

Queensland **Health Information Management Strategic Plan 2005–2010**



healthier

Connecting people to *healthier* information



**Queensland
Government**
Queensland Health

Information management

“Describes the means by which an organization efficiently plans, collects, organises, uses, controls, disseminates and disposes of its information and through which it ensures that the value of that information is identified and exploited to its fullest extent.”

(Queensland Government Information Standards Glossary of Terms)



Dr Steve Buckland
Director-General, Queensland Health

Supporting the delivery of health services

The effective management of knowledge, information and technology is essential to ensure the effective delivery of health services.

The *Information Management Strategic Plan 2005-2010* aligns the investment in our information, information systems and information infrastructure with the strategic directions outlined in the *Queensland Health Strategic Plan 2005-2011*. It recognises and supports Queensland Health's commitment to the community and recognises that our staff are an essential part of our information infrastructure.

Queensland Health's mission: *Promoting a healthier Queensland*, and vision: *Leaders in health – partners for life*, are supported through the information management goal of: *Connecting people to healthier information*.

Queensland Health is promoting a healthier Queensland through five strategic intents: *healthier staff, healthier partnerships, healthier people and communities, healthier hospitals, and healthier resources*. To support these, information management is focused through three strategic themes:

- **operational excellence** – doing the best we can with resources available
- **evolving capability** – researching and developing new ways to deliver services
- **adding value** – focusing our improving capabilities on smarter service delivery.

I recognise that staff at all levels of the organisation are responsible for information management and must be involved in delivering on our strategic themes. Each of us needs to place a greater emphasis on the quality of the information we collect, use and retain. We must ensure that the investments we make in knowledge, information and technology are strategically aligned and are managed efficiently and effectively to the benefit of a healthier Queensland.

We have information management specialists to assist us in meeting our responsibilities for information management. They have engaged with staff through the Integrating Strategy and Performance process to set a direction that includes the perspectives, expertise and ideas of the people of Queensland Health.

I know that by working together, we can deliver the right knowledge and the right information to the right people at the right time to promote a healthier Queensland.

Dr Steve Buckland
Director-General

June 2005

healthier

Connecting people to *healthier* information



Connecting people to *healthier* information

The information management function across Queensland Health provides the right information at the right time and the right place in the right medium through a range of activities including:

- information policy, standards, procedures
- information strategy, planning and advice
- data management, including data quality services and statistical information services records management
- library services
- information dissemination, such as intranet and Internet
- information systems development and maintenance
- information infrastructure acquisition, development and maintenance
- information systems services
- information technology support services.

Queensland Health's network of care is dependent upon the timely delivery of support to 4.5 million health records, e-mail communications among 30,000 users, 24,000 desktop computers, 6,000 local applications, 300 videoconferencing units and 100 corporate information systems.

Everyday in Queensland Health

- 130,000 voice services are connected
- 100,000 e-mails are delivered
- 10,000 pathology reports are processed
- 1,800 radiology examinations are viewed through Picture Archive Computer System. (An examination can produce anywhere from no images to 1,200 images depending on the type of imaging equipment used)
- 92 hours of videoconferencing are carried across the network

(averaged over a year)

The information directorate

Queensland Health's Information Management (IM) and Information and Communication Technology (ICT) capabilities are managed by the Information Directorate. The Directorate is moving towards a focus on enterprise applications which will maximise service and support for the delivery of healthcare.

The Information Directorate has established a strong governance mechanism for Queensland Health's investment in, and future directions for, information assets in collaboration with our clinical and business partners.

This plan provides the broad framework of the information management strategy for Queensland Health over the next five years. The focus of the plan is to support Queensland Health on a day-to-day basis in using its sizable information assets to:

- drive decision making
- support clinical practice
- improve outcomes
- assist evidence based practice
- support and facilitate innovation

A key component of this strategy is to enhance the capability of the information workforce to ensure that information management staff are dedicated, qualified and experienced in working together with health care partners to support the delivery of quality healthcare outcomes.



