

Children's Health Queensland



Digital + Data Strategy

2024–2028



Queensland
Government



Acknowledgement of Country

Children’s Health Queensland Hospital and Health Service pays respect to the Traditional Custodians of the lands on which we walk, talk, work and live. We acknowledge and pay our respects to Aboriginal and Torres Strait Islander Elders past, present and emerging.

We acknowledge the historical and contemporary impacts of Queensland’s history of colonisation on the health and wellbeing of Aboriginal and Torres Strait Islander peoples. We recognise the ongoing intergenerational trauma and racism experienced by members of the community.

In the development of this *Digital and Data Strategy 2024-2028* we were grateful to have Aboriginal and Torres Strait Islander people share their knowledge and experiences with us. We also took guidance from the *Children’s Health Queensland Aboriginal and Torres Strait Islander Health Equity Strategy 2022-2025*.

We respect and acknowledge the lived experiences of Aboriginal and Torres Strait Islander peoples and thank them for their contribution to our pursuit of health equity.

Contents

Message from our leaders	4	Program outlines	13
Introduction	5	Trusted care	14
Case for change	7	Technology sustainability	16
Current state assessment	7	Integration and automation solutions	18
Vision setting	8	Secure collaboration and sharing	20
Identified drivers of change	8	Digital tools uplift	22
Strategic direction	9	Connecting care	24
Strategic roadmap	10	Cut through the clutter	26
Guiding principles	10	Digital connection	28
Programs	11	Unified digital experience	30
Roadmap enablers	12	Visionary care	32
		Digital discovery lab	34
		Data and analytics transformation	36
		Digital and data academy	38

Digital with purpose. Data powered. Outcome focused.

The CHQ Digital and Data Strategy was co-created with the CHQ community. We acknowledge and thank all stakeholders for their invaluable input and insights. We look forward to continuing to explore, learn and develop solutions together over the next four years. Email chq_digitalstrategy@health.qld.gov.au to get in touch.

Message from our leaders

Children’s Health Queensland (CHQ) is a specialist statewide hospital and health service dedicated to caring for children and young people from across Queensland and northern New South Wales.

The 10-year anniversary of Queensland Children’s Hospital was an opportunity to reflect on our remarkable journey: from opening a greenfield hospital and digitising medical records to establishing health intelligence capabilities, transforming workflows, investing in maturing our cybersecurity resilience and response and sustainability.

The future holds endless digital possibilities that can further revolutionise care delivery for our children and young people. The Digital and Data Strategy is an enabler of CHQ’s Strategic Plan and provides a roadmap of programs to strengthen, empower, and transform CHQ’s capabilities to deliver world-class care for children and young people.

Over the last decade CHQ has made significant investments in its digital and data capabilities. The current state presents strategic drivers, challenges, and opportunities that require our attention to enhance how digital and data are leveraged in the future. These strategic drivers include:

- Enabling sustainable, networked, and trusted care;
- Releasing time back to clinicians to optimise care provision through human-centred, outcome-focused, and digitally enabled workflows;

- Digital innovation that supports advanced models of care and empowers collaboration through knowledge sharing and communication; and
- Meeting community expectations to leverage digital and data for personalised, high-quality, efficient, and reliable care.

These strategic drivers underpin our commitment to digital transformation, ensuring technology is used effectively to improve the way we live, work, and deliver world-class healthcare.

We want to thank our employees, consumers, and partners for their co-creation on the strategy and roadmap. We have heard what you have said and will continue to listen, engage, and partner with you to plan for services that are responsive to the needs of Queensland’s children, young people, and their families.

Thank you to our workforce and our partners for their unwavering commitment to delivering the best possible outcomes for today’s young people and future generations.

Frank Tracey | Health Service Chief Executive

Heather Watson | Board Chair

Children’s Health Queensland Hospital and Health Service

Introduction

The Children’s Health Queensland (CHQ) Digital and Data Strategy 2024-2028 (the Strategy) sets the ambition, key priority areas, and roadmap for transforming our digital and data capabilities to improve the way we live, work, and deliver world-class healthcare.

The Strategy directly aims to optimise and enable CHQ to deliver on the key objectives outlined in the CHQ Strategic Plan 2024-2028 of:

- Engaged workforce—Deliver an inclusive environment where our people are valued, safe and empowered to make change.
- Sustainable futures—Accelerate sustainable high-value care through integration, innovation, and transformation.
- Networked care—Advance the statewide paediatric and adolescent health system through partnership; and
- Strong communities—Support prevention, promotion and early intervention that helps keep children and young people healthy in their communities.

