



# **HL7 AUSTRALIA STRATEGY 2025-2029**

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## OUR STRATEGY IN SUMMARY

HL7 Australia is a membership-based, not-for-profit company that exists to facilitate the adoption of digital health in Australia by promoting the effective use of standards and products developed by HL7 International and supporting their enhancement to meet local needs.

The overall context that shapes our current strategy is that Australia is taking the next steps towards the digital transformation of healthcare<sup>1</sup>. These next steps will drive information sharing and advance real-time data exchange to make information available when and where it is needed. National priorities include<sup>2</sup>:

- Supporting the development of new digital health standards with a focus on priority use cases and emerging technologies
- Developing Fast Healthcare Interoperability Resources® (FHIR®) core standards that set the minimum requirements to support consistent capture and sharing of health information
- Co-designing technical, clinical terminology and exchange standards for a national electronic requesting capability for diagnostic imaging and pathology

These activities are core business for HL7 Australia.

This strategy describes HL7 Australia's vision considering the current national context – to be recognised as a critical partner in the digital transformation of the Australian health ecosystem, for HL7 standards to underpin the provision of secure, fit-for-purpose and connected digital solutions nation-wide, and for our members to recognise us as the leading health informatics standards development and implementation organisation in Australia. The strategy identifies seven key result areas essential to the achievement of this vision by 2029:

1. Substantially growing our membership through improving our value to members and partners
2. Providing a variety of effective pathways for consensus-based HL7 standards development, enabling standards developers to select the most appropriate pathway for their needs and contexts
3. Leading the development of the HL7 component of a national standards roadmap
4. Providing Australia's best standards development, adoption, and implementation events
5. Systematically building HL7 workforce capabilities in Australia
6. Modernising our infrastructure to enhance our value to members and partners
7. Enhancing our organisational maturity and sustainability.

Figure 1 below summarises this strategy onto one page.

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<sup>1</sup> Australian Digital Health Agency, 2023, *National Digital Health Strategy 2023-2028*, accessed 18 December 2024 at <https://www.digitalhealth.gov.au/sites/default/files/documents/national-digital-health-strategy-2023-2028.pdf>.

<sup>2</sup> Australian Digital Health Agency, 2023, *National Digital Health Strategy 2023-2028, Delivery Roadmap*, accessed 18 December 2024 at <https://www.digitalhealth.gov.au/sites/default/files/documents/national-digital-health-strategy-roadmap-2023-2028.pdf>.

