

# Health ICT

Highlight Report  
End of Financial Year 2022-23



*We recognise the deep culture and history of this island and acknowledge and pay respect to the Tasmanian Aboriginal people; the past and present custodians of this land.*





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# Message from the CIO



## Financial year 2022-2023 commenced a new phase in the Health ICT Division's ongoing commitment to delivering the right care in the right place at the right time.

The 2022-23 financial year was initiated with the Premier's announcement of the [Digital Health Transformation – Improving Patient Outcomes 2022-2032 strategy](#). The announcement initiated the formal commencement of the State's Digital Health Program, reflecting the Government's investment to improving patient outcomes and modernising the delivery of health care in Tasmania.

The support received from all stakeholders in the previous financial year laid the foundations for success on which the Health ICT team has built momentum upon. The team has achieved impressive outcomes to-date. I would sincerely like to acknowledge and thank, the Government of Tasmania, Peak Bodies, Health Care Consumers, and all Department of Health team members, including clinicians, technologists, corporate professionals, and volunteers. I have been humbled by the support and commitment from all and I would like to take this opportunity to acknowledge all involved.

Throughout this year's Annual Health ICT Highlight Report, each of the teams will share their successes, however, there are several achievements I would like to reflect upon in my introductory statement. Firstly, I would like to call out our Client Services Team who have acted upon feedback from our clinical colleagues to extend our Service Centre

operating hours. We now provide full help-desk services between the hours of 7:00 am and 7:00 pm, in addition to our existing out of hours protocols. At face-value, this may seem a relatively easy thing to achieve. However, the outcome reflects very positively on the ethos of the team and leadership efforts undertaken to consult and arrive at an agreement that focuses on supporting our clinical colleagues at times of need, and by implication, contributing to better patient outcomes.

This past year continues to be operationally intensive in the cyber domain. The increase in cyber activity is an unfortunate reality of a modern digitised world. The Department of Health is very respectful and appreciative of the trust placed in the Health ICT team, as the caretakers of the digital systems that store sensitive patient information. We continue to invest in our cyber security capabilities in partnership with jurisdictional and national colleagues, whilst remaining vigilant and informed on new technologies. For example, the recent focus on Large Language Learning Models (such as, ChatGPT) and staying up to date with our cyber defences utilising industry and government maturity methods, including software and hardware solutions, in addition to real-time threat detection and skilled cyber response personnel.

I would also like to recognise our digital foundations operational and project teams and our architecture group. This year we have continued to make progress in upgrading the vital communications highways across the state at our major hospitals. This program of work will continue next financial year to complete remaining works in those sites while commencing similar initiatives across District Hospitals. We have also upgraded and

*What has been particularly notable over recent years is the impressive culture of our “one-team” approach and how we collegiately converge to resolve complex matters.*

enhanced underpinning hardware and software technologies that store data and strengthen ongoing business continuity provisions. All of which wouldn't be possible without industry standard design (architecture) and implementation rigour.

In addition, our Business Relationships Management team, including eHealth and our site ICT Managers at the Hospitals have continued to engage with clinicians to support day-to-day digital health operations, projects, and importantly, ongoing COVID-19 operations. What has been particularly notable over recent years is the impressive culture of our “one-team” approach and how we collegiately converge to resolve complex matters. Health ICT operates as a single focused Division designed to enhance and continuously improve the experience of our customers, in the broadest context of the health system.

Substantial investments in digital health have necessitated a focus on legacy applications while maintaining current and new systems. I would like to complement the expertise I see across the entire team of professionals supporting the Department of Health, Information and Communications Technology (ICT) ecosystem. Our web services, business and clinical applications teams are actively engaged in the sustainment and maintenance of applications and communications platforms that keep our health system operating 24x7. Notable programs include next generation finance system upgrades, the intranet project and new features and functionality for clinical records, in addition to the implementation of the recommendations of the independent Child Safe Governance Review and major works being undertaken by the Human Resource Information Systems Project.





I would also like to acknowledge the impressive work our Virtual Care and Telehealth teams undertake. The Health ICT element of our virtual care technology team, is led by a senior clinical professional (Assistant Director of Nursing) supporting our [COVID@homeplus](#) and Telehealth clinicians. Virtual care extends Telehealth and adds to our digital health portfolio. It is recognised by clinical professionals, academics, and technologists as a capability offering huge clinical potential. Virtual Care is a safe, patient outcome focused service delivery capability offering equitable access to Tasmanians who may be isolated, don't have immediate local access to specialists and/or may have other mobility restrictions. Additionally, Virtual Care offers patient outcome benefits via near real-time observation data that may better inform advanced treatments, providing better quality of life outcomes.

Further, our Strategy, Information Management and Governance Office (SIMGO) team have also undertaken enormous volumes of work over the last financial year. SIMGO work very closely with Health Information Management Services to ensure our organisation is safely

operating and is managing and securing patient and clinical records. They have been heavily involved in supporting data requests from the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings, overseeing digitisation of corporate records management and the Department's management of information assets throughout their lifecycle via policy, guidelines, tools, and products.

It would also be remiss of me not to mention our Project Management Office and Digital Program delivery teams. This year we have advanced key-milestones in digital health Horizon 1 and Horizon 2 initiatives as outlined in the Digital Health Strategy. This is in addition to other line-of-business and in-flight projects. While the team will share their successes in more details within, I would like to highlight some high-profile progress such as the release of the Request for Proposal for an Ambulance electronic Patient Care Record (AePCR) and Electronic Medical Record (EMR), including Electronic Medication Management (EMM) systems. This is part of a two phased competitive procurement process that will conclude with successful respondents being invited to participate in the Request for Tender (RFT) phase. I sincerely wish participants and the team well with the next steps in financial year 2023-24.

Finally, much of the Health ICT Division's operations are dependent upon the Office of the CIO (OCIO) team. This team is small and nimble but has been the engine-room of divisional operations. The OCIO team oversees financials, governance, reporting and policy aspects in Health ICT State, Jurisdictional and Commonwealth matters. In closing, each team in the Division does its part relating to our "One Health" culture commitments, and I would like to thank everyone for doing their part as it relates to the delivery of health-system-wide services providing the right care in the right place at the right time for Tasmanians.

Sincerely,

**Warren Prentice**

Chief Information Officer

Health ICT, Department of Health, Tasmania

# Program Management Office

The Program Management Office (PMO) is responsible for delivering the Department’s Digital Health and ICT project portfolio.

The PMO is charged with improving project management practices and raising their level of maturity by implementing a Project Management Framework and making supporting tools available. The PMO also advises the Department of Health Executive on portfolio composition, oversees progress at a high level, resolves conflicting portfolio priorities, and manages portfolio risks and issues.

## PMO Structure

The PMO is divided into two teams – the Project Management Office and the Program Delivery Office.