HEALTHQ³² states that ‘as Queensland continues to grow and advance, our health system needs to be equitable and accessible for everyone, no matter where they live, and sustainable into the future.’ Aligned with this vision, CHQ’s strategy is to put children and young people first, through an engaged workforce and strong communities and by accelerating a sustainable future and networked care. The current environment presents great opportunities to reimagine, innovate and create. CHQ is well-positioned to leverage these opportunities to best meet the current and future needs of children and young people.

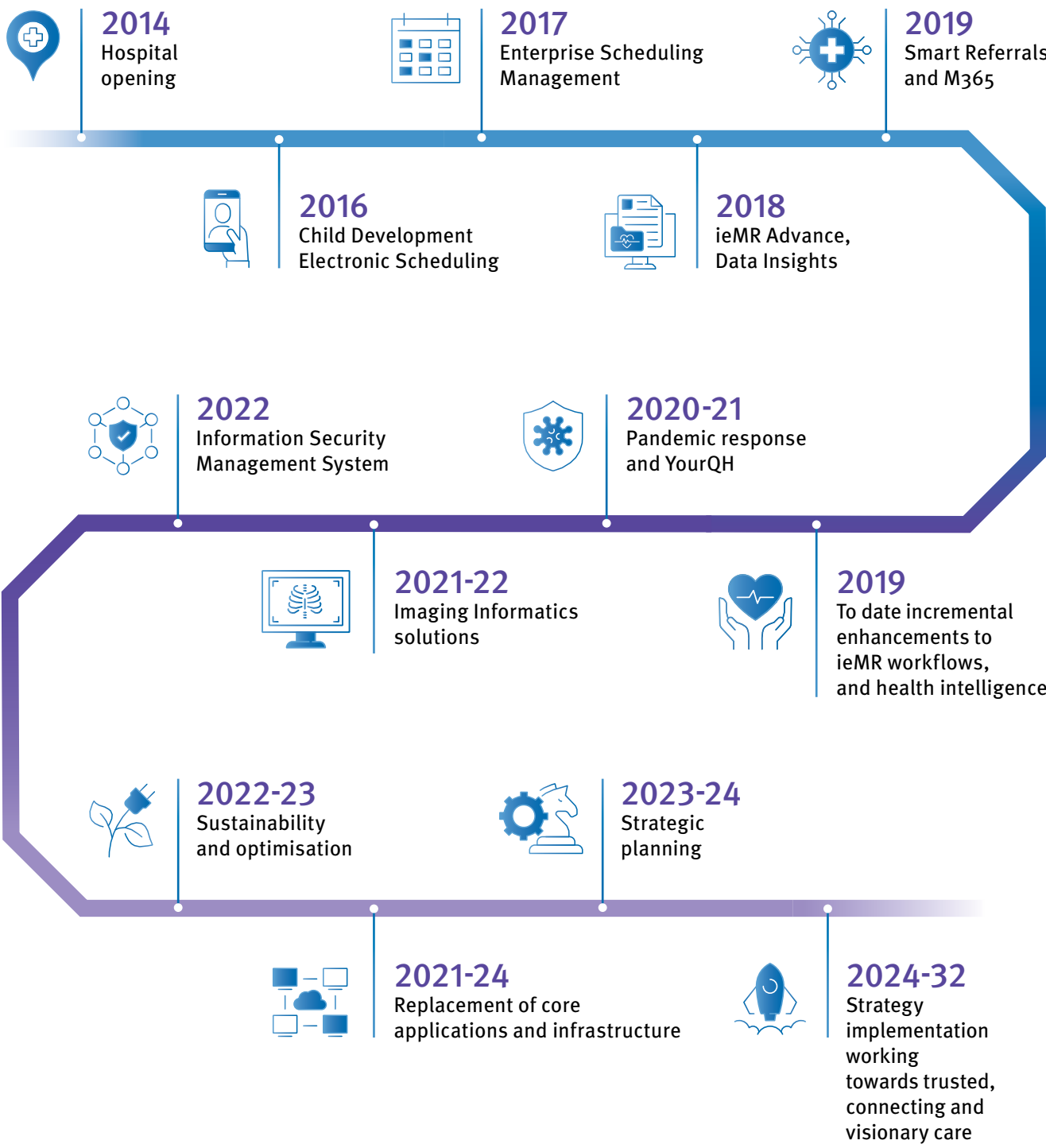
Since 2014, CHQ has invested significantly in digital and data capabilities. The organisation continues to leverage a range of enterprise and locally managed Information and Communication Technologies (ICT), applications, data, and devices to enable patient-centred services, safety and quality of care, consumer engagement and activation, and collaboration in care.

Due to the nature of both the healthcare industry and the digital and data landscape, this ecosystem is highly complex. The current environment presents great opportunities to reimagine, innovate and create. CHQ is well-positioned to leverage these opportunities to best meet the current and future needs of children and young people.



