Australian Government
Australian Digital Health Agency



Australian Digital Health Agency

CORPORATE PLAN

2024–2025

Our work means so much to so many

About this plan

The Australian Digital Health Agency commenced operations on 1 July 2016.

The Public Governance, Performance and Accountability (Establishing the Australian Digital Health Agency) Rule 2016 sets out the functions and governance of the Agency.

This Corporate Plan covers a 4-year reporting period, 2024–25 to 2027–28 as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability (PGPA) Act 2013* and in accordance with Section 16E of the PGPA Rule 2014.

It reflects the Australian Government's ongoing investment in the Agency from 2024–25 and multi-year planning to continue and improve digital health.

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Acknowledgement of Country

The Australian Digital Health Agency acknowledges and pays respect to Aboriginal and Torres Strait Islander peoples, whose ancestral lands and waters we live and work on throughout Australia. Our offices are located on the traditional lands of the Turrbal people in Brisbane, Ngunnawal people in Canberra and Gadigal people in Sydney.

Turrbal People

The Turrbal are the Traditional Owners of the land on which our Brisbane office is located. The Turrbal people's traditional lands extend over some 3,400 km^2 and lie across the Brisbane River.

Gadigal People

The Gadigal people of the Eora nation are the Traditional Owners of the land on which our Sydney office is located. The traditional lands of the Gadigal stretch more than 700 km^2 from South Head to Petersham to Cooks River in the south.

Ngunnawal People

The Ngunnawal people are the Traditional Owners of the land on which our Canberra office is located. The Ngunnawal people's traditional lands are estimated to cover some 2,100 km^2, extending from Queanbeyan to Yass, Tumut and Boorowa. We also recognise any other people or families with connection to the lands of the ACT and region.

We honour the wisdom of and pay respect to Elders past and present and acknowledge the cultural authority of Aboriginal and Torres Strait Islander peoples across Australia.

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Message from the Agency Chair



Australia's healthcare sector is a complex ecosystem spanning governments, industry, the not-for-profit sector, practitioners and consumers. Digital health products support a seamlessly connected and person-centred health system to enhance the lives of health consumers across our nation.

Success hinges on our collaborative efforts to influence and drive policy reform, streamline processes and ensure genuine interoperability.

The Agency is part of a larger global movement of rapidly evolving health technologies. Australia is taking strides in healthcare interoperability and transformation along with many other countries around the world. We continue to draw inspiration from new and innovative approaches worldwide, learning from their successes and challenges and sharing our learnings as well.

This Corporate Plan charts a course for the Australian Digital Health Agency to deliver transformative initiatives that empower all Australians, enhance healthcare delivery and foster collaboration across sectors.

The Agency's work supports health policy reform in 3 areas. The first is driving information sharing so Australians have their health information in their hands, where and when they need it, and healthcare providers are supported at the point of care with national digital health products and services, including My Health Record. The second is improving connectivity and advancing real-time data exchange, which will facilitate interoperability of the systems used by healthcare providers to improve the visibility and availability of health information, reduce administrative burdens and support better health outcomes for Australians. Lastly, by modernising infrastructure we will continue to transform national infrastructure and move to a contemporary, data-rich ecosystem capable of connecting systems securely across settings and supporting real-time access to information for the patient and the broader care team anywhere, anytime.

Digital health platforms must be accessible to all. Collaborating with Aboriginal and Torres Strait Islander communities and diverse groups across Australia, including in rural and remote areas, we will continue to tailor solutions to the needs of Australians. Our commitment to health equity drives our actions, ensuring that no one is left behind.

We continue to engage federal, state and local governments to harmonise digital health initiatives, creating an environment conducive to innovation and scalability. Our private sector partners and all Australian healthcare consumers are integral to our success in co-designing solutions and sharing expertise.

Together with our partners, this Corporate Plan maps a path to continue this transformative journey, breaking down silos, sharing insights and co-creating solutions. Our collective efforts will shape the future of healthcare delivery in Australia.

Ms Lyn McGrath
Chair

Message from the CEO



In February 2024 the Agency published the *National Digital Health Strategy 2023–2028* after extensive consultations with healthcare providers, industry, governments and Australians. The strategy sets a course for digital health innovation at the national level, leveraging and supporting the work of governments across Australia and focusing on the matters that require concerted national effort.

Guided by the strategy, the Agency will drive progress towards key health system outcomes:

- digitally enabled health and wellbeing services that are connected, safe, secure and sustainable
- a person-centred approach in which Australians are empowered to look after their own health and wellbeing, equipped with the right information and tools
- inclusive and equitable access to health services, when and where people need them
- data-driven decision-making at the individual, community and national levels, contributing to a sustainable health system.

In parallel, the *National Healthcare Interoperability Plan*, stewarded by an outstanding group of leaders constituted as the Council for Connected Care, is steering a course towards a better-connected health ecosystem. The plan includes 44 actions across 5 priority areas (identity, standards, information sharing, innovation and benefits) to support safe, high-quality care in a connected healthcare system that conveniently and seamlessly shares high-grade data with the right people at the right time.

Furthermore, the Australian Government has made a record investment in digital health innovation to support connected healthcare: multidisciplinary healthcare teams that are enabled to collaborate to provide the best quality care and place Australians at the centre of their own healthcare journeys.

At this exciting, unprecedented time, it is incumbent on all of us to lead with passion and conviction, collaborate across the health system, engage in first-rate policy conversations, test ideas and thinking and deliver innovation that will improve the health and wellbeing of Australians and support an equitable, accessible, sustainable healthcare system.

The activities in our Corporate Plan set out how the Australian Digital Health Agency will deliver our part of this transformation journey and about the kind of organisation we are aiming to be as we do so. It is a privilege to be part of a reform agenda designed to transform healthcare to meet the contemporary needs and expectations of Australians and support a health system that continues to stand tall on the world stage.

Amanda Cattermole PSM
CEO

1 About the Australian Digital Health Agency

1.1 Vision

A healthier future for Australians through connected healthcare.

1.2 Purpose

Better health for all Australians enabled by connected, safe, secure and easy to use digital health services.

1.3 Values and behaviours

The Agency values – Collaborative, Respectful and Trusting, Transparent, Accountable, and Innovative – work in partnership with the Australian Public Service (APS) values. These set the standard of behaviour expected of Agency employees and are the foundation of everything we do. They are brought to life for staff through the Agency's Workforce Strategy 2021–26, which provides guidance and support to staff about expected behaviours and working together to create a positive, respectful, inclusive place to work.

1.4 Role

As the population ages and the number of people experiencing chronic health conditions or mental health issues rises, the need for person-centred, connected healthcare has never been greater. Modernising and expanding digital health tools and services to effectively use data and share health information will empower consumers, improve individual health outcomes, ease pressure on the healthcare workforce, provide insights that inform individual and population health responses and support planning and future investment.

As the steward for digital enablement of Australia's health system, the Agency has a lead role in coordinating national engagement, delivery and adoption of digital health to enable person-centred, connected healthcare. In 2023–24 the Agency delivered a new National Digital Health Strategy[1] which sets the vision for digital health transformation across Australia and guides the development of the digital health environment, with people at the centre of their healthcare journey. The strategy will drive information sharing, increase connectivity and advance real-time information sharing, and it will modernise national infrastructure to transform healthcare delivery over the next 5 years and beyond.

The Agency partners with healthcare providers, the Australian Government, state and territory governments and industry to connect, promote and deliver digital technologies across the health ecosystem. The Agency works to make it easier

1 https://www.digitalhealth.gov.au/national-digital-health-strategy

for healthcare providers and consumers to access, manage and share health information, for the benefit of all Australians.

Used effectively, digital health information technology and data can help save lives, improve health and wellbeing and support a sustainable health system that delivers safe, high-quality health services for all Australians.

1.5 Functions

The Agency was established under the Public Governance, Performance and Accountability (Establishing the Australian Digital Health Agency) Rule 2016, and its functions are set out in section 9 of the Rule. The Agency also plays key roles under the Intergovernmental Agreement on National Digital Health 2023–2027 (IGA) signed by all governments.

The Agency coordinates and delivers national and cross-jurisdictional priorities, as set out in the IGA and reflected in the National Digital Health Strategy. The Agency also has a key role in supporting Australian Government priorities in health reform, including Strengthening Medicare; helping to connect the broader care team, including allied health with primary care; and better supporting Australian healthcare consumers and healthcare providers with access to the information they need, where they need it, as they transition between care settings such as aged care.

The Agency is a strong contributor to and enabler of digital health innovation, partnering with governments and industry to incubate and test new ideas to enable health information sharing and digital transformation across the health sector. The Agency publishes roadmaps and workplans to help identify gaps and provide broader visibility of direction for the sector. We also engage across the globe to learn about other world-leading health innovations and to tell Australia's story in an international context.

A complete list of the Agency's functions is available in our enabling legislation.[2]

1.6 Areas of focus

The National Digital Health Strategy identifies opportunities for digital health to support national reform and address emerging contemporary health system challenges. It does this by focusing on achieving 4 outcomes for the health system: **person-centred, digitally enabled, inclusive and data-driven**.

The Agency's work supports health policy reform and includes key activities designed to drive progress in line with the National Digital Health Strategy and associated Strategy Delivery Roadmap[3] and support government priorities.

2 Section 9, Public Governance, Performance and Accountability (Establishing the Australian Digital Health Agency) Rule 2016

3 https://www.digitalhealth.gov.au/national-digital-health-strategy/strategy-delivery-roadmap

These are outlined in the Health Portfolio Budget Statements[4] and include:

- **Driving information sharing** – drive use and uptake of national digital health products and services, including My Health Record, to improve sharing of information at the point of care and health outcomes for Australians, underpinned by a strong clinical governance focus.
- **Improving connectivity and advancing real-time data exchange** – facilitate interoperability of the systems used by healthcare providers to improve the visibility and availability of health information to inform providers and support better health outcomes for Australians.
- **Modernising infrastructure** – continue to transform national infrastructure and move to a contemporary, structured data-rich ecosystem capable of connecting systems across settings and supporting real-time access to information for the patient and the broader care team anywhere, anytime.
- **Building a high-performing culture** – continue to build an Agency culture and leadership strength that supports clear accountability, staff engagement, capability growth and staff satisfaction.

4 Health Portfolio Budget Statements 2024-25 p. 178

2 Operating context

2.1 Environment

In the dynamic landscape of healthcare, digital health stands as a beacon of progress and innovation. With our partners, the Australian Digital Health Agency is committed to stewarding the power of technology to help create a more connected, efficient and patient-centred health system, including through the development of standards that will ensure that health information can be shared across health settings and jurisdictions to support healthcare consumers and the clinicians who assist them.

Digital health in Australia encompasses a broad spectrum of technologies designed to enhance the delivery of healthcare services. From mobile health applications, electronic record management and electronic prescribing to telehealth services and wearable devices, the integration of digital solutions is reshaping the patient experience.

The essence of digital health lies in providing Australians with the tools and information necessary to take control of their health. Telehealth services, for instance, have overcome geographic barriers, providing remote and rural communities with improved access to care teams. Wearable devices and health apps encourage people to actively engage with their health, promoting preventive care and healthy living.

Despite the strides made in recent years, the digital health sector faces challenges that must be addressed. Ensuring equitable access to digital resources across diverse populations remains a priority, and safeguarding the privacy and security of health data is paramount in maintaining public trust.

There continue to be boundless opportunities. The integration of artificial intelligence and machine learning will potentially lead to more personalised care and improved clinical outcomes. The expansion of telemedicine has enhanced accessibility, and the adoption of electronic health records can facilitate better coordination among healthcare providers.

The Australian Digital Health Agency's Corporate Plan is anchored in the vision of a digitally enabled and integrated health system. By fostering collaboration across federal, state and territory governments, and engaging with consumers, healthcare providers and technology innovators, the Agency aims to drive and steward digital health transformation.

The National Digital Health Strategy, along with its accompanying Strategy Delivery Roadmap, outlines a clear path to achieving this vision. It highlights the need for a connected, secure and inclusive health system, where data-driven decision-making contributes to a sustainable and resilient healthcare ecosystem.

The strategy highlights the need for a policy and regulatory environment that cultivates digital health adoption, use and innovation. While almost all general practitioners (GPs), pharmacies and public hospitals are registered with My Health Record, only 1 in 10 specialists use it and just 1 in 5 diagnostic reports in radiology

are uploaded. There are clear benefits to the mandated sharing of information. This was evident in the capture of all vaccination data during COVID-19, which has resulted in a national data asset that ensures all patients with a My Health Record have access to and control of their immunisation status and history.

