

a new way of delivering

# IM&T

services





**NSW DEPARTMENT OF HEALTH**

**73 Miller Street**

**North Sydney NSW 2060**

**Tel. (02) 9391 9000**

**Fax. (02) 9391 9101**

**[www.health.nsw.gov.au](http://www.health.nsw.gov.au)**

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SHPN (IMT) 050053

ISBN 0 7347 3802 1

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April 2005

# Message from the Director-General

**During the past year we have restructured health administration to provide more resources for frontline health services. We have also started a program to improve the efficiency and quality of the health system's corporate and business support services.**

Part of this is a new focus on Information Management & Technology (IM&T) right across the NSW health system.

In the past our IM&T efforts have had an Area Health Service focus. Our IM&T planning paid little attention to the fact that our patients crossed Area boundaries to receive treatment. Information about patients was retained on systems operated by one Area Health Service but which could not be shared with other Areas because of incompatible technology.

In the future we will aim for a Statewide approach to provide a consistent standard of IM&T coverage for all Area Health Services. This approach will ensure that no matter where a clinician works or a patient presents, they should have access to essential IM&T functionality to ensure the best patient outcome.

Such systems will provide results for our patients and clinicians both at the hospital bedside and local practice, support hospital and community-based health services, while enhancing patient safety and quality of care. Doctors will no longer have to question the patient about his or her illness. It will simply be a matter of entering the patient's identification details into a computer and the information will be available immediately.

Savings will be achieved in the rollout of new systems by using the purchasing power of a whole-of-health approach. The savings have the potential to be significant given the recent telecommunications agreement for voice and mobile telephone services. The projected annual telephone cost savings of \$13 million from this arrangement have allowed the health system to fund more positions for enrolled nurses

The IM&T strategy has been developed in broad consultation across NSW Health and builds on the many individual Area achievements. Area Chief Executives will continue to provide input into the strategy and direction of IM&T through the Management Committee while clinicians will be engaged through the IM&T Health Priority Task Force and directly at Area level.

A *Strategic Information Management Branch* is being established within NSW Health. This will set the future standards for IM&T delivery. Additionally, a new agency called *HealthTechnology* has been established under the Health Administration Corporation. It will be responsible for implementing the new strategy and providing operational access to Area Health Services.

The strategy will provide Area Health Services with greater certainty about the future directions for IM&T services and will deliver significant benefits, including:

- allowing clinicians and managers to focus on the core business of providing patient care.
- a co-ordinated approach to IT system development, deployment and training.
- more rapid deployment of reliable IT systems across all Areas.

A series of briefings on the new strategy will be held for each Area Health Service. At these briefings, you will get the opportunity to clarify any questions you have about the impact of the new arrangements on the way you work.

I invite you to familiarise yourself with the new strategy outlined in this document and welcome your participation.



Robyn Kruk  
Director-General

# NSW Health: a patient-centred IM&T strategy

## The new IM&T strategy for NSW Health shifts the focus of IM&T from technological capability to patient centred care.

Key elements of the strategy include:

- delivering the most benefit for the most patients
- providing IM&T essentials to all sites first, rather than full functionality at a few sites
- delivering quality core IM&T services across the state.

Three key programs drive the strategy:

1. Patient Access Strategy
2. Patient Safety and Quality
3. Shared Corporate Services Strategy

The strategy's major components are:

- the *Integrated Clinical Information Program (ICIP)*, which delivers core clinical functionality to all Area Health Services
- the *Shared Corporate Services Program (SCS)*, which will improve the efficiency of corporate services throughout NSW Health by standardising and consolidating business processes and corporate information systems
- the *Infrastructure Consolidation Program* which will reduce the cost and improve the quality of NSW Health's IT systems by standardising and consolidating NSW Health's IT infrastructure.



Successful delivery of these programs requires enhanced implementation and operational capability. This will be achieved by a statewide IM&T **Organisational Realignment**.

These programs are being implemented progressively during 2005 through a centrally managed process in partnership with the Areas. The restructure will realign the IM&T function with the clinical and corporate needs of patients, clinicians and the NSW health system.

The development and project management for the strategy will be funded on a statewide basis, allowing the Areas to focus their resources on the delivery of patient care.

