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# Health ICT

## Highlight Report 2023-24

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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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# Chief Information Officer – Foreword

The period spanning 2023-24 has once again been marked by notable activity, progress, and transformation within the Health ICT Division. Towards the end of November 2023, Warren Prentice concluded his four-year tenure as Chief Information Officer. Throughout his stewardship, Warren demonstrated exceptional leadership, particularly during our digital response to the COVID-19 pandemic and his instrumental role in advocating for the development of a comprehensive 10-year Digital Health Transformation Strategy. Under his guidance, the Digital Health Transformation program, introduced last year, has already made substantial strides in improving patient outcomes and modernising healthcare delivery across Tasmania. As I assume the role of Chief Information Officer, I do so with a deep appreciation for the foundation laid by Warren. I recognise that the organisation is now positioned to navigate this transition with strategic foresight and an ongoing commitment to enhancing healthcare services for our community.



Our Annual Health ICT Highlight Report for this year is structured into two sections: the first showcases our project and program activities, driven by substantial capital investments from the Tasmanian Government, with the subsequent section delving into the accomplishments of each of our teams, illustrating their pivotal role in maintaining our operational functions.

The initiation of our Digital Health Transformation Program, kickstarted by the Premier's statement in 2022 through announcing the Digital Health Transformation – Improving Patient Outcomes 2022-2032<sup>1</sup> strategy, has touched every facet of the Health ICT Division. Assembling a proficient workforce in Tasmania was imperative for driving the success of our transformative endeavours and our division has been recruiting across several disciplines spanning from infrastructure specialists and data analysts to project managers and various subject matter experts. These professionals are instrumental in devising, executing, and optimising innovative solutions pivotal for advancing our digital healthcare ecosystem. As part of our Digital Health Transformation Program, we also expanded our operational teams to match the program's extensive scope.

Noting the successes of each of our Health ICT teams is expanded upon in this year's report, I wish to reflect upon several achievements in this introductory statement.

<sup>1</sup> [www.health.tas.gov.au/publications/digital-health-transformation-strategy](http://www.health.tas.gov.au/publications/digital-health-transformation-strategy)

This year we have almost doubled the number of electronic referable services available and have further digitised the referral pathways to now include non-acute community-based outpatient services. eReferral access is now enabled for well over 200 public outpatient services and with over 75,000 secure electronic referrals already received, the eReferrals solution is now an established centralised secure platform for Tasmanian GP referrers. Our Statewide Mental Health Service and Community Rehabilitation Unit has transitioned to standardised patient administration and medical records management solutions used across the Department of Health, streamlining access to patient information, handovers and information sharing while reducing data duplication. Our new real-time prescription monitoring system enables prescribers, pharmacists and regulators access to information about their patient's prescription history for certain high-risk monitored medicines and is a clinical decision support tool to better inform clinical care, optimise the quality use of medicines, and reduce the harms associated with high-risk prescription medicines. Our Rapid Access project trialled tap-on-tap-off technology, offering clinicians seamless access to clinical applications with our trial demonstrating an average productivity improvement of 30 minutes per shift and a notable reduction in security risks, paving the way for planning a staged statewide implementation of this technology. I encourage you to read about the many more exciting achievements in this year's report as we continue to deliver tangible benefits as part of our broader Digital Health Strategy.

Our strategic project teams in other areas have been equally productive. We have continued configuration and implementation of our Human Resource Information System (HRIS) and related Identity and Access Management solutions – both of which are future foundation systems for managing all State Service employees in the Tasmanian Government. We have improved internal communications through migration to a contemporary Intranet solution and have better project governance and support through our new Project Management Office (PMO) frameworks. With well over 40 projects underway in the past 12 months, Health ICT, the Digital Health Transformation teams, the PMO, and our project and program managers, have delivered real and tangible benefits to both the Department of Health and broader government strategic objectives such as key recommendations of the State Service Review<sup>2</sup>.

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<sup>2</sup> [www.dpac.tas.gov.au/divisions/policy/review\\_of\\_the\\_tasmanian\\_state\\_service](http://www.dpac.tas.gov.au/divisions/policy/review_of_the_tasmanian_state_service)

Our operational teams have also achieved significant milestones across various domains. Collaborating with multiple hospitals, the Emergency Waiting Times dashboard was developed, enhancing transparency and efficiency in emergency department operations. Transitioning maternity services in the North-West showcased meticulous coordination of ICT efforts, ensuring uninterrupted care. The rollout of the Victorian Stroke Telemedicine Service at the Mersey Community Hospital demonstrated the department's commitment to aligning healthcare standards with improved stroke treatment protocols.

The Digital Technology Services Group (DTSG) also continued its critical behind-the-scenes support of the department's digital systems and infrastructure, including management of over 20,000 accounts, 15,000 devices, and fielding 80,000 service requests in the past 12 months. In tandem with these service-oriented accomplishments, the department made significant strides in cybersecurity. Implementing various measures such as phishing simulation, vulnerability management, and enhanced monitoring, the department fortified its digital infrastructure to protect against evolving cyber threats.

It would also be remiss of me not to mention our Strategy, Information, Management and Governance Office (SIMGO) and our recently established Clinical Informatics and Digital Health Innovation Unit. These units provide critical data and information related services, coordinating the department's involvement in national collaborations, information management maturity and leading key planning for interoperability and secure messaging networks, underscoring our commitment to advancing digital healthcare on a broader scale.

In closing, each team within the division continues to contribute to our One Health Culture commitments, and I extend my gratitude to everyone for their contributions to the delivery of health systems and supporting our frontline workers in providing timely and appropriate care for Tasmanians.



