Enterprise Architecture Policy

Enterprise Business Architecture Implementation Standard

1. Purpose

This Implementation Standard identifies the minimum requirements for applying the Department of Health Enterprise Business Architecture to support the department’s vision, strategic plans, and performance objectives.

2. Scope

This Implementation Standard applies to all employees, contractors and consultants within the Department of Health divisions, agencies and commercialised business units.

3. Supporting documents

Authorising Policy and Standard/s:
- Enterprise Architecture Policy
- Enterprise Architecture Framework Implementation Standard
- Enterprise Architecture Foundations Implementation Standard
- Enterprise Information Architecture Implementation Standard
- Enterprise Applications Architecture Implementation Standard
- Enterprise Technology Architecture Implementation Standard

Procedures and Guidelines:
- Enterprise Architecture Development Method Procedure
- Integration Patterns Procedure
- Enterprise Architecture Guide

Protocols:
- Information Security Protocol
- Information System Sustainability Protocol
- Interoperability Protocol
- Service Oriented Architecture Protocol
- Systems Integration Protocol
4. Related documents

- Queensland Government
  - Health Sector (Clinical Records) Retention and Disposal Schedule
  - ICT Strategy 2013 – 2017
  - Queensland Treasury Information Sheet 3.3 – Information and Communication Technology (ICT)
  - Queensland Government Enterprise Architecture (QGEA), Department of Science, Information Technology, Innovation. (DSITI):
    - Applicability and authority of the QGEA Guideline
    - Information Architecture Supporting Classification Definitions White Paper
    - QGEA Alignment Policy
    - QGEA Foundation Principles
    - Integration Policy
    - Queensland Government Application Classification Framework
    - Queensland Government Application Portfolio Framework Detail
    - Queensland Government Business Process Classification Framework
    - Queensland Government Enterprise Architecture Framework 2.0 (QGEA)
    - Queensland Government Information Classification Framework
    - Queensland Government Information Principles
    - Queensland Government Information Security Classification Framework
    - Queensland Government Information Security Policy Framework
    - Queensland Government Technology Classification Framework
    - Software Currency Policy
    - What is Information Architecture White Paper

- Queensland Health
  - eHealth Strategy 2006
  - Queensland Health Governance Framework

- Department of Health
  - ICT Strategic Roadmap
  - Assignment of Unique Record Numbers Protocol
  - Clinical Records Management Policy
  - Data Management Policy
  - Information Security Policy
  - Intellectual Property Policy
  - Issue of Information and Statistics HR Policy E6
  - Records Management for Administrative and Functional Records Policy
5. Requirements

5.1 Enterprise Architecture Business Domain

5.1.1 The Department of Health Business Enterprise Architecture shall describe the specific directions, constraints and requirements in the business domain.

5.2 Enterprise Architecture Business Process Classification

5.2.1 The Department of Health Business Enterprise Architecture shall provide a basis to classify organisational processes in a structured manner.

5.2.2 The Department of Health Business Process Classification Descriptions shall provide the common process titles to be used to deliver services to customers.

Note The Business Process Classification extends the Queensland Government Process Classification Framework (QGPCF) to include processes relevant to the core business of healthcare. It is not a complete list of the department’s business processes but a classification framework of the generic processes that are found in organisations and extended to provide generic healthcare organisation processes.

Note The Business Process Classification diagram provided in Appendix 1 provides an overview of the common process titles. Refer to the Business Process Classification - Process Descriptions in Appendix 2 for the common process titles in the diagram.

5.3 Mandated Business Architecture Artefacts

5.3.1 Queensland Government

The following information standards and policies from the Queensland Government Enterprise Architecture (QGEA) and other Queensland Government sources shall be considered part of the Department of Health Business Architecture:

- QGEA Alignment Policy
- QGEA Object Identifier Registration Policy
- QGEA Online Community Engagement Policy
- QGEA Portfolio, Program and Project Management Policy
- QGEA Procurement and Disposal of ICT Products and Services (IS13)
- QGEA Queensland Government ICT Skills Framework
- QGEA Service Delivery Provider – Online and Phone Channels Policy
- QGEA Software Asset Management Policy
- Code of Conduct for the Queensland Public Service
- Queensland Government Official Use of Social Media Policy
Department of Health: Enterprise Architecture Business Implementation Standard

**Note** QGEA Portfolio, Program and Project Management Policy Health Services Information Agency has implemented a Portfolio, Program and Project methodology for all information and ICT investments.

**Note** The Object Identifier Registration Policy is particularly relevant to directory implementation where unique identification is a requirement.

**Note** The Use of ICT Facilities and Devices (IS38) should be read in conjunction with the ‘*Use of the Internet and Electronic Mail Policy and Principles Statement*’ and the Department of Health Use of ICT Services policy. This policy extends the application of the statement to all Government-owned ICT facilities and devices. Staff working for the department are employees of the Queensland Government and are bound by the Code of Conduct for the Queensland Public Service.

