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Appendix F

Health Information Management, eHealth & ICT Services in the new THS

This paper assumes that the new Tasmanian Health Service will encompass all public Health Services in Tasmania, including Acute Hospitals, Community Health Centres and Services, Mental Health, Oral Health and other Specialist Health Services. The proposed structure would also be suitable for Ambulance Services should that group be part of the THS.

Current structure

At present DHHS provides services to the three Tasmanian Health Organisations as well as Human Services and various other Business Units. In relation to Health Information Management, eHealth and ICT the following business units and departments provide services:

- Office of the CIO (OCIO)
- SPP - Service Purchasing and Performance (SPP)
- PIMS / HIMS Departments in the Tasmanian Health Organisations
- eHealth and ICT staff in the Tasmanian Health Organisations
- Some THO business units (e.g. Imaging, Laboratory Services) also have dedicated system administration and support resources

Proposed Structure

It is proposed that all services in relation to Health Information Management and eHealth are moved into the new Tasmanian Health Service. This will create a centre of excellence for Health Information Management Services as outlined in the figure below.

Advantages of the Tasmanian Health Service HIMS & ICT Group

The creation of the single Tasmanian Health Service provides the opportunity to re-engineer how services are provided in the areas of health information and ICT. We have considered the structures and processes in place since the health restructure which led to the formation of the THOs, the environment prior to that health restructure, and also looked at how services are provided in some other jurisdictions. In proposing this structure, we have been guided by the need to consider areas for improvement in efficiency of operational management identified by the Bansemer report ('Commission on Delivery of Health Services in Tasmania') around inefficient procurement processes, fragmented ICT systems and a lack of accurate data.

The HIMS & ICT Group will:

1. Be closer to the business than the current model, hence ensuring the strategic focus of ICT is to quote the Commission "support clinical decision-making and care coordination processes, and improve the quality of information available to health system managers".

2. Provide an opportunity to better coordinate eHealth-related procurement and funding submissions, which will ensure such submissions are more closely aligned to business outcomes as well as achieving cost efficiencies.
3. Funding submissions will be more closely aligned to the clinical outcomes.
4. Similarly, scarce resources can be better and more timely co-ordinated to provide eHealth and ICT systems and support for business processes which may change as a result of clinical redesign or are required to achieve safety and quality outcomes. A ready access to data and timely reports will provide clinicians and managers the required information for effective service planning.
5. Efficiencies with support and maintenance contracts and Service Level Agreements with providers.

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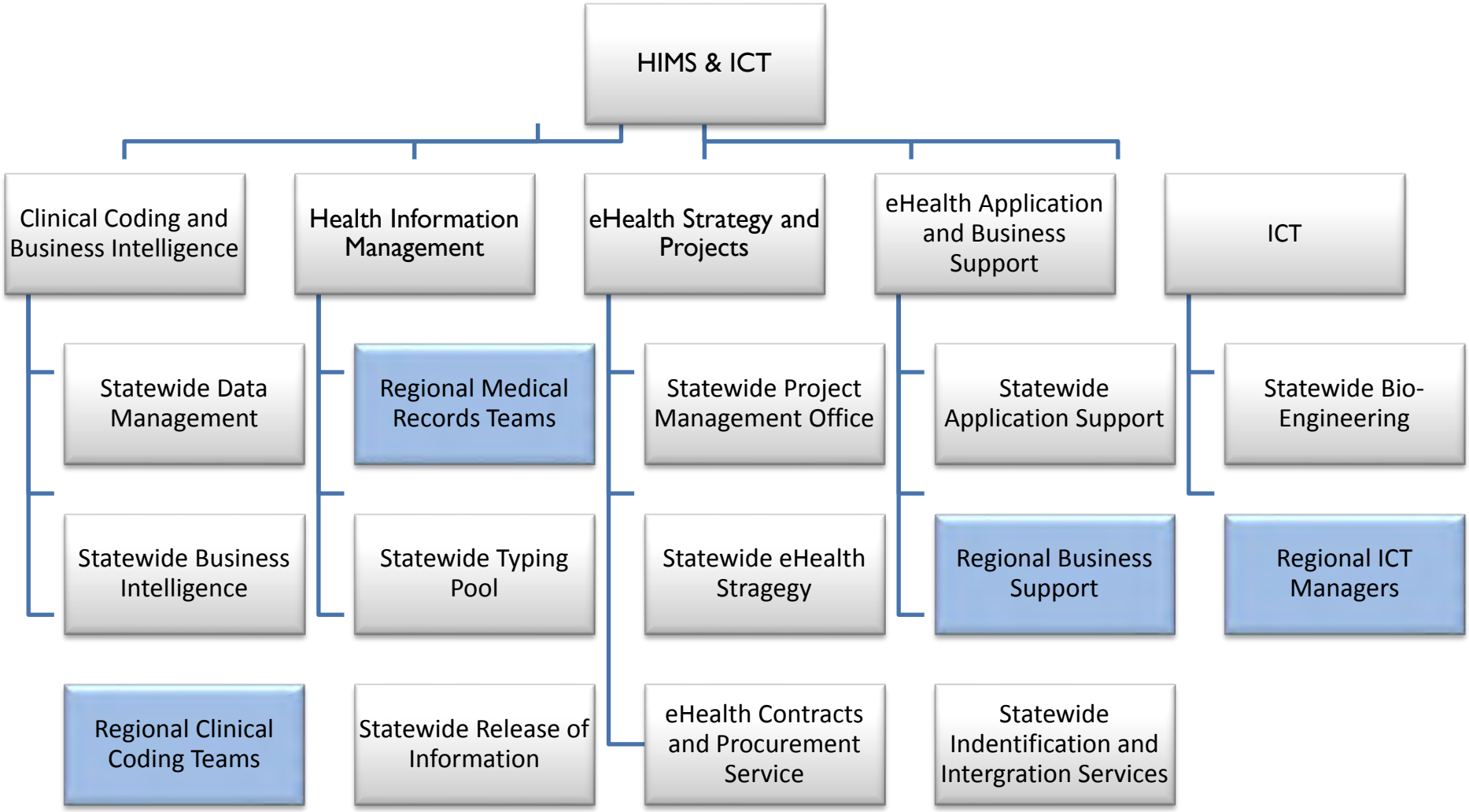

