

South Western Sydney Local Health District

# Digital Health Strategy to 2028



# Foreword

In South Western Sydney Local Health District (SWSLHD) we are committed to delivering leading practice care that meets the requirements of our growing community in an advanced and seamless manner.

The Digital Health Strategy to 2028 aligns with the South Western Sydney Local Health District Strategic Plan 2022-2027. It articulates how Digital Health will deliver safe, high-quality care and positive experiences, and how Digital Health solutions and enhancements will strengthen and promote healthier communities, drive research and innovation and build a sustainable future.

Our remarkable response to the COVID-19 pandemic exhibited the potential of digital health capabilities in transforming the delivery of care across our health service. More importantly, it showed that adopting advanced and evolving technology enables us to progress our vision of safe, sustainable and leading delivery of care for healthier communities.

Innovative use of technology and process will enhance our patients access to our staff and their expertise, dedication and compassion. We will leverage technology to deliver leading clinical services, world-class research and teaching, and manage our local health district.

The Digital Health Strategy interacts with all five strategic directions of the SWSLHD Strategic Plan. These seven focus areas will guide us as we move towards our goal state:

- Streamline and integrate our eMR
- Enhance the digital care experience
- Build tomorrow's digital health
- Uplift integration
- Communicate, collaborate and innovate
- Reinforce cybersecurity
- Harness the power of data

To realise these opportunities, we commit to investing more in future-proofing our digital infrastructure

across new and old health buildings, ensuring a digitally-enabled system and fostering a digitally ready workforce.

As such, rebranding the Information, Communication and Technology service department to Digital Health service reflects the District's ambition to continually grow with the evolving digital world. By enabling the technological advancements and a culture of innovation, we position ourselves to provide healthcare of the future and to respond to the needs of our community in seamless and flexible way.

This strategy recognises the pivotal role that Digital Health will have in our future and its immense potential to deliver solutions that work for our patients, carers and staff to improve the experience and care provided to our community.



Mr Sam Haddad  
Board Chair, SWSLHD



Ms Amanda Larkin  
Chief Executive, SWSLHD



Mr Michael Dickinson  
Director Digital Health,  
SWSLHD

# Acknowledgment

We acknowledge the traditional owners of the land that falls within the boundaries of South Western Sydney Local Health District - the peoples of the Darug, Dharawal and Gundungurra Nations. We also acknowledge that all of the health facilities across the District are built on their traditional lands and we pay our respects to Aboriginal Elders past and present and extend that respect to all Aboriginal peoples.



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# Executive Summary

The SWSLHD Strategic Plan 2022 – 2027 identifies some key challenges our community are facing and the strategic direction we plan to pursue to enhance our district. The Digital Health Strategy provides visibility into how the Digital Health service will utilise technology and its advancements to help resolve these challenges and lays out initiatives and outcomes for delivery across the next five years.

SWSLHD has been a leader in the response to the COVID-19 pandemic, having been one of the most heavily impacted communities across NSW. In addition, increasing Culturally and Linguistically Diverse communities, ageing population and burden of disease across our district is driving demand for healthcare services and requirements for digital innovation.

We celebrate our achievements over the last five years and highlight our accomplishments, in particular during the pandemic.

Digital health technologies are evolving as a way to accommodate increasing demand for services as they enable a platform of care virtually and remotely. This allows increases in capacity to provide care to patients in the community and in their home as their information is accessible anywhere, anytime across the health system.

The vision of the Digital Health Strategy is to “drive digitally enabled and innovative patient care solutions and service delivery”. In other words, the community of SWSLHD will experience a truly integrated digital health system where consumers will have access to decision support,

remote patient monitoring, artificial intelligence, and flexible information retrieval whilst information collected remains protected and secure.

The strategy was developed with broad District-wide consultation and is in alignment with the SWSLHD Strategic Plan 2022-2027 and its five strategic directions:

- Deliver safe, quality care and positive experiences
- Strengthen and promote healthier communities
- Support and develop our people
- Lead research and innovation
- Build a sustainable future

The seven Digital Health Strategy focus areas:

- Streamline and integrate eMR
- Enhance the digital care experience
- Build tomorrow’s digital health
- Uplift integration

- Communicate, collaborate and innovate
- Reinforce cybersecurity
- Harness the power of data

The focus areas and their initiatives will enable SWSLHD to achieve the intended vision as technology evolves through the delivery of the strategy.

In order to deliver digitally enabled and innovative solutions across this five-year strategy, initiatives have been planned across three horizons.

The Strategy capitalises on evolving technology and innovation, and incorporating lessons learnt from other districts, states and territories and global health leaders. It has been informed by local engagement through our partnerships with universities, research institutes, other LHDs and government organisations and vendors. As such, successful delivery will place SWSLHD as a leader in digital health providing optimal care delivery to patients anywhere, anytime.



# Executive Summary

## Digital Health Strategy's alignment

The South Western Sydney Local Health District Digital Strategy to 2028's (Digital Health Strategy) objective is to identify the key activities and prioritise funding to support the LHD's strategic plan, in alignment with the national, statewide and local strategies. These include:

### National level:



Australia's Long Term National Health Plan  
Australia's National Digital Health Strategy

### Statewide level:



Future Health: Guiding the next decade of health care in NSW 2022-2032  
eHealth Strategy for NSW Health 2016-2026  
NSW Virtual Care Strategy 2021-2026  
Beyond Digital  
NSW Government Cyber Security Policy

