



Peninsula  
Health

# Digital Health Strategy

**2021-2025**



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Pictured: Dr Navin Amarasinghe and Dr Anmol Bassi at Frankston Hospital.

Please note: Some of the images in this publication were taken prior to the introduction of masks in all clinical areas in 2020.

# Opening from Board Chair and Chief Executive

It is with great pleasure we present the Peninsula Health Digital Health Strategy for the years 2021-2025. This Strategy outlines the future direction for digital health at Peninsula Health and steps we will take to get there.

We are living through a digital revolution which is transforming the way we live, work and interact with each other. At Peninsula Health we are excited about the future for our consumers and our workforce. The Digital Health Strategy sets a bold agenda to progress digitisation and streamline our systems to optimise the healthcare experience.

Achieving the vision — a digitally connected and enabled health service — will result in more personalised and precise health care. Digital health is not a new concept for Peninsula Health. We have been early adopters of technology and are recognised industry leaders. We will build on our digital foundation and equip our workforce with the skills and tools to maximise the benefits of digital health.

The COVID-19 pandemic has created significant disruption to the delivery of healthcare. Peninsula Health has embraced the opportunities presented by digital technology during this challenging time, rapidly adopting virtual care and collaboration tools to ensure our consumers receive the best care. The Digital Health Strategy builds on this momentum, leveraging digital innovation to progress new ways of working.

The Strategy sets out clear goals for the future, a future where our consumers are actively engaged in their own healthcare, clinicians can access information at the point of care and build knowledge that enhances our clinical practice. We are embarking on an ambitious program of digital transformation, harnessing the power of data and technology for improved quality of care and productivity.

Technology is profoundly changing the way healthcare is delivered and the future is exciting.



Diana Heggie  
Board Chair



Felicity Topp  
Chief Executive

## VISION

**A digitally connected and enabled health service**

## PURPOSE

**To improve healthcare delivery and experience through digital health transformation**

## What is Digital Health?

At Peninsula Health, Digital Health is considered the interaction between the healthcare experience and technology.

Digital technology is the cornerstone for a contemporary health service. Through the use of technology, data, automation and the interoperability of systems, consumers will benefit from improved safety, better coordination of care and informed treatment decisions. This Digital Health Strategy ensures investment in digital technology is informed by best practice, intuitive, effective, safe, secure and sustainable. This strategy aligns closely with the future direction of digital health in Victoria and Australia's National Digital Health Strategy.

Technology and digital advancement are strong themes throughout all aspects of the Peninsula Health Strategic Plan 2019-2023. The Digital Health Strategy will underpin and enable the delivery of the Peninsula Health Strategic Plan 2019-2023 and the strategic goals of Our Care, Our People, Our Community, Our Ideas and Our Workplace.

Peninsula Health is striving to deliver connected care, with increased focus on delivering services at home or in the community. Stronger connection and timely, effective, secure communication across the workplace is also a key priority. Digital technology is a critical factor, to enable our people to operate effectively and efficiently, provide exceptional quality and safe care, and undertake research to build the evidence for our practice. Furthermore, our consumers and healthcare partners are seeking to interact with their health service as they experience other aspects of their lives, through technology.

