Aide-Mémoire

Health New Zealand
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New Dunedin Hospital Digital Programme Quarterly Update

Due to MO:	19 March 2025	**Reference**	HNZ00077549
To:	Hon Simeon Brown, Minister of Health		
From:	Darren Douglass, Acting Chief Information Technology Officer		
Copy to:			
Security level:	In Confidence	**Priority**	Routine
Consulted	N/A		

Contact for further discussion (if required)

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Attachments

Appendix 1: Four digital layers of new outpatients building

Purpose

1. As part of the Budget 22 Cabinet approval for the 10-year New Dunedin Hospital (NDH) Digital Programme, Cabinet directed three-monthly progress reports to the Minister of Health.

2. This aide-memoire is the update for the quarter October to December 2024 and also serves as an introductory briefing to the Digital Programme.

Summary

3. The Digital Programme, to enable the opening of the Outpatient Building on schedule, continues to track 'Amber'. Ongoing staffing challenges have kept the team busy with mitigation efforts,S9(2)(c) . However, this has not impacted the overall programme timeline.

4. We have made good progress on the Digital Health Design Lab and started the installation of software and hardware. The Lab provides an environment to set up and configure ICT systems in parallel to the building construction so they are ready for installation when the building is complete. This ensures there will be no delay to opening.

5. Delivery schedules, as previously planned, are being challenged due to the impact of the Digital Services change process as part of the Health NZ reset. We have engaged fixed-term contractor resource to ensure programme momentum is maintained.

6. S9(2)(c)

7. We continue to work with the re-evaluation process currently underway with the Inpatients phase of the building programme. Development of the Inpatients Building digital infrastructure implementation business case (ImBC) has been paused to align to the development of the Inpatients Building business case.

Background

8. Prior to the health sector reforms, a business case was developed for Digital Transformation of the Southern Region at a cost of $463 million over 10 years. This included a Southern-specific instance of a Digital Electronic Health Record (EHR) and online consumer portal, providing a comprehensive primary, rural and community eco-system. This included Southland and Lakes District hospitals.

9. Health NZ revised and then approved the NDH Outpatients business case, with a reduced scope and budget as part of the Budget 22 tagged contingency of $225.5 million for the NDH Digital Programme.

10. Two of the three workstreams (Digital Infrastructure and Software Solutions) are underway. Together, they will support and enable the third workstream (operational readiness) and the model of care enhancements to be delivered in the NDH Outpatient Building, which is scheduled to open in October 2026.

Benefits

11. The benefits that will be realised by the NDH Outpatient Building are dependent on the Digital Programme:

    a) Increased theatre productivity

    b) Improved day surgery productivity

    c) A facility better optimised to achieve patient flow

    d) Increased ratio of telehealth.

12. The NDH Outpatient Building will also help Southern District to meet the following Government Health Targets:

    a) Faster cancer treatment

    b) Shorter wait times for first specialist assessment

    c) Shorter wait times for elective treatment.

Digital Delivery Roadmap

13. The following digital solutions (a-d) are part of the digital facilities roadmap and are new for Health NZ. The digital projects (e-f) below are being implemented for the Outpatients Building to safely operate as designed. All are being delivered with the objective of being re-used for upcoming and future Health NZ facilities as part of the approved digital facilities framework for all health infrastructure projects:

    a) **Patient Queue Management System** – manages the communication with patients prior to and during appointments, as well as patient flow within the Outpatient building.

    b) **Realtime Location Services** – using the digital network infrastructure to locate portable clinical devices as well as hospital equipment.

    c) **Wayfinding** – provides a Google Maps-like experience for patients with step-by-step directions in and around the Outpatient building.

    d) S9(2)(c)

    e) **File scanning** – The new outpatient building is not designed to hold or store paper records. The paper records are being scanned in preparation for building opening in late 2026.

    f) **Clinic Room Scheduling** – The new building is a shared resource model for consultation rooms and clinical spaces. A tool is required to manage the shared resources. The selected tool is already used across Health NZ.

    g) **Paperlite Forms** – Identify and deliver opportunities to implement Digital forms and workflow integrated with the existing products and services in Health NZ.

