

Digital Health Strategy

2024-2026







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Executive summary

Executive summary

WA Primary Health Alliance (WAPHA) will lead the use of digital health to enhance the quality, efficiency and accessibility of care.

Health care is being transformed by digital technologies, presenting new opportunities to provide more personalised, accessible, equitable and high quality care.

Mobile technologies, telehealth, virtual care, remote monitoring solutions and web-based services are allowing patients, clinicians and providers of health care to be connected quickly and efficiently across long distances.

Increasing availability of health data and recent advancements in analytics and artificial intelligence are making it possible to drive new insights and improve decision making related to health care and operations.

Digitally enabled models of care can also improve access and equity for consumers. However, access to digital health is not equal, with those at risk of poor health outcomes most excluded.

The 2024-2026 Digital Health Strategy describes how WAPHA will lead the delivery and support of secure digitally enabled health care and drive the meaningful use of digital health to enhance the quality, efficiency and accessibility of care.

The Strategy envisages an interconnected health system where communications and data sharing between health care providers, key stakeholders and WAPHA are enhanced to improve the quality and availability of secure health data, insights and information.

Our vision is to improve delivery of health care through new digital innovations and enable new ways of working for both WAPHA and our stakeholders.

The document focuses on five strategic themes:

- 1 Interconnected data** – Accurate and integrated data is used to share insights and inform decisions in the health system.
- 2 Knowledge on time** – Clinicians and service providers have access to key information and support when and where required.
- 3 Digital models of care** – Digital tools are used to enable new models of care and new ways of working.
- 4 Partnerships** – Strong relationships with strategic partners provide the foundation for sustainable and equitable care.
- 5 Empowered workforce** – Equipping our workforce with the digital tools, knowledge and resources needed to be efficient and effective.

Our Digital Health Strategy will be implemented over a three-year timeframe.

To ensure this Strategy remains relevant in this rapidly changing environment, the detailed roadmap of activities will continue to be developed as a separate living document, and will be monitored, evaluated and updated as needed.

More detail and definition will be sought for near-term and high-priority activities, while keeping sight of new opportunities with high potential value.

Implementing the Strategy will require both short-term action and long-term planning, and all activities will need to be closely aligned with existing WAPHA strategic and operational plans to manage dependencies, plan resourcing and to manage the overall change impact.

As a key part of this Strategy, continued investment into WAPHA's internal digital capabilities will be necessary to ensure the foundations for enabling digital health remain in place.

The following factors will be critical to the success of this Strategy:

- Planning, pacing and prioritising our work
- Change management
- Agility and adaptability at all levels within WAPHA
- Demonstrating the value from digital health
- Trust and transparency
- Alliances, partnerships and third-party relationships
- Being mindful of the digital divide
- Leadership and advocacy
- Considering the people at the heart of the process

WAPHA considers the following guiding principles as signposts of success in designing new digital health services:

This Strategy has been developed in collaboration with WAPHA leadership and local and national stakeholders representing consumers, health care providers and organisations.

Accessible and equitable

Safe and secure

Seamless and integrated

Scalable and extendable

**Cost-efficient
and sustainable**

**Collaborative and
forward looking**

The background is a blurred medical setting with a teal overlay. It features a network diagram of white lines and nodes. Faint icons include a heart with an ECG line, lungs, a brain, a stethoscope, a pill bottle, and various chemical structures. A stethoscope is visible in the lower center, and a laptop is on the right. An orange rounded rectangle contains the text 'Introduction'.

Introduction

What is digital and what is digital health?

For the purposes of this document, we will rely on the following definitions for digital and digital health.



Digital

'Digital' is used to describe the interaction between technology and human experience. It can be a product or a system, as well as an approach to change.



Digital health

'Digital health' refers to the use of information and communication technologies for health care including treating patients, conducting research, educating the health workforce, tracking diseases and monitoring population health.

Background and context

The role of digital health is continually evolving through new innovations in technology and has been identified by WAPHA and the Australian Government as a priority area.

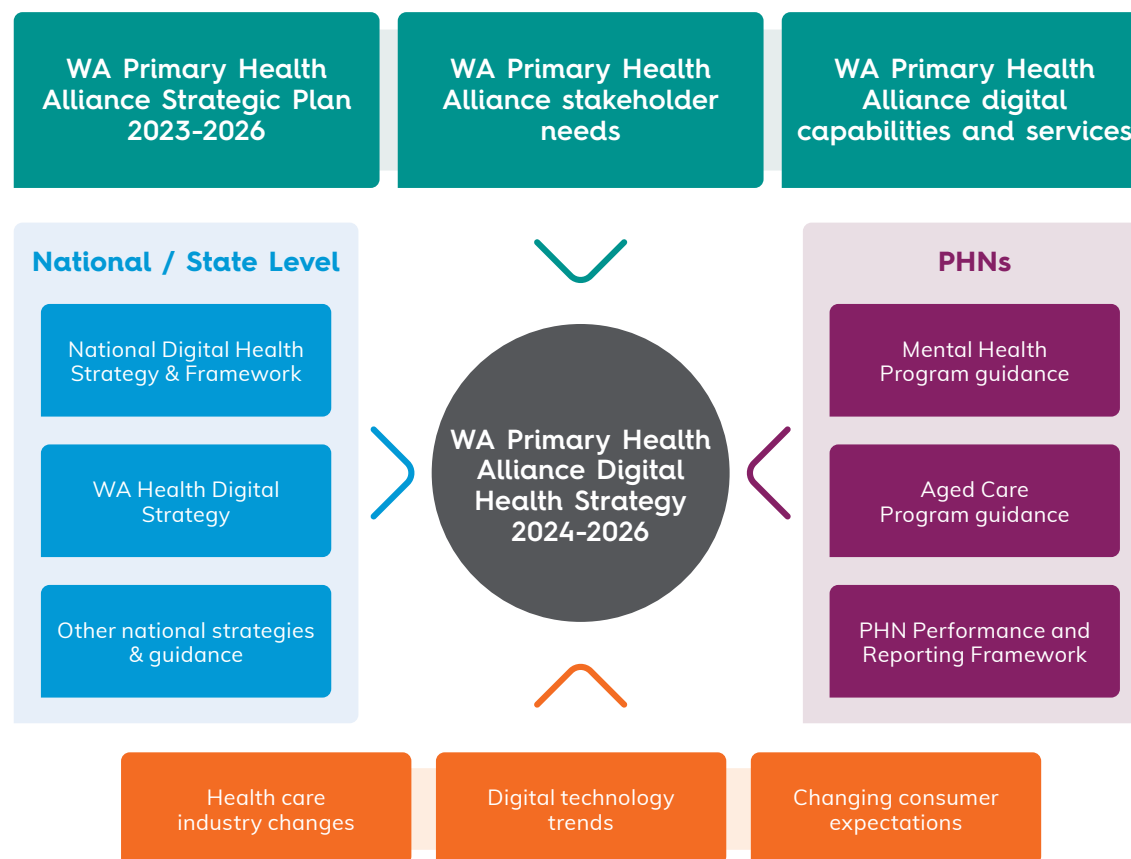
Why do we need a Digital Health Strategy?

Digital health is one of the seven key priorities for targeted work by Primary Health Networks (PHNs). In addition to this, WAPHA is already undertaking a range of digital health activities within the policy context of the *National Digital Health Strategy and Framework for Action*, and in response to Australian Government PHN program requirements.

Our Strategic Plan 2023-2026 also recognises digitally enabled health care as a strategic goal and commits WAPHA to further action through leading the delivery and support of secure digitally enabled health care with partners locally and nationally.

To support WAPHA in achieving these strategic goals and to ensure new innovations in digital health can be leveraged for better health outcomes, a Digital Health Strategy is needed which captures WAPHA's overarching ambition and vision for digital health.

Our Digital Health Strategy in context



The WA Primary Health Alliance Strategic Plan 2023 – 2026 sets the overarching direction for our Digital Health Strategy.

WA Primary Health Alliance Strategic Plan 2023 – 2026

- Our vision**
Better health, together
- Our mission**
To shape, strengthen and sustain primary health care in Western Australia through partnerships and strategies that demonstrate a one health system philosophy and improve people's access and health outcomes
- Our values**
Courage, humility, respect, wisdom, integrity

Strategies (2023-2026)

1. Show leadership and commitment to health equity and embed equity in everything we do.

2. Commission integrated primary health care services in a planned and targeted way.

3. Continuously improve practice in primary health care.

4. Support a high quality primary health sector that is embedded in the WA health system.

5. Lead the delivery and support of secure digitally enabled health care with partners locally and nationally.

6. Operate a fit for purpose organisation.

Strategic alignment with our stakeholders is crucial for achieving digitally enabled health care.