The current environment presents great opportunities to reimagine, innovate and create. CHQ is well-positioned to leverage these opportunities to best meet the current and future needs of children and young people.

In alignment with CHQ’s Strategic Plan, and to ensure CHQ meets the current and future needs and expectations of its consumers, workforce, and partners, CHQ embarked on a journey to define its strategic approach to ensure it continues to leverage the power of data, to purposefully digitalise CHQ and drive positive health outcomes for all children and young people.



Case for change

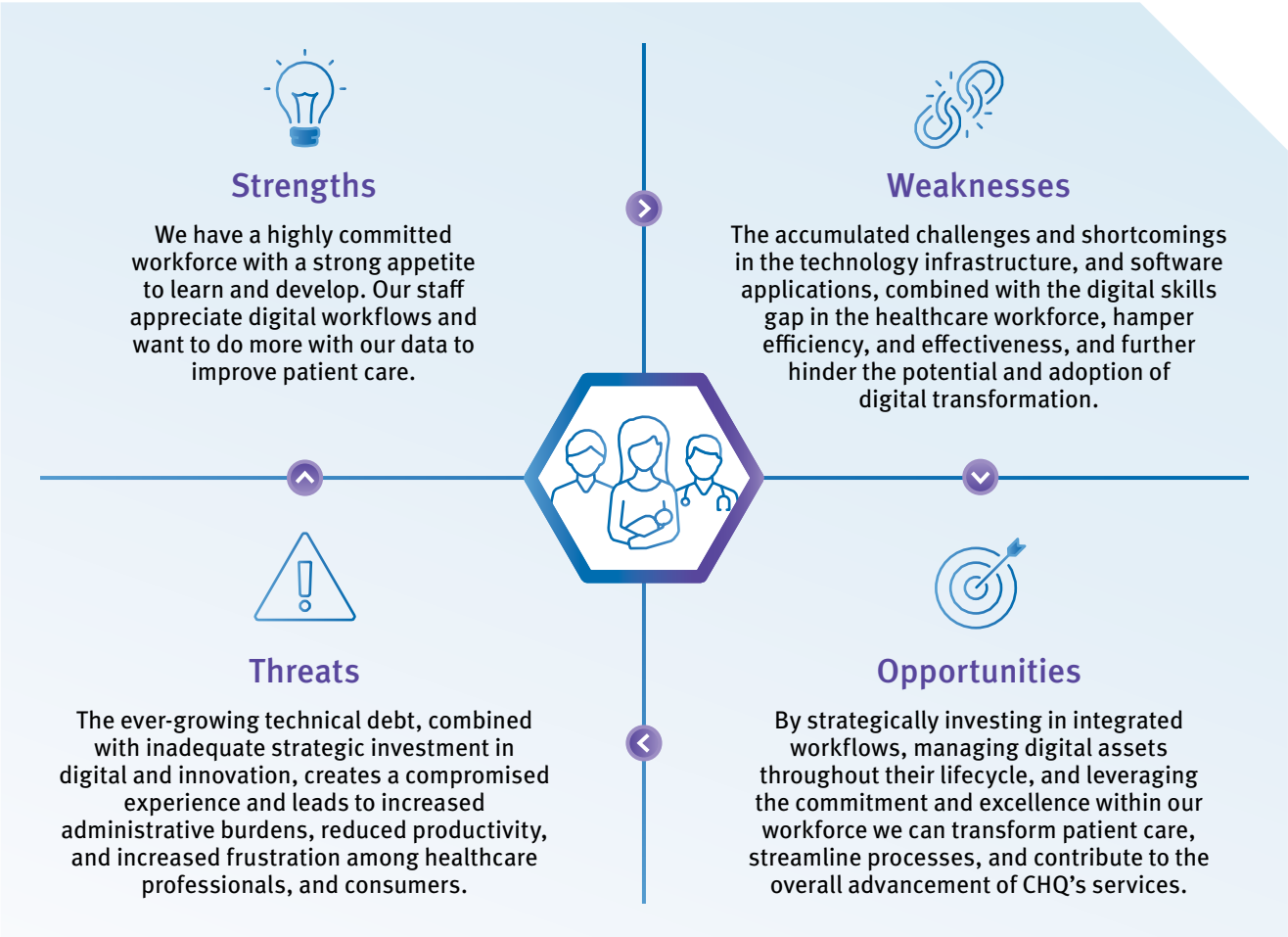
The importance of digital and data to enable and evolve current and future healthcare services has long been recognised and is a focus globally, nationally, and locally.

At CHQ there is an acknowledgement that reliable, integrated, and adaptable capabilities across geographical and system boundaries, are critical in the delivery of CHQ’s vision and strategic goals.

