

**OUTCOME HEALTH**

INNOVATION FOR INFORMED DECISION  
MAKING AND HEALTH CONNECTIVITY

# *Annual Report*

**2023**  
—  
**2024**

POWERED BY



**OUTCOME HEALTH**

# Chairman's Report

*Andrew Howard*



**It is with great pleasure that I present the 2023-24 Outcome Health Annual Report**

Outcome Health remains at the forefront of supporting general practitioners and broader communities with the delivery of specialised mental health services. As well, our POLAR solutions have evolved, providing practices with real-time clinical care and decision-making capabilities, while enabling health networks to utilize our tools for informed funding decisions.

It is exciting to see an awakening of health care services' understanding of digital technology and Artificial Intelligence. Outcome Health pioneered the use of AI and Natural Language Processing across our very large clinical data sets. Our emphasis on using the insights ethically and in a secure and safe way has set the bar for others in the industry that are yet to understand their obligations. We remain encouraged by the ongoing trust of our clients, especially the Primary Health Networks (PHNs). In the years ahead, we hope to work with the PHNs and healthcare organisations to utilise our insights to improve health and wellbeing, and the outcomes of all patients.

Throughout the financial year, Outcome Health has demonstrated continued growth across multiple domains and jurisdictions. We have successfully expanded our POLAR and clinical offerings and are engaged in promising research collaborations with our partners in academia and primary care.

This marks my first year as Chair of the Outcome Health Board after 3 years as Treasurer. It has been a privilege to lead the Board through a transformative period, welcoming new members who have invigorated our governance and along with our existing Directors has enabled us to further our strategic vision for the organisation's future. Our Treasurer, Jason Aquilina, has driven the implementation of accrual-based accounting, which has allowed Management and Board to make well informed decisions about our strategy and investments. It is an honour to work alongside such a dedicated and highly skilled board.

Dr. Shainal Nathoo, the new Outcome Health CEO, has been with the organisation for over a year. Shainal's clinical, executive and digital expertise has guided us through this year's period of growth and consolidation. We look forward to a brighter future in FY 2024-25 as our strategies in the clinical, POLAR, and research business begin to contribute in new ways to the health sector.

Outcome Health remains a dynamic and agile organisation, well-positioned to continue expanding its clinical, research, and health analytics capabilities to better serve our community. On behalf of the Board of Outcome Health, I would like to formally acknowledge the dedication and professionalism exhibited by our entire team during another challenging year.

*Andrew*

# CEO's Report

Shainal Nathoo



## Welcome to the 2023-24 Outcome Health Annual Report

This past year has been a pivotal one for Outcome Health. Since stepping into the CEO role in February 2023, I've had the privilege of leading a dedicated team through an exciting period of transformation. I've enjoyed working closely with our talented executives, board members, and team, as well as engaging with our valued customers and stakeholders.

Our key asset, Clinical Services Mental Health Programs continue to be a cornerstone of our work. From Ambulance Triage Support to expanding our Gippsland Mental Health services across 24 sites, we remain focused on delivering high-quality, profitable, and impactful care. The demand for mental health services continues to rise, and our team of highly skilled mental health professionals consistently delivers outstanding service. Their dedication and expertise are at the heart of the positive feedback we receive from both clients and partners. The expansion of Clinical Services is an exciting frontier, with opportunities to extend our offerings to new jurisdictions and emergency services. We are exploring ways to scale these programs while maintaining the high standards of care that define Outcome Health.

POLAR has continued to make remarkable strides, positioning itself as a trusted and vital tool in the healthcare landscape. Achieving ISO 27001 certification in just six months was a major milestone for us, underscoring our commitment to data security and privacy. We've also launched Husky, a groundbreaking business reporting tool that leverages the trust of over 1,600 existing POLAR customers. Husky opens new doors for both our own research agenda and for delivering insights to our partners in primary care.

This year, PHNs have shown renewed interest in evaluating their data platforms, with two evaluations underway — our first in three years. This signifies not only our resilience but also the evolving trust and collaboration we've built with these critical partners. Our Indigenous Health reporting has also flourished, with integration through Communicare.

