

# Tomorrow's healthcare starts today.



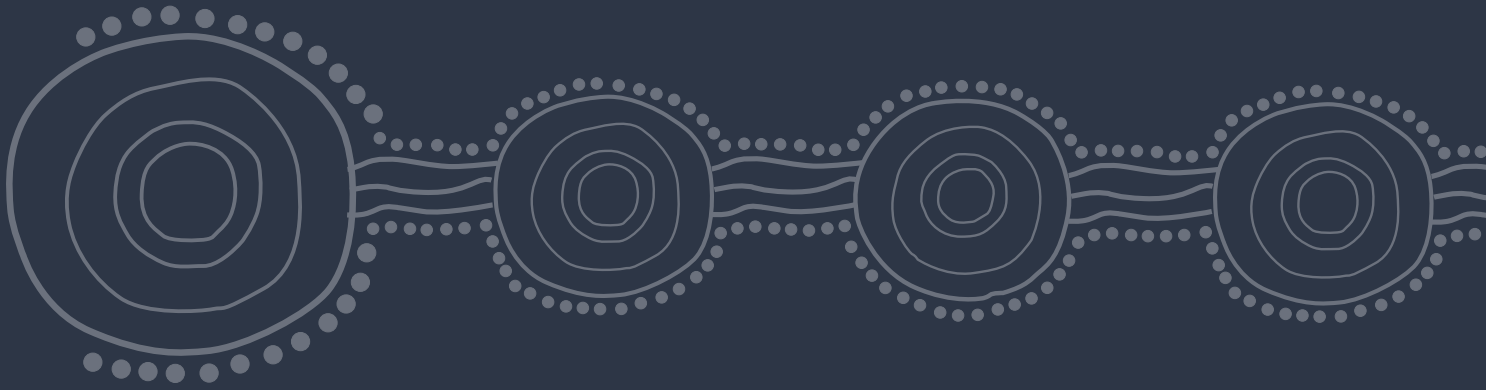
Metro South Health  
Digital Health Strategy

2023 – 2028

*Quality healthcare every day*



Queensland  
Government



## Acknowledgement of Country

*Metro South Health recognises and pays respect to the traditional custodians of the land and waters—the Yugambah, Quandamooka, Jaggera, Ugarapul and Turrbal peoples—and to Elders, past, present, and emerging.*



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# Health and wellbeing for our diverse community

We will continue to capitalise on our world-leading digital healthcare innovation as a key pillar in achieving our vision to be Australia's exemplar public healthcare service.

Metro South Health remains one of Australia's most accessed health services with an increasingly diverse community. Our vision is to be Australia's exemplar public healthcare service and our purpose is to ensure quality healthcare every day to the community we serve.

Metro South Health has extensive digital healthcare systems which enable us to deliver better connected care. Metro South Health has been recognised as one of Australia's first digital health services. We have a strong cultural foundation to think differently and look beyond our existing digital capabilities to deliver contemporary models of care that benefit all.

Metro South Health's Digital Health Strategy defines six focus areas to enable safe, quality healthcare and build on our existing leadership

position in Australia's digital healthcare environment.

In addition, the Strategy contributes to meeting our health service strategic objectives to provide equitable access to care, deliver value, lead by innovating and collaborating, and maintain and develop an exceptional workforce for our patients and consumers.

## **Noelle Cridland**

Chief Executive, Metro South Hospital and Health Service



## By 2028:

*Metro South Health will remain the most populated of the 16 Hospital and Health Services in Queensland.*

### We'll see:

- a 60% increase in demand for our hospital beds
- an 80% increase in hospital admissions for people aged over 70
- the number of people with a disability continue to increase as the population ages
- a skills shortage.

### Because of:

- an ageing and culturally diverse population
- increasing prevalence of chronic and complex diseases like diabetes and obesity
- declining private health insurance rates
- significant numbers of people at a social disadvantage increasing demand on our services
- the traditional focus of systems on treating sickness rather than promoting wellness.

### So, we'll need digital health to:

- assist with the shift from volume to value-based healthcare
- support finite health resources to be provided where they are needed most
- be responsive in innovating and adapting to meet the changing healthcare environment and the community's healthcare needs
- champion systems and processes that speak to each other to share information and smooth workflows
- underpin a new era of convenience that promotes, maintains and restores people's health.

