



Divisions of General Practice

Information Management Maturity Framework (IMMF)

Toolkit – Guidelines for defining IM outcomes

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Information Management Maturity Framework (IMMF)

Toolkit – Guidelines for defining IM outcomes

Purpose

The purpose of the “Guidelines for defining IM outcomes” is to assist Divisions address the action tasks below.

Action Tasks	Capacity Gap	Element of IM
Develop an IM plan for the Division to implement IM principles, policies and standards, and to define IM outcomes, for each of the Division's programs and services.	Reactive to Defined	Management
Develop an IM plan to continuously drive change management in IM outcomes.	Reactive to Defined	Context

One or more of these tasks should have been identified from the IMMF gap analysis and toolkit specification.

This tool is intended to raise the Division's level of IM governance from an issues basis to a formal plan with specified outcomes. The guidelines are based on the conversion of business priorities along with IM principles, policy and standards into specific IM outcomes for an annual IM plan.

Knowledge of the definition and principles of IM, and Divisional IM policies and standards, are a pre-requisite for the use of this tool.

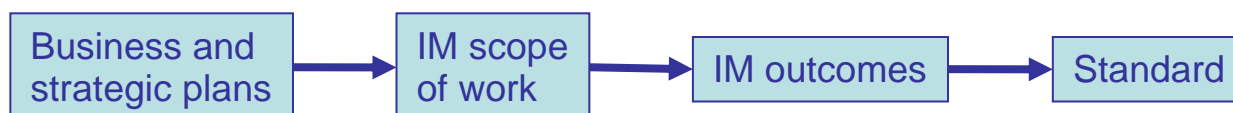
It is also a pre-requisite for the use of this tool that the Division has a formal annual business plan and a documented strategic plan.

Guidelines for defining IM outcomes are a pre-requisite for access to more advanced tools such as:

- IM planning templates linked to the Division's annual and strategic business plans.
- General practice relationship management guidelines for IM.
- Case studies and technology solutions for Division/GP relationship management programs and business cases for provision of practice and clinical information.

Explanatory notes

IM outcomes are a critical stage of the IM planning process described below



They are the link between the IM scope of work, implicit in the Division's business plans and projects; and the IM plan, to ensure an appropriate targeting and level of investment in IM for the achievement of the Division's programs and member services.

The Division's IM scope of work is described in terms of the four planning workstreams:

- Skills and knowledge acquisition.
- New processes or procedures.
- Technology solutions.
- Culture and change management.



The statements in each workstream are then converted to lists of specific deliverables, still aligned with each workstream.

IM outcomes are then constituted by linking each deliverable with a matching success/performance criteria based on the Divisions IM policies and standards.

These outcomes within workstreams are then able to be used to develop the IM plan.

Instructional design

This tool consists of three parts:

1. Describe the Division's IM scope of work.
2. Define deliverables in each workstream.
3. Define IM outcomes for each workstream.

Part 1 - Describe the Division's IM scope of work

CEO and senior program staff should review the Division's strategic and annual business plans to identify all the IM assumptions, dependencies and deliverables. This review can be managed as an internal workshop activity or as separate submissions from key staff. A separate review should also be conducted for all of the Division's major project activities that may not be explicitly referred to in the plans.

Part 2 - Define deliverables in each workstream

The IM scope of work is reviewed by the CEO and senior program staff. Each statement of work in each of the workstreams is rewritten as a set of deliverables. Qualified SBO staff may be available to assist the review, and to provide advice on how other Divisions have handled the drafting of deliverables in each IM workstream.

Part 3 - Define IM outcomes for each workstream

The deliverables within each workstream are reviewed against the Division's IM policies and standards. Measurable and verifiable performance standards are defined for each deliverable to enable it to be used as an IM outcome within the IM plan. This review should be completed by the CEO and senior program staff with facilitation from qualified SBO staff.

Summary of outcomes and resources

Workstreams	Outcomes	Resources
Skills or knowledge acquisition requirements for staff	Describe the IM scope of work from the Division's annual and strategic business plans. Describe the IM scope of work from the Division's major projects.	Self administered by senior program staff.
New processes or procedures to be adopted	Break down the IM scope of work into deliverables for the four IM workstreams. Assign performance criteria to each workstream deliverable consistent with IM principles, policies and standards.	Qualified SBO staff may be available to facilitate.
Culture and change management requirements	There is active support for IM outcomes from all staff. The Division's board accepts the need for a separate IM Plan based on IM outcomes.	Qualified SBO staff may be available to facilitate.



Part 1: Describe the Division's IM scope of work

The IM scope of work is described by systematically reviewing the Division's strategic plans, annual business plan and major projects to identify all the IM assumptions, dependencies and deliverables.

There are no formal tools or processes (e.g. questionnaires or focus groups) for describing the IM scope of work. It is a management activity to identify statements of work against each of the four IM planning workstreams:

- Skills and knowledge acquisition.
- New processes or procedures.
- Technology solutions.
- Culture and change management.

Three possible approaches are described here to assist CEOs and their staff break down a business plan for analysis by workstream:

- KPI based analysis. A review based on each of the key performance indicators in the business plan, the Division's multi-program agreement (MPA) or other funding agreements as they are reflected in the plans or projects.
- Review of approved activities and benefits. A review based on the specified activities or subsidiary plans (and the benefits expected from them) approved within the Division's business plans and major projects. These are typically based on tasks assigned to the organisational structures within the Division or on separate program or member service areas.
- Reference to IM criteria. The Division's business plans and projects may be assessed using each of the 30 x IM criteria identified within the IMMF. Each criterion is defined within the IMMF Glossary and can be used to ensure the full range of IM assumptions, dependencies or deliverables are captured for further analysis. This is a process similar in nature to the top down analysis proposed for the IMMF Gap Analysis.

This list of approaches is not exhaustive and Division staff may wish to use a different technique. Any approach that ensures a comprehensive review of all aspects of the Divisions plans and projects will suffice. A CEO may choose to use any combination of approaches to break down and analyse their business plans and major projects.

Regardless of the specific approach used to break down and analyse the plan, the notes below are a quick checklist to assist CEOs to identify IM assumptions, dependencies and deliverables.

- IM Assumptions. The IM assumptions represent the pre-requisite IM capacity within the Division necessary for each KPI, activity or criteria in the plans and projects. Assumptions may be described in terms of each of the four IM workstreams: skills and knowledge, processes and procedures, technology solutions or culture and change management capacity. Assumptions reflect the status quo or the capacity needed in each workstream before an activity or project starts. Assumptions that cannot be validated will need to be separately resourced in the IM Plan.
- IM Dependencies. IM dependencies are the constituent IM subsystems, activities, information or behaviours that collectively enable the outcomes and benefits expected from the Division's business plans or projects. Typically they do not deliver a direct benefit but the benefit will be impossible to achieve with them. They are often identified as the necessary IM components in a work breakdown structure to achieve an outcome of the overall business plan or project. IM dependencies require a commitment of resources during an activity or project and are described in terms of the four IM workstreams.
- IM Deliverables. IM deliverables are the existing outcomes of the Division's plans or projects that can be directly classified against one or more of the IM workstreams. An IM deliverable is a result or target to be achieved within a specified timeframe and which is either measurable or observable. An IM deliverable should be directly associated to one or