

Queensland Divisions Network

eHealth Strategic Framework 2010 - 2012

Introduction

In 2009 the Queensland Divisions Network agreed to develop a set of operational principles and a statewide eHealth Strategic Framework.

The purpose of this framework is to position the Queensland Divisions Network strategically within the national eHealth context to access resourcing for local, statewide and collaborative eHealth implementation, innovation and development.

This document demands a stronger strategic approach deployed across Queensland by divisions and ensures eHealth implementation across the state is consistent in promoting the context of eHealth delivery within general practice and primary health care.

The eHealth Strategic Framework acknowledges and celebrates the innovation and flexibility of eHealth implementation across Queensland divisions. The strength of the Divisions Network is enabling local solutions to be adopted that address local needs, however to remain relevant in the eHealth space and to potential funders a consistent approach is required.

This Framework has been developed to align with the four streams of activity as outlined in the National eHealth Strategy (2008) to ensure this consistency of approach and replication of approaches nationally.

Defining eHealth

For the purpose of this Strategic Framework eHealth is defined as:

“the essential infrastructure underpinning information exchange between all participants in the health care system that support enhanced clinical decision making and improved health outcomes for all Queenslanders” (adapted from p.1, National eHealth Strategy, 2008).

In applying this definition to the Framework, clinical data governance including housing of data, data quality, presentation, sharing and feedback of clinical data for the purposes of continuous quality improvement are included. This Framework also pays particular attention to the role of the consumer and the need for engagement strategies to be considered in the development of eHealth initiatives to support consumer literacy and ownership.

National Context

Australia has long recognised the important enabling role of eHealth in achieving health system reform, and has embarked on a number of initiatives since the early 1990s. Australian eHealth initiatives accelerated in the 1990s and then gained further momentum with the creation of the National E-Health Transition Authority (NEHTA) in 2005 and subsequent activities. Initiatives driving the computerisation of primary care and general practice peaked in 1999 and now over 90% of General Practitioners (GPs) are computerised.

Of the computerised GPs, approximately 83% use their clinical package to store electronic medical record information which equates to approximately 75% of total GPs (p. 40, Booz & Co eHealth Discussion Paper). In addition, several Queensland Divisions have implemented local eHealth solutions such as e-Referral and shared electronic health records and these pockets of innovation have been well supported by general practice in Queensland.

Despite this, the National Health and Hospital Reform Commission (NHHRC) in their final report state there is a growing sense of frustration with the pace of action in implementing a national eHealth platform. The NHHRC recommends ‘a transforming eHealth agenda to drive improved quality, safety and efficiency of health care’. This would involve universal access to a national broadband or telecommunication network, the introduction of a person controlled electronic health record and the widespread adoption by health professionals in the use of electronic information storage, exchange and decision support software. Most importantly the NHHRC urges governments to expedite agreement on a strengthened national leadership structure for implementing a National Action Plan on eHealth with clear deliverables and timelines.

In early 2008 the Australian Health Ministers commissioned Deloitte to develop a strategic framework and plan to guide national coordination and collaboration in eHealth. In late 2008 the National eHealth Strategy was released which adopted an incremental and staged approach to developing eHealth capabilities. NeHTA have since released their Strategic Plan which outlines their role in eHealth adoption and implementation, consistent with the direction outlined in the National eHealth Strategy.

State Context

Queensland Health is faced with increasing challenges in the delivery of health services to Queenslanders. The increasing incidence of chronic disease, an ageing population and a rapidly growing constituency has put pressure on the demand of the Queensland Health System. Recommendations arising from the Forster review and Davies enquiry in 2005 along with the Towards Q2 targets are driving change and improvement.

Information is a key enabler in the delivery of health outcomes within Queensland and the Queensland Health eHealth Strategy seeks to explore how information can support Queensland Health in responding to the challenges of equity and access, efficiency, and quality in service delivery. The eHealth vision for Queensland Health is to “enable a patient-centric focus to health care delivery across a networked model of care”. This patient-centric model can deliver benefits in patient safety, quality of care, effectiveness, patient outcomes and efficiency.

Queensland Health is currently half-way through a four year eHealth program with a total investment of \$243 million. The eHealth program’s plan includes the implementation of an electronic medical record covering 60% of the state’s population by 2012, medication management, telehealth and e-discharge and e-referral capability.