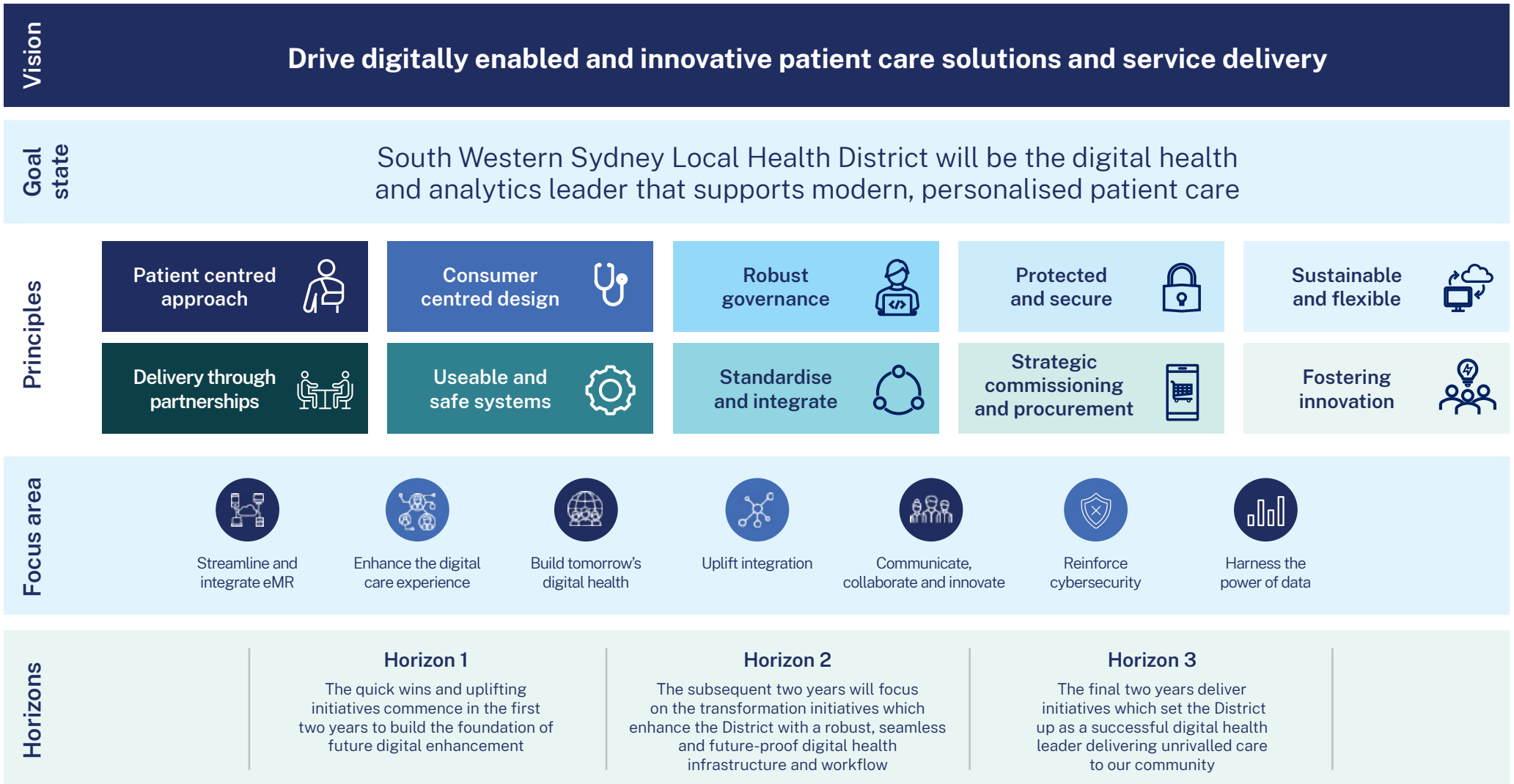
### Local level:



SWSLHD Strategic Plan 2022-2027  
Consumer & Community Participation Framework to 2024  
Enabling Plans and Strategies  
Models of Care  
Research Strategy to 2023

# Executive Summary

## Digital Health Strategy on a page



# Executive Summary

## Digital Health Strategy roadmap

This multi-year strategy will guide the transformation of SWSLHD's digital health system to evolve into an advanced and leading District that delivers equitable access to healthcare to the south western Sydney community. The goal outcomes have been structured across three horizons which will show when these capabilities are in sight and in full fruition which foster from today's digital landscape to where we want to be in 2028.

Horizon 1 - Uplift	Comprehensive incident response plan for an identified cybersecurity event and ensure maximum system availability	Horizon 2 - Transform	Staff rotation can occur seamlessly as processes and systems are the same	Horizon 3 - Shape	Collaboration with internal and external specialty leaders locally, nationally and globally to deliver world-class practices
	Empower consumers with more autonomy and choice with their healthcare		Become an exemplar local health district in digital health		Integrating artificial intelligence capabilities with clinical and operational data to enable advanced, faster and predictive decision support
	User-centred design which improves staff well-being and employee satisfaction		Single source of truth		Utilise the command centre to forecast and plan for operational and resourcing management
	Leverage lessons learnt and leading practices to improve integration on Single Digital Patient Record		Integrated care systems and provisions of care across the district		
	Organisational view of real-time data		Optimising cost effective infrastructure		
	Staff collaboration is consistently achieved across the District		Consumers can reduce travel time and receive care closer to home		
	Sector wide data sharing				
	Establish a command centre that provides real time data analytics to inform clinical and operational decision making across the health system				
	Change in culture for all staff to uplift digital literacy and create an innovative environment				
	Shared awareness and accountability on protecting corporate and individuals' confidential information				
	Clinicians (internal and external) can communicate more seamlessly with each other and leverage clinical support as holistic patient information is at their fingertips				
	Preventative cyber security capabilities				
	Clinicians and support staff dedicate more time to patient care and service delivery than administrative tasks				
	Patient information is integrated and readily accessible allowing more time dedicated to care				
	Uninterrupted system availability during unscheduled event				
Advanced and future-proof digital infrastructure with capabilities for prospective health technology implementations					
Transitions of care and care planning is proficient and seamless					
Improve capability of the District workforce and enable district-wide provision of standardised services					
2023	2024	2025	2026	2027	2028

# Importance of a Digital Health Strategy



**‘Digital health’ is a broad term used to capture the wide range of technologies that enable people to access, use, monitor and connect within the health sector. Increasingly, technology and communication systems are enriching our healthcare delivery supporting the treatment of patients, research, and workforce education.**

Through the evolving COVID-19 pandemic, digital technologies significantly underpinned the public health response in monitoring surveillance and providing virtual care clinical pathways. Across NSW Health, the digital foundations are well established, paving the way to incorporate emerging technologies such as big data, artificial intelligence, augmented reality and robotics.

With increasing digitisation and innovation, expectations are shifting in how patients receive care, how they interact with the healthcare system and how they manage

their health and well-being. Digital health is a key enabler for the delivery of safe and quality healthcare, providing the technology and processes for innovative and personalised care for patients, families, carers and communities.