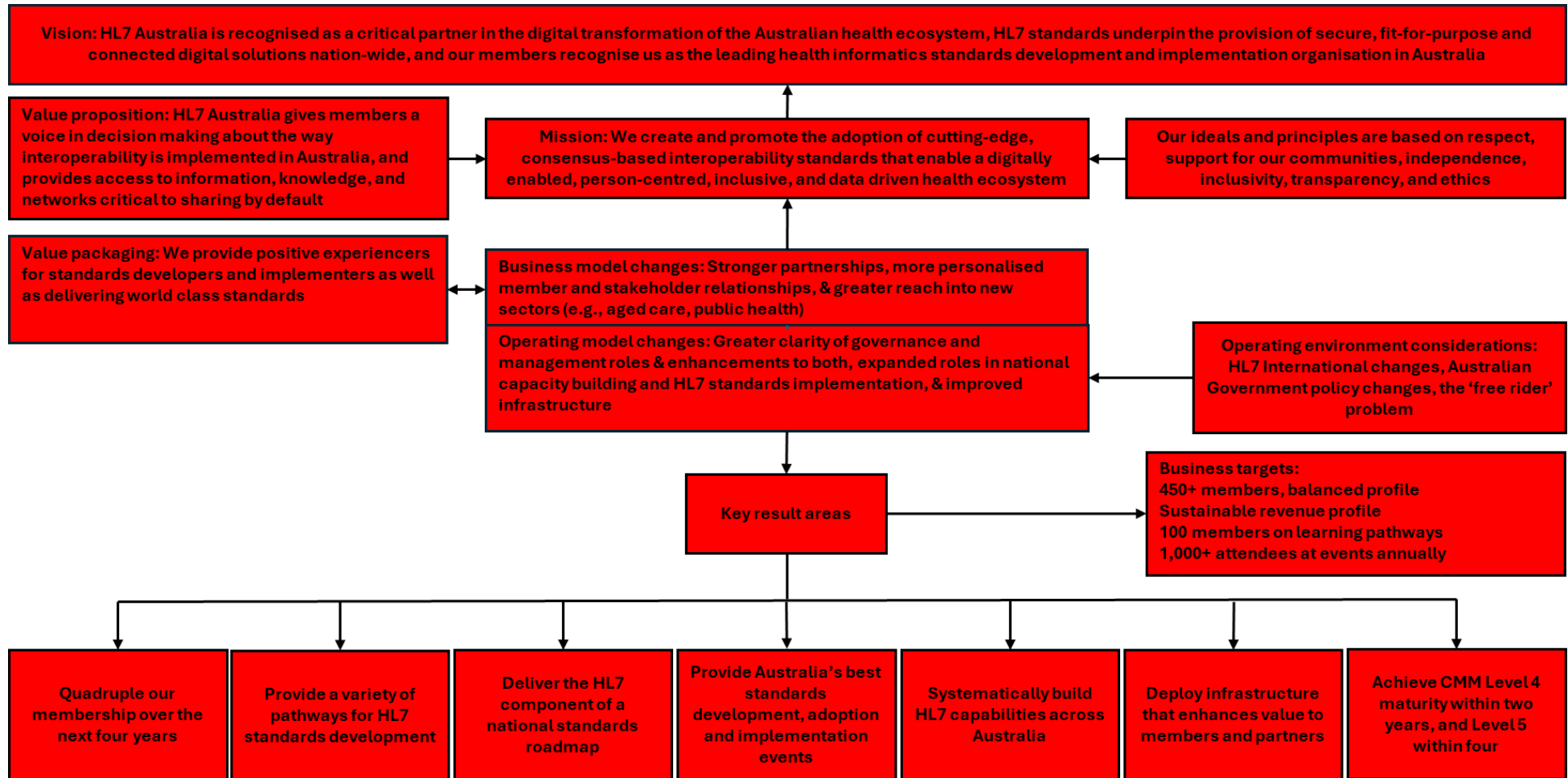


Figure 1 - HL7 Australia strategy 2025-2029

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## GLOSSARY – TERMS USED IN THIS DOCUMENT

<b>Business model</b>	How we create, capture, and deliver value, and to whom
<b>Health ecosystem</b>	The amalgam of the health, well-being, aged care and related (e.g. life sciences) systems.
<b>Ideals</b>	Our ideals guide the day-to-day behaviours of the organisation’s Board, staff, agents, and communities to enable us to fulfil our mission and vision.
<b>Mission</b>	The reason our organisation exists.
<b>Operating model</b>	How we bring our business model into reality.
<b>Principles</b>	Our standards development design principles describe how we comply with international best practices for standards development.
<b>Value packaging</b>	The multidimensional ways that members and others (partners, customers, other stakeholders) experience our organisation
<b>Value to members and stakeholders</b>	The indicators used by members and stakeholders to assess the appropriateness and quality of the outputs and outcomes we provide.
<b>Vision</b>	What we aspire to be.

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## IMAGES

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## PART A - OUR STRATEGY



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## VISION

Our vision describes what we aspire to be.

HL7 Australia's vision is:

*To be recognised as a critical partner in the digital transformation of the Australian health, well-being, aged care and related systems (health ecosystem), for HL7 standards to underpin the provision of secure, fit-for-purpose and connected digital solutions nation-wide, and for our members to recognise us as the leading health informatics standards development and implementation organisation in Australia.*

## MISSION

Our mission is our 'raison d'être' – the reason our organisation exists.

HL7 Australia's mission is:

*To create and promote the adoption of cutting-edge, consensus-based interoperability standards that enable a digitally enabled, person-centred, inclusive, and data driven health ecosystem.*

Our mission is shaped by our beliefs and principles and is cognisant of the value demanded of us by our members and other stakeholders.



Photo by [Vexels.com](https://www.vexels.com) on [Freeimages.com](https://www.freemages.com)

### Our ideals and principles

Our ideals guide the day-to-day behaviours of the organisation's Board, staff, agents, and communities to enable us to fulfil our mission and vision. They are:

- Respect for and promotion of the expertise and commitment of our members.
- Supporting communities of interest as the most appropriate, effective, and efficient pathway to standardisation.
- Independence, openness, inclusivity, transparency, consensus-building, and ethics.
- Continuous improvement through the pursuit of contemporary best practice in standardisation and corporate governance.