Digitally enabled health care is a strategic goal for WAPHA

WAPHA's 2023-2026 strategic plan makes a commitment to *lead the delivery and support of secure digitally enabled health care with partners locally and nationally* to achieve the following:

- i. Lead digital transformation through enhanced communication and data sharing between primary health care providers, key stakeholders and WAPHA to improve the quality of health data
- ii. Lead a scalable data linkage pilot between primary health care providers, key stakeholders and WAPHA to create a comprehensive primary/acute care data set
- iii. Provide digital technologies that support primary health care and WAPHA operations.

In addition to WAPHA's internal strategies and plans, our Digital Health Strategy also seeks to align with requirements and plans of our stakeholders in the broader health system, including:

- National / state level strategies, action plans and frameworks such as:
 - Primary health care reform budget measures
 - National Digital Health Capability Action Plan
 - National Digital Health Strategy and Framework for Action
 - National Health Care Interoperability Plan
 - First Nations Digital Inclusion Plan
 - WA Health Digital Strategy

PHN specific strategies, frameworks and guidance including:

- PHN Mental Health Program guidance
- PHN Aged Care Program guidance
- PHN Performance Measurement and Reporting Framework

Alignment with these strategies and frameworks both internal and external to WAPHA will be necessary to achieve our goals in digitally enabled health care.

“Digital health has the potential to reach the people who experience enduring inequity of access to timely and appropriate primary health care services. WA Primary Health Alliance will focus our digital health efforts on our priority population groups and locations, working with our partners to develop sustainable and scalable digital models of access and care.”

Learne Durrington,
WA Primary Health Alliance Chief Executive Officer



Current state

Changing patient expectations

Patients expect care that is both safe and effective, delivered in a timely and affordable manner, and personalised to their needs.

Digital technology is changing the way we consume health services

Patients are embracing new digital tools and solutions in their day-to-day lives. They are also forming new expectations about the way health care services are delivered and consumed. Consumers of health care increasingly expect access to care that is safe, effective, timely, affordable and personalised:

- **Going online** - consumers are increasingly turning to online sources for health information.
- **Personalised service** - health care consumers now expect personalised health services and having personalised information available that is specific to their own health situation.
- **Different levels of digital literacy and access to digital** - not all consumers have similar knowledge of how to use digital solutions and services, and their ability to access digital health services may vary depending on location, health status or personal situation.

Health care consumers of today

Often go online for health information	Expect personalised service	Adapt to change and welcome new digital solutions when they provide benefits	Have different levels of digital literacy and access to digital
Are used to information being accessible instantly	Expect all health services to be tightly interconnected	Worry about the security and privacy of personal data	Are sometimes collecting their own health data through wearables and other devices
Are proactive about managing their health	Prefer options in when and where health care is delivered	Need equitable access to care, regardless of location, status or personal situation	

Adapting to change

Today's consumers are more likely to welcome new digital solutions and innovations when they are perceived as having a clear benefit.

Instantly accessible information

There is an increasing expectation for all information to be accessible instantly, often through an online portal or mobile device.

Interconnectedness

Most consumers are not aware of the various organisational boundaries within the health system and expect all information and services to be tightly integrated and interconnected.

Data security and privacy

Consumers are becoming more cognizant of where and when they give their personal data and may have concerns regarding data privacy and security.

Proactive about managing personal health

Consumers are becoming more proactive about managing their personal health, with more information now being available.

Collecting personal health information through wearables

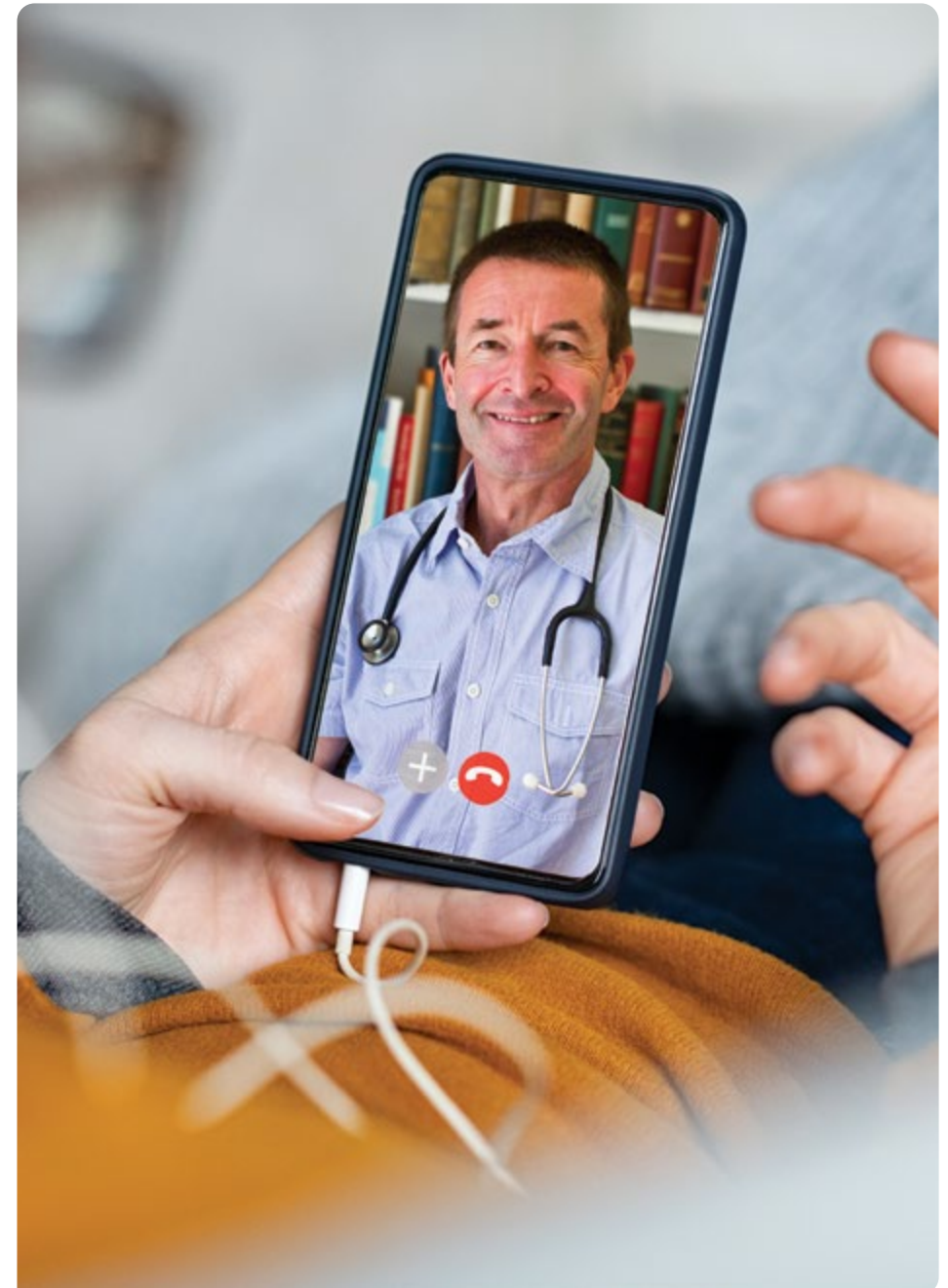
Some consumers are already collecting their own health data through wearables and other devices.

Options in care delivery

Consumers now increasingly expect options in when and where health care is delivered.

Equal access to care

Location and the status of their personal health are still heavily impacting access to high quality health care for many consumers.



Health care consumers - the digital divide

Access to digital health is not equal, with those at risk of poor health outcomes most excluded.

Older Australians

Digital ability for those aged 75 and over is the lowest of all subgroups identified in the Australian Digital Inclusion Index.

Regional variability

People living in remote and very remote regions are far more likely to have limited or no internet access, preventing them from engaging with digital health services.

Aboriginal and Torres Strait Islander people

Digital health is a key enabler for improving access to services and delivering improved health outcomes for Aboriginal and Torres Strait Islanders, particularly those living in remote communities. However, barriers including poor connectivity or low digital literacy, may lead to widening of the digital divide instead of closing the gap.

Language barriers

Digital services often do not consider health care consumers for whom English is not their first language.

Inconsistency of use

The use of digital health by health providers varies between provider organisations and individuals, limiting health care consumer access.