CHQ approached the development of a digital and data strategy in a phased approach. A project team delved into current drivers, challenges and opportunities to understand existing context with consumers, employees and partners, and explored a desired vision of the future to set a strategic aligned direction and roadmap for transformation.

Current state assessment

Several tools and methods were used to appraise CHQ’s current digital capability and maturity. This exploration phase assessed how digital, and data enable, optimise, and transform CHQ’s services, evaluated CHQ’s capabilities and culture, and mapped how these translate into the experience of our consumers, employees and partners.



Vision setting

The vision setting phase of the project engaged various stakeholder groups to gain insights and knowledge about the desired outcomes, impact, and benefits that CHQ aimed to realise. The team worked with external stakeholders to challenge thinking and fuel ambition.

Five different stakeholder segments were engaged including, CHQ’s consumers, frontline clinicians, frontline support, management, and external partners. These groups provided unique perspectives and a range of common themes, which are listed below.

Emerging vision



Patients and caregivers



Frontline clinician



Frontline support



Management



Partners

We envision a future where we enable and evolve CHQ, by using technology and data in a way that will:

- Enable safe, efficient, and timely care, that is personalised, outcome-driven, and responsive to the evolving needs of children, young people and their families.
- Allow access to well-curated information, at the right time, at the right place, and for the right reason.

- Provide an intuitive, simplified, human-centred experience, and enable seamless communication and information-sharing, between families, care teams, and health partners.
- Re-imagine education, training, and upskilling, to attract and build CHQ's workforce of the future.
- Evolve CHQ into its brightest future through research, development, and innovation.

Identified drivers of change

CHQ has invested significantly in its digital and data systems and capabilities. However, strategic drivers, challenges and opportunities in the current state require attention to enhance how digital and data is leveraged in the future. These include:

- A strategic direction that seeks to enable sustainable, trusted, and networked care;
- Opportunities to release time back to care through human-centred, outcome-focused, digitally enabled workflows;
- Digital innovation that enables advanced models of care and empowers collaboration in care, through knowledge sharing and communication; and
- Anticipating community expectations to leverage digital and data infrastructure that provides personalised, high quality, efficient, and reliable care.

Strategic direction

In alignment with CHQ’s *Strategic Plan 2024-2028* and to transform CHQ to its future desired state, three strategic digital and data goals and focus areas were identified.

These areas set the direction for CHQ’s digital and data transformation: guiding investment and effort over the next four years. Each focus area has aligned objectives and outcomes that fulfill CHQ’s vision for family-centred care and delivery, guiding the ambitions to enable trusted, connected and visionary care.

Goal 01



Trusted care

Build strong foundations

Objectives

- Enhance the integrity, reliability and agility of CHQ’s systems and processes.
- Future-proof CHQ’s digital and data ecosystem and workforce capacity.

Outcomes

- ✓ Enhanced trust and confidence among healthcare workers and consumers.
- ✓ CHQ is digitally enabled, and data-powered, ready to tackle future challenges.

Goal 02



Connecting care

Empower collaboration in care

Objectives

- Enable digital modes of collaboration across system boundaries.
- Enable digital models of care across geographical boundaries.

Outcomes

- ✓ Enhanced family-centred, and integrated care.
- ✓ Enhanced care delivery closer to home, and collaboration in care.

Goal 03



Visionary care

Transform for impact

Objectives

- Embrace advanced initiatives to drive sustainable health outcomes.
- Become a powerhouse of innovation, through research, learning and development.

Outcomes

- ✓ Efficient and effective healthcare services, providing higher value care.
- ✓ Engaged, empowered and highly skilled workforce.

8

Children’s Health Queensland Digital and Data Strategy 2024–2028 9

Strategic roadmap

CHQ has chosen a strategic portfolio management approach that focuses on effective cross-functional and top-to-bottom collaboration to increase the achievement of strategic objectives.

The continuous ‘life-cycle’ nature of this approach drives responsive and adaptable decision-making to ensure alignment across strategy definition, planning and execution.

Following definition and endorsement of the Strategy goals and focus areas, CHQ has developed a strategic roadmap that encompasses ten programs of work, with guiding principles and enablers to deliver the strategy.

Guiding principles

A set of principles were identified to guide roadmap delivery and assist in decision-making, change management and engagement.

01 Outcome focused

Pursue programs with a clear and meaningful objective and harness technology, innovation and data to provide ongoing positive, timely and impactful value.

03 Leave no one behind

Collaborate and co-create with consumers, employees and partners to ensure roadmap programs keep relevant, do no harm and leave no one behind.

05 Champion learning

Empower our employees and partners to innovate and grow, by fostering a culture of curiosity, creativity and collaboration.











