

Governance of ICT initiatives

1. Statement

Queensland Health shall provide an Information and Communications Technology (ICT) initiative Governance framework, encompassing principles, practices and requirements, which promote prudent and efficient decisions that maximise value for money and strategic alignment at all stages of an ICT initiative's lifecycle.

2. Purpose

The purpose of this policy is to embed standardised ICT Governance across Queensland Health, without creating undue impost, by:

- defining principles and practices to ensure consistent decision making across the system in relation to ICT initiatives
- detailing key tasks that should be considered when developing and operating ICT governance models at the HHS and Departmental level
- mandating key requirements to ensure good practice is applied when planning, appraising and managing ICT initiatives across the state.

3. Scope

This policy applies to all Queensland Health employees, volunteers, contractors, consultants, and managed service providers working for:

- the Department of Health divisions, agencies and business units
- non-prescribed Hospital and Health Services
- prescribed Hospital and Health Services.

Note: Queensland Health Digital Policies define minimum requirements based on statutory obligations and risk. Development of local artefacts by Hospital and Health Services (HHSs) is only required where the policy or standard does not address local business needs.

4. Principles

Queensland Health is committed to establishing, maintaining and promoting good ICT Governance by adhering to the following principles:

- **Responsibility** – individuals understand and accept their responsibilities when managing and supplying ICT initiatives.
- **Strategy** – planning and strategic documents consider current and future capabilities and service needs.
- **Investment** – a common, rigorous approach is used to assess ICT initiatives at critical stages of an initiative's life cycle, ensuring investments meet strategic objectives and achieve value for money.
- **Funding** – funds are allocated based on an assessment of proposed initiatives (as per the above point) and are allocated in a way that aims to maximise value within budget constraints.
- **Suitability** – ICT initiatives are fit for purpose in supporting the organisation, and provide the right type, level and quality of clinical and business services needed to meet current and future requirements.

- **Performance** – metrics (such as benefits, costs, time, risks, quality and scope), which support the monitoring and management of ICT initiatives, must be defined and regularly reported in a clear, cogent and standardised way to give visibility to all stakeholders.
- **Conformance** – ICT initiatives comply with all mandatory legislation, regulations, policies and standards. Related policies and practices are clearly defined, implemented and enforced.
- **Attitudes** – policies, practices and decisions consider the current and evolving needs of all individuals that manage ICT initiatives.
- **Structure** – a structured and sound approach is used when managing ICT investment Portfolios, Programs and Projects.

5. Requirements

5.1 Governance of the public-sector health system

- The Department is responsible for the overall management of the public health system, defined in the Hospital and Health Boards Act 2011 and through the Director-General as the accountable officer. The Director General is responsible for, among other matters, state-wide planning and managing major capital works (which includes ICT initiatives).

5.2 ICT Governance models

- Queensland Health should have regard to the (below) tasks, in the context of the principles herein, when establishing and operating ICT Governance models at the HHS, Department or health system level. These tasks are:
 - evaluating the current and future use for ICT
 - directing the creation of strategies and policies to ensure ICT initiatives meet Queensland Health service plans and objectives
 - monitoring conformance to policies, standards and plans.

5.3 Detailed Governance requirements

- The Queensland Health *Requirements for ICT initiatives* Standard supporting this policy specifies detailed governance requirements for ICT initiatives.

6. Legislation/Regulation

- *Hospital and Health Boards Act 2011(Qld)*
- *Financial Accountability Act 2009 (Qld)*
- *Information Privacy Act 2009 (Qld)*
- *Right to Information Act 2009 (Qld)*
- *Public Sector Ethics Act 1994 (Qld)*
- *Building Queensland Act 2015 (Qld)*
- *Financial and Performance Management Standard 2009 (Qld)*.

7. Supporting documents

- System-wide requirements for ICT initiatives
- Department of Health Investment Management Framework
- Queensland Health Digital Investment Performance Reporting Guideline
- Queensland Health ICT- enabled initiatives assurance framework
- eHealth Queensland IMF Technical Guidance Material
- eHealth Benefits Realisation Management Framework
- eHealth Investment Governance Framework

- DIGITAL1ST Advancing our digital future 2017-2021
- My health, Queensland's future: Advancing health 2026
- 21st Century Healthcare eHealth Investment Strategy
- Financial Management Practice Manual
- Queensland eHealth Architecture Vision
- eHealth Executive Committee Terms of Reference
- Relevant Department of Health and Hospital and Health Services policies and standards
- Health System Risk Management Framework (for system risks)
- Department of Health Risk Management Framework (for Departmental risks).
- Queensland Procurement Policy 2018
- Queensland Government Enterprise Architecture (QGEA) policy suite:
 - Portfolio, Programs and Project Management policy
 - Programs and Project Assurance policy
 - ICT resources strategic planning policy (IS2)
 - ICT Profiling Standard 2019

8. Definitions

Term	Definition
ICT initiatives	Initiatives that deliver an outcome that is enabled by information and communication technologies within the Queensland Health system.
Governance	The set of policies, regulations, functions, processes, procedures and responsibilities that define the establishment, management and control of projects, programs or portfolios.
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.
Programs	A Programs 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 Programs 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 Programs, which will deliver one or more outputs in accordance with an agreed business case. A particular Project may or may not be part of a Programs.
Queensland Health	Queensland Health comprises of the Department of Health and the 16 independent Hospital and Health Services.

Version Control

Version	Date	Comments
1.0	30 July 2019	New policy