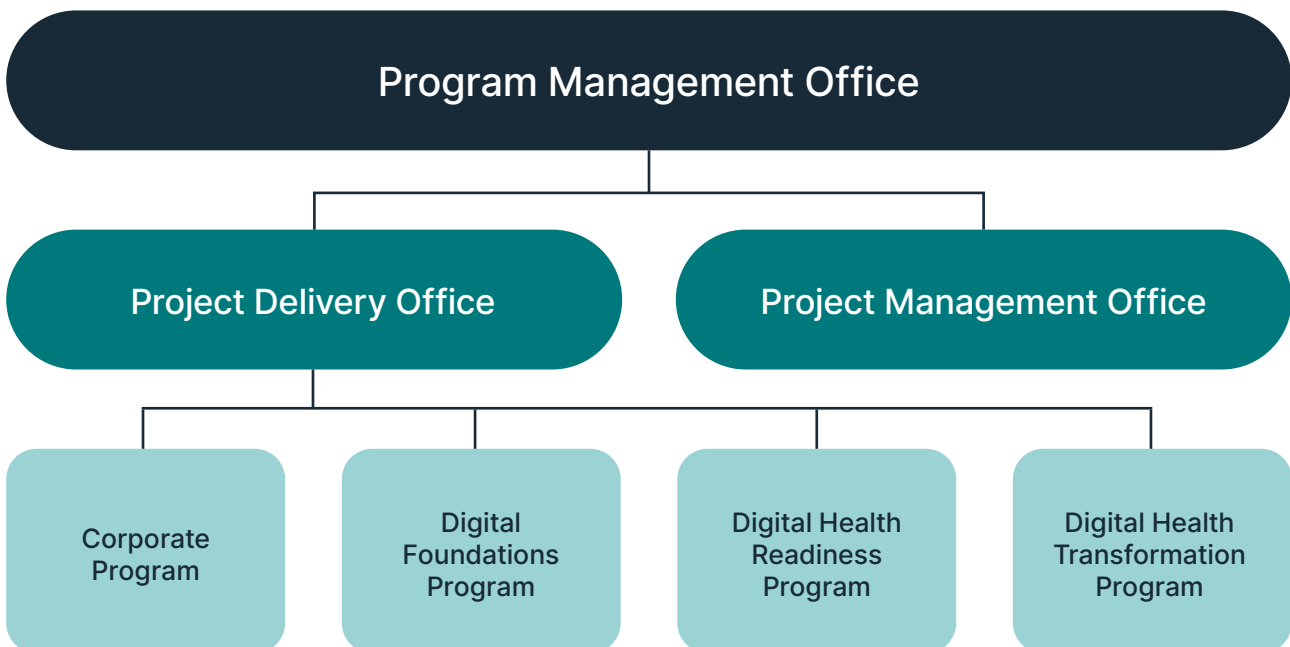
### Project Management Office

The Project Management Office is responsible for supporting and improving project management practice and raising its maturity through the Project Management Framework.

### Program Delivery Office

The Program Delivery Office is responsible for the delivery of these programs:

- Corporate Program
- Digital Foundations Program
- Digital Health Readiness Program
- Digital Health Transformation Program.





As of April 2023, the PMO included 4 programs and 45 active projects. Fifteen projects were completed in 2022–23.

Throughout our second year of operation, we placed significant emphasis on establishing programs that align with the Department's strategic priorities. This involved careful planning and implementation of structures and processes that allow us to prioritise and execute projects to achieve our goals and objectives.

We have continuously reviewed and updated our approach to ensure it remains relevant and responsive to the evolving needs of the Department and our stakeholders.

The PMO has incorporated various specialised skills into our workforce, including allied health, nursing and midwifery, medical and health information management. A dedicated procurement team is also now in place.

## PMO Programs

### Corporate Program

In its second year of delivery, the program aims to achieve the objectives of the Digital Health Strategy and Health ICT Strategic Plan. It addresses risks posed by ageing technology and uplifts the Department's capacity and capability across Finance and Business Support, Infrastructure, Information and Communication Technology (ICT), Policy, Compliance and Information Management, as well the ongoing maturity uplift of our online platforms.

### Digital Health Foundations Program

In its second year of delivery, the program aims to create solid foundations for the Health ICT infrastructure to achieve the objectives of the Digital Health Strategy and Health ICT Strategic Plan. It addresses risks posed by ageing technology and uplifts the Department's digital capacity and capability.

### Digital Health Readiness Program

In its first year of delivery, the program aims to achieve the objectives of the Digital Health Strategy and Health ICT Strategic Plan. The Program prepares people and technology for the Department's digital transformation.

### Digital Health Transformation Program

In its first year of delivery, the program aims to achieve the objectives of the Digital Health Strategy. It empowers consumers and healthcare professionals to deliver better patient outcomes through system-wide, digitally-enabled technologies.

## Key Project Achievements

### Digital Health Transformation Program

- \$180 million is being invested into the Digital Health Transformation Program (the Program) over the next four years, with an anticipated investment of \$476 million over the next 10 years.
- A Program Control Board is in place, which works alongside independent assurance advisors. Furthermore, a statewide Clinical Advisory Group ensures a clear and authoritative clinical voice.





- As the first step in establishing a statewide fully integrated care platform, a Request for Proposal (RFP) was issued on Saturday, February 11, 2023, seeking an Electronic Medical Record (EMR) and an Ambulance electronic Patient Care Record (AePCR). The RFP closed on April 5, 2023, and a confidential procurement phase is now underway, involving specialists from clinical, technological, and other fields.
- Preparations have started for the issuing of a Limited Request for Tender for the EMR and AePCR by end of July 2023. It is anticipated that the announcement of the successful tenderer/s contract will be made by June 2024.
- The initial stages of research are underway to identify the requirements for a patient record viewer that encompasses all healthcare facilities within the state. A prototype will be developed and tested during 2023–24, with the complete implementation expected by 2024–25.
- The eReferrals system provides General Practitioners (GPs) with a more connected and secure platform to refer patients to outpatient services. It was successfully implemented at the Launceston General Hospital in November 2022, and Mersey Community and North West Regional Hospitals in February 2023.
- A Digital Outpatient Management and Virtual Care solution has been procured to provide a ‘Digital Front Door’ and allow patients to securely access their information relating to basic demographics, referrals and appointments, and to manage their communication preferences. This will be implemented in late 2023–24.
- A Clinical Alerts Registration solution will allow clinicians to directly enter patient alerts and allergies into an easy-to-use system. The system will also maintain a source of truth and provide access to alerts in real time, eliminating manual processes. This will be implemented by mid-2023–24.
- Moving into 2023 and 2024, the program will maintain its considerable Horizon 2 procurement efforts, as well as its preparations for an EMR and AePCR, all while advancing Horizon 1 projects and pursuing new virtual care initiatives.



## Digital Health Readiness Program

- A Meal Management solution is being procured to manage meal ordering, provisioning, and allocation electronically in the four major hospitals across the state. This will be implemented in late 2023–24.
- A digital system designed to monitor surgical instruments is being delivered at Mersey Community and North West Regional Hospitals. This will be implemented by early 2023–24.
- The Digital Medical Record (DMR) is a hybrid system to manage scanned images of paper-based forms notes, feeds from numerous Clinical Information Systems and direct entry clinical notes. The DMR allows multiple users to have real-time access to a patient's information in an intuitive and easy-to-use web-based interface. This year, a significant upgrade to the DMR has been implemented, incorporating a pre-production environment that adheres to ICT industry best practices. This methodology has boosted testing capacity and trustworthiness by using a dataset that emulates a production setting, while also providing a practical deployment practice area. As a result, the time required for the upgrade's 'downtime' is expected to be decreased, leading to positive outcomes for both patients and clinicians. Once the project concludes, this environment will be repurposed, and a comprehensive set of documentation will be left behind to support ongoing maintenance of the DMR.
- Correctional Primary Health Service, Forensic Mental Health Services and the Community Rehabilitation Unit currently use their own bespoke digital medical records solutions. These three solutions are currently being replaced with the state's standardised Patient Administrative and Clinical Information Systems, DMR and iPM. These projects will align all three services with the rest of the Department and provide a solid foundation for their transition to a new statewide EMR under the digital transformation program.
- A digital reporting solution that addresses the timely delivery and notification of echocardiogram results to the treating

inpatient clinician and the patient's General Practitioner (GP) has been created for the Royal Hobart Hospital Cardiology Department. The solution reduces clinical risk and administrative overhead, and associated costs.