Both within our organisation and our communities, we strive for a culture of meaningful cooperation and collaboration amongst sometimes competing interests, to optimise the public good.



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HL7 is a global standards development organisation and HL7 Australia operates within its ambit. Our standards development design principles describe how we comply with international best practices for standards development. They are:

- HL7 Australia is responsive to responds to standards development requests from members, industry, or other stakeholders such as policy makers or consumer groups.
- We strive to obtain world class technical, clinical, data, and business expertise in the development of standards.
- We strive to ensure balanced participation and influence, including by those interests that will be significantly affected by the resulting standard.
- We develop standards through transparent, open, impartial, and consensus-building processes.
- We base our standards on international standards as far as possible.
- We seek to empower our communities by leveraging their skills, assets, and capacities.
- We are pragmatic in building and leveraging communities that comprise a relatively small number of experts.
- We recognise that members of our communities are also members of other, often intersecting, communities. We work with these other communities to optimise our outcomes and experiences, those of our community members, and as far as possible those of other relevant communities.
- We support education and training that recognises the knowledge, skills, attitudes, and beliefs that participants bring, and that enables participants to immediately apply their learnings. We work in partnership with experts in education and training.

## Our value to members, partners, and other stakeholders

Our value to members and other stakeholders is defined by them. It represents the indicators they use to assess the appropriateness and quality of the outputs and outcomes we provide.

Our members include:

- Health system policy makers and funders. Our value to them comprises: the ongoing availability and implementation of fit-for-purpose standards consistent with policy and strategy objectives and timeframes; and trusted, independent advice on standards and the implications of their use.
- Health software developers and vendors, and professional service organisations. Our value to them comprises: the ongoing availability and implementation of fit-for-purpose standards that satisfy their business, customer and compliance obligations; the ability to influence the development of these standards; and access to expert advice and mentoring about the use of HL7 standards, including in conjunction with other standards.
- Health service providers. Our value to them comprises: the ongoing availability and implementation of fit-for-purpose standards that satisfy their business, customer and compliance obligations; the ability to influence the development of these standards; and access to expert advice and mentoring about the use of HL7 standards, including in conjunction with other standards.

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Our partners include:

- HL7 International. Our value to them includes management of HL7's intellectual property (IP), ensuring HL7 standards are fit for Australian use, building the HL7 brand within the Australian realm, and promoting HL7 adoption.
- Other agencies involved in the Sparked HL7 FHIR Accelerator (and any other future accelerators). Our value to these partners is ensuring rigour in standards development that will enhance adoption and sound implementation, and long-term maintenance of the resulting specifications.
- Standards development 'volunteers'. Our value to them is consensus-building amongst potentially disparate interests, ensuring standards development is worth the effort, and provision of learning communities.
- Education and training entities. Our value to these is provision of suitable expertise into education and training programs, and ongoing learning communities.

#### Other HL7 Australia stakeholders

HL7 Australia's other primary stakeholders include Australian health consumers and taxpayers. Our value to them is the provision of standards and a network of implementers that enable person-centred, inclusive, digitally enabled, and data driven health, well-being, and aged care services.

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## BUSINESS MODEL

Our business model describes how HL7 Australia creates, captures, and delivers value, and to whom. It is described in detail in our Business and Operating Models document (currently Draft 0.05, March 2025). Key elements are cited here for context.

Our core value propositions are:

- Delivering and maintaining trusted standards needed for the exchange, integration, sharing and retrieval of digital health information and associated workflows that support clinical practice and the management, delivery, and evaluation of health services.
- Providing a learning and supportive community for standards developers and implementers to deliver a digitally enabled, person-centred, inclusive, and data driven health ecosystem.

Our primary customer segments are health system policy makers and funders, health software vendors and consultants, and health service providers.

Our business model is summarised in [Figure 1](#), with its current elements in black and targeted enhancements in red.

### Our value packaging

‘Value packaging’ refers to the multidimensional ways that members and others (partners, customers, other stakeholders) experience our organisation. It can be described in terms of seven dimensions – environment, interpersonals, procedures, standards delivered, information and knowledge, and costs.

The experiences we will target across our member, partner and customer cohorts are described in Table 1 overleaf.

