

# Digital Health Transformation Improving Patient Outcomes (2022-2032)

Industry Briefing – 31 October 2022

# Acknowledgement of Country

*In recognition of the deep history and culture of this Island, we would like to acknowledge and pay our respects to all Tasmanian Aboriginal people; the traditional owners of the Land upon which we meet.*

# Topic 1: Industry Briefing 2 Introduction

Warren Prentice  
Chief Information Officer  
Health ICT, Department of Health

# Presenting Team

**Warren Prentice**

Chief Information  
Officer

**Lisa Hagstrom**

Program Management Office  
Director

**Sam Brodribb**

Program Manager

**Karen Ryan**

Program Change Manager

**Shaun Weber**

Principal Procurement  
Consultant

# What We Do

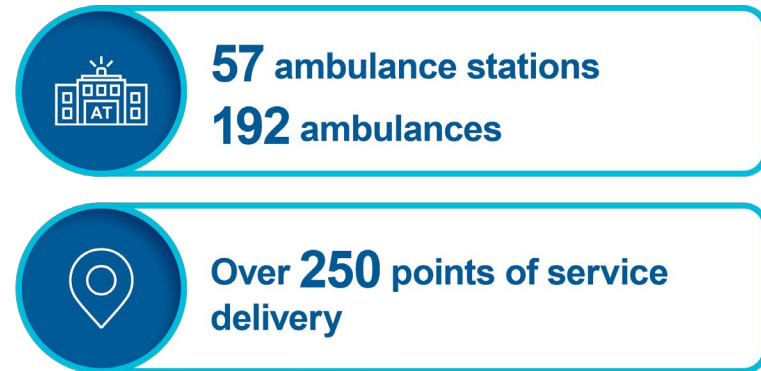
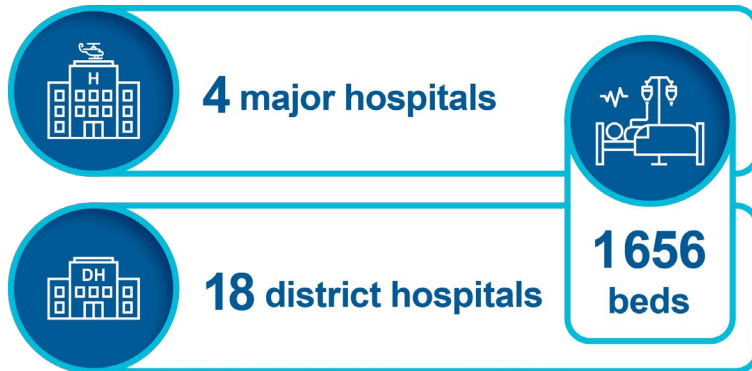
We work to look after the health, safety and wellbeing of the Tasmanian community.

We do this by planning, managing and delivering high quality health services.

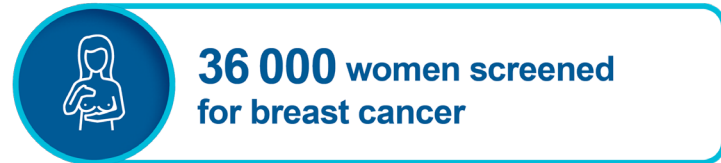
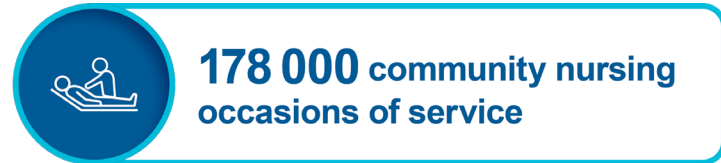
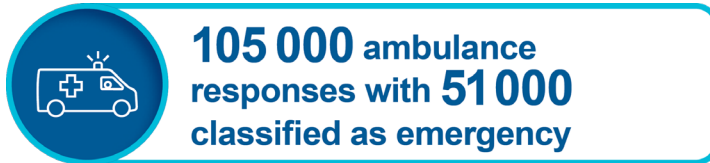
Our services include:

- Ambulance
- Inpatient
- Outpatient
- Community Health (disability, mental health, multicultural health)
- Child Community Health for children aged 0-5
- Residential Aged Care
- Public Health

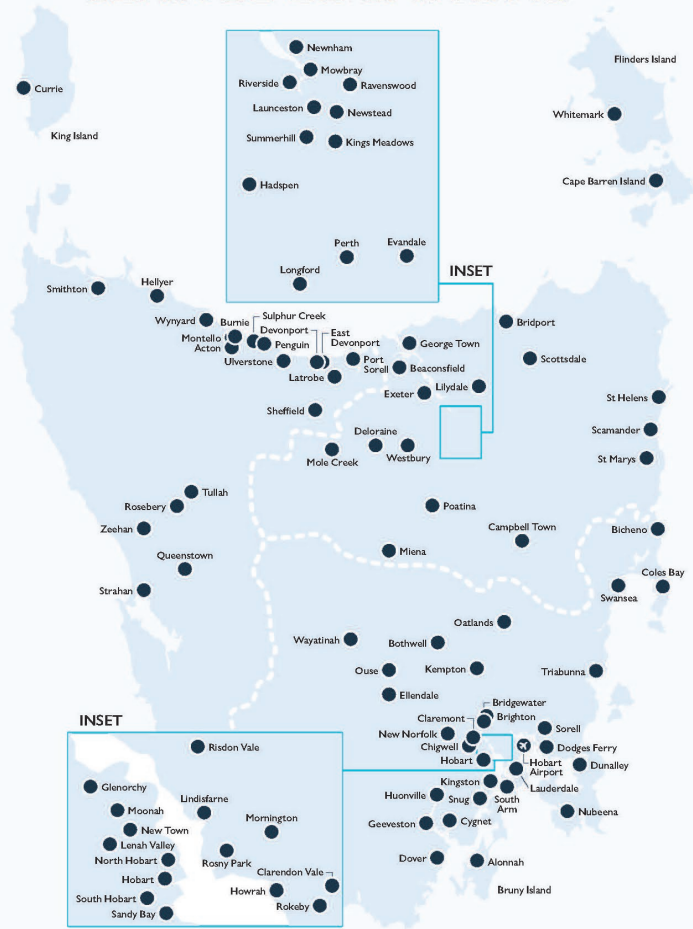
# How We Service Tasmania



# Activity Snapshot – 2020-21



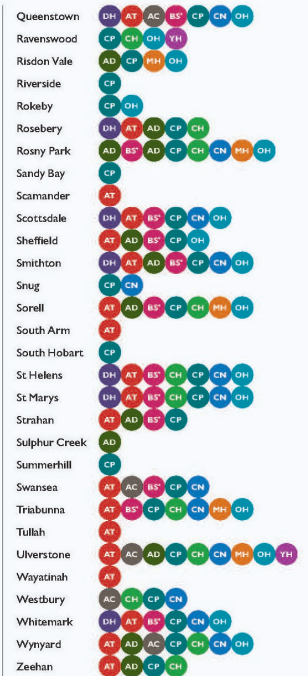
## DEPARTMENT OF HEALTH SERVICE LOCATIONS



### KEY

- H Hospital
- DH District Hospital
- AT Ambulance Tasmania
- AD Alcohol and Drug Service\*
- AC Aged Care Service
- BS Breast Screen Tasmania
- CP Child Health and Parenting Service
- CH Community Health Centre
- CN Community Health Nursing Service
- MH Mental Health Service

- OH Oral Health Service
- P Pharmacy
- SH Sexual Health Service
- YH Youth Health Service



\*Includes Outreach Clinics  
\*Mobile units visit this location



# Department Strategic Priorities 2021-23



Continuing  
to respond to  
the **COVID-19**  
Pandemic



Improving Access and  
Patient Flow across our  
Health System



Delivering care  
in clinically  
recommended  
times



Reforming  
the delivery  
of care in our  
Community



Prioritising  
Mental  
Health and  
Wellbeing



Building the  
Infrastructure  
for our Health  
Future

## Topic 2: Program Overview

Lisa Hagstrom  
Director Program Management Office  
Health ICT, Department of Health