**Source: CSIRO, A Healthy Horizon.**



**“Metro South Health’s transformation to Australia’s first digital health service delivered significant improvements in health outcomes for patients, increased productivity for our clinicians, and substantial operational efficiencies.”**

**Cameron Ballantine**

**Executive Director Digital Health and Chief Information Officer, Metro South Hospital and Health Service**

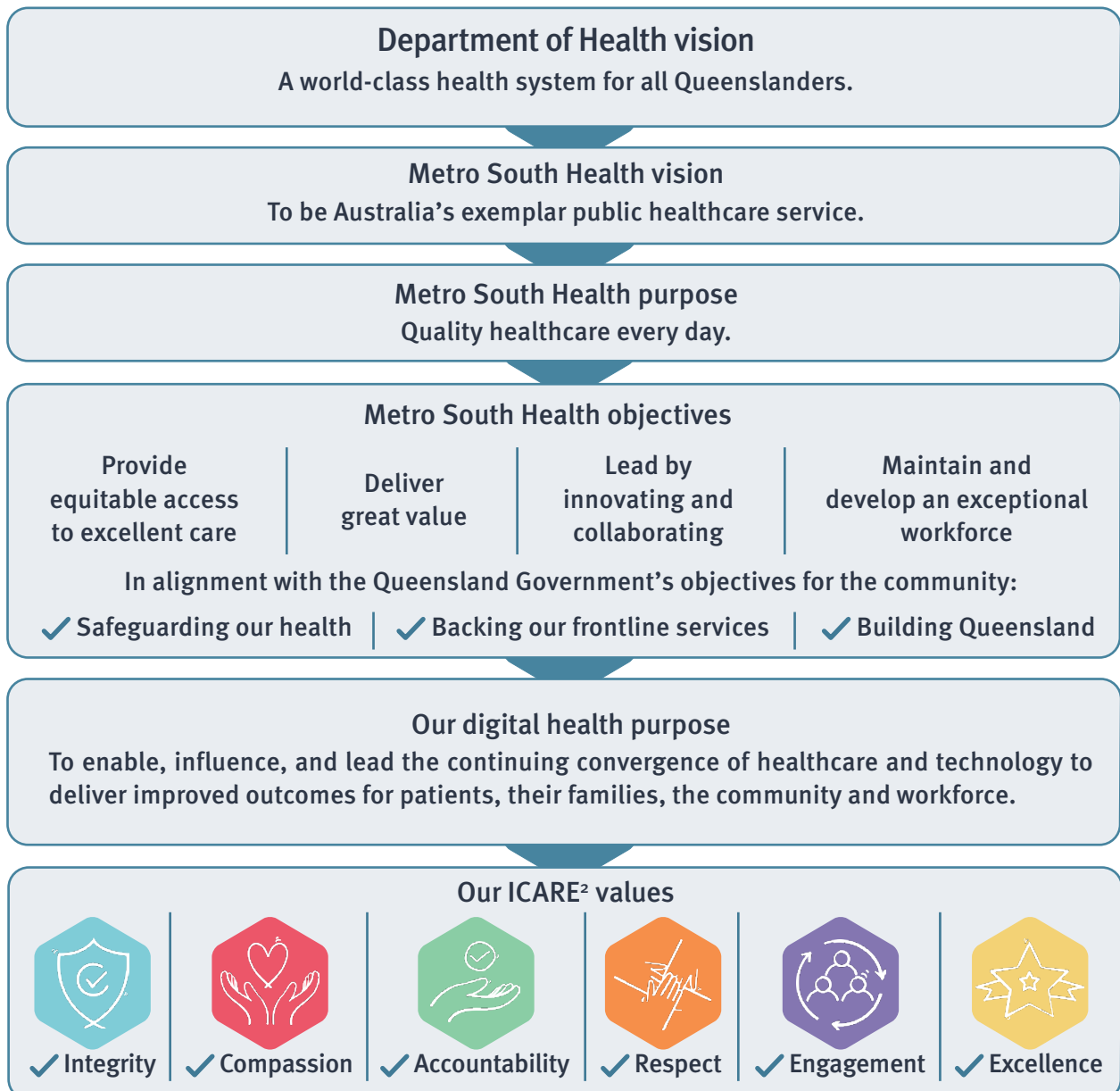


# Our strategic context

*The Metro South Health vision and purpose drive everything we do, and our Digital Health Strategy underpins how we do it.*

Patients want to be more informed and involved with their healthcare to prevent illness and improve wellbeing. Likewise, clinicians want to provide safe, high-quality services coordinated around patient needs.

