

Introduction to GWI

Healthcare Capability Pack
2020



Who we are

We are independent advisors to government, business and communities.

What we do

We are trusted to unlock the potential of information and data to create business value, and solve our clients' most perplexing problems.

Why we exist

We do work that matters, giving our clients the evidence to make good decisions, and the roadmap and resources to execute with confidence.



The GWI difference

For the past 10 years, we've let our curiosity guide us and gone after the hard questions so we can deliver the work that matters.

We have proven ability to solve complex problems.

We are pragmatic, turning strategy into something real.

We are the translators organisations need between business and IT.

We are technology agnostic, providing value through independence.

We remove road blocks and pain points.

Our desire to make a difference inspires everything we do.

GW I at a glance

We believe all businesses are different and that it takes a phenomenal team to inform, empower and inspire.

Brisbane-based with national reach



Trusted by our partners to deliver



Complex problem solving



40-strong team of passionate consultants



10 years of doing work that matters



Quality assured: ISO 9001



Revolutionising the use of data



Connected to the community



Giving our clients the confidence they need

We've equipped clients across a range of sectors with the bandwidth to deliver.



Government –
Local, State and Federal



Public safety and
justice



Finance, superannuation
and insurance



Not-for-profit



Tourism, transport
and logistics



Utilities and energy



Healthcare and
social services

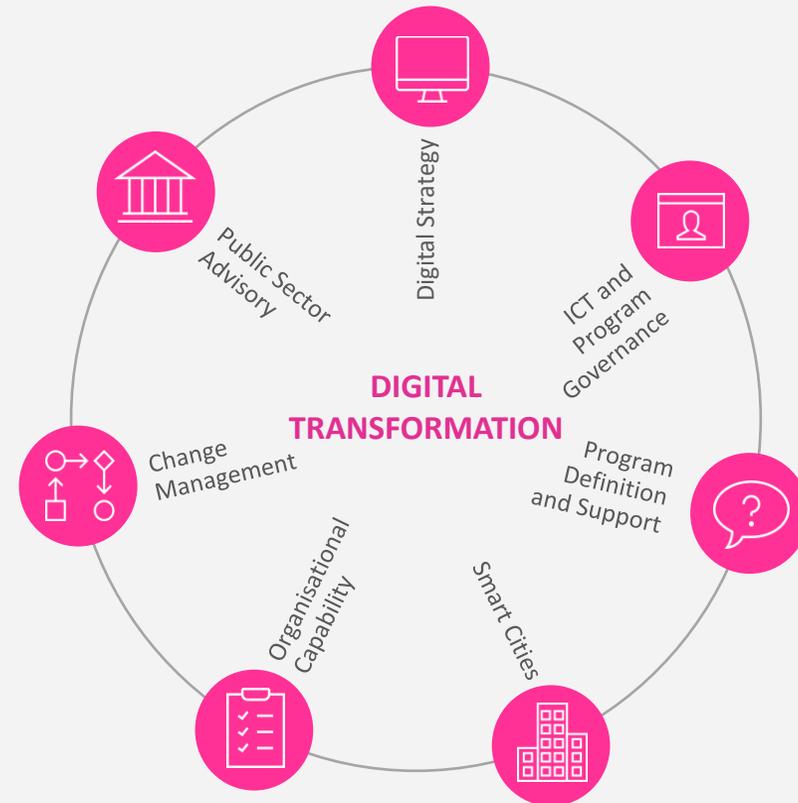
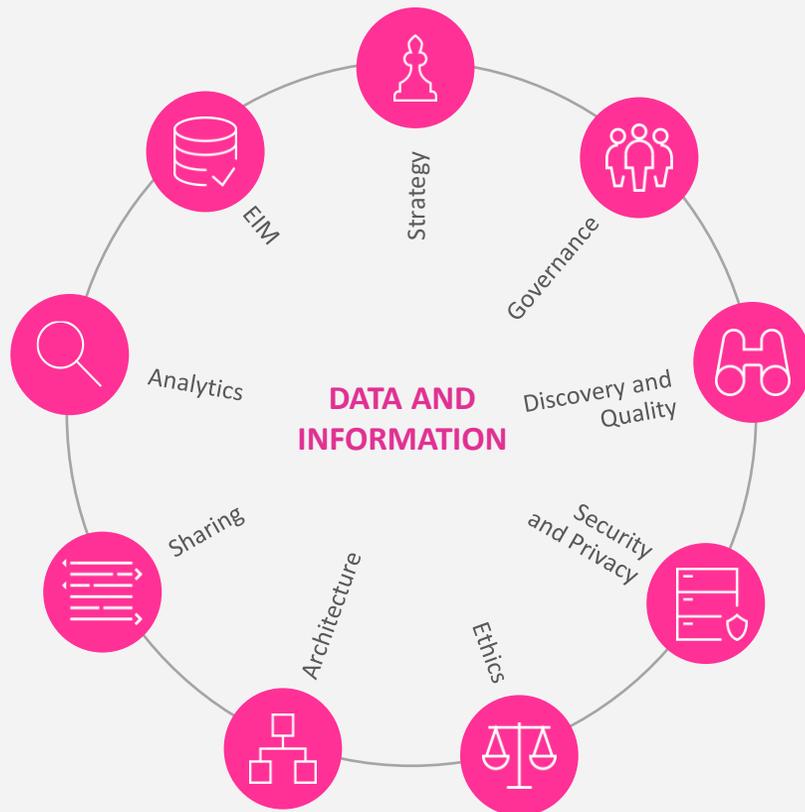