The Australian Government's commitment to progressively require healthcare providers to share certain health information to My Health Record within a clear patient consent model will ensure My Health Record realises its full potential. The Agency is playing a pivotal role, providing clinical and technical support to inform development and implementation of policy reform and enabling legislation. The Agency is also working with allied health professionals and aged care providers who are not yet routinely sharing diagnostic reports to connect with My Health Record, through supporting their registration process, access and use.

A thriving, connected digital health ecosystem relies on settings that support innovation, build confidence and trust and are founded on a common understanding of priorities and direction.

The Agency also leverages international networks to promote secure and interoperable digital health and advocate for global outcomes that align with Australia's healthcare policies. In 2024–25, the Agency will maintain and cultivate relationships with international partners to advance the digital health priorities of the Australian Government and showcase Australia's leadership in global digital health and standards development. We strategically support this through representation at, and involvement in, the digital health agendas of multilateral forums, including the Global Digital Health Partnership.

2.2 Capabilities

The Agency is continuously evolving to ensure we can deliver on government priorities to build a healthier Australia through digitally connected care. Our success depends on dedication to good governance and cyber resilience, understanding and embodying our values, growing our people and creating strong relationships with all partners. Our priority skill areas include digital, data, leadership, project management and clinical governance.

The Agency leverages a robust set of capabilities that are instrumental in advancing our 4 main areas of focus: information sharing, connectivity, modernising infrastructure, and a high-performing culture. Our commitment to diversity and inclusion and our flexible working and learning environments form the foundation for building a performance-oriented culture and nurture a collaborative and creative atmosphere essential for driving digital health initiatives. Our expertise in data and clinical governance, and in cyber security, empowers the Agency to lead programs in information sharing and connectivity that prioritise safety and security. Additionally, our focus on business improvement underpins our efforts to modernise digital health infrastructure and enhance overall performance, enabling us to deliver innovative and efficient digital health solutions. Together, these strengths enable us to effectively advance our areas of focus and support a dynamic and resilient organisation.

Table 1 provides a snapshot of how capabilities are mapped to areas of focus:

Table 1: Capabilities against areas of focus for core and enabling functions

Capabilities	Areas of focus			
	Core			Enabling
	Driving information sharing	Improving connectivity and advancing real-time data exchange	Modernising infrastructure	Building a high-performing culture
Workforce culture	✓			✓
Diversity and inclusion				✓
Flexible working and learning				✓
Data goverance	✓	✓	✓	
Clinical governance	✓	✓		
Cyber security	✓	✓	✓	✓
Insourcing and business improvement			✓	✓

2.2.1 Workforce culture

The Agency continues to build the capability critical to the ongoing delivery of our work program. This capability includes collaborative, successful external partnerships and a commitment to good governance, including clinical and data governance, along with effective project management and a passion for innovation.

The Agency's values and culture are fundamental to successful delivery of our work program. They reflect who we are, what drives us, what we stand for, how we work together and with others, and our ethics. As a Commonwealth public sector organisation, the Australian Digital Health Agency embraces the APS ICARE values.

I	— Impartial
C	— Committed to service
A	— Accountable
R	— Respectful
E	— Ethical

These values are delivered in conjunction with our own Agency values. All are embedded in the Workforce Strategy 2021–2026 and all other people-related policies that help define our organisational DNA (Figure 1).

Figure 1: Core capabilities



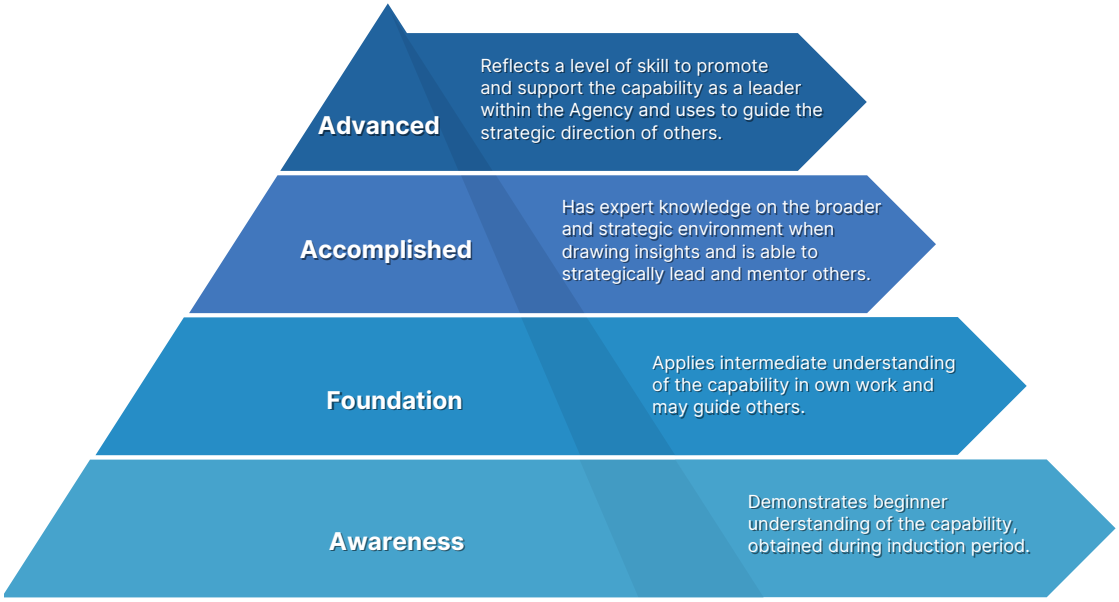
The Workforce Strategy 2021–2026 describes our approach to attracting, retaining and developing our people. The Agency tests and revises the Workforce Strategy annually, to identify and overcome any gaps between current and future workforce needs and to mitigate the risk of loss of technical expertise and those in mission-critical positions. In 2024 the Agency included an Addendum to the Workforce Strategy that provided a plan of action and focus for the year ahead. A complete review of the Workforce Strategy will be completed in October 2024.

The Workforce Strategy is supported by a leadership action plan that sets out the key priorities for 2024–25, including the following areas of focus for leadership development: leading self, team and individual performance, engaging people and building relationships, communicating with influence, systems thinking, achieving results and managing change.

The Agency Learning and Development Strategy is core to Agency culture and is a key tool in futureproofing Agency capability and attracting and retaining a forward-thinking, flexible and motivated workforce. The strategy focuses on embedding 5 core capabilities and is the foundation of our work program over the next few years. Core capabilities include leadership, project management, data, digital and clinical governance. These skills position our workforce for success in realising the Agency vision of a healthier future for Australians through connected healthcare.

Core capabilities are developed over 4 levels (Figure 2). All staff need to demonstrate or be working towards achieving proficiency at the awareness and foundation levels across all core capabilities. Executive-level staff need to demonstrate or be working towards achieving proficiency at an accomplished level across all core capabilities, while those at a senior executive level will need to demonstrate an advanced level of proficiency.

Figure 2: Core capabilities



We have partnered with the APS Academy to ensure our senior executive leaders have access to the SES Integrity Masterclass and regular capability uplift sessions to discuss APS reform activities and how we can partner and engage in whole-of-APS activities. Together, these initiatives are designed to create a vision and a workplace that is positive, dynamic and responsive and that can deliver with passion and purpose on the strategic priorities of the Agency.

2.2.2 Diversity and inclusion

The Agency continues to invest in attracting, developing and retaining a diverse workforce, and we value the range of views and approaches diversity brings to our workplace. We are committed to being inclusive, culturally aware and responsive in our policies and practices to the needs of individuals. Program initiatives have been developed and continue to be implemented to broaden diversity and inclusion in our workplace, supporting a wider range of diversity dimensions including gender, age, disability, LGBTQIA+, Aboriginal and Torres Strait Islander peoples and cultural diversity. Our staffing statistics evidence this commitment to diversity, with our staff having 38 different countries of birth and more than 6% speaking English as a second language.

Reconciliation lies at the heart of our values. As a steward for digital health in Australia, we have a unique responsibility to contribute to closing the health gap and creating a more equitable and inclusive healthcare ecosystem. The Agency is fully committed to Australia's reconciliation journey and has developed an Innovate Reconciliation Action Plan (RAP), building on the strong foundations of our previous Reflect RAP and deepening our relationship with community, staff and stakeholders over 2024–2025 to realise effective outcomes.

The Agency has set a clear imperative to be an employer of choice, one that supports and drives inclusion and diversity across its workforce, supply and delivery channels. Our efforts are underpinned by the following principles, which are embedded into our reconciliation efforts:

- We aim to be a leader in diversity and inclusion and recognise the unique skills, knowledge and insights that each person brings to the workplace.
- We will invest in building capability and driving a culture to support and foster diversity and inclusion.
- We will continuously acknowledge and develop our personnel to their full potential to build a workforce that is innovative and dynamic.
- We believe a commitment to diversity and inclusion plays a role in being a leader in digital health.

We acknowledge that this is a dynamic and evolving journey, and we remain committed to learning, adapting and continually improving our efforts. We recognise the importance of ongoing consultation and engagement with and feedback from Aboriginal and Torres Strait Islander communities, employees, stakeholders and experts in the field of health to ensure the effectiveness and cultural appropriateness of our digital health initiatives.

We invite all members of our organisation and the broader digital health community to join us on this journey of reconciliation, understanding and collaboration. Together, we can make a significant impact in addressing health disparities, promoting digital health literacy and advancing the health and wellbeing of Aboriginal and Torres Strait Islander peoples through the power of digital technologies.

2.2.3 Flexible working and learning

The Agency is a modern workplace, with a flexible culture and work practices, strong leadership and a continuous improvement approach, including to better technology that supports our people to do their best work, whether remotely or in the office, together or independently.

Learning and development are not only a personal responsibility but also a collective effort. Our goal is to provide a comprehensive and flexible range of development opportunities that enable our people to build their skills, expand their knowledge and achieve their career aspirations. This is achieved by providing learning through LinkedIn Learning, core capability workshops, subject matter presentations, online learning and access to core leadership skills online.

The Agency's learning and development approach aims to build capability and attract and retain staff by providing quality opportunities that align each person's planning and development within the Agency's strategic priorities.

2.2.4 Data governance

The Agency has robust data governance arrangements in place to ensure the security of the health information that we hold. In addition, we are driving continuous improvements in our data management, governance and analytics capabilities to ensure secure and authorised access, ethical and effective use and appropriate and safe sharing of health and other data. Through these efforts, the Agency can derive valuable insights to inform and contribute to better health and care outcomes, as well as more efficient and effective digital health and healthcare systems.

By prioritising seamless and secure data access, the Agency is an enabler of more efficient information sharing across the ecosystem. More accessible and fit-for-purpose data informs healthcare services and supports outcomes for the benefit of individuals and healthcare providers alike.

2.2.5 Clinical governance

We recognise the criticality of driving a culture of safety, quality and continuous improvement in healthcare. The Agency's products and services can directly impact the delivery of care by health and care providers. We are committed to using a person-centred, systems approach to develop clinically safe and effective health technologies. This commitment to clinical governance leadership and management is embodied in the Agency's Clinical Governance Framework that guides all of our work.

The framework is underpinned by 5 equally important principles (Figure 3) that enable us to support healthcare and care delivery in Australia through our products and services.

Figure 3: Clinical governance principles



Embedding the clinical governance principles in our day-to-day activities is one part of more comprehensive work by the Agency. We have developed implementation resources for each of the principles to ensure the Clinical Governance Framework connects with our Agency workforce and is relevant, actionable and measurable. The implementation resources support the plan/do/review cycle of continuous quality improvement.

Our whole-of-system approach to clinical governance encompasses a clinical safety program; clinical incident management; continuous quality improvement; and an open, transparent performance review and reporting process through the clinical governance committee. We are also privileged to be supported by a broad and diverse group of digital health advisers who are practising clinicians; health service managers and Australian healthcare consumer and carers.

In March 2024 the Agency measured clinical governance culture at the Agency for the first time. From this baseline, a 3-year action plan to further mature our approach and build workforce capability in this area will be implemented from July 2024 and its impact reported in the annual Clinical Governance Performance Report. The report itself was included as an annual performance target in the Health Minister's Portfolio Budget Statements 2024–25.

2.2.6 Cyber security

Advanced cyber security capability lies at the heart of our ability to enable the secure delivery and protection of products and services, and the Agency is also playing an increasing role in supporting the uplift of cyber security awareness across the entire healthcare ecosystem.