Healthcare organisations want to provide the best care in the best place and securely share information to connect patients seamlessly with clinicians and healthcare providers.





In 2028, the patient journey for people like Rosie and her clinicians will be even more streamlined, putting less stress on the system, using contemporary digital technologies including:

- electronic medical records
- the patient portal
- remote monitoring
- information sharing
- mobile health
- mobile telecommunications technologies
- integrated scheduling and eReferrals.

Shifting from episodic, provider-centric service delivery to patient-centric, accountable health management.

# Rosie's story

*In 2028, digital solutions will enhance the healthcare experience for both the patient and the clinician.*

In 2028, Rosie, who has type 2 diabetes, will be cared for by a team of healthcare professionals, including her general practitioner (GP), a diabetic nurse educator, nurse practitioner, endocrinologist and dietitian through a diabetes/endocrine service.

Having diabetes means your body can't lower glucose levels in your blood. It's a complex condition requiring the interaction of many clinicians across multiple services and family support to assist in the safe management of the condition.

Type 2 diabetes is a condition in which the body becomes resistant to the normal effects of insulin and gradually loses the capacity to produce enough insulin in the pancreas. The condition has strong genetic and family-related risk factors and is also often associated with lifestyle risk factors.

Rosie was referred for specialist endocrinologist input because despite understanding her condition, monitoring her blood glucose levels (BGLs) each day and following diet advice, her BGLs became unstable with levels outside the target range.

She is given a continuous glucose monitoring (CGM) device that uploads information for her healthcare providers to access. In addition, the patient portal allows Rosie to log in and see results and information regarding her glucose levels.

The portal also allows her to modify appointments, review education information, and liaise with a dietitian regarding her diet. The dietitian helps Rosie understand the role of diet in managing her condition.

Rosie will be able to see her glucose response to what she eats in real-time, enabling her to work collaboratively with her healthcare providers to modify her diet continuously.

Equipped with the up-to-date profile of Rosie's healthcare status, clinic appointments become forward-looking shared conversations about how to make beneficial changes to Rosie's overall health, rather than a look back in time to come up to speed.

# Rosie's journey



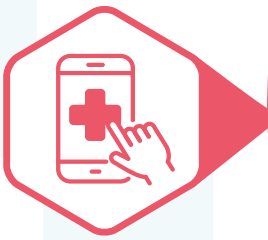
## Primary Care Provider

- Rosie has type 2 Diabetes
- At her GP appointment her blood glucose levels (BGLs) have become unstable
- Her GP discusses her condition via an eConsult with a hospital specialist
- An eReferral is sent to a specialist endocrinologist.



## Rosie's Home

- Via a Patient Portal, Rosie and her daughter review the modified diet along with health information provided by her dietician and diabetic educator.



- The healthcare team (Nurse, Dietician and Specialist) monitor real time reports from her primary care provider and mobile health technologies modify her diet, and stabilise her BGLs.



- Rosie is able to communicate easily with any of her healthcare providers via the Patient Portal and supported health technologies
- Her team of healthcare providers share a simple overview of the actions she needs to take.



- An integrated scheduling system is used to easily set up the appointment via an app on her phone
- Rosie schedules her own appointment at a time that is convenient.



- When Rosie meets with her endocrinologist, she feels her specialist is well prepared and has insight into her situation.



- Rosie continues to upload her health information for the multi disciplinary team to monitor
- Future clinic appointments are a shared conversation between healthcare providers. Improving Rosie's future health outcomes.

### Metro South Health Care Facility

- An Endocrinologist reviews her electronic medical record and supplies her with mobile health technologies to be monitored remotely.



- Streamlined digital health adoption, innovation and research
- Digitally empowering consumers, families and care providers
- Freeing care delivery from time and place
- The right information at the right time
- Trusted and secure
- Enhancing safe, quality patient care



# Our digital health focus areas

## Our digitally empowered healthcare organisation

### Our digital health purpose

To enable, influence, and lead the continuing convergence of healthcare and technology to deliver improved outcomes for patients, their families, the community and workforce.