Higher education



Gaming and
entertainment

Unlocking the potential of information and data



Supporting Digital Transformation in health

Implementing digital technology is only one step towards realising benefits for care delivery and organisational efficiency.

We can assess the digital and data maturity of your organisation, identifying gaps and risks and developing a practical roadmap for you to achieve tangible benefits from your digital strategy.

Our experience and capabilities in virtual care and telehealth delivery have proved successful in helping healthcare providers to take advantage of new trends to maximise patient outcomes.



DIGITAL
READINESS &
MATURITY



SECURITY &
PRIVACY
ASSESSMENTS



DATA
QUALITY



BUSINESS
INTELLIGENCE,
PERFORMANCE
& REPORTING



PROGRAM
ASSURANCE &
ADVISORY



DATA &
INFORMATION
GOVERNANCE



DATA
STRATEGY



DATA
ETHICS



Practical,
tailored
support



Operational
efficiencies



Data-driven
decision
making



Align to
NSQHS
Standards



Reduced
risk



Benefits
realisation

Realising benefits from digital healthcare



DIGITAL READINESS & MATURITY

Benefits realisation depends on sound data practices.

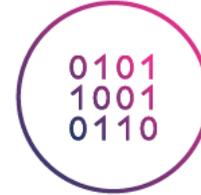
We provide guidance on maturing your data and information technology and practices.



DATA & INFORMATION GOVERNANCE

The bedrock of successful digital transformation.

Benefits realisation depends on embedding good governance and data practices.



DATA QUALITY

Good data quality enhances trust, increases adoption and benefits realisation.

Clinical and business decisions rely on accurate, complete data.



DATA STRATEGY

Data & information are your most valuable asset.

An overarching data strategy articulates a coordinated approach to leveraging your data for clinical and business value.

BENEFITS

- Increases success of digital initiatives
- Clarity on how to mature digital & data practices

- Confidence & trust
- Reduces patient safety risks
- Realisation of benefits

- Increases trust
- Reduces risk
- Increases adoption
- Enables good decision-making & reporting

- Aligns all data practices across organisation
- Creates efficiencies of effort & costs

DELIVERABLES

- Readiness/ Maturity Assessment
- Gap analysis
- Roadmap

- Data Governance Framework
- Operating model

- Data review
- Data cleansing
- Review of existing data governance practices

- Data Strategy
- Implementation plan

Realising benefits from digital healthcare



SECURITY & PRIVACY ASSESSMENTS

Healthcare is #1 for data breaches* due to human error, malicious or criminal attacks, and system faults. Being better prepared can mitigate the risk and minimise the impact.