Digital technology can transform health outcomes, service offering, and models of care. Enabling these transformations will enhance high quality person-centred care further and provide an exceptional experience to patients, consumers, staff and communities.

Across the sector, digital transformation and enablement will require cultural shifts and mindset changes affecting our people, our current process, and our localised systems. This move from traditional to contemporary health services will transform how care is provided to our healthcare consumers in partnership with state wide, federal, and local agencies, networks, research organisations, universities and the whole government.



# SWSLHD Digital Health journey to date

**South western Sydney has one of the most rapidly growing populations in NSW. In recent years, the District has benefited from significant investment from eHealth to support the establishment of its core clinical and administrative digital systems.**

Key strategic digital initiatives have progressed over the last five years in SWSLHD for more responsive connected healthcare delivery and improving the patient experience. Strategic Digital Health investment has provided the LHD with an expanding electronic medical record eMR, highly available and secure fixed and Wi-Fi data networks and a large fleet of hardware deployed across all sites and services. This has also included new innovative multi-disciplinary team rooms, an initial pilot of remote patient monitoring, early adoption of virtual care clinical pathways, and numerous databases for various reporting capabilities.

These advances in digital maturity have fostered a workforce culture in which it is possible to transform manual paper processes

into a fully digital LHD. Annually, the Digital Health Service receives hundreds of requests to automate and digitise processes to eliminate inefficiencies. Having delivered the previous Digital Health (ICT) Strategy, SWSLHD Digital Health service is well positioned to optimise and expand its digital footprint and become a truly digital LHD.

The COVID-19 pandemic has been a catalyst for SWSLHD to accelerate the implementation and adoption of technology into new facets of health service delivery. This acceleration resulted in a corresponding uplift in staff capacity and willingness to use technology, and SWSLHD staff are well prepared for new ways of working underpinned by technology. The staff of SWSLHD has embraced virtual ways of working; an increased number of patients and consumers are participating in virtual consultations; there has been a large fleet deployment of laptop, webcams, speakers, headsets, and virtual care enabled workstations on wheels. The District is ready to capitalise on new digital ways of providing healthcare.

**In 2021, the estimated population of south western sydney was 1,038,534 residents which is projected to increase to 1,317,503 by 2031.**

**The proportion of the population aged 65 and over is currently 13% but is expected to grow to 17.1% by 2036. Healthcare services will need to adapt to increased need of this cohort.**

# Achievements



**2019**  
eMeds launched in SWSLHD



**2020**  
Built COVID-19 forms and tracking in Emergency Department and community team who provided care for COVID-19 positive patients.  
Virtual care provided to patients in the community.  
Power Chart Maternity rolled out across SWSLHD.

**2017**  
Appointment of CXIO positions in the district



**2021**  
SWSLHD built in the medications, forms and registration into eMR for COVID-19 vaccinations



**2022**  
Digital Operating Theatres implemented across multiple facilities and an enterprise strategy underway  
Implementation of RIS-PACS in SWSLHD  
eRIC rolled out across SWSLHD  
eMR enhanced to facilitate Advanced Care Directives, palliative care, and fluid build.

**1** Petabyte of data  
**7.5 million** patient records  
**425+** Digital Services  
**1M+** Clinical messages daily  
**25,000+** devices

“

**Drive digitally enabled and innovative patient care solutions and service delivery**”

## Our vision

The vision for SWSLHD’s Digital Health Strategy is to “drive digitally enabled and innovative patient care solutions and service delivery.”

Patients and carers, clinicians, executives, operational and administrative staff will be serviced by a truly digital health system.

The health neighbourhood and SWSLHD community will benefit from accelerating innovation in digital health care, with decision support, remote patient monitoring and the introduction of technologies such as artificial intelligence and machine learning to detect, monitor and diagnose medical problems and deliver cutting-edge care.

Clinical and operational staff from anywhere, will be able to safely use intelligent and reliable technology tools to support their clinical and administrative decision making.

Patients and carers will have the utmost confidence that their clinical care is delivered to the highest standard, and that their health information is safe and secure.

Our advanced digital District will be equipped to service the growing community, and individuals will be drawn to work in our LHD.

To achieve the District’s Digital Health vision by 2028, the District has developed a range of interconnected and interdependent programs as a framework for delivering our strategic initiatives. These will inform the provision of care and enable the conduct of business underpinned by digital technology in a contemporary manner.

# Redevelopment Plans

To meet the needs of our growing and diverse population of the SWSLHD community, a number of redevelopments are planned or underway with Health Infrastructure NSW to revolutionise care and drive improved health outcomes through in-person and virtual modalities for the local community.

The redevelopments include combinations of new build and refurbishment of existing buildings, but redevelopment alone will not accommodate the healthcare demands of our growing community. Digital infrastructure that facilitates significant digital transformation is improving connectivity, information flow and digital mobility across the care continuum will be implemented. This will ensure an integrated and virtually-enabled health neighbourhood for the community, delivering innovative models of care both within and beyond the walls of our hospitals.

Current investment in SWSLHD's infrastructure		
	Completed	In progress
<b>Liverpool Hospital</b>	The new multi-storey Liverpool Hospital Car Park was delivered where Digital Health was involved with the communication rooms plan and design.	Some highlighted initiatives that will be implemented in Stage 1 of Liverpool Health and Academic Precinct are the Digital Operating Theatres, real-time location services (RTLS), room booking solutions and advanced simulation rooms. Advanced network equipment will enable the facility to continue pursuing further advancements and innovation.
<b>Bowral &amp; District Hospital</b>	Bowral Hospital Stage 1 Redevelopment included three new Digital Operating Theatres and increased RTLS across the facility. This will expand into Stage 2.	Some highlighted initiatives in Stage 2 of Bowral Hospital's Redevelopment include the Room Booking Solution to maximise use of clinical space across the hours in a day, continuation of RTLS and a simulation room.
<b>Bankstown-Lidcombe Hospital</b>	With the expansion and refurbishment of the Emergency Department, it enabled the capability of the Digital Twin.	Whilst still in the planning phase, the new Bankstown-Lidcombe Hospital will provide a leading virtual hub for the LHD and state with enhancements across their clinical services.
<b>Campbelltown Hospital</b>	Digital Health played a critical advisory role for the refurbishments across Stage 1, in particular, the communications rooms and the clinical applications integration and modifications.	Stage 2 of Campbelltown Hospital's redevelopment work consisted of multiple Digital Operating and Interventional Radiology Theatres, enhanced audio visual systems, capabilities for a virtual command centre and Patient Queue Management systems.

