

Strategic Plan 2024 – 2027

Connecting Australian Healthcare

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Australia's health system is among the best in the world. Healthdirect Australia is proud to play a part in supporting high quality and affordable health care for all Australians.

In a time of rapid change in the global and Australian healthcare landscape, the role of Healthdirect Australia has never been more important. Our purpose is to help Australians actively manage and improve their health by providing trusted information and virtual services anywhere and anytime. Since our inception in 2006, we have built on that purpose by expanding our core service offering in ways that focus on building trust with the Australian public, our shareholders and industry partners.

The COVID-19 pandemic presented enormous challenges for healthcare systems around the world. Healthdirect Australia's role in providing virtual support, trusted pathways and health information played a critical role in Australia's response to the pandemic. We saw this reflected in the uptick in use of Healthdirect Australia's services in FY22 with over 9.7 million calls received, 1.6 million video calls received, 113 million website visits and 380,000 app downloads.

Our rapid response to a complex, changing environment reinforced our vision to be the leading, trusted national source of healthcare information. Now beyond the COVID pandemic, the Australian healthcare system is entering a period of significant reform in primary and after hours care, system interoperability and health funding through the National Health Reform Agreement. These reforms will drive new ways of delivering accessible, safe care.

Healthdirect Australia has an important role to play in supporting governments and service providers alike through these important reforms. While this will require continued focus on strengthening our core platforms, services and capabilities, it will also demand increasing levels of responsiveness, flexibility, collaboration and innovation.

We acknowledge the need to balance our focus on core business with the imperative to partner with health systems to enable their reforms. In this context, our commitment to transparent and effective governance has never been stronger. We recognise the importance of this function as foundational to the trust stakeholders place in us, and our privileged role within the Australian health system.

Our track record of strong corporate and clinical governance will stand us in good stead as we recommit to the efficient and effective delivery of our core services, and as we partner with shareholders, consumers and stakeholders to explore new opportunities for Healthdirect Australia to make measurable and positive impact on the health of all Australians.

Message from our Board

This strategic plan identifies our areas of focus over the next three years and the activities required to meet them.

We have also considered future opportunities that, together with our shareholders, we will explore.



This Strategic Plan prioritises **access, connection**, and **measurable value** in the provision of healthcare information and services to consumers.



Our **six strategic priorities** leverage our unique position in the healthcare landscape to drive connection between consumers, service providers, professionals, and governments, working towards a healthier Australia.



This plan is a commitment to **deliver on our promises** more efficiently and effectively, with a focus on initiatives that will bring our strategic priorities to life, as well as setting a **vision for the future**.

Strategic Plan 2024 – 2027

Our history

Healthdirect Australia is the number one source for trusted health information for Australians. Established in 2006 by government shareholders, we work towards the health priorities of our Commonwealth, state and territory funders to improve the health of Australians. We provide 24/7 health information, advice and referral for all Australians where and when they need it using telephone, videoconference, online and mobile app platforms. Our 24/7 services are delivered by nurses, clinicians and other highly skilled staff; providing a source of trusted, reliable and up-to-date information and virtual health services.

Operating as a non-profit government-owned entity, we represent a nationwide partnership encompassing Commonwealth, State, and Territory health systems, committed to delivering our services around the clock to every Australian, irrespective of their location. Our services are provided free of charge to the public, and we proudly serve as the preeminent and reliable national hub for healthcare information.

Our services also continuously evolve to meet changing consumer demands and the expectations of our shareholders. Since our former Strategic Plan 2021-2024 was published, we have reached key milestones including the development of a national video call platform and remote monitoring, as well as integration with My Health Record.



Health landscape and strategic drivers

In a time marked by transformative shifts in the healthcare landscape, it is important now more than ever for us to understand the broader context and the local intricacies that shape digital healthcare delivery and services. There is an opportunity for digital health to support reforms in the nation's health systems focused on addressing growing demand and the constraints the health system operates within. We know that there is a need in the health landscape:

For innovative technologies that better meet the needs of the ageing population

Given the rate at which the population is ageing, there are opportunities to develop innovative approaches and policies to address the healthcare needs of older Australians.

To leverage advances in data and technology

Health data and modern technology, including artificial intelligence, have the potential to unlock new value for consumers and healthcare services. There are opportunities to leverage these technologies to improve the efficiency of consumer access and experiences, as well as the outcomes of care.