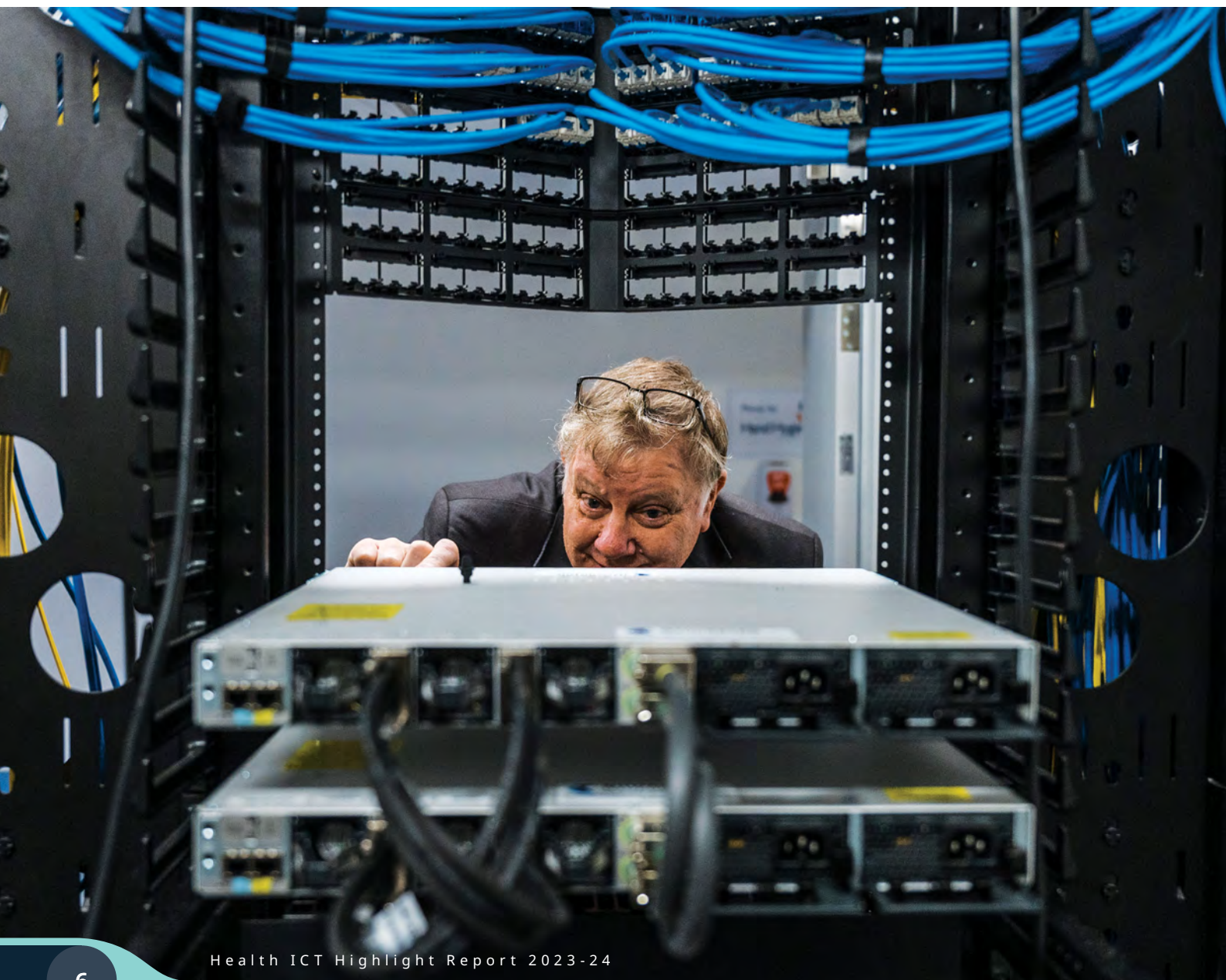
**Brent Feike**

# Strategic Programs and Projects

Health ICT (HICT) has a strong change agenda to ensure the Department's ICT infrastructure, systems and processes are fit-for-purpose today, and into the future.

This ambitious and necessary change agenda is achieved by bringing together technical and clinical experts in a project environment to work collaboratively on strategic programs and projects.

Following is a summary of HICT's strategic programs and projects and a snapshot of their key achievements during 2023-24.



# Digital Health Group

The Digital Health Group in HICT is responsible for making Tasmania's Digital Health Transformation Strategy (2022 to 2032) a reality.

The group comprises experts in project management, change management, information technology and healthcare domains such as Allied Health, Nursing, Midwifery and Medicine.

This team works collaboratively to use technology for better healthcare experiences, ensuring Tasmania stays at the forefront of healthcare innovation to improve the health of Tasmanians, regardless of where they live.

The Digital Health Transformation Program aims to achieve the objectives of the Digital Health Strategy.

There are three main parts of the **Digital Health Transformation Program – Foundation, Readiness and Transformation.**



The **Digital Health Foundation Program** creates solid foundations for the future digital infrastructure needed to implement digital health solutions.



The **Digital Health Readiness Program** is laying the groundwork to prepare people and technology for digital health solutions.



The **Digital Health Transformation Program** provides innovative digital health solutions for clinicians and health professionals to deliver better patient outcomes and empower patients throughout the health system.

## 2023-2024 completed achievements

- Best Possible Medication History Project
- Dashboard for Management of External Pathology Results
- Data network updates in the Department's data centers
- Digital Tracking for Surgical Instruments
- New Discharge summary dashboard
- eReferrals platform extension
- Free patient and visitor Wi-Fi deployed across Tasmania's main hospitals and regional health sites
- Going Home Plan for Stroke Patients
- GoodSAM mobile technology
- Rapid Access Single Sign On trial, RHH Pharmacy
- Real time prescription monitoring (RTPM)
- Respiratory Laboratory Information System
- Secure Messaging in Healthcare Clinical Suite
- Standardised Patient Administration and Medical Records Management
- Statewide Mental Health Service transition to standardised medical records management
- Upgraded Statewide Digital Medical Record



## Continuing throughout 2024



- Ambulance electronic Patient Care Record (AePCR) – tender
- Address Validation; Titanium to iPM/DMR
- Clinical Alerts Registration Project (CARP)
- Clinical Viewer Project
- Data Protection (Commvault)
- Digital Infrastructure: Observability (Solarwinds)
- Discharge Summary Optimisation (Go Live 2)
- Electronic Meal Management
- eReferrals Optimisation
- Mobile Duress (Legacy Sites)
- NWRH ICT Communication Room
- Statewide Electronic Medical Record (EMR) – tender
- Upgrades and enhancements to iPM



# Digital Health Foundations

The Foundations Program was focused on establishing a solid base for Health ICT infrastructure.

The Foundations Program actively mitigates risks associated with outdated technology while enhancing the Department's digital capacity and capability.