# Key drivers for change

## Focusing on a patient centred approach

Patient, families and carers' expectations of healthcare continue to evolve with greater access to health information, enhanced health literacy and quality care experiences. Consumers are embracing new digital technologies and driving new ways to engage as partners in their health and wellness.

## Future-proofing the digital infrastructure

Rapid development and adoption of evolving technologies such as cloud computing and data analytics tools are reinventing the traditional service offerings and models of care. The LHD needs to evolve our digital transformation and modernise our ageing assets to maintain relevance and adaptability to change.

## Improving utilisation and accessibility of information and data

Growing data accessibility, sharing of information and close to real-time analytics enables seamless translation of the information to improve provisions of care for the patient and a more efficient and effective process for the clinicians providing care and operational staff managing logistics.

## Integrating the digital divide

There are various systems in use at SWSLHD which don't communicate with each other, resulting in inefficient ways of working for clinicians and operational staff. With a growing population, increasing burden of chronic disease and complex support needs, the care teams require less digital obstacles to investigate, communicate and cooperate effectively within and across organisational boundaries to enable a seamless patient journey.






## Working and delivering care anywhere, any time

Increased demand for healthcare services, skilled workforce shortages and new ways of working have increased the need to improve workforce retention, for rapid scaling and for support to facilitate care to patients from anywhere, at any time. There is a constant push from consumers for remote ways of working and virtual care delivery to provide patients the convenience of care in their preferred location as well as creating more flexibility for staff in how they provide care.



# Guiding principles

The guiding principles are a foundation for decision-making about digital investments, design and implementation for the LHD. To create the optimal environment for South Western Sydney Local Health District, the Digital Health Strategy identifies 10 principles aligned to eHealth statewide Standards and activities.

<b>Patient centred approach</b>		Ensuring investments in digital health are focused on patient care and outcomes and patient's and carer's experience.
<b>Consumer centred design</b>		Creating digital health systems with improved useability that are fit-for-purpose for all our consumers including staff, patients and carers
<b>Robust governance</b>		Enhancing standards and frameworks and ensuring compliance in the best interest of the LHD and its consumers
<b>Protected and secure</b>		Protecting the infrastructure and systems that hold information and data and ensuring compliance with local, state and federal regulations
<b>Sustainable and flexible</b>		Enabling a sustainable and seamless transition from digital health programs to business as usual with an ongoing embedded culture of flexibility. Leaders in digital health will drive change and redesign of healthcare delivery and workflow.

**Delivery through partnerships**



Forging strong partnerships with the health neighbourhood to implement innovative models of care and enabling technologies.

**Useable and safe systems**



Driving quality and safety in the design and development of digital health systems that are useable and fit-for-purpose.

**Standardise and integrate**



Adopting health information standards to streamline and integrate digital health systems for ease of end-users and improve the quality of delivered products.

**Strategic commissioning and procurement**



Driving efficiencies in the funding, procurement and management of external provider arrangements to achieve a more cost-effective and adaptive approach to vendor management.

**Fostering innovation**



Developing an internal innovative culture to proactively engage in organisational development and research to better predict and meet future expectations and trends.

# Focus areas

The Digital Health Strategy includes seven focus areas which shape our journey to achieve improve care delivery, innovate and support the organisational goals of SWSLHD. This will set SWSLHD as the forefront of modern, personalised patient care and enable better prediction of future expectations and trends of the growing community.



## **Streamline and integrate eMR**

Uplift clinical processes and workflow across the district by improving digital integration of the electronic medical record (eMR)



## **Enhance the digital care experience**

Enhance the use of digital services to improve how our staff and patient access, interact with and experience virtually enabled clinical pathways



## **Build tomorrow's digital health**

Future-proof our digital foundations and interactions across the LHD to best support our workforce, optimise operational efficiency and increase quality health outcomes for our patients



## **Uplift integration**

Facilitate integration of software and systems to evolve the ways of working, subsequently improving care delivered due to better integrated multidisciplinary teams (internally and externally)



## **Communicate, collaborate and innovate**

Develop an innovative culture across the LHD to drive engagement and collaboration with research institutes and leaders in technology, digital health, data science and innovation



## **Reinforce cybersecurity**

Mature our digital security capability to protect our consumers and health system assets in line with the State and Federal cyber security provisions



## **Harness the power of data**

Strengthen our data and analytics capability to ensure informed, proactive and predictive decision support and outcomes, through robust governance and collaborative insights

# 1. Streamline and integrate eMR



Uplift clinical processes and workflow across the district by improving digital integration of the electronic medical record (eMR).

This focus area addresses the following principles:

Patient centred approach 	Delivery through partnerships 
Consumer centred design 	Useable and safe systems 
Robust governance 	Standardise and integrate 
Protected and secure 	Strategic commissioning and procurement 
Sustainable and flexible 	Fostering innovation 

The outcomes achieved by these initiatives include:

- Staff rotation can occur seamlessly as processes and systems are the same
- Leverage lessons learnt and leading practices to improve integration on SDPR
- Improve capability of the LHD workforce and enable district-wide provision of standardised services

Initiative	What does this mean for me?
Expand and enhance eMR access across SWSLHD to improve the delivery of safe, quality care for patients and to provide a greater capability for clinicians	<p><b>Patient/carers</b></p> <p>More quality interaction time with clinical staff</p> <p>Option to receive care closer to home without change in quality of care</p>
Participate in the process for defining and implementing the state SDPR, to provide a consistent patient-centred, improved user experience and clinical decision support	<p><b>Staff</b></p> <p>Efficient access to patient information</p> <p>Reduction in administrative task time</p>
Establish opportunities to best support shared care planning for improved transfer of care between patients, carers and clinicians	<p><b>Local Health District</b></p> <p>Working in partnership</p> <p>Sharing of staff across sites seamlessly</p>
Share consumer information across specialty services and platforms to improve workflow	
Optimise management of patient flow to reduce inefficiencies in workflow, and to minimise errors and duplication in patient records	
Reduce paper records and referrals both to minimise loss of critical patient documentation and included information, and reduce duplication of work.	