02 People-centred

Put people at the centre of our services and systems to streamline, simplify and enrich their experience.

04 Simplify and adapt

Leverage common and shared capabilities and solutions where possible and iteratively adapt to CHQ’s evolving needs.

Programs

Trusted care	 Technology sustainability Establish practices that ensure technology operations and programs are sustainable.	 Secure collaboration and sharing Develop secure methods and practices for collaborative sharing of information.
	 Integration and automation solutions Fast-track systems integration and automated processes.	 Digital tools uplift Ensure digital tools work together smoothly and take action to support their optimal performance.
Connecting care	 Cut through the clutter Reclaim time, enhance productivity, and simplify practices for greater human connection.	 Unified digital experience Improve and enhance digital experiences for CHQ consumers, employees, and partners, to boost satisfaction and overall engagement.
	 Digital connection Enhance digital systems to enable seamless teamwork and collaborative efforts along the care continuum.	
Visionary care	 Digital discovery lab Explore ideas, experiment with data and solutions, and innovate for positive outcomes.	 Digital and data academy Foster a culture of curiosity, build connections, and champion continuous learning.
	 Data and analytics transformation Harness the power of data to evolve CHQ.	

Roadmap enablers

Roadmap enablers are critical elements that assist effective management and optimisation of the portfolio of programs, with their corresponding projects and investments. These enablers support effective, safe and sustainable delivery of the roadmap.

01

Methods and tools

Necessary tools and methods that support, track and monitor the activities and processes in the roadmap.

02

Funding and budgeting

Adequate financial resources to support the initiatives and projects planned in the roadmap.

03

Change management

Strategies to manage and support change, ensuring smooth transitions and leadership support.

04

Leadership and governance

Structures to monitor progress, ensure accountability, and make necessary adjustments.

05

Research and evaluation

Consistent, evidence-based approach, to measure, monitor and assess progress, and drive success.

06

Risks and opportunities management

Processes and strategies to identify, assess, mitigate or leverage risks and opportunities that could impact the roadmap.

07

Communication and engagement

Transparent and regular communication channels to keep all stakeholders actively engaged and informed.

08

Collaboration and partnerships

Building alliances with external partners and fostering internal collaboration to leverage additional resources and expertise.

09

Continuous learning

Fostering innovation, improving performance, and remaining adaptable to achieve long-term objectives.

Program outlines



Trusted care

Building strong foundations

Objectives

- Enhance the integrity, reliability and agility of CHQ's systems and processes.
- Future-proof CHQ's digital and data ecosystem and workforce capacity.

Outcomes

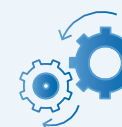
- ✓ Enhanced trust and confidence among healthcare workers and consumers.
- ✓ CHQ is digitally enabled, and data-powered, ready to tackle future challenges.

Programs



Technology sustainability

Establish practices that ensure technology operations and programs are sustainable.



Integration and automation solutions

Fast-track systems integration and automated processes.



Secure collaboration and sharing

Develop secure methods and practices for collaborative sharing of information.



Digital tools uplift

Ensure digital tools work together smoothly and taking action to support their optimal performance.



Program

Technology sustainability

Establish practices that ensure technology operations and infrastructure are sustainable

What we will do

- Deliver technology infrastructure that anticipates capacity, availability and recovery requirements to provide reliable and sustainable digital solutions.
- Simplify and automate technology implementation to streamline deployment timelines for new digital solutions.
- Establish infrastructure disaster recovery and continuity capabilities.
- Establish a cloud-right capability.
- Invest in solutions that automate, integrate and optimise operational processes in technology implementation and management.
- Integrate ICT Asset Management Plan into CHQ's Strategic Asset Management Plan.

What we learned

- A range of data centre infrastructure computers, storage and backup assets are reaching 'end of life'.
- The virtual server management toolset is 'end of support' and requires modernising.
- Digital infrastructure build service is mostly manual, and the end-to-end process can take many months from development to production go live.
- There is minimal adoption of cloud technologies for infrastructure and recovery.
- Current inability to leverage cloud-native applications for technology operations or business applications.
- Application custodians and asset owners are often unaware of the risks and opportunities associated with the technologies that underpin their critical business capabilities.

What success looks like

- Cloud capability is implemented and operationalised.
- Virtual infrastructure environment is modernised.
- Orchestration and automation of virtual infrastructure are replacing manual processes.
- Predictive procurement models implemented for future infrastructure requirements.
- High availability and disaster recovery processes are implemented.