The tangible benefits for general practice and primary care through this investment will be systematic improvements in communication between Queensland Health and the broader health sector including the timely receipt of discharge information and improving access to appropriate services through e-referral informed by up-to-date waiting list advice.

The lack of coordinated funding to support systematic approaches to eHealth implementation across the state has been a challenge. Whilst funding at the state and national levels support capacity building and policy direction there are limits to how much can be achieved without resourcing available to support local delivery and change management. iHealth Care has been a major success in bringing together the Divisions Network in Queensland for a common statewide purpose; the development of a connectivity platform for Queensland supported by a comprehensive provider and services directory. To complement these advances at a state level, divisions have been innovative in securing funding for local solutions. Queensland has seen six Managed Health Network Grant projects undertaken in Queensland. These projects have engaged a number of stakeholders locally, including Queensland Health to drive quality and safety through the use of eHealth. The division’s track record of innovation and intent to work collaboratively strengthens the role of general practice and primary health care in leading eHealth adoption across the State.

Queensland Health has indicated that they are seeking a single perspective and direction for eHealth. Implementation of the Queensland Divisions Network eHealth Strategic Framework and the formation of the eHealth Advisory and Data Governance Groups will further strengthen and align eHealth adoption and innovation in general practice across the state over the next three years.

Queensland Divisions Network eHealth Strategic Framework

eHealth Vision

The patient journey supported through the delivery of timely information improving quality, safety and efficiency in the delivery of health care.

Aims

The eHealth Strategic Framework will be used to:

- Guide strategic development of eHealth in general practice and primary health care
- Inform development of eHealth implementation plans and encourage sharing and collaboration across the Network
- Inform key stakeholders and community groups using consistent language in regards to general practice and primary health care priorities in eHealth
- Seek resourcing to facilitate local and statewide eHealth innovation and development
- Inform development of data capture and analysis approaches to support local planning and allocation of resources
- Promote local and statewide achievements in eHealth and to highlight change management strategies
- Articulate the operating principles that underpin local planning and implementation

Operating Principles

These principles will underpin how the Queensland Divisions Network implements the eHealth agenda across Queensland.

- **Collaboration and Partnership:** Collaboration in the development and delivery of the eHealth agenda across Queensland
- **Value for Money:** Achieving the required outcomes for the best price
- **Consistency and Credibility:** Balancing alignment, innovation and independence
- **Efficiency and Effectiveness:** Minimising duplication and maximising scalability
- **Quality and Safety:** Adherence to standards and quality frameworks
- **Change Management:** Choosing the right messages that will positively influence knowledge and behaviour
- **Building Capacity:** Through development and shared experience

The following provides an overall framework within which eHealth implementation can occur in Queensland. The outcome areas and strategies align with the four streams of activity and the seven strategic principles in the National eHealth Strategy, as well as the four strategic priorities outlined in NeHTA's Strategic Plan.

Each outcome area is supported by several strategies that can be used to guide local implementation of eHealth. The eHealth Activity Profile (www.gpqld.com.au/ehealthactivityprofile) will be a valuable summary of local implementation plans in action and will be updated regularly to ensure currency and validity.

Outcome Areas

- 1. An enhanced patient journey through improved access and timely transfer of information**
- 2. Continuous improvement in primary health care through effective clinical data management**
- 3. Efficient investment in local innovation and scalable eHealth solutions that enhance primary health care**
- 4. Increased consumer control and responsibility of the health care process**

Outcome 1: An enhanced patient journey through improved access and timely transfer of information

Strategies

- 1.1 Supporting local health care providers with the adoption of appropriate foundation infrastructure i.e. PKI and secure messaging consistent with national standards
- 1.2 Supporting ongoing maintenance and growth of a statewide provider directory to enable the implementation of provider identifiers and support care coordination
- 1.3 Continuing to lead and inform implementation of statewide and local electronic referral and discharge initiatives, compliant with the GPAC Continuity of Care Framework and national standards
- 1.4 Developing, supporting and implementing locally appropriate clinical pathways, with the inclusion of waiting times where possible to inform e-referral and discharge referral initiatives
- 1.5 Exploring opportunities for medication management through the application of e-prescribing and other strategies that support at risk populations i.e. mobile populations, those on numerous or complex medication regimens or those in residential aged care facilities

Outcome 2: Continuous improvement in primary health care through effective clinical data management