In the research space, we have strengthened our relationships with key partners, including PHNs and academic institutions, to drive a collaborative and impactful research agenda. Our focus has allowed us to contribute valuable insights and data-driven research that continue to improve health outcomes across Australia. We remain committed to rigorous governance and ethics standards, ensuring our work is both innovative and responsible.

As we look ahead, I am confident that our focus on mental health services, health technology and data will remain imperative to improving health outcomes across Australia. I've been fortunate to bring an expanded network into the fold, which will support us in enhancing our offerings, fulfilling our mission, and driving our values forward.

I would also like to take a moment to welcome our three new board members, whose diverse skills and contributions have already been invaluable. The blend of talent across the Board, the Executive Team, and the entire Outcome Health team has given me great confidence in our continued success.

As we close this financial year, I feel incredibly supported by the Board, the Executive Team, and everyone at Outcome Health. The journey so far has been both challenging and rewarding, and I am excited for what lies ahead as we continue to innovate, grow, and positively impact the communities we serve.

Thank you to all who have made my first year as CEO an engaging, challenging, and thoroughly enjoyable experience.

I look forward to another busy and productive year ahead.

*Shainal*

# OUR BOARD

## **Jason Aquilina, Treasurer**

Jason Aquilina works as a Chief Financial Officer for a major Victorian Health organisation in Cabrini Health and is responsible for the full finance function and enterprise risk. Jason has also worked in transport and logistics, where he held multiple finance roles including leading the accounting teams for various large infrastructure and information technology projects. Jason holds a Bachelor of Business degree from Monash University majoring in accounting and economics and is a Fellow of CPA Australia (FCPA) and a Graduate of the Australian Institute of Company Directors (GAICD).

## **Dr Angus Henderson**

Angus has a long track record in strategic management and business planning, with a main focus on healthcare and medical technologies. Prior to his current role as General Manager Research Strategy at Monash Health, Angus has held various senior public and private sector positions and has led initiatives to promote business partnering as a way to drive innovation and growth. He is a member and graduate of the Australian Institute of Company Directors.

## **Dr Daryl Kroschel**

Daryl has over two decades of clinical experience in health across General Practice, Emergency, Urgent Care and Hospital in the Home (HITH) in Australia and the UK. He is currently the Chief Medical Officer (CMO) at Bendigo Health and continues to work part time as a GP. He has completed a Masters in Health Administration and holds Associate Fellowships with the Royal Australian College Medical Administrators and the Australasian College of Health Services Management.

## **Joey Calandra**

Joey has a 24-year healthcare background, combining innovation consulting, executive leadership, and hands-on pharmacy experience. He is currently the eHealth Director of Business Partnerships at the Victorian Department of Health and has previously held senior roles at Medibank and AIA Vitality, where he developed digital health strategies to improve healthcare access for millions of Australians. As General Manager of the Pharmaceutical Society of Australia, Joey pioneered pharmacist care models focused on medicine safety, advocating for strategic partnerships with government bodies and diversifying funding. As a board director for the Victorian Pharmacy Authority and Osteopathy Australia, Joey contributed to co-designing strategic initiatives and overseeing legislative changes. He holds a Bachelor of Pharmacy (Hons), an Executive MBA, and has completed the AICD Not-for-Profit Governance Program, Harvard Medical School's Digital Health program, and the University of Sydney's Artificial Intelligence in Healthcare course.

## **Maria Bubnic**

Maria is a senior executive with the Victorian Health Building Authority. She has worked across sectors and government in strategy, governance, planning, commissioning and delivery roles for over 20 years. Maria originally trained as an occupational therapist and worked as a clinician and researcher before moving into leadership roles in the Victorian health system. Maria is passionate about improving population health and equity, value-based health care systems, and driving excellence and innovation in health care design and delivery.

## **Dr Nuwan Dharmaratne**

Nuwan is a general practitioner and practice owner in a well-established practice in north western Sydney. He has a wide range of medical expertise including diabetes and chronic disease management, men's health and paediatrics. He is also a senior medical educator for GP registrars and has played an advisory role for a number of government and not for profit organisations. Nuwan and his practice have been at the forefront of embracing the Patient Centred Medical Home model of care in an Australian context. He has a keen interest in using data to drive improvement in the quality of patient care within general practice at an individual, practice and population wide level.