Changing expectations of multidisciplinary care teams

Care team expectations, wants and needs

Give more time to their patients	Be supported by digital tools that complement existing workflows	Understand the unique makeup of their community	Provide affordable, accessible care to their patients
Know that clinical information is secure and used appropriately	Ability to access specialist support when required	Provide holistic rather than episodic care	Be advocates for their patients
Provide personalised care	Find joy at work	Feel supported in all aspects of their role	Work with their patients and a multi-skilled team

Clinicians and care teams of today

The rapidly changing nature of the Australian health care system is transforming the way clinicians provide care and creating new expectations for care teams:

- **Giving more time to their patients** - clinicians want to build relationships with their patients to better understand their needs and provide pre-emptive, holistic care.
- **Supported by digital tools** - clinicians wish to be supported by digital tools that complement their existing workflows instead of adding new layers of complexity to them.
- **Understanding the community** - clinicians want to provide services that meet the unique needs of their community.
- **Secure clinical information** - clinicians want to be sure that clinical information is secure and used appropriately only where it is supposed to.
- **Access to specialist support** - timely access to specialist knowledge and services improves outcomes and supports personal development.

Changing service provider expectations

The way services are provided are also being transformed through changes in the environment, leading to new opportunities, risks and requirements.

Service providers of today

As the environment changes, service providers are increasingly integrating digital tools and supports through:

- **Affordable, accessible care** - service providers want to provide access to quality care whilst remaining financially viable.
- **Flexible service models** - alternative models of care respond to the unique requirements of different patient groups.
- **New opportunities** - digital solutions support service providers to reach new communities and expand the range of services they provide.
- **Interoperability** - digital communication and information sharing between service providers greatly increase efficiency and support timely access to appropriate care.
- **Increased reach** - health providers can provide support to consumers beyond their immediate geographic boundary.

Service provider expectations, wants and needs



Major digital trends in health care

Broader digital technology trends such as artificial intelligence, data and analytics, and cybersecurity will continue to impact health care in the coming years.



Telehealth and virtual care

In Australia there were 840,000 telehealth visits in 2019 compared to 52.7 million in 2020. In 2021-22, 84.5% of people receiving a telehealth consultation reported they would use telehealth for a consultation again if it was offered.



Health information interoperability and data linkage

Health care organisations will continue to work towards interoperability, integration and easier digital access to health information.



Remote patient monitoring

Remote patient monitoring allows health care providers to track patients' vital signs and health data remotely, reducing the need for face-to-face visits. Wearable devices, such as smart watches and Internet of Things-enabled medical devices have become more integrated into health care for continuous monitoring.



Predictive analytics

Predictive analytics tools are used to forecast disease outbreaks, patient readmissions and resource allocation in health care settings.



Patient generated health data

Digitisation of health care has entered the mainstream, and patients and health care professionals are embracing further digital solutions with increasing openness.



Artificial intelligence

Artificial intelligence applications, including machine learning and deep learning, are increasingly used for diagnosis and personalised treatment plans.



Health data privacy and security

As more information is being leveraged for better health outcomes, there is increasing pressure on maintaining robust data security and privacy measures to protect patients' sensitive health information.

Our strengths

Consultation with internal and external stakeholders identified several strengths.

The list below is not exhaustive, but includes consistent examples raised during consultation. Refer to the appendices for a full list of who was consulted.

- Culture of embracing innovation**

WAPHA is generally receptive to change, welcoming innovation and fresh concepts. The introduction of new technologies and methods of operation generates enthusiasm.
- Our unique digital platforms and access to health data**

Our current digital platforms (including Primary Health Insights and Primary Sense), provide unique means of capturing, securing and analysing health data which can then be used to drive insights and better health outcomes for the broader health system.
- State-wide structure and national leadership**

WAPHA has a state-wide footprint and is a national leader of digital health as part of the group of 31 Primary Health Networks in Australia.
- Interteam and interportfolio cooperation**

WAPHA champions collaboration and cooperation between individuals and teams to achieve common goals across the boundaries of their portfolios.

- Strong digital foundations**

In recent years WAPHA has adopted several market-leading, cloud based digital platforms and technologies that present a solid foundation for further improvements in digital health.
- Improved reach into aged care**

The increased focus on aged care has strengthened existing relationships and fostered new relationships between aged care providers, WAPHA and general practice.
- Digitally enabled commissioning**

Our digital platforms have introduced new efficiencies, reduced risks, and now facilitate our processes for commissioning services.
- Uplift in capability**

WAPHA's core capabilities have been uplifted in recent years and have led to significant improvements across our people, processes and technology.
- Improved governance**

Our governance practices have matured, leading to better direction and control of the things we do.

Our opportunities for improvement

Digital maturity and literacy

Improving digital literacy both within WAPHA's workforce and throughout clinical practices and service providers would increase the potential impacts of digital health services and the value they bring to health care delivery.

Integrations and interoperability

Further integrations between systems and data both within WAPHA and the broader health system would greatly improve the quality, accuracy and timeliness of a wide variety of health services.

Improving health equity through digital

Digital collaboration and virtual care solutions can increase access to health care for patients and improve the reach of our commissioned service providers. But a fragmented solution space and lack of standards and consistency in how virtual care is implemented can prevent full benefits being realised.

Multidisciplinary care teams

Digitally connected, multidisciplinary care teams can provide joined up care through shared care planning, and virtual services can support accessibility for priority populations.



Artificial intelligence

The potential benefits of artificial intelligence (AI) in health care are immense, and AI applications such as machine learning algorithms can be used for diagnostics, predictive analytics and personalised health care. However, there are still significant risks and unknowns related to how AI can be leveraged without compromising safety, security and privacy.

Realising the full benefits from our core platforms

Further improvements to our foundational digital platforms would allow us to realise their full benefits and further improve the efficiency and performance of our workforce.

Consolidation of health information into trusted, easily accessible locations

Consumers, clinicians and service providers need accurate information to be available quickly and easily. Consolidating and curating health information from multiple sources to a limited number of trusted and accessible platforms continues to be an opportunity for WAPHA.

Sustainability and scalability

In line with the Quintuple Aim for Health Care Improvement, there are opportunities for digital health to support greater sustainability and scalable models of care for long-term impact.

Leadership and advocacy

Many of our stakeholders lack the scope, reach and resources to lead and advocate the use of innovative digital health solutions. WAPHA's leadership and direction in how digital health should be implemented will be imperative to realise its benefits.

Embracing change management across the organisation

Recognising change management as an organisation-wide effort and harnessing WAPHA's culture of embracing innovation through effective change management practices will help us to manage the vast amount of change that both WAPHA and the industry are currently undergoing.





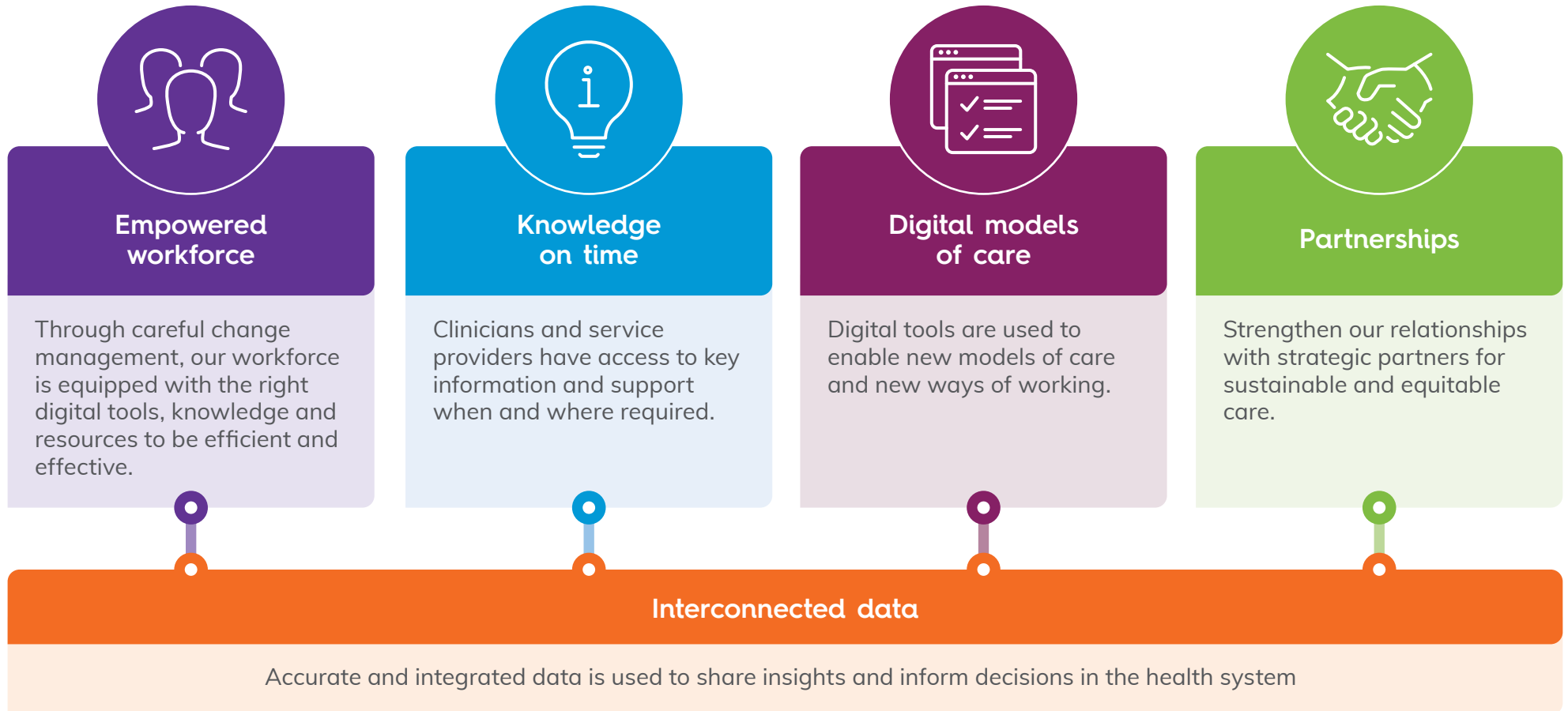
Our vision for digital health

Our vision for Digital Health

Meaningful use of digital health that enhances the quality, efficiency and accessibility of care.