14. The full list of technology layers being implemented is available at Appendix One.

Discussion

Progress during the quarter

15. As reported to the previous Minister of Health (HNZ00064874 refers), we have made progress on hiring our **fixed-term project team** and have approval for a full project team of 54 FTE over the next 18 months.

16. The **Digital Health Design Lab** has progressed well, with the next phase of hardware and software installation commencing. This resolved numerous challenges related to the existing aged infrastructure and installing the new modern technology patterns.

17. The **records scanning bureau** has continued scanning paper files, a post-implementation review is underway, and we will report on this at the next quarterly update.

18. The building has been designed around the assumption that mobile network connectivity is present for both patients and clinicians. This will provide connectivity for all three mobile network operators throughout the Outpatient Building for whānau, patients and workforce use. S9(2)(c)

19. S9(2)(c)

20. The **digital infrastructure milestones** this quarter have progressed well. Our Digital Infrastructure Delivery Partner (DIDP) has delivered another two planned milestones, bringing the number completed to nine. 16 milestones are currently in-progress, with the remaining 21 milestones yet to be initiated. This is in line with the agreed plan.

Challenges

21. As part of the Health NZ reset, a proposal to re-organise the Digital Services group is underway. Once decisions are made, we will be able to confirm the resourcing strategy, aligned with the new Digital Services operating model and available resources. Until then, this remains a high risk for the programme.

22. Further progress is awaiting the outcome of decisions on the Inpatient Building, such as:

    a) S9(2)(g)(i)

    b) S9(2)(g)(i)

c) S9(2)(g)(i)

Risk summary and active mitigations

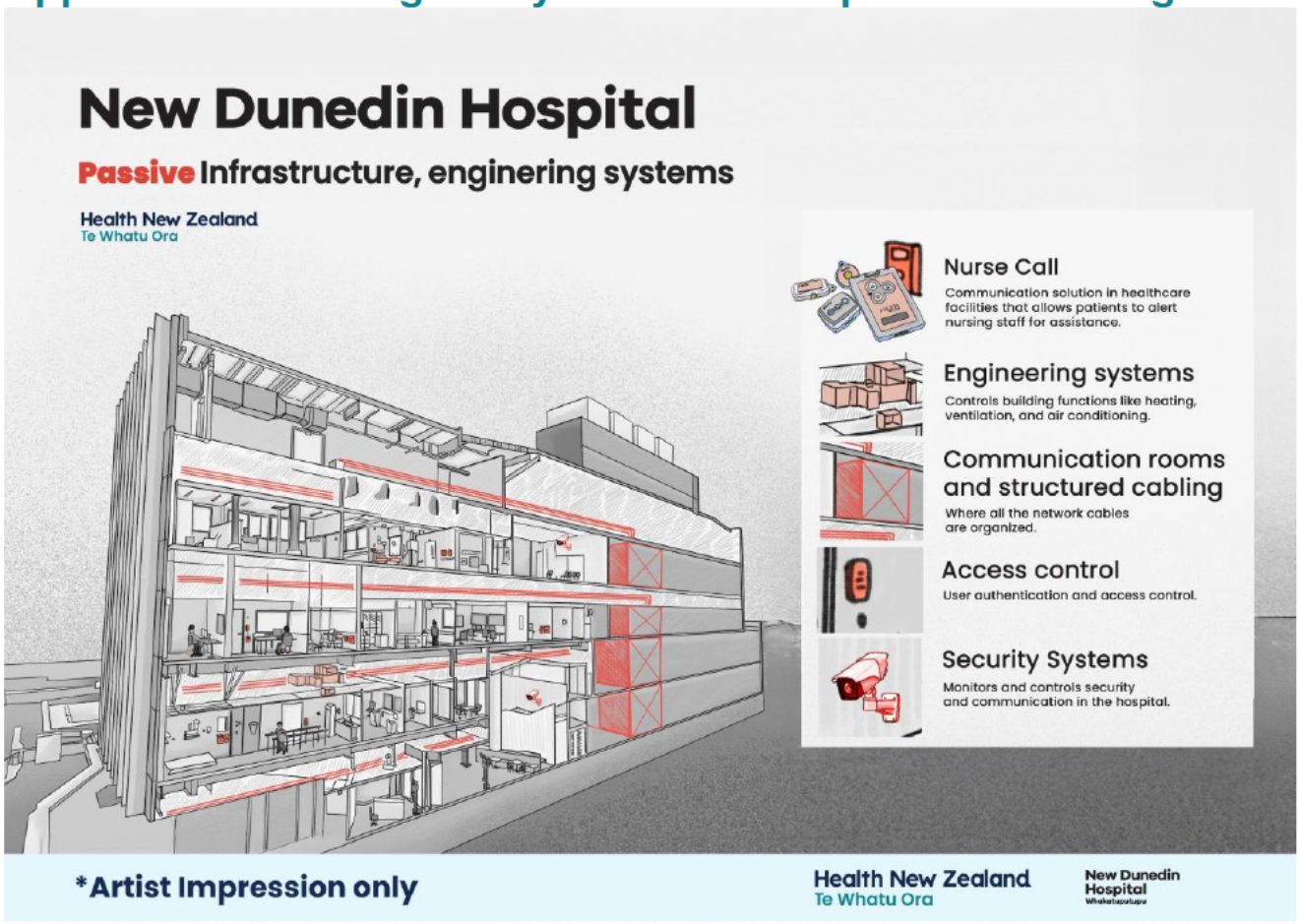
23. Programme resourcing for the foundational digital solutions is our highest rated risk. The Health NZ reset has an ongoing impact on the resourcing of the programme, and we are using the contracted workforce to mitigate this in the short term, noting this has a negative fiscal impact.