For insight-led demand and service planning

There are opportunities for a "source of truth" for consumer health demand to inform service planning.

To demonstrate value to the whole health ecosystem

All Australian Governments have signed the Addendum to the National Health Reform Agreement 2020-2025¹, which aims to improve health outcomes for all Australians and ensure the Australian health system is sustainable. The broad range of reforms underway across the nation's health systems will place increasing emphasis on the ability of health service providers and partners to deliver measurable value for consumers and the system more broadly.

For system and provider navigation support

There are opportunities to provide equitable access to services, especially for First Nations people and other priority cohorts. This includes dynamically directing demand to available services to help consumers effectively navigate the health system, and to help providers to effectively manage capacity.



Consumer needs and expectations, and the ways in which healthcare services can be delivered, are rapidly changing and the investment in digital technologies that can build equity of access, rapid response and end to end service delivery has continued to accelerate. These demand signals have helped to shape our strategic drivers, so that Healthdirect Australia can continue to ensure that we focus on solving problems that will make a positive impact on improving the health of Australians in a safe, effective and affordable way.

¹ Department of Health and Aged Care (DoHAC) (2023), 2020–25 Addendum to National Health Reform Agreement (NHRA)

Strategic Plan on a page

Our strategic priorities are founded in our vision, purpose and values, reflect key trends in the digital healthcare landscape and build on Healthdirect Australia's achievements to date.



VISION

A **healthier** Australia



PURPOSE

To help Australians actively manage and improve their health by providing trusted information and virtual services anywhere and at any time.

OUR PRIORITIES 2024 - 2027

- 1 Improving the experience and efficiency of consumers' access to care.
- 2 Enabling a more connected health system.
- 3 Delivering measurable value to the health system.

ENABLERS 2024 - 2027

- 1 Accelerating innovation in the health system
- 2 Stronger partnerships through data and insights
- 3 Unlocking potential through scalable operations

OUR VISION FOR THE FUTURE



Broad-based community awareness of Healthdirect Australia's capabilities and services, as well as the channels and pathways to access them.



Increased recognition and understanding among funders and providers of the transformative role that virtual and digital health can play in better and more efficiently connecting primary and secondary healthcare services.



Healthdirect Australia to take a connecting role in helping systems improve the efficiency and effectiveness of triage into virtual and face to face care services.



Future-fit approaches to funding services better aligned to increasing demand for services and the measurable value created through a scalable national platform.

Our Strategic Priorities

PRIORITY 1

Improving the experience and efficiency of consumers' access to care

Our objective

Remove barriers to make it easier for consumers to access the right advice and the right care, at the right time and through the right channel.

Why it is important

- Consumers are seeking more efficient access to safe, effective and definitive care.
- Traditional channels including primary care and emergency departments, are struggling to meet growing demand and consumer expectations.
- The prevalence of health misinformation is making it harder for consumers to make safe and effective decisions about their health, and emphasises the importance of trusted information sources that are widely known and freely accessible.
- The Australian population is diverse with diverse needs. Access to information and services for First Nations people and in languages other than English and sensitive to cultural background is becoming increasingly important.
- Enabling consumers to make informed choices about the most appropriate channel or setting for their healthcare needs is complex. It requires real time data on service availability and capability, as well as high levels of trust from consumers about the advice that is being given.
- Consumers have health needs at all times of the day, every day of the week, and expect to have access to quality health services when and where they need them
- A national platform to inform consumers and their choices about their healthcare needs, and where and how they access services, will yield scale economies, particularly with respect to emerging technologies (such as AI), and the use of data to provide insights that make systems more adaptive.

What we will do

Focus

We will investigate opportunities to improve access through emerging technologies, such as artificial intelligence and large language models, to improve our consumer interfaces so that our platforms present health information to our consumers that is accessible, valuable and accurate.

We will improve our efficiency by using digital service delivery channels, where appropriate, to meet consumers' needs.

We will improve our system efficiency by diversifying the workforce composition of our helplines to ensure that we have the right agents to respond to consumer demand and continue to deliver value to both consumers and our other stakeholders.

We will bridge access gaps for consumers by focusing on creating clarity around our brand and services in the market, to enable us to more effectively promote our service capabilities to our consumers, especially to First Nations people and those from culturally and linguistically diverse backgrounds.