It aims to deliver robust and secure ICT infrastructure, ensuring reliable networks and free Wi-Fi in hospitals and clinics which, for example allows patients, staff, and visitors to access information quickly and stay connected with their loved ones.

## Key achievements

### **Upgrades to IT network at Hospitals and Community Health Centres**

Data network connectivity upgrades at the four primary hospitals have been completed. These upgrades have significantly enhanced both wired and wireless services within the hospitals, enabling greater coverage, reliability and performance for staff, patients, and visitors alike. They streamline the integration of digital healthcare solutions, enhancing communication and data accessibility and elevating the quality of patient care.

Wi-Fi network upgrades have also been completed at an additional 65 regional sites across the State, including Flinders, King Island District Hospitals, St Helens, St Marys, Scottsdale, Queenstown, Smithton and Campbell Town.

The upgraded Wi-Fi infrastructure enables us to implement new digital health solutions such as an upgraded mobile duress system to improve staff safety and efficiency, using Real Time Location Services to monitor staff movements and instantly alert them of duress events.

### **Free patient and visitor Wi-Fi deployed across Tasmania's main hospitals**

Free patient and visitor Wi-Fi have also been fully deployed across Tasmania's main hospitals. This connects patients and visitors with family and friends during their stay and gives them easier access to information.

The number of regional health sites with free public Wi-Fi was extended, with Kings Meadows and St Mary's Community Health Centres now among those sites.

Patients and visitors at Flinders Island Multi-Purpose Centre and New Norfolk District Hospital also have access to public Wi-Fi following the roll-out to these sites earlier in the year. This follows the improvements of Wi-Fi across the four main hospitals.

At Wi-Fi enabled sites, patients and visitors can connect to Wi-Fi with their own compatible Wi-Fi enabled devices using the *TasGov\_Free* public network without needing a password.

### **Enhancement and expansion of ICT facilities**

The enhancement and expansion of ICT facilities have been undertaken to solidify the foundation of our digital health infrastructure, ensuring reliability, sustainability, and security.

We have completed upgrades to IT and communication hubs at critical locations such as the Royal Hobart Hospital Short Stay Unit, Argyle Street offices, Liverpool Street Clinics, and North West Regional Maternity.

These endeavours enhance connectivity and bolstered the availability of services across our network.

### **Data network upgrades**

Significant data network upgrades have been completed at the Department's data centres to improve reliability and performance, enhance security and provide scalability to support future digital health solutions.



# Digital Health Readiness

In this second year of delivery, the Readiness Program focused on preparing both individuals and technology for the Department's digital transformation and the integration of new digital health tools.

## Key achievements

### **Standardised patient administration and medical records management**

The Statewide Mental Health Service and Community Rehabilitation Unit has transitioned to standardised patient administration and medical records management solutions used across the Department, streamlining access to patient information, handovers and information sharing while reducing data duplication.

### **Best Possible Medication History project**

The Best Possible Medication History project was delivered across the four major hospitals in 2023. The system enables us to capture medical history before a patient is admitted, which has reduced patient wait-time for medication by 35 minutes. This forward-thinking approach recognises the dynamic evolution of care boundaries, with inpatient care frequently commencing hours or even days before acute admission.

### **Going Home Plan for stroke patients**

The Going Home Plan for stroke patients was implemented at the RHH. It has reduced patient anxiety and uncertainty regarding their post-discharge care. The Going Home Plan includes a patient's post-acute goals and referral details as well as tailored information to suit their individualised circumstances, all provided in the one place.

### **Digital tracking for surgical instruments**

In August 2023, the NWRH implemented a new digital solution for tracking surgical instruments to align with contemporary national standards of safety and quality in health service and prevention and control of infection in healthcare. This innovative solution replaced multiple manual and paper-based processes and significantly increased the hospital's capacity to manage, monitor and track individual surgical instruments. Now, every instrument can be digitally traced to a point of use within the sterilisation cycle – and to the patient – providing staff greater visibility of their workload and an increased ability to respond quickly during peak times and in the case of product recalls.

## **Upgraded Statewide Digital Medical Record**

Early in 2023 the Statewide Digital Medical Record was upgraded, resulting in a stable digital environment, while allowing for ongoing integrations with internal and external systems and processes.

Following this upgrade improvements have been made to support clinicians to swiftly access obstetrics maternity unit patient information in the Statewide Digital Medical Record immediately after discharge. This change supports better care for Mothers and Babies by providing improved, timely clinical handover.

The Statewide Digital Medical Record continued to be implemented to rural hospitals across the state. These changes aim to improve access to patient information across services, facilitating streamlined communication across Tasmania via standardised systems and workflows accessible to clinicians.

## **Rapid Access Project**

The Rapid Access project trialed tap-on-tap-off technology in 2023 to give clinicians seamless access to clinical applications at the RHH Pharmacy. The trial demonstrated an average productivity improvement of 30 minutes per shift and a notable reduction in security risks. We are now in a staged statewide implementation of this technology in 2024.

## **Discharge Summary dashboard**

A new Discharge Summary dashboard empowers clinical leadership teams to identify opportunities for improvement in completion times. When discharge summaries are completed in the required timeframes, follow-up care providers receive information in a clear and timely manner, which helps patients to transition smoothly back into the community.

## **Secure messaging between clinicians and external providers within Health Clinical Suite**

Clinicians can now securely message providers outside of Tasmania directly within the Health Clinical Suite, providing a faster way to communicate patient information to specialists.

## **Dashboard for management of external pathology results**

A new dashboard simplifies the management of external pathology results. It identifies unmatched results in the statewide Digital Medical Record system, allowing teams to proactively address any missing information. This ensures clinicians receive complete patient data promptly. After a successful implementation in the Northwest, the dashboard continued to be expanded to other hospitals.

### **Real time prescription monitoring (RTPM)**

Real time prescription monitoring (RTPM) gives prescribers, pharmacists, and regulators access to information about their patient's prescription history for certain high-risk monitored medicines. Made available across the State in May 2024, this clinical decision support tool better informs clinical care, optimises the quality use of medicines and reduces the harms associated with high-risk prescription medicines.