- A solution in the form of a dashboard has been created, which uses data from other Departmental systems to produce visual aids and reports. Its purpose is to help business leaders to evaluate outstanding discharge summaries and the degree to which Separation Summary Key Performance Indicators are being achieved.
- A solution that involves placing the contact information of approximately 100 care providers outside of Tasmania into relevant Department systems enables doctors to send secure digital correspondence to these providers, rather than having to do so manually.

## Digital Health Foundations Program

- In partnership with Telstra, the program is progressively building and deploying its Local Area Network as a Service (LANaaS) projects.
- Wi-Fi infrastructure is a key enabler for the use of mobile devices, computers, and clinical applications in a contemporary healthcare setting. Network communications infrastructure is the principal enabler for Wi-Fi and other related Health ICT systems and services. These projects deliver a significant upgrade to data network services including Wi-Fi capabilities and coverage, along with availability, performance, security and functionality across the Department's physical locations.
- Associated projects are technically complex and large in scale and require work to be completed in active clinical environments where healthcare systems are required 24/7. This creates scheduling challenges for the delivery of projects, a situation that was further exacerbated by COVID-19 disruptions and the resulting global supply chain issues. Despite these challenges, the program is continuing to benefit the Department and staff on the frontlines.



## Digital Health Foundations Key Achievements

### Transition to LANaaS support

Completed for network communications infrastructure at:

- Mersey Community Hospital
- Launceston General Hospital
- North-West Regional Hospital
- Royal Hobart Hospital.

### Network and Wi-Fi hardware upgrades

Significant improvements in Wi-Fi coverage are on track for completion prior to end of June 2023 for:

- Mersey Community Hospital
- Launceston General Hospital
- North-West Regional Hospital.

Works have been completed for the Royal Hobart Hospital.

### Mersey Community Hospital

Installation of a new optical fibre link to Mersey Community Hospital. All major hospitals now have direct optical fibre connections to the core network and data centres in Hobart.

### Regional hospitals and other statewide health facilities

Planning and road map development has been completed. All remaining health facilities in Tasmania will transition to LANaaS support and have Wi-Fi upgrades by 2024–2025.

## Corporate Program

- The Department’s intranet transformation will migrate the Department’s intranet site to the same platform as the public website. The transition aims to improve the overall user experience and enable greater flexibility and customisation for content editors and website administrators.
- The Statewide Strategic Document Management System (SDMS) was uplifted to address immediate business enhancement requirements. A more comprehensive solution will be implemented in 2023–24 through a portal to Content Manager (CM), the Department’s official document and records management system.
- A replacement Safety Reporting and Learning (SRLS) system is being procured. SRLS is currently used to manage and report safety incidents and consumer feedback and has undergone various upgrades to include important information such as operational, clinical, and corporate risks, as well as alerts and recalls, compliance notifications, mortality data, coroner’s recommendations, and quality improvement activities. The new solution will improve end-to-end processes, ensure data accuracy, enhance reporting capabilities, and ensure compliance with the National Safety and Quality Health Services Standards (NSQHS) throughout the Department.





- Enhancements to the Mass Vaccination system occurred to support local government authorities in the delivery of vaccination clinics, including the National Immunisation Program (NIP) through community clinics and the School-Based Immunisation Program (SBIP). This includes the automatic upload of digital immunisation records to the Australian Immunisation Register (AIR).
- LinkSafe, a modern Cloud Software as a Service solution, was implemented at the Royal Hobart, Launceston General, Mersey Community, and North West Regional Hospitals. The project has delivered a range of workplace compliance benefits by providing a central repository for contractor-related data, making it easier to manage and track contractor site induction and activity. Additionally, it has helped to reduce administrative overhead by automating many of the tasks associated with contractor management.

- Vocera Smart Badges was implemented at the Royal Hobart Hospital (RHH) as a pilot program in 2022–23, providing the capability and processes to enable clinicians and clinical staff at RHH to communicate hands-free in designated COVID-19 wards and when treating COVID-19-diagnosed patients in critical care. Vocera Smart Badges can be worn under staff Personal Protective Equipment (PPE). They are voice-activated, allowing users to use specific commands to summon individuals – either by name, role, or area – and to be immediately and safely connected to other staff members. Since July 2022, 161 Vocera Smart Badges have been deployed, 1240 end users have been trained and over 84,000 calls have been made using the Smart Badge.

## Recognition and Acknowledgements

Our focus is always on delivering outcomes that improve user experiences in the Tasmanian healthcare sector. We are delighted to have received external recognition, including:

- **2022 AIIA iAwards** – Finalist in the National Best Government Project of the Year category
- **2022 AIPM** – Finalist in the Tasmanian Project of the Year category
- **2022 iNews Innovation Awards** – Finalist in the Best Federal Government category
- **2022 Letter of congratulations** – from Senator the Honourable Jonno Duniam, Senator for Tasmania
- **2022 TasICT Award** – Winner in the Best Application of ICT category.

We recognise and thank everyone across the Department who has contributed to the work of the PMO and its programs and projects. You've played a critical role in helping us to shape the digital healthcare landscape. We appreciate the time, skills and experience you provide to support our work.



# Strategy, Information Management and Governance Office

The Strategy, Information Management and Governance Office (SIMGO) continues to increase the visibility of the Department and Health ICT through its contribution to these key State Government and Commonwealth initiatives:

- Collaborating on the development of the Tasmanian Government Protective Security Policy Framework (PSPF) (via the Information Security working group)
- Feedback to the Tasmanian Government submission to the National Data Security Action Plan
- Input into the Departmental submission of the Tasmanian Parliamentary Inquiry into Tasmanian Experiences of Gendered Bias in Healthcare
- Feedback to Australian Digital Health Agency Data Strategy and Data Governance Framework Jurisdictions Interview process
- Contributing to the Strengthening Medicare Taskforce Report.

Through the Office of the CIO, the Director of SIMGO has actively contributed to intergovernmental forums related to the Commonwealth's National Health Agenda. Multiple and varied initiatives with the Australian Digital Health Agency (ADHA) ensure Tasmania is well placed to support current and planned My Health Record (MHR) activities. SIMGO supports and promotes the National Digital Health Strategy and other strategic initiatives for the Department of Health through the Health Data and Digital Transformation Collaboration (HDDTC), National Digital Health Intergovernmental Agreement Committee and the newly formed Council of Connected Care.

## Significant Achievements

### Privacy by Design

During the year SIMGO continued to promote privacy by design in systems and processes to build trust in the way the Department of Health manages consumer information and to protect it from harm or threat.

### Information Risk Management

Health ICT collaboration and continual business improvement have been supported by continued delivery of the Health ICT Information Risk Management program, associated information risk process and refinement of tools. This has improved governance for clinical data requests, and consolidated investment and design in shared repositories for information technology assets.

### Commission of Inquiry

SIMGO continued to provide support to the Department of Health's response to the Commission of Inquiry (COI). A review of the Agency's Records and Information Policy builds on the lessons learned from the COI and the Independent Report from the Co-Chairs for the Child Safe Governance Review of the Launceston General Hospital and Human Resources.

### Sex and Gender Reform

SIMGO has progressed Sex and Gender Reform activity in response to legislative change and Whole of Government reform, coordinating the Sex and Gender Reform Senior Advisory Group and delivery of the Sex and Gender Action Plan 2022–23. This plan delivers ongoing analysis of key clinical and corporate systems, record form and process reviews; and supports adoption of the well-regarded RHH Gender Accommodation in Hospitals Protocol across the state.



## Machinery of Government

SIMGO supported Machinery of Government changes resulting from the establishment of the Department of Education, Children and Young People (DECYP) and Homes Tasmania, by providing advice on the transfer of information assets and management of legacy systems through decommissioning.

## Content Manager (CM) Electronic Document and Records Management System

Content Manager upgrades have ensured the Health CM environment is up to date and supported. A tactical upgrade of Strategic Document Management System (SDMS) was also undertaken to improve the appearance and search features, making it easier for Health staff to find policy and procedures.