### Changes to the business model

Key elements that will change in alignment with this strategy include:

- Stronger partnerships – we will develop even closer links with our existing partners and develop and/or formalise partnerships with others (e.g. educators, states and territories, peak organisations)
- More personalised member and stakeholder relationships, enabled by better infrastructure, marketing and communications, and enhanced value to members
- Greater reach into new sectors (e.g., aged care, public health) that also form part of the health ecosystem.

**Table 1 - HL7 Australia's value packaging**

<u>Value dimension</u>	<u>Member</u>	<u>Partner</u>	<u>Customer<sup>3</sup></u>
Delivery venues:	<p>Our ‘premises’ are either online or held in event venues.</p> <ul style="list-style-type: none"> <li>• Our online spaces are clearly identified as, and promote, HL7 Australia. They are secure and effective, providing welcoming and professional environments.</li> </ul>	<ul style="list-style-type: none"> <li>• Our event spaces are safe, fit-for-purpose, accessible and professionally equipped. They invite participation, learning and a sense of community.</li> </ul>	
Interpersonals:	<p>We recognise our members, personalise our interactions with them, and ensure they feel valued. Members feel confident they can contribute constructively to a shared mission. We are courteous and responsive.</p>	<p>We are trusted by our government, industry, and education delivery partners to advise and support them independently, professionally, and responsively.</p>	<p>Our customers experience exemplary service in terms of competence, courtesy, understanding, and responsiveness.</p>
Procedures:	<p>Our membership procedures are streamlined, intuitive, and efficient.</p> <p>Our standards development and maintenance procedures are responsive to digital health needs, open, transparent, and impartial. They build industry capabilities while delivering results.</p>	<p>Our partnership agreements are based on achieving a shared purpose, and collaborative behaviours.</p>	<p>Our customers find us easy to purchase from.</p>

<sup>3</sup> HL7 Australia’s customers are members who purchase premium products and/or services (i.e., products/services not included free-of-charge with membership) and non-members who participate in HL7 Australia activities or purchase

**Table 1 - HL7 Australia's value packaging (continued)**

<u>Value dimension</u>	<u>Member</u>	<u>Partner</u>	<u>Customer</u>
Standards delivered:	We deliver Australian HL7 standards that are fit-for-purpose throughout their lifecycles and consensus-based.		
Information and knowledge:	Our members have access to a diverse range of information and assets, and to a unique global network of experts in standardisation.	Our partners have access to expert advice and HL7 branding under license.	Our customers have access to premium products and services.
Costs:	Our members recognise the economic value of HL7 Australia membership. We align membership costs with this value.	Our partners respect our financial management and perceive receipt of good value for money.	Our customers perceive receipt of good value for money.

Key partnerships	Key activities	Value propositions	Customer relationships	Customer segments
<p>HL7 International</p> <p>Australian Government Department of Health and Aged Care (DoHAC)</p> <p>Australian Digital Health Agency (ADHA)</p> <p>CSIRO</p> <p>Other key policy, funding, advocacy and influencing agencies, including in the private sector</p> <p>State and Territory health and wellbeing agencies</p> <p>Standards development volunteers</p> <p>Medical Software Industry Association (MSIA)</p> <p>Education and training entities</p>	<p>Providing <b>and promoting</b> a portfolio of standards development pathways</p> <p>Making HL7 International standards available in the Australian realm</p> <p>Ensuring Australian requirements and perspectives are built into HL7 International standards</p> <p>Supporting standards developer <b>and implementer</b> communities</p> <p>Maintaining Australian localisations</p> <p>Providing and supporting education and training</p> <p>Providing independent expert advice</p> <p>Providing technical events</p> <p>Providing process <b>and member</b> support platforms</p> <p><b>Key resources</b></p> <p>Volunteer &amp; paid labour, governance and operational processes, HL7 IP, infrastructure, goodwill</p>	<p><b>Delivering trusted standards</b> as needed for the exchange, integration, sharing and retrieval of electronic health information that supports clinical practice and the management, delivery and evaluation of health services.</p> <p><b>Providing a learning and supportive community for standards developers and implementers</b> to deliver an Australian health sector in which everyone can securely access and use the right health data when and where they need it.</p>	<p>Communities, co-creation and self-service, supported by:</p> <ul style="list-style-type: none"> <li>• Outreach</li> <li>• Leveraging market forces</li> <li>• Community-based support and expertise</li> <li>• <b>Evidence, feedback and continuous improvement</b></li> <li>• <b>Personalisation</b></li> </ul> <p><b>Channels</b></p> <p>Online <b>multi-channel</b></p> <p>Face to face</p>	<p><b>Health, aged, disability, and social care</b> policy makers, funders, <b>advocates, and influencers</b></p> <p><b>Health, aged, disability, and social care</b> software providers</p> <p><b>Health, aged, disability, and social care</b> service providers</p> <p>who in turn enable Australian health <b>consumers and taxpayers</b> to enjoy a connected, high quality health system at the lowest achievable cost</p> <p>cross-segmented at finer levels to highlight and personalise for lesser serviced domains such as aged care and allied health.</p>
<b>Cost structure</b>		<b>Revenue streams</b>		
<p>Contracted <b>and/or employed</b> labour</p> <p>Events</p> <p>Support for volunteers</p> <p>Technical infrastructure</p>		<p>Commonwealth government grants</p> <p>Membership fees</p> <p>Sponsorships</p> <p>In-kind contributions</p> <p>Interest</p> <p><b>Philanthropy</b></p>		