BENEFITS

- Reduces risk of data breaches & system shut downs
- Protects patient privacy & trust

DELIVERABLES

- Data security & privacy assessment
- Privacy Impact Assessments
- Data breach response plan



PROGRAM ASSURANCE & ADVISORY

Failure of IT-related programs remains high. Independent, objective oversight provides assurance, identifies risks and improvements to ensure success. We tell the hard truths.

- Independent assurance
- Uncover blind spots
- Mitigates risks & ensures success

- Program assurance
- Gate reviews
- Program advisory



BUSINESS INTELLIGENCE, PERFORMANCE & REPORTING

Reap the rewards of your good data practices and leverage your data to provide evidence-based decisions and business insights through advanced analytics capability.

- Actionable insights
- Enables efficiencies
- Enhances patient experience
- Improves performance

- BI & data visualisation
- Preparation for advanced analytics
- Service & business performance review



DATA ETHICS

Future-proof ethical use of your data to ensure ethical collection and analysis, beyond just compliance with privacy legislation or applying data security.

- Reduces risk
- Ensures transparency & accountability
- Supports good decision making

- Data Ethics Framework & Playbook

“You can’t drive real outcomes without effective data governance – (it’s) too easy to get lost in the noise. We have been thankful for the assistance provided to us by the whole GWI team.”

Scott McConnel, Executive Director – Wide Bay Hospital and Health Service



“The use of an independent third party with a depth of experiences in information management, privacy and security has resulted in a practical process for sharing information across government agencies. Most importantly, this sharing of information ultimately results in improved public safety and better services for citizens.”

General Manager – State Government Department





| Case studies

Case Study

Wide Bay Hospital & Health Service

Clinical and Corporate Data Governance

GWI developed tailored clinical and corporate data governance approach for this Queensland Hospital and Health Service to generate operational efficiencies through improved data quality and consistency of data management practices across multiple locations, and to reduce the risk of data breaches.

Overview

In preparation for a state-wide implementation of an integrated electronic medical record (ieMR), Wide Bay Hospital and Health Service (WBHHS) identified a need to improve the management and data quality of corporate and clinical data prior to the pending digital transformation.

The health service offers a diverse range of patient centred care services across a minimum of 11 locations covering an area of about 37,000km², and a population of more than 214,000.

The availability, quality and trustworthiness of information and data is critical to the provision of high-quality patient centred health care. Therefore, proactive governance and management of data is required to ensure the delivery of successful patient outcomes.

As part of the Queensland Department of Health, the Wide Bay Hospital and Health Service operates within a complex federated information management environment.

GWI worked with the health service to define a pragmatic approach to the implementation of good data governance practices across corporate and clinical data domains and functions.

This included identifying use cases which demonstrated immediate value to staff and contributed to solving current business problems.

The assignment of accountability for data quality through clear roles and responsibilities and the design of escalation frameworks, established the lines of defence required to reduce risk exposure.

Mobilisation of the Data Governance Framework and Operating models enables the following longer term benefits:

- Reduced time to access patient information
- Improved operational efficiency
- Increased protection for data

- Improved reliability and trustworthiness of data
- Increased consistency and oversight of data management practices across multiple locations.
- Reduction of risk relating to potential data breaches or inadvertent disclosure of patient information.



GOALS

- Establish accountability for corporate and clinical data across the health service.

METHOD

- Development of an Information Governance Framework and Operating Models for both clinical and corporate data
- Development of use cases highlighting the value of data governance in the health context
- Development of decision rights and escalation processes for clinical and corporate data issues.

OUTCOMES

- Assigned roles and responsibilities for the governance of clinical and corporate information across the health
- Improved operational efficiency across the regions due to consistency of practices.
- Expected uplift of data quality due to clear lines of accountability.

Case Study

Wide Bay Hospital & Health Service

Digital Readiness – Target Operating Model

GWl was engaged by Wide Bay Hospital and Health Service to assess its digital readiness to undertake implementation of the Queensland state-wide integrated electronic Medical Record (ieMR) and to develop a target operating model designed to uplift its capability and establish the foundations required for a successful and smooth transition to ieMR.

