1. Statement

Digital health initiatives undertaken on behalf of the Department of Health that have a total whole of life cost greater than $500,000; and/or impact one or more Hospital and Health Services; or meet a high risk/high complexity criteria, shall:

- apply good governance (commensurate with the scale, risk and complexity of the initiative).
- apply a structured, effective and consistent approach when directing, managing and delivering programs and projects.
- evaluate performance to support benefits identification, management and realisation processes and reporting on the value derived from investment.
- provide transparent oversight to the Director-General, supported by the eHealth Executive Committee (eHEC) on initiative risk, issue and performance.
- apply rigorous assurance including quality, gated, investment, technical, security, financial and architecture reviews.

2. Scope

Compliance with the requirements in this standard is mandatory.

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

This standard can be used by Hospital and Health Services as a base for a Hospital and Health Service specific standard.

3. Requirements

3.1 Investment management

3.1.1 Business Owner responsibilities:

- Any investment in digital health aligns with strategic priorities; ensures the realisation of health service benefits; and supports the sustainable management of digital health assets.
- Initiatives follow a defined investment, delivery and service life cycle- that extends from creating an initial understanding of the organisational need for an investment to reporting on the realisation of benefits of that investment.
- Proposals for resources (funding, people, assets, materials and services) are traceable and documented in an investment concept brief.
- The total cost of ownership is identified early in the investment lifecycle, is defensible and documented in the detailed business case before Gate 3 investment approval and the awarding of any contracts.
- The case for investment is documented and approved and actively managed as a baseline to measure project delivery performance.
3.2 Governance

3.2.1 The business owner or relevant delegated authority shall be the Senior Responsible Owner for the initiative and accountable for the investment commitment of public funds and for its benefits realisation.

3.2.2 Senior Responsible Owner responsibilities:

- The responsibilities, accountability and decision making authority of the roles involved in direction and management oversight of the initiative are demarcated and clearly defined in a committee terms of reference following Gate 2 investment approval.
- The committee structure includes relevant business, technical and clinical reference groups commensurate with its size, risk and complexity with the initiative. Any decisions made, particularly at authorisation points are recorded in committee minutes and communicated.
- Escalation occurs to the relevant statewide advisory committee where material change or new investments are considered.
- The roles, responsibilities and performance criteria for the governance of program and project management are clearly defined in the project initiation documentation.
- Business change is supported by stakeholders that are engaged at a level that is commensurate with their level of involvement, and documented in the communication plan.
- The proactive identification, assessment and control of issues and risks that may impact the delivery of the strategic objectives is a continual activity. Issues and risks are to be documented in initiative issues and risk registers, for discussion as a standing agenda item at each committee meeting.
- Risks should be managed in alignment with the Department of Health Risk Management Framework.
- Conceptual, logical or physical architectures for the initiative are documented in a solution architecture document and assessed prior to preliminary business case development.
- Planned solution architectures should comply with the Queensland Health Enterprise Architecture or have the relevant dispensations approved by the Design Authority or Architecture and Standards Committee.
- A service owner is identified and engaged, ensuring successful transition to production.

3.3 Program and Project management

3.3.1 Senior Responsible Owner responsibilities:

- The use of the Queensland Government Chief Information Office (QGCIO) endorsed project (PRINCE2 and PRINCE2 Agile) and program (Managing Successful Programmes) management methodologies or similar, is tailored and documented in the project initiation documentation or program monitoring and control strategy.
- The scope of initiatives is agreed, planned, monitored and controlled on a stage by stage basis documented in a project plan.
- The approved plan defines decision points at which the business case and any key risks/ issues are independently scrutinised, updated and approved for the next stage.
- Processes should be developed to support decision pathways for the:
  - monitoring of digital health investment outcomes and realisation of benefits
  - management of initiative scope change impact on planned benefits and external dependencies
  - stakeholder engagement and business readiness for change.
active management of assurance throughout the initiative lifecycle
− testing and release of the new capability into production
− early engagement of the market and definition of appropriate procurement pathways
− ongoing management and governance of the solution in production.

3.4 Performance analysis and reporting

3.4.1 Senior Responsible Owner responsibilities:

- Initiatives have clearly defined criteria for reporting performance, and for the escalation of risks and issues documented in the project initiation documentation and or program monitoring and control strategy.
- The performance of an initiative is reported monthly against the eHealth reporting tolerance factsheet, and ensures reports show the current status to enable informed decision making at committees meetings (including the eHealth Executive Committee).
- Current and validated initiative performance information is accessible, visible and available to the eHealth Strategic Portfolio Office for Queensland Government ICT dashboard reporting in terms of investment objectives, expenditure, timeframes and status as well as any additional performance information.
- There is independent oversight and continual monitoring of program and project controls by a program management office or equivalent.
- A continuous improvement process is applied across the program and project lifecycle.