SIMGO consulted with the Voluntary Assisted Dying Unit and Internal Audit to develop and deliver file plans and processes to manage client files, audits, and investigations securely in CM.

## Information Management (IM) Remediation Project

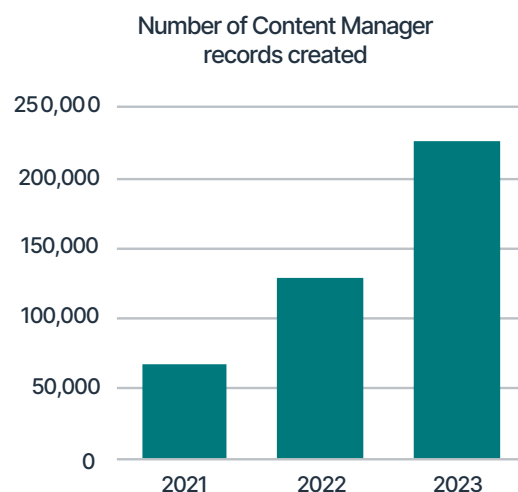
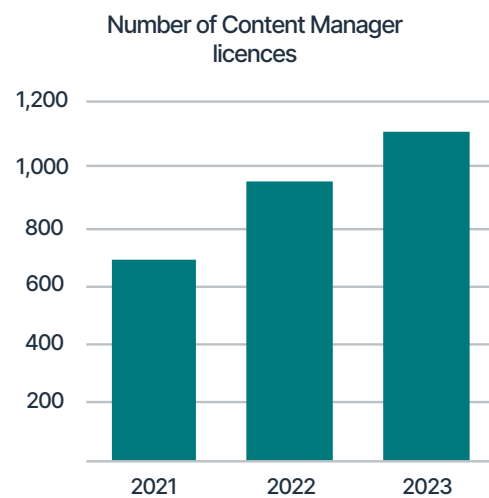
The IM Remediation Project continued rolling out Content Manager to support compliant and secure digital corporate document management, including implementations across:

- Policy, Purchasing, Performance and Reform
- Human Resources
- Office of the Secretary – Communications
- Executive Offices Hospitals South.

Analysis and planning for improvements to the Ministerial and Secretary Workflow have continued, including upgrading CM to version 10.1 to implement automated activities and expand rollout to users. Paper record remediation activities are in progress across various Department of Health sites.

## Data Strategy

The development of the Department's first data strategy will provide a future vision and framework for our approach to data management, its capture, governance, organisational structures, analytics, and technologies. This strategy will be critical to delivering high-value outcomes from our data transformation journey. It will improve our capability and capacity to manage our data and information assets, promoting a data culture that supports near real-time evidence-based decision-making for a modern data-driven organisation.



# Cybersecurity Services

The past 12 months have been a defining period for cybersecurity in Australia, with significant national cyber incidents reinforcing the challenges of our growing investment in digital information and technology.

The Cybersecurity Services team is acutely alert to the increasingly hostile cybersecurity landscape and continues to accelerate efforts to build the capabilities necessary to ensure confidence and trust in our rapidly digitising healthcare environment.

## Significant Achievements

While this journey will be continuous, substantial progress has been made in the financial year 2022–23:

- Establishment of a dedicated 'Cyber Operations' function, equipped with cyber analysts and foundational tooling, performing focused incident detection and response.
- Delivery of the Department's Cyber Incident Response Plan, and a forward schedule of business-inclusive exercise activities to test our readiness and resilience.
- Measurably improved workforce cyber awareness and culture, through a diverse program of activities including the creation of a 'Cyber Champions' network across the agency.



- Significant investment of effort assessing and preparing for the introduction of the new Commonwealth *Security of Critical Infrastructure Act* amendments which are triggering cybersecurity risk management uplift across the State's major hospitals.
- Further realisation of strategic Microsoft security investments, with continued deployment of cybersecurity monitoring and alerting tools, enhancing our visibility and speed of response for suspicious cyber activity.
- Commenced integration with the Australian Cyber Security Centre's national 'Cyber Threat Intelligence Sharing' platform, working towards more timely, dynamic, and automated threat detection.
- Close cooperation with the Health ICT Program Management Office to support the secure delivery of multiple critical projects including Digital Outpatient Management, eReferrals, Human Resources Information System (HRIS), and the Contractor Management System.

# Telehealth and Virtual Care

Telehealth and Virtual Care is a statewide service that aims to improve health outcomes for Tasmanians by using innovative technology to provide equitable and accessible healthcare.

Telehealth Tasmania's videoconferencing services and support of programs such as COVID@homeplus through remote monitoring enable Tasmanians to receive essential healthcare advice and services in their homes and communities.

The benefits of virtual care are not only limited to patient health outcomes – they can be measured in a range of social and economic benefits to the Tasmanian community. Telehealth Tasmania's videoconferencing platform used in outpatient and community-based services offers an alternative to face-to-face clinic appointments. This platform allows patients, particularly in rural and regional areas, to access specialists and other healthcare services normally unavailable in their region. This also mitigates any potential costs to patients associated with travel such as time taken off work, car and fuel expenses, and/or the impact of finding alternative care arrangements for family and loved ones. This also reduces the overall production of carbon emissions associated with healthcare in Tasmania.

There is ongoing work alongside such programs as the Virtual Care Expansion Program and Outpatient Transformation Program to provide supplemental modalities of care to services and bridge the gaps in the primary, sub-acute and acute care spaces. This will provide patients with the tools to be more empowered in their healthcare journey, while giving clinicians the ability to increase their care model's reach beyond the confines of a traditional clinic or hospital ward.

## Significant Project Achievements

COVID@homeplus



The below figures are for patients supported with remote monitoring to date, as of 4 May 2023.



**21,161**  
patients



**127,812**  
patient care days



**207,478**  
observations recorded





The Virtual Care Team has continued to support the COVID@homeplus program through our remote monitoring solution. This allows COVID@homeplus clinicians to interact remotely with people who test positive to COVID-19, as well as those with influenza and influenza-like illnesses, minimising the risk of transmission and reducing the impact of viral illness on emergency and primary healthcare resources across the state. There have been over 21,000 admissions supported with remote monitoring technology and over 127,000 patient care days in the program to date.

The Virtual Care team supports the logistical and equipment services of COVID@homeplus by servicing, dispatching and tracking a fleet of 5,000 remote monitoring kits across the state in three regional hubs. Clinicians within COVID@homeplus have access to accurate, real-time observations and video connectivity with patients within eleven hours (on average from the time they enrol) – regardless of where they are in the state. This includes our most remote populations on Bruny Island, King Island and the Furneaux Group, thanks to assistance from local community health services and courier services.

## Other Projects

The Virtual Care Team also provided remote monitoring technology and support to the Community Case Management Facilities across the state. This facilitates safe and effective care for COVID-19 patients who can't isolate at home, or if they are travellers from abroad, in suitable accommodation.

Virtual Relay Interpreting, assisting the Deaf or hard of hearing to communicate with staff, was rolled out into the Royal Hobart Hospital Emergency Department, in partnership with Expression Australia. There are plans to expand the service into the North West Regional Hospital, Mersey Community Hospital and Launceston General Hospital in 2023.

We are committed to bridging gaps in digital healthcare accessibility in Tasmanian communities. By liaising with a range of Department of Health, Tasmanian State Service and community-based facilities and services, Tasmanians without ready access to home computers, smart devices or mobile phones can still receive virtual care services within their communities by speaking with our team of Telehealth Coordinators.



# Business Relationship Management and eHealth

The Business Relationship Management (BRM) team works with the Department of Health and Tasmanian Health Service business units and has supported more than one hundred smaller and larger ICT initiatives.