Overview

In preparation for a state-wide implementation of an integrated electronic medical record (ieMR), Wide Bay Hospital and Health Service (WBHHS) identified a need to increase capabilities across Information Management (IM) and Information Communications Technology (ICT).

As a major digital transformation and a generational change, the planned implementation of an ieMR offered both challenges and opportunities to WBHHS.

GWl was engaged to assess digital preparedness of the HHS and develop a target operating model to uplift capability and establish the IM and ICT foundations for a successful and smooth transition to ieMR.

The uplift was required across both corporate and clinical practices.

An IM and ICT Operating Model was developed to increase maturity of practices, reduce exposure to risk and establish a successful

platform for a successful transition to an ieMR.

The current state of IM and ICT was baselined using two separate industry maturity assessments.

Additionally, digital hospital readiness was assessed against the IDC *Digital Hospital MaturityScape*.

The operating model leveraged the assessments completed to design an interim state (FY19) and an end state (FY20) for IM and ICT management.

Implementation of the Target Operating Model for IM and CT will enable the following benefits:

- Reduced time to access patient information
- Reduced time elapsed between treatment and funding provision
- Improved IM and ICT performance
- Reduced activation of identified IM and ICT risks

- Increased efficiency of IM and ICT delivery
- Reduced relative cost of eHealth Queensland services.



GOALS

- Reduce exposure to IM and ICT risk
- Improve ICT and IM performance
- Enable more timely access to patient information
- Reduce reliance on eHealth Queensland services
- Improve partner relationships
- Increase consistency of practice.

METHOD

- Current State Assessment
 - EIM maturity
 - ICT and operations
- Digital Hospital Maturity Assessment
- Development of an IM and ICT Target Operating Model

OUTCOMES

- A program of work to establish IM and ICT foundations required for successful implementation of an ieMR
- Identification of enabling activities to reach:
 - Interim state (12 months)
 - Target state (24 months)
- Measurable benefits



GOALS

- Provide a detailed desired state for vCare that aligns with virtual healthcare best practices and state-wide health strategies.
- Identify issues and opportunities for improvement and document the desired future state.



METHOD

- Engage key stakeholders to review and validate previously collected information and gather new requirements
- Identify the strategic intent for vCare and document the current state
- Market scan and identify industry best practices
- Develop documentation of high-level requirements, solution options, roadmap and executive presentation.



OUTCOMES

- Provided eHealth NSW and WNSWLHD with a documented current state, a desired future state of vCare and roadmap for steps to achieve it.

Case Study

eHealth NSW and Western NSW Local Health District (WNSWLHD)

vCARE Requirements and Solution Options

GWl was engaged to document the current state, and develop business requirements, solution options and a roadmap for achieving the desired state for WNSWLHD's vCARE solution to enable the service to scale and align with state-wide initiatives.

Engagement Overview

eHealth NSW is responsible for the delivery of state-wide Information and Communication Technology (ICT) programs, as well as delivering new initiatives in collaboration with Local Health Districts.

eHealth NSW was asked to assist Western NSW Local Health District (WNSWLHD) solve some challenges with its vCARE service to enable it to expand the service more broadly in the region.

The vCARE system provides innovative services across rural areas in Western NSW, including the ongoing management of patient care, co-ordination of inter-hospital transfers and patient movement, clinical advice and consultations.

eHealth NSW engaged GWl to support the development of a future state vCARE solution that would meet its current and future needs, and develop technology options on behalf of WNSWLHD. Part of this review was development of user requirements and provision of solution options, market scan and roadmap.

The GWl team undertook a review of the current

state of the vCare program to identify key problems and opportunities for improvement, and documented a current state workflow of what is a complex system comprised of many systems, processes and teams, and still relies on paper records in places.

GWl recognised that vCARE's use of multiple hybrid processes and systems, as well as manual entry of data reporting, was hindering its business capabilities and overall efficiency. Like many health services, legacy ICT systems supported an episodic approach to patient care, rather than enabling a joined up view of the patient along the entire patient journey.

The team conducted multiple virtual stakeholder engagement activities (during COVID-19 restrictions) that revealed a deeper understanding of data flows across the patient journey and what changes were required to meet the service's future needs.