Through the provision of the Digital Health Awareness eLearning course, cyber security webinars and the launch of the Cyber Champions Program, the Agency is providing avenues for healthcare providers to learn how they can better protect the information and services in their care, further enhancing the delivery of Agency products and services and creating a cyber-resilient healthcare ecosystem. The Agency is also working towards strengthening current information-sharing practices for sharing of cyber threat information with the healthcare community to improve cyber knowledge and awareness in the community by enabling knowledge sharing with trusted peak bodies and health organisations.

2.2.7 Insourcing and business improvement

In October 2023, the Australian Public Service Commission released the APS Strategic Commissioning Framework with the intent that the core work of the APS be performed by its core workforce. Under that framework, agencies are responsible for recalibrating their workforce to prioritise direct employment, improve capability and ensure use of external expertise enriches the work and knowledge of the APS.

Building on significant work undertaken by the Agency in recent years, roles across the Agency are being reviewed to identify those suitable for transition. This work informs targets for 2024–25, which focus on reduced outsourcing of portfolio, program and project management; communications and marketing; and service delivery work, with a potential reduction of $1,342,682 in 2024–25 in outsourcing expenditure. The Agency has also undertaken a number of targeted activities to reduce reliance on the external workforce and increase capacity of the APS workforce. This has resulted in APS (including ongoing, non-ongoing) and common law employees currently being 72% of the workforce, an overall reduction in reliance on non-APS workforce of approximately 49% since 2018–19.

These changes across the APS complement internal initiatives aimed at improving operational efficiency. The Agency has embarked on an ambitious program of process improvement known as Streamlining Operations and Achieving Results (SOAR). The initiative is aimed at lifting organisational excellence. Through a comprehensive review of Agency processes, the program will recommend strategic actions, including process simplification and automation, to enable staff to focus more effectively on core business objectives, unencumbered by excessive administration.

2.3 Key risks

At the Agency, managing risk is an intrinsic part of our culture and decision-making.

The Agency's Risk Management Framework complies with the Commonwealth Risk Management Policy. It supports the requirements of Section 16 of the PGPA Act and provides comprehensive guidance and information on Agency risk management processes and structures to help staff recognise and engage with risk every day.

Our strategic risks are identified in Table 2.

Table 2: Strategic risks and control measures

Strategic risk	Measures to control risk
Design – products and services released are not fit for purpose or clinically appropriate.	Maintain and continuously improve user-centred design methodologies in product development. Conduct continual engagement with key stakeholders, maintain a strong communications posture and invest in community research tools. Maintain strong governance and program management structures, including clinical governance through our clinician-led Clinical Governance Committee; implement effective resource acquisition arrangements; develop strong business cases; and manage critical infrastructure development and replacement.
Data – data and information holdings are not appropriately managed or secure.	Maintain, continuously improve and assure a range of critical controls to minimise cyber, privacy, protective security and other data-related risks. Embed effective data governance that clearly defines roles and responsibilities, data quality processes and ethical data-sharing practices.
Delivery – Agency products and services are not managed or updated in line with user expectations.	Ensure stakeholder feedback is actively sought and embedded into Agency products and services. Maintain effective program governance, including key roles in the development of the National Digital Health Strategy and the IGA. Uplift data analytics capability.
Agency – change and progress are not managed effectively across all staff and stakeholders.	Develop and implement the Agency's Strategic Workforce Strategy, with a focus on leadership, diversity and staff wellbeing to promote a high-performance culture. Maintain effective fiscal budgeting and management arrangements with strong systems of internal control.

2.4 Partners

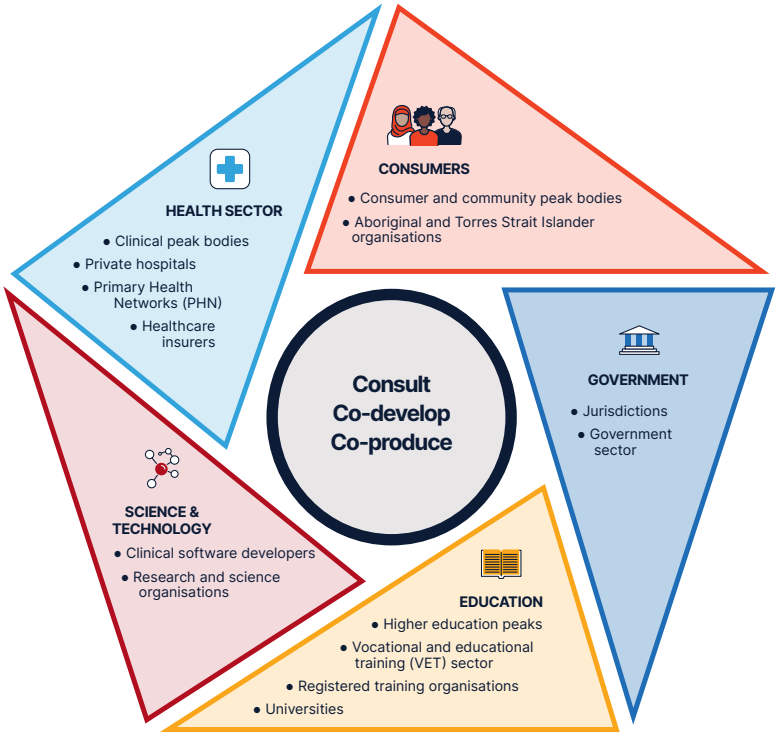
Facilitated by the National Digital Health Strategy, Australia has an exciting opportunity to drive investment in our digital health sector nationally and internationally. The global digital health market is growing rapidly and there is significant scope for further investment to ensure Australia becomes a global leader.

A thriving digital health industry will underpin the transformation of Australia's health system over the coming years. Our industry comprises diverse organisations – from large global and multinational corporations to small-to-medium enterprises and startups.

Australia's progress in digital health information and records, clinical systems and consumer tools relies on industry development and partnerships between governments, clinical communities, health providers, researchers and consumer groups. Continually improving the policy and investment settings in which the industry operates is also critical to supporting a dynamic digital health sector.

The Agency has a diverse range of valued partners whose contributions are essential to the advancement of digital health and are instrumental in the delivery and success of key programs and initiatives (Figure 4). The Agency recognises the importance of building and maintaining strong partner relationships as a step to fulfilling our commitment to reconciliation. To help improve healthcare delivery and health outcomes for Aboriginal and Torres Strait Islander communities, we continue to work closely with the National Aboriginal Community Controlled Health Organisation and affiliates and with other government and research organisations to facilitate and implement sector-specific initiatives.

Figure 4: Strategic relationships



Illustrative of the collaborative efforts with our delivery partners are key undertakings such as the integration of My Health Record with the Royal Flying Doctor Service, enabling 2 systems to view and upload while transporting emergency care patients. Primary Health Networks have been undertaking localised education about and awareness of Provider Connect Australia™ (PCA™) in their regions to drive the meaningful use of PCA™ as a business partner.

The Agency has also forged a partnership with the Australasian Institute of Digital Health (AIDH) to fulfil the objectives outlined in the Capability Action Plan, aimed at digital empowerment of the health workforce. Jurisdictional partners continue to work towards the collective objectives outlined in the IGA to enable interoperability and connected data across Australia's healthcare settings to support high-quality patient care and improve the efficiency and sustainability of the healthcare system.

Advances in electronic prescribing, access to electronic immunisation records, the rapid rise of key information held in My Health Record, and now convenient, secure access through the **my health** app were all possible through industry partners coming together and responding to the challenge of transforming health and care in the digital age. It is vital that we maintain this momentum and partnership approach going forward, coupled with a continued commitment to challenging old positions, testing new ideas and co-designing solutions for rapid, responsive change. These are key learnings from the pandemic environment that we cannot lose if we want to continue to transform healthcare for the future.

The Agency draws on feedback and insights from consumers and clinicians throughout the development and release processes for our products and services to understand their pain points, identify opportunities for improvements to existing products and consider future design solutions. We implement this co-design approach through our Experience Centre, connecting with users virtually and/or via the Sydney office testing spaces. We are privileged to be able to draw on a talented, engaged and experienced group of digital health advisers from a range of individual and peak consumer groups to provide rich feedback of lived experiences.

The Agency's updated Strategic Engagement Framework will guide the Agency to proactively engage with new and existing stakeholders to better support national digital health priorities. In addition to taking a more holistic approach to stakeholder engagement, the framework will reflect the Agency's intent to move towards a different model of partnership engagement, including being more proactive with engagement and leveraging multi-year procurement agreements with key partners to direct activities that more closely align with agreed priorities.

The Agency also supports the Department of Health and Aged Care in leading engagement with key international bodies on matters relating to digital health, including the World Health Organization, Organisation for Economic Co-operation and Development and the G20. The Agency is Australia's representative to SNOMED International and a member of Standards Australia's Health Informatics Committee (IT-014), which reviews standards produced by the International Organization for Standardization (ISO). The Agency is also Australia's representative on the Global Digital Health Partnership, which seeks to build a shared focus on improved digital health services around the world.

2.5 Key activities

Building on initiatives begun in recent years and supporting the delivery of the National Digital Health Strategy, in 2024–25 the Agency will focus on 3 key areas

2.5.1 Driving information sharing

The Agency recognises the pivotal role of information sharing in advancing healthcare. Our commitment to driving information sharing is about creating a seamless flow of health data that empowers providers, supports patients and informs decision-makers. This is not just about technology that is prepared for sharing by default reforms; it is about fostering a culture of openness, collaboration and trust, where data is a shared asset that benefits all Australians.

For 2024–25, the focus will be on the following initiatives.

my health app

The **my health** app was developed in response to consumer demand. It was designed as a means of supporting Australians to have their health information in the palms of their hands, where and when they need it, by having their My Health Record available not just via the desktop, but in an app on their smartphones and tablet devices.

It was launched on 28 February 2023 and shows strong growth. As at 30 June 2024, there were 200,372 onboarded users and approximately 3,935 active users each day.

The app serves as an extension of the My Health Record website, enabling users to quickly access information and upload documents for healthcare providers or representatives. Users can easily view their medicines information history, pathology results, vaccination history or hospital discharge summaries, and they can effortlessly share their documents. Any new health data is automatically synced with the app's interface as soon as it becomes available on My Health Record.

The Agency has developed a **my health** app enhancements roadmap for 2024–25 and beyond, supporting the broader Strengthening Medicare agenda and National Digital Health Strategy health outcomes on digital enablement and person-centred, inclusive and data-driven care. The vision is to create a user-centred integrated 'digital front door', which is a one-stop-shop for accessing health information and services for Australians – noting that all ideas are continuously informed by user feedback and demand.

The app fosters collaboration with other government services like Healthdirect, Services Australia and jurisdictions so existing services can be leveraged and made available via the app, making it easier for consumers to access health information and health services in one place.

In 2024–25 new features will include:

- the ability to register and manage MyMedicare preferences
- in-app notifications to inform consumers about their health, offer short tips or ask for feedback on the app, with more targeted and context-sensitive notifications
- electronic prescriptions and Active Script List (ASL) which can be accessed, shared and managed in the **my health** app
- a medical conditions view to consolidate information about consumers' health conditions.

My Health Record connections

To support the government's commitment to Strengthening Medicare, the Agency will continue to work with the allied health sector to enable and drive practitioner participation with My Health Record. This will be achieved through targeted support for software vendors to integrate their products and through education, awareness building and registration support activities with practitioners themselves.

Specialists perform a critical role in diagnosing and treating complex medical conditions, and extending the reach of My Health Record to this sector continues to be a priority. By improving access to core clinical content in My Health Record, specialists gain a holistic understanding beyond their specific specialty of a patient's health journey. This broader context informs treatment decisions and supports coordinated care. At 30 June 2024, specialist registrations were sitting at 54% and use was at 31%.

The aged care sector also remains a key focus and has seen strong progress in participation rates (at 30 June 2024, registrations were 37%, and use was 8%). The program is designed to enable older Australians to receive better connected aged care and healthcare. The Agency will continue to support residential aged care providers to register for My Health Record, to improve the sharing of information and implementation of a digital solution. The aged care transfer summary via My Health Record will capture and enable the transfer of key clinical information for residential aged care residents as they move from an aged care facility to a hospital. We will also continue to work with software developers to encourage and support aged care clinical information system conformance with the broader digital health system to drive interoperability across the whole sector.

A related project, to ensure the new single aged care assessment that will simplify and enhance access to aged care services can also be viewed through My Health Record by the end of 2024, is also being jointly delivered by the Agency and the Department of Health and Aged Care.

