1. Statement

The Department of Health shall promote public confidence in the totality of its significant ICT investments by embedding integrated portfolio governance processes to achieve its strategic objectives. It will do so by applying a structured, effective and consistent portfolio, program and project approach when directing, managing and delivering digital health initiatives through a continually evolving federated healthcare model. This policy aligns to the Queensland Government Enterprise Architecture Portfolio, Program and Project Management Policy.

2. Purpose

The intent of this policy is to support the application of a consistent portfolio governance process to:

- enable a portfolio level view of Queensland Health’s digital health investments to promote digital health investment opportunities and reduce risk and cost through better collaboration, re-use or shared solutions
- enable defensible investment decision making – from prioritisation and selection through to implementation and benefits realisation
- ensure the right investments are prioritised for funding and that the right approach (or options) are selected to maximise the return on public investment
- ensure emergent statewide digital health investment priorities and enterprise foundational capabilities are collectively identified to support health system needs and service delivery priorities
- promote financial sustainability practices to better understand the total, whole of life investment costs and ongoing feasibility of digital health initiatives before approval to proceed
- apply robust assurance by continually assessing and monitoring investment performance (change and risk) during implementation and transition to production
- ensure realisation of value in terms of business outcomes and benefits achieved, the perception of the service and the preferences of the Hospital and Health Service and the broader Queensland Health community.

3. Scope

Compliance with the requirements in this policy is mandatory. This policy applies to all employees, contractors and consultants within the Department of Health divisions and commercialised business units. This policy can be used by Hospital and Health Services as a base for a Hospital and Health Service specific policy.

4. Principles

- **Accountability** — a single point of accountability, answerable for decisions and having meaningful mechanisms in place to ensure the investment adheres to all applicable policies.
- **Conformance** — investment complies with all mandatory legislation, regulations and policy to ensure exchange of information across care settings and health care provider boundaries.
- **Efficiency** — ensuring the best use of resources (funding, people, assets, materials and services) to further the aims of Queensland Health, with a commitment to evidence-based strategies for improvement.
• **Integrity** — acting impartially, ethically and in the interests of Queensland Health and not misusing information acquired through a position of trust.

• **Leadership** — achieving an agency-wide commitment to good governance and transparency through leadership from the top.

• **Stewardship** — using every opportunity to enhance the value of the public assets and institutions that have been entrusted to care.

• **Transparency/clarity** — having clear roles and responsibilities and clear procedures for making defensible decisions and exercising power.

• **Validity** — the case for investment is clearly documented and analysed to ensure it remains valid and robust to enable informed and transparent decision making.

• **Value delivery** — business value delivered responsibly with consideration of equity for Hospital and Health Services (HHS) organisations of difference sizes.

5. **Requirements**

All planned and actual digital health activities undertaken within the Department of Health that meet the reporting criteria shall comply with this policy.

5.1 All digital health initiatives being directed, managed and delivered within Queensland Health that meet one or more of the digital portfolio investment management criteria for significant investments shall be reported to the Director-General and the eHealth Executive Committee.

5.2 **Investment management criteria**

5.2.1 Where any initiative requiring information technology and/or communications technology to effect and deliver healthcare improvements.

5.2.2 Where the total investment value is greater than $500,000 based on the total whole-of-life cost to deliver an economically viable change, outcome or product.

5.2.3 Where business change impacts one or more Hospital and Health Service.

5.2.4 Where the business change meets the high risk/high complexity criteria.

**Note:** The high-risk/high-complexity is defined as, irrespective of investment cost:

- if there is reasonable probability of poor delivery performance, or
- if full or partial outcome failure will cause an unacceptable risk, or a detrimental effect of uncontrolled negative clinical consequences.

6. **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)**
7. **Supporting documents**

- Department of Health Digital Portfolio Governance Standard
- Department of Health strategic plan 2016-2020 (2016 update)
- 21st Century Healthcare eHealth Investment Strategy
- eHealth investment governance framework
- 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

8. **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>
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<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>Federated healthcare model</td>
<td>Queensland Health operates in a federated healthcare model where the HHSs are statutory authorities.</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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</tbody>
</table>
| High-risk/high-complexity   | A digital initiative would be defined as High-risk/high-complexity if:  
  - there is reasonable probability of poor delivery performance  
  or  
  - full or partial outcome failure will cause an unacceptable risk, or a detrimental effect of uncontrolled negative clinical consequences |
<p>| Portfolio                   | The organisation’s portfolio is the totality of an organisation’s investment (or segment thereof) in the changes required to achieve its strategic objectives. |
| Program                     | 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. |
| Project                     | 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. |</p>
<table>
<thead>
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<tr>
<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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<tr>
<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**

<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>Comments</th>
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<td>25/8/2017</td>
<td>Approved by the Director-General</td>
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