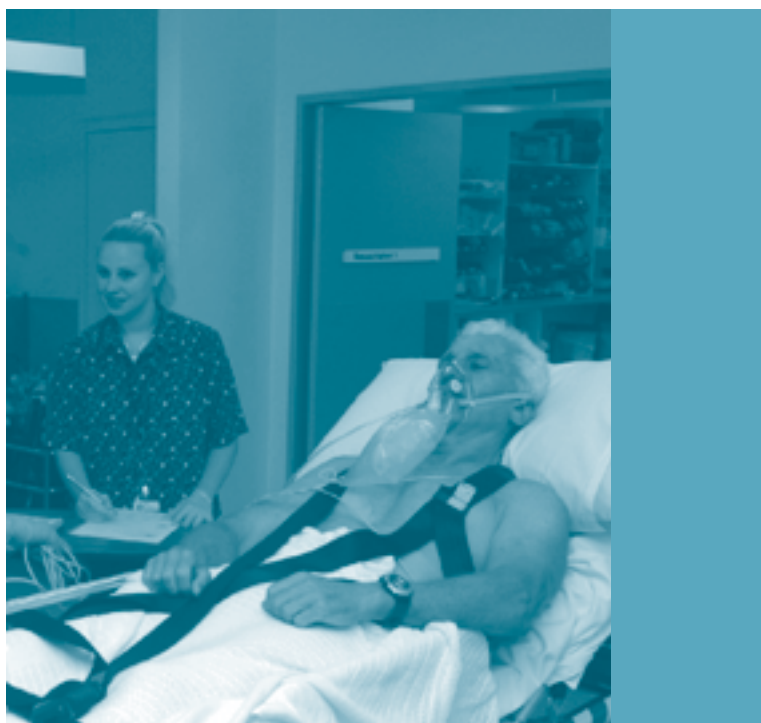
Similarly, the technical services required for maintenance and operational support of the IT system will be provided centrally, enabling a significant reduction in the number of data centres across the health system.

This centrally managed approach will provide benefits to Area Health Services and to clinical and administrative staff.

Standardised technical environments and programs will introduce greater consistency in IT systems and ease of operation for staff. This approach, supported by a pool of highly skilled specialist staff, will achieve best practice in IT business solutions.

**What the IM&T Strategy means for patients**

- Improved quality and safety of care.
- A better patient experience with reduced waiting times and shorter length of stay.
- Easier secure access to their records wherever they are located.



# Integrated clinical information program

**The *Integrated Clinical Information Program (ICIP)* has been developed in response to a detailed review of IM&T services in consultation with clinicians and Area Health Service IM&T staff and executives.**

ICIP supports patient care by delivering state of the art clinical information systems to all health services, including those in outer metropolitan, regional and remote areas. It is being implemented through a coordinated, statewide approach in three phases, each being three years long.

The priorities for phase one, which is already underway, include initiatives that improve patient safety. These priorities have been identified in consultation with clinicians and Area Health Service executives, all of whom will continue to be consulted at all stages of implementation.

The program will assist clinical staff across the entire health system to deliver improved quality of care, shorter length of stay and improved patient equity by:

- enabling health care resources to be focused on the process of care and the patient journey
- ensuring health professionals have ready access to the patient information needed at the point of care
- enabling clinicians to share access to relevant patient information in a secure privacy framework
- providing systems and infrastructure to support the patient journey with accurate, complete and real time information across all settings.

To support these outcomes, ICIP is standardising core business processes, data elements and technology infrastructure, which is critical to achieving compatibility of IM&T systems in NSW Health. Key elements of the program include:

- building a secure IT network based on broadband and an integrated infrastructure foundation
- improving access to clinical information through the Discharge Referral, Electronic Medical Record and Electronic Health Record systems
- more effectively managing the logistics of the patient's journey through the health system
- providing increased accountability in the health system for patient safety and quality of care
- enabling Areas to still pursue local innovations.

## **What the IM&T Strategy means for clinicians**

- Better co-ordinated care.
- Better support for quality and safe patient care.
- Integrated patient information at point of care.
- Better access to current clinical protocols.
- Allow Areas to focus on the provision of clinical services.

## Shared corporate IT services program

**The new service delivery model for Corporate IM&T aligns with the *Shared Corporate Services Program (SCS)*, which is being introduced to enhance corporate and business support services for NSW Health and to leverage the organisation's purchasing power.**

The new arrangements will replace the numerous individual IT systems for corporate functions with statewide common systems. Core corporate services functions to be provided through the new statewide model include:

- Financial Management Information System (Finance)
- Human Resources and Rostering (HR&R)
- Facilities Management
- Billing
- e-Procurement

Other IT systems to be incorporated in the SCS program include executive information, business unit management applications, client relationship management, messaging and data analysis platforms.