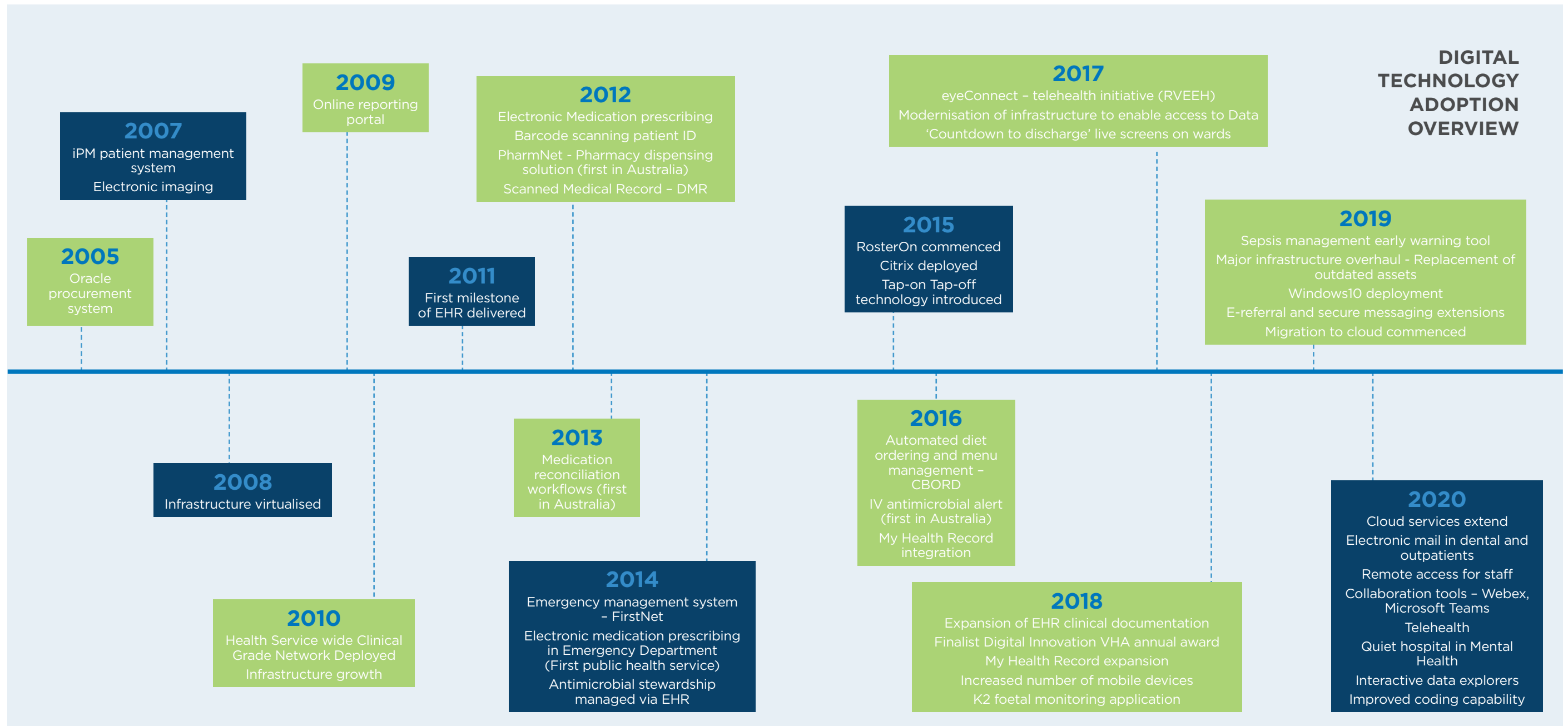
Digital health supports our people to deliver safe, personal, effective and connected care to every person, every time.



# Our Digital Health Journey

Peninsula Health has been on a journey towards digitisation for many years. We have actively sought opportunities to improve access to digital infrastructure, applications and systems to enhance the safety, quality, connectedness and efficiency of our service.

Peninsula Health has been recognised across the industry a leader and innovator in the use of digital technology including contributing to the development of the Cerner platform to meet the requirements of the Australian market. The Digital Health Strategy builds on a solid foundation of innovation, experience, technology and data.



# Digital Health Challenges

## Consumers are Disconnected

- Our consumers find it challenging to access information about our services
- GPs and other healthcare providers do not always have access to current information about consumers from Peninsula Health
- Clinicians ask the same questions, consumers have to repeat their story
- Consumers travel and wait for extended periods to access services
- Our services can be challenging to navigate

## Limited Systems Interoperability

- Systems are not agile, interoperable or integrated
- Clinicians need to access multiple applications resulting in duplication and risk of error
- Too many manual processes result in disconnected and inefficient services
- Not all services are connected to the Electronic Health Record, creating gaps in clinical information

## Access to Technology

- Very limited investment in digital health technology for public health
- Our workforce doesn't consistently have access to the right technology to work effectively
- Our mobile workforce cannot access clinical information at the point of care

## Organisational Capability

- Our people-management systems are out of date and do not meet the needs of the workforce
- Workplace structure and culture is impacted by traditional models of service delivery and non-digital processes
- Access to workplace education and training is limited
- The workforce feel unsupported in the use of technology
- Limited opportunity for workforce engagement with technology
- Limited alignment between organisational strategy and digital health strategy

## Security and Reliability

- Ongoing Cyber threats to governments and health services poses potential clinical, privacy and operational risk
- Peninsula Health experiences system outages which is disruptive to services and consumers







## DIGITAL HEALTH STRATEGIC GOAL

# Enabled Care

## GOAL

**Together with our partners we will deliver safe, seamless care.**

### Objectives

- All clinical services have access to integrated, up-to-date, accurate information at point of care
- Systems are integrated, intuitive, meet service and performance monitoring requirements and minimise duplication
- Our services communicate effectively and securely with our healthcare partners, GPs, and consumers to enable safe and connected care
- Consumer safety is enhanced through clinical decision support and digital monitoring including the use of predictive analytics and consumer engagement with health monitoring digital applications
- Service flow, bed management and demand monitoring are automated with real-time data, driving efficiency
- Virtual care and remote monitoring is embedded in models of care and service offerings
- Users engaged in all aspects of technology adoption from solution design to implementation, training and development

### Deliverables

- Reduction in clinical errors and avoidable harm
- Electronic Health Record expanded to all service settings
- High user-satisfaction
- Improved Electronic Health Record Adoption Model HIMMS (Healthcare Information & Management Systems Society) Level
- Data and analytics inform service functionality
- Patient flow and bed management digital systems are implemented with reduced wait times and optimised length of stay
- Increased occasions of service delivered by telehealth and remote monitoring
- Online administrative systems streamlined with reduced end-user touch points
- Secure messaging, including electronic referral, and collaboration tools implemented

Pictured: Nurse Unit Manager Elissa Rolland and Operations Director Trish O'Neill review a live data dashboard in the Emergency Department at Frankston Hospital.