# Tasmanian Digital Health Transformation

## Strategy Overview

### Focus areas



Improve  
Community Care



Engage patients  
in their care



Optimise clinical  
and operational  
workflows



Foster statewide  
Clinical  
Collaboration

### Principles

Patient centred approach

Clinically led

Timely care delivery through  
service optimisation

Leverage proven solutions

Real-time responsive and  
adaptive environment

Close the digital divide

Harness innovation

Private, secure and high  
quality patient data

### Horizons and Key Initiatives

#### Horizon 1

Horizon 1 makes the most of what we have now by increasing access to systems and expanding key capabilities.

In parallel, foundations will be built to prepare for the major change and investment phase of Horizon 2.

#### Strategy Foundations

Stand-up program

Set standards – data, interoperability

ICT infrastructure uplift

Workforce capability uplift

Horizon 2 planning and readiness

#### Enhancements

Increase access to clinical information

eReferral & Separation Summaries

First responders digital foundations

Expand telehealth & virtual care

#### Health information sharing H1

Clinical information viewer

Leverage national standards

#### Outcomes

- Increased visibility of clinical information across all settings; improved patient handover and outcomes
- Digital transformation readiness, including true interoperability foundations

#### Horizon 2

Horizon 2 builds a digital health record that spans acute, outpatients and community care, integrates speciality and diagnostic systems and supports primary care and consumer interactions. Horizon 2 also enhances patient flow, diagnostic and support services.

#### EMR & Integration

Patient administration uplift

Patient flow optimisation

Acute, outpatients, community

Electronic Medication Management

Specialty system & diagnostics integration

Integrated patient record

#### Diagnostic services

#### Support services

#### Decision support

#### Health information sharing H2

Patient engagement

Extended clinical information viewer

#### Outcomes

- Modern EMR capability
- Improved patient flow, scheduling and demand management
- Consumer portals
- Well integrated clinical systems
- Information sharing across care settings

#### Horizon 3

Horizon 3 draws on the rich data and digital capabilities established in Horizon 2 to optimise clinical decisions and patient outcomes, anticipate and manage service demands and support innovative, personalised approaches to care.

#### Outcomes measurement

Patient outcomes & experience

Care team reported outcomes

Care co-ordination and transitions of care

#### Advanced Data Analytics / Service Optimisation

Predictive analytics

Optimised demand management

Advanced decision support

#### Clinical Innovation

Personalised and precision medicine

AI and machine learning / Digital twins

#### Health information sharing H3

Integrated Care Platform

#### Outcomes

- Integrated care planning and management across all care settings
- Effective consumer participation in care
- Predictive and responsive services
- Advanced analytics and personalised/precision medicine