How we will measure success

- Reduction in infrastructure costs (total cost of ownership).
- Decrease number of incidents related to technology infrastructure.
- Reduced 'time to recovery' following a technology infrastructure issue.
- Reduce downtime of critical ICT systems for business continuity.
- Improve average time for ICT system deployments and upgrades.





Program

Integration and automation solutions

Fast-track systems integration and automated processes

What we will do

- Enable end-to-end integration, interoperability and automation of CHQ systems and workflows.
- Establish governance, operating and partnership models that ensure CHQ's integration and automation capabilities are sustainably feasible and viable.
- Uplift CHQ's integration platform.
- Establish an application and automation framework, which includes the tools and methods to be utilised and scaled.
- Embed proactive governance across processes and systems to streamline and improve efficiency.

What we learned

- Integration and interoperability capabilities are limited, and implementation timeframes are prolonged.
- Legacy systems limit use of integration technologies, leading to extensive data entry efforts across multiple systems.
- Employees perform time-consuming manual tasks in absence of process automation capabilities.
- Uptake of FHIR API (Fast Healthcare Interoperability Resources Application Programming Interface) into apps and use of terminology services hindering data sharing across health ecosystems internal and external.

What success looks like

- Integration between care teams and systems reduces administrative burden, decreases risk, and releases time back to high-value work.
- Integration and automation are enhancing efficiencies throughout the data value chain.
- CHQ Rhapsody platform updated with clear framework to support integration by design.
- Technologies such as FHIR, robotic process automation and the use of terminologies will be implemented and supported at CHQ.
- Interoperability of data enables sharing to Queensland Health and external solutions.

How we will measure success

- Number of APIs/web services deployed and used.
- Percentage of total transactions are executed programmatically with APIs.
- Percentage of total integration services leverage real-time data.
- Data quality and completeness.





Program

Secure collaboration and sharing

Develop secure methods and practices for collaborative sharing of information

What we will do

- Improve the integrity and trustworthiness of CHQ's data and information.
- Establish governance, operating and partnership models that balance security, privacy, and information-sharing processes to ensure safe practices and build consumers' confidence.
- Automate backups, standardise consent and clinical documentation, embed security by design.
- Enhance monitoring, reporting and assurance with third parties and improve vendor collaboration.
- Use digital tools to streamline consent management and information sharing.

What we learned

- There is fragmented access to information, risking potential delays in clinical decision-making and patient care.
- There are gaps in data protection, vulnerability monitoring, operational continuity and risk management due to inconsistent information security and practices.
- There is inefficient informational flows, dependency on manual processes and limited digital collaboration tools.

What success looks like

- Allow carers and care teams access to the right information, at the right place at the right time, with a focus on intuitive, simplified, family-friendly experience, and positive health outcomes.
- Seamless communication and information-sharing arrangements, between CHQ, researchers and health partners.
- Achieve a highly secure, resilient digital health infrastructure that is safeguarded against evolving cyber threats.
- Efficient and streamlined information access and flow, enabling secure and transparent sharing of data, enhancing clinical collaboration, and improving patient outcomes.

How we will measure success

- Recovery timelines.
- Timely access to information.
- Quicker turnaround times for security assessments.
- Compliance level.



Program

Digital tools uplift

Ensure digital tools work together smoothly and take action to support their optimal performance

What we will do

- Establish early identification of ICT investment to ensure replacement of digital assets to provide stability of digital systems.
- Establish governance, operating and partnership models that ensure CHQ's applications and device models are sustainably viable and fit for purpose.
- Implement application and devices management framework to manage application lifecycle, maintenance and roadmap.
- Review and adjust partnerships and operational models.
- Integrate ICT Asset Management Plan into CHQ's Strategic Asset Management Plan.
- Implement Configuration Management Database (CMDB) tool to support ICT asset management processes and analysis.
- Implement application portfolio management improvement to consolidate and reduce costs of local operations.

What we learned

- The digital assets lifecycle is driven by compliance and risk with limited investment in continuous improvement.
- Limited influence on enterprise solutions leads to compromised experience.
- A lack of application portfolio management is amplified by communication gaps between technical and non-technical employees, leading to poor up-take and large technical debt.
- A range of operational and biomedical technologies require uplift to become cyber compliant.
- Integration of ICT Management Plan into CHQs Strategic Asset Management Plan is beneficial.
- There is a dependency on external partners human-centred digital environment.

What success looks like

- Reduced complexity of both processes and systems to increase adoption and enhance cross-functional collaboration.
- Co-design with a focus on an intuitive, simplified, human-centered digital environment.
- Asset management capability in place with processes and plan outlining 10 year investment roadmap.
- Legacy systems framework in place to proactively manage systems that depend on legacy operating systems.
- Integrated planning and visibility with eHealth Queensland.
- Building, engineering and facilities management systems refreshed to be sustainably compliant.
- Transparency of CHQ systems availability through dashboards to employees and custodians.