### 5.3.2 Department of Health Policies

The following Department of Health policies shall be considered part of the Department of Health Business Architecture:

- Community Engagement Policy
- ICT Planning and Reporting Policy
- Use Of ICT Services Policy
- Procurement Policy

**Note** Procurement Policy Section 2.2.8 relates to the purchase of ICT products.

### 5.4 Business Architecture Positions

**5.4.1** Where a position for a domain states a mandated product/service, it shall be used when implementing a new product/service, replacing an existing product/service, or if major enhancements to an existing product/service are required. If there are multiple products/services for an applicable position, one of the products/services shall be used. A dispensation shall be required to not proceed with a mandated product/service. Where no mandated options are specified, there is no restriction or requirement for a dispensation.

**5.4.2** The following business processes do not currently have applicable positions:

- QH-BP-1 Understand Markets and Customer
- QH-BP-2 Develop and Manage Strategy and Policy
- QH-BP-3 Develop Products and Services
- QH-BP-4 Market and Sell
- QH-BP-5 Produce and Deliver (Manufacturing)
- QH-BP-6 Produce and Deliver (Services)
- QH-BP-7 Invoice and Service Customers
- QH-BP-8 Develop and Manage Human Resources
- QH-BP-10 Manage Financial and Physical Resources
- QH-BP-11 Manage External Relationships
- QH-BP-12 Manage Improvement and Change
5.4.3 Manage Information and Technology Resources [QP-BP-9]

The following products/services shall be used for the respective business process domains:

<table>
<thead>
<tr>
<th>Usage</th>
<th>Product/Service Name</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>QP-BP-2.4 Develop Organisational Regulation</td>
<td><strong>Mandated:</strong> Use the Enterprise ICT Service – Clinical Data Standards Advisory Service, Clinical Records Consulting Service, Data Quality Advisory and Coordination Service</td>
<td>For the development and maintenance of policy, standards and guidelines in relation to clinical data policy.</td>
</tr>
<tr>
<td>QP-BP-9.1 Plan for Information Resource Management</td>
<td><strong>Mandated:</strong> Use the Enterprise ICT Service – Enterprise Reporting Service</td>
<td>For the development and maintenance of business or application system related reports using the Crystal Reports software product.</td>
</tr>
<tr>
<td>QP-BP-9.1.4 Establish Standards and Controls</td>
<td><strong>Mandated:</strong> Use the Enterprise ICT Service – Clinical Records Consulting Service Clinical Data Set Specification</td>
<td>For consultation and advice on policy, standards and guidelines in relation to clinical records management.</td>
</tr>
<tr>
<td>QP-BP-9.1.5 Leverage Data and Information</td>
<td><strong>Mandated:</strong> Use the Enterprise ICT Service – Enterprise Reporting Service</td>
<td>For business reporting requirements involving data collected by enterprise ICT systems</td>
</tr>
<tr>
<td>QP-BP-9.2 Develop and Deploy Enterprise Systems</td>
<td><strong>Mandated:</strong> Use the Enterprise ICT Service – Software Management Service</td>
<td>For ICT (Enterprise) software assets only</td>
</tr>
<tr>
<td>QP-BP-9.4 Manage Information and Data</td>
<td><strong>Mandated:</strong> Use the Enterprise ICT Service – Enterprise Reporting Service</td>
<td>For business reporting requirements involving data collected by enterprise ICT systems</td>
</tr>
<tr>
<td>QP-BP-9.4</td>
<td><strong>Mandated:</strong> Use the Enterprise ICT Service – Enterprise Reporting Service</td>
<td>For the development and maintenance of business or application system related reports using the Crystal Reports software product.</td>
</tr>
<tr>
<td>QP-BP-9.8 Evaluate and Audit Information</td>
<td><strong>Mandated:</strong> Use the Enterprise ICT Services – Email Service Internet Platform Service ICT User Network Access Management Service</td>
<td>For the retrieval and investigation of data from enterprise information resources (specifically email, internet and Novell accounts) to assist with confidential government agency investigations.</td>
</tr>
<tr>
<td>QP-BP-10.6 Manage Physical Resources</td>
<td><strong>Mandated:</strong> Use the Enterprise ICT Service – Software Management Service</td>
<td>For ICT software assets only</td>
</tr>
</tbody>
</table>

5.5 Mandated Business Architecture Requirements

**Note** There are no mandated requirements currently identified for the business architecture domain.
6. Review
This Standard is due for review on: 05 June 2016
Date of Last Review: February 2015
Supersedes: New Standard

7. Business Area Contact
Director, Strategy and Architecture Office, Planning, Engagement and Performance Directorate, Health Services Information Agency (HSIA)