## **Sarah Lattimer**

Sarah is an admitted legal practitioner with a strong background in corporate governance. With senior executive experience as a General Counsel and Company Secretary, as well as expertise in corporate insolvency, Sarah combines a pragmatic business approach with a solid legal foundation. Sarah's passion for driving positive change extends to her commitment to diversity, equity, and inclusion, which is reflected in her roles on various committees. She has extensive experience in data governance especially in the health sector. With a strong focus on sustainability, ethical governance, and innovation, Sarah brings a forward-thinking perspective to the Outcome Health board. Her extensive experience and dedication to organisational integrity makes her a valuable asset in driving the board's mission to enable Australia's health system to further improve patients' outcomes.

# OUR EXECUTIVES

## **Dr Shainal Nathoo, CEO**

Shainal is a qualified medical doctor with clinical experience in both South Africa and Australia. He has completed an Associate Fellowship in Medical Administration and has utilised his problem solving and analytical skills in healthcare consulting, through his work as a Strategy and Operations Consultant for Deloitte and more recently as the APAC Principal Clinical Advisor for Dedalus Health, where his role was focused on enhancing healthcare using technology. He has experience working in hospitals and the community setting, with experience in Mental Health and Emergency Medicine. Additional to his clinical experience he was involved as an adjunct lecturer for Monash University and a published researcher in Mental Health. Shainal is also a Victorian Hospital Board Director, a Board Director for a Not-for-profit Residential Aged Care provider and the Chair of the Australian Institute of Digital Health, Victorian Branch.

As a community focused individual, with a unique blend of clinical, consulting and technology experience he looks forward to being at the forefront of enhancing healthcare. As a lifelong learner, Shainal recently completed his studies at Harvard University in Executive Leadership in Healthcare.

## **Martin Wilkinson, COO / Director of Clinical Services**

Martin has over 30 years' experience working in the Australian and UK health systems. Martin started out as a Registered Nurse in the Victorian Public Hospital system before moving to the UK to pursue further studies in Renal Dialysis at Nottingham University and City Hospital. Upon his return to Australia he has worked across a number of areas within the Public Hospital system including stints as associate program Director Emergency, General Medicine and Intensive Care at Eastern Health.

Martin moved across to the Primary Health system at the commencement of the Medicare Local program and has been extending his skills and knowledge in this area as Executive Director Primary Health within the Primary Health Networks. Martin continues to develop and support our clinical services while taking on the added role as COO.

## **Jason Ferrigi, Chief Information Officer**

Jason has over 20 years of experience working with IT systems and data in major metropolitan Health Services and the Victorian Department of Health. Having transitioned into the Business Intelligence (BI) and Information Management (IM) sector 15 years ago, Jason has been involved in several successful projects that have innovated the use of BI for the health sector, including systems for data processing, data interrogation and visualisation and data linkage from a variety of health data sources. In his CIO capacity at Outcome Health, Jason has led the development and deployment of Australia's most advanced data analytics platform in over 1,700 practices nationwide.

Jason regularly engages with industry and government around a range of data initiatives of national significance both from a policy and direct practice impact perspective. Jason is a member of the Australian Institute of Management (AIM) and holds a Masters degree in Business Administration from Deakin University.

## **A/Prof Chris Pearce, Research Director**

Associate Professor Christopher Pearce is a practising clinician in general practice, emergency medicine and anaesthetics. He is also a health informatician, with an international standing in the fields of data, workflow and usability.

# Clinical Services Report

## **Building Community Resilience Through Clinical Services at Outcome Health**

Outcome Health's Clinical Services have been crucial in strengthening community resilience, particularly in the face of recent challenges. As a dedicated not-for-profit organisation, we remain focused on expanding mental health support initiatives across the Gippsland region and beyond. This year, our efforts included extending Indigenous Mental Health support, enhancing university collaborations, and embedding mental health clinicians with Ambulance Victoria, alongside partnerships with General Practices for comprehensive mental health care delivery.

## **Supporting Indigenous Mental Health**

A significant focus this year has been the expansion of culturally appropriate mental health services tailored to Aboriginal and Torres Strait Islander communities. Our Indigenous Mental Health initiatives prioritise respectful, accessible care, designed to address unique cultural needs and empower individuals in their mental health journeys. Through collaboration with community leaders and Indigenous health organisations, we aim to foster trust and resilience, ensuring our support reaches those who need it most.