Figure 2 - HL7 Australia's current and future business models (changes in red)

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## OPERATING MODEL

Our operating model describes how HL7 Australia is structured and manages its operations to execute the business model effectively. It is described in detail in our Business and Operating Models document (currently Draft 0.05, March 2025).

### Our operating environment

Our operating environment is an important driver of the ways we work. Significant elements of the current environment include:

- HL7 International, our ‘parent’ organisation<sup>4</sup>, is currently reviewing important elements of its business model and strategies including its membership and value to members models. Such changes have the potential to be either opportunities or threats to HL7 Australia.

*We are liaising closely with the architects of HL7 International’s changes.*

- Australian Government policy is currently driving significant public and private investment in digital health, including via HL7 Australia. This strategy is predicated on sustained momentum in new HL7 standards development to meet national use cases and the need for long-term management of a rapidly growing stock of HL7 standards assets but recognises that HL7 Australia must mature rapidly to become a sustainable partner in driving Australia’s digital health strategy.

*Any wind down in the national strategy due to changes in the political landscape may require modifications to this strategy.*

- HL7 standards are public goods in an economic sense – they are non-rivalrous (their availability does not decrease as more people consume them) and non-excludable (they are available to all). However, public goods typically suffer from the ‘free rider’ problem – some people/organisations use them but are unable or unwilling to help pay for them. For this reason, they are generally provided or subsidised either by governments or collective action. The current government policy push is essentially a response to the failure of appeals for collective action over the past two decades.

*This strategy aims to strengthen the collective action component through increased engagement in membership, events, etc., and to supplement this with revenue from new private goods/services.*

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<sup>4</sup> HL7 Australia is HL7 International’s official affiliate for the Australian realm.

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## Changes to the operating model

Our operating model is summarised in Figures 2 and 3 (describing business fundamentals and business enablers respectively), with its current elements in black and targeted enhancements in red.

Key elements that will change in alignment with this strategy include:

- Greater clarity concerning the roles of directors in governance and management, and organisational changes to supplement management, freeing directors to focus more on strategy and governance
- Expanded roles in national capacity building and the implementation of HL7 standards, particularly FHIR, supported by improvements in information and knowledge dissemination and analytics
- Infrastructure support.



<b>Business fundamentals</b>	<b>Service design principles</b>	<b>Culture and values</b>
	<p>Responsive to market needs</p> <p>Based on expert opinion</p> <p>Developed through multi-stakeholder processes</p> <p>Transparent, open, and impartial</p> <p>Based on consensus</p> <p>Using international standards where possible</p> <p>Asset-based community development</p> <p>Cognisant of our small market</p> <p>Part of a community of communities</p> <p>Learner-centred, actionable education and training</p> <p>Working in partnership</p>	<p>Respect for and promotion of the expertise and commitment of our members</p> <p>Building communities of interest and contributing positively to dialogue amongst stakeholders</p> <p>Open, inclusive, transparent, consensus-building, ethical</p> <p>Continuously seeking improvement</p>
	<b>Governance</b>	<b>Key processes</b>
	<p><b>Greater separation of governance and management</b></p> <p>Guided by our Constitution, the HL7 <b>Australia</b> Governance and Operations Manual and our International Affiliate Agreement</p> <p>Guiding standards development via HL7 Working Group protocols and the Australian FHIR Management Framework</p>	<p>Election of Board members</p> <p>Establishment of working and subsidiary groups</p> <p>Standards development, balloting and publication</p>