### **Electronic Meal Management**

An Electronic Meal Management solution was procured this year to manage meal ordering, provisioning and allocation in the four major hospitals across the State and work continues, with the project scheduled to be implemented by late 2024. It will automate dietary restrictions and allergies, eliminating the risk of errors that can occur with handwritten orders, ensuring patients receive the correct meals for their needs. This project enables patients to order meals directly from their own devices and offers them a wider variety of choices to suit their preferences. It also provides insights on patient preferences and food consumption, allowing for informed menu planning and resource allocation while also reducing waste.

### **Respiratory Laboratory Information System**

A new Respiratory Laboratory Information System was implemented at the Royal Hobart Hospital Respiratory Laboratory and the Northwest Regional Hospital Respiratory Laboratory in May 2024.

This integrated respiratory reporting system (Respiro) automates manual tasks in the collation, preparation, trend analysis and reporting of lung function testing to improve quality control and reduce clinical risk. Respiro automatically notifies the requesting clinician that a lung function report is available and tracks its review and sign off.

Patient data is imported from the patient administration system and lung function reports can be automatically sent to the Digital Medical Record or externally to GPs involved in patient care.

The Respiro system also provides the ability for the Respiratory Laboratories to meet TSANZ Accreditation requirements for Quality Control (QC) standards, including statistically analysis of patient numbers, reporting standards, service standards and equipment standards.

# Digital Health Transformation

In its second year of delivery, the Transformation Program empowers consumers and healthcare professionals to improve patient outcomes through the implementation of comprehensive digital technologies.

Over the last two years the Digital Health Transformation Program has been delivering Horizon One of the Digital Health Transformation Strategy to build digital foundations and targeted investments in modernising clinical information systems across Tasmania. This will deliver better health outcomes for patients and increase capacity across the system.

## Key achievements

### **Ambulance electronic Patient Care Record (AePCR) and Statewide Electronic Medical Record**

A core part of delivering the Strategy is implementing an Ambulance electronic Patient Care Record (AePCR) and Statewide Electronic Medical Record (EMR) solution to facilitate core systems of records across clinical, administrative, and operational domains. This will improve continuity of care across the healthcare system (including Ambulance Tasmania and Emergency Departments) and give treating clinicians better access to patient health information.

The formal procurement commenced in 2023 for both the AePCR and the EMR, involving specialists from clinical, technological, and other fields throughout all stages of the process. It is anticipated that successful tenderer/s for AePCR will be announced by September 2024, and for EMR in late 2024.

### **Clinical Viewer project**

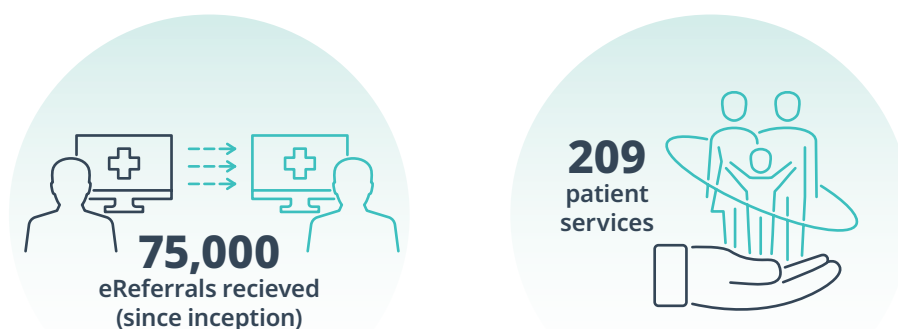
A Clinical Viewer project commenced in late 2023 and, having finished requirements analysis from key stakeholders, is now in its design stage. The build phase will commence in mid-2024 to deliver a secure online interface to view key medical records with the initial focus is on providing General Practitioners (GPs) access to their patients' data from the public health system.

This project will contribute to the broader Horizon 1 outcomes:

- improved visibility to clinical information, effective collaboration, capitalisation on early clinical information, improvement to first responder systems, data remediation, technology, and ensuring patients and care consumers are proactive.

## eReferrals

We have introduced electronic referrals (eReferrals), an online platform for GPs to refer patients to specialists quickly and securely. It is the first system in Australia that connects GPs with both private and public services.



This year, the eReferrals Expansion and Optimisation project has almost doubled the number of electronic referable services available and has further digitised the referral pathways to now include non-acute community-based outpatient services. eReferral access is now enabled for over 209 public outpatient services. With over 75,000 secure electronic referrals already received, the eReferrals solution is now an established centralised secure platform for Tasmanian GP referrers.

The eReferral solution now has innovative clinical decision support features, including statewide referral criteria, allowing for specialty and condition-specific referral information to be captured. Benefits include improved accuracy of patient referral information, quality of referral and efficiency of outpatient engagement.

We are the first in Australia to have integrated a national instantaneous 'level of care' mental health decision support tool within our statewide secure eReferral platform, providing for improved service access for patients impacted by mental health conditions.

Development has commenced on electronic cross-specialty internal outpatient referrals which will also deliver digital referral capability for our Emergency Departments (EDs) and hospital-based specialty teams. This project work is anticipated to be completed by late 2024.

## Benefits of statewide e-Referrals recognised with prestigious ICT Excellence Award

On the 28th of June the eReferrals project received the 2024 TasICT Excellence Award for Best Delivery of an ICT Project.

The TasICT Excellence Awards celebrate the Tasmanian ICT Industry's most outstanding projects, partnerships, products, programmers, and people. The excellence awards cover 10 award categories. Winning this award is a great display of our clinical and ICT teams partnering to deliver improvements to patient health outcomes.





## Clinical Alerts Registration Project (CARP)

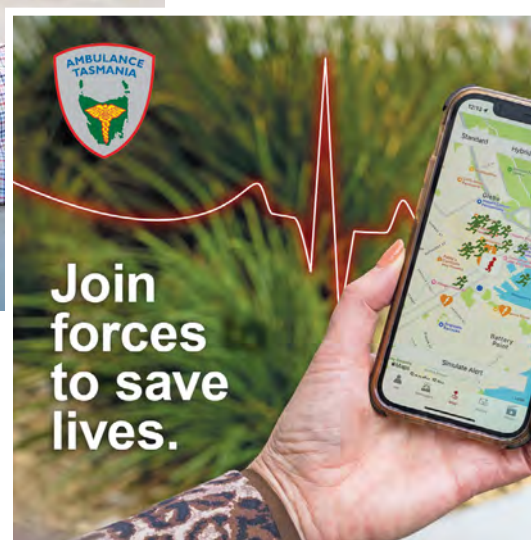
The Clinical Alerts Registration Project (CARP) commenced in 2023 and will deliver a solution for clinicians to enter clinical alerts and allergies seamlessly and efficiently at the point of care, accessible via the Digital Medical Record (DMR) and Health Care Suite (HCS) solutions. The project will remove paper-based processes while creating a single source of truth for alerts and allergies, synchronised across our digital health systems. System testing of the system has commenced and it is anticipated to be deployed in late 2024.