# 2. Enhance the digital care experience



Enhance the use of digital services to improve how our staff and patient access, interact and experience virtually enabled clinical pathways.

The principles met in this focus area include:

Patient centred approach 	Delivery through partnerships 
Consumer centred design 	Useable and safe systems 
Protected and secure 	Strategic commissioning and procurement 
Sustainable and flexible 	Fostering innovation 

The outcomes achieved by these initiatives include:

- Consumers can reduce travel time and receive care closer to home
- Clinicians and support staff dedicate time more to patient care and service delivery than administrative tasks
- Clinicians (internal and external) can communicate more seamlessly with each other and leverage clinical support as holistic patient information is at their fingertips
- Transitions of care and care planning is proficient and seamless

Initiative	What does this mean for me?
Provide cohesive and seamless consumer experience to empower consumers and the community with more autonomy over their health and increase ease of navigating the healthcare system	<p><b>Patient/carers</b></p> <ul style="list-style-type: none"> <li>Receive care anywhere and/or anytime</li> <li>Reduce cost and travel for care</li> <li>Reduce hospital transmitted infection</li> </ul>
Leverage optimisation of statewide rollout of collaboration tools and systems to accelerate virtual care initiatives facilitating delivery of integrated care to our consumers and community	<p><b>Staff</b></p> <ul style="list-style-type: none"> <li>Share information easily</li> </ul>
Enhance remote patient monitoring capabilities to improve access to healthcare services, provide more timely care and empower patients to take care of their own health and well-being	<ul style="list-style-type: none"> <li>Provide care from anywhere</li> </ul>
Support patient diagnosis and management of conditions across the District through virtual consultations	<p><b>Local Health District</b></p> <ul style="list-style-type: none"> <li>Reduced foot traffic within hospital grounds</li> <li>Shared systems and services across the district</li> </ul>
Improve care delivery and service offerings by capturing real-time feedback from patients, families, and their carers on their experiences and care outcomes	<ul style="list-style-type: none"> <li>Reduce hospital presentations</li> </ul>
'Transform your experience' by providing safe and high-quality digital experiences for everyone who interacts with SWSLHD, including our patients, consumers, staff and communities whilst ensuring appropriate clinical governance measures are in place	



# 3. Build tomorrow's digital health



Future-proof our digital foundations and interactions across the organisation to best support our workforce, optimise operational efficiency and increase quality health outcomes for our patients.

The principles met in this focus area include:

Patient centred approach 	Delivery through partnerships 
Consumer centred design 	Useable and safe systems 
Robust governance 	Standardise and integrate 
Protected and secure 	Strategic commissioning and procurement 
Sustainable and flexible 	Fostering innovation 

The outcomes achieved by these initiatives include:

- Establish a command centre that provides real time data analytics to inform clinical and operational decision making across the health system
- Advanced and future-proof digital infrastructure with capabilities for prospective health technology implementations
- Utilise the command centre to forecast and plan operational and resource management
- Empower consumers with more autonomy and choice with their healthcare
- Uninterrupted system availability during a unscheduled event
- Optimising cost effective infrastructure

Initiative	What does this mean for me?
Optimise the management of digital capability, technology enablement, application and network management and infrastructure lifecycle by aligning to the state-wide modern infrastructure procurement and management frameworks	<p><b>Patient/carers</b></p> <p>Offer patients a choice on where and who they receive care from with more flexibility, in particular those who reside in remote and rural areas</p> <p>Less waiting time</p> <p>Care closer to home</p>
Leverage improvements to the Health Grade Enterprise Network (HGEN) to manage 'in-facility' digital health networking needs across the District	<p><b>Staff</b></p> <p>Flexibility</p> <p>Holistic view of patient information</p>
Implement the Virtual Command Centre which uses predictive and prescriptive analytics to inform decision making across the health system	<p><b>Local Health District</b></p> <p>Future-proofed digital infrastructure</p> <p>Ongoing innovation</p>
Improve governance processes and portfolio management to better allocate supply and resources to meeting demand	
Support seamless transitions of care and care planning across the district regardless of the location of the patients and their care teams	
Enhance cloud computing capabilities to align to statewide cloud policies and directives and meet requirements of the NSW Government's Cloud First Strategy	



# 4. Uplift integration

Facilitate integration of software and systems to evolve the ways of working, and subsequently improve care delivered due to better integration of multidisciplinary teams (internally and externally).

The principles met in this focus area include:

Patient centred approach 	Delivery through partnerships 
Consumer centred design 	Useable and safe systems 
Robust governance 	Standardise and integrate 
Sustainable and flexible 	Fostering innovation 

The outcomes achieved by these initiatives include:

- Integrated care systems and provisions of care across the district
- Single source of truth
- Patient information is integrated and readily accessible, allowing more time to be dedicated to care

Initiative	What does this mean for me?
Optimise integration and interoperability to ensure a trusted, secure, and connected environment for information flow.	<p><b>Patient/carers</b></p> <p>More time spent receiving care than collecting medical history</p> <p>Care can be delivered closer to home by involved care providers, whether through face-to-face means or virtual modalities</p>
Uplift integration capability and capacity to support improved clinical care, added specialty modules and devices to enhance clinician experience and care delivery	<p><b>Staff</b></p> <p>Be supported to provide care more readily to patients with access to necessary information efficiently</p>
Facilitate collaboration amongst staff and specialties across the hospital facilities and community centres by enabling access to support from specialty leaders across the district who can see the same information as the requester to provide care	<p><b>Local Health District</b></p> <p>Care provisions can be distributed more appropriately across the district</p>
Enhance integration of devices to provide a detailed and holistic view of the patient's journey through the hospital and beyond	
Enable alerts and tasks to be automatically routed to the accurate person near real time.	

# 5. Communicate, collaborate and innovate



Develop an innovative culture to drive engagement and collaboration with leaders and research institutes in technology, digital health, data science and innovation. This will position SWSLHD at the forefront of modern, personalised patient care and enable better prediction of future expectations and trends.