Figure 3 - HL7 Australia's operating model: Business fundamentals

Business enablers	<b>Organisation design</b>  <b>Clear lines of responsibility</b>  Spatially and sectorally <b>more representative</b> of the market	<b>Product/service design</b>  Products - Standards and training artefacts  Services - <b>Improved</b> member and information services, event provision and management, <b>enhanced</b> member support  <b>Greater clarity regarding our training role</b>
	<b>Knowledge, information &amp; data</b>  Knowledge encapsulated in standards and standards development tooling, but also in the collective minds of our communities. <b>More focus on knowledge translation</b>  Information about our operating contexts and strategic directions in standardisation, largely in the collective minds of our communities. <b>More focus on information dissemination</b>  Data captured about our members, stakeholders and activities is <b>analysed and used for continuous improvement</b>	<b>IT</b>  <b>A more integrated business, data and system architecture</b>  <b>Fit for purpose business and member support tools.</b>
	<b>Risk/opportunity management</b>  Managed by the Board  Major current opportunity: A funded, national (Commonwealth, States, and Territories) digital health agenda for health data exchange based on the HL7 FHIR standard associated FHIR capabilities, and recognition by the agencies concerned that a sustainable and active HL7 Australia is an essential partner.  Major current risks: <b>Lower</b> reliance on a volunteer Board to both govern and manage a complex, distributed organisation  A relatively small national pool of standards development expertise to draw upon to meet an aggressive digital health agenda	

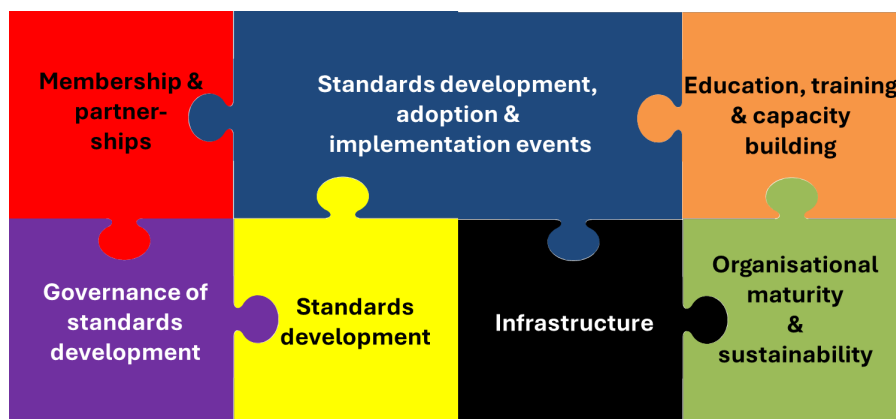
Figure 4 - HL7 Australia's operating model: Business enablers

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## KEY RESULT AREAS

We have identified seven key result areas we must target over the next four years.

While they are depicted linearly, for convenience, in our one-page strategy summary diagram, they are all critically interlinked.



### KRA 1: Memberships and partnerships

We aim to quadruple our membership over the next four years by dramatically improving our value to members, and to build strong partnerships with all organisations critical to achieving a digitally enabled, person-centred, inclusive, and data driven health ecosystem.

Our value to members and partners is:

*HL7 Australia gives you a voice in decision making about the way interoperability is implemented in Australia, and provides you with access to information, knowledge, and networks critical to sharing by default.*

Our strategies for improving value to members and partners include personalising HL7 learning pathways, hosting adoption and implement-focused events and forums, recognising community contributions, improving communication and information flows, and enhancing our relationship management infrastructure.

### KRA 2: Governance of standards development

We aim to provide a variety of pathways via which high quality HL7 standards can be developed in Australia, enabling all stakeholders to access a pathway appropriate to their needs and context.

Our strategies include learning from and improving FHIR accelerator methodologies and the Australian FHIR Community Process (AFCP), publication and continuous improvement of an HL7 Australia Governance and Operations Manual, and strong partnerships with other standards development organisations (SDOs) with which HL7 standards interact.

### KRA 3: Standards development and maintenance

We aim to listen to our communities to inform the development of national standards roadmaps and mobilise these communities to deliver the HL7 standards required to enable a digitally enabled, person-centred, inclusive, and data driven health ecosystem. We aim to maintain the fitness-for-purpose of Australia’s HL7 localisations throughout their long lifecycles to ensure acceptable levels of risk for critical national health data infrastructure.