8. Responsibilities

<table>
<thead>
<tr>
<th>Position</th>
<th>Responsibility</th>
<th>Audit criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Health Information Officer</td>
<td>• Approve Department of Health Enterprise Architecture artefacts.</td>
<td>Approved artefacts</td>
</tr>
<tr>
<td>Strategy &amp; Architecture Office</td>
<td>• Regularly review and maintain Department of Health Enterprise Architecture artefacts.</td>
<td>Up to date artefacts</td>
</tr>
<tr>
<td></td>
<td>• Process and monitor dispensation requests and dispensations granted.</td>
<td>Management of dispensations.</td>
</tr>
<tr>
<td>ICT Governance Authority (designated)</td>
<td>• Review and endorse Department of Health Enterprise Architecture artefacts.</td>
<td>Endorsed artefacts</td>
</tr>
<tr>
<td></td>
<td>• Review and endorse dispensation requests and monitor dispensations granted.</td>
<td>Endorsed dispensations</td>
</tr>
<tr>
<td>All employees, contractors and consultants within the Department of Health divisions, agencies and commercialised business units</td>
<td>• Apply the relevant requirements of the Department of Health Enterprise Architecture artefacts.</td>
<td>Ability to demonstrate compliance</td>
</tr>
</tbody>
</table>

9. Definitions of terms used in the policy and supporting documents

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition / Explanation / Details</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applications</td>
<td>A software system deployed by the agency which has part of an agency’s business process embedded with it, for example, SAP.</td>
<td>Queensland Government Chief Information Office (QGCIO) Glossary</td>
</tr>
<tr>
<td>Artefact</td>
<td>Artefacts are documents that are components of the Department of Health Enterprise Architecture including but not limited to the policy, standards, protocols, procedures and guidelines.</td>
<td>Adapted from QGCIO Glossary</td>
</tr>
<tr>
<td>Authoritative source</td>
<td>An authoritative source is the one data source from a set of competing data sources that is designated by the enterprise as the most trusted and complete and representative of the ‘truth’. Any emergent discrepancies between competing data sources will be resolved by reference to the authoritative source. The term ‘source of truth’ is synonymous with the term ‘authoritative source’ with the latter being the preferred term.</td>
<td>Department of Health Strategy and Architecture Office</td>
</tr>
<tr>
<td>Broad Design</td>
<td>Enterprise architecture contributes to the organisational strategy by</td>
<td>Department of Health Strategy and Architecture Office</td>
</tr>
<tr>
<td>Term</td>
<td>Definition / Explanation / Details</td>
<td>Source</td>
</tr>
<tr>
<td>-----------------------</td>
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<td>---------------------------------------------</td>
</tr>
<tr>
<td>Goals</td>
<td>describing how ICT solutions should be designed and delivered to satisfy business objectives. Broad design goals provide an overall description of how organisational strategies will be achieved. They are not solutions to strategic objectives in their own right, but provide patterns and approaches that will ensure that conformant solutions help achieve the strategies. Broad design goals are intended to be applied to the design and development of solutions.</td>
<td>Health Strategy and Architecture Office</td>
</tr>
<tr>
<td>Common</td>
<td>Services supporting health service delivery activities across some Hospital and Health Services. Common is one of the three categories in the applications portfolio with Core and Local.</td>
<td>Queensland Health ICT Governance Framework</td>
</tr>
<tr>
<td>Core</td>
<td>Services supporting health service delivery activities that are performed state-wide. Core is one of the three categories in the applications portfolio with Common and Local.</td>
<td>Queensland Health ICT Governance Framework</td>
</tr>
<tr>
<td>Dispensation</td>
<td>For the purpose of this policy, the term ‘dispensation’ means the endorsed exception from compliance with the enterprise architecture.</td>
<td>Adapted from QGCIO Glossary</td>
</tr>
<tr>
<td>Domain</td>
<td>The categories used as part of the Queensland Government Enterprise Architecture (QGEA) to provide a consistent and convenient method of logically grouping business processes, information assets, applications and technologies and ICT initiatives into meaningful and manageable areas for analysis.</td>
<td>QGCIO Glossary</td>
</tr>
<tr>
<td>Enterprise</td>
<td>The Department of Health and the Hospital and Health Services (HHSs) make up the public healthcare system known as Queensland Health. The use of the word enterprise within this document indicates the public healthcare system as it is influenced by enterprise architecture.</td>
<td>Department of Health Strategy and Architecture Office</td>
</tr>
<tr>
<td>Enterprise Architecture</td>
<td>The practice of applying a comprehensive and rigorous method for describing a current and future structure and behaviour for an organisation's processes, information, applications, technology and human resources, so that they align with the organisation's strategic direction.</td>
<td>QGCIO Glossary</td>
</tr>
<tr>
<td>Enterprise ICT Service</td>
<td>Enterprise ICT Services are described in the ICT Service Catalogue available on the QHEPS intranet.</td>
<td>Enterprise ICT Service</td>
</tr>
<tr>
<td>Enterprise Services</td>
<td>Enterprise Services provide core business functionality that is common to multiple applications (e.g. Clinical Data Service, Provider Directory Service etc)</td>
<td>Department of Health Strategy and Architecture Office</td>
</tr>
<tr>
<td>Fit for purpose</td>
<td>The extent to which the current functionality of the Information Asset/Application/Technology meets the need of the particular business area (NB: not the entire business of the agency) in which it is used.</td>
<td>QGCIO Glossary</td>
</tr>
<tr>
<td>Information Model</td>
<td>The Department of Health Information Model refers to the collection of models, data set specifications (DSS) and standards that have been iteratively developed across the organisation. Key sources of data standards include the Queensland Health Data Dictionary and the Corporate Reference Data System. Within the department, the information model equates to an enterprise information model.</td>
<td>Department of Health Strategy and Architecture Office</td>
</tr>
<tr>
<td>Local</td>
<td>Services supporting activities that may be specific to a local area or Queensland Health.</td>
<td>Queensland Health</td>
</tr>
</tbody>
</table>
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<table>
<thead>
<tr>
<th>Term</th>
<th>Definition / Explanation / Details</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>that arise from local innovation. Local is one of the three categories in the applications portfolio with Core and Common.</td>
<td>Health ICT Governance Framework</td>
<td></td>
</tr>
<tr>
<td>Mandated/ Mandated Options</td>
<td>If an applicable position states a mandated product/service, it must be used. If there are multiple products/services for an applicable position, one of products/services must be used. A dispensation is required to not use a mandated product/service.</td>
<td>Department of Health Strategy and Architecture Office</td>
</tr>
<tr>
<td>Principles</td>
<td>Principles represent the Information and Communication Technology (ICT) interpretation and application of the organisation’s mission and philosophy. They are fundamental and apply to all levels of ICT initiatives from EA to specific solution implementations. Adherence to the principles ensures alignment to organisational strategy and intent and results in a sustainable ICT environment.</td>
<td>Department of Health Strategy and Architecture Office</td>
</tr>
<tr>
<td>Processes</td>
<td>A series of logically related activities or tasks performed together to produce a defined set of results. Processes are defined in the Business Process Classification document.</td>
<td><a href="http://www.businessdictionary.com">www.businessdictionary.com</a></td>
</tr>
<tr>
<td>Quality attributes</td>
<td>Quality attributes, often referred to as system qualities, are quality characteristics that extend the requirements of any ICT initiative or architecture. Quality attributes are intended to be applied to both solutions and the enterprise architecture. Quality attributes ensure that solutions are not only functional, but also supportable by the organisation and traceable to organisational non-functional requirements. Quality attributes ensure that the enterprise architecture is designed and developed in a way that supports business strategies and drivers and provides direction and guidance to solutions.</td>
<td>Department of Health Strategy and Architecture Office</td>
</tr>
<tr>
<td>Technologies</td>
<td>Support the application portfolio of the business, including software technologies, hardware, and network support.</td>
<td>QGCIO Glossary</td>
</tr>
</tbody>
</table>