The principles met in this focus area include:

Patient centred approach 	Delivery through partnerships 
Consumer centred design 	Useable and safe systems 
Robust governance 	Standardise and integrate 
Protected and secure 	Strategic commissioning and procurement 
Sustainable and flexible 	Fostering innovation 

The outcomes achieved by these initiatives include:

- Change in culture for all staff to uplift digital literacy and create an innovative environment
- Collaboration with internal and external specialty leaders locally, nationally and globally to deliver world-class practices
- Become an exemplar LHD in digital health
- User centred design which improves staff well-being and employee satisfaction
- Staff collaboration is consistently achieved across the district

Initiative	What does this mean for me?
Optimise workforce collaboration and mobile work options to improve productivity and flexibility	<p><b>Patient/carers</b></p> <p>Receive leading practice care driven by best practice and shared input from external experts</p>
Align to statewide web management approach to ensure consistent, seamless and updated information and resources for the intranet and internet websites	<p>MDT access within minimal timeframes and reduced travel</p>
Communicate and engage more effectively with our online communities	<p><b>Staff</b></p> <p>Access to senior members and the various specialities more efficiently</p> <p>Manage, cultivate and learn from leaders across the various specialities</p>
Partner with digital health leaders, research institutes and universities to transform care and drive leading practices	<p><b>Local Health District</b></p> <p>Become an exemplar LHD through collaboration with digital health leaders and research institutes and implement leading practices</p>
Promote an innovative culture internally to drive continuous improvement and create revolutionary change	<p>Guide innovative practices across the state</p>
Contribute to world-class insights and better practices to improve health outcomes for the community through research and clinical trial processes	

# 6. Reinforce cybersecurity



Mature our digital security capability to protect our health consumers, our people and our health system's assets in line with the State and Federal Government cyber security provisions.

The principles met in this focus area include:

Patient centred approach		Delivery through partnerships	
Consumer centred design		Useable and safe systems	
Robust governance		Strategic commissioning and procurement	
Protected and secure		Fostering innovation	
Sustainable and flexible			

The outcomes achieved by these initiatives include:

- Shared awareness and accountability on protecting corporate and individuals' confidential information
- Comprehensive incident response plan for an identified cybersecurity event and ensure maximum system availability
- Preventative cyber security capabilities

Initiative	What does this mean for me?
Improve information security management systems to ensure information continues to be protected from external and internal threats by enhancing information privacy management	<p><b>Patient/carers</b></p> <p>Minimise risk of being a victim to identity thief</p> <p>Patient information is confidential, private and secure</p>
Enhance cybersecurity capabilities to recognise emergent cybersecurity threats to maintain a strong, safe and secure network and digital infrastructure	<p><b>Staff</b></p> <p>Staff can work and access patient information in a private and secure environment</p> <p>Informed and aware</p>
Uplift cybersecurity awareness to maintain the security of our digital environment and equip staff with the knowledge to effectively, identify, respond to and report potential security incidents	<p><b>Local Health District</b></p> <p>Reduce risk of cyber attack</p>
Cooperate and collaborate on ongoing cybersecurity awareness internally and externally as it is a shared responsibility	
Understand and classify the IT assets that are vulnerable to cyber attacks and prioritise an uplift in patch management.	
Create and execute a cybersecurity action plan to deploy a plan strengthening cyber defences against the latest threats.	



# 7. Harness the power of data

Strengthen our data and analytics capability to ensure informed, proactive and predictive decision support and outcomes, through robust governance and collaborative insights.

The principles met in this focus area include:

Patient centred approach 	Delivery through partnerships 
Consumer centred design 	Useable and safe systems 
Robust governance 	Strategic commissioning and procurement 
Protected and secure 	Fostering innovation 
Sustainable and flexible 	

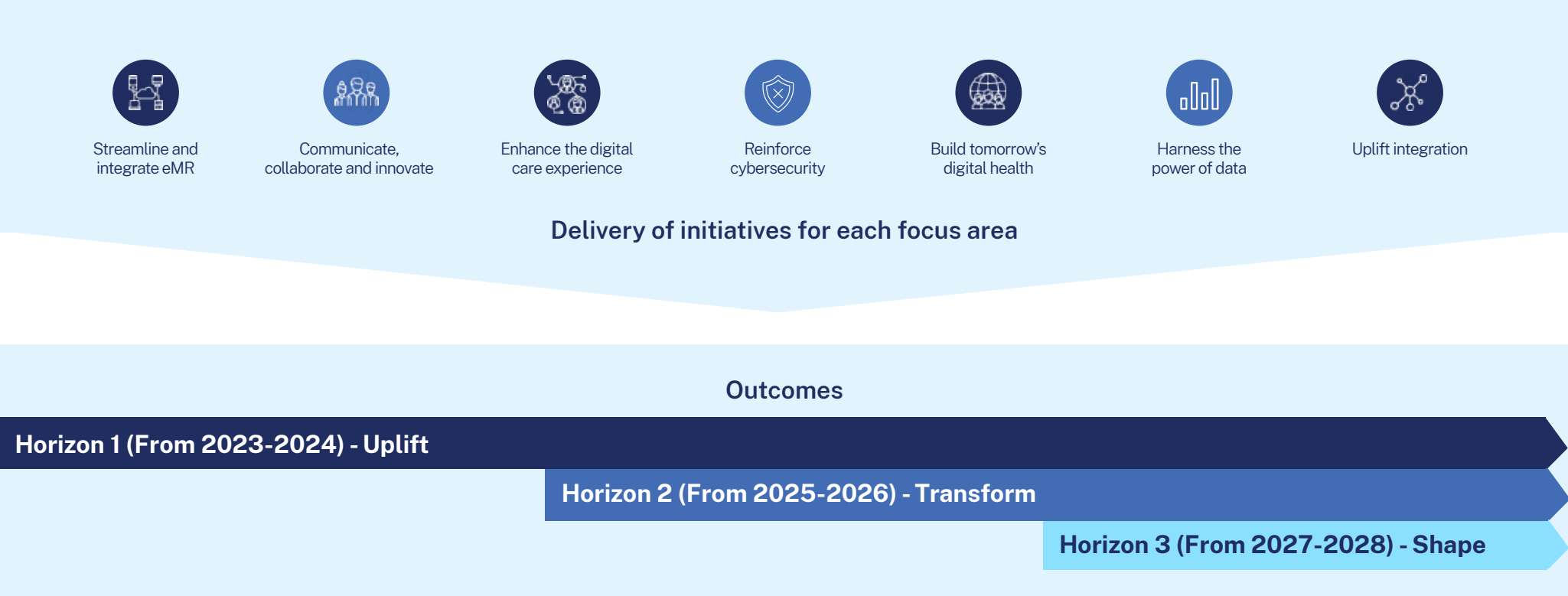
The outcomes achieved by these initiatives include:

- Advanced, faster and prospective decision making through use of clinical and operation data
- Organisational view of real time data
- Forecast and planning of operational and resourcing management
- Integrating artificial intelligence capabilities with clinical and operational data to enable advanced, faster and predictive decision support
- Sector-wide data sharing

Initiative	What does this mean for me?
Leverage “Big Data” solutions developed across leading global technological industries and State wide Data Reform Program to deliver unrivalled healthcare to SWSLHD residents	<p><b>Patient/carers</b></p> <p>Ease of access to care anywhere</p> <p>Experience more efficient and seamless care provisions</p>
Establish data and information management governance practices to support local aspirations of a data driven organisation to make tangible differences in service delivery and patient outcome	<p><b>Staff</b></p> <p>Predictive capabilities</p> <p>Ease of access to information</p> <p>Ease of data analytics and reporting</p>
Utilise collected data in collaboration with universities and research institutes to drive research, clinical trials and inform new ways of working and models of care across the district	<p><b>Local Health District</b></p> <p>Forecasting abilities</p> <p>Resourcing management</p> <p>Predictive capabilities</p> <p>Ease of generating, analysing and monitoring trends</p>
Empower staff to gain greater data-driven insights through real time data access in real-time to inform performance reporting and capture benefits for district-wide implementation projects, as well as emergent strategic imperatives	
Promote the data culture and improve data literacy across staff to enable informed and data driven decisions	
Unleash advance predictive analytics capability to support planning, performance and evidence-based decision making as well as inform operational needs.	

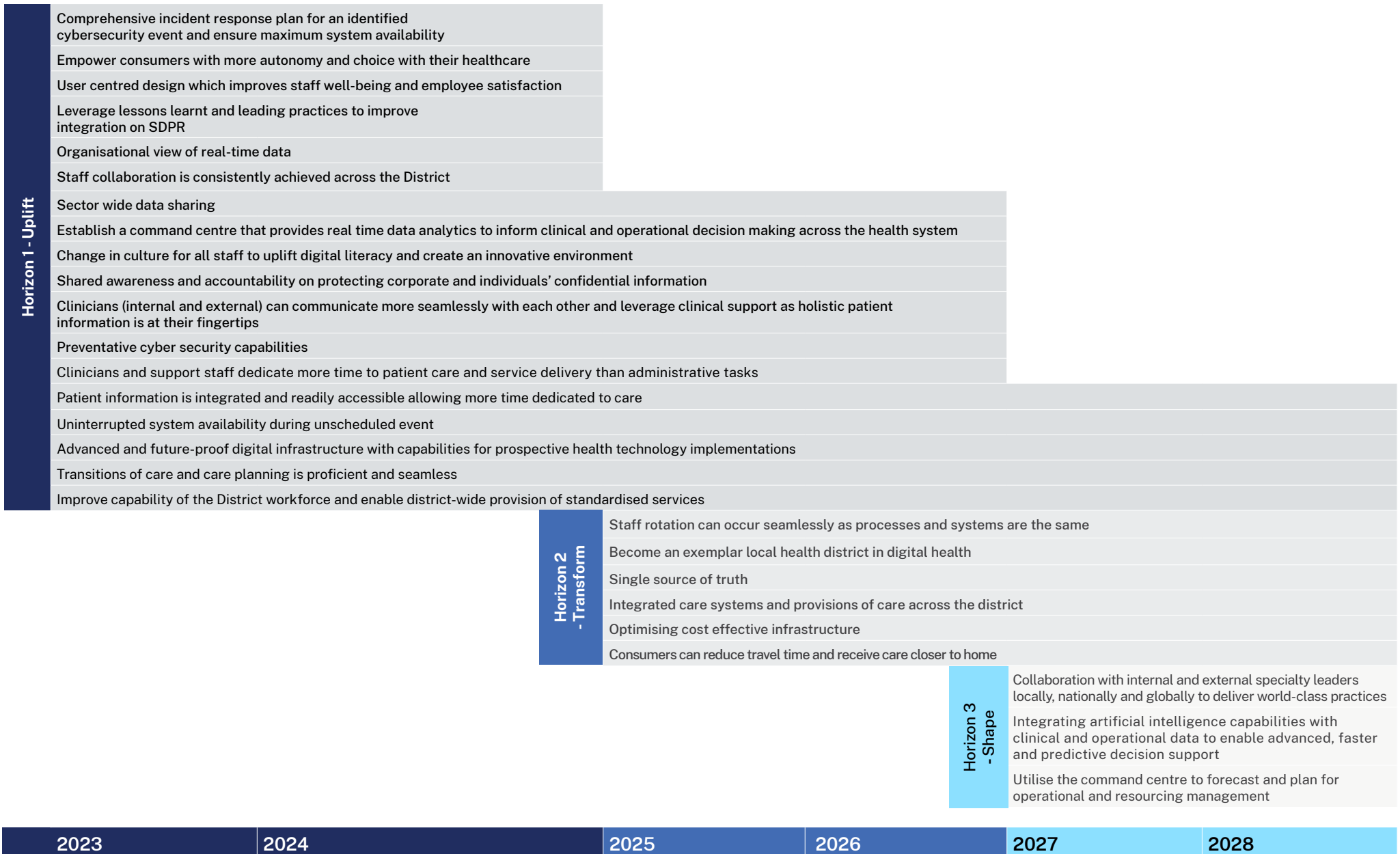


# Digital Health Strategy Roadmap



This multi-year strategy will guide the transformation of SWSLHD's health system to evolve into an advanced and leading district that delivers equitable access to healthcare to the communities of south western Sydney. The goal outcomes have been structured across three horizons which shows when these capabilities are in sight and in full fruition which build from today's digital landscape to our goal state in 2028.

# Digital Health Strategy Roadmap



# Monitoring the strategy's implementation

The Digital Health Strategy will measure the implementation progress of the initiatives planned to 2028. This will ensure we track our growth against our strategic objectives and deliver valuable benefits to consumers.