Strategic themes

Our vision for digital health is underpinned by five strategic themes.





Strategic themes:

Empowered workforce

Summary

Through careful change management, our workforce is equipped with the right digital tools, knowledge and resources to be efficient and effective.

Context

The pace of change for digital technologies is accelerating, and opportunities for transforming the way we work are expanding rapidly. New innovations and technologies are posing specific opportunities for WAPHA to improve the efficiency, effectiveness and productivity of our workforce.

Goals

- Leverage digital tools to get the right resources to the right people at the right time.
- Continuously adapt and improve our digital tools to drive further equity, efficiency and value.
- Equip our workforce with the necessary knowledge and training to optimise the use of digital technologies.
- Refine and embed effective change management to maximise adoption and minimise disruption from new technology.

Key outcomes

Improved productivity through use of artificial intelligence (AI). Using AI to increase productivity and creativity of our teams.

Improved use of our core enterprise resource planning (ERP) platform. Extracting further value from WAPHA's core ERP platform.

Enhanced stakeholder relationship management tools and processes. Introducing a series of improvements to the WAPHA Stakeholder Relationship Management (SRM) platform and its use.

Improved external stakeholder support. Implementing new digital capabilities for external stakeholder support.

Simple and effective document management. Implementing a clear and effective document management strategy with guidance for users.

Improved internal digital literacy. Learning and training to improve the digital literacy of our workforce.

What does this mean for our workforce?

- Increased day to day productivity through use of AI solutions.
- Realise full benefits of WAPHA's ERP platform to improve efficiency and performance of our workforce.
- New and improved solution capabilities and an improved user experience for our users.
- Improvements to the WAPHA SRM platform and related processes and position as WAPHA's primary stakeholder relationship management solution with consistent and compliant use across the organisation.
- Improved collaboration, efficiency and productivity of our teams providing external stakeholder support.
- Better digital capabilities that help ensure a positive external stakeholder support experience.
- Faster and more accurate access to knowledge and information.
- Clear guidance on where to store and find information across various document management solutions.
- A comprehensive digital health training program, utilising new and existing resources to uplift the digital literacy of our workforce.



Strategic themes:

Knowledge on time

Summary

Clinicians and service providers have access to key clinical information and practical resources when and where required.

Context

Digital tools designed to facilitate the sharing of clinical information are widely available to health care providers, however lack of consistent application is preventing the realisation of their full value

Goals

- **Timely access** to key clinical information and practical resources, when and where required.
- Improve clinical outcomes with **consistent and meaningful** use of digital health tools.
- Empower health care providers with access to **tailored support and resources**.
- Consolidation of information from multiple sources to **a limited number** of consistent and easily accessible locations

Key outcomes

Digitally enabled provider networks. Driving a digital first approach to communication and clinical information sharing between providers.

Digital health resource library. Empowering providers with new resources.

Improved support for referral guidance. Exploring options to implement an upgraded national digital pathways solution.

WAPHA portal expansion and consolidation. Expanding the use and capabilities of the WAPHA Portal (including Commissioned Services Reporting Portal/Primary Care Reporting Portal).

Improved digital literacy and maturity. Understanding strengths and responding to gaps.

Better clinical decision-making support. Expanding clinical decision-making support through data.

What does this mean for health care providers?

- Improved outcomes and service efficiencies enabled by secure, timely access to relevant clinical information.
- Reduced risk of inappropriate use of clinical information.
- Role appropriate support aligned to the National Digital Health Capability Action Plan.
- On demand access to a library of digital health resources.
- Improved digital literacy.
- Streamlined referral process to ensure patients have access to the right care, at the right time, at the right location.
- Reduction in costs and increased value for money.
- Clinicians and service providers have better access to key WAPHA related information and practical resources in a single consistent location.
- A digital maturity model and self-assessment tool to identify opportunities for improvement.
- Tailored action plans.
- Expanded support for clinical decision making through data (including Primary Sense).
- Access to proactive clinical guidance.



Strategic themes:

Digital models of care

Summary

Digital tools are used to enable new models of care and new ways of working.

Context

Enabled by new technologies and legislative changes, and driven by changing consumer expectations, alternative modes of care supplement existing models

Goals

- Facilitate and support digitally enabled models of care that improve **access and equity** for consumers
- Support the provision of **efficient, sustainable** services
- Commission **virtual care services** designed to fill care gaps for priority populations
- Promote **innovative, extendable and transferable models of care** to relevant stakeholders

Key outcomes

Improved access to virtual care.

Driving uptake of virtual care to provide accessible care to priority populations.

Support for multidisciplinary care teams. Building digitally connected care teams.

Incentivised uptake of digital tools.

Incentivise uptake of digital tools.

Active patients. Advocating for digital inclusion.

Future focus. Monitor and explore other opportunities for innovative models of care.

What does this mean for health care providers?

- Improved accessibility to underserved communities.
- Access to specialist support through use of digital technologies.

- Digitally connected multidisciplinary teams provide joined up care via shared care planning.
- Virtual services supporting accessibility for priority populations.

- Better usability and incentives to adopt new digital technologies and tools (such as remote monitoring).
- Equipped to design local models of care based on locally identified needs.

- Service design that prioritises the patient.
- Access to resources and guidance on digital inclusion.
- Efficiency gains from engaged patients using digital tools to proactively manage their health.

- A future focussed, forward-looking view of new opportunities for innovative models of care.



Strategic themes:

Partnerships

Summary

Strengthen our relationships with strategic partners for sustainable and equitable care.

Context

Meaningful change is made possible by strong partnerships built on a shared understanding of local needs and collaborative responses.

Goals

- **Strengthen partnerships** with Health Service Providers, aged care providers, peak bodies and other key stakeholders.
- **Align with Australian Government strategies** including the new National Digital Health and Aged Care Data and Digital Strategies.

Key outcomes

Strengthened relationship with Australian Digital Health Agency. Identify potential opportunities to pilot new models of care.

Digital regional working groups. Understanding regional needs.

Alignment with WA Health. Support for the implementation of WA Health Digital Strategy.

Expanded partnerships. Identify new partnerships and strengthen existing relationships to improve digital health.

What does this mean for health care providers?

- Drive the implementation of the new National Digital Health Strategy.
- Propose joint initiatives designed to drive the use of key digital health tools.
- Advocate for digitally disadvantaged communities.
- Advise on digital enablers tailored to regional requirements.
- Support the implementation of digital models of care with primary care providers.
- Advocate for consistent, meaningful use of digital tools.
- Equipped to utilise appropriate WA Health digital tools and services.
- Influence the design of new tools and services.
- Engagement with new stakeholder groups including allied health peak bodies.
- Strengthen relationships with universities and research bodies.
- Formalise partnerships with key software vendors and advocate for primary care providers.



Strategic themes:

Interconnected data

Summary

Accurate, timely and integrated data is used to drive insights and inform decisions in the health system.

Context

New technologies that have the power to drive better decisions and improve our ability to understand and address issues in health care are continuously being realised. As the lead agency for WA's three PHNs, and with an existing investment in various data platforms, WAPHA is in a unique position to lead and standardise use of data for health benefits.

Goals

- **Lead and influence** the development of interconnected data systems in line with national standards.
- Enhance **data collection and sharing** between primary health care providers, WAPHA, allied health, pharmacies and other key stakeholders.
- Improve access to **high quality health data** for our stakeholders to ensure outcomes such as **equitable access, scalability and sustainability**.
- Provide digital technologies that support **improved decision making** in health care and operations.
- Develop a model for a **timely, automated and scalable data linkage solution** across the WA health sector that can be replicated across other PHNs..

Key outcomes

Improved data sharing.

Improving interoperability and integration of data with our stakeholders.

Data linkage. Linking health service data sets across primary care and hospital sectors.