How we will measure success

- Percentage of applications that are 'end of life'.
- Percentage of assets which are 'end of life'.
- Set up of application dashboards.
- Average implementation time for new solutions.





Connecting care

Empower collaboration in care

Objectives

- Enable digital modes of collaboration across system boundaries.
- Enable digital models of care across geographical boundaries.

Outcomes

- ✓ Enhanced family-centred, and integrated care.
- ✓ Enhanced care delivery closer to home, and collaboration in care.

Programs



Cut through the clutter

Reclaim time, enhance productivity, and simplify practices for greater human connection.



Digital connection

Enhance digital systems to enable seamless teamwork and collaborative efforts along the care continuum.



Unified digital experience

Improve and enhance digital experiences for CHQ consumers, employees, and partners, to boost satisfaction and overall engagement.



Program

Cut through the clutter

Reclaim time, enhance productivity, and simplify practices for greater human connection

What we will do

- Eliminate duplication and repetition, optimising how technology, data and people work together.
- Implement metrics to engage, track and communicate program value to ensure sustainable and impactful change.
- Identify opportunities for high-impact process transformation and automation.
- Use digital tools and automation to streamline end to end digital and paper-based processes.
- Process transformation that is scalable, consistent, measured and can be leveraged across CHQ services.

What we learned

- Re-entering data across multiple systems decreases data quality and increases the risk of errors.
- Disparate workflows for tracking patients and employees can lead to single points of failure.
- A reduction in time consuming manual processes for clinicians and support teams is required to enable more time for direct family-centred care.

What success looks like

- Reduction of downstream workload supporting paper-based processes.
- More time for direct patient care with decreased administrative overhead time to coordinate care.
- Increased efficiency and reduced operational costs with better resource allocations to high-value work.
- Reduced complexity of current processes allowing timely communication and information sharing with patients and care givers.
- Improved data quality through reduction of manual handling.
- Efficiency gains within optimised workflows and time taken to complete tasks.
- Decreased frustration from families and care givers to repeat information.
- Early identification of opportunities to improve efficiencies in clinical and administration business processes.

How we will measure success

- Time from on-boarding to peak performance.
- Number of steps eliminated.
- Time required to coordinate care.
- Baseline reporting on measures to track progress.



Program

Digital connection

Enhance digital systems to enable seamless teamwork and collaborative efforts along the care continuum

What we will do

- Implement knowledge-sharing tools and pathways and fit-for-purpose communications systems and devices, to reduce barriers across the patient care continuum.
- Implement robust and consistent knowledge management methods across people and systems.
- Co-design and implement flexible tools and pathways that make knowledge sharing easy and accessible.
- Implement safe and secure digital solutions and devices that enable streamlined collaboration in care.

What we learned

- Inconsistent systems and pathways hinder the timely access and sharing of clinical information with internal and external care partners.
- Lack of integrated communication tools and workflows delay effective, timely communication, impacting coordinated patient care.
- Outdated tools and equipment increase manual work and reduce employee efficiency.

What success looks like

- Consistent use of tailored tools that improve decision making, timely task management and care delivery.
- Care teams access relevant information to better coordinate care, improve patient outcomes, and deliver healthcare efficiently.
- A safe and secure environment that enables care providers to share information in compliance with policies and procedures.

How we will measure success

- Information searching time.
- Internal and external solutions uptake.
- Time from 'onboarding' to 'full performance'.
- Employee experience measures.
- Number of systems to complete care delivery.
- Reduction of information breaches.



Program

Unified digital experience

Enhance digital experiences for CHQ consumers, employees, and partners, to boost satisfaction and overall engagement

What we will do

- Create seamless digital experiences and engagement through two-way communication pathways that increase transparency and accessibility for consumers, employees and partners.
- Establish a digital experience advisory group to identify short, medium and long-term opportunities along the care continuum.
- Use digital tools to transform communication pathways and enable access to digital health literacy resources.
- Enable accessibility of digital resources and models of care to providers, partners, patients and care givers.

What we learned

- Siloed information provided to consumers is limiting their ability to navigate their care.
- Limited digital platforms to allow patients and carers the ability to receive and provide information in a timely manner.
- Limited digital platforms restrict patients and carers from receiving and providing information promptly.
- Decreased trust, and increased frustration, resulting in compromised consumer engagement.
- No contemporary platforms, resulting in siloed workflows, information and administrative burden to complete engagement and care coordination.
- A growing digital divide, affecting the most vulnerable populations.