### 10. Approval and Implementation

**Policy Custodian:**
Senior Director Strategy Governance and Architecture, Planning, Engagement and Performance Directorate, HSIA

**Responsible Executive Team Member:**
Chief Health Information Officer, Department of Health

**Approving Officer:**
Chief Health Information Officer, Department of Health

**Approval date:** 27 February 2015
**Effective from:** 01 March 2015
## Version Control

<table>
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<th>Version</th>
<th>Date</th>
<th>Prepared by</th>
<th>Comments</th>
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<tr>
<td>1.0</td>
<td>14/02/2014</td>
<td>ICT Policy</td>
<td>Finalised for CIO Forum</td>
</tr>
<tr>
<td></td>
<td>07/05/2014</td>
<td></td>
<td>Finalised for CIO approval</td>
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<tr>
<td></td>
<td>27/05/2014</td>
<td></td>
<td>‘Policy’ added to Records Mgmt policy</td>
</tr>
<tr>
<td>1.1</td>
<td>24/02/15</td>
<td>ICT Policy</td>
<td>Updated to reflect organisational changes; Removal of rescinded QGEA policy and artefacts</td>
</tr>
</tbody>
</table>
Appendix 2 Department of Health Process Classification to Queensland Government Business Process Classification Alignment

Notes:
- Due to historical reasons departmental codes are defined as ‘QH’.
- The Department of Health Process Classifications are aligned with the Queensland Government Business Process Classification with the addition of health specific processes in QH-BP-6.5 to QH-BP-6.10.

10.1 QH-BP-1 Understand Markets and Customers

- QH-BP-1.1 Determine Customer Needs and Wants
  - QH-BP-1.1.1 Conduct quality assessments
  - QH-BP-1.1.2 Conduct quantitative assessments
  - QH-BP-1.1.2 Predict customer purchasing behaviour
  - QH-BP-1.2 Measure Customer Satisfaction
    - QH-BP-1.2.1 Monitor satisfaction with products and services
    - QH-BP-1.2.2 Monitor satisfaction with problem resolutions
    - QH-BP-1.2.3 Monitor satisfaction with communications
  - QH-BP-1.3 Monitor Changes in Market or Customer Expectations
    - QH-BP-1.3.1 Determine weaknesses of product/service offerings
    - QH-BP-1.3.2 Identify new innovations that meet customer needs