Improving information in My Health Record

The Agency is supporting implementation of the government's policy to move to a 'share by default' setting for key health information, commencing with pathology and diagnostic imaging reports. We will continue to work with healthcare organisations and software developers to establish connections to My Health Record where they do not already exist and to remove unnecessary bottlenecks in existing upload channels, so patients and care teams have access to a more comprehensive set of clinical information.

Building on the success that came with consumers having immediate access to their test results in My Health Record over recent years – including COVID-19, respiratory, INR and HbA1C results – the Agency will work with clinical and consumer peak bodies, including through the Clinical Reference Group, to maximise the benefits and minimise any risks associated with faster access to pathology and diagnostic imaging results.

My Health Record has now been enabled to receive structured, machine-readable pathology reports, and we will pilot the upload of such reports from early-adopter jurisdictions. Structured data of this sort is a stepping stone towards minimising duplicate tests, as well as providing new clinical decision-support capabilities and the improved management of chronic diseases through longitudinal data comparisons. The Agency will explore the same approach for the pharmacist shared medicines list.

Aged care

The Agency will continue to collaborate with the Department of Health and Aged Care to implement aged care reforms, in line with recommendations made by the Royal Commission into Aged Care Quality and Safety (Recommendation 109). The department has developed the business-to-government (B2G) gateway to facilitate the efficient exchange of information with the government. By establishing a direct information flow between aged care providers and government systems, aged care providers will have more time to deliver quality and critical care to the elderly and can spend less time on burdensome administration.

The initial focus is on supporting provider reporting obligations in the aged care sector. The Agency will deliver a conformance service that seeks to ensure the safe and secure use of the B2G gateway by all participating software products and systems, through conformance assessments against the B2G gateway standards.

The Agency will also pursue opportunities to enable key aged care information from other systems and gateways to be uploaded and accessed via clients' My Health Record and to streamline access to this information for consumers, carers and health professionals and support a 'no wrong door' approach.

Supporting policy development

The Agency will continue to contribute to the development of policies and legislation that enable digital health to support national health reforms and health service delivery. This includes ongoing engagement in policy discussions, governance committees and whole-of-government forums.

The Agency will also continue to support the Department of Health and Aged Care to further the government's priorities on digital health and demonstrate Australia's role as a global digital health leader. Priority activities have a focus on interoperability and standards. Opportunities through forums such as the SNOMED Business Meetings and the Global Digital Health Partnership enable the Agency to learn from the digital health expertise of other countries to support the effective implementation of initiatives in Australia, share best practice approaches and advance mutually beneficial projects.

Improving workflow

In continued support of a modern digital healthcare model, it is an Agency priority to deliver a seamless end-to-end experience for software developers, healthcare providers and industry in connecting to national infrastructure. Achievement of this objective depends on the timely review and redesign of the connections and conformance pipeline, simplifying processes and accelerating the delivery of connections for developers and healthcare providers.

These elements lie at the heart of the Agency's Streamlining of Implementation for Conformance and Connection (SLICC) project, which aims to modernise and simplify the Agency's software developer journey for connections and conformance.

A streamlined and increasingly digitised and automated software developer journey is also an enabling capability that will support the Agency to realise the objectives of the Connecting Australian Healthcare – National Healthcare Interoperability Plan and lay the foundations for the increasingly sophisticated developer experience that is likely to be required for the future Health Information Exchange (HIE).

Key activities are to improve business processes and workflows to reduce administrative burden, duplication of effort and time to complete. The aim is to better utilise the Developer Portal as a 2-way developer engagement and support channel and implement organisational changes to rationalise and harmonise the delivery of connections and conformance services.

2.5.2 Improving connectivity and advancing real-time data exchange

Improving connectivity and advancing real-time data exchange in the Australian healthcare system will enable better information sharing and collaboration among health professionals, consumers and other stakeholders, leading to more efficient

and effective care delivery. The Agency is implementing the Interoperability Plan as outlined in detail below, which outlines the vision, principles, priorities and actions for achieving a connected healthcare ecosystem by 2028. The Agency is also working with the digital health sector to develop and maintain standards, specifications and guidelines that support interoperability and data quality.

Over 2024–25 the Agency will prioritise the following activities.

Connected Care

A connected healthcare system is a cornerstone of the National Digital Health Strategy, the Australian Government Digital Health Blueprint and of state and territory digital health strategies. At a national level the Agency is charged with implementing the Interoperability Plan.

The Interoperability Plan includes 44 actions across 5 priority areas relating to identity, standards, information sharing, innovation and benefits to support safe, high-quality care in a connected healthcare system that conveniently and seamlessly shares high-quality data with the right people at the right time.

In 2024–25, the Agency will continue to implement actions in the Interoperability Plan relating to:

- governance arrangements that include the Council for Connected Care and quarterly progress reporting
- sharing resources in central locations, including the Agency's Online Interoperability Toolkit and Digital Health Developer Portal, and developing the online forums capability to facilitate collaboration
- implementing the Healthcare Identifiers Roadmap to increase the adoption and use of national healthcare identifiers in health and care settings
- establishing a coordinated, collaborative and consistent approach to standards development and implementation through the Australian Digital Health Standards Advisory Group, National Digital Health Standards Catalogue and Fast Health Interoperability Resources® (FHIR®) Accelerator program
- harmonising interoperability requirements in procurement
- developing an information-sharing model that includes active consent management
- building the digital health capability of the workforce through assessment tools, education materials and training on FHIR®
- measuring digital maturity and publicly reporting on progress.

This work will support the broader care team with more seamless access to information; it will save time and administrative burden and improve health outcomes.

Provider Connect Australia™

PCA™ is a key piece of national digital infrastructure built by the Agency to help healthcare organisations streamline their relationships with their business partners and take the administrative grind out of maintaining business and personnel information. It reduces the administrative burden on healthcare providers that comes

with regular updates to the practice details and supports healthcare providers with near-to-real-time publishing of this information to the National Health Services Directory. Rollout of PCA™ connections continues in 2024–25 with an extended target of 5,000 clinics and 50 partner services onboarded, as published in the Health Portfolio Budget Statements 2024–25.

Medicines safety

The Agency will continue to leverage digital technologies and initiatives to drive medicines safety, activities that also align with the objectives of the National Medicines Policy, aimed at improvements in timely access to medicines, medicines information and quality use of medicines.

Electronic prescribing and real-time prescription monitoring (RTPM) – both national digital health initiatives introduced to support the National Medicines Policy – are already making significant contributions to medicines safety through reducing the risk of dispensing errors and fraudulent alteration of prescriptions and supporting the policy approach to harm minimisation set out in the National Drug Strategy 2017–2026. These will remain a key priority.

The conformance and assurance process for electronic prescribing products and services will also continue. The Agency will now drive improvement through an uplift to the conformance framework to support the future rollout of digital medication charts across the acute, cancer and palliative care settings. In addition, the Agency will work closely with states and territories to commence the rollout of electronic prescribing in public hospital settings. Electronic prescribing use is increasing, which means there is a continuing need for national coordination of incident management arrangements and for education and support activities in partnership with peak bodies.

The software industry will continue to be supported to implement enhancements to ASL, enabling consumer self-registration on mobile devices through mobile applications. The ASL will improve access to medicines by empowering consumers to be in greater control of medicines self-management. This will be achieved by reducing SMS or emails that a consumer will need to manage, decreasing the risk of lost or deleted scripts.

The transition of the national RTPM system's enduring governance and management from the Department of Health and Aged Care to the Agency is now complete. Moving forward, under the auspices of the IGA, the focus will be on quality improvements that support improved data quality, system integration and secure information sharing, including future data sharing across jurisdictional borders. Adoption and use activities will contribute to providing clinicians with adequate support to effectively use RTPM to inform clinical decision-making and supporting optimal clinical outcomes.

Workforce engagement

The Agency will continue to work with the AIDH and other key stakeholders to deliver the priorities identified in the workforce Capability Action Plan (CAP).

The CAP presents the priority actions that are required to effectively build digital health capability across the health workforce to respond to the needs of consumers now and in the future. It has been built in partnership with key stakeholders from across the health ecosystem and reflects a shared position on actions that are both high impact in driving capability uplift and are also achievable in the current health environment.

The CAP sets out key initiatives, including working towards standard capability frameworks, guidelines, resources and tools identified through previous work; planning; and ongoing sector consultation to equip Australia's current and future health workforce for a connected, digitally enabled future. The Agency is supporting AIDH to progress and consult on developing detailed career pathways, leveraging existing programs and consolidating information and resources through the digital health workforce hub. This work will inform the final iteration of the hub.

The Agency is partnering with educational organisations and peaks to develop content and courses that will increase the digital health skills of the future health workforce by aligning content to provide work-ready digital skills.

The Agency is also delivering new digital health clinical safety and governance training modules based on existing course material from the National Health Service in the United Kingdom that will be contextualised to the Australian health sector and workforce.

Scoping has begun on the introduction of an online community forum aimed at supporting the Connected Care agenda that proposes a digital health-focused platform for discussions, experience sharing and advice about digital health technologies. This platform could serve as a virtual space for collaboration, support and knowledge sharing among stakeholders in the digital health ecosystem.

This initiative aligns with the Interoperability Plan, further supporting the Agency's strategic role in delivering connected care. Collaboration across diverse industry groups, particularly in curating standards within the National Digital Health Standards Catalogue, is essential. The platform would seek to dismantle silos in the healthcare sector and gather intelligence for the Agency, leveraging artificial intelligence and analytics. It aims to host a dynamic digital community environment for stakeholders, addressing the fragmentation of professional networks across the health sector and facilitating collaborative discussions on future healthcare needs.

System enhancement

In collaboration with the Department of Health and Aged Care, we will also explore opportunities to embed new digital tools in the clinical information systems used in general practice, to assist in the assessment and treatment of those with intellectual disabilities as well as those seeking mental health support.

We will work with the department and the GP software sector to start the work to integrate the Comprehensive Health Assessment Program (CHAP) into GP clinical information systems. CHAP is a 2-part health assessment tool that is designed to be used annually to support a person with an intellectual disability, and their carers, in identifying and managing unmet health needs. We will use modern technical standards to develop a 'smartform' version of CHAP that means it will become a user-friendly digital tool that GPs can access from within the systems they use every day. Enabling greater uptake of this tool will help improve the quality of care and health outcomes for a vulnerable group within the Australian community.

We will continue to work with peak bodies in the aged care sector to develop and deliver support to help transition the sector to a digital future – including a digital maturity assessment framework and tools to enhance a digitally enabled and proficient aged and healthcare sector – and will pilot a digital self-assessment tool for the sector.

As part of the Healthcare Identifiers Roadmap we will work with the software industry and governments on ways to increase healthcare identifier match rates to improve connectivity across the healthcare system.

We will work with clinical peak bodies, the software industry and governments to develop a 5-year roadmap for the adoption of modern authentication methods that leverage the new Australian Government Digital Identity System. These modern authentication methods will simplify access to digital health systems for consumers and their representatives, clinicians and administrative staff. We will continue to support the existing National Authentication Service for Health throughout the transition.

Standards setting

Modernising Australia's digital health system will support personal health literacy, improve the coordination of care, improve health outcomes through better decision-making support, ease pressure on the health workforce and contribute to the sustainability of Australia's healthcare system. The Agency is working closely with all states and territories to better understand jurisdictional differences and their requirements so we can support each individually and progress national health information sharing for a more connected health system. This will include setting national health data standards, using the expertise of the Agency, CSIRO and the FHIR® community.

2.5.3 Modernising infrastructure

One of the key activities of the Agency is to modernise the infrastructure that supports digital health in Australia. This involves improving the connectivity, security and usability of the systems that enable the exchange of health information across different settings and platforms. By modernising the infrastructure, we aim to enhance the quality and safety of care, reduce duplication and inefficiency and empower consumers to access and manage their own health data.

The following areas will be our primary focus over 2024–25.

My Health Record system improvement

The next stage of modernising the My Health Record system is to transition from a clinical document repository (PDF-style system) to a data-rich platform built on the international data exchange standard known as Fast Healthcare Interoperability Resources® (FHIR®) to better ensure health data can be seamlessly connected across all parts of the health system.

My Health Record on FHIR®

Building on the Agency's success with the establishment of a new API Gateway, and transition of premise to storage in the cloud, the Agency will work to implement a new FHIR®-based repository that will store health and health-related information using the internationally accepted FHIR® standard. The FHIR® repository will perform the function of the National Repositories Service as required under the *My Health Records Act 2012*. FHIR® will allow storage of key records that form part of a registered healthcare recipient's My Health Record.