Strategies

- 2.1 Support for general practice and primary health care in the use and application of clinical data extraction tools and the aggregation of data for quality improvement and measurement
- 2.2 Ensure a shared understanding of the Improvement Model and other quality improvement approaches and the application of these in general practice
- 2.3 Develop and implement a Data Quality Framework for the Queensland Divisions
- 2.4 Enhance the confidence and capacity of general practice and primary health care to share their data with each other and divisions for the purpose of quality improvement
- 2.5 Contribution to development of statewide or national primary health care data repositories
- 2.6 The application of locally relevant valid population health data to support service planning and resource allocation

Outcome 3: Efficient investment in local innovation and scalable eHealth solutions that enhance primary health care

Strategies

- 3.1 Ensure a shared understanding of state and national eHealth initiatives to support local adoption and minimise duplication
- 3.2 Sourcing funding to trial and evaluate innovative approaches with a view to these becoming statewide or national solutions
- 3.3 Committing learnings and solutions to the shared vision for eHealth in Queensland
- 3.4 Develop and implement a communication strategy to promote local and statewide success and challenges in eHealth implementation

Outcome 4: Increased consumer control and responsibility of the health care process

Strategies

- 4.1 Facilitate consumer consultation and participation in the planning of electronic health services
- 4.2 Supporting the development and implementation of Individual Electronic Health Records that adhere to national standards and meet local needs
- 4.3 Providing resources and tools that support consumer health literacy

Timeframe

The eHealth Strategic Framework will guide implementation of eHealth in Queensland for the period 2010 – 2012. Reviews for relevancy and gaps, and to ensure continued alignment with national and state eHealth priorities will occur annually. The eHealth Advisory Group will provide strategic advice and direction regarding future changes and developments in an ongoing manner.

Monitoring and validation of eHealth Activity Profile will occur quarterly or more frequently as required.

Consultation Process

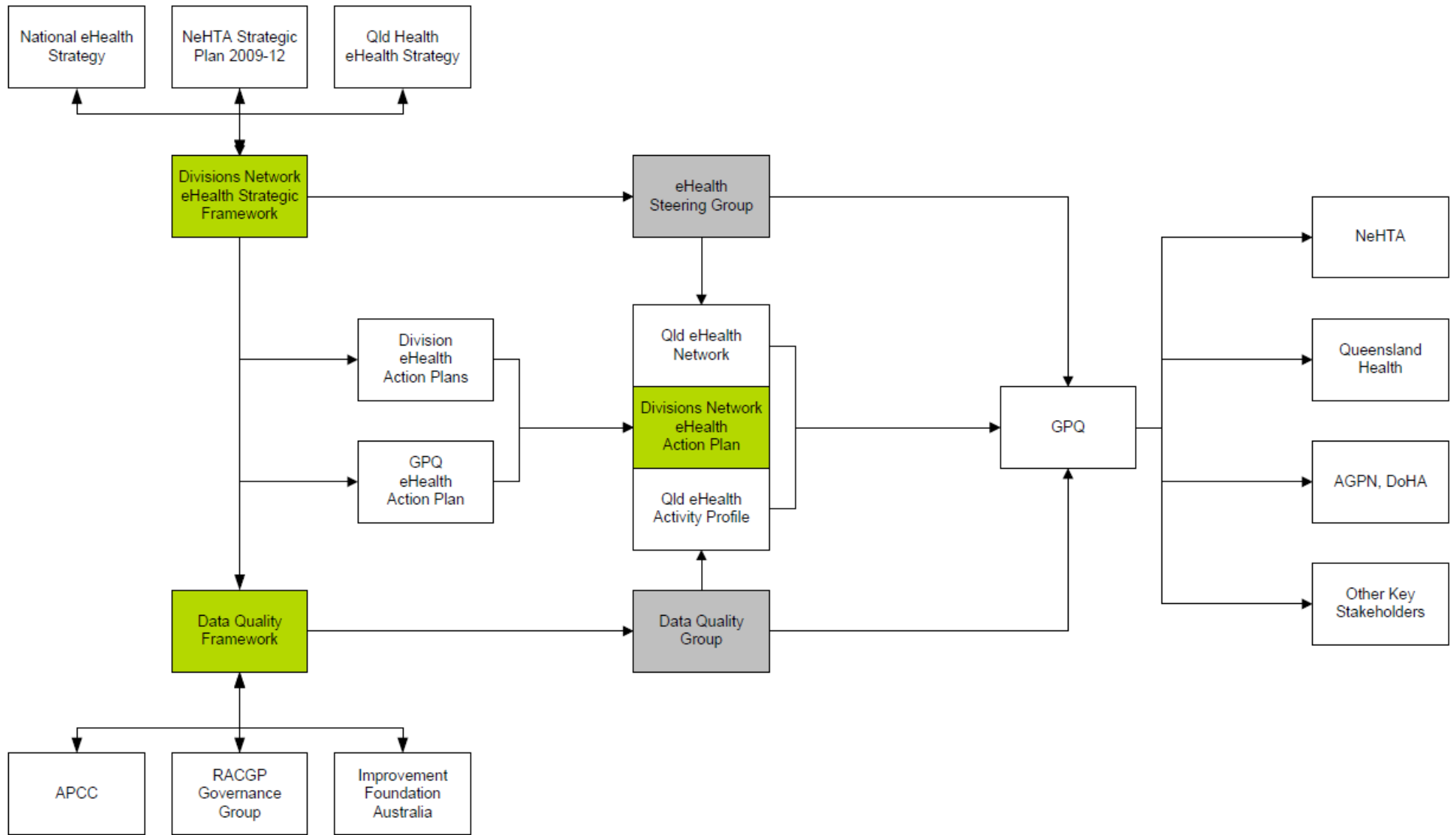
The eHealth Strategic Framework was developed through the following process:

- Resolution to develop strategic framework at the eHealth meeting on 22 July 2009
- Draft developed by GPQ
- Draft sent to GPQ Board for endorsement
- Endorsed draft sent to eHealth meeting participants and all Division CEOs for discussion and comment
- Second and final draft developed by GPQ based on feedback from Divisions Network
- Final draft endorsed by GPQ Board
- Endorsed final draft distributed to Divisions Network and key stakeholders (Qld Health, NeHTA, DoHA).

Appendix 1 – eHealth Strategic Framework 2010 – 2012 (one page summary)

Queensland Divisions Network eHealth Strategic Framework 2010 - 2012			
Vision: The patient journey supported through the delivery of timely information improving quality, safety and efficiency in the delivery of health care.			
Aims <ul style="list-style-type: none"> • Guide strategic development of eHealth in general practice and primary health care • Inform development of eHealth implementation plans and encourage sharing and collaboration across the Network • Inform key stakeholders and community groups using consistent language in regards to general practice and primary health care priorities in eHealth • Seek resourcing to facilitate local and statewide eHealth innovation and development • Inform development of data capture and analysis approaches to support local planning and allocation of resources • Promote local and statewide achievements in eHealth and to highlight change management strategies • Articulate the operating principles that underpin local planning and implementation 		Operating Principles <ul style="list-style-type: none"> • Collaboration and Partnership: Collaboration in the development and delivery of the eHealth agenda across Queensland • Value for Money: Achieving the required outcomes for the best price • Consistency and Credibility: Balancing alignment, innovation and independence • Efficiency and Effectiveness: Minimising duplication and maximising scalability • Quality and Safety: Adherence to standards and quality frameworks • Change Management: Choosing the right messages that will positively influence knowledge and behaviour • Building Capacity: Through development and shared experience 	
<p style="text-align: center;">Outcome 1</p> <p>An enhanced patient journey through improved access and timely transfer of information</p> <p>Strategies</p> <p>1.1 Supporting local health care providers with the adoption of appropriate foundation infrastructure i.e. PKI and secure messaging consistent with national standards</p> <p>1.2 Supporting ongoing maintenance and growth of a statewide provider directory to enable the implementation of provider identifiers and support care coordination</p> <p>1.3 Continuing to lead and inform implementation of statewide and local electronic referral and discharge initiatives, compliant with the GPAC Continuity of Care Framework and national standards</p> <p>1.4 Developing, supporting and implementing locally appropriate clinical pathways, with the inclusion of waiting times where possible to inform e-referral and discharge referral initiatives</p> <p>1.5 Exploring opportunities for medication management through the application of e-prescribing and other strategies that support at risk populations i.e. mobile populations, those on numerous or complex medication regimens or those in residential aged care facilities</p>	<p style="text-align: center;">Outcome 2</p> <p>Continuous improvement in primary health care through effective clinical data management</p> <p>Strategies</p> <p>2.1 Support for general practice and primary health care in the use and application of clinical data extraction tools and the aggregation of data for quality improvement and measurement</p> <p>2.2 Ensure a shared understanding of the Improvement Model and other quality improvement approaches and the application of these in general practice</p> <p>2.3 Develop and implement a Data Quality Framework for the Queensland Divisions</p> <p>2.4 Enhance the confidence and capacity of general practice and primary health care to share their data with each other and divisions for the purpose of quality improvement</p> <p>2.5 Contribution to development of statewide or national primary health care data repositories</p> <p>2.6 The application of locally relevant valid population health data to support service planning and resource allocation</p>	<p style="text-align: center;">Outcome 3</p> <p>Efficient investment in local innovation and scalable eHealth solutions that enhance primary health care</p> <p>Strategies</p> <p>3.1 Ensure a shared understanding of state and national eHealth initiatives to support local adoption and minimise duplication</p> <p>3.2 Sourcing funding to trial and evaluate innovative approaches with a view to these becoming statewide or national solutions</p> <p>3.3 Committing learnings and solutions to the shared vision for eHealth in Queensland</p> <p>3.4 Develop and implement a communication strategy to promote local and statewide success and challenges in eHealth implementation</p>	<p style="text-align: center;">Outcome 4</p> <p>Increased consumer control and responsibility of the health care process</p> <p>Strategies</p> <p>4.1 Facilitate consumer consultation and participation in the planning of electronic health services</p> <p>4.2 Supporting the development and implementation of Individual Electronic Health Records that adhere to national standards and meet local needs</p> <p>4.3 Providing resources and tools that support consumer health literacy</p>
Timeframe: January 2010 to December 2012		Supporting documents: eHealth Implementation Plan, eHealth Activity Profile, Qld eHealth Structure	