High-level business requirements and market scan which enabled the development of solution options, along with a roadmap to guide delivery.



Business requirements & solution options

Case Study

Queensland Health

Information Management Review

GWI developed a vision and roadmap for Queensland Health that reflected information's key role in enabling its strategic initiatives 'Advancing Health 2026' and its Digital Strategy. This represented a shift towards ongoing investment and management of information as an asset by Queensland Health.

Overview

Queensland Health is committed to advancing health for Queenslanders by 2026 with projects such as the digital health system transformation, which rely on the use of information and communication technologies (ICT) for health service delivery.

Using ICT to facilitate access to information wherever care is provided relies on transforming the way information is used and accessed across Queensland.

The Department of Health engaged GWI to provide advice on how to ensure that data and information are managed appropriately to achieve its transformation to a digital health system effectively and efficiently.

Stakeholder interviews revealed wide variations in current information management practices and maturity levels across Queensland Health. In most cases, characteristics, strengths and needs were common amongst key areas of Queensland Health, often defined by geographical location and service functions.

Four information management themes were

identified: governance, quality, architecture and sharing.

To address the identified themes, GWI developed a vision that reflected information's key role enabling Advancing health 2026 and the Digital Strategy.

The vision and strategic alignment were documented in a "strategy on a page" to provide an easily understood summary of the approach and intended goals.

A series of case studies were also developed to help show how each of the initiatives would impact Queensland Health.

GWI then developed a roadmap and supporting detailed view of the initiatives required to achieve the vision, based on understanding of the current state.

The roadmap provided a high-level overview of the initiatives, their relationships and their recommended scheduling. The detailed view provided the intent, expected approach and effort, constraints and strategic alignment for each initiative.

To contrast the roadmap and initiatives, GWI also addressed the implications of doing nothing.

The initiative portfolio represented a shift towards ongoing investment and management of information as an asset by Queensland Health.

Implementing the portfolio will present a number of challenges relating to people, process and systems. GWI provided advice and recommendations to help ensure the success of the portfolio across the areas of people, process, technology, change management, program management and governance.



GOALS

- Improved health service delivery through increased use of information and data for
- Connected ecosystem of providers
- Enhanced responsibility for information governance and custodianship

METHOD

- Interviews with stakeholders across the Department of Health and all Hospital and Health Services (HHS)
- Development of an IM vision and "strategy on a page" to help communicate direction and actions
- Documentation of a portfolio of activities to support improvement of the current state

OUTCOMES

- Understanding of current stakeholder risks and pain points
- A clear plan of activities to improve information and data management
- Clear alignment of information and data management activities with the health transformation agenda.

Case Study

Health Support Queensland

Enterprise Architecture Discovery

GWl supported Health Support Queensland to better understand its existing applications and technologies in use in order to identify opportunities for rationalisation, collaboration, cost reduction and enable future business intelligence and analytics.

Health Support Queensland (HSQ) deliver a range of diagnostic, scientific, clinical support and payroll services. Employing more than 4000 people across Queensland, HSQ directly supports frontline clinicians to deliver safe, high-quality and cost-effective care to thousands of people.

During a recent Windows upgrade, 220 clinical and business applications were identified in use across the organisation and a commitment was made to accurately baseline and analyse the applications within HSQ's portfolio to inform future budget build processes and prioritise ongoing ICT investments.

GWl was engaged by HSQ's Information Technology Services (ITS) to work with HSQ business areas to:

- Document baseline view of HSQ's application, technology and information environment (asset registers), with clear lineage to key business functions and services.
- Identify areas for cost reduction, risk reduction and opportunities for rationalisation and optimisation.
- Highlight areas of excess spending through the analysis of ICT spend by application and technology domains.

- Determine areas of possible increase investment for better alignment of ICT spend to HSQ strategic intent.
- Increase the visibility of ICT investments and future initiatives.

Using the QGCIO Project Methodology, GWl undertook over 65 stakeholder workshops to discover, validate, refine and verify the applications and technologies used across HSQ. This informed the application and technology register allowing a comprehensive baseline from which to analyse the current state.