The new FHIR® repository is aligned to future-state ecosystem API standards and can support registered repositories or standalone repositories that do not interact with My Health Record, reducing both the cost and time for new systems. This follows the required stepwise approach to transformation, as we need to continue to support all parts of the broader health ecosystem. Access to vital health information by the workforce to support the patient when they need it remains paramount, as the broader system is evolving at different speeds.

This will include a new set of FHIR®-based APIs that align to contemporary technology approaches for granular atomic data access as well as providing flexibility and scalability in the channels they support. In addition to the new repository, these FHIR® APIs will provide a channel-agnostic path to access My Health Record data.

Discovery is the system component that allows appropriately credentialled users to quickly find the information they need among all potential sources using indexes that point to the location of data and metadata for identified search parameters and more detailed multi-tier searches across multiple repositories. Discovery services will offer both indexing, whereby the system indexes the location of data (including metadata)

that will allow searching for information against basic search parameters, and multi-tier search, which allows for detailed searches of information held across multiple repositories that are more detailed than what indexing alone can facilitate.

Orchestration will help to integrate and coordinate the functions of multiple underlying software applications into a single unified offering. In the context of a modernised My Health Record system, the orchestration layer supports coupled contemporary components – such as access management, discovery and the national FHIR® repositories – to ensure compliance with system protocols and creates focused and reliable support for business processes.

Service delivery

To strengthen the visibility, responsiveness and interdependencies between IT services, a common services data model will enable a comprehensive view of all IT infrastructure and the services it delivers. Common data structures support improved responses to incidents, risk mitigation to changes within the environment and increased security. The advancement to auto-discovery of IT assets in 2024–25 improves the productivity of Agency personnel, inventory and IT infrastructure cost management.

The availability and responsiveness of My Health Record supports care delivery across the country and is crucial to supporting health system operations, by facilitating access to the digital patient record. The modernisation of our national digital health systems requires advanced technologies that can provide end-to-end, real-time monitoring to track and manage system health and performance. Advanced monitoring technologies strengthen security and facilitate maintenance and self-healing functionalities. The implementation of advanced monitoring capabilities continues in 2024–25 and will be progressively deployed across national and corporate technology domains.

Changes to a multi-supplier and multi-product environment require appropriate frameworks, operational processes and service delivery systems to be enhanced to provide service excellence. The Agency will work closely with all strategic IT partners, as the service integrator for digital health, to optimise partner engagement, collaboration and performance in order to achieve its mission.

Health Information Exchange

Changes will help to support and progress work with all states and territories towards the evolution of a national HIE capability to support patients as they transition through all care settings, in all locations. The Agency will be working closely with all states and territories under the next IGA and through the next National Digital Health Strategy to determine the architecture and a roadmap for HIE, in consultation with key sector stakeholders and to inform future decisions of government.

3 Performance

The performance of the Agency will be assessed against our purpose and progress in our 3 key areas of commitment: driving information sharing, improving connectivity and modernising infrastructure.

Performance information has been developed to enable the Australian Parliament and the public to measure our success over the life of the Corporate Plan and year by year. The performance targets were first published in the Health Minister's Portfolio Budget Statements 2024–25 and are repeated below.

The Agency is also accountable to the Board and the Digital Health Oversight Committee for delivery against the 2024–25 Work Plan, which comprises activities funded by the Australian Government and by all jurisdictions under the IGA. The Jurisdictional Advisory Committee endorsed the plan on 27 June 2024, and the Board approved it on 23 July 2024. A copy of the Work Plan is at **Appendix A**.

Appendix B contains a copy of the annual targets in support of the Work Plan deliverables; clarification of when those targets are met, partially met or not met; and the rationale for their selection – how they align with each performance measure, key activities and the Agency's purpose.

There are 3 performance measures[5] and 11 targets for the 2024–25 reporting year.

3.1 Driving information sharing

Infrastructure solutions and initiatives provide access to and promote adoption of secure digital health services.[6]

2024–25 targets	2025–28 targets
Increased use of strategically significant Agency products: • 10% increase in consumer use of My Health Record • 15% increase in provider use of My Health Record • 300,000 onboarded users to the **my health** app (with marketing campaign) • 5,000 clinics and 50 partner services onboarded to Provider Connect Australia™ • 20% increase in electronic prescribing.	As per 2024–25.

5 The performance information published in our Corporate Plan focuses on our core work – information sharing, connectivity and infrastructure – with our enabling work addressed by internal measures of performance.

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Infrastructure solutions and initiatives provide access to and promote adoption of secure digital health services. (cont.)

2024–25 targets	2025–28 targets
Agency products meeting or exceeding the planned availability target of 99.9%: • National Consumer Portal • **my health** app.	As per 2024–25.
Achieve a 'positive' evaluation (>0.8) of user experience of the My Health Record web portal, **my health** app and electronic prescribing as measured by methodology established in 2022–23.	
20,000 participants in digital health literacy and awareness-related education events and training courses.	
Improved digital health security awareness in the digital health sector through: • 1,300 participants in digital health security awareness webinars • training of 60 cyber champions • 1,000 new enrolments in the Digital Health Security Awareness eLearning course.	
Deliver and publish an annual clinical governance performance report, designed to monitor and improve clinical governance support for national digital health projects and programs.	

3.2 Improving connectivity and advancing real-time data exchange

Digital health interoperability available to healthcare providers and consumers that improves how people use digital healthcare information.[7]

2024–25 targets	2025–28 targets
80% of residential aged care facilities registered to My Health Record.	As per 2024–25.
10% increase in meaningful use compared with prior year.	
Undertake an interoperability survey in key healthcare settings and compare progress since the baseline survey undertaken in 2022.	

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3.3 Modernising infrastructure

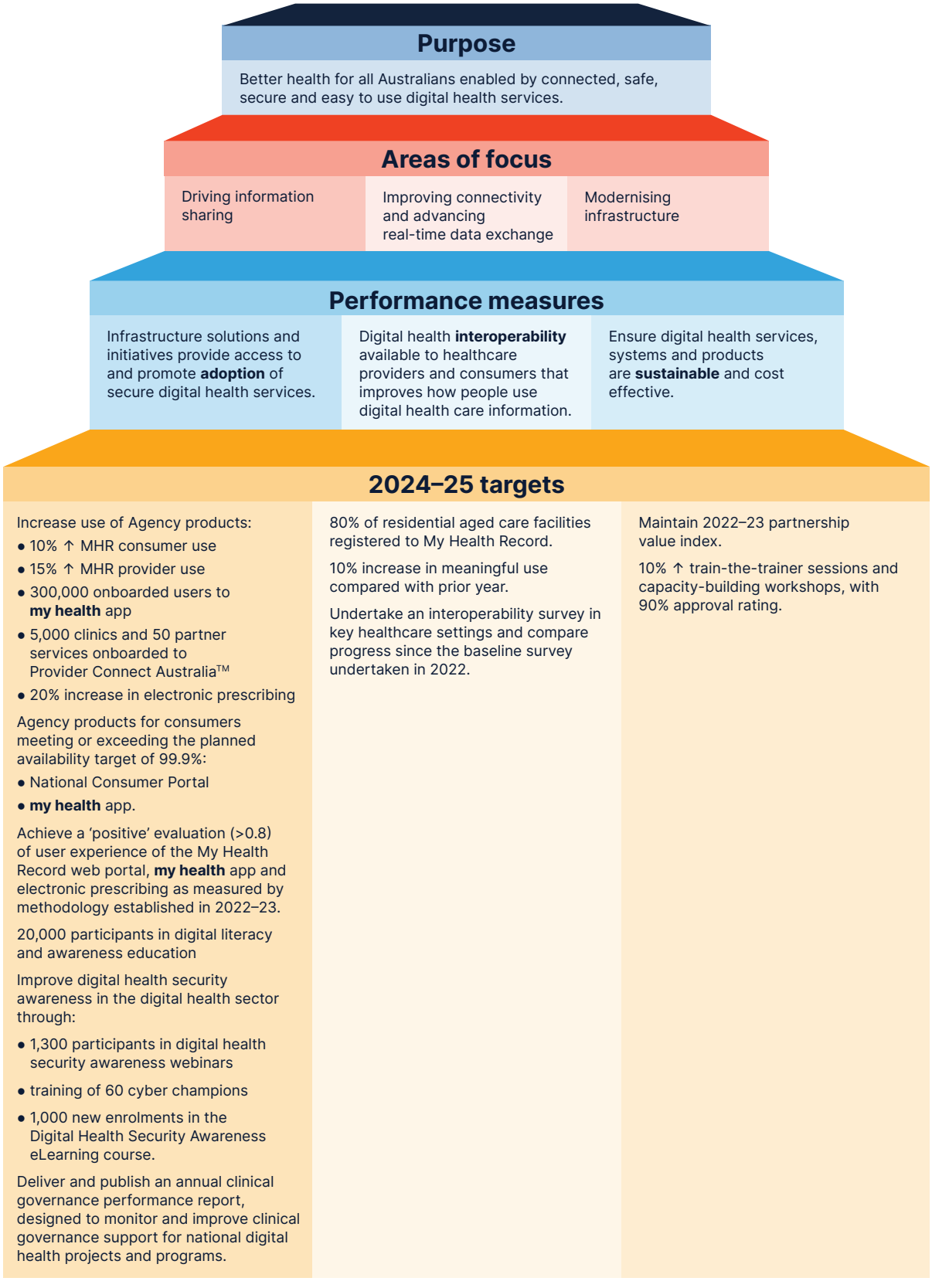
Ensure digital health services, systems and products are sustainable and cost effective.[8]

2024–25 targets	2025–28 targets
Maintain 2022–23 partnership value index.	As per 2024–25.
Conduct a 10% increase in train-the-trainer sessions and capacity-building workshops compared to prior year, with a 90% approval rating.	

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This next image illustrates how each of the 2024–25 targets maps to the Agency's Purpose:

Figure 5: Alignment to Purpose



Appendix A: Agency Work Plan



Background

The Australian Digital Health Agency is a corporate Commonwealth entity supported by all Australian governments to accelerate adoption and use of digital services and technologies across the Australian health ecosystem, as set out under the Public Governance, Performance and Accountability (Establishing the Australian Digital Health Agency) Rule 2016 (Agency Rule). The Agency Rule was created under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). Under the Agency Rule, the Agency is charged with delivering digital health strategy and investments at the national level for Australia.

The Agency Work Plan delivers key elements and priorities including government directives, the Intergovernmental Agreement on National Digital Health 2023–2027 (IGA) including the implementation of Foundation Services, National Services and Strategic Priority Projects in alignment with the National Digital Health Strategy 2023–2028 (NDHS) and the NDHS Delivery Roadmap.

This Work Plan covers the 2024–25 financial year. The prioritisation of investments results from extensive consultation at all levels of the Australian health system with investments prioritised to include:

1. contribution and value to the NDHS outcomes and government directives
2. time criticality to deliver against committed timelines
3. enablement of other strategies including Interoperability Plan actions.