10.2 QH-BP-2 Develop and Manage Strategy and Policy

- QH-BP-2.1 Monitor the External Environment
  - QH-BP-2.1.1 Identify and monitor economic trends
  - QH-BP-2.1.2 Identify political and regulatory issues
  - QH-BP-2.1.3 Identify and monitor social and cultural changes
  - QH-BP-2.1.4 Assess and monitor new technology innovations
- QH-BP-2.2 Define Business Concepts and Organisational Strategy & Goals
  - QH-BP-2.2.1 Develop agency organisation vision and mission
  - QH-BP-2.2.2 Develop strategies targets
  - QH-BP-2.2.3 Develop organisational goals
  - QH-BP-2.2.4 Design the organisational structure and relationships between organisational units
  - QH-BP-2.2.5 Identify and define collaborative processes
- QH-BP-2.3 Strategic Management and Planning
  - QH-BP-2.3.1 Administer and report on government activities
  - QH-BP-2.3.2 Develop organisational and business strategic & operational plans
- QH-BP-2.4 Develop Organisational Regulation
  - QH-BP-2.4.1 Develop, set and manage Government / agency policy
  - QH-BP-2.4.2 Define policies procedures and standards
  - QH-BP-2.4.3 Define agency delegations and governance
10.3 QH-BP-3 Develop Products and Services

- QH-BP-3.1 Design, build and evaluate prototype products and services
  - QH-BP-3.1.1 Develop product/service specifications
  - QH-BP-3.1.2 Conduct concurrent engineering
  - QH-BP-3.1.3 Document design specifications
  - QH-BP-3.1.4 Develop prototypes
  - QH-BP-3.1.5 Apply for patents
  - QH-BP-3.1.6 Test effectiveness of new or revised products or services

- QH-BP-3.2 Develop New Product/Service Concept and Plans
  - QH-BP-3.2.1 Translate customer wants and needs into product and/or service requirements
  - QH-BP-3.2.2 Conduct product research
  - QH-BP-3.2.3 Develop and integrate technology into product/service concept
  - QH-BP-3.2.4 Develop product/service costs
  - QH-BP-3.2.5 Develop product life cycle and development timing targets
  - QH-BP-3.2.6 Develop product/service quality and performance targets

- QH-BP-3.3 Refine Existing Products/Services
  - QH-BP-3.3.1 Develop product/service enhancements
  - QH-BP-3.3.2 Identify integrated service delivery projects
  - QH-BP-3.3.3 Eliminate quality/reliability problems
  - QH-BP-3.3.4 Conduct business process improvement activities
  - QH-BP-3.3.5 Eliminate out-dated products/services

- QH-BP-3.4 Prepare for Production
  - QH-BP-3.4.1 Develop and test prototype production process
  - QH-BP-3.4.2 Design and obtain necessary materials and equipment
  - QH-BP-3.4.3 Install and verify process or methodology

- QH-BP-3.5 Manage the Product/Service Development Process
  - QH-BP-3.5.1 Manage change control

10.4 QH-BP-4 Market and Sell

- QH-BP-4.1 Market Products or Services to Relevant Customer Segments
  - QH-BP-4.1.1 Develop pricing strategy
  - QH-BP-4.1.2 Develop advertising strategy
  - QH-BP-4.1.3 Define advertising technologies and process
  - QH-BP-4.1.4 Develop marketing messages to communicate benefits
  - QH-BP-4.1.5 Estimate advertising resource and capital requirements
  - QH-BP-4.1.6 Identify specific target customers and their needs
  - QH-BP-4.1.7 Develop sales forecast
  - QH-BP-4.1.8 Sell products and services
  - QH-BP-4.1.9 Negotiate Terms

- QH-BP-4.2 Process Customer Orders
  - QH-BP-4.2.1 Accept orders from customers
  - QH-BP-4.2.2 Enter orders into production and delivery process
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- QH-BP-4.3 Process Customer Grants
  - QH-BP-4.3.1 Accept grant applications from customers
  - QH-BP-4.3.2 Enter grant applications into production and delivery process

10.5 QH-BP-5 Produce and Deliver (Manufacturing)

- QH-BP 5.1 Plan for and acquire necessary resources
  - QH-BP-5.1.1 Select and certify suppliers
  - QH-BP-5.1.2 Purchase capital goods
  - QH-BP-5.1.3 Purchase materials and supplies
  - QH-BP-5.1.4 Acquire appropriate technology
- QH-BP-5.2 Convert Resources or Inputs into Products
  - QH-BP-5.2.1 Develop or adjust production process
  - QH-BP-5.2.2 Make & package product
  - QH-BP-5.2.3 Store product
- QH-BP-5.3 Manage Production and Delivery Process
  - QH-BP-5.3.1 Document and monitor order status
  - QH-BP-5.3.2 Manage inventories
  - QH-BP-5.3.3 Ensure product quality
  - QH-BP-5.3.4 Schedule and perform maintenance
- QH-BP-5.4 Deliver Products
  - QH-BP-5.4.1 Arrange product shipment
  - QH-BP-5.4.2 Deliver products to customers
  - QH-BP-5.4.3 Install product
  - QH-BP-5.4.4 Identify and schedule resources to meet service requirements