What success looks like

- Consumers, carers and their families have improved access to digital services and clear and consistent communication.
- Improved digital and data literacy with personalised education, resources with opportunities for transparency and timely feedback.
- Empowered consumers, employees and partners with information and the ability to influence models of care.
- Common platforms customised at the edges, through partnerships and innovation.

How we will measure success

- Standardised digital user-experience metrics.
- Number of pre-presentation communication touch points.
- Number of consumer-initiated contacts or interactions.





Visionary care

Transform for impact



Objectives

- Embrace advanced initiatives to drive sustainable health outcomes.
- Become a powerhouse of innovation, through research, learning and development.

Outcomes

- ✓ Efficient and effective healthcare services, providing higher value care.
- ✓ Engaged, empowered and highly skilled workforce.

Programs



Digital discovery lab

Explore ideas, experiment with data and solutions, and innovate for positive outcomes.



Data and analytics transformation

Harness the power of data to evolve CHQ.



Digital and data academy

Foster a culture of curiosity, build connections, and champion continuous learning.



Program

Digital discovery lab

Explore ideas, experiment with data and solutions, and innovate for positive outcomes

What we will do

- Establish a partnership framework that prioritises ideas and supports implementation pathways from experiment to production.
- Provide methods, tools and environments to accelerate innovation.
- Implement co-design as part of CHQ's Innovation Hub to enable CHQ's innovation capability and culture.
- Implement a digital 'sandpit' that makes experimentation and rapid prototyping safe and efficient.

What we learned

- Digital innovation ideas from employees are suppressed as there is no clear process to raise, develop or provide visibility.
- Lack of streamlined governance processes for assessing and approving devices and software for experiments slows and discourages innovation.
- Weak capability to quickly and safely provision environments, tools and access to data is a dependency for streamlined processes.

What success looks like

- CHQ-wide innovation and idea management system engages, refines and provides visibility from ideas to outcomes.
- Improved innovation through automated deployment of secure experimentation spaces.
- Physical spaces with appropriate supporting infrastructure for testing devices.
- Ability to provide real data for discovery activities.
- Structured and governed approach for transitioning a successful experiment into a valuable solution.

How we will measure success

- Innovation speed ('bench to bedside').
- Viability measures.





Program

Data and analytics transformation

Harness the power of data to evolve CHQ

What we will do

- Accelerate research and development of data-driven insights and predictive analytics.
- Support clinical and operational outcomes with intelligent and simplified information.
- Establish automation and 'ops' capabilities to improve speed, quality and safety of data.
- Prioritise and invest in advanced initiatives, to progress from ideas to production.

What we learned

- Strong appetite to do more with data and advanced technologies to improve outcomes.
- The technology that underpins CHQ's data platform is out dated and does not support advanced capabilities.
- Limited data quality management is in place, impacting quality and the ability to share and automate processes.
- The delivery lifecycle of data products is slowed due to a lack of automated delivery systems.

What success looks like

- Valuable outcomes are delivered through machine learning and Artificial Intelligence (AI) solutions.
- AI supports an efficient workforce by automating repetitive tasks, providing rapid summarisation and intelligent searching.
- Automated data management and governance ensure that complex data sharing is safe and efficient.
- Data teams maximise value through the right technology, skills and knowledge.

How we will measure success

- Uptake of solutions.
- Quality of solutions.





Program

Digital and data academy

Foster a culture of curiosity, build connections, and champion continuous learning

What we will do

- Build a continuous learning and development environment that supports employees into the future.
- Empower employees with digital and data literacy.
- Leverage readily available content (state-wide, external partners) and optimise for CHQ's context.
- Consolidate and streamline learning platforms for optimal consumption and maximum collaboration, 'at your fingertips', 'by your side', and for 'your future'.
- Empower a collaborative learning culture and environment for active peer support.

What we learned

- Employees are required to attend training at the time of onboarding into CHQ, there are many competing priorities for mandatory training.
- There is limited knowledge of continued training offerings that are available to employees that is specific to their role and division, leading to limited uptake of workflow improvement within our current systems and the development of local work arounds that are not best practice.

What success looks like

- Digital literacy basics embedded into every role supported through online learning.
- Digital champions guide digital transformation and innovation within CHQ driving speed of change within governance frameworks.
- Partnerships with tertiary education providers to develop digital credentials that support CHQ digital transformation goals.
- New solutions supported through inhouse online training development service to provide training channel available on-demand.
- Employees can obtain micro-credentials and Professional Development Units (PDU) through multiple channels provided by CHQ and strategic partners.

How we will measure success

- Number of employees actively engaged in the Digital and Data Academy.
- Number of changes led by Digital and Data Academy participants.
- Training effectiveness measures.





The best care for every Queensland child



Queensland
Government

childrens.health.qld.gov.au



childrenshealthqld



queenslandchildrenshospital