# Supported Workforce

## GOAL

**We will support our people to work collaboratively, in a digitally integrated workplace with access to the technology they require.**

### Objectives

- Increased learning and development opportunities with online access to training for all Peninsula Health people
- Digital systems enable our people to connect to the workplace and with each other to work collaboratively as One Peninsula Health
- Contemporary people-management systems improve coordination and accuracy of all human resource functions, manage risk and compliance with improved efficiency
- Rosters and payroll are online, accurate, accessible, responsive and support workforce planning
- Our people are engaged with the digital systems in their work areas and have the knowledge, skills and support to use these with confidence
- Internal communication is simplified to ensure clear, relevant, timely and effective messaging
- Digital advancement and day-to-day support is delivered by technical and design experts

### Deliverables

- Peninsula Health-wide Learning Management System implemented
- Human Resource Information System implemented
- Mobile applications, remote access, collaboration and messaging tools are readily available
- Increased workforce digital literacy through engagement, support and training
- Governance structures ensure technology investment is aligned with strategy, is user informed, fully supported by technical experts with a focus on integration, interoperability and ease of use
- Interactive staff portal and intuitive intranet implemented



Pictured: Physiotherapist Carla Richardson leads a telehealth appointment.





## DIGITAL HEALTH STRATEGIC GOAL

# Empowered Consumers

## GOAL

**We will improve the accessibility of our services, personalise the health experience and bring care closer to the consumer through virtual technology and digital communication.**

### Objectives

- Confident and supported consumers access and communicate with the health service through digital technology
- Modes of communication with the community and external partners are contemporary
- Peninsula Health is a trusted source of accurate, reliable, accessible health information
- Services are more accessible and care is delivered in a range of settings, leveraging virtual care and remote monitoring products and applications
- Consumers can easily access personalised clinical and service information
- Communication with consumers considers individual preferences; including access to technology, health literacy and cultural sensitivity
- Sites and services are easy to navigate
- Consumers are actively engaged in capacity building for self-management

### Deliverables

- Contemporary, accessible, responsive Peninsula Health website implemented
- Increased uptake of telehealth and remote monitoring technology
- Increased episodes of care delivered in the community
- Consumer portal implemented
- Digital approach to way-finding implemented

Pictured: A consumer wearing the MePACS Solo, a 24/7 Personal Alarm Service.



# Business Capability

## GOAL

**We will optimise our business performance through advanced technologies.**

### Objectives

- Integrated digital business systems form the foundation for future services allowing us to adapt as technology evolves
- Digital infrastructure is integrated into capital planning and new buildings
- Revenue is optimised through improved documentation, adoption of artificial intelligence and big data
- Our IT infrastructure is stable and secure
- Our people have the core infrastructure they require
- Current, reliable data is accessible and informs service delivery, improvement and planning
- Opportunities for adoption of artificial intelligence and automation are proactively explored
- Clinical service planning is approached with a 'virtual first' mindset

### Deliverables

- Technology plan and roadmap for organisational change developed and implemented
- Integrated business systems implemented
- Self-service data explorers implemented
- Robust cyber security framework implemented
- Cloud-based solutions progressed
- Reduction in network outages
- Automation and Artificial Intelligence is implemented in clinical and non-clinical settings, such as:
  - Financial management and monitoring
  - Revenue identification
  - Clinical documentation and coding
  - Asset management and building maintenance
  - Procurement processes
  - Audits and compliance
  - Diagnostics



Pictured: Dr Leon Fisher in Theatre at Frankston Hospital.





## DIGITAL HEALTH STRATEGIC GOAL

# Learning Health System

## GOAL

**We will become a learning health system using data to expand knowledge, inform practice and drive research.**

### Objectives

- Digital transformation will generate meaningful data that enhances knowledge and practice to optimise the care we deliver
- Digital adoption enhances research capability
- Partnerships with external organisations cultivates integration and growth in research capability
- Consumer outcomes inform clinical practice with patient reported outcome measures (PROMS) and patient reported experience measures (PREMS) captured routinely during care
- Advancement and innovation opportunities are actively sought and captured

### Deliverables

- Research Strategy 2020 - 2024 implemented
- PROMS and PREMS are integrated into the Electronic Health Record
- Artificial Intelligence contributes to demand and demographic modelling
- National Centre for Healthy Ageing data platform is established and data informs translational research
- Measurable increase in data output

Pictured: Members of the plastic surgery research team in discussion at Frankston Hospital.





[peninsulahealth.org.au](http://peninsulahealth.org.au)