Data quality improvements.

Fostering a culture of continuous data quality improvement.

Clinical standardisation

support. Support for clinical standardisation through Primary Sense data.

Clear data strategy. Updated WAPHA Data and Analytics Strategy.

Better business insights.

Improving our reporting and business intelligence capabilities.

Integrated data. Improved integration of WAPHA internal data sources.

What does this mean for health care providers?

- Improved ability to share accurate, timely and high-quality data between primary health care providers, WAPHA and other key stakeholders including allied health and pharmacy.

- Access to high quality health data for improved decision making.

- Better identification of records in different data sets that refer to the same person.

- Better planning, monitoring and evaluation of health care in Western Australia.

- Improved quality of health data.

- A culture of continuous data quality improvement.

- Support the delivery of evidence-based care and promote shared decision making between patients and clinicians.






- Ensuring WAPHA's data strategy is updated and aligned with WAPHA's strategic plan and goals.






- More informed decision making, improved operational visibility, better risk management, cost efficiency and various other benefits.

- Ensuring more accurate and timely data internally within WAPHA.

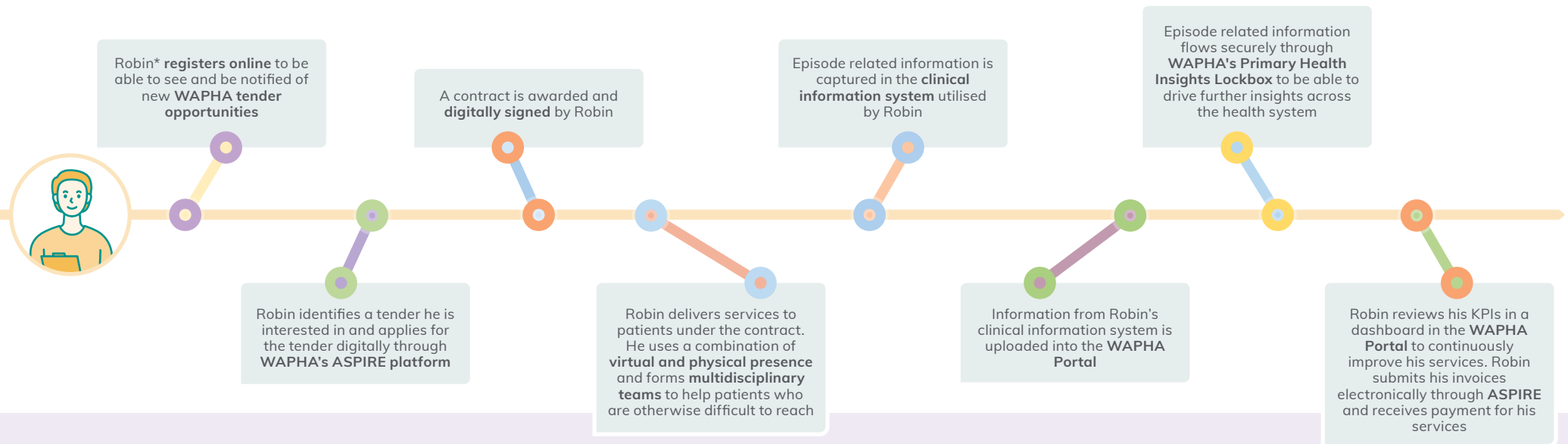
Alignment with the Quintuple Aim

The Quintuple Aim provides the framework we work within.

	 Empowered workforce	 Knowledge on time	 Partnerships	 Models of care	 Interconnected data
1 Improving population health	Our workforce is better equipped with the knowledge and tools required to support further population health improvements.	Organisation-level reporting and near-real-time access to data support health care providers to understand local population health requirements.	Strong relationships and partnerships at all levels are the keys to creating an interconnected health service built around identified population health needs.	Digital models of care are nimble and responsive to emerging population health concerns.	Data from key stakeholders across the health system is brought together to drive further population health insights.
2 Enhancing the care experience	WAPHA workforce is empowered and more productive, able to contribute to better care experiences indirectly through their work.	Access to information at point of care supports better outcomes, minimises duplication and reduces wait times. Consumers are better equipped to engage with and manage their own health.	Co-developed care pathways between providers support the safe and timely sharing of clinical information. Virtually connected multidisciplinary teams streamline the care experience.	Flexible models of care extend access to existing services and support new modes of care. Clinically appropriate virtual care models provide care when and where required.	Insights into care outcomes identify examples of transferrable and extendable high-quality care.
3 Reducing costs	A comprehensive understanding of health care providers, alongside a comprehensive knowledge base, ensures providers receive the support they need when they need it.	The use of safe and secure digital communication protects practices and reduces administration costs. Tailored digital maturity action plans identify and support efficiencies.	Collaboratively designed digital communities build consistent, efficient service models.	New models of care increase service reach and provide alternate income streams.	Data driven insights allow continuous improvement of services and operational efficiency, leading to reduced costs.

	 Empowered workforce	 Knowledge on time	 Partnerships	 Models of care	 Interconnected data
4 Care team wellbeing	Through more effective processes and systems, WAPHA workforce can better identify critical areas where care team wellbeing can be influenced by WAPHA services.	Health care providers are supported with access to the information they need when they need it. Digital focused training provides new upskilling opportunities.	Health care providers directly inform, design and drive meaningful change in their communities.	New models of care allow for new ways of working that support provider wellbeing.	Health care related data and information are easily accessible from trusted sources.
5 Advancing health equity	Enhanced understanding of health care provider needs via digital maturity assessments and consistent use of SRM allow for tailored uplift activities.	Clinical referral pathways support timely access to specialist care regardless of location or referring clinician. Clinical decision-making supports and near time reporting help to identify vulnerable populations.	Regional digital working groups drive collaboration and meaningful cross-sector responses to local needs. Advocating for communities and groups contributes to improved digital connectivity and literacy.	Digital models of care extend access to health care to underserved communities and increase capacity for non-digital service provision.	Areas of inequitable health outcomes and access to services are consistently identified using accurate and current data.

A digitally connected service provider journey



The benefits for our stakeholders

Care team wellbeing

- More efficient use of time for the care team, reducing unnecessary communication back and forth.
- Faster processing of payments and invoices.

Advancing health equity

- Better access to a wider range of services regardless of location.

Reducing costs

- Reduced effort and time spent by providers collating and submitting data.

Improving population health

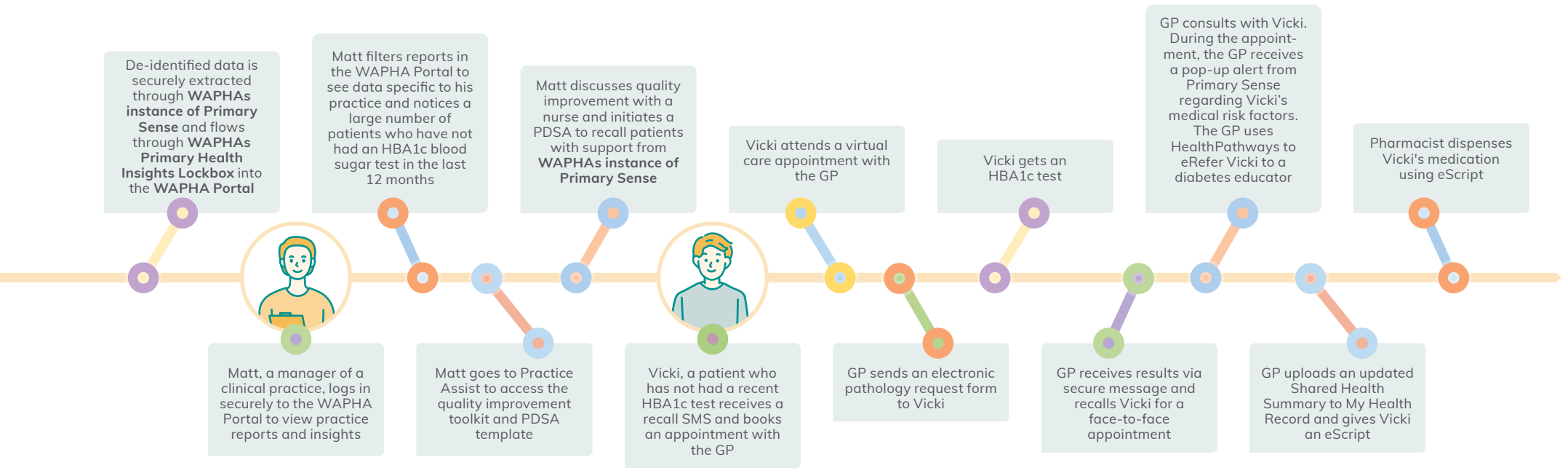
- Improved population health and outcomes through data driven insights.
- Continuous improvement of services through a steady stream of information.