The Australian Digital Health Agency Work Plan is funded by:

Australian Government

ACT Government Health

NSW Government Health

Northern Territory Government

Queensland Government

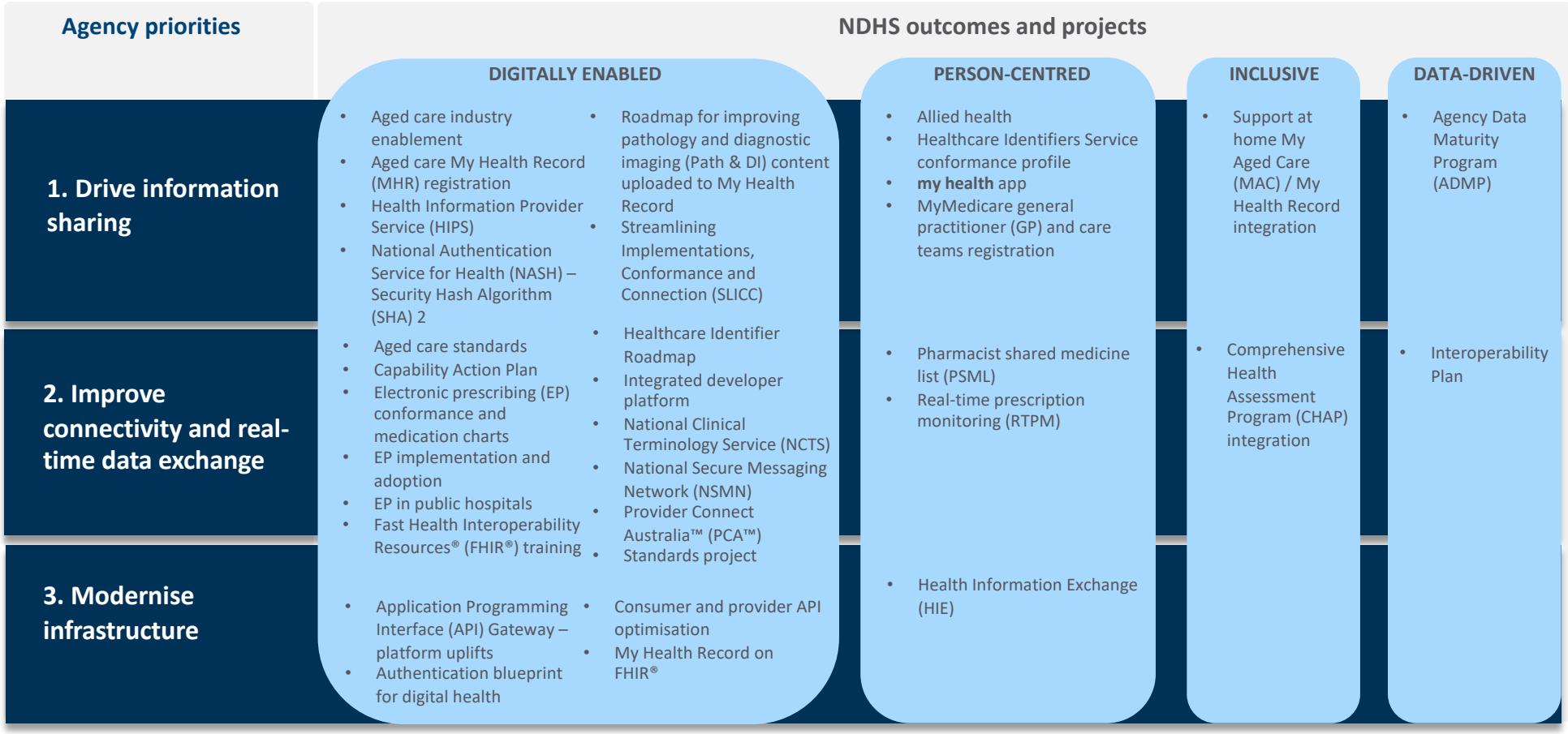
Government of South Australia SA Health

Tasmania

Victoria State Government

Government of Western Australia Department of Health

Projects aligned to Agency priorities and NDHS outcomes



Drive information sharing

Agency priorities

1. Drive information sharing

Drive use and uptake of national digital health products and services, including My Health Record, to improve sharing of information at the point of care and health outcomes for Australians, underpinned by a strong clinical governance focus.

	2023–24 completed	2024–25 proposed focus	Primary NDHS action
Aged care My Health Record registration	✓ Increased adoption of My Health Record in the aged care sector ✓ Registered 38% of residential aged care homes and 98% of multi-purpose services	Provide My Health Record registration support for residential aged care and home care providers and drive further adoption	DIGITALLY ENABLED **1.1.3** Assist software vendors to connect residential aged care facilities to My Health Record
Aged care industry enablement	✓ Increased number of My Health Record–conformant clinical information system (CIS) and electronic Medication Management System (eMMS) software products	Continue industry offer to support vendors to conform with My Health Record and enable the new aged care transfer summary (ACTS) functionality	DIGITALLY ENABLED **1.1.7** Assist residential aged care software vendors to be conformant to My Health Record and uptake of aged care transfer summary
Health Information Provider Service (HIPS)	✓ Delivered HIPS mobile and document authoring adaptor to providers to connect to HI Service and My Health Record system	Enhance HIPS functionality for providers to connect to HI Service and My Health Record including deploying functionality to support upload and viewing of pathology reports	DIGITALLY ENABLED **1.3.1** Continue modernising digital health infrastructure including My Health Record with contemporary architectures to make information more accessible and discoverable
Streamlining Implementations, Conformance and Connection (SLICC)	✓ Customer service portal implemented to modernise and simplify software developers' journey ✓ 6000+ pages uplifted with the new portal	Assess future enhancements to modernise and simplify the Agency's software developer journey for connections and conformance	DIGITALLY ENABLED **1.3.2** Develop accurate terminology, interoperability standards and conformance for sustained, widespread use
National Authentication for Health Service SHA-2	✓ Transitioned sites from NASH SHA-1 certificates to NASH SHA-2 certificates and disabled SHA-1 access to the HI Service	Continue technical enablement work to disable SHA-1 access to My Health Record to support NASH as a public key infrastructure solution to secure access to digital services	DIGITALLY ENABLED **1.3.4** Resilience measures to protect personal health information and digital infrastructure from cyber attack, natural disasters and climate events
MHR Integration with myGov Inbox	✓ Enabled My Health Record to publish messages to myGov inbox and communicate important information to active My Health Record consumers	Project closure	PERSON-CENTRED **2.2.3** Enable key health information to be made easily available to support the transfer of care between residential aged care and acute care settings
Pathology and diagnostic imaging mandate implementation	✓ Encouraged pathology and diagnostic imaging providers to upload by default to My Health Record before the mandate ✓ Supported the public consultation by the Department of Health and Aged Care	Support providers through education, registration support and establishing connectivity to My Health Record, to meet the mandate to upload pathology and diagnostic imaging reports to My Health Record	PERSON-CENTRED **2.2.7** Establish regulatory requirements requiring private and public healthcare providers to share information to My Health Record by default

Drive information sharing

Agency priorities

1. Drive information sharing

Drive use and uptake of national digital health products and services, including My Health Record, to improve sharing of information at the point of care and health outcomes for Australians, underpinned by a strong clinical governance focus.

	2023–24 completed	2024–25 proposed focus	Primary NDHS action
my health app	✓ Enabled healthcare recipients to find healthcare services and check health symptoms via the app ✓ Enhanced performance and migration to future technology stack for developers	Enhance **my health** app to provide healthcare recipients with a secure way to access and manage My Health Record through their mobile app, view registered preferred GP (digital front door for health services) and integrate prescriptions	PERSON-CENTRED **2.2.8** Expand functionality and health information available in **my health** app to better support consumers
Allied health	✓ Explored options to integrate allied health content into My Health Record ✓ Surveyed allied health professionals to gain insights into their business models and digital maturity	Improve primary care services by increasing use of digital technology among allied health professionals; provide support through engagement, education, reporting, software vendor industry offer and digital maturity assessment	PERSON-CENTRED **2.2.10** Develop a roadmap to support allied health and software vendors to upload content to My Health Record
Health Identifier (HI) Service conformance profile	✓ Enhanced health identifier conformance profile ✓ Developed documentation to support software developers and vendors to ensure their software supports safe implementation and use of healthcare identifiers	Update and publish HI Service conformance profile to support vendors and software developers and continue to simplify and improve overall understanding	PERSON-CENTRED **2.2.11** Implement widespread adoption and use of national healthcare identifiers for individuals, healthcare providers and healthcare provider organisations
Support at home MAC/MHR integration	✓ Revised delivery plan to align with the Department of Health and Aged Care's requirement to integrate My Aged Care with My Health Record by October 2024	Partner with the Department of Health and Aged care to make the single customer assessment via My Health Record accessible to third-party clinicians	INCLUSIVE **3.1.1** Provide digital solutions to support the expanded delivery of home-based care, such as hospital services delivered in the home and in residential care facilities
MyMedicare GP and care teams registration	✓ Initiated projects focused on MyMedicare GP registrations, MyMedicare Care team Registrations, and Health Identifier Service Modernisation	Partner with Services Australia and the Department of Health and Aged care to enable consumer and care team registrations in MyMedicare, My Health Record and Provider Connect Australia™	INCLUSIVE **3.3.3** To establish a central place where consumers can access their health and care information together
Agency Data Maturity Program	✓ Delivered Data Governance and Quality Framework, Guidelines and Plans, and finalised the approach to integrate into one Unified Data Analytics Platform	Continue to enhance data maturity across the Agency, focused on uplifting data reporting, analytics, architecture and literacy, while embedding robust data governance and data culture	DATA-DRIVEN **3.3.3** To establish a central place where consumers can access their health and care information together
Research Program	✓ New project initiated	Support the delivery and adoption of the Agency's research insights and benefits framework and update the Agency's Experience Centre technology to inform and enhance the design, user testing and evaluation/validation of potential digital health solutions	FOUNDATIONAL N/A – Foundational and enabling initiatives

Improve connectivity and real-time data exchange

Agency priorities

2. Improve connectivity and real-time data exchange

Facilitate interoperability of the systems used by healthcare providers to improve the visibility and availability of health information to inform providers and support better health outcomes for Australians.

	2023–24 completed	2024–25 proposed focus	Primary NDHS action
Aged care standards	✓ Endorsed Aged Care Clinical Information System (ACCIS) Standard and developed roadmaps for change and adoption and future standard development	Implement roadmaps for ACCIS Standard and standards development. Co-design interoperability standards between GP patient management systems and residential aged care facility clinical information systems	DIGITALLY ENABLED **1.1.8** Finalise clinical information system standards for residential aged care facilities
Capability Action Plan (CAP)	✓ Developed Australian Digital Health Capability framework, guidelines, Workforce+ website Phase 1 and piloted digital health capability self-assessment tools in residential aged care facilities	Enhance the Digital Health Workforce+ website, building digital health skills of future workforce and uplifting the digital health learning simulator environment	DIGITALLY ENABLED **1.2.1** Implement National Digital Health Capability Action Plan
FHIR® Training Phase 1 & 2	✓ Delivered multiple course content and training across multiple states and virtually	Support ability of healthcare community to implement FHIR®-based interoperability solutions through delivery of FHIR® course content and additional training	
Comprehensive Health Assessment (CHAP) Integration Program	✓ Delivered research report and prototype for a new SMART on FHIR®-centric approach to delivery	Integrate GP-authored portion of CHAP questionnaire into GP clinical information system to improve uptake of annual health assessments for people with intellectual disability	INCLUSIVE **3.3.2** Identify options to improve data integration between the health and disability systems
Electronic prescribing in public hospitals	✓ In consultation with the healthcare sector, government agencies, software industry and consumers, developed national and jurisdiction-specific roadmaps for electronic prescribing implementation in public hospitals	Establish technical foundations, adopt national contractual framework to expedite electronic prescribing implementation in public hospitals and collaborate with clinical peaks to support change and adoption	DIGITALLY ENABLED **2.2.6** Support the use and expansion of electronic prescribing, including the delivery of operational support
Electronic prescribing conformance and medication charts	✓ Progressed split of electronic prescribing conformance profiles	Modernise Electronic Prescribing Technical Framework, support National Electronic Medication Chart Framework and increase responsiveness, flexibility, agility and relevance of the Conformance Framework	DIGITALLY ENABLED **1.1.6** Update healthcare provider systems to strengthen and support electronic prescribing
Electronic prescribing implementation and adoption	✓ Supported adoption of conformance profile v3.0.1 to enhance electronic prescribing to provide consumers with greater choice in how they manage their medicines	Support software industry in the transition to the new, modernised EP conformance profiles and collaborate with consumer and clinical peaks to drive change and adoption of EP by consumers and healthcare providers	
Healthcare Identifiers (HI) Roadmap	✓ Publish Healthcare Identifiers Roadmap	Progress delivery of Healthcare Identifiers Roadmap to support uptake and benefits of HI Service to uniquely identify individuals and providers	DIGITALLY ENABLED **2.2.11** Implement widespread adoption and use of national healthcare identifiers
Integrated Developer Platform	✓ Completed developer hub requirements, technical feasibility and capability assessment for the Integrated Developer platform and Development Centre	Provide developers with an integrated experience for API development to support adoption of Agency's products and services via a developer hub and API service catalogue	DIGITALLY ENABLED **1.3.1** Continue modernising digital health infrastructure including My Health Record with contemporary architectures to make information more accessible and discoverable
Interoperability Plan	✓ Council for Connected Care (CCC) established; Interoperability Plan and national interoperability benchmark survey results published	Oversee the delivery of 44 actions in the National Healthcare Interoperability Plan to support sharing of consumer health information in a safe, secure and seamless manner	DATA-DRIVEN **4.3.1** Measure, monitor and report on changes in digital health maturity, adoption, meaningful use and benefits to inform national and local planning

Improve connectivity and real-time data exchange

Agency priorities

2. Improve connectivity and real-time data exchange

Facilitate interoperability of the systems used by healthcare providers to improve the visibility and availability of health information to inform providers and support better health outcomes for Australians.