We will deepen our understanding of health consumer experiences, preferences and behaviours through new and continuing strategic research partnerships. This research will inform our continuous improvement activities and future work programs.

We will continuously update our digital care pathways to ensure that the information and services made available to consumers and industry, is high quality, safe and accurate.

Core Services

Business to consumer

- Digital self help
- Helpline services
- Pathways to the right care

The change we expect to see

- Decreased demand on urgent care services (ED, Urgent Care Clinic, Virtual ED) for consumers served by Healthdirect Australia
- Better experiences and service utilisation for culturally and linguistically diverse consumers
- Improved access to services for people in regional and remote areas
- Better understanding of consumer experience, choices and outcomes of care post encounter

A close-up, artistic photograph of several people's faces, showing skin texture and freckles. The image is partially obscured by a dark blue semi-transparent box containing text.

PRIORITY 2

Enabling a more connected health system

Our objective

Contribute to a connected and resilient healthcare system that provides “connected care” with the consumer at the centre by collaborating with partners and using our platforms and services to support national health reforms.

Why it is important

- Appropriate clinical handover across consumer journeys is better for consumer experiences and outcomes, and builds trust with other healthcare providers (particularly EDs and GPs).
- As a critical part of the national health ecosystem, Healthdirect Australia should be a thought leader and driver of innovative virtual care solutions that actively progresses the national digital health strategy and the national health reform agenda.
- Healthdirect Australia will be a model citizen in progressing Australia’s interoperability agenda by implementing agreed standards for health information exchange.
- The transparent flow of information through the system reduces the risk that Healthdirect Australia will be seen as a competitor to other care providers.
- Health and aged care service markets are too often thin, and in some cases, fail. Healthdirect Australia is well positioned to help our partners manage market gaps and enable continuity of services for consumers.
- A continued focus on access into care settings is important, and there is also a need for stronger and more accessible pathways out of acute care settings back into the community.
- Digital services, including remote monitoring, are critical to ensuring access to and support for care in regional, rural and remote Australia.

What we will do

Focus

We will review and improve the interoperability between our services and those in the ecosystem around us. We will create stronger information links between our services and downstream referral destinations and transfer into the health ecosystem where it is most needed.

We will build our capacity to function as a trusted front door for consumers into appropriate care and promote more support for consumer wellness, remote monitoring and self management.

We will enable stronger system connections by leveraging our existing clinical governance frameworks, to develop appropriate clinical handover to better facilitate transition from our services to other healthcare providers.

We will target increased connection from our virtual services to general practice, by engaging with general practice on how we can improve communication with a patient's registered or preferred GP.

We will focus our efforts on where we know greater connectivity is needed most (particularly thin markets), preparing for rapid response and people with specific healthcare needs.

We acknowledge the diversity of health services, service innovation and importance of consumer choice. We recognise opportunities to collaborate with jurisdictions to address service fragmentation and improve integration, demand, capacity management and continuity of care.

Core Services

Business to business

- National digital health infrastructure
- Digital care pathways

The change we expect to see

- Encounter summaries available through My Health Record and provided to the consumer's preferred GP for consumer interactions with our Virtual healthcare services
- Triage summary available for consumers referred to any urgent care service (ED, Urgent Care Clinic, Virtual ED) following any triage service based on calculated acuity score, together with feedback and evaluation from receiving healthcare providers on those triage summaries
- Collaborative and transparent approach to continuous improvement of algorithms with shareholders
- Capture of identifying information for consumers (with consent)

A photograph of a middle-aged man with grey hair and a beard, wearing a green button-down shirt, smiling and looking towards the right. He is sitting at a desk with papers and a pen.

PRIORITY 3

Delivering measurable value for the health system

Our objective

Provide an evidence base that demonstrates to Governments a return on equity/investment, while responding to their demands quickly and efficiently as a trusted set of hands for the system.

Why it is important

- Shareholders and their departments are under increasing pressure to meet growing demand with finite resources.
- There is a clear expectation that investments in Healthdirect Australia will have a proportionate return.
- Shareholder trust is best where there is a strong sense of alignment between jurisdictional and Healthdirect Australia priorities.
- Permission to expand or innovate services is contingent on delivery of our core mission.
- Healthdirect Australia has a privileged position in the system and is well positioned to contribute to broader system improvement opportunities such as measuring the value of virtual care pathways.
- An ability to demonstrate value to shareholders will be critical in enabling Healthdirect Australia to realise the scale economies available through platforming of assets and services.