## GoodSAM mobile technology

GoodSAM is a mobile technology to enable citizen responders to provide lifesaving care in emergencies. The project commenced in 2023 and will be fully deployed by mid-2024. This solution alerts registered Responders when someone nearby is in cardiac arrest. Responders are given the location of the person in need to provide CPR and – in some instances – also apply an Automated External Defibrillator (AED) before emergency services arrive. The solution was released through a limited launch to internal responders on the 26th June with a next stage release to the public planned in August 2024.



[www.health.tas.gov.au/goodSam](http://www.health.tas.gov.au/goodSam)



# Whole of Government Human Resource Information System

The Department of Health continue to develop the Human Resource Information System (HRIS) to provide the foundation for a whole-of-government system. HRIS is a major project to replace the existing systems, processes and data which support human resource management functions within the Department. The HRIS Project seeks to transform the systems that support the capability, capacity and the engagement of our people. It will deliver a single, fully integrated Human Capital Management (HCM) Suite that enhances efficiencies and through better information sharing, and provides access to timely and trusted information.

Over the past 12 months, Health ICT has supported the Department's People and Culture Division in designing, building and system testing this solution.



# Project Management Office

The Project Management Office (PMO) enables the Department's ICT division to deliver projects successfully by:

- Developing and maintaining project management tools that are accessible and fit for purpose.
- Providing expert project advice to stakeholders.
- Delivering strategic ICT projects.
- Providing centralised project support services.

## Key achievements

### Project Support Services

A dedicated team was established to provide centralised project support services to enable ICT project teams to focus on delivery. The team provided administration services, including resource and financial management support to over 50 projects.

### Project Management Framework

The PMO transposed the ICT Project Management Framework and tools to an easily accessible digital platform and commenced incorporation of other relevant frameworks, including enterprise architecture, cybersecurity, and transition-to-support. This supported the Department to shift from siloed frameworks to an easily digestible, end-to-end project lifecycle focussing on processes rather than areas of responsibility. It offered project teams a single source of truth on project management information and requirements, and brought significant value by providing a structured approach to planning, executing, and monitoring tasks. This framework ensured clear objectives, defined roles and responsibilities, and a systematic process for managing resources and timelines.

### Data analytics

In 23/24, the Department successfully conducted a Proof-of-Concept (PoC) of a hospital data analytics tool within the Royal Hobart Hospital. The solution provided reporting and business intelligence data from outpatient waiting lists, surgery waiting lists, ED demand and flow, and inpatient demand flow. The PoC provided significant value by allowing the Department to validate the feasibility and effectiveness of the new technology before full-scale implementation. It enabled the identification of potential issues, technical challenges, and performance limitations in a controlled environment, reducing the risk of costly failures. The PoC also helped in gathering feedback from stakeholders and end-users, ensuring the solution meets their needs and expectations.

## **Finance in the Cloud**

The Department's primary Finance and Procurement system (Technology One) is being upgraded and migrated to the cloud to ensure continued vendor support for the product.

The project will also progressively introduce functional improvements, that are available in the upgraded platform. The upgraded platform will enable more efficient budget development process including enhanced budget forecasting ability.

In 2023/24 the project completed the design and implementation of a streamlined suite of system integrations and reporting that significantly improves the supportability of this key Departmental corporate system.

Stage One will migrate the system to the cloud and introduce select functional improvements. It is expected to go live in October 2024.

## **HR Confidential Case Management System**

Implementation of a new Human Resources Confidential Case Management System (HRCMS) is in response to the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse. A project was established in late 2023 to commence designing and implementing an ICT solution to support compliance with relevant Employment Directions in order to:

- improve the ease of logging alleged conduct breaches relating to employees and contingent workers
- manage the end-to-end lifecycle of alleged conduct breach investigations
- ensure secure digital record-keeping of incidents
- establish a single source of truth for incidents reporting.

The project is expected to be deployed in September 2024, with other Tasmanian Government Agencies likely to make use of the same system in future.

## **Identity Access Management (IdAM)**

The Department is replacing its Identity Access Management (IdAM) system. IdAM refers to a framework of policies, systems and processes for onboarding, changing, provisioning and offboarding an organisation's workforce with access to appropriate ICT systems and resources. The project will:

- allow our workforce to have timely access to systems and start immediately
- enhance security and safety of information by:
  - ensuring that only authorised people have access to information and
  - removing access to systems in a timely fashion
- replace end of life technology

The proposed solution will provide a foundation for a Whole-of-Government IdAM platform. The design phase commenced in May 2024 with the IdAM Foundations expected to go live in December 2025.

### **New Intranet**

The Department's new Intranet, which provides a modern, accessible, and secure way to communicate effectively with staff, went live on 30 November 2023.

In June 2024, the project also completed the migration of the remaining websites from the old system to ensure both the Department's Internet and Intranet are on the same platform which will provide significant saving to the agency.

### **Safety, Reporting and Learning (SRLS) System**

The Department is enhancing its Safety Reporting and Learning (SRLS) system, which is used to manage and report safety incidents and consumer feedback.

The enhanced 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.

The procurement process for this project was completed in 2023/24 and the project team has now commenced designing and building the solution.



# Service Delivery

HICT's Service Delivery teams play a critical role in developing and managing the Department's access to ICT services such as applications, data storage, cybersecurity and strategic governance and information management.

Below is a summary of HICT's service delivery teams and a snapshot of their key achievements during 2023-24.



**136**  
concept briefs



**11**  
risk assessments



**56**  
varied requests for ICT  
solution advice



**45**  
requests for specific solutions  
(e.g. eForms, SharePoint sites)



**3**  
protocols updated for  
improved services



**5**  
complex work packages

(1 July 2023 – 31 March 2024)

# Business Relationship Management

Business Relationship Management (BRM) is responsible for providing advice and support with the initiation of HICT solutions that underpin the capability of public health services teams to deliver optimal patient-centred care and other services.