Our strategies include using a variety of communication channels to continuously hear requirements, further building our positioning as a trusted adviser to both governments and industry, and using the full array of standards development pathways to maintain an active, prioritised standards development portfolio.

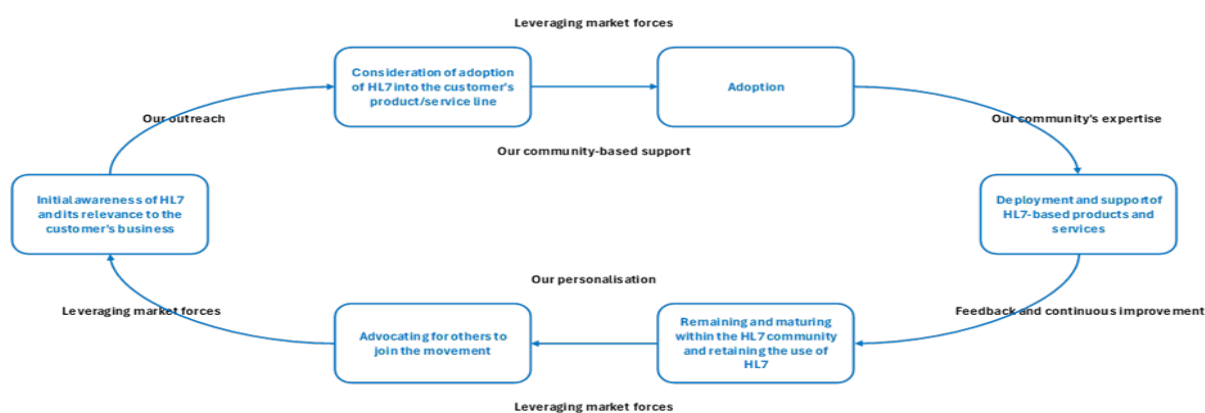
### KRA 4: Standards development, adoption, and implementation events

We aim to build our communities’ capabilities to develop consensus-based, implementable standards via Australia’s best standardisation events. We provide a safe learning space for our members.

Our strategies include providing a program of well-targeted Connectathons, work group meetings and learning events that collectively cater for a full range of proficiency levels and incorporate learning, standards development, testing, networking, and community development.

We also aim to use events to build Australia’s abilities to implement HL7 standards appropriately, effectively, and efficiently to enable a digitally enabled, person-centred, inclusive, and data driven health ecosystem.

Our strategies include deeply understanding the challenges in adopting and implementing data exchange and workflow integration standards across the health and aged care systems, using our unique knowledge and leveraging our communities to help our members address these, and providing a program of events that target people and organisations at all stages of the HL7 customer journey.



**Figure 5 - HL7 customer journey<sup>5</sup>**

<sup>5</sup> HL7 Australia Business and operating models, Draft V0.05, March 2025

## KRA 5: Education, training, and capacity building

We aim to systematically build HL7 capabilities across Australia through education, training, and other capacity building, to ensure the critical national health data infrastructure can operate appropriately, effectively, and efficiently, at acceptable levels of risk.

Our strategies include addressing all aspects of the capability building model depicted in Figure 6, leveraging other HL7 Australia KRAs, leveraging our communities to understand their capacity building needs, building learning pathways for HL7 FHIR practitioners, and developing partnerships with education and training partners.