10.6 QH-BP-6 Produce and Deliver (Services)

- QH-BP-6.1 Plan for and Acquire Necessary Resources
  - QH-BP-6.1.1 Select and certify suppliers
  - QH-BP-6.1.2 Purchase materials and supplies
  - QH-BP-6.1.3 Acquire appropriate technology
  - QH-BP-6.1.4 Select service channel
- QH-BP-6.2 Plan for Human Resource Requirement
  - QH-BP-6.2.1 Define skill requirements
  - QH-BP-6.2.2 Identify and implement training requirements
  - QH-BP-6.2.3 Monitor and manage skills development
- QH-BP-6.3 Deliver Service to the Customer
  - QH-BP-6.3.1 Provide customer access to service
  - QH-BP-6.3.2 Manage service identification & location
  - QH-BP-6.3.3 Identify and schedule resources to meet service requirements
  - QH-BP-6.3.4 Manage and respond to customer enquires & requirements
  - QH-BP-6.3.5 Manage enforcement and compliance
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- **QH-BP-6.4** Ensure quality of service
  - **QH-BP-6.4.1** Manage service availability and reliability
  - **QH-BP-6.4.2** Manage service delivery performance
  - **QH-BP-6.4.3** Manage service level agreements
  - **QH-BP-6.4.4** Manage service support
  - **QH-BP-6.4.5** Manage new service deployment

- **QH-BP-6.5** Provide Individual Health Service
  - **QH-BP-6.5.1** Prepare for Service
  - **QH-BP-6.5.2** Receive Client/Patient
  - **QH-BP-6.5.3** Assess Client/Patient
  - **QH-BP-6.5.4** Coordinate Follow-up Care
  - **QH-BP-6.5.5** Conduct Preventative Intervention
  - **QH-BP-6.5.6** Release Patient
  - **QH-BP-6.5.7** Manage Client/Patient

- **QH-BP-6.6** Provide Population Health Service
  - **QH-BP-6.6.1** Determine Population Health Need
  - **QH-BP-6.6.2** Plan Population Health Intervention
  - **QH-BP-6.6.3** Direct Population Health Intervention
  - **QH-BP-6.6.4** Evaluate Population Health Intervention

- **QH-BP-6.7** Manage Research
  - **QH-BP-6.7.1** Develop Research Protocol
  - **QH-BP-6.7.2** Manage Research Ethics
  - **QH-BP-6.7.3** Conduct Research
  - **QH-BP-6.7.4** Publish Research Results

- **QH-BP-6.8** Manage State Emergency

- **QH-BP-6.9** Educate Healthcare Professional

- **QH-BP-6.10** Provide Forensic & Scientific Service

10.7 **QH-BP-7** Invoice and Service Customers

- **QH-BP-7.1** Billing and Claims
  - **QH-BP-7.1.1** Develop, deliver and maintain customer billing
  - **QH-BP-7.1.2** Invoicing and claims
  - **QH-BP-7.1.3** Respond to billing enquiries

- **QH-BP-7.2** Provide After-Sales Service
  - **QH-BP-7.2.1** Provide post-sales service
  - **QH-BP-7.2.2** Handle warranties and claims

- **QH-BP-7.3** Respond to Customer Enquiries
  - **QH-BP-7.3.1** Respond to post-sales information requests
  - **QH-BP-7.3.2** Manage customer complaints

- **QH-BP-7.4** Pay grants to Customer
  - **QH-BP-7.1.1** Develop, deliver and maintain customer payments
  - **QH-BP-7.1.2** Pay the customer
  - **QH-BP-7.1.3** Respond to grant payment enquiries
10.8 QH-BP-8 Develop and Manage Human Resources