### Our digital health directions:

#### 1 Streamlined digital health adoption, innovation and research.

- Demonstrate the value of digital health through evidence-based research
- Leverage a mature governance process to ensure greater translation of innovation into value-based outcomes
- Extend our ability to undertake research and innovation through growing industry and academic partnerships
- Maximise the ability for digital health to be part of research through closer integration of research and academia
- Mature our digital foundations to be more agile and responsive.

#### 2 Digitally empowering consumers, families and care providers.

- Empower consumers to play a more active role in their healthcare through Digital Health
- Actively engage with consumers to co-design optimal digital experiences
- Use digital health capabilities to promote choice and better access to healthcare for all members of our community
- Improve our digital presence to better connect with our patients, families and healthcare providers
- Support the first nations equity strategy to improve access to and experience of healthcare services leveraging digital health technologies.

#### 3 Freeing care delivery from time and place.

- Promote and support integrated models across the care continuum supported by digital technologies that offer flexibility for consumers and clinicians (including primary care providers)
- Provide equitable access to a variety of models of care delivery leveraging digital technologies that is intuitive and efficient to use for both consumers and clinicians
- Advocate for sustainable funding that will encourage uptake and innovation of digital technologies that will enhance models of care
- Enhance the uptake and adoption of digital technologies within consumer cohorts that traditionally have reduced access to health care and poorer uptake of technology.

#### 4 Right information at the right time.

- Promote more informed decision making through the increased access to quality, timely and accurate data
- Provide a more holistic view of the organisation through converged data
- Promote greater effective, ethical and appropriate use of data through improved data governance
- Ensure our workforce has the skills and awareness to consume and leverage data to perform their roles.
- Enhance the organisations ability to leverage data to deliver services through advanced analytic capability.

#### 5 Trusted and secure – keeping information safe and secure.

- Reduce organisational information security risk by maturing our processes to leverage best practice standards and frameworks
- Ensure our workforce has the skills and awareness to perform their roles in a cyber responsible manner
- Improve the organisations level of preparedness for a cyber event
- Enable the introduction and adoption of new technologies in a secure manner
- Enhance the reliability, security, and quality of applications through matured application custodianship.

#### 6 Enhancing safe, quality patient care.

- Facilitate access to consistent, trustworthy and real time patient safety data
- Generate standardised care practices that can improve healthcare outcomes through consistent, trustworthy, and real time patient safety data
- Enhance the organisation's digital health capability to effectively and safely use our systems
- Explore contemporary technologies and invest in translational research to enhance quality and safety
- Improve the integration and interconnection of digital health systems.

## FOCUS AREA 1

# Streamlined digital health adoption, innovation and research

*Our health service innovation will transcend traditional healthcare models, underpinned by digital advances and strong partnerships.*

Metro South Health is an internationally recognised leader in research and innovation. Our digital health expertise, capacity and capability leverage healthcare innovation to improve patient experience and outcomes. This aligns with our rich history of collaboration with patients, consumers, highly skilled clinicians, scientists, health service researchers, university partners and industry. High-quality research and innovation embedded in our services to deliver digital health capabilities and real benefits for patients and services remain a priority for the future.

To leverage our strong digital foundations, we will continue to strengthen industry and academic partnerships that will extend our ability to generate high-value digital health research and innovation. These partnerships will focus on idea generation and applied translation of innovation into health service outcomes by a best-in-class framework for approaching digital health innovation and research in a healthcare setting.

We will continue to develop a digital health research and innovation ecosystem that is proactive, adaptable, responsive and sustainable.

### What this means for healthcare

Involving the best minds and organisations

### Digital health directions

- Strengthened relationships with industry and academia to build on Metro South Health's position as a hub for innovation and digital health research.





### **Evolving our research and collaboration platform**

Evolve how we integrate digital innovation into research and forge strong strategic relationships with industry and academia.

#### **Data Science to inform personalised care**

We will use the framework to translate innovative digital health capabilities into safe, quality care, supported by evidence-based research.

## FOCUS AREA 2

# Digitally empowering consumers, families and care providers

*The way people engage with the health system is changing as they increasingly want greater access to services and flexibility in how treatment is provided.*

Digital technologies evolve how we live our everyday lives, whether accessing online banking or booking a restaurant online. As a result, patients and consumers expect healthcare to provide a similar level of empowerment and flexibility.