From this project, HSQ was able to:

- Empower business units to make informed decisions about investment prioritisations.
- Identify opportunities to leverage existing HSQ assets, and collaborate across organisational boundaries.
- Identify areas for rationalisation and cost reduction.
- Acquire funding and the allocation of resources across the ICT portfolio.



GOALS

- Document a baseline view of HSQ's application, technology and information environment.
- Identify areas for cost reduction, risk reduction and opportunities for rationalisation and optimisation.
- Determine areas of possible increase investment for better alignment of ICT spend to HSQ strategic intent.

METHOD

- Queensland Government ICT planning methodology
- Stakeholder engagement
- Validate and verify existing data
- Business area value chains and profiles

OUTCOMES

- Established a baseline against which ICT investments could be measured, monitored and managed.
- Improved visibility of ICT investments and assets across the public healthcare system
- Identified opportunities for cost savings through rationalisation and collaboration.

Case Study

Uniting Care Community

Information Audit, Current State Assessment & Recommendations

GWI undertook an information audit and assessment to help this provider of personalised care services achieve a more holistic view of its information environment, identifying key areas for growth.

UnitingCare Community (UCC) recognised that they were not managing their information in a way that best supported the delivery of person-centred care and services to clients.

UCC sought to improve the management of their information to improve outcomes for clients and support decision making internally.

GWI was engaged to assist UCC in achieving a more holistic view of its information environment and identifying key areas for growth.

GWI did this by undertaking an information audit which assessed the current level of maturity for key elements of information management. GWI also analysed UCC's physical and digital information holdings with a focus on client information.

A capability framework was developed which identified the current state of UCC's information management capabilities and what they will need in future to support efficient and effective information management.

The scope of the information audit included all

content created and collected by UCC during client service delivery activities. This included all electronic content on the UCC file servers as well as physical records.

To perform the information audit, GWI adopted a combination of industry best practice including MIKE 2.0, Information Management Maturity Measurement (IM3) and Managing Successful Programmes POTI model (incorporating Process, Organisation, Technology and Information) to develop a fit-for-purpose approach for UCC.

The engagement produced the following results:

- A current state assessment of UCC's information environment.
- Recommendations for improvement to UCC's information management practices.
- A current state picture of UCC's information management capabilities.
- Identification of information management capability growth areas.

The engagement enabled the following outcomes:

- An informed view of current information management practices.
- A way forward for UCC to improve information management practices and better support client services delivery.
- A baseline for measuring information management maturity upon which to grow.
- An understanding of information management capabilities and areas for development.



GOALS

- Understanding the current UCC information environment.
- Understanding information management capabilities and areas for development.



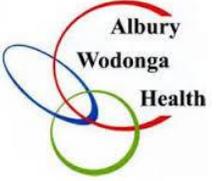
METHOD

- Stakeholder engagement.
- Review of existing organisation-wide policies.
- Review of network statistics highlighting electronic collateral.
- Review of onsite physical storage.
- Use of MSP, MIKE 2.0 and IM3 methodologies.



OUTCOMES

- Delivery of an Information Audit Report with business recommendations for the improvement of information maturity within UCC.
- Delivery of a Capability Model to ensure that UCC has the appropriate capability mix.



Case Study

Albury Wodonga Health

Delivering Better Health Information Outcomes

GWl developed the business case for and implementation of an electronic document record management system (EDRMS) to improve compliance, reduce duplication and improve collaboration and productivity across services for this health service crossing borders in New South Wales and Victoria.

Overview

A unique organisation that includes facilities in both NSW and Victoria, Albury Wodonga Health (AWH) formed in 2009 to meet the health and welfare needs of Wodonga, Albury and the surrounding region. As a result of the amalgamation of many organisations, AWH falls under a number of legislative requirements for both states and national health standards. AWH found many inefficiencies in rework and doing things manually.