The BRM team applies its understanding of front-line business activities and challenges, while considering people, process, technology, and clinical governance frameworks, to identify effective solutions underpinned by technology that meet business requirements, deliver measurable benefits, and contribute to the effective initiation of projects.

The BRM team has developed a standardised approach for the provisioning of tactical health information-sharing solutions and digital newsletters in response to frequent requests for similar business requirements.

## Significant Achievements

### Patient Meal Delivery Trolleys

The BRM Team assisted Food Services at the Launceston General Hospital with the integration of their new electronic patient meal delivery trolleys. The Food Service Department can now remotely monitor the temperature of patient meals on the trolleys, ensuring that hot food stays hot and cold food remains cold. Faults and malfunctions are identified immediately, delivering real-time reporting and remediation opportunities and maintaining food safety to Australian Standards.

### Simulation Lab

COVID-19 reduced attendance at simulation and life support programs because the room capacity was limited according to COVID-19 Public Health guidelines. This affected mandatory training competency attendance and skill maintenance. We established a new simulation room with a state-of-the-art education interface that can record and store simulation events for on- and off-site users. This has the potential to improve efficiency and provide a simulation experience to multiple users concurrently. Video replay capability further enhances education and expands learning opportunities to other users through observation. This improves staff confidence in life-saving roles. The BRM team has coordinated the ICT component of this project and ensured that the new Simulation Lab at the Launceston General Hospital was commissioned and available for staff training in a timely manner.

### Patient and Visitor Wi-Fi

The BRM team collaborated with Digital Infrastructure Services to lead the pilot roll-out of free Wi-Fi for patients and visitors. These free Wi-Fi services are currently available within Cancer Services in the north and north west and the Paediatric Ward at the Royal Hobart Hospital. Additional free Wi-Fi services will be rolled out in the coming months.

## eHealth Systems Support

The three regional eHealth Systems Support teams continue to support 10 electronic clinical and patient administration systems by providing user access, training, front-line support and advice on system configuration. The teams have trained a total of 2,900 staff in 840 sessions during the reporting period.

The team has further supported upgrade projects by providing subject matter expertise and testing services for the following systems:

- Digital Medical Record
- Kyra Flow (patient flow management)
- Medtasker (clinical tasking and messaging system)
- Clinical Suite (electronic discharge summaries).

eHealth Systems Support staff are not only subject matter experts for existing systems but also for business processes related to these systems. The teams supported these strategic projects:

- eReferral System roll-out to the four major hospitals
- Clinical Alerts Registration Project
- Digital Health Readiness Project
- Correctional Primary Health Services and Forensic Mental Health Services transition to standardised electronic information systems
- Outpatient Transformation Program and Digital Outpatient Management Project.

## Significant Achievements

### Healthcare Connect Pilot

Healthcare Connect is a service that helps patients to stay well in the community. It targets individuals with health issues that result in multiple hospital admissions. The eHealth Systems Support Team has assisted with the pilot run by Primary Health North with report specifications to identify the target cohort, business requirements analysis and solution for activity capturing, for local and national reporting. Training sessions were facilitated for all staff in the use of three key clinical and administrative information systems.



### Expanding and Enhancing Utilisation of Existing Systems

The eHealth Systems Support teams rolled out Medtasker to new user groups such as ward clerks and roster support. They are currently supporting allied health to improve patient care in acute facilities through more efficient and accountable channels of communication.

Northern teams have focussed on allied health activity data capture within the Primary Health space. These services have grown substantially and are relieving pressure on acute allied health services. eHealth System Support configured the required clinics and SMS reminders and trained the staff to use these features in the Patient Administration System.

As part of the Statewide Mental Health Services Reform new services were developed including Detox@Home, Peacock House and Safe Haven. eHealth System Support enabled the development of these new services by configuring and training staff on three clinical and patient administration systems.

# Digital Technology Services Group

The Digital Technology Services Group was created during this reporting period to unite the operational functions of Health ICT.

In uniting the Client Services, Clinical Application Services, Digital Infrastructure Services and Digital Enterprise Services teams, Health ICT is now better positioned to provide a solid foundation for collaboration, support and innovation.

Across the Department, the teams and people within the Digital Technology Services Group provide strategic and business advice, deliver support services across a wide range of

systems and functions, maintain and develop ICT infrastructure, and support Programs and Projects.

## Client Services

The Client Services team provide a range of IT services to the Department of Health, Ambulance Tasmania, the Royal Hobart Hospital Research Foundation and Homes Tasmania. Client Services comprises the IT Service Centre, Statewide IT Support teams and a Service Management Practice team, with staff located in Hobart, Launceston, Latrobe, and Burnie.

This infographic shows a snapshot of the support provided by Client Services for the period February 2022 to February 2023:

### Department of Health

**18,563** staff accounts  
**24,267** total network accounts under management



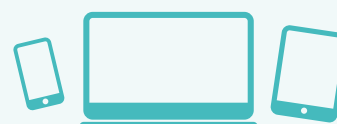
### IT Service Centre

**45,754** calls  
**15,407** emails  
**9,931** IT account requests



### IT Support

**4,582** devices deployed  
**7,736** desktop PCs supported  
**6,580** laptops supported  
**514** managed Apple devices



### Service Management Practice

**75%** Health ICT staff activation rate with professional development tools changes  
**14,050** work requests  
**272** standard licence requests  
**383**





## Significant Project Achievements

Over the past 12 months Client Services has continued to improve the operation of the IT Service Centre and has completed several initiatives to improve user experience. The IT Service Centre has extended its service coverage, moving from an 8:30am–5:00pm business day model to a 7:00am–7:00pm business day. Extended service hours were put in place on a temporary basis during the first wave of the COVID-19 pandemic in response to a surge in ICT-related requests to facilitate remote working and, later, the standing up of testing facilities. Following feedback from the Department, this increased availability has now been made permanent.

Further strengthening the IT Service Centre operating model, additional staff are now located in Launceston and Burnie, increasing the decentralisation and resilience of the service. Improvements to the IT Service Centre operating model have been supported by the implementation of a contemporary web-based telephony solution that supports a range of new productivity features.

## The year in review

- Assisted with the deployment of multi-factor authentication across the Department.
- Assisted with the program of staff relocations across the state.
- Provided subject matter expertise in the Machinery of Government changes relating to the Department of Communities.
- Created process efficiencies and reduced paper usage across the Department through the ongoing replacement of traditional manual paper-based forms with online eForms which include automated workflows.
- Improved informed decision-making through the creation of Business Insights Reports which provide quality information to business units and other HICT teams.
- Improved governance and project reporting of Work Requests by accepting ownership and appointing a dedicated Work Request coordinator.
- Improved operational supportability of project deliverables by designing and implementing a Transition to Support governance model.



## Clinical Application Services

Clinical Application Services has a large portfolio, including maintenance of Tasmanian and visitor health records and demographic information across approximately 70 applications. This is supported via a statewide team located across Hobart, Launceston, and Devonport.

### Current core Clinical Application Services responsibilities

- More than 1.1 million individual patient records and ~72.5 million diagnostic images.
- 11 million managed medical records and 1.5 billion message transactions.
- Thousands of consultation and technician hours delivering application upgrades, enhancements, specialist advice and vendor management.

Clinical Applications Services ensures that system availability (greater than 99% uptime as target Key Performance Indicator) to patient data is available in 24/7 environment. Clinical Application Services support the Department's 2,000+ clinical and clerical staff each day to deliver the best possible healthcare services to the Tasmanian community.