Enhancing the care experience

- Enhanced care experience for patients through a combination of physical and digital services, and multidisciplinary team consults.

*Robin's story is a fictional representation designed to illustrate a typical digital journey of a WAPHA commissioned service provider.

Using data to connect our stakeholders and enable better health outcomes



The benefits for our stakeholders

Care team wellbeing

- Access to accurate and trusted information in easily accessible locations.
- Automatic data-driven alerts of patient specific risk factors during appointments.

Advancing health equity

- Better access to a wider range of services regardless of location.

Reducing costs

- Reduced manual effort and record keeping.

Improving population health

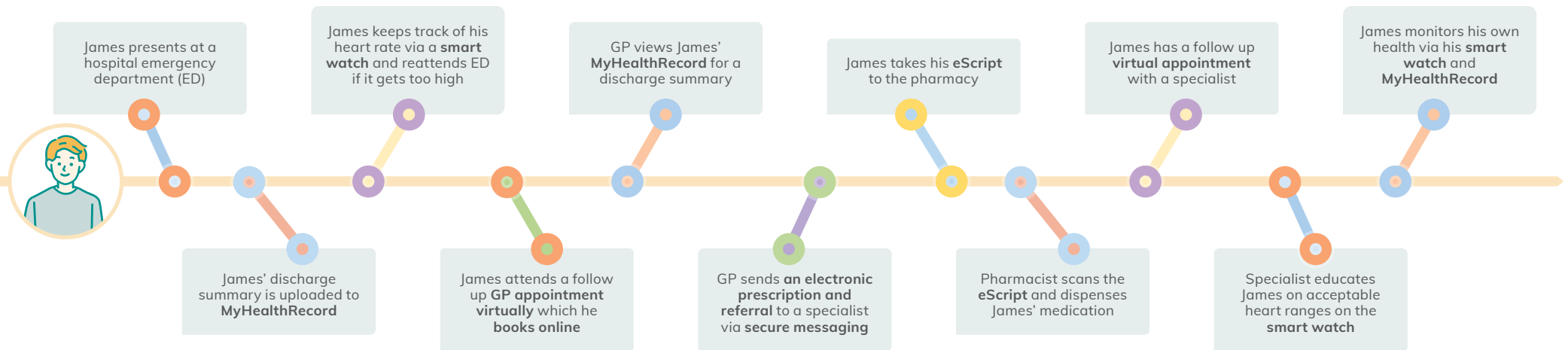
- Improved population health and outcomes through data driven insights.
- Better access to information and data for predictive and preventative care.

Enhancing the care experience

- Enhanced care experience for patients through a combination of physical and digital services, and virtual care appointments.
- Electronic record keeping for key medical information.

*Matt's story is a fictional representation designed to illustrate a typical digital journey of a WAPHA commissioned service provider.

A digitally connected patient journey



The benefits for our stakeholders

Care team wellbeing

- Better access to consistent and clear medical information (through e.g. MyHealthRecord).
- Easily available information and resources regarding digital health systems and processes.

Advancing health equity

- Medical information tracking can be supported by wearable devices in addition to expensive medical devices.

Reducing costs

- Reduced manual effort and record keeping.
- Reduced travel costs where virtual care is an option.

Improving population health

- More information and data available to support predictive and preventative care.
- Better ability for patients to proactively monitor their own health.
- Access to data and insights for better health outcomes.

Enhancing the care experience

- Enhanced care experience for patients through a combination of physical and digital services and virtual care appointments.
- Electronic record keeping for key medical information.

*James's story is a fictional representation designed to illustrate a typical digital journey of a WAPHA commissioned service provider.

Service design principles for digital health

We consider the following as signposts for ideal digital health services.

Accessible and equitable

Digital services support access to health care when and where needed and are inclusive by design.

Safe and secure

Services are safe and keep the digitally stored and transmitted information secure.

Seamless and integrated

Services are seamless to the end user even when spanning across different organisations or processes.

Scalable and extendable

Services can scale with increased demand and scope, and support transferable and extendable models of care for long-term impact.

Cost-efficient and sustainable

Services consider efficiency holistically across the health care system and leverage new innovations for further efficiencies in the system.

Collaborative and forward looking

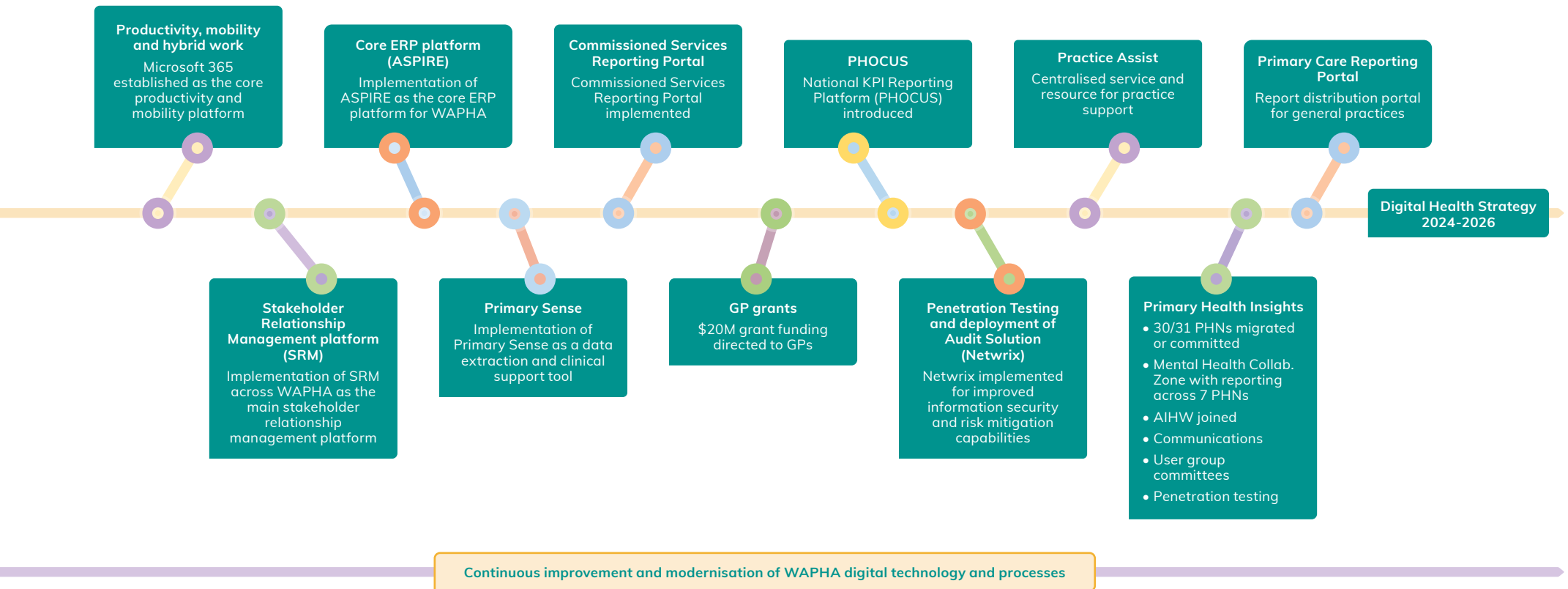
Services are designed with cross-organisational collaboration and information sharing in mind and identify gaps and opportunities to improve the health system.



Our digital health roadmap

The foundation for our digital health roadmap

Recent years have seen significant improvements in WAPHA's core digital capabilities, establishment of several foundational technology platforms and deployment of new external facing digital health services.