# Program Achievements

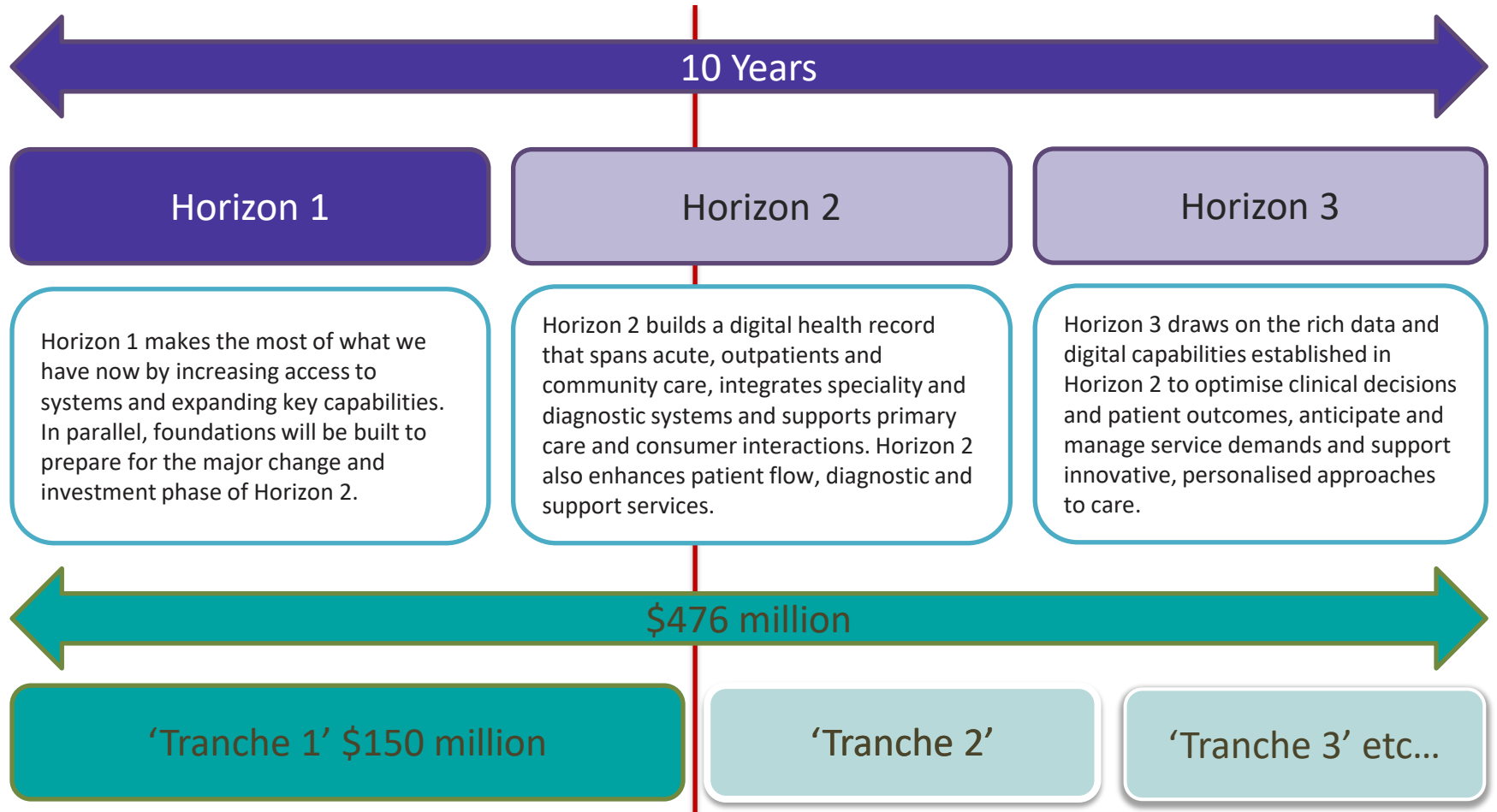
## 3-month Program Status

- ✓ Program Master Schedule
- ✓ Program Management Plan Drafted
- ✓ Establish Program Team
- ✓ Establish Procurement Approach
- ✓ Design Program Governance
- ✓ Terminology and Definitions Drafted
- ✓ Health Capability Model Initial Draft Documented