## Significant Project Achievements

### Rapid Access Trial

In collaboration efforts with Health ICT teams, Project Management Office and Department of Health clinical staff, a Proof of Concept is currently in its final stages for improving system access for clinicians, driving efficiencies for accessing clinical information. Currently, clinical staff are required to perform numerous information system logons per shift which creates inefficiencies and loss of time.

Rapid Access benefits:

- On average, freed up 30 minutes per team member/shift.
- Reduced security risks by improving password management practices.
- Removed generic user accounts to mitigate data breaches.
- Improved patient experience through reduced wait times.

This initiative strategically aligns to delivery across Horizon 1, 2 and 3 of the Digital Health Transformation Strategy, removing inefficiencies with the introduction of information technology transformation solution.

## Forensic Mental Health Services and Correctional Primary Health

Forensic Health Services and Correctional Primary Health Services provides specialist mental health services for some of Tasmania's most vulnerable people. Services are provided to inpatients and outpatients, and at correctional facilities (including juvenile facilities).

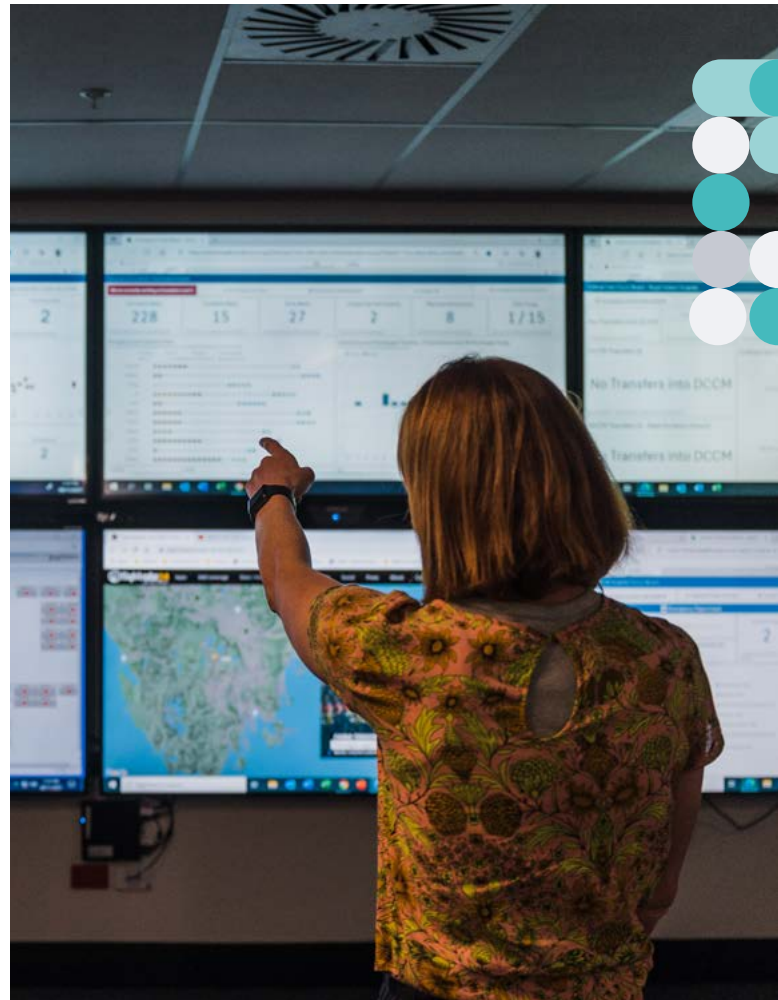
After establishing that the current system did not meet the needs of a modern health care provider, Clinical Application Services, in collaboration with Forensic Health Services and Correctional Primary Health Services, migrated the service to a platform that could offer:

- Statewide Patient Demographics/ Information, including Photo ID, Detailed Reporting and Medical History
- Clinical Appointments and referrals including discharge plan and discharge summaries
- Medical History including disabilities, vaccination and diagnoses.

This project delivered:

- modern-day integration with other clinical systems used within the agency
- improved information capture that is particular to correctional services
- improved scheduling capability attending to a complex environment
- enhanced process for referrals.

These targeted outcomes for Forensic Health Services and Correctional Primary Health Services enabled the establishment of a single, integrated profile for each client receiving treatment. We can now track a client's movement between all services and settings, and their status within the care cycle. We can now better support high-quality clinical services via the collection and provision of enhanced client data.



## Clinical Applications System Uplifts and Enhancement Programs

Extensive activity across our portfolio of responsibilities continues, ensuring applications are dependable in their availability, actively managed for cyber vulnerabilities and threats, remain fit for purpose, and maintain compliance with standards and regulations meeting departmental business requirements.

Additional bodies of work:

- Clinical Alerts Registration Project | Health Clinical Suite bi-monthly enhancements
- Discharge Summary reporting | Kyra Flow enhancement | DMR continuous improvement
- Obstetrix Integration & Enhancements | EndoVault uplift | Real time prescription monitoring.



## Digital Enterprise Services

Digital Enterprise Services manages all non-clinical applications and platforms underpinning the corporate functions of the Department, including corporate and clinical areas.

Core functions include training, database and platform administration, data compliance, business analysis and solution development, system integration, reporting and change management.

The Digital Enterprise Services team comprises:

- Online Services
- Finance and Business Systems
- Enterprise Systems.

The Online Services team manages and maintains the publishing service for the DoH public websites and intranet. Our websites promote awareness of health issues, achievements, public health messages and general health advice. The team is responsible for developing or building sites, strategy and governance, website publishing and design, policy, standards and guidelines, training, accessibility and platform management. They provide Tasmanians with engaging, modern online experiences that improve their access to health information and services.

The Finance and Business Systems team ensures the capability of the Finance System and compliance with operational and strategic requirements, including auditing and risk management. Annual compliance is certified through significant focus and collaboration with the Tasmanian Audit Office.