What we will do

Focus

We will improve the way we measure our success, by developing a robust research, monitoring and evaluation framework across all our services and platforms, to provide us with measures of success and opportunities for improvement.

We will help to clarify our value in the system by developing a capability statement for each of our services that forms the cornerstone of our service design.

We will develop robust methodologies to measure the value of virtual care services in pilot, ahead of national scaling. We will make evaluation tools, methods and frameworks available for others to use, to assist evaluation of others' virtual health services at scale within the broader health system.

We will clarify our understanding of value by working collaboratively with our shareholders and consumers to align our measures of success and core capabilities with their expectations.

We will reimagine collaboration in the sector, by championing transparency through the open sharing of tools and methodologies with partners.

We will document a service and product roadmap that clearly articulates our value proposition and plan, and report on trends that we're seeing in our services.

Core Services

- Digital self help
- Helpline services
- National digital infrastructure
- Digital care pathways

The change we expect to see

- Regular public information about; what services are provided, to whom, at what cost, and the value that provides to the health system and consumers
- Clarity on what “value” means to our shareholders, Government customers and other stakeholders, and how that can be measured
- Increased research and evaluation to inform service improvement and design – for our own services, and to inform design of the broader health system
- Increased evaluation of virtual services offered by others, using consistent and robust methods – creating pathways from pilots to scaled implementations

A photograph of two children, a boy and a girl, smiling and hugging each other. The boy is on the left, wearing an orange shirt, and the girl is on the right, wearing a yellow shirt. The background is a plain, light-colored wall.

ENABLER 1

Accelerating innovation in the health system

Our objective

Be an adopter of new solutions that improve how we deliver our core services, in a way that balances delivering safe and quality care, meets consumers' expectations, delivers value to our shareholders and creates positive impact for the Australian healthcare system.

Why it is important

- Healthdirect Australia operates in a complex and dynamic market in which emerging technologies are dramatically changing service delivery models.
- Demand pressures and supply constraints are placing increasing focus on innovation as a means of delivering increased value.
- While Healthdirect Australia does not seek to compete with other service providers, it is nevertheless subject to competitive forces and must stay focused on ensuring ongoing relevance and success.
- Jurisdictional health systems and digital strategies are at different levels of maturity and stress. Healthdirect Australia can play an important role in translating innovation and better-practice across and between jurisdictions.
- Healthdirect Australia can partner with jurisdictions to deliver innovative care models and health services – delivering more value through partnership than each innovating alone.
- Local innovations in virtual care have tested new ideas but there are challenges in transitioning pilots to scalable services. Pilots should be approached from a starting point that considers robust evaluation, ability to scale, long term funding and moving the system as a whole.
- Innovation unlocks new pools of value within Healthdirect Australia and shareholder systems.
- Platformed services provide a scalable foundation for innovation, transitioning pilots to sustainable change, and ultimately enabling us to better meet the needs of consumers and our shareholders.

What we will do

Focus

We will develop a clear innovation roadmap that identifies our vision, risk appetite and focus areas for innovation over the life of the strategy. We will refresh the roadmap annually, in line with funding.

We will work through the Inter-Governmental Agreement governance to align our innovation with national digital health infrastructure priorities and roadmaps.

We will prioritise meaningful innovation on solutions or exchanges that offer improvements in our core services, specifically how we communicate accurate consumer health information, the ways in which virtual care is delivered and the information and pathways required by consumers to efficiently and effectively navigate the healthcare ecosystem.

We will collaborate with industry and academic institutions to identify priority innovation areas that align to our focus areas to deliver value and outcomes for Healthdirect Australia, our shareholders and consumers.

We will actively explore the impact of our services on the broader health system's contribution to climate and the environment, so that we can pursue partnerships, products and services that can demonstrate a positive impact in reducing the health system's greenhouse gas emissions.