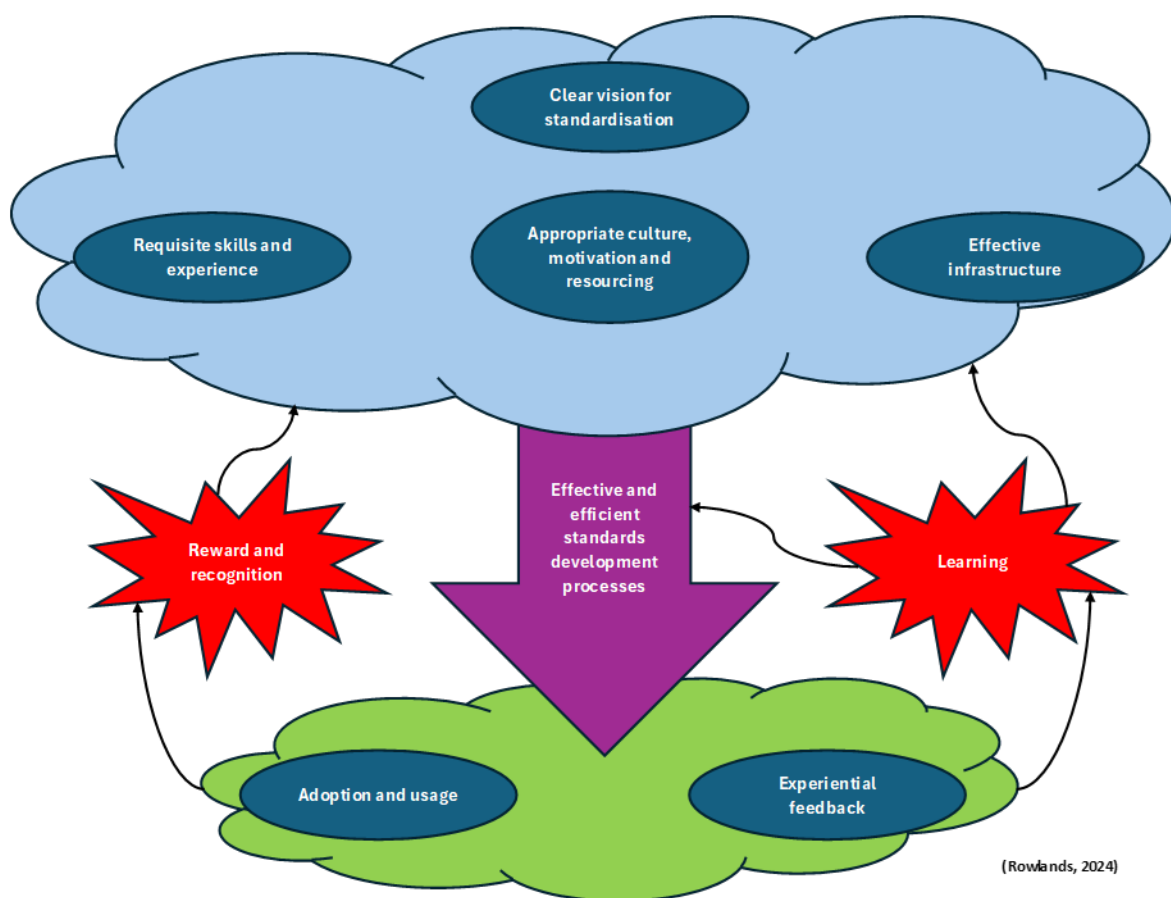


Figure 6 - HL7 Australia capability building model<sup>6</sup>

## KRA 6: Infrastructure

We aim to deploy state-of-the-art infrastructure that enhances our value to members and partners, and supports high quality standards development, maintenance, and implementation.

<sup>6</sup> First presented to the Australian FHIR Coordination Committee in August 2024.

Our infrastructure priorities include contemporary relationship management capabilities, an end-to-end standards development and maintenance architecture, and sustainably hosted delivery systems.

## KRS 7: Organisational maturity and sustainability

We aim to achieve Capability Maturity Model (CMM) Level 4 (managed/capable) across the organisation within two years, and Level 5 (optimised/efficient) within four years.

The HL7 Australia Board believes our organisation currently operates between CMM Levels 2 (repeatable) and 3 (defined). Our strategies for enhancing our maturity include enhancing our governance and management structures and capabilities, leveraging a modernised infrastructure, re-profiling our revenues to achieve greater sustainability, and re-engineering some key processes.

We propose to use the Capability Maturity Model Integration (CMMI) v3.0 framework to guide the organisation on its maturation journey.



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## Our business targets

We need to grow our organisation and make it more sustainable in the long-term to enable us to achieve the results described above.

Achievement of the following business targets by June 2029 will enable these achievements:

- Membership of at least 450 individuals and organisations
- With balanced representation of individuals and organisations across the HL7 customer journey (Figure 5) and across health ecosystem sub-sectors
- A revenue profile approximating 30% membership fees, 50% sponsorship, event, education and training, and other revenue, and 20% government grants for developing and maintaining critical national data infrastructure
- At least 100 members working their way through HL7 Australia learning pathways
- At least 1,000 people attending HL7 Australia events annually.