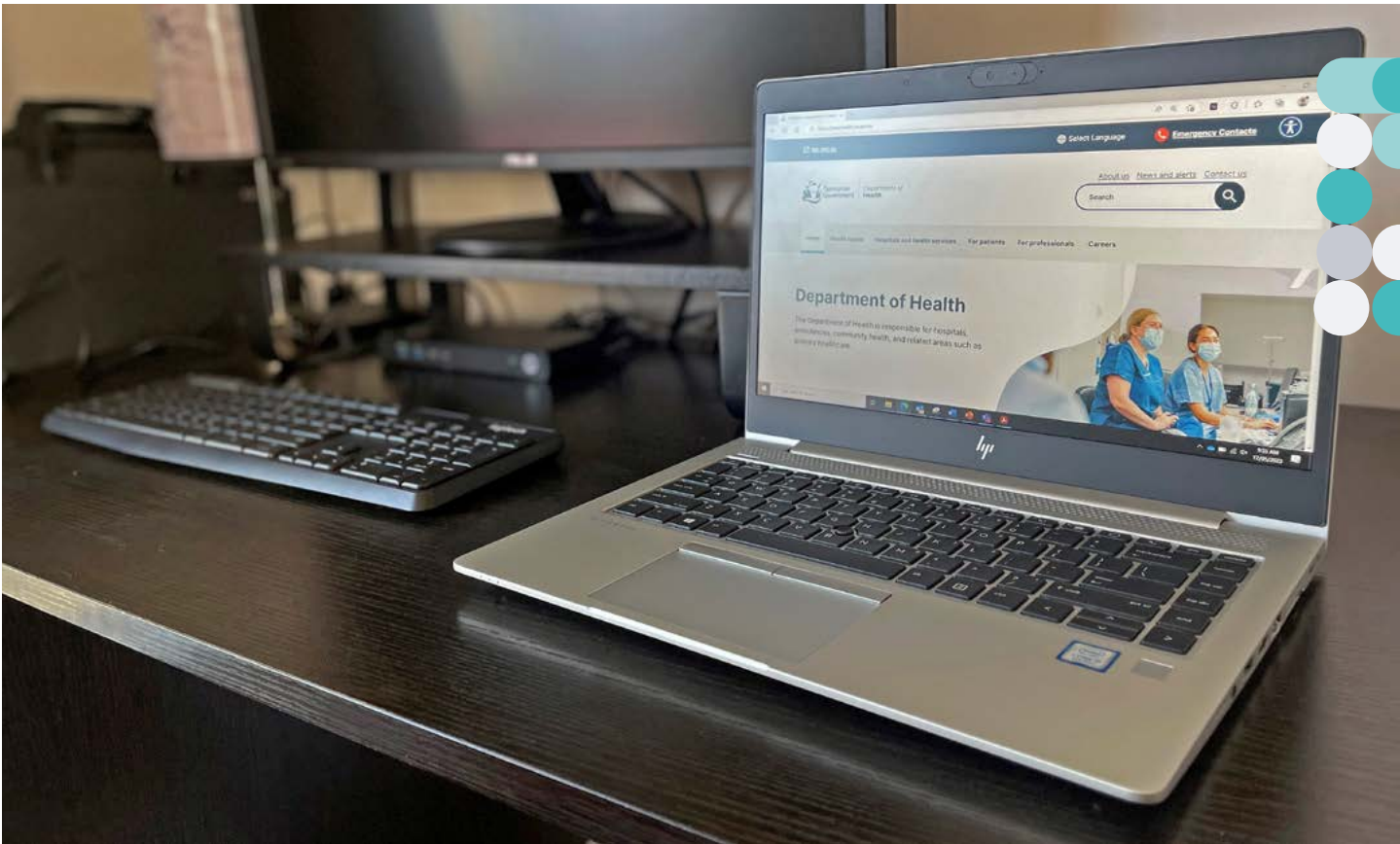
The Enterprise Systems team underpins critical applications and infrastructure throughout the Department, managing systems and information interoperability, ensuring data integrity and availability for the right audience, at the right time, including to external health care providers. In 2022–2023, the integration system translated and transferred 550 million messages from clinical applications.

### Project Highlights

Digital Enterprise Services provided:

- key contributions to the success of the Machinery of Government Department of Communities Tasmania transition to Department of Premier and Cabinet, Department for Education, Children and Young People and Homes Tasmania, through supporting the transfer of critical applications and information.
- significant input into multiple Digital Health Strategy initiatives through ensuring critical information exchange across emerging applications and projects.
- extensive consultative services to the Finance in the Cloud project. Modernisation of the Finance system to a cloud-based solution is anticipated to improve the user experience and financial workflow compliance to align with the Department of Health values.
- support to the Intranet project, whose primary goal is to redesign the intranet to create a more efficient, user-friendly, and supportive platform that empowers our staff in their daily work by streamlining access to vital information and improving connection and communication between our staff and departments.





## System Highlights

Enterprise Systems used the COVID-19 Emergency response application REDCap (a clinical and transformational database) to support these key initiatives:

- Voluntary Assisted Dying
- Sexual Health Services.

Through the implementation of SiteImprove, a website accessibility analytical tool and Read Speaker, a text-to-speech application, the Department of Health significantly improved its internet accessibility compliance, exceeding industry standards. These tools improve the website, particularly for people with low literacy levels or other communication challenges.

## Key Content Releases to the Department of Health Website

- Migration of coronavirus.tas.gov.au into the main health website and continual updates to this content.
- Child Safe Governance Review and Child Safety and Wellbeing Framework.
- Family violence and sexual assault supports.
- Tasmanian Suicide Prevention Strategy.
- Expanded health statistics dashboard.
- Patient Travel Assistance Scheme.
- Healthy Tasmania Grants and Five-Year strategic plan.
- Voluntary Assisted Dying.
- Public health alerts.
- Primary Care Support Initiative.



## Digital Infrastructure Services

Digital Infrastructure Services delivers the Information and Communication Technology infrastructure environment.

This encompasses network communications, computer processing, data storage, application hosting and data protection services for the Department of Health, including Ambulance Tasmania. The Department's complex, critical digital infrastructure plays a vital role in connecting clinicians seamlessly and efficiently to patient information and providing high-quality patient care.

The Department's Corporate, Clinical, and Hospital systems are hosted and delivered via the ICT infrastructure provided by Digital Infrastructure Services in two major data centres and server rooms located in each of the four major hospitals. The supported environment comprises more than 50,000 network-connected devices spanning 240 sites statewide, including the Bass Strait Islands, 1,800 virtual machines, 140 physical hosts, and over 4 petabytes of data.

### Supporting the Digital Health Foundations ICT Infrastructure Program

The Digital Health Foundation ICT Infrastructure Program is in its second year of significant statewide infrastructure upgrades including core and edge network upgrades and the installation of Wi-Fi infrastructure at all four major hospitals. These major changes require ongoing interaction and attention between the operational and project teams to ensure minimal business disruption in these complex environments. The two teams will work together to ensure a quality handover to the operational teams to support and manage once the project teams have delivered.

## Other Key Achievements

- Relocating and upgrading the Clinical Simulation and Training Lab at the Launceston General Hospital (in collaboration with BRM).
- Assisting Oral Health Service with their Digital Denture project, including the implementation of 3D printers.
- Rolling out electronic drug safes, access control and security cameras to Ambulance Tasmania stations statewide, which involved site connection and on-site network upgrades.
- Relocating Royal Hobart Hospital Outpatients to the Vodafone building.
- Implementing the "Monika" Food Carts solution for Royal Hobart Hospital.
- Installing a high-speed fibre optic connection to Mersey Hospital, in partnership with service providers, resulting in redundant and quicker access to corporate and clinical data.
- Establishing the Cambridge Park Site for multiple business units including Ambulance Tasmania.
- Implementing the Duress-as-a-Service at new Mental Health Sites including Canning Street, Launceston and the Peacock Centre, North Hobart.
- Upgrading the King Island District Hospital network connection.
- Piloting Free Wi-Fi for hospital patients and visitors (in collaboration with BRM).

# Enterprise Architecture

The Enterprise Architecture Group (EAG) within Health ICT is responsible for establishing and maintaining an architecture function with the Department of Health (DoH) Tasmania.

Its purpose is to guide the establishment and ongoing refinement of Enterprise Architecture and architecture practice through high-level plans, decisions, roles and responsibilities, and metrics.

EAG has established the following three operating principles:

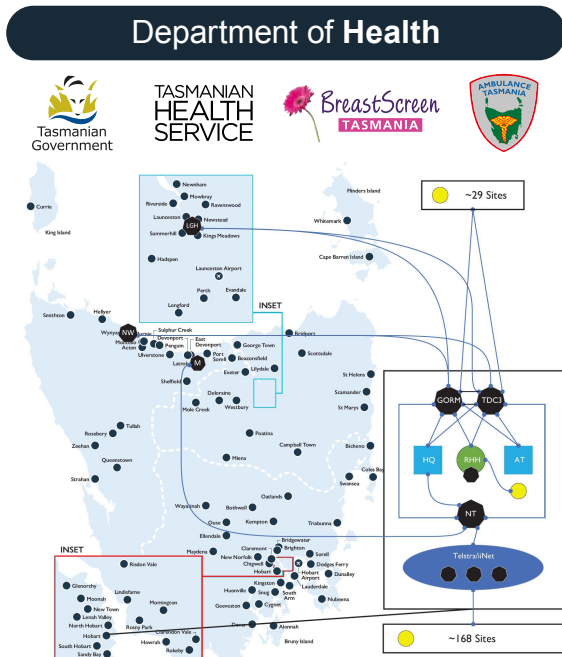
1. Establish clear criteria for architecture involvement

2. Design for business outcomes through business and technology capability
3. Retool governance to support speed and scale.