GWl collaborated with AWH and a leading technology vendor to find the best solution for AWH that would not only automate many records functions but also provide additional collaboration through the intranet across the region. An investigation by GWl into AWH's corporate records management resulted in the identification of a number of challenges including:

- non-compliance with legislation and standards with significant risk potentially jeopardising their accreditation as a health supplier

- staff abilities to perform tasks are hindered by the lack of accessibility to the right information
- compounding growth in the volume of documents to manage – many are duplicates
- correspondence not being delivered within acceptable timeframes
- large volumes of paper regularly printed and distributed, which is slow and costly, both financially and environmentally
- collaboration between staff members is not well supported, leading to rework and duplication of effort
- inconsistent practices impacting flexibility and preventing economies of scale.

Through close consultation with the business including interviews, surveys and workshops, GWl identified a number of value points where an electronic document records management system (EDRMS) could provide the maximum benefit and return on

investment for AWH.

Result

Based on the challenges and value points identified, GWl developed a business case supporting the implementation of an EDRMS. The recommended option provided AWH with key business benefits, including:

- improved decision making based on accurate and reliable information
- increased efficiencies and enhanced workforce capability due to reduced duplication of effort and an increase in information sharing
- improved service to customers attributed to a reduction in the performance of manual tasks and reduced processing times
- lowered costs due to increased productivity, and reduction in storage and printing costs.

GOALS

- Understand regulatory and compliance requirements across multiple legislative jurisdictions including NSW, Vic and nationally
- Reduce duplication and improve staff productivity
- Create efficiencies and cost savings.

METHOD

- Ensure compliance with legislation and standards to maintain accreditation as a health supplier
- Automate records functions
- Provide additional collaboration through the intranet across the region.

OUTCOMES

- Development of a business case for an EDRMS
- Options for AWH included the benefit of increased efficiencies and enhanced workforce capability
- Lowered costs due to increased productivity



Case Study

Bolton Clarke

Data Governance Operating Model

GWI supported Bolton Clarke to embed better governance to bring greater rigor to the management of its data and information in order to effectively leverage its data and information for decision-making, better identify and protect its high-risk information, and enhance collaboration between its services in Australia and overseas.

Overview

Bolton Clarke is a not-for-profit organisation providing a range of vital aged care services across Australia and New Zealand. Following a merger of two independent organisations, the management and governance of data, especially customer data, became an issue of priority.

Bolton Clarke had previously developed an Information Governance Framework, however, the framework had not been prioritised for implementation and as a result governance practices have not been embedded.

GWI were engaged to assess the current state of information and data, baseline the current data governance maturity and identify priority areas for development. An identified priority area was the mobilisation of information and data governance starting with a tailored governance operating model aligned to the core functions of the organisation.

The development of the operating model recognised the need for the governance approach to be tailored to the specific requirements of each functional area of the business.

The operating model enabled the assignment of data governance roles and responsibilities, the establishment of governing bodies and the onboarding of staff with a data governance role.

It also included the business-level governance controls applicable to each functional area, key focus areas for data governance, an escalation framework, the performance indicators and measures of success.

A need to improve data quality was one of the agreed key focus areas. To assist Bolton Clarke progress their maturity across this discipline, GWI developed a Data Quality Standard and Data Quality Procedure to enable a consistent approach to the assessment and measurement of data quality across all data assets.

An implementation plan was developed to stage the data governance activities required to incrementally mature and develop data governance practices across the organisation.

Outcomes of the engagement included:

- A more competitive organisation through access to more accurate, timely data

- A more efficient organisation, reducing time spent seeking authoritative sources of information and preparing reports
- Accountability for the management and ongoing quality of data assets.



GOALS

- Embed good data governance practices across the organisation
- Improved data quality as a result area of data governance

METHOD

- Creation of a tailored approach to mobilising data governance which catered for data derived from the core functional areas of operations, clinical and corporate.
- Develop and deliver onboarding packs for staff with a data governance role.
- Baseline data governance maturity
- Development of an implementation roadmap to mature practices

OUTCOMES

- Clear roles, responsibilities and accountabilities for the governance of data across the organisation.
- Define program of activity and key result areas based on improved data governance practices.
- Increased competitiveness based on better quality data.

Our Clients

Government - Federal, State and Local



Education and Research



Public Safety and Justice



Retail and Services



Health and Social Services



Not-for-Profit Associations



Information and Communication Technology



Finance, Insurance and Investment



Resources and Mining



Engineering, Construction and Utilities





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