The Shared Corporate Services Program and Integrated Clinical Information Program are being developed in parallel, which creates significant opportunities for ensuring compatibility between the two programs and for avoiding duplication of infrastructure.



## IM&T restructure program

### **Successful delivery of the new IM&T strategy requires enhanced implementation and operational capability.**

Statewide future directions for information technology strategy are to be coordinated by the **Strategic IM&T Management Branch (SIM)**, which will be established within the Department of Health and led by the Chief Information Officer.

The SIM will review and approve state and Area initiatives to ensure that IM&T investment is consistent with the strategy, supports innovation and provides benefit for all of NSW Health.

The SIM will also coordinate standards, design and architecture for the strategic initiatives and will work in partnership with Areas and clinician advocates involved in setting strategic directions for NSW Health.

**HealthTechnology**, a newly created agency within the HAC, will be responsible for implementing the IM&T strategy and providing operational and support services on a consolidated statewide basis.

Implementation of strategic initiatives, including the Integrated Clinical Information Program and the Shared Corporate Services Program, will be managed by the **Program Management Office (PMO)**, which is being established as part of HealthTechnology.

The PMO will administer funding for implementation and will develop a timetable for the rollout over the next three years. This will provide Area Health Services with greater certainty about the future directions for IM&T services.

The PMO will establish agreements with Area Health Services on the utilisation of staff and resources involved in implementing the strategy at a local level.

A new operations group, called **Technology Shared Services (TSS)**, will also be established in **HealthTechnology**, and will be responsible for the operation, maintenance and support of core systems and applications and infrastructure across the NSW health system. The majority of NSW Health IT staff will transfer into TSS from their existing positions.

The General Manager of **HealthTechnology** will work in consultation with Area Directors of Corporate Services and CIOs to develop a statewide implementation plan for the TSS group. The plan is to be finalised by August 2005.

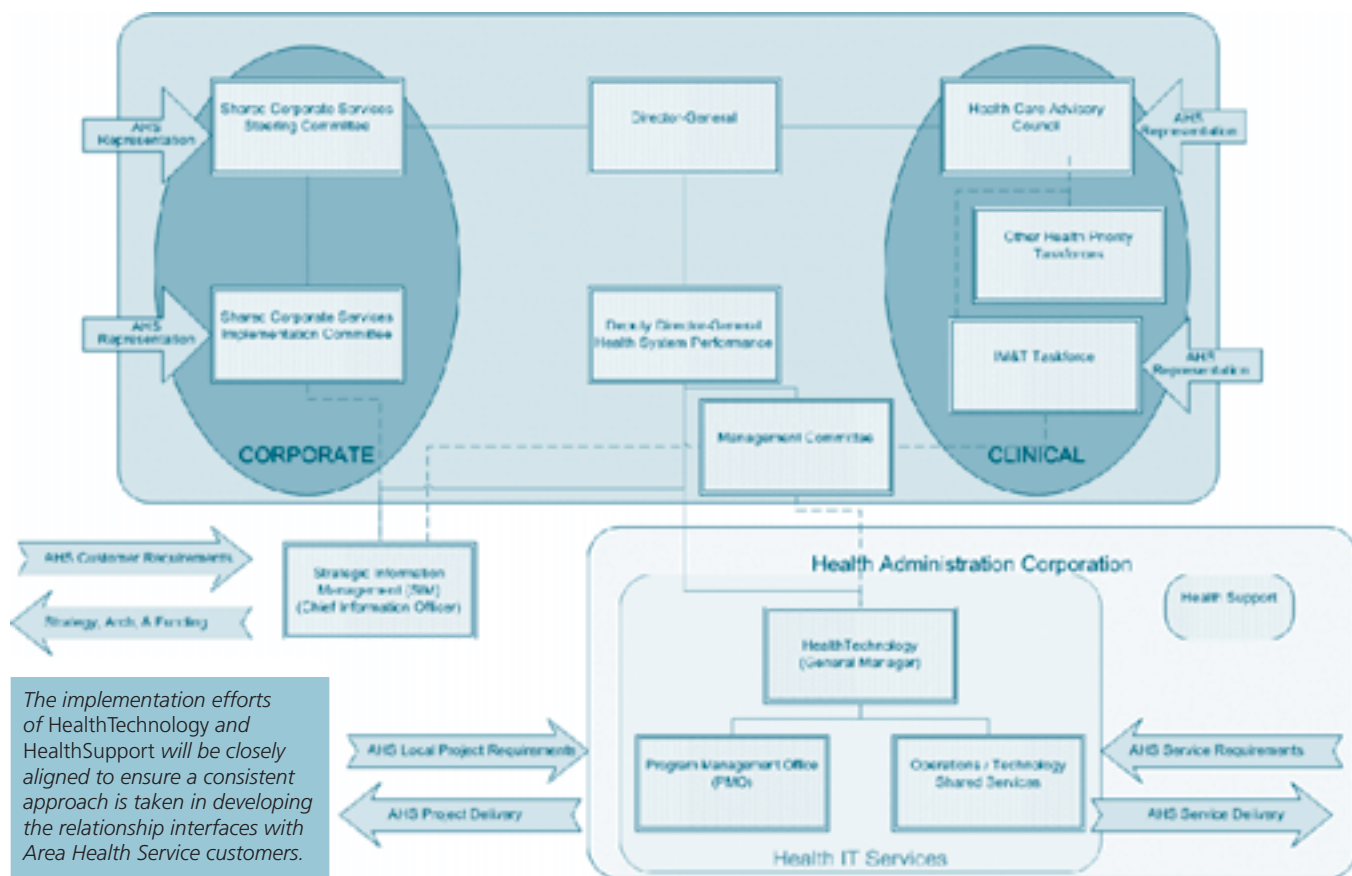
This strategic approach will significantly improve the capability of NSW Health to implement the Integrated Clinical Systems Program and the Shared Corporate Services Program. It will consolidate core infrastructure functions around operational hubs across the state to ensure reliability of services and to reduce duplication of resources and infrastructure.