## Milestone targets:

- Provision of a self-service portal which enables real-time reporting via a single source of truth by Q3 2024
- A fully integrated district-wide Digital Operating Theatre system implemented at Campbelltown Hospital by Q4 2024.
- A training compliance rate of 100 percent across the District for access to digital health clinical eMR systems by Q3 2023.
- Demand management will be implemented by Q1 2024, with the remaining District Command Centre services including outpatient remote virtual care, facility operational management and inpatient clinical monitoring to be delivered by Q2 2028
- Remote patient monitoring implemented in the District by Q1 2024.

1

## Surveys and questionnaires

Surveys, questionnaires and interviews will be regularly conducted with patients, carers, staff and other consumers to understand their challenges with our digital health system and whether the advancements made are addressing their concerns

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## Statewide digital capability alignment

SWSLHD will continually assess its maturity, progress and gaps against eHealth NSW's standards and frameworks and follow the detailed blueprint the clinical, operational and administrative digital capabilities across NSW Health as maintain by eHealth NSW.

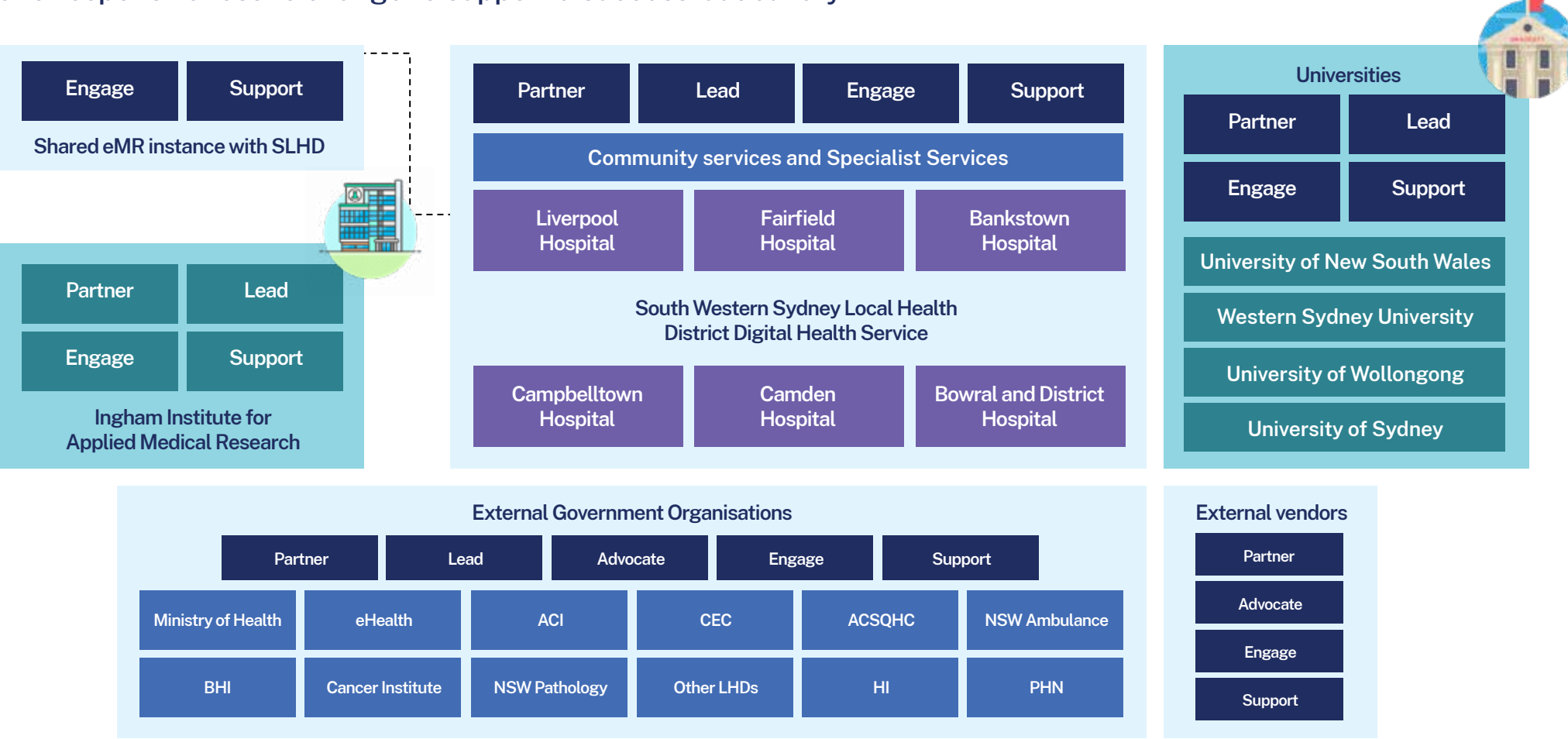
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## Benchmark evaluation

Several global healthcare industry benchmarks consisting of KLAS, HIMSS and CHIME will be used as a baseline to measure the benefits realised on our enhanced digital health maturity and estimate the positive health economic impact on the community.

# Partnerships overview

South Western Sydney Local Health District's health landscape is made up of local capabilities, systems and services influenced by multiple organisations who oversee service delivery. Successfully executing an updated Digital Health strategy can therefore not be done in isolation. Defining the roles and responsibilities across NSW is pivotal to a successful delivery. This is enabled through a strong governance model with clear roles, accountability, transparency and responsiveness to change to support a successful delivery.



# Digital Health Strategy Consultations

A collaborative process was undertaken to develop and finalise the Digital Health Strategy and consultations were conducted with various stakeholders.

The stakeholders consulted consisted of clinicians, operational staff, Digital Health members, consumer representatives and executives.

**Consultation process occurred across the following phases:**

- Planning and initiation
- Assessing current state
- Understand experience of our consumers
- Define future state
- Define roadmap

ISBN: 978 1 74079 247 9

South Western Sydney Local Health District's Digital Health Strategy was created in partnership with staff and stakeholders across the district that our Digital Health Service serves.

Through understanding their experiences, scribing their drivers for change and listening to where they want to see enhancements, initiatives were developed and investments made to align to the LHD's direction and the consumers' vision.

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