With expanded responsibilities and a focus on streamlining processes to request support, BRM now offers:

- specialist technical expertise to support projects in the Digital Health Transformation Program
- enhanced capability to conduct discovery phases and estimate potential costs for new initiatives
- evaluation and guidance on emerging digital solutions and requirements
- business analysis services for ICT aspects of approved business process reforms
- delivery of complex ICT work packages, system upgrade projects and ICT aspects of business-led process reforms.

## Key achievements

### **New Emergency Department Waiting Times Dashboard**

In collaboration with Enterprise Systems and Policy, Purchasing, Performance and Reform (PPPR), the BRM team delivered the ICT components of the Emergency Department's (ED) Waiting Time Dashboard.

### **Spaced learning trial**

Spaced learning is the delivery of small amounts of learning content over time. BRM collaborated with the Human Resource Systems team to gather requirements and assess potential risks associated with two Spaced Learning systems that were trialled as well as developing the criteria to assess the solutions.

### **North West Maternity Transition Project**

The North West Integrated Maternity Service was transitioned to the Tasmanian Health Service (THS) during the past 12 months. BRM coordinated the ICT aspects of this transition, including PC, printer and journey board installations, configuring the service in the Patient Administration System (PAS) and training the transitioned staff on clinical and administrative applications.

### **Victorian Stroke Telemedicine Service at the MCH**

BRM managed the ICT aspects of the rollout of the Victorian Stroke Telemedicine Service to the MCH, ensuring patients presenting to the hospital with suspected stroke receive the same recommended treatment within clinically recommended timeframes as other acute care hospitals.

### **Facilitating the initiation of projects, including:**

- new Mental Health Recovery College and Mental Health Integrated Care Centre with digital solutions
- digitisation of sexual assault records within a secure tab in the DMR
- Ambulance Tasmania Project to implement Drug Error Reduction Software and an Electronic Controlled Drug Register to ensure real time drug calculation updates and drug inventory wherever drugs are transported and administered
- Population Health project to support bowel screening client management.



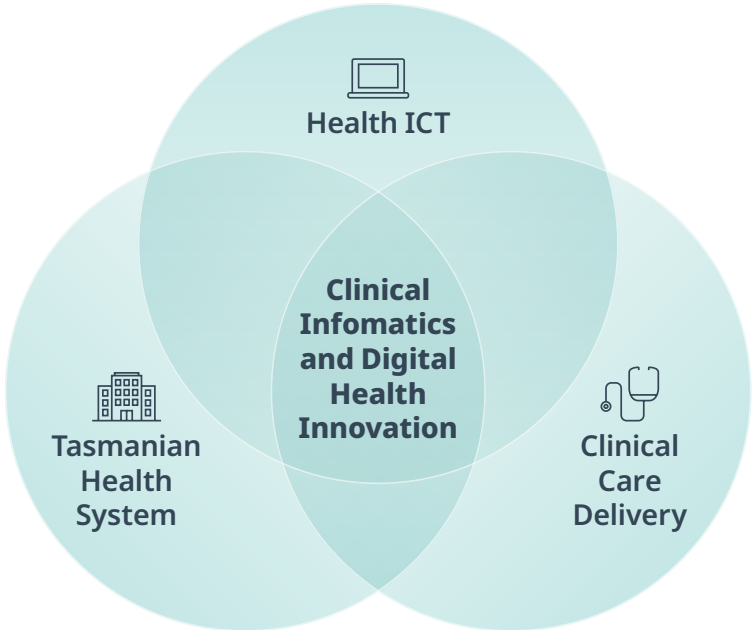
# Clinical Informatics and Digital Health Innovation

Clinical Informatics and Digital Health Innovation is a recently created business unit within Health IT. The unit has been formed to support advancement of our healthcare services through the strategic utilisation of data, information, and knowledge. The unit will serve as the vital ‘bridge’ to connect clinical expertise, the broader healthcare ecosystem, and the Health IT staff work programs.

Clinical Informatics and Digital Health Innovation will work alongside the Digital Health Transformation program of work to enable:

- efficient decision-making processes
- enhanced care coordination
- improved patient safety
- cost optimisation
- data-driven service delivery.

By harnessing the capabilities of this newly formed unit, we can collectively shape a more effective and patient-centric healthcare system as we progress our digital health journey.



**Clinical informatics is the area where information technology, our health system and clinical care overlap**

# Cybersecurity

Cybersecurity Services continued to cement confidence and trust in the State's digital health future, delivering specialist cyber advice and services across the Department's diverse and complex ICT environment.

This was achieved using recognised industry practices and frameworks against a persistently hostile cyber threat environment and leveraging our relationships with State and Commonwealth peers and authorities to advance and protect the Department's ability to deliver essential community healthcare.

The Financial Year 2023-24 saw continued efforts to raise the bar for the Department's cybersecurity capability and digital resilience.

## Key achievements

### **Asset Criticality Tool**

Successful implementation and operation of the new 'Asset Criticality Tool' review process, through which more than 50 new business initiatives or projects have been assessed. This assessment process improves the Department's appreciation of, and preparation for, mission-critical systems and data.

### **New phishing simulation awareness and response platform**

Implementation of a new phishing simulation, awareness and response platform to combat social engineering of staff and improve the efficiency of the Cybersecurity team.

### **Vulnerability Management Capability Project**

Commencement of a multi-year project to build a comprehensive vulnerability management capability to detect and reduce our exposure to preventable cyber incidents.

### **Digital forensics discipline baseline**

With the support of the Department of Premier and Cabinet's Cybersecurity program, we established a baseline digital forensics discipline to preserve the integrity of systems and data associated with sensitive cyber incident investigations.

### **Enhanced security information and event monitoring**

Substantial capability advancements in our security information and event monitoring platforms, through increased ingestion of vital security telemetry from the Department's digital systems and intelligent correlation of these data points to better identify new threat activity.



### **Secure-by-Design Principles**

Close collaboration with the Digital Health Transformation Program to embed secure-by-design principles in acquiring and designing key clinical solutions, including the EMR and AePCR systems.