Sabrina Walsh
Senior Executive Director Information,
Queensland Health

Sabrina Walsh
Senior Executive Director Information

June 2005

healthier

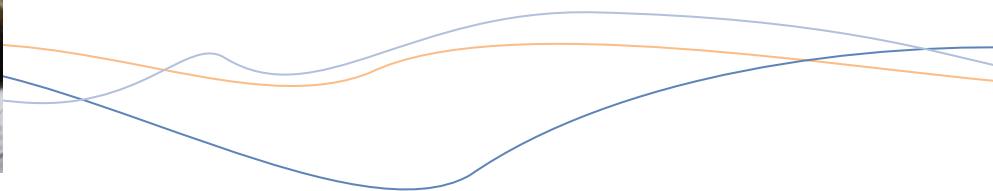
Connecting people to *healthier* information



Information management principles

Queensland Health has adopted the following principles to guide the management of information in our custody:

- work as one organisation providing an integrated health system
- information management practices must be consistent with the mandatory principles of Queensland Government Information Standards
- information management investments are made in areas of greatest need with achievable benefits; improvement of clinical information support is a priority for Queensland Health
- best information management practices are enabled through internal and external working partnerships
- evidence-based decision making in clinical and management settings is enabled by information resources that are accurate, timely, relevant, complete, concise and readily accessible
- seamless and secure flow of information between authorised users in the health sector is critical to optimal health outcomes for consumers
- the information management principles of accountability, competency, value for money, economy, integrity, sharing, exchangeability, compliance, business continuity, privacy, copyright and intellectual property are fundamental to Queensland Health initiatives and operations
- information management, planning and implementation are guided by sound risk management strategies
- trust and respect for people and their interests must be evident in the design and management of Queensland Health's information collections and systems and in our information management practices.



The *Information Management Strategic Plan 2005 to 2010* includes the strategic objectives and initiatives that will ensure information management achieves the goal of connecting people to healthier information.

The future strength of Queensland Health lies in using the resources we have to maximum effect. Information management provides the tools to:

- realise an integrated consumer focused health system through information transfer and coordination between services
- enhance the effectiveness of care by providing both consumers and providers with quality information
- capture, classify, analyse, store and retrieve information necessary to make informed decisions about health care and health care systems
- optimise resource use and manage innovation across the organisation.

Three themes define the focus of the information management strategic map. Each of these provides a direction for the aligned objectives and initiatives to achieve the strategic shift required.

1. *Operational excellence* provides a focus on the efficient delivery of information management functions. A contemporary and appropriate information management function within Queensland Health will ensure an affordable and sustainable information system to meet future needs.
2. *Adding value* to Queensland Health's functions will be achieved by connecting people with the right information at the right time at the right place in the right medium. Effective implementation of information management will ensure people are connected to healthier information. The *operational excellence* and *evolving capability* themes contribute to *adding value*.
3. *Evolving Capability* of information management will support Queensland Health's future service delivery models. Establishing a strategic capability will support an integrated and connected system to bring together providers and consumers across the continuum.

Sponsors have been assigned to the strategic objectives and initiatives. They will be responsible for driving the delivery of strategic initiatives. By implementing strategic initiatives the aligned strategic objectives will be realised. This will contribute to the direction of the encompassing theme, thereby achieving the strategic shift that delivers on our commitment to connecting people to healthier information.