Restructuring and consolidation of IT services will deliver savings of up to \$36.5M over the next five years. Further savings will be achieved through a reduction in operating costs, including licencing, maintenance and telecommunications.

These funds will be redirected to the treatment of patients on the waiting list. The annual savings of \$7.3M, for example, would be sufficient to treat all patients waiting for knee procedures or more than 2,800 patients waiting for cataract procedures.

## The new principles of operation

- The statewide strategy will be determined and funded by the SIM.
- Funds for clinical information systems will be distributed through HealthTechnology.
- All systems to be rolled out statewide will be managed by the PMO and housed in one of NSW Health three data centres.
- The PMO will partner with the Area Health Services staff for implementation locally.
- No new local systems will be introduced without approval by the SIM.
- Approved locally developed innovations will be accepted, especially where they have potential for statewide application, as an interim step, until statewide solutions are implemented.
- IT operations and applications support services to be provided by the TSS unit of *HealthTechnology* under a Service Level Agreement with Area Health Services.



## Benefits for Area Health Services

The new IM&T strategy will provide a number of significant benefits for Area Health Services and for NSW Health staff, including:

- statewide management of IM&T systems, enabling Areas to better focus on delivery of patient care
- accelerated introduction of the Integrated Clinical Information Program to support clinical staff
- more effective management of costs and substantial efficiencies and economies of scale
- Area Health Services will retain achieved savings to provide additional funding for local health services

- a centralised system of training will make it easier for staff to learn and operate IT systems
- standardised technical environments and programs will reduce the need to retrain personnel who transfer between Areas
- improved functionality and reliability of IT systems.

## What the IM&T Strategy means for Areas

- Access to essential functionality to support the delivery of care.
- Reliable and affordable IM&T system.
- A standardised approach across the NSW Health System.
- The ability to drive innovation in partnership with the Areas for the benefit of NSW Health.

## Area IT initiatives

**Where an Area determines a need for an IT system that is not included in the statewide program, it will need to obtain approval from the SIM before proceeding.**

Innovation at a local level will be encouraged and, if likely to be of benefit to other Areas, the lead Area will be asked to develop it as a pilot for potential statewide roll out.

This approach will ensure that all of NSW Health benefits from local innovation and initiative.

### **What the IM&T Strategy means for NSW Health**

- Improved IM&T systems and infrastructure.
- More funds for direct patient care.
- Creation of a shared IT environment.
- Better outcomes for patients and staff.