- QH-BP-8.1 Create and Manage Human Resource Strategies
  - QH-BP-8.1.1 Identify organisational strategic demands
  - QH-BP-8.1.2 Determine and define human resource requirements
  - QH-BP-8.1.3 Define human resource's organisational role
- QH-BP-8.2 Cascade Strategy to Work Level
  - QH-BP-8.2.1 Analyse, design, or redesign work
  - QH-BP-8.2.2 Define and align work outputs and metrics
  - QH-BP-8.2.3 Define work competencies
  - QH-BP-8.2.4 Manage work documentation
- QH-BP-8.3 Manage Deployment of Personnel
  - QH-BP-8.3.1 Plan and forecast workforce requirements
  - QH-BP-8.3.2 Develop succession and career plans
  - QH-BP-8.3.3 Recruit, select and hire employees
  - QH-BP-8.3.4 Create and deploy teams
  - QH-BP-8.3.5 Relocate employees
  - QH-BP-8.3.6 Restructure and right size workforce
  - QH-BP-8.3.7 Manage employee retirement
  - QH-BP-8.3.8 Provide outplacement support
  - QH-BP-8.3.9 Manage employee rosters
- QH-BP-8.4 Develop and Train Employees
  - QH-BP-8.4.1 Align employee and organisation development needs
  - QH-BP-8.4.2 Develop and manage training programs
  - QH-BP-8.4.3 Develop and manage employee orientation programs
  - QH-BP-8.4.4 Develop functional/process competencies
- QH-BP-8.5 Manage Employee Performance, Reward and Recognition
  - QH-BP-8.5.1 Define performance measures
  - QH-BP-8.5.2 Develop performance management approaches/feedback
  - QH-BP-8.5.3 Manage team performance
  - QH-BP-8.5.4 Evaluate work for market value and internal equity
  - QH-BP-8.5.5 Develop and manage base and variable compensation
  - QH-BP-8.5.6 Manage employee performance, reward and recognition
  - QH-BP-8.5.7 Manage employee leave and entitlements
  - QH-BP-8.5.8 Manage workforce diversity
- QH-BP-8.6 Ensure Employee Well-Being and Satisfaction
  - QH-BP-8.6.1 Manage employee satisfaction
  - QH-BP-8.6.2 Develop work and family support systems
  - QH-BP-8.6.3 Manage and administer employee benefits
  - QH-BP-8.6.4 Manage workplace health and safety
  - QH-BP-8.6.5 Manage internal communications
  - QH-BP-8.6.6 Manage labour-management relationships
  - QH-BP-8.6.7 Ensure employee involvement
10.9 QH-BP-9 Manage Information and Technology Resources

  - QH-BP-9.1.1 Derive requirements from business strategies
  - QH-BP-9.1.2 Define enterprise architectures
  - QH-BP-9.1.3 Plan and forecast information technologies
  - QH-BP-9.1.4 Establish standards and controls
  - QH-BP-9.1.5 Leverage data and information
  - QH-BP-9.1.6 Leverage and manage organisational knowledge
- QH-BP-9.2 Develop and Deploy Enterprise Systems
  - QH-BP-9.2.1 Conduct specific needs assessments
  - QH-BP-9.2.2 Develop enterprise systems
  - QH-BP-9.2.3 Test, evaluate and deploy enterprise systems
  - QH-BP-9.2.4 Select information technologies
  - QH-BP-9.2.5 Acquire, develop, deploy and support technology solutions
  - QH-BP-9.2.6 Define and manage support strategy and requirements
  - QH-BP-9.2.7 Support users
  - QH-BP-9.2.8 Manage operations of enterprise systems
  - QH-BP-9.2.9 Manage technical environment
  - QH-BP-9.2.10 Ensure continuity of systems
- QH-BP-9.3 Implement Systems Security and Controls
  - QH-BP-9.3.1 Establish systems security strategies and levels
  - QH-BP-9.3.2 Test, evaluate, and deploy systems security and controls
  - QH-BP-9.3.3 Plan and manage continuity and disaster recovery
- QH-BP-9.4 Manage Information and Data
  - QH-BP-9.4.1 Define data life cycles
  - QH-BP-9.4.2 Establish information repositories (databases)
  - QH-BP-9.4.3 Acquire and collect information
  - QH-BP-9.4.4 Store information
  - QH-BP-9.4.5 Modify and update information
  - QH-BP-9.4.6 Delete information
  - QH-BP-9.4.7 Enable retrieval of information
  - QH-BP-9.4.8 Manage records and documents
- QH-BP-9.5 Manage Information Services
  - QH-BP-9.5.1 Manage libraries and information centres
  - QH-BP-9.5.2 Provide research services
- QH-BP-9.6 Manage Facilities and Network Operations
  - QH-BP-9.6.1 Manage centralized facilities
  - QH-BP-9.6.2 Manage distributed facilities
  - QH-BP-9.6.3 Manage network operations
- QH-BP-9.7 Facilitate Information Sharing and Communication
  - QH-BP-9.7.1 Manage external communications systems
  - QH-BP-9.7.2 Manage internal communications systems
  - QH-BP-9.7.3 Prepare and distribute publications
- QH-BP-9.8 Evaluate and Audit Information
10.10 QH-BP-10 Manage Financial and Physical Resources

- QH-BP-10.1 Manage Financial Resources
  - QH-BP-10.1.1 Develop budgets
  - QH-BP-10.1.2 Manage resource and funding allocation
  - QH-BP-10.1.3 Design capital structure
  - QH-BP-10.1.4 Manage cash flow
  - QH-BP-10.1.5 Manage financial risk
  - QH-BP-10.1.6 Manage depreciation of assets
  - QH-BP-10.1.7 Manage loans and investments
  - QH-BP-10.1.8 Manage financial delegations