## Topic 3: Program

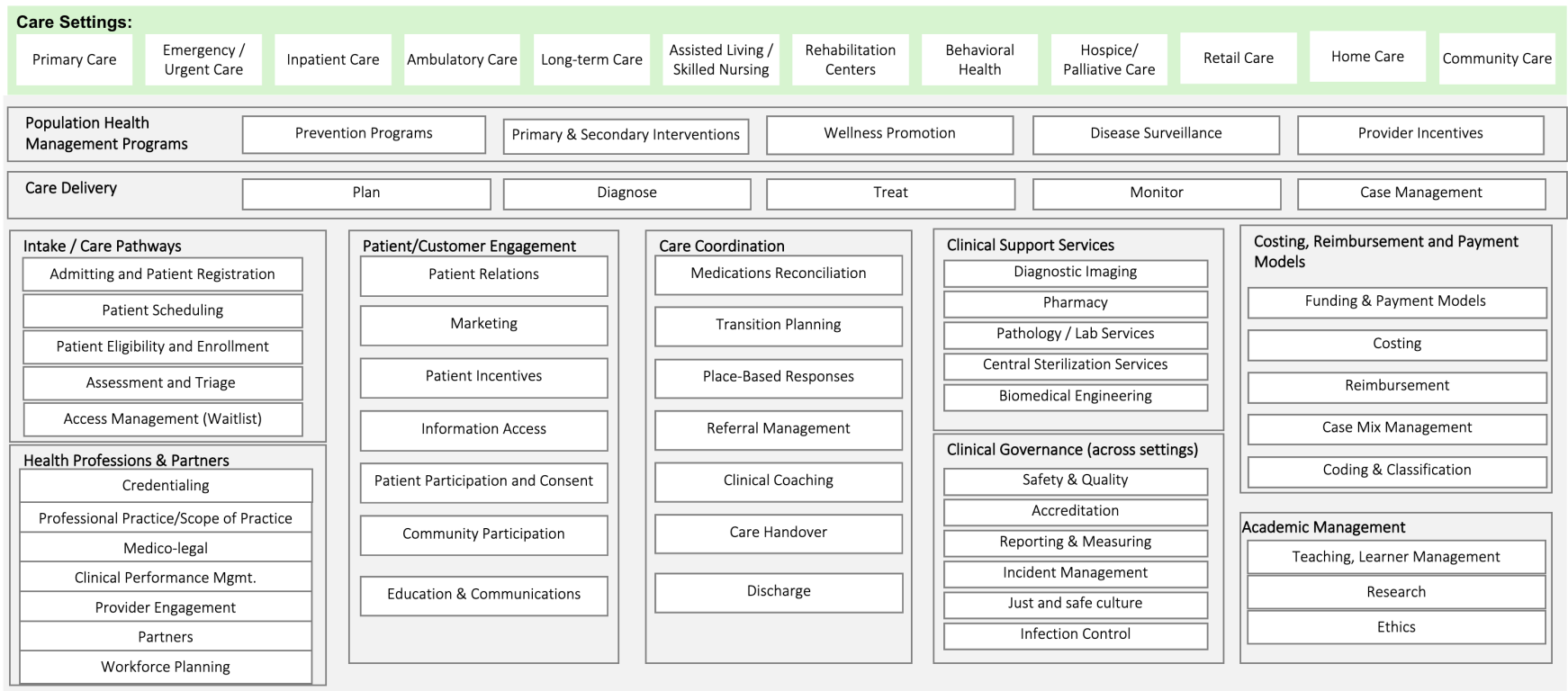
Sam Brodribb  
Program Manager  
Digital Health Transformation  
Health ICT, Department of Health

# Introducing 'Tranche 1'



# Capability Model

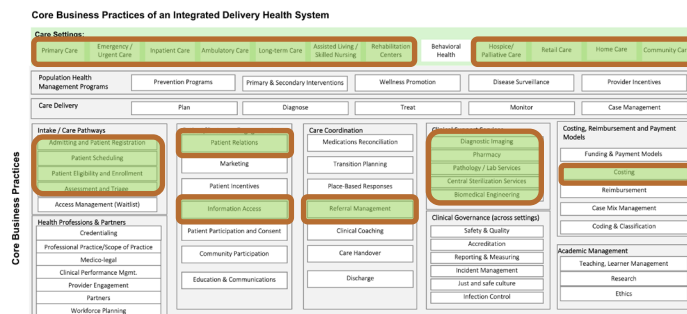
## Core Business Practices of an Integrated Delivery Health System



**\*Please Note:** This is an example only. Our formal Capability Model is a work in progress.

# Current State

- Map our current solutions to capabilities
  - Note that these may be digital or analogue/paper solutions
- Map our current capabilities to the Capability Model
- Note: we won't have solutions for all capabilities currently