### **Cybersecurity Assurance Services**

Completion of numerous cybersecurity assurance services for critical corporate, digital health and infrastructure projects including RTPM, CommVault Data Protection, GoodSAM and Department Internet and Intranet websites.

# Digital Technology Services Group

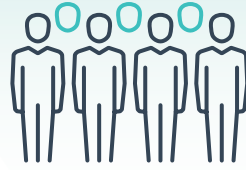
Now in its second year, the Digital Technology Services Group (DTSG) is an amalgamation of the following functional areas that provide customer-facing and behind-the-scenes support of the Department's digital systems and infrastructure:

- Client Services
- Digital Infrastructure Services
- Digital Enterprise Services
- Clinical Application Services
- Service Management Practice

The combination of these five high performance teams has created efficiencies and continues to foster innovation in support of the Department's Digital Health Strategy.

## Key achievements

- Transitioning the Department to Microsoft Teams 2.0.
- Self Service password reset deployed.
- Implementation of cybersecurity analysis of current platforms and systems and integrations.
- Network upgrades at multiple Ambulance Stations to improve connectivity and network redundancy to support the implementation of drug safes for secure medication storage.
- Delivery of network infrastructure for:
  - the new Ambulance Stations at Queenstown and Bridgewater
  - May Shaw Aged Care in Swansea
  - Mental Health Services North
  - LGH Supply
  - the new Breastscreen facility in central Hobart.
- Providing access to on-line streaming services for patients undergoing treatment in hyperbaric chambers.



# Department of Health

**20,888**  
staff  
accounts

**24,608**  
total network accounts  
under management

**346**  
volunteer  
accounts



## IT Service Centre

**44,753**  
calls

**10,885**  
network account  
requests

**26,088**  
emails



## IT Support

**7,521**  
desktop PCs  
supported

**6,826**  
laptops  
supported

**958**  
tablets  
supported



## Service Management Practice

**418**  
work  
requests  
created

**73%**  
staff activation rate  
with professional  
development

**1,651**  
changes to the  
digital environment  
managed

**12**  
new operational  
business reports  
published

## In the reporting period

**1,751**  
PC/laptop growth

**2,749**  
PC/laptop replacements



**3 000**  
frontline healthcare  
professionals received  
training



**1 500 000 000**  
message transactions



**1 100 000**  
patient records

**11 000 000**  
medical records managed



Supported over  
**2 000**  
concurrent clinical  
application users daily



**1 000**  
training sessions conducted

### **Enhanced login functionality**

The upgrade of the Dynamic Host Configuration Protocol (DHCP) and Radius infrastructure to the Windows server 2022. The DHCP is an automated process used to obtain Internet Protocol (IP) addresses and verify they are unique. Radius is a networking protocol that authorises and authenticates users who access a remote network. Combined, these provide the basis for staff to be able to log in to their devices at the DoH site or remotely.

### **Airlock application**

Implementation of a product called "Airlock", device management software that acts as a security checkpoint that helps protect the network by ensuring only compliant and secure devices can fully connect and interact with it. This helps prevent security breaches and protects sensitive information. Airlock is an important application in helping to prevent malicious code from entering the Department's computer systems.

### **Microsoft Defender product**

Microsoft Defender was installed on 950 Departmental servers to help keep them secure from online threats including ransomware and malware.

### **Endovault upgrade**

We upgraded and uplifted hardware for the Endovault system used by staff in our four major hospitals to capture endoscopic images and write procedure reports. A major deliverable of this project was the integration of procedure reports with the DMR system, removing the need to manually print and scan reports, meaning clinicians have access this information much faster.

### **Correctional Primary Health Services (CPHS) and Community Forensic Mental Health Services (CFMHS) integration project**

Correctional Primary Health and Forensic Mental Health Services records were integrated into the Department's PAS, giving patients a single integrated digital health profile. This improves information capture, scheduling for medical appointments and the referral process.

### **DMR upgrade**

The DMR holds approximately 12 million clinical documents and is critical to ongoing patient care. The upgrade improved reporting capability, enhanced electronic form functionality and increased performance for uploading clinical paper-based information through scanning and maintaining.

### Supporting the initiation of projects including:

- Statewide eReferrals Platform – enabling integration across existing systems
- Emergency Department Waiting Time Dashboard – providing technical expertise in the design, build and implementation of this system
- assisting with the successful proof of concept for the Rapid Sign-on project
- ensuring critical information exchange across emerging applications and projects by providing significant input into multiple Digital Health Strategy initiatives, and
- supporting the implementation of a new Computerized Tomography (CT) scanner in the RHH Emergency Department and new Fluoroscopy equipment for the RHH Pathology Department.



# Enterprise Architecture

Enterprise Architecture provides advice on technology, data, applications and business needs to ensure projects align to the Department's strategic vision.

## Key achievements

### Developed a System Catalogue

HICT maintains and operates an extensive suite of applications and a supporting network that enables the delivery of healthcare across the State.

In 2023-24, we catalogued the applications and infrastructure used by the Department to:

- understand which systems and servers are running older software
- gather essential information to strategically manage and commence upgrade projects
- reduce the risk of system failure in the Department in the future.

### Reporting strategy

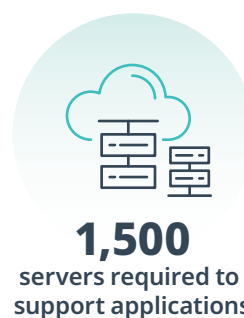
Data reporting is pivotal across the Department. In 2023-24, Enterprise Architecture delivered Phase 1 of a reporting strategy to implement a standardised reporting process that will improve divisional reporting, reduce the associated administrative burden and address key limitations of existing reporting practices including the complexity of reporting technologies, governance, and communication across the Department.

The reporting strategy will establish a harmonised approach to reporting, tailored to meet the specific needs of each division in the Department of Health.

### National and cross-jurisdictional collaboration

Enterprise Architecture represented the Department in several national and multi-jurisdictional forums, which have enabled HICT to directly inform work delivered under the national Digital Health Plan including:

- Interoperability procurement guidelines
- National Secure Messaging Network.





# Strategy, Information Management and Governance Office (SIMGO)

Through the Office of the CIO, the Director of SIMGO continues to actively contribute to intergovernmental forums related to the Commonwealth's National Health Agenda.