In collaboration with patients, consumers and community care providers we seek to meet these expectations through digital health technologies which will enable consumers, families and care providers to self-organise and participate actively in how we provide their healthcare.

For example, it can mean greater ability to access information, more participation in how treatment is delivered, access to a choice of appointments face to face, by phone, or online, and more communication and engagement with family and carers.

### What this means for healthcare

Making it easier for patients, their carers and families to participate and engage in the healthcare we provide them

### Digital health directions

- Evolved patient portal to increase the ability of our consumers to gain access to and self-organise care
- Health Commons—A community peer network of similar conditions, how they feel, and a program to empower people to take more control of their healthcare.



## Evolving our patient portal

To increase the ability of our consumers to gain access to and self-organise care. People can seek information relating to their health or treatment appointments, schedule and manage appointments, provide feedback and engage with a clinician or member of staff.

## FOCUS AREA 3

# Freeing care delivery from time and place

*We're enabling the opportunity for our workforce to care for patients in different settings, safely and outside the health service walls.*

Digitally enabled models of care are person-centred and focus on enhancing connected care across the healthcare journey. These models deliver care most appropriate to our patient's needs, independent of their physical and geographical location, enabled by digital technologies that connect with the caregiver and patient seamlessly. To achieve this, our digital health ecosystem will advance supporting technologies such as remote care monitoring platforms, eConsultations, store and forward technologies, and telehealth enrichment.

These capabilities will improve healthcare experiences for patients, clinicians, and care providers. For example, when patients receive direct care and advice regarding their health without leaving home, it can dramatically improve the quality of their experience. For clinicians, it can help ensure that only people who need to attend hospital do, which has positive impacts on capacity, flow and the capability of services provided by our facilities.

### What this means for healthcare

Supporting clinicians to do what they do best—treat people—regardless of where they are.

#### Digital health directions

- Broaden and increase care supported by virtual capabilities
- Electronic health record mobility
- Connected primary care and acute care using asynchronous communication platforms like eConsults.



### **Evolving our virtual care platform**

To digitise and increase alternate models of care outside of the traditional physical hospital setting.

We will use industry partnerships to establish and evaluate the technology across appropriate specialties, and potentially identify further opportunities.

## FOCUS AREA 4

# Right information at the right time

*In the same way people use digital solutions in everyday life, they also want to feel connected, enabled and empowered by healthcare.*

As one of Australia's leading digital health services, we are uniquely positioned to leverage rich clinical data in innovative ways. We know that empowered people can make informed and highly effective decisions when data and insights are given to them at the right time and in the right context. So, we are reaching beyond traditional systems to fully realise this potential to drive improved care and service improvements.

It is becoming increasingly apparent that data associated with consumers' cultural and social practices, and environmental factors play a role in health and healthcare.

This data will help us build a single source of truth across the data continuum. In addition, we can explore more advanced and evolved analytic functions with this robust and rich data foundation, including data science, machine learning, and artificial intelligence. Our use of evolved analytic functions can yield powerful outcomes, including the ability to move beyond descriptive reporting into being able to predict what will or could happen in a healthcare context.

### What this means for healthcare

Information will be available and accessible to all who need it and connected between the patient, clinicians and the healthcare system.

### Digital health directions

- A complete overview of a patient's care and treatment at your fingertips
- Better, faster communication between care providers
- Enhance our capability with the use of artificial intelligence to predict patient treatment options.



### Evolving how we use data science

By developing our analytic platform and data science capabilities, as well as teaching our workforce how to use the insights in every day practice, we'll be able to provide more reliable care, and find efficiencies in service planning and delivery.

## FOCUS AREA 5

# Trusted and secure

*Our extensive digital healthcare systems provide the opportunity to enable secure, better-connected care, more care in non-hospital settings, and better patient outcomes.*

Information is the linchpin of digital healthcare. Digital technologies present significant opportunities to enhance the healthcare we deliver and our interactions with our community and health consumers. The evolving nature and amount of information generated through digitally-enabled healthcare is growing exponentially. The responsible use and security of that information is at the core of digitally enabled healthcare and the strategic intent of Metro South Health.

Patients and care providers trust us with important personal data. Therefore, we must ensure that the integrity and security of that data meet international security benchmarks, standards, and controls.