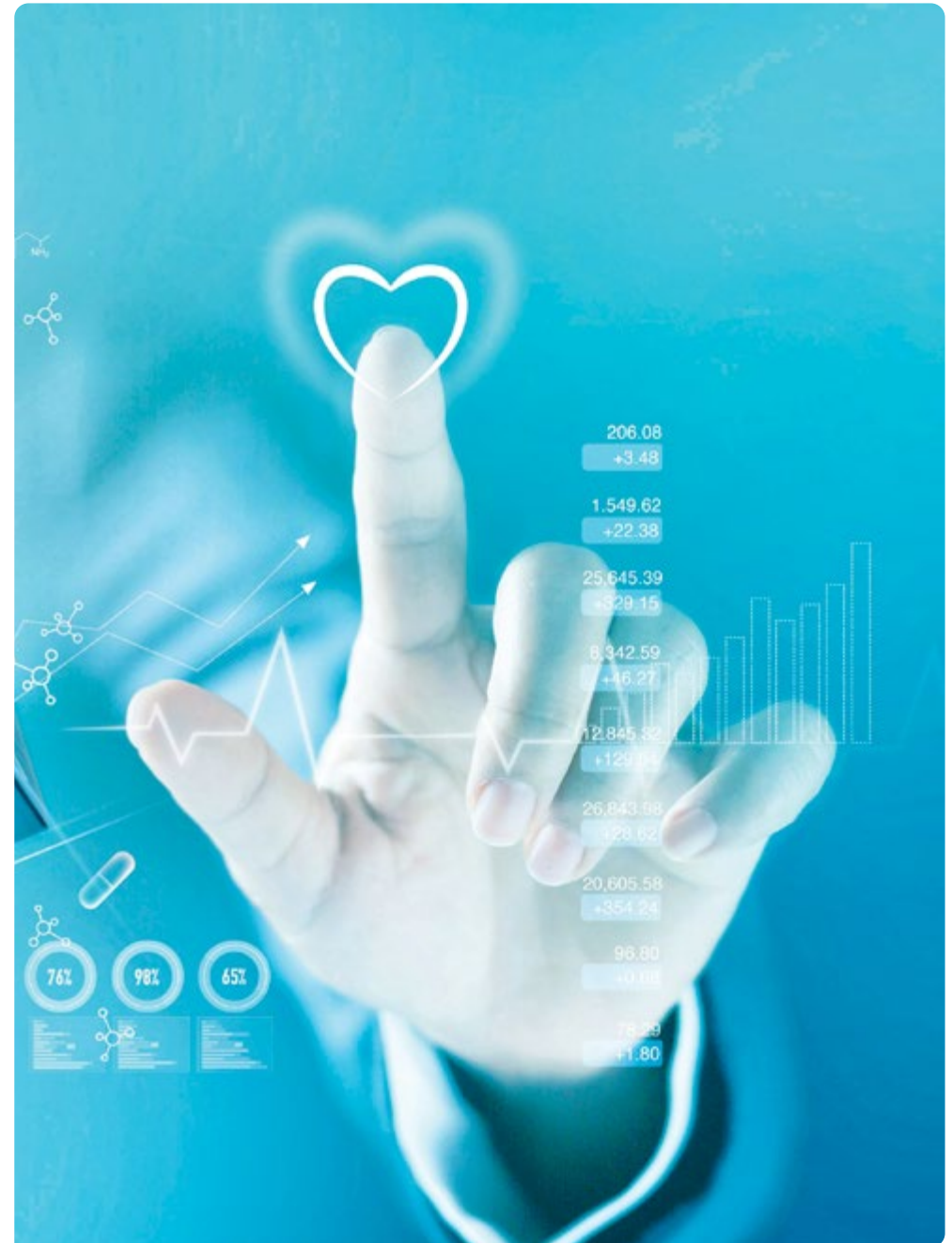
Digital health platforms and capabilities

Our digital foundations will be expanded with new platforms and capabilities.

New and improved digital platforms and capabilities

While our capabilities related to digital health have seen significant improvements in recent years and many of our digital health platforms are fit for purpose, we will expand our foundations with new capabilities and platforms.

The following collection of capabilities and platforms is not a comprehensive representation of all digital platforms and capabilities at WAPHA but rather some highlights of the crucial elements needed to enable this strategy.



Our strong digital foundations will need to be expanded with new platforms and capabilities.

Key digital platforms

Stakeholder experience & management	Stakeholder Engagement Portal	Health Pathways WA	Primary Sense	Practice Assist	Primary Health Insights	National reporting platform	WAPHA website	Electronic direct mail	Digital maturity self-assessment tool	External learning management systems
Systems of record	Enterprise resource planning	Stakeholder relationship management	Enterprise content management	Document management	Knowledge management					
Enabling platforms & infrastructure	Integration platforms and AI	Website content management	Business insights & reporting	Data visualisation	Data security platform	Data governance	Collaboration & productivity	Cloud services platform	Identity & access	Data warehousing

Key capabilities

Engage	Digital health leadership & advocacy	Digital literacy improvement	Communications management	Stakeholder relationship management	Sourcing & commissioning	Commercial & contracts management	Education, knowledge & resources			
Plan	Innovation & research	Strategy & planning	Portfolio management	Funding, budgeting & investment	Demand & resource management	Enterprise architecture				
Build	Program & project management	Product & service design	User experience management	Development & configuration management	Continuous integration & delivery	Quality assurance	Change management	Deployment & transition management	Development lifecycle planning	
Run	Service management	Apps & infra management	Integration & API management	Data management	Continuous service improvement	Disaster recovery & business continuity	Operational cost management	Benefits realisation management	Knowledge management	
Protect	Cyber security	Identity & access management	Data protection management	Risk management	Audit & compliance	Governance				

Our digital foundations will be strengthened with new platforms and capabilities.

Digital platforms and solutions

We will explore opportunities to consolidate relevant information and resources into the WAPHA Portal to ensure clinicians and service providers have better access to key WAPHA related information and practical resources in a single consistent location.

We will consider new tools for assessing the digital maturity of our stakeholders, and develop new platforms for providing education and learning resources targeted at any critical gaps in knowledge.

We will explore options to ensure our clinical referral pathways program remains fit-for purpose and future proof.

We will look for opportunities to provide better clinical decision-making support through data from our core platforms (such Primary Sense and Primary Health Insights), and provide access to more proactive clinical guidance.

We will undertake improvements to our core enterprise resource planning system ASPIRE to improve efficiency and performance of our workforce, introduce new and improved solution capabilities and an improved user experience for our users.

We will also consider improvements to the WAPHA Stakeholder Relationship Management solution (SRM) to enable it with consistent and compliant use across the organisation.

Our integration platforms will need to be enhanced and expanded to enable our goals for interconnected data. We will also need to explore further data management platforms in alignment with the Data and Analytics Strategy to be developed.

We will explore a variety of solutions for artificial intelligence, beginning with a proof of concept for Azure OpenAI.

Developing crucial WAPHA capabilities

We will build on our existing capabilities for improving digital literacy across our diverse group of stakeholders, and develop methods, tools and frameworks for understanding where the gaps lie and how we can make a lasting impact.

We will consider improvements to the ways we manage our portfolio of digital health related programs, projects and services. We will also examine the way we manage demand for new services and how to best direct our resources towards these.

We will continue to develop our enterprise architecture capabilities to implement architecture support processes, document our baseline and target state architectures and continue to review our architecture for efficiency, risk, economies of scale and adherence to standards.



We will look to improve our design methodology and introduce processes and standards related to user experience, and ensure our digital health services are easy and intuitive to use.

When delivering digital health services, we will embrace change management as an organisation-wide effort and embed change management practices across WAPHA.

In alignment with our integration platforms, the technical integration capabilities of our teams will need to be enhanced to be able to develop and support new integrations and application programming interface (API).

We will consider new methods to improve how we undertake benefits realisation management to ensure we have the necessary processes in place to identify, execute and measure expected benefits from projects and activities.

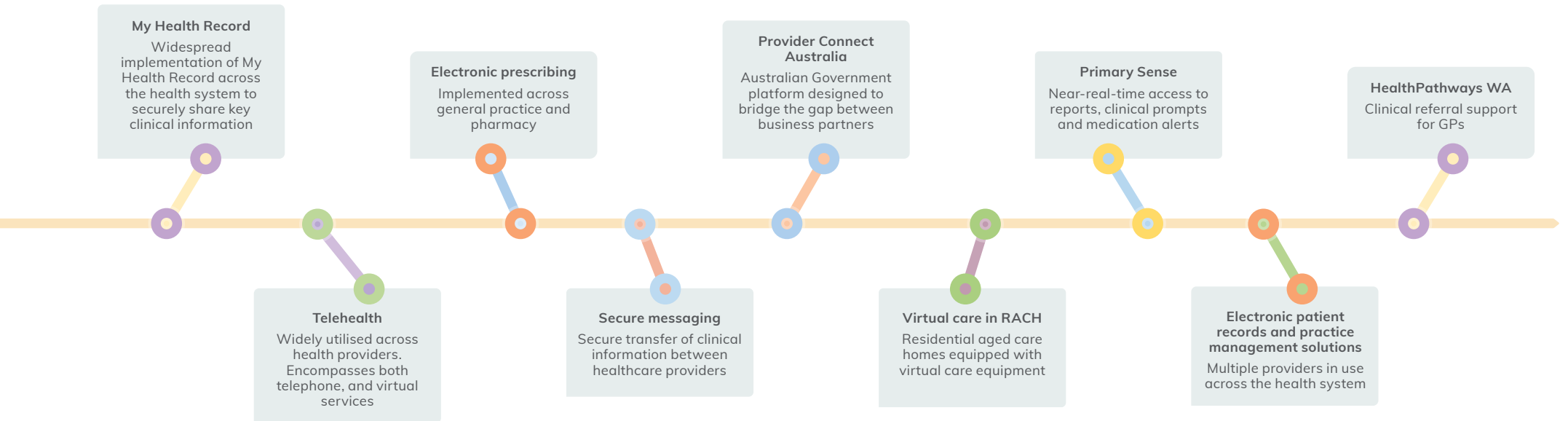
We will also need to ensure our risk management, audit, compliance and governance capabilities are adequately supported with processes and tools.