- QH-BP-10.2 Process Finance and Accounting Transactions
  - QH-BP-10.2.1 Process accounts payable
  - QH-BP-10.2.2 Process payroll
  - QH-BP-10.2.3 Process accounts receivable, credit, and collections
  - QH-BP-10.2.4 Close the books
  - QH-BP-10.2.5 Process benefits and retiree information
  - QH-BP-10.2.6 Manage travel and entertainment expenses
  - QH-BP-10.2.7 Manage corporate cards and accounts
  - QH-BP-10.2.8 Manage general ledger
  - QH-BP-10.2.9 Manage petty cash

- QH-BP-10.3 Report Information
  - QH-BP-10.3.1 Provide external financial information
  - QH-BP-10.3.2 Provide internal financial information
  - QH-BP-10.3.3 Provide Government financial statements
  - QH-BP-10.3.4 Trend analysis and forecasting

- QH-BP-10.4 Conduct Internal Audits
  - QH-BP-10.4.1 Report and monitor compliance with legislation

- QH-BP-10.5 Manage the Tax Function
  - QH-BP-10.5.1 Ensure tax compliance
  - QH-BP-10.5.2 Plan tax strategy
  - QH-BP-10.5.3 Manage tax returns
  - QH-BP-10.5.4 Manage tax controversies
  - QH-BP-10.5.5 Communicate tax issues to management
  - QH-BP-10.5.6 Manage tax administration

- QH-BP-10.6 Manage Physical Resources
  - QH-BP-10.6.1 Manage capital planning
  - QH-BP-10.6.2 Acquire and redeploy fixed assets
  - QH-BP-10.6.3 Manage and track assets
  - QH-BP-10.6.4 Manage asset disposal
  - QH-BP-10.6.5 Manage physical risk
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- QH-BP-10.7 Manage facilities
  - QH-BP-10.7.1 Manage security and access

### 10.11 QH-BP-11 Manage External Relationships

- QH-BP-11.1 Communicate with Stakeholders
  - QH-BP-11.1.1 Provision of information sessions (external)
  - QH-BP-11.1.2 Provision of information sessions (government)
- QH-BP-11.2 Manage Government Relationships
  - QH-BP-11.2.1 Manage interjurisdictional relationships
  - QH-BP-11.2.2 Manage International business
  - QH-BP-11.2.3 Manage cross-agency relationships
- QH-BP-11.3 Develop Public Relations Program
  - QH-BP-11.3.1 Management of media
- QH-BP-11.4 Interface with Industry and Government commercial entities
  - QH-BP-11.4.1 Manage Industry relationships
  - QH-BP-11.4.2 Manage commercial interests and board participation
- QH-BP-11.5 Develop Community Relations
  - QH-BP-11.5.1 Manage community grants and benefits programs
- QH-BP-11.6 Manage Legislative Obligations
  - QH-BP-11.6.1 Manage agency legislative compliance and obligations
  - QH-BP-11.6.2 Manage review of agency policy inline with legislative changes
- QH-BP-11.7 Manage Legal and Ethical Issues
  - QH-BP-11.7.1 Manage agency legal issues
  - QH-BP-11.7.2 Manage agency contractual issues
  - QH-BP-11.7.3 Provide advice on legal and ethical policy

### 10.12 QH-BP-12 Manage Improvement and Change

- QH-BP-12.1 Measure Organisational Performance
  - QH-BP-12.1.1 Create measurement systems
  - QH-BP-12.1.2 Measure product and service quality
  - QH-BP-12.1.3 Measure cost of quality
  - QH-BP-12.1.4 Measure costs
  - QH-BP-12.1.5 Measure cycle time
  - QH-BP-12.1.6 Measure productivity
- QH-BP-12.2 Conduct Quality Assessments
  - QH-BP-12.2.1 Conduct quality assessments based on external criteria
  - QH-BP-12.2.2 Conduct quality assessments based on internal criteria
- QH-BP-12.3 Benchmark Performance
  - QH-BP-12.3.1 Develop benchmarking capabilities
  - QH-BP-12.3.2 Conduct process benchmarking
  - QH-BP-12.3.3 Conduct competitive benchmarking
- QH-BP-12.4 Improve Processes and Systems
  - QH-BP-12.4.1 Create commitment for improvement
  - QH-BP-12.4.2 Implement continuous process improvement
  - QH-BP-12.4.3 Reengineer business processes and systems
  - QH-BP-12.4.4 Manage transition to change
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- QH-BP-12.5 Implement TQM
  - QH-BP-12.5.1 Create commitment to TQM
  - QH-BP-12.5.2 Design and implement TQM systems
  - QH-BP-12.5.3 Manage TQM life cycle

10.13 QH-BP-13  Execute Environmental Management Program

- QH-BP-13.1 Formulate Environmental Management Strategies
  - QH-BP-13.1.1 Manage environmental planning and research
  - QH-BP-13.1.2 Develop environmental, health, and safety programs
  - QH-BP-13.1.3 Develop environmental policy and regulation
- QH-BP-13.2 Ensure Compliance with Regulations
  - QH-BP-13.2.1 Monitor environmental protection and conservation regulation
- QH-BP-13.3 Develop and Implement Emergency Response Program
  - QH-BP-13.3.1 Develop, implement and test disaster response plans