	2023–24 completed	2024–25 proposed focus	Primary NDHS action
Pharmacist shared medicines list (PSML)	✓ Progressed Discovery to enable structured medicines information in a machine-readable format, discoverable and available through My Health Record	Revise and uplift information requirements, supporting conformance profile to develop and implement structured PSML in collaboration with the identified delivery partners	PERSON-CENTRED **2.2.14** Uplift the PSML to enable structured medicines information to be discoverable and available in the My Health Record system
Provider Connect Australia™ (PCA™)	✓ Enhanced PCA™ functionality, including support for change of ownership of practices and practitioners not registered with Aphra, streamlining electronic signing of participation agreements, and Practice Management System Integration using SMART-ON-FHIR	Continue to enhance PCA™ functionality to support healthcare providers and improve quality of health service information; this includes practitioner self-service functionality and a focus on the allied health sector	DIGITALLY ENABLED **1.1.2** Continue roll-out of PCA™ to ensure availability of up-to-date information about healthcare providers
National Clinical Terminology Service (NCTS)	✓ Progressed Australian Medicine Terminology v4 to address issues with v3 including allergy support, tooling, additional content and improved integration	Support digital health requirements with updated national clinical terminologies, Australian Medicine Terminology v4, and transition to the SNOMED International Managed Service will be progressed	DIGITALLY ENABLED **1.3.2** Develop accurate terminology, interoperability standards and conformance for sustained and widespread use
National Secure Messaging Network (NSMN)	✓ Endorsed blueprint and interoperability specification and developed and reviewed blueprint and interoperability specification	Phasing out of NSMN, concurrent to HIE implementation of the Consolidated National Provider Directory and information sharing	DIGITALLY ENABLED **1.1.1** Develop a national secure messaging capability to enable the safe exchange of clinical documents
Real-time prescription monitoring (RTPM)	✓ Negotiated and executed a consolidated supplier agreement for the hosting and operation of the national RTPM system and developed and executed deeds of agreement between each jurisdiction and the Agency	Support prescribers and dispensers in clinical decisions relating to safe access to medicines through secure information exchange, by continuing RTPM system quality improvements and information availability across states and territories	PERSON-CENTRED **2.2.4** Support RTPM to provide clinical decision-making support for prescribers and dispensers
Standards projects (Previously National Digital Health Standards Catalogue)	✓ Published version 1 Standards Catalogue and preview draft of Procurement Guidelines for sector consultation	Support connected care and interoperability of systems and data by developing resources to support the adoption of standards such as Standards Catalogue, Procurement Guidelines and Gap Analysis framework	DIGITALLY ENABLED **1.3.3** Develop FHIR® core standards that set the minimum requirements to support consistent capture and sharing of health information

Modernise infrastructure

Agency priorities

3. Modernise infrastructure

Continue to transform the national infrastructure, building on the new API Gateway and transition to the cloud, to move to a contemporary, structured, data-rich health information ecosystem capable of supporting real-time access to information anywhere, anytime.

	2023–24 completed	2024–25 proposed focus	Primary NDHS action
Health Information Exchange (HIE) and modernisation	✓ Endorsed HIE scope, approach and priority uses with in-principle support for direction of first version of HIE Architecture and Roadmap (pending final approval)	Progress development of HIE through design for Consolidated National Provider Directory and development of HIE Architecture and Roadmap for priority use cases	PERSON-CENTRED **2.2.1** Develop National HIE Architecture and Roadmap that will establish requirements and direction to enable consistent, secure, safe and discoverable near real time information sharing
API Gateway – platform uplifts	✓ Upgrades to support Health API Gateway including currency and conformance upgrades, cyber compliance and logging usability uplift	Maintenance, support and enhancement of Health API Gateway for vendors, developers and jurisdictions as single point of access to digital health systems and services	DIGITALLY ENABLED
Consumer and provider API optimisation	✓ New projects entering the Agency Work Plan in 2024–25	Improve performance, efficiency and usability of API services used by consumers and healthcare providers by developing a plan for upgrading FHIR® APIs in the FHIR® Mobile Gateway	**1.3.1** Continue modernising digital health infrastructure including My Health Record with contemporary architectures to make information more accessible and discoverable
Digital health infrastructure program	✓ Established as program of work focused on supporting the stability and maturity of My Health Record and a FHIR®-based repository	Progress procurement for ongoing management, support, stability and maturity of My Health Record infrastructure and a FHIR®-based repository	
My Health Record (MHR) on FHIR®	✓ Conceptual architecture drafted and high-level business requirements completed	Provide a more data-rich view of healthcare information for consumers by establishing foundational technical components to enable a new, data-rich national FHIR repository	
Authentication blueprint for digital health	✓ Initiation with discovery commenced	Develop a Digital Health Authentication Blueprint for consumers, providers, organisation and system authentication	FOUNDATIONAL
Corporate IT strategy	✓ Implemented mission-critical support for national and corporate infrastructure and developed new intranet to assist with information discovery	Design, build and implement the Agency's future-state intelligent workspaces, hybrid cloud solutions and secure internet and email gateway	
Cyber strategy roadmap	✓ New project entering the Agency Work Plan in 2024–25	The Agency's cyber strategy will enable and support a resilient healthcare ecosystem in a dynamic cyber threat environment and build on foundations from the cyber strategy 2022–25	
End-to-end monitoring	✓ Initiation with discovery commenced	Uplift end-to-end monitoring across Agency products and services to proactively investigate and mitigate incidents	N/A – Foundational and enabling initiatives
My Health Record ecosystem performance	✓ Uplifted My Health Record and Health API infrastructure to support the target 2,000 concurrent users from the **my health** app	Enhance My Health Record's performance, stability and ongoing operational reliability	
Streamline My Health Record proof of record ownership process	✓ New projects entering the Agency Work Plan in 2024–25	Focus on addressing failure rate for consumers connecting to My Health Record and subsequently **my health** app through the use of myGov for linking and authenticating to My Health Record	

Appendix B: Performance target alignment to Agency purpose



Performance target alignment to Agency purpose

Purpose

Better health for all Australians enabled by connected, safe, secure and easy to use digital health services.

Key area of focus	1. Driving information sharing	2. Improving connectivity and advancing real-time data exchange	3. Modernising infrastructure
Performance measures	1. Infrastructure solutions and initiatives provide access to and promote adoption of secure digital health services	2. Digital health interoperability available to healthcare providers and consumers that improves how people use digital healthcare information	3. Ensure digital health services, systems and products are sustainable and cost effective
2023–24 targets	Increased use of strategically significant Agency products: • 10% increase in consumer use of My Health Record • 15% increase in provider use of My Health Record • 300,000 onboarded users to the **my health** app • 5,000 clinics and 50 partner services onboarded to PCA™ • 20% increase in electronic prescribing	80% of residential aged care facilities registered to My Health Record	Maintain 2022–23 partnership value index
	Agency products meeting or exceeding the planned availability target of 99.9%: National Consumer Portal and **my health** app	10% increase in meaningful use compared with prior year	Conduct a 10% increase in train-the-trainer sessions and capacity-building workshops compared to prior year, with a 90% approval rating
	Achieve a 'positive' evaluation (>0.8) of user experience of the My Health Record web portal, my health app and electronic prescribing as measured by methodology established in 2022–23	Undertake an interoperability survey in key healthcare settings and compare progress since the baseline survey undertaken in 2022	
	20,000 participants in digital health literacy and awareness-related education events and training courses		
	Improved digital health security awareness in the digital health sector through 1,300 participants in digital health security awareness webinars, training of 60 cyber champions and 1,000 new enrolments in the Digital Health Security Awareness eLearning course		
	Deliver and publish an annual clinical governance performance report, designed to monitor and improve clinical governance support for national digital health projects and programs		

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Performance Measure 1	Infrastructure solutions and initiatives provide access to and promote adoption of secure digital health services.
2024–25 target: 1 of 11	Increased use of strategically significant Agency products: • 10% increase in consumer use of My Health Record • 15% increase in provider use of My Health Record • 300,000 onboarded users to the **my health** app • 5,000 clinics and 50 partner services onboarded to PCA™ • 20% increase in electronic prescribing.
Key focus area	Driving information sharing
Alignment to purpose	Measuring the increased usage of strategically significant Agency products aims to demonstrate how the Agency designs, delivers and manages infrastructure, solutions and initiatives that provide access and promote adoption to secure digital health services. Measuring usage also demonstrates the Agency's ability to facilitate access to digital health solutions across the healthcare system through new channels and services. This result is a direct measure of Agency products and health services and also indirectly measures the adoption of new channels and services which leads to increased usage of Agency products and services.
Target base	Quantitative – providing a good indication of overall use of the My Health Record system and of PBS-listed electronic prescribing.
Target classification	Effectiveness – the result is beyond the direct control of the Agency as it relies on customers making decisions on how to access and use digital health products and is therefore a measure of the Agency's impact.
Target rationale	The result is about the increase in use of strategically significant Agency products. Use metrics are defined relevant to each product and its intended role in achieving health system outcomes. The target percentages are based on estimated uptake models reflecting continued delivery of additional My Health Record functionality for both consumers and providers, including interoperability investments, and efforts by the Agency to connect more healthcare providers to My Health Record. Agency strategically significant products are those which are either considered part of national infrastructure or play a visible role in the delivery of digital health services to consumers, and which contribute to the improvement in healthcare outcomes as defined by the Benefits Framework.
Target calculation	$\%\ \text{increased use} = \frac{\#\ \text{of times MHR used: current FY} - \text{previous FY}}{\#\ \text{of times MHR used: previous FY}}$ $\%\ \text{increased use} = \frac{\#\ \text{of PBS–listed EP dispenses: current FY} - \text{previous FY}}{\#\ \text{of total PBS–listed dispenses: previous FY}}$
Target achievement	Target met = all targets achieved Partially met = at least one target achieved Not met = no targets achieved

Performance Measure 1	Infrastructure solutions and initiatives provide access to and promote adoption of secure digital health services.
2024–25 target: 2 of 11	Agency products meeting or exceeding the planned availability target of 99.9%: • National Consumer Portal • **my health** app
Key focus area	Driving information sharing
Alignment to purpose	Measuring Agency products meeting or exceeding their planned availability targets aims to demonstrate the Agency's ability in maintaining a secure and stable national digital health infrastructure. The Agency directly contributes to this result because it is responsible for maintaining infrastructure security and enhancing infrastructure stability.
Target base	Quantitative – shedding light on whether the Agency is meeting or exceeding planned availability targets for significant Agency products.
Target classification	Effectiveness – this result is beyond the direct control of the Agency as it relies on infrastructure operators and is therefore a measure of the Agency's impact.
Target rationale	It is appropriate to measure the percentage of significant Agency products meeting or exceeding their planned availability targets. The baseline planned target for significant Agency products that surround My Health Record data is 99.9% availability, excluding planned maintenance. Products that surround My Health Record include the National Consumer Portal and the **my health** application. My Health Record targets were set during contract negotiations between the Agency and its delivery partner. The target is based on industry standards at the time of negotiation for availability of a system of this nature.
Target calculation	$\text{Number of hours available per year (planned)} = \frac{\text{Total uptime (significant Agency products)}}{\text{Total planned available hours in the year}}$
Target achievement	Target met = all targets achieved Partially met = at least one target achieved Not met = no targets achieved

Performance Measure 1	Infrastructure solutions and initiatives provide access to and promote adoption of secure digital health services.
2024–25 target: 3 of 11	Achieve a 'positive' evaluation (>0.8) of user experience of the My Health Record web portal, **my health** app and electronic prescribing as measured by methodology established in 2022–23.
Key focus area	Driving information sharing
Alignment to purpose	Measuring the user experience of My Health Record and electronic prescribing aims to demonstrate the usability, fit-for-purpose nature of infrastructure developed, operated and designed by the Agency and of digital health initiatives managed by the Agency.
Target base	Quantitative – the first year (2022–23) was qualitative as it reported on the establishment of an approach and baseline for the appropriate measures for user experience. Outer years (2023–24 onwards) will yield quantitative results.
Target classification	Effectiveness – producing a baseline was a measure of output in the first year (2022–23) and an effectiveness measure from 2023–24 onwards.
Target rationale	This result aims to demonstrate how effective the Agency has been in delivering and improving the usability of digital health infrastructure and initiatives.
Target calculation	The User Experience Questionnaire (UEQ) was used to establish a baseline in 2022–23, and the target is calculated by averaging specific UEQ scale items such as valuable, clear, supportive, secure and meets expectations.
Target achievement	Target met = positive evaluation (above 0.8) Partially met = neutral evaluation (between -0.8 and 0.8) Not met = negative evaluation (below -0.8)