Core Strengths

- Consumer-centric virtual front door
- Existing user interface, supported by emerging technologies
- Strong & consistent clinical governance to oversee new ideas
- Strong partnership focus
- Industry and sector trust

The change we expect to see

- Translation of innovative approaches into improvements in efficiency and effectiveness of health system services
- Improvements in consumer reported measures of experience and outcomes
- A culture that accepts that not every attempt at innovation will result in desired outcomes, but to continue through learnings, trial and error.
- Sector leadership in measuring carbon reductions attributable to virtual care



ENABLER 2

Stronger partnerships through data and insights

Our objective

Solidify our position as a central repository of first-contact consumer-data that can be safely and ethically leveraged to develop actionable insights. This will inform system and service design for both Healthdirect Australia and our stakeholders. Our goal is to think beyond reporting performance and to develop a framework that helps us to identify opportunities to unlock the value that we know exists in our data assets.

Why it is important

- Healthdirect Australia assembles a large and complex data set with potential to inform a better understanding of consumer behaviours, health needs, service gaps, and barriers to access.
- Healthdirect Australia provides performance reporting through contractual mechanisms to shareholders and Government customers, but recognises their desire for Healthdirect Australia to further contribute to understanding consumer behaviour, the complex systems in which services are delivered, and the value that those services provide.
- Marshalling and analysing these data assets enables Healthdirect Australia to make meaningful contributions to collaboratively co-designing service models with system stakeholders.
- Demonstrating to shareholders measurable value from Healthdirect Australia services will require the effective use of existing data assets and new streams of data that enable more granular assessment of effectiveness and efficiency of services.
- Healthdirect Australia's data assets have significant potential to inform research by system stakeholders, research and academic partners. Healthdirect Australia can support and enable an evidence base for digital health approaches both through its research and evaluation activities, as well as making its data assets safely and securely available for approved research programs within a strong ethical and governance framework.
- Deepening Healthdirect Australia's core capability in using our data assets will empower the organisation's management and front-line teams to take an evidence-based approach to service improvement and support the organisation's commitment to innovation and utilising emerging technologies.

What we will do

Focus

We will develop a consent and data use framework so we can understand how we can unlock the value of our existing data assets and consumer identification processes to maximise appropriate uses of those data assets to inform health service planning and improve the operation of the health system for Australians.

We will continue to take a collaborative and transparent approach to deepen our partnerships and strengthen data linkage capabilities outside of Healthdirect Australia between data sets from other parts of the health system to develop insights that help solve known problems.

We will use data linkage with jurisdictions as a method to evaluate the impact of our services in improving system efficiency and health outcomes for Australians.

We will utilise the consumer data that we collect to understand consumer choice and behaviours and use those insights to shape our services and build information pathways that improve the consumer journey both into and out of care.


We will remove impediments to real time data linkage with consumer consent.

Core Strengths

- Progressed existing data assets
- Existing information and release management processes
- Scalable platforms
- Collaborative culture
- Exceptional user experience and user interface, supported by emerging technologies

The change we expect to see

- Balancing a focus on outputs and outcomes from our services in our reporting
- Increased collaborative and insight-led work with stakeholders and consumers to optimise service performance
- Greater capability for managers and teams to access and use data to inform service improvement

A close-up, warm-toned photograph of a woman with blonde hair, smiling and looking upwards and to the right. The image is partially obscured by a semi-transparent orange circle on the left side.

ENABLER 3

Unlocking Potential Through Scalable Operations

Our objective

Improving the efficiency of our services by scaling our platforms to increase the impact and accessibility of trusted health information, while also remaining modular enough to respond to the localised and changing needs of consumers.

Why it is important

- Healthdirect Australia has a robust 24/7 GP and nurse-staffed capacity, making it well placed to provide a full suite of virtual services which can improve equity of access to high-quality information and care.
- These virtual services can contribute to addressing workforce issues by providing flexible, location independent opportunities for Australia's health workforce, making use of latent capacity for whom virtual care provision is attractive.
- Healthdirect Australia has designed capabilities, platforms and services for scale so that the emerging needs of stakeholders can be met quickly and cost effectively.
- Healthdirect Australia has latent capacity within services that could be utilised, ultimately improving the cost-effectiveness of each encounter, which would maximise the value of the investment shareholders have made in Healthdirect.
- Existing governance constructs and funding mechanisms mean that Healthdirect Australia is uniquely positioned to respond to demand quickly and safely.
- Health systems are under ever-increasing demand, and consumers are looking for support to access trusted health information and to navigate to services that meet their needs for care. Healthdirect Australia can scale to support these needs.
- Healthdirect Australia is well placed to meet consumer needs with reliable and accurate health information.