The above structure is further explained unit by unit below:

Clinical Coding and Business Intelligence

This unit will encompass the roles and responsibilities, which are at present performed by SPP staff (Clinical Costing and Resource Strategy Unit and Health Statistics Unit), the Business Intelligence Unit in THO-North West and THO-South and the THO Clinical Coding Teams. Additionally it includes staff, who at present perform data management and cleansing activities in eHealth systems, such as iPM, EDIS and ARIA. Whilst Data Management and Business Intelligence will be performed by a statewide team, the clinical coding teams will remain regional, as a close relationship with the local clinicians as well as familiarity with the local Casemix is required.

Health Information Management (HIM)

HIM will be the amalgamation of the three THO PIMS/Medical Records Departments. It will make sense to keep regional teams for the management of the physical medical records and the scanning into the DMR. Other functionality, such as Release of Information and Medical Typing can be performed on a statewide basis. This unit will be responsible for statewide policies and procedures in relation to health information management.

eHealth Strategy and Projects

These services are at present provided by the OCIO through the eCare Services and eCare Strategy and Planning Team as well as the THO eHealth Directors and a few THO eHealth staff. It is important that the scarce resource and funding available are invested into strategic statewide systems. Hence it is important to develop and deliver strategic projects as close to the business as possible to ensure clinician buy-in and hence the realisation of the benefits. This unit will be also best placed to submit strategic funding submissions. Contracts and procurement management is very important in the eHealth sector and needs to be handled by a statewide team.

eHealth Application and Business Support

This service is at present provided by the THO PAS and eHealth Support Teams (Business Support), some THO system administrators and OCIO Application Services Team. It is recommended that most of the OCIO Application Services team will move into this unit, as the systems this team supports are mostly Clinical Applications. The reminder of that team could be amalgamated with a Business System Administration Team, which would support Human Services as well as Corporate Systems and sit in DHHS. A statewide Application Services team focused on eHealth application will improve the support and hence reliability of these systems. Staff can also be part of new projects, which would be managed by the eHealth Strategy and Projects Unit of HIMS&ICT. It is important to have local Business Support Teams, who train and support clinicians in the use of the systems. They are also pivotal to assist project-related change management activates.

Identification Management and Systems Integration are pivotal in providing safe clinical systems. Unique patient identifiers need to be maintained to avoid duplicate records and ensure effective integration of information between Tasmanian Health Information Systems as well as the integration with the PCEHR. Systems integration assists avoiding double data entry and the availability of the right information at the right time in the right place.

ICT

Whilst provision of foundational ICT such as network communications, desktop, laptop and tablet support and infrastructure hosting is in the remit of the OCIO and WoG, it is important to have a statewide manager to manage Service Level Agreements and contracts with OCIO, TMD and other ICT providers, as well as well as regional ICT Coordinators, who manage ICT works for the local health facilities. Bio-Engineering is a health-specific IT service, hence should sit under this unit as a statewide service.

Governance

Sound governance has to underpin this new structure. There are already some good statewide structures in place, which will require some adjustment, once the new THS structure has been agreed. At present there is a statewide eHealth Management Group consisting of the Directors eHealth and a clinical representative from each THO, the Ambulance Tasmania Technical Services Manager, OCIO IT Director, eCare Services and eCare Strategy Managers. There are statewide Systems Owners Groups (SOG), which manage the life-cycle of clinical systems, ensuring changes are made in a co-ordinated fashion and that the systems are responsive to business needs and remain fit for purpose. A statewide HIMS/PIMS Group with reps from the THO PIMS and Medical Records Departments is close to being established.

This document has been written by and represents the views of the three THO eHealth Directors. 10th November 2014.

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