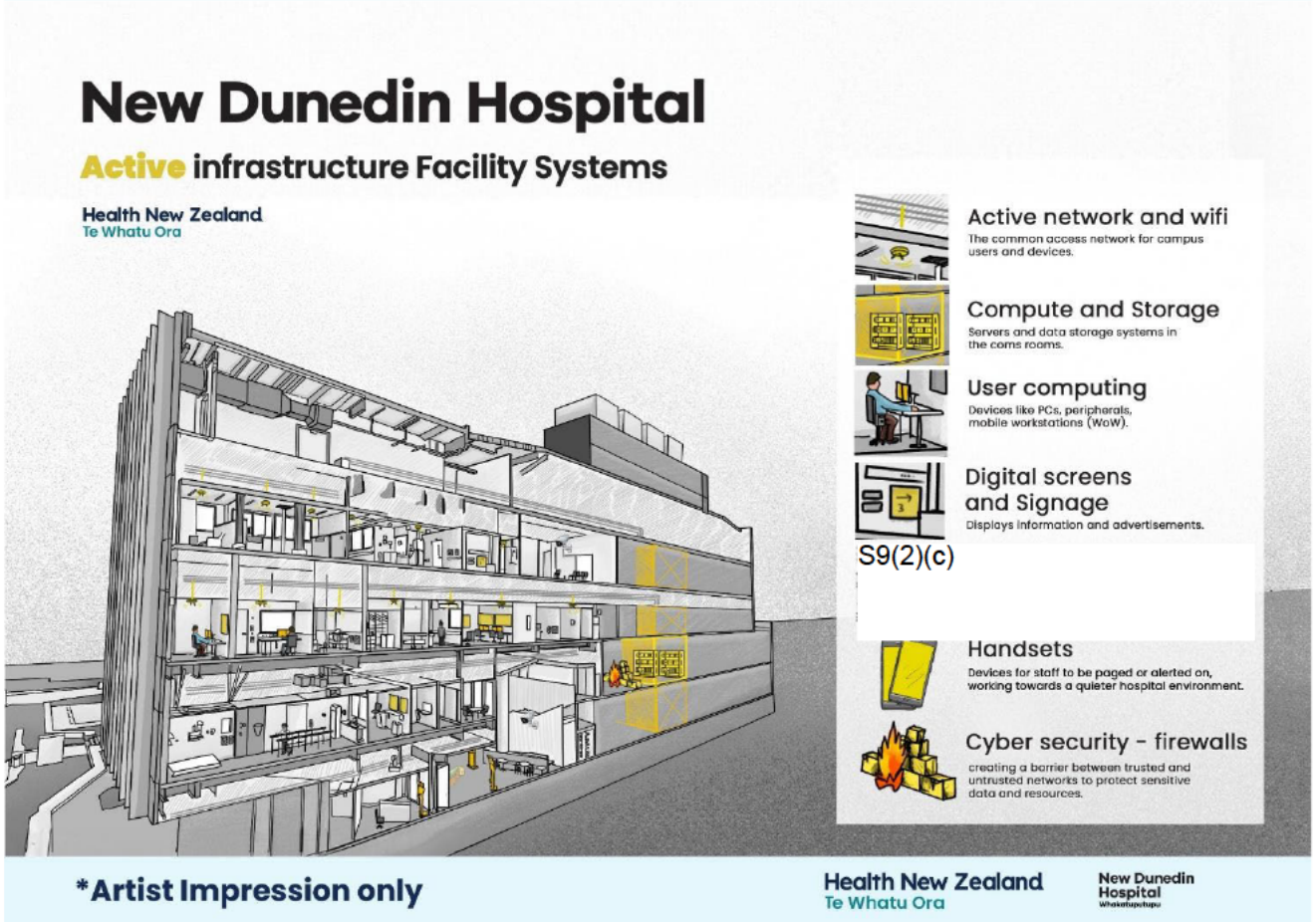
24. We will continue to mitigate the ongoing risks around clinical and administrative user adoption and public engagement with the new digital facility systems. The main mitigation is using the Digital Health Design Lab as a facility to walk users through the new building and technologies as early as possible.