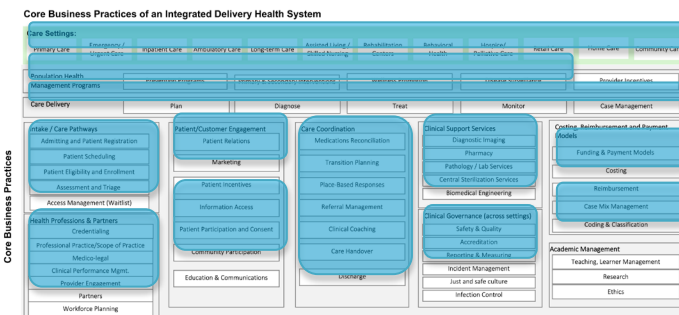


\*Selections are for example purpose only



# Target Operating Model

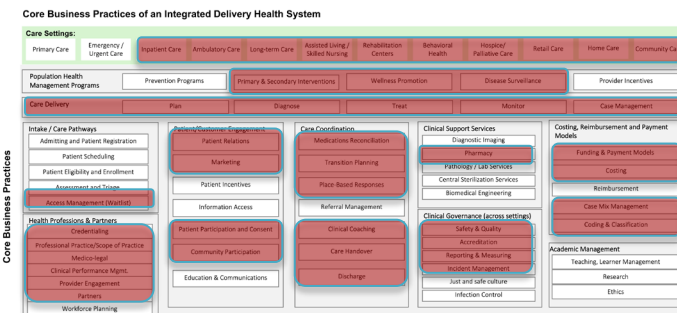
- Define what level of capability coverage we are looking to achieve
- This is not necessarily aligned to HIMMS EMRAM Stages
- Whether we have an existing capability is not considered
- The Target Operating Model may be referenced as a 'TOM'



\*Selections are for example purpose only

# Procurement Scope

- What do we have that we want to keep?
- What do we have that we **do not** want to keep?
- What do we not have that we want to get?
- What do we not need to worry about getting (yet)?



\*Selections are for example purpose only

## Topic 3: Market Engagement and Procurement

Shaun Weber

Principal Advisor Procurement

Digital Health Transformation Program

Health ICT, Department of Health

# Procurement

Compliant with  
Treasurers  
Instructions

Use of RFP will  
inform our  
approach

Future  
Opportunities  
Notices

Competitive  
Procurement  
Processes

Outcome Based  
Requirements

# Procurement Approach

## Multi-Stage Procurement Approach

- Stage 1 – Open Request for Proposal (RFP)
- Stage 2 – Limited Request for Tender (RFT)

# Request for Proposal

- Targeting January 2023 Release
- Open to all vendors
- Scope represented as capability requirements/statements
- Artefacts to be provided in RFP pack likely to include;
  - Tasmanian Health Capability Model
  - Overview of current information systems
- Will inform or finesse the detail of the RFT
- Will be used to shortlist vendors for RFT

# Request for Tender

- Targeting June 2023 Release
- Limited to vendors shortlisted from RFP
- Same scope as RFP
- Artefacts to be provided in RFT pack likely to include;
  - More detailed or refined requirements
  - Tasmanian Health Capability Model
  - Tasmanian Health Target Operating Model
  - Overview of current information systems
- May include need for vendor demonstrations, scenarios, proof of concept

# Other Elements of Procurement

- Bespoke contracting framework
  - Robust Data Privacy and Security provisions
- Competitive tension maintained throughout entire process



# Market Engagement

**All contact through:**

[digitalhealth.transformation@health.tas.gov.au](mailto:digitalhealth.transformation@health.tas.gov.au)

Future notices / RFT's published

<https://www.tenders.tas.gov.au/>

More information

<https://www.purchasing.tas.gov.au/winning-government-business>

# Questions?

Please use raise hand function if attending virtually.

Limit questions to presentation scope only.

If we don't get to your question, submit  
to [digitalhealth.transformation@health.tas.gov.au](mailto:digitalhealth.transformation@health.tas.gov.au)

Next industry briefing date will be in March 2023.  
Topics can be submitted for consideration to  
[digitalhealth.transformation@health.tas.gov.au](mailto:digitalhealth.transformation@health.tas.gov.au)



Tasmanian  
Government