What we will do

Focus

We will look at how we can scale vertically by:

- deepening partnerships to actively address thin and failing markets.
- building awareness across stakeholder organisations of the capabilities and services provided by Healthdirect.
- increasing consumers' awareness of the services provided by Healthdirect Australia.

We will look at how we can scale horizontally by:

- providing new services based on existing capabilities and platforms to address new or emerging stakeholder needs.
- supporting consumers navigate and access primary and secondary care as they separate from acute care.

We will continue to foster our organisational culture to be one of collaboration, purpose and a focus on results.

Core Strengths

- Consumer-centric digital front doors
- Strong & consistent clinical governance
- Information and release management processes
- Scalable platforms
- Existing and new partnerships

The change we expect to see

- A lower cost per encounter across most services, without compromising quality or experience
- Increased consumer brand awareness, with easy to remember channels to access Healthdirect Australia services
- Reduced length of stay for the cohort of patients in acute settings requiring care services to be in place to transition to a lower acuity care setting or to home
- Reduced unplanned readmissions of patients to acute care following connection to primary care



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Our vision for the future

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Our long-term vision for the future

In partnership with our shareholders, we believe that Healthdirect Australia can play a transformative role in the Australian healthcare sector and unlock new value for consumers, governments, and service providers.

Our vision for the future is a bold one that builds on our experience and track record of delivering complex, consumer-centred services and enabling digital infrastructure. Together with our shareholders, consumers and the health system more broadly, Healthdirect Australia can scale the value and positive impact it creates. Realising this vision will require:



Broad-based community **awareness** of Healthdirect Australia's capabilities and services, as well as the channels and pathways to access them.



Increased **recognition** and understanding among funders and providers of the transformative role that virtual and digital health can play in better and more efficiently connecting primary and secondary healthcare services.



Healthdirect Australia to take a **connecting** role in helping systems improve the efficiency and effectiveness of triage into virtual and face to face care services.



Future-fit approaches to **funding** Healthdirect Australia services, better aligned to increasing consumer demand and the measurable value created through a scalable national platform.

Priority 1	Priority 2	Priority 3	Enabler 1	Enabler 2	Enabler 3
<p>Improving the experience and efficiency of consumers' access to care</p>	<p>Enabling a more connected health system</p>	<p>Delivering measurable value for the health system</p>	<p>Accelerating innovation in the health system</p>	<p>Stronger partnerships through data and insights</p>	<p>Unlocking Potential Through Scalable Operations</p>
<p>We will explore how to better reach aged care consumers and connect them with appropriate carer, services and supports.</p>	<p>We will develop efficient processes for capturing consumer information with informed consent, so that information can effectively move with the consumer through the healthcare ecosystem.</p>	<p>We will develop partnerships with independent evaluators to support long-term research and evaluation of our service delivery models.</p>	<p>We will establish annual horizon scanning processes and partnerships to identify emerging technologies and trends to create a forum to bring these ideas forward and align with innovation objectives.</p>	<p>We will collaborate with shareholders to repurpose reporting activities to generate data-driven insights for improving systems and processes.</p>	<p>We will explore scaling horizontally to support connected access to aged care and other specialised care services for an ageing population.</p>
<p>We will explore how to enhance connectivity to services, information and advice for people with complex care needs.</p>	<p>We will strengthen our understanding of the end-to-end patient journey, from providing pathways into care to supporting them throughout their care and beyond.</p>	<p>We will clarify and quantify our role as a system navigator by redesigning care models and service planning into a collaborative supplementary service.</p>	<p>We will integrate our clinical governance framework with our innovation framework and share with stakeholders to support well-governed system innovation.</p>	<p>We will promote sharing of Healthdirect Australia services and explore the possibilities of sharing unbranded information to scale vertically and benefit the sector through collaboration.</p>	<p>We will explore scaling our services and funding models to strengthen our role in supporting consumer access to trusted health information and virtual services.</p>
<p>We will examine ways to improve health and digital literacy, localise services, and preserve scale benefits, to support health equity for all Australians.</p>	<p>We will deliver proactive outbound communications to support health management, particularly for vulnerable populations or during times of crisis.</p>	<p>We will work with our shareholders to implement a more streamlined and trusted single point of entry for consumers into the health system.</p>			