Performance Measure 1	Infrastructure solutions and initiatives provide access to and promote adoption of secure digital health services.
2024–25 target: 4 of 11	20,000 participants in digital health literacy and awareness related education events and training courses.
Key focus area	Driving information sharing
Alignment to purpose	Conducting educational events allows the Agency to improve digital health literacy and awareness, enabling improved access to and adoption of Agency products.
Target base	Quantitative results (the number of participants), though, as reporting matures, there may be opportunity to yield qualitative results through analysing the impact of educational events.
Target classification	Measure of output, of the Agency's work in coordinating education activities.
Target rationale	Measuring the number of participants in education events and training aims to demonstrate the Agency's contribution to improving digital health literacy and awareness for Agency products. This result measures the Agency's output, which contributes to the intermediate impact of driving information sharing by designing, delivering and managing infrastructure, solutions and initiatives. The Agency is responsible for coordinating change management and education activities, while the states and territories are responsible for delivering training and education to the sector. Together this contributes to delivering improved digital health literacy and awareness. The target number of 20,000 participants allows the Agency to ensure it delivers high quality education events that are tailored to key focus areas across a core range of cohorts including: • aged care • consumer digital health literacy • specialist engagement.
Target calculation	All education and adoption events in the consumer relationship management database, excluding train-the-trainer sessions, are included in this reporting. Events co-delivered with clinical peaks, industry and other organisations are also included in the reporting.
Target achievement	Target met = 100% of target achieved (20,000 participants) Partially met = at least 50% of target achieved (10,000 participants) Not met = less than 50% of target achieved (under 10,000 participants)

Performance Measure 1	Infrastructure solutions and initiatives provide access to and promote adoption of secure digital health services.
2024–25 target: 5 of 11	Improved digital health security awareness in the digital health sector through: • 1,300 participants in digital health security awareness webinars • training of 60 cyber champions • 1,000 new enrolments in the Digital Health Security Awareness eLearning course.
Key focus area	Driving information sharing
Alignment to purpose	The security performance target aligns with the Agency's purpose by enhancing digital health security awareness, which is crucial for maintaining a safe and secure digital health ecosystem.
Target base	Quantitative, though, as reporting matures, there may be opportunities to derive qualitative insights by analysing the impact of training events.
Target classification	Output measure directly managed by the Agency through its security awareness and training activities.
Target rationale	The security performance target is in support of securing the digital health ecosystem. By engaging 1,300 participants in digital health security awareness webinars, a robust foundation for cyber security hygiene and best practice knowledge within the sector will be built, which is crucial for maintaining the safety of connected health services. Training 60 cyber champions equips key individuals with the expertise to promote and implement robust security measures, further safeguarding digital health services. Additionally, the enrolment of 1,000 new learners in the Digital Health Security Awareness eLearning course will help build a broad base of security-conscious professionals. This widespread education effort ensures that cyber security practices are consistently followed across the sector, enhancing the overall safety and security of digital health services. Ultimately, these initiatives support the goal of better health for all Australians by creating a secure digital health environment and preserving the confidentiality, integrity and availability of digital health systems.
Target calculation	All security awareness education events are included in this reporting, including events co-delivered with clinical peaks, industry and other organisations.
Target achievement	Target met = all targets achieved Partially met = at least one target achieved Not met = no targets achieved

Performance Measure 1	Infrastructure solutions and initiatives provide access to and promote adoption of secure digital health services.
2024–25 target: 6 of 11	Deliver and publish an annual clinical governance performance report designed to monitor and improve clinical governance support for national digital health projects and programs.
Key focus area	Driving information sharing
Alignment to purpose	Clinical governance aligns with the Agency's purpose by providing a framework for accountability and continuous improvement, ensuring that digital health services are consistently safe, effective and user-friendly for all Australians.
Target base	Qualitative – providing observations on the Agency's clinical governance support for patient safety and quality of care in national digital health initiatives.
Target classification	Output measure – the production of a report that offers a current state analysis, aimed at enhancing clinical governance performance through ongoing monitoring and improvement efforts.
Target rationale	An annual clinical governance performance report plays a crucial role in ensuring that Agency projects and programs support safe, effective and high-quality care to their patients. It allows not only for monitoring of performance but will also help ensure that digital health initiatives are aligned with best practice standards. It will also assist the Agency to identify areas of strength and weakness in its clinical governance framework. This will enable the Agency to make targeted improvements and interventions to projects and programs that will support better patient outcomes and overall healthcare quality.
Target calculation	The report will examine the Agency's contribution to clinical governance support for Agency digital health projects and programs.
Target achievement	Target met = report demonstrates clinical governance support Target not met = report does not demonstrate support

Performance Measure 2	Digital health interoperability available to healthcare providers and consumers that improves how people use digital healthcare information.
2024–25 target: 7 of 11	80% of residential aged care facilities registered to My Health Record.
Key focus area	Improving connectivity and advancing real-time data exchange.
Alignment to purpose	Connecting aged care homes to the My Health Record system is crucial for enhancing the quality and continuity of care for elderly residents.
Target base	Quantitative – on My Health Record integration into clinical information systems to support better healthcare outcomes for aged care recipients.
Target classification	Measure of effectiveness – this result aims to demonstrate how effective the Agency has been in enhancing the connectivity of health and aged care services for older Australians.
Target rationale	This target recognises the importance of connecting aged care homes to the My Health Record system to enhance the quality and continuity of care for older Australians. My health Record integration allows healthcare providers to access a resident's comprehensive medical history, including current treatments, medications and past medical events, ensuring that care decisions are informed and consistent across different care settings. When residents move between aged care homes, hospitals or other healthcare providers, the seamless transfer of their health information will minimise disruptions and reduce the risk of errors or omissions in their care. This continuity is especially important for managing chronic conditions and complex health needs of older Australians, as it ensures that all providers have up-to-date information, enabling coordinated and effective care delivery.
Target calculation	$\%\ \text{registration} = \frac{\text{Number of residential aged care facilities registered to My Health Record}}{\text{Total number of residential aged care facilities}}$
Target achievement	Target met = 100% of target achieved (80% registered) Partially met = at least 50% of target achieved (at least 40% registered) Not met = less than 50% of target achieved (less than 40% registered)

Performance Measure 2	Digital health interoperability available to healthcare providers and consumers that improves how people use digital health care information.
2024–25 target: 8 of 11	10% increase in meaningful use of My Health Record from 2022–23.
Key focus area	Improving connectivity and advancing real-time data exchange.
Alignment to purpose	Measuring meaningful use through a 'meaningful use index' for My Health Record aims to demonstrate how the Agency facilitates digital health interoperability between healthcare providers and consumers to improve how people use healthcare information.
Target base	Quantitative – the first year (2022–23) was qualitative as it reported on the establishment of an approach and baseline for the appropriate measures for meaningful use of My Health Record. Outer years (2023–24 onwards) will yield quantitative results.
Target classification	Effectiveness – this result aims to demonstrate how effective the Agency has been in designing strategies that increase the meaningful use of digitally enabled healthcare information. The result is within the direct control of the Agency as it shows the Agency's ability to effectively increase the meaningful use of products it develops.
Target rationale	This result aligns with the key focus area of interoperability supporting connected care. The Agency directly contributes to this result because it is responsible for designing strategies that increase the meaningful use of digitally enabled healthcare information.
Target calculation	Meaningful use index formula: Meaningful use = Usage from administrative data associated with direct human use X Meaningful use multiplier: proportion of that use that is meaningful within the appropriate context This will vary by aspect of meaningful use and cohort. Measuring change in meaningful use over time: $\text{Change in meaningful use index} = \frac{\text{Meaningful use index current FY}}{\text{Meaningful use index previous FY}} \times 100$
Target achievement	Target met = 100% of target achieved Partially met = at least 50% of target achieved Not met = less than 50% of target achieved

Performance Measure 2	Digital health interoperability available to healthcare providers and consumers that improves how people use digital healthcare information.
2024–25 target: 9 of 11	Undertake an interoperability survey in key healthcare settings and compare progress since the baseline survey undertaken in 2022.
Key focus area	Improving connectivity and advancing real-time data exchange.
Alignment to purpose	Interoperability fosters a more efficient, coordinated and patient-centred healthcare system, leading to improved health outcomes.
Target base	Mixed methods – quantitative (structured questions with predefined response options allowing for numerical analysis/questionnaires with numerically rated items) as well as qualitative observations (drawn from open-ended questions).
Target classification	Effectiveness – the survey will examine the impact of measures taken to enhance digital health connectivity between healthcare providers and consumers.
Target rationale	An interoperability survey in key healthcare settings assesses the ability of different healthcare information systems, devices and applications to access, exchange, integrate and cooperatively use data. This survey aims to identify areas where healthcare systems work well together and where they can be improved to ensure seamless data sharing, which is crucial for providing efficient and coordinated patient care. The evaluation will assist the Agency to understand the challenges and opportunities in achieving true interoperability, ultimately leading to better patient outcomes and more efficient healthcare delivery. The Agency contributes to this result because it is responsible for developing and maintaining infrastructure, systems and protocols for sharing health information.
Target calculation	The survey will measure the contribution of the National Healthcare Interoperability Plan actions on achieving interoperability.
Target achievement	Target met = survey demonstrates the Agency has progressed actions under the National Healthcare Interoperability Plan to support interoperability Not met = survey demonstrates no progressed actions

Performance Measure 3	Ensure digital health services, systems and products are sustainable and cost effective.
2024–25 target: 10 of 11	Maintain 2022–23 partnership value index.
Key focus area	Modernising national infrastructure.
Alignment to purpose	Measuring the establishment and baseline of a partnership value index aims to demonstrates the Agency's ability to maintain cost-effective digital health infrastructure.
Target base	Mixed results (both quantitative and qualitative) – the partnership value index will yield mixed results in a way that allows the Agency to monitor partner performance improvements against a set of objective quantitative and qualitative criteria. The set of criteria will be designed to provide a comprehensive view of the Agency's partners' performance and their value to the Agency. At a minimum, the partnership value index will be designed to measure key elements of a partner balanced scorecard, including customer satisfaction and relationship, operational performance, costs and value for money and performance and process improvements and innovation.
Target classification	Efficiency – beyond the first year (2022–23), when a baseline for the index was established, the target is intended to identify efficiency gains.
Target rationale	This result aligns to the key focus of the Agency in designing strategies for innovative, sustainable and cost-effective digital health solutions. Other agencies also contribute to this outcome through maintenance of digital health infrastructure in cost-effective ways.
Target calculation	The partnership value index will combine measures of varying variability (e.g. SLA performance) captured monthly, and customer satisfaction (measured less frequently). The target was established in year 1 (2022–23) and maintenance of that index was the target set for 2023–24.
Target achievement	Target met = index maintained. Not met = index not maintained.

Performance Measure 3	Ensure digital health services, systems and products are sustainable and cost effective.
2024–25 target: 11 of 11	Conduct a 10% increase in train-the-trainer sessions and capacity-building workshops compared to prior year, with a 90% approval rating.
Key focus area	Modernising infrastructure.
Alignment to purpose	Measuring the number of train-the-trainer sessions and capacity-building workshops aims to demonstrate the Agency's contribution towards a sustainable approach to national digital health literacy and awareness.
Target base	Mix of quantitative (10% increase in train-the-trainer sessions) and qualitative (90% approval rating).
Target classification	Measure of output. The result is under direct control of the Agency as it is a measure of the Agency's work.
Target rationale	This result measures the Agency's output, which contributes to the intermediate impact of delivering digital health services, systems and products that are sustainable and cost effective. The Agency is responsible for undertaking digital health capacity-building with delivery partners, while delivery partners are responsible for providing training and education to aspects of the sector. Together this contributes to developing a sustainable and scalable approach to improving digital health literacy and awareness.
Target calculation	The Agency's customer relationship management (CRM) database is the source of all data. All education and adoption events in the CRM database that are flagged as train-the-trainer events are included in the reporting.
Target achievement	Target met = 100% of target achieved (a 10% increase) with all meeting the target approval rating (of 90%) Partially met = at least 50% of target achieved with at least half meeting the target approval rating Not met = less than 50% of target achieved with less than half meeting the target approval rating



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