3.5 Assurance and lessons learned

3.5.1 Senior Responsible Owner responsibilities:

- Initiatives shall undertake assurance profiling and reviews to ensure initiatives are directed, managed and delivered in accordance with relevant whole-of-government and departmental policy suite.
- Initiatives apply an appropriate level of assurance (for quality, gated, investment, technical, security, finance and architecture reviews) prior to key decision points to provide confidence that investments are progressing according to the agreed investment objectives.
- Assurance reports for profiled level two to four initiatives are reported to the eHealth Strategic Portfolio Office and the QGCIO to enable summary reporting of findings across Queensland Health and the Queensland Government respectively.

3.6 Value management

3.6.1 Business Owner responsibilities:

- New investments, programs of work and organisational structures align to strategic objectives and stakeholder requirements to maximise value throughout the Queensland Health system.
- Initiatives have financial and non-financial benefits that are baselined, tracked and measured to improve health outcomes and drive health service improvements across the Queensland Health system.
- Initiatives follow a structured benefits management framework and report on benefits realisation to the eHealth Strategic Portfolio Office for visibility across the Queensland Health Digital Portfolio.
There is an adequate recurrent resource allocation to enable ongoing benefits realisation reporting and validation of investment outcomes.

4. Legislation/Regulation

- Queensland Government Enterprise Architecture (QGEA) policy suite:
  - Portfolio, Program and Project Management Policy
  - ICT Program and Project Assurance Policy
- Queensland Procurement Policy June 2013
- Hospital and Health Boards Act 2011
- Financial Accountability Act 2009
- Financial and Performance Management Standard 2009
- Information Privacy Act 2009 (Qld)
- Right to Information act 2009 (Qld)

5. Supporting documents

- Department of Health Digital Portfolio Governance Policy
- Department of Health strategic plan 2016-2020 (2016 update)
- 21st Century Healthcare eHealth Investment Strategy
- eHealth investment governance framework
- Queensland Government ICT Strategy 2013-17
- Department of Health Control Framework for Expenditure
- Department of Health Capital Funding Policy
- Department of Health Delegations Policy
- Department of Health Delegations Standard
- Department of Health Expenditure Delegations Guideline

6. Definitions

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Business Owner</td>
<td>The business owner is the owner of the system who is accountable for the realisation of the benefits post-delivery.</td>
</tr>
<tr>
<td>Digital Health</td>
<td>Digital health includes the use of information and communication technologies (ICT) for health including treating patients, conducting research, educating the health workforce, tracking diseases and monitoring public health (World Health Organisation, 2016)</td>
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<tr>
<td>Governance</td>
<td>Areas of corporate governance that are specifically related to project activities. Effective governance of project management ensures that an organisation's project portfolio is aligned to the organisation's objectives, is delivered efficiently and is sustainable.</td>
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<tr>
<td>High-risk/high-complexity</td>
<td>A digital initiative would be defined as High-risk/high-complexity if:</td>
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<td>- there is reasonable probability of poor delivery performance or full or partial outcome failure will cause an unacceptable risk, or a</td>
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Digital Portfolio Governance
Digital Governance and Policy
Director-General Department of Health
8/9/2017
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<tr>
<td>detrimental effect of uncontrolled negative clinical consequences</td>
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<tr>
<td>Portfolio</td>
<td>The organisation’s portfolio is the totality of an organisation’s investment (or segment thereof) in the changes required to achieve its strategic objectives.</td>
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<td>Program</td>
<td>A program is a temporary, flexible organisation structure created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits aligned to the organisation’s strategic objectives. A program is likely to have a life that spans several years.</td>
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<tr>
<td>Project</td>
<td>A project is a temporary organisation, usually existing for a much shorter duration than a program, which will delivery one or more outputs in accordance with an agreed business case. A particular project may or may not be part of a program.</td>
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<td>Queensland Health</td>
<td>Queensland Health refers to the public healthcare sector, incorporating the Department of Health and HHSs.</td>
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<td>Senior Responsible Owner</td>
<td>The single individual with overall responsibility for ensuring that a project or program meets its objectives and delivers the projected benefits.</td>
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**Version Control**

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