Appendix 2 – Queensland Divisions Network eHealth Structure 2010 – 2012



Appendix 3 – Queensland Divisions Network eHealth Activity Profile

An up-to-date eHealth Activity Profile will be maintained jointly by GPQ and Divisions so that information about eHealth activity in Queensland is readily accessible to the Divisions Network and to key stakeholders such as Queensland Health, DoHA and NeHTA.

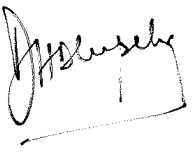
The availability of this information will allow for greater collaboration across the Network.

The Queensland Divisions Network eHealth Activity Profile can be accessed at:

www.gpqld.com.au/ehealthactivityprofile (to be launched in 2010)

Appendix 4 – Accompanying Resources, additional reading and contacts

- National eHealth Strategy, Deloitte (2008)
<http://www.health.gov.au/internet/main/publishing.nsf/Content/National+Ehealth+Strategy>
- Queensland Health eHealth Strategy, Deloitte (2006)
http://www.health.qld.gov.au/ehealth/docs/eh_strat_public.pdf
- NEHTA website
www.nehta.gov.au
- NeHTA Strategic Plan 2009 - 2012
<http://www.nehta.gov.au/about-us/strategy>
- GPAC Continuity of Care Planning Framework (2009)
<http://www.gpac.net.au/main.asp?NodeID=23496>
- Improvement Model, APCC Handbook, Improvement Foundation Australia (2008)
http://www.apcc.org.au/Improvement_model.html
- National Health and Hospitals Reform Commission Report (2009)
<http://www.nhhrc.org.au/internet/nhhrc/publishing.nsf/Content/nhhrc-report>
- A pebble in the pond: A vision for eHealth enabled Healthcare Information, CHIK Services (2008)
http://www.chik.com.au/files/CHIK_A_Pebble_in_the_Pond.pdf
- eHealth: Enabler for Australians, NHHRC, Booz & Co (2008)
<http://www.nhhrc.org.au/internet/nhhrc/publishing.nsf/Content/discussion-papers>
- Australian Primary Care Collaboratives Program
<http://www.apcc.org.au/>
- AGPN Primary Health Care Position Statement
<http://www.agpn.com.au/policy/position-statements>
- AGPN Resource Library and eHealth Issues Register
<http://www.agpn.com.au/>
- Pulse +IT magazine (quarterly)
<http://www.pulsemagazine.com.au/>

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