## **Collaborative Mental Health Support with Ambulance Victoria**

Our strong partnership with Ambulance Victoria (AV) has proven invaluable for providing mental health assistance in emergency situations. By embedding mental health nurses within AV, we ensure that individuals reaching out through triple-zero calls receive immediate and tailored mental health support. This unique integration of services enhances our ability to respond effectively to mental health crises across Victoria.

## **Nurse-Coordinated Clinics in General Practices**

For over twenty years, Outcome Health has been at the forefront of delivering specialized nurse-led clinics focused on diabetes, asthma, respiratory care, and complex health management. These clinics, offered on a fee-for-service basis, are instrumental in supporting General Practices and improving healthcare at a grassroots level, underscoring our long-standing commitment to the well-being of our community.

# POLAR Report

Throughout 2023/24, POLAR has been involved in numerous collaboration projects with its many stakeholders. From a new Dementia Risk algorithm and Walrus prompt to the development of the brand-new Husky appointment optimisation report, the platform has continued to respond to the needs of its customers and provide General Practice with innovation based on collaboration.

2023/24 saw the release of the new cancer screening module in the Quality Improvement in Primary Care (QIPC) report and the development and release of a new Liver Cancer screening and management report to support the Doherty Institute's HepLOGIC program. These reports continue to enhance the clinical credentials of POLAR within the Primary Care sector.

On the security front, Outcome Health was ISO 27001 certified in January. This certification builds on five years of working with the National Institute of Standards and Technology (NIST) Cyber Security Framework (CSF). ISO 27001 certification represents an evolution in security and process compliance for the POLAR platform.



2023/24 was also the year POLAR became a force in Aboriginal Health analytics by integrating with Telstra Health's Communicare Clinical Information System. Integration with Communicare will allow Communicare customers to unlock their data and analytics capabilities. Our first Aboriginal Peak Body, the Tasmanian Aboriginal Corporation, has been an instrumental partner in unlocking the benefits of data reporting for the Aboriginal community.

# Consultancy and Research Report

Outcome Health has continued to expand its reach and impact across the sector through the official launch of the Research and Consultancy Service. This offering represents the culmination of years of dedication and expertise by the Outcome Health team and reflects our ongoing commitment to pursuing partnerships, engagement and meaningful outcomes through:

- Data Intelligence Systems;
- Digital Health Consulting;
- Data Governance;
- Privacy Management;
- Policy Impact.

We look forward to expanding this exciting new avenue for collaboration in 2025.

## Collaborative Research Portfolio

The breadth of activity across our Consultancy and Research platform in 2024 has enabled Outcome Health to contribute to the richness of the rapidly expanding evidence base in primary care research in a way which delivers findings of interest to general practice and enhances patient care.

Our research involvement recognises that primary care is the gateway to the Australian health system. Analysis of data captured during the general practice encounter provides an earlier and deeper insight into health status than any other health data source. In 2024, we have facilitated a range of translational research initiatives with direct benefit to the general practice community across many areas of clinical relevance, including liver cancer prevention, vaccine safety signal monitoring, patterns of opioid prescribing and many more.

In the spirit of true collaboration, we advanced co-authorship opportunities between Primary Health Networks and researchers, importantly resulting in a series of joint publications. We are grateful to our PHN partners for engaging with us on this process.

## Special Mention

In recognition of our industry-leading expertise, we were invited to conduct a postgraduate internship program in partnership with Monash University and CSIRO. This pilot project developed an accurate knowledge-based system to assist clinicians select the most appropriate antidepressant based on the profile of the individual patient. This system will scan available evidence (including drug interactions) to create an inference engine and provide recommendations (substantiated by evidence) to clinicians. Importantly, this will all be achieved in real-time, at the point of care while the patient is in the consultation. We acknowledge and thank Western Victoria Primary Health Network for collaborating on this project.

## Looking Ahead

In addition to continuing to advance our existing programs, we look forward to growing our Consultancy and Research services. Planned initiatives include:

- Convene a Community of Practice around relevant topical areas including vaccine safety signal monitoring;
- Explore and expand co-authorship opportunities with PHNs, researchers and relevant industry bodies;
- Continue pursuing linkage initiatives to create a governed, privacy-protected 'patient-centric' view of health data.



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