## Our Mission

“The mission of the EAG is to make its project and program engagements more scalable, to enable the Department of Health to deliver and support business capabilities, and to guide the fulfillment of long-term strategies.”

Healthcare in Tasmania is supported by a large and complex distribution of technology across hundreds of sites within the state. Health ICT, in association with government technology partners, maintains and operates an extensive network that supports and enables the delivery of care and care support across the state.



<b>Clinical Support Services</b> <ul style="list-style-type: none"> <li>Allied Health</li> <li>Anaesthetics</li> <li>Coronary Care Unit (CCU)</li> <li>High Dependency Unit (HDU)</li> </ul>	<ul style="list-style-type: none"> <li>Intensive Care Unit (ICU)</li> <li>Operating Theatres</li> <li>Pathology</li> <li>Pharmacy</li> <li>Radiology</li> <li>Training and research</li> </ul>	<b>Surgical Services</b> <ul style="list-style-type: none"> <li>Burns</li> <li>Cardiothoracic</li> <li>Ear Nose and Throat</li> <li>General</li> <li>Gynaecology</li> <li>Neurosurgery</li> <li>Ophthalmology</li> <li>Orthopaedic Surgery</li> <li>Plastics</li> <li>Trauma</li> <li>Urology</li> <li>Vascular Surgery</li> </ul>
<b>Medical Services</b> <ul style="list-style-type: none"> <li>Cardiology</li> <li>Endocrinology</li> <li>Gastroenterology</li> <li>General Medicine</li> <li>Geriatric</li> <li>Haematology</li> <li>Immunology</li> <li>Infectious Diseases</li> <li>Neurology</li> <li>Oncology</li> <li>Palliative Care</li> <li>Radiation Oncology</li> <li>Renal Dialysis</li> <li>Renal Medicine</li> <li>Respiratory</li> </ul>	<b>Mental Health Services</b> <ul style="list-style-type: none"> <li>Adult Mental Health</li> <li>Alcohol and Drugs Services</li> <li>Children and Adolescents Mental Health</li> <li>Forensic Health</li> <li>Older Persons Mental Health</li> </ul>	<b>Other Services</b> <ul style="list-style-type: none"> <li>Ancillary</li> <li>Clinical Services</li> <li>Emergency Services</li> <li>Hospital Operation</li> <li>Obstetrics and Neonatal</li> <li>Oral Health Services</li> <li>Paediatric Services</li> <li>Patient Flow</li> <li>Patient Monitoring</li> <li>Platforms and Systems</li> <li>Public Health</li> <li>Rehabilitation Services</li> </ul>

4 major hospital

98 service locations

57 ambulance locations

197 ambulance vehicles



## Major Program Contributions

In support of the Digital Health Transformation program, EAG assigned an Enterprise Architect to assist in the procurement of a statewide Electronic Medical Record (EMR) and Ambulance Electronic Patient Care Record (AePCR) solutions. This work culminated with the development of Tasmania's first Digital Health Capability Model, which defines and illustrates how healthcare outcomes are supported across the healthcare system.

EAG appointed a specialist Identity and Access Management Architect to contribute towards a more secure and resilient healthcare system by leading the procurement of an enterprise Identity and Access Management capability. An Identity Framework was developed as part of this work to help guide future investment and alignment in Information Management and Cyber Security.

## Significant Achievements

### Architecture projects

This year EAG is managing the delivery of two architecture projects addressing several key strategic objectives to enable Digital Health aims and outcomes.

### Legacy Roadmap project

The Legacy Roadmap project will establish a baseline footprint for the Department's technology assets and capabilities. This project will recommend a contemporary Enterprise Architecture platform that will improve the delivery of ICT projects and services.

### Health Information Exchange (HIE) Foundation project

The Health Information Exchange (HIE) Foundation project builds on analysis work completed last year. It will deliver a detailed blueprint to establish the long-term capabilities



necessary to support the strategic goal of “giving our health professionals access to the right data, in the right place, at the right time, improving outcomes for patients.” This work aims to improve integration with national, multi-jurisdictional and partner healthcare organisations.

### **National and Cross-jurisdictional Collaboration**

EAG has represented the Department of Health in several national and multi-jurisdictional forums, which have enabled Health ICT to directly inform this work delivered under the national digital health plan:

- interoperability procurement guidelines
- healthcare workforce capability framework
- technology standards.

This collaboration aids in the harmonisation of strategies, goals, and outcomes while enabling the Department to leverage or align with emerging health capabilities and provide further context in our strategic planning.

### **Architecture Governance**

A formal group charter was endorsed by the CIO and presented to the Strategic Information Management and Technology Executive Committee (SIMTEC) at the end of 2022. The charter sets out the scope and operational responsibilities of the group and outlines a plan to further mature architecture processes and practices.

Throughout 2022, EAG led efforts to develop and deliver technical and strategic advice and provide advocacy through governance bodies including the Technical Design Authority (TDA), Architecture Review Board (ARB) and SIMTEC.

The group also helped to establish the Cloud Technology and Data Anonymisation Working Groups and supported the establishment of a cloud technology operational responsibility model.

In addition to the governance improvements, the Head of Architecture supported efforts to redevelop the ICT strategy to align with the Digital Health Transformation strategy. Last year EAG published the first major version of an ICT Architecture Framework which is used to support the adoption of new or existing technologies and healthcare capabilities.

The group has developed a standard set of core technical non-functional requirements (NFRs) and has further developed architecture assurance practices and the capacity to scale to meet the increased demand for technology enablement within the Department.

Architecture continues to provide support for the delivery of important healthcare projects and initiatives and has helped deliver several important improvements over the past twelve months. This includes the deployment of Vocera smart badges, the launch of a new eReferrals platform, deployment of new cardiology capabilities and the implementation of electronic surgical instrument tracking.



# Human Resources Information Systems



The Human Resource Information System (HRIS) is a major project to replace existing systems, processes and data which support human resource management functions within the Department of Health.

This investment will use digital technology to allow the Department to improve and innovate its workforce management processes. The HRIS solution will enable streamlining of processes to support HR activities including:

- organisational design/position management
- recruitment and onboarding
- rostering, scheduling and leave management
- employee payroll
- employee self-service
- employee performance and goals, succession planning, career development and learning
- work health and safety
- workforce analytics.

We chose SAP SuccessFactors as the core HR platform, along with a suite of products to form a single, fully integrated Human Capital Management solution. The Department designed the new system with its implementation partner, DXC. Key stakeholders attended demonstrations of the system and provided feedback to validate the overall system design. The team has begun building the solution and is expected to begin testing and validation in mid-2023.

The implementation and roll out of the new HRIS solution will begin in 2024.

This is an exciting time for the Department, and for the whole of the Tasmanian State Service, who eagerly await the successful implementation of the Department of Health HRIS solution.

## HR Systems Team

The HR Systems Team manages and supports Health's Human Resource applications for Payroll, Establishment, Recruitment, Rostering, Learning Management and Reporting. The team joined the broader HRIS Project Team in April 2022, helping to manage existing support and development work, as well as planning for the transition out of existing vendors and applications. The transition has been an integral part of this exciting journey to date.

### Key Highlights

- Supported Communities Tasmania and Homes Tasmania staff movement.
- Successfully implemented Single Touch Payroll 2.0.
- Implemented Electronic Self Service at Mersey Community Hospital to complete end-to-end roster-to-pay processing to deliver efficient, streamlined processes and improved data quality.
- Created the Our Healthcare Futures forum online tool to support the Department's Leadership 2040 agenda.

### Brent Feike

Deputy Chief Information Officer & Director  
– HRIS Program



Tasmanian  
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Department of **Health**

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