As information positions itself as not just a linchpin for digital healthcare but also as a commodity of the future, we are committed to the security of information as a collective organisational role and part of our culture, not just a technology responsibility.

### What this means for healthcare

Keep information safe and secure

#### Digital health directions

- Cultivate cyber awareness and behaviours
- Secure and accessible digital information at all points of treatment
- Better control of information shared across the healthcare sector
- Modernisation of IT security standards in the health system.





## Enhancing digital security standards

To remain aligned with established international benchmarks and emerging best practice.

### **International Best Practice**

We'll review and embrace emerging and established international benchmarks, and rely on cutting-edge technologies like AI, cloud computing and telemedicine.

## FOCUS AREA 6

# Enhancing safe, quality patient care

*Metro South Health is committed to providing safe, quality, person-centred and effective care.*

Digital health solutions will enhance the ability to diagnose and treat patients and empower clinicians to provide safe, quality healthcare outcomes.

Digital enhancements are being driven across Metro South Health, allowing us to reimagine healthcare to improve quality health outcomes when caring for patients and community. In addition, digital health has the potential to bridge gaps in existing care delivery systems by improving access to populations in rural communities, Aboriginal and Torres Strait Islander peoples and our culturally diverse communities.

Access to important clinical data and the introduction of data and analytic platforms has evolved our digital work environments. Analysis and research show that these technologies have improved safe work practices, including reducing medication administration errors and infection rates.

Improving the continuous monitoring of patient data, improving predictive analytics, and connectivity to create digital work environments for clinicians and consumers, allows them to partner with patients and the Metro South Health population to deliver meaningful health outcomes. Through enabling personalised health care delivery, whereby patients and consumers choose the digital technologies (i.e. wearables, home monitoring devices) to best suit their unique circumstances, we make it possible for patients to lead their own health and wellness journey.

Augmenting precision medicine, health information management, person-enabled health and machine learning will help to bridge the digital health literacy gap of our consumers and clinicians, providing a safer digital environment for staff to deliver care, increase patient participation, and enhance the patient experience.

### What this means for healthcare

Analysing data to inform safe quality care

### Digital health directions

- Improving access to critical data to optimise the safety and quality of care
- Enhancing healthcare by embedding safe digital practices
- Improving the digital health literacy of consumers and clinicians
- Equitable access to healthcare
- Partnering with consumers in their own healthcare.



## Partnering with consumers

Working collaboratively with consumers to improve the experience of digital health technologies can lead to safer patient experiences and improved digital working environments for clinicians.

We will empower consumers to play a more active role in their healthcare through digital health.



# Empowered digital healthcare

*Our Digital Health Strategy will remain a catalyst for change at Metro South Health as we move toward our vision for 2028.*

Building on our expertise as Australia's first digital health service requires tomorrow's empowered digital healthcare to start today. An evolution rather than a revolution, we are acting now to leverage our existing digital strengths to unlock new areas of value, which will help us achieve our purpose to provide quality healthcare every day.

For health consumers like Rosie, digitally empowered healthcare means:

- ✓ more flexibility to self-organise care
- ✓ accessing safe, quality care when it's needed
- ✓ choosing where to get care
- ✓ staying at home to recover wherever possible
- ✓ getting better faster
- ✓ having access to one health profile
- ✓ booking online at times that suit
- ✓ not having to travel too far
- ✓ more participation in how treatment is delivered
- ✓ more communication with family and carers
- ✓ access to a choice of appointments—face to face, by phone, online.

For healthcare professionals and clinicians, it means:

- ✓ finding information in one place
- ✓ spending more time treating the patient
- ✓ spending less time on paperwork
- ✓ spending less time ordering repeat tests
- ✓ having access to a complete health history in one place
- ✓ enjoying better, faster communication between care providers.

For Metro South Health, it means:

- ✓ aligning with the needs of our community
- ✓ aligning with the Government's objectives for Queensland
- ✓ delivering value through ready to use, capability rich and cost-efficient platforms and services
- ✓ more efficient use of healthcare funding.

*To enable, influence, and lead the continuing convergence of healthcare and technology to deliver improved outcomes for patients, their families, the community and workforce.*

**Empowered digital healthcare.**

**Metro South  
Health**



**Queensland  
Government**

[metrosouth.health.qld.gov.au](http://metrosouth.health.qld.gov.au)