Next Steps

25. We will provide the three-monthly report for the quarter January to March 2025 in April.

Appendix 1: Four digital layers of new outpatients building





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Digital Facility Systems

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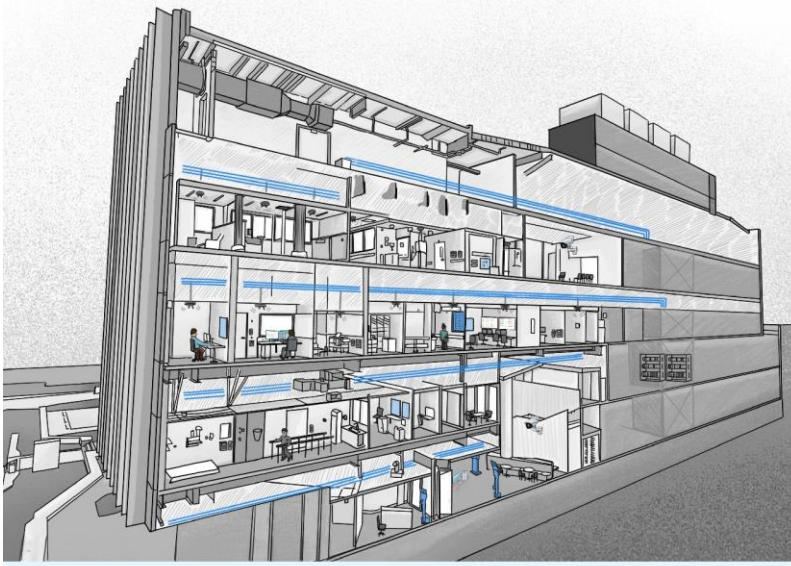
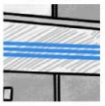


Fridge monitoring

Using wireless probes and MIE integration to ensure accurate temperature control and optimized workflows for various fridge contents.



Message Integration Engine

The common access network for campus users and devices.

Real-time location services

RTLS uses Cisco Wi-Fi, AiRISTA Flow, RFID, and BLE technologies for precise location tracking of assets and patients, providing a unified user experience.

Digital way finding

Handheld personal wayfinding.

Patient Queue Management systems

Displays information and advertisements.

Patient journey boards

System to display patient information on screens and devices, making hospital workflows more efficient.

*Artist Impression only

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Digital Health Solutions (end-user solutions)

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HCS - File Scanning

Taking paper notes and scanning them into the 'cloud' system that is used for patient records and results.

Clinic room scheduling

Digital system for scheduling clinic rooms.

HCS - Paperlite Forms

Digital forms integrated within healthcare systems to streamline and manage clinical processes, enhancing communication and efficiency in patient care.

SI PICS – Patient Journey updates

Improvements, adjustments, or changes made to the various stages and interactions involved in a patient's experience within the journey.

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