This engagement and participation at the national level ensures Tasmania is well placed to support current and planned National Digital Health Strategy programs of work and other strategic initiatives being led by the Australian Digital Health Agency (ADHA).

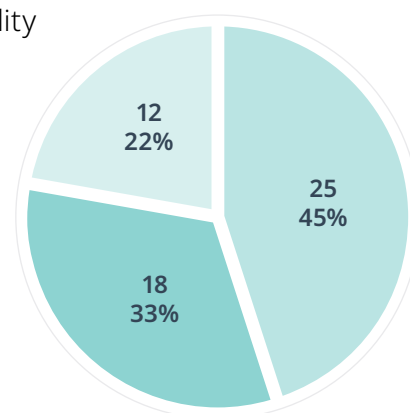
## Key achievements

### Information Asset Register

SIMGO collaborated with Enterprise Architecture to evaluate and select a shared repository for the systematic management of technology and information assets. SIMGO developed a model for the capture of critical metadata to profile the Department's information assets into a single, centrally accessible catalogue, to be published internally as an interactive agency Information Asset Register (IAR) and associated metadata management tool. The IAR will improve information custodianship and governance within the Department, through heightened resource visibility and subsequent opportunities for expanded return on investment through asset optimisation and re-use.

### Information Assurance program

A major review and uplift of the existing information risk assessment program was undertaken in response to stakeholder feedback and impacts of recent legislative, policy and procedural change. The increased volume of emerging initiatives and projects as part of the Digital Health Transformation Program has required a mechanism to quickly assess emerging projects for criticality.



**Criticality of first 50 digital assets - reviewed information scores**

Cybersecurity and SIMGO collaborated to develop an Asset Criticality Tool (ACT) assessment process for new systems. The assessment provides an objective measure of the 'criticality' of information and system security to the Department. It assists in prioritising requests with the ability to focus risk assessment support to those systems that will have the greatest impact should something untoward happen.

Since the initial piloting of ACT in mid-2023, over 50 assessments have been undertaken with overwhelmingly positive feedback from the business. The tool continues to be embedded across relevant HICT programs and processes.

## **Sex and Gender Reform**

The LGBTIQ+ Inclusive Healthcare Portal for Health staff was launched on 17 May 2023 to coincide with International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT Day). The portal creates a consolidated view of the multiple initiatives underway across the Department that support the LGBTIQ+ legislative and policy reforms and associated frameworks. It creates a platform for greater awareness and inclusive behaviours, promoting adoption of system and process changes, and improving understanding and experiences for our staff, and ultimately for health service consumers.

## **Privacy by Design**

We continue to promote Privacy by Design in our systems and processes to support the Department in its management of consumer information. Effective data breach management protocols, including incident response plans and communication strategies, are essential to minimising disruptions and ensuring transparency with stakeholders.

## **Content Manager Electronic Document and Records Management System**

The Content Manager (CM) expansion program ensures the Department continues to proactively manage its corporate records in accord with state and user expectations.

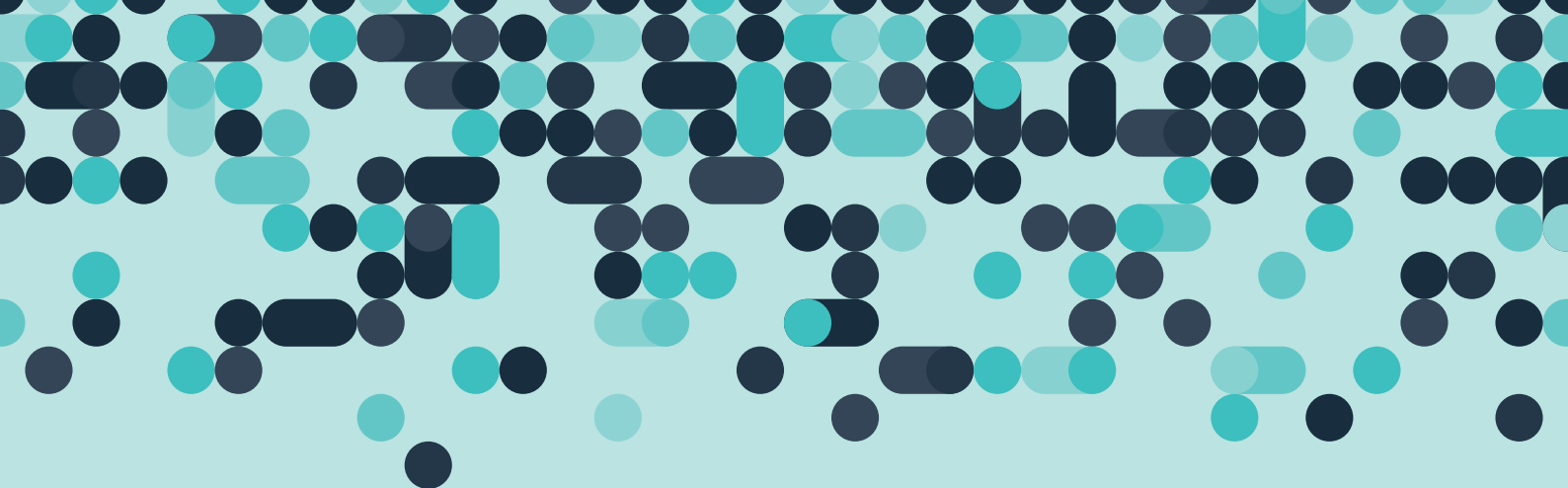
The CM Champions Group was convened in early 2024, marking a significant milestone in the Department's journey towards enhanced information management practices. The group brings together 18 'champions', representing multiple areas within the Department, to share insights, discuss challenges and outline successful strategies to assist with improved use and uptake of the system. The enthusiasm and expertise displayed during the session underscored the group's commitment to uplifting best practice in managing our corporate records.

A complete review of the Ministerial and Secretarial (MIN/SEC) record management processes was completed and significant process improvements identified and implemented, supporting a better approach to managing these key documents.

## **Data Strategy program**

The Department's first Data Strategy is undergoing final review before subsequent application. The strategy recognises the need to strengthen our data culture and capacity to support evidence-based decision making in real time within a modern, data driven organisation. It covers key areas like data capture, governance, analytics, and technologies, and is vital for maximising the value of our digital transformation efforts.





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