Strategic planning

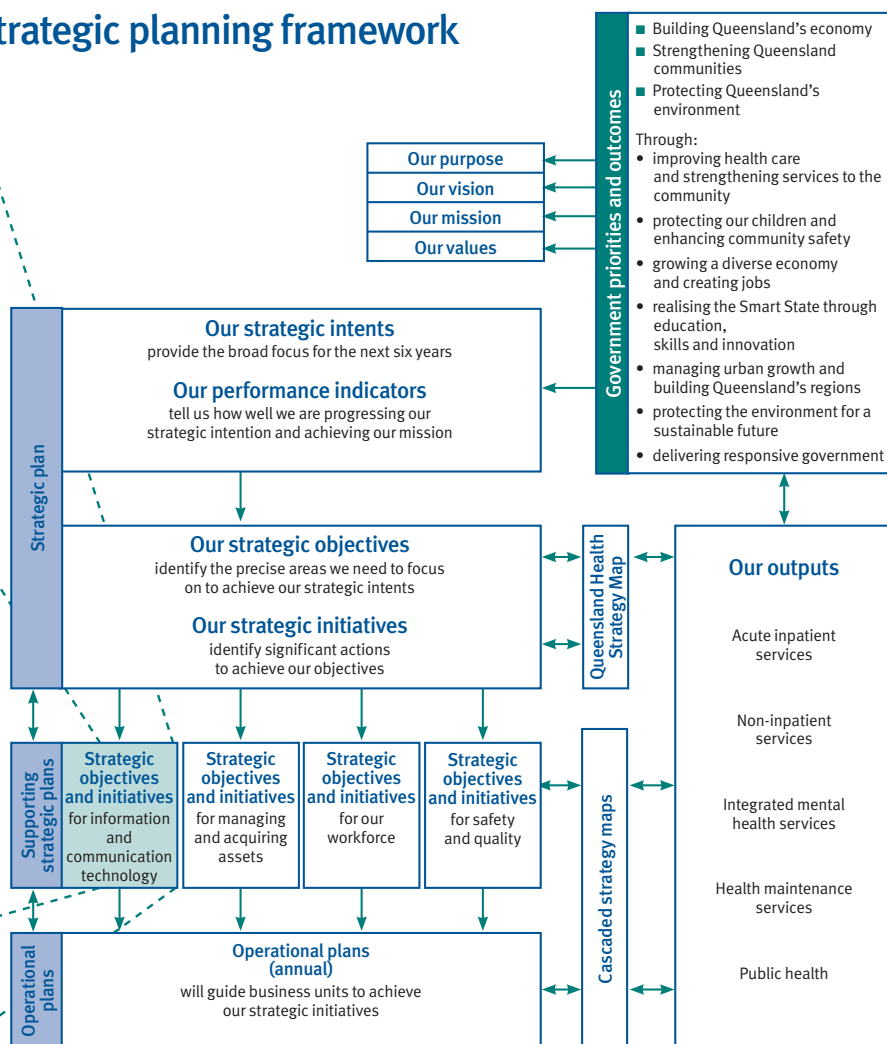
This diagram depicts Queensland Health's strategic planning framework. It identifies the influence of the Department's strategic plan and supporting strategic plans on our operational planning. The *Information Management Strategy Map* underpins the *Information Management Strategic Plan 2005-2010*. It was developed through the Integrating Strategy and Performance (ISAP) process. The strategy map is cascaded through out the organisation in the development of strategic and operational plans that include elements of information management.

Our contribution to whole-of-government policy priorities

Queensland Health is committed to progressing the Queensland Government's policy priorities. Our outputs directly contribute to the first priority concerning health care and support each of the other priorities. This reflects the fact that health is determined by a range of factors including our physical, social, economic, cultural and political environments, educational and employment opportunities, and access to health care.

The influence of the government's policy priorities and our contribution to them is shown through the department's purpose, Mission, Vision and Values, and in the *Queensland Health Strategic Plan 2005-2011*.

Strategic planning framework



Strategic objectives

C1 Provide access to information that supports informed decision making

C2 Align resource use to reflect Queensland Health's strategy

C3 Manage research and innovation through formal partnerships

C4 Integrate capability across the continuum of care

P1 Deliver the work program with budget integrity

P2 Optimise current resource use and future investments

P3 Maximise business benefits including strategic leverage

IP1 Manage data integrity and quality to reflect requirements of appropriate use

IP3 Effectively manage projects, products and services

IP5 Implement processes and technologies to progress the sharing of knowledge and resources

IP7 Establish effective internal and external relationships to meet QH business needs

IP2 Practice according to policies and standards

IP4 Enhance IM skills for QH workforce

IP6 Monitor and exploit emerging global trends and developments in IM

IP8 Develop sustainable information and technology architectures

Operational excellence

W1 Promote communication, customer service excellence and Queensland Health values

W2 Build an IM workforce to meet the changing needs and strategic direction

W3 Enhance leadership understanding of QH business

Adding value

Evolving capability

Customer

Paying for health

Internal processes

Shaping IM workforce



Strategic initiatives

Information Directorate Capability

We will implement a new business model and organisational design for the delivery of high quality, end-to-end information and communication technology services, focusing on enterprise applications and infrastructure.