We will continue to strengthen our cyber security posture to ensure we can predict, prevent and respond to ever-changing cyberthreats.



The broader digital health technology landscape is expanding

With the evolution of our capabilities and platforms, we continue to advocate for and support external digital solutions.



External digital health platforms

As our own capabilities and platforms have evolved, so have many of the external digital health solutions that we advocate and support.

We will continue to lead and drive the use of a range of platforms provided by the Australian and Western Australian State Government and other parties in line with national strategies and programs.

We support the implementation and meaningful use of Australian Government programs, including My Health Record, eScript, Provider Connect Australia, and will provide ongoing awareness, education and resources to help our stakeholders leverage these systems.

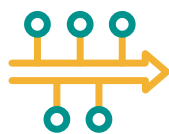
We will raise awareness and promote the meaningful use of other digital health solutions, including offering education and resources where appropriate.

In addition, we will signpost and guide practices to suitable support for a wide range of other digital health technologies in widespread use.

External digital health platforms						
Digital health solutions we will continue to support						
My Health Record	Electronic prescription (eScript)	Provider Connect Australia	TeleHealth - HealthDirect	TeleHealth - VisionFlex	Secure messaging	Provider Online Digital Access (PRODA)
Health Professional Online Services (HPOS)	my health app	Australian Immunisation Register (AIR)	HealthPathways	MyMedicare	SafeScriptWA	
Digital health solutions we will continue to promote						
Electronic patient records	Online appointment booking	eFax	Telehealth	Secure messaging	Electronic recall and reminder services	Practice management solutions

Our critical success factors

Successful implementation of the strategy will depend on several critical factors.



Planning, pacing and prioritising our work

Digital health activities must be carefully planned, prioritised and resourced to ensure the full benefits are realised by WAPHA and our stakeholders.



Change management

Change management will be critical to the success of the Strategy. Addressing the human and cultural aspects of organisational change will engage employees, minimise disruptions and promote learning and adaptation. This approach will work to mitigate the risks of change fatigue and support the achievement of our digital health goals.



Agile and adaptable WAPHA at all levels

With the ongoing changes across the sector and rapid technological developments, WAPHA must remain agile and adaptable to changes and maintain its ability to respond swiftly to new opportunities and developments at all levels of the organisation.



Demonstrating the value from digital health

WAPHA must understand and communicate the value of digital health to build consensus across our diverse group of stakeholders. WAPHA must drive further adoption of both existing and novel digital health services.



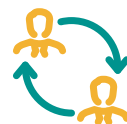
Trust and transparency

To effectively implement this strategy and minimise complexity in our environment, we must trust our partners and maintain transparency about our actions.



Alliances, partnerships and third-party relationships

With the constantly increasing expectations of consumers, clinicians, our service providers and our staff members, it is important that we can leverage our partnerships and relationships to deliver digital health.



Sustainability and scalability

WAPHA will need to ensure digital health is leveraged in a way that supports greater sustainability and scalable models of care for long-term impact in alignment with the Quintuple Aim and our Strategic Plan.



Being mindful of the digital divide

Access to digital is not equal, with those at risk of poor health outcomes being most excluded. WAPHA is cognisant that digital is not a one size fits all solution, and in many instances a hybrid model of both physical and digital services will be necessary.



Leadership and advocacy

We must continue to advocate further adoption of digital health where it can provide value, build consensus, drive further standardisation and harmonisation, and help overcome resistance to change.



Considering the people at the heart of the process

Placing people at the core of any strategic initiative is indispensable for achieving lasting success. At the heart of every organisation are individuals whose collective efforts, skills and commitment shape the outcomes of strategic endeavours.

This can be reflected through human-centered service design principles that place the people for whom we are designing digital health services at the heart of the process.



Digital health roadmap

Our implementation roadmap is a living document.

With the current pace of change in digital and digital health, a prescriptive three-year plan is often considered to be of limited value as new opportunities arise and operating environments change.

To ensure our Digital Health Strategy remains relevant, the detailed roadmap of activities will continue to be developed as a living document, and will be monitored, evaluated and updated as needed.

More detail and definition will be sought for near-term and high-priority activities, while keeping sight of opportunities with high potential value in the future.

The broad structure of our implementation roadmap follows three horizons:

Horizon 1: Foundations

Improving our core platforms and our ways of working to establish a solid foundation for further applications of digital health, while trialling promising new technologies such as AI.

Horizon 2: Expanding

Expanding the scope of our existing services, continuing to advocate for further adoption of digital health and exploring new high-value services.

Horizon 3: Accelerating

Driving further value and insights from interconnected data systems and AI, and improving our support for digitally enabled models of care.



Our roadmap consists of three broad horizons to realise our vision for digital health.

While the detailed roadmap will continue to be developed as a living document, the below horizons outline some of the major outcomes we will target.

This list of outcomes will continue to be developed together with the detailed roadmap.

Horizon 1: Foundations

- AI proof of concept
- Data and Analytics Strategy
- Digital literacy and maturity assessment program in general practice
- ASPIRE 2.0
- SRM 3.0
- Improved external stakeholder support
- Clinical referral pathways feasibility study
- WAPHA Portal Strategy and roadmap
- Simple and effective document management
- Enterprise architecture refresh
- Regional digital working groups
- Implementation of virtual care services in RACH.

Horizon 2: Expanding

- AI expansion to additional use cases
- WAPHA Portal enhancement and expansion
- Digitally enabled provider networks
- Digital health resource library
- Virtual care uptake plan
- Multidisciplinary team support
- Improved data sharing
- Improved data linkage
- Data quality improvements
- WAPHA reporting and business intelligence
- Digital literacy and maturity improvement program in general practice
- Digital literacy and maturity assessment program for other stakeholders.

Horizon 3: Accelerating

- New digital models of care
- Health data APIs
- Data-driven clinical decision-making support
- Clinical AI applications
- Incentivising uptake of digital tools
- Digital literacy and maturity improvement program for other stakeholders.

Appendices

The background is a blurred medical setting with a teal overlay. It features a network diagram of white lines and nodes. Faint icons include a heart with an ECG line, lungs, a brain, a stethoscope, a pill bottle, and various medical symbols like crosses and hexagons. A stethoscope is visible on a desk in the lower part of the image.

Glossary of terms

Term	Description
Virtual care	Virtual care is any interaction between a patient and clinician, or between clinicians, occurring remotely with the use of information technologies.
The Quintuple Aim for Health Care Improvement	A framework for the goals of health care: health equity, clinician wellbeing and the pursuit of better health, improved outcomes and lower costs.
Primary care	A component of primary health care, primary care provides front-line personal health services to individuals and is the first point of contact with health care provided in the community, most commonly with a GP. It generally does not require an external referral at the point of entry.
Multidisciplinary team care	Comprises at least one patient and multiple health professionals from several different disciplines. Health professionals who participate in a multidisciplinary team, care, collaborate and communicate together in order to address as many aspects of a patient's care as possible.
Priority populations and places	People who are hardest to reach, have inadequate access to primary health care and are most at risk of poor health outcomes, and the places in which they live.
Integration	The organisation and management of health services so that people get the care they need, when they need it, in ways that are user friendly, achieve the desired results and provide value for money.
Health equity	Health equity means all people (individuals, groups and communities) have a fair chance to reach their full health potential and are not disadvantaged by social, economic and environmental conditions.
Model of care	The way health services are delivered. It outlines best practice care and services for a person, population group or patient cohort as they progress through the stages of a condition, injury or event. It aims to ensure people get the right care, at the right time, by the right team and in the right place.
Interoperability	In health care, interoperability refers to the ability of different information technology systems and software applications to communicate, exchange data and use the information that has been exchanged.
Service design	Service design is a methodology that focuses on creating and improving services to make them more user-friendly, efficient, and effective. In health care, service design can help improve the quality of care, patient satisfaction and overall health outcomes.

Consulted stakeholders and teams

Stakeholders

Internal stakeholders

WAPHA Executive

WAPHA Senior Leadership Team

Digital Services Management Team

Digital Health Team

Strategy and Policy Team

Data and Analytics Team

Other consulted stakeholder groups

WA GP Advisory Panel

Service Provider Panel

Health Consumers' Council of WA

Clinical Excellence Team, WA Health Digital leadership and Health Service Providers

Australian Association of Practice Management

Aboriginal Health Council of WA





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Acknowledgement

WA Primary Health Alliance acknowledges and pays respect to the Traditional Owners and Elders of this country and recognises the significant importance of their cultural heritage, values and beliefs and how these contribute to the positive health and wellbeing of the whole community.

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