on size of ADC. - Unit must be secured to the wall - Access control into the room - Power/Data provisions</p> <p><b>Pharmacy Robotics</b> - Floor space. - Floor to ceiling height - Service clearing (front, rear and sides) - Floor loading (load and vibration)</p> <p><b>Pharmacy Unit Dose Packaging</b> - Floor space. - Floor to ceiling height - Service clearing (front, rear and sides) - Floor loading (load and vibration)</p> <p><b>Digital Operating Theatres</b> - Rack bays - Wall reinforcement - Other (TBC)</p> <p><b>Patient Queuing Management</b> - Underfloor PWR/DATA - Kiosk floor mounting</p> <p><b>Autonomous Guided Vehicles</b> - TBC</p>
<p><b>2. Closed-Loop Medication Management</b> Purpose: Ensure safe, traceable and automated medication management.</p> <p><b>2.1 Bar-coded Medication Administration</b> - Scan medication labels at bedside to verify match.</p> <p><b>2.2 Positive Patient Identification</b> - Scan patient's wristband at the bedside to verify match.</p> <p><b>2.3 Pharmacy Robotics</b> - Automated medicine sorting and packing.</p> <p><b>2.4 Automatic Dispensing Cabinets</b> - Secured units on wards that stores and track drug access; links to pharmacy and eMR.</p> <p><b>2.5 Unit Dose Packaging</b> - Each dose individually packaged and labelled; enables accurate dispensing and tracking.</p> <p><b>2.6 RTLS Medication Tracking</b> - Tracks medication location and movement using RFID.</p>	<p><b>4. Logistics Support &amp; Automation</b> Purpose: Reduce Manual handovers, automate dispatch and tracking.</p> <p><b>4.1 Real-time location services- elderly patients</b> - In-patient location tracking.</p> <p><b>4.2 Real-time location services: Support Services</b> - Tracking of patient transport, cleaning and equipment delivery.</p> <p><b>4.3 Autonomous Guided Vehicles</b> - Robotic trolleys deliver meals, meds, linen, etc.</p>	
	<p><b>5. Clinical Environment &amp; Innovation</b> Purpose: Enhance clinical performance, training and future readiness.</p> <p><b>5.1 Digital Operating Theatres</b> - ORs integrated with video, data capture, and smart tools. - Syncs procedures with SDPR; supports AI and tele-mentoring.</p> <p><b>5.2 Simulation Centre</b> - Training and upskilling environment. Recreates real-world workflows for testing or education.</p> <p><b>5.3 AI capabilities</b> - Image analysis, risk prediction, workflow triage - Supports triage. - Supports automation and clinical decision.</p>	
	<p><b>6. Environment-Aware Smart Rooms</b> Purpose: Use sensors and data to improve safety, cleanliness and workflows</p> <p><b>6.1 SMART Rooms</b> - Sensor-equipped rooms that detect falls, motion, presence. - Trigger alerts, cleaning requests and staff notifications. - Sensor-trigger alerts for movement or bed exit linked to nurse call (prevents falls)</p>	



## Bowral and District Hospital and Liverpool Hospital and Academic Precinct (LHAP)

The opening of Bowral Hospital and our contributions to the LHAP further demonstrate our commitment to shaping digitally enabled environments. These projects have allowed us to integrate lessons learned and build momentum toward a consistent digital vision across facilities.

### Strategic Opportunity

As we look ahead, hospital redevelopments will be a key enabler of our broader digital transformation goals. They provide a platform to:

- Embed smart infrastructure and real-time data systems
- Support mobile and virtual models of care
- Enhance interoperability and integration with statewide platforms like SDPR
- Improve safety, efficiency, and patient outcomes through intelligent design

While Digital Health serves as a critical enabler of innovation, the future of care delivery must be shaped by those at the frontline — our clinicians and operational leaders. Technology alone cannot transform healthcare; it must be informed by clinical insight, aligned with operational priorities, and underpinned by a shared vision for improving patient outcomes.

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South Western Sydney Local Health District Executive Office  
Locked Bag 7279  
LIVERPOOL BC 1871  
**Phone:** +61 2 8738 6000  
**Fax:** +61 2 8738 6001  
**E-Mail:** [SWSLHD-ESU@health.nsw.gov.au](mailto:SWSLHD-ESU@health.nsw.gov.au)

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