We will:

- develop and implement improved processes in priority ICT process domains;
- develop capacity for continuous process and performance improvement;
- implement a staffing strategy to align our capability with improved service delivery models;
- provide an integrated service centre as a single point of contact for all products and services;
- develop a responsive customer engagement function; and
- establish an integrated vendor engagement capability to improve procurement and contract management

Clinical Informatics

Clinical Informatics, sponsored by the Senior Executive Director Health Services, will implement major building blocks to support the delivery of health care services.

Key deliverables comprise:

- Clinical Information Architecture
 - We will finalise a clinical information architecture against which we will align the functions and deployment of key systems, including the information systems to support hospital patient administration state-wide, clinical workflow and results reporting for top 20 hospitals, radiology, oral health, emergency department and operating room service provision, aged care and pharmacy stock control.
 - Supporting Infostructure
 - We will evaluate the infrastructure to support information access and exchange across the continuum of care, including client and provider directories and determine their deployment strategy.

Enterprise Architecture

We will produce a technology roadmap to ensure that our IM / ICT investments are properly aligned to future business and technical directions by:

- developing and implementing an enterprise architecture and supporting governance model for business, information, applications and technology.

Information Access

We will support the move towards evidence-based decision making and a growing requirement for clinical decision support at the point of care, particularly for improving safety and quality in the workplace.

We will:

- establish a business model for data management and reporting, which clarifies roles and responsibilities for creating and managing data; and
- develop an information architecture for decision support, to underpin access to management information from business systems.

Information management competencies

We will develop and implement a strategy to improve the production and use of information by:

- establishing the need for and development of a range of information management competencies across the Queensland Health workforce; and
- supporting the delivery of induction, training and education for information management.

Infrastructure Portfolio Development

We will implement a utility model of infrastructure services across Queensland Health to support the deployment of enterprise systems and services. The portfolio will ensure that a consistent, sustainable, agreed level of service is available across the State at an affordable price.

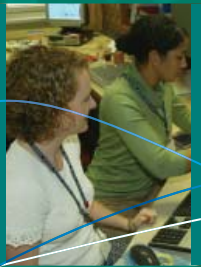
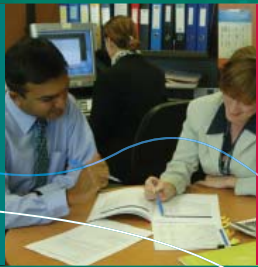
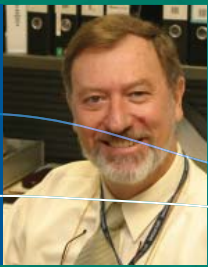
Key deliverables comprise:

- Telecommunications and Connectivity Program will deliver planned site upgrades.
- Service agreements will be established for telecommunications and connectivity.
- A Processing and Storage Strategy will be finalised and "high value areas" will be targeted.

Investment governance and accountability frameworks

We will ensure that information management resources, programs and projects are managed optimally to deliver business benefits by:

- implementing a program management approach across the portfolio of ICT investments, including prioritisation and scheduling of projects through engagement with business areas;
- developing and implementing an Investment Office to ensure appropriate governance, management and reporting for the significant investments across the IM&ICT portfolio;
- developing and implementing a Delivery Office for enhanced project management and support to ensure projects deliver according to plan.



Acknowledgement

The InfoInvestment Branch would like to acknowledge the contribution of Queensland Health staff who participated in the Information Management Forums and Workshops, the Information Strategy and Investment Board and the Integrating Strategy and Performance/Information Management Team.

Information

For more information about this plan please contact:

InfoInvestment Branch
Phone: (07) 323 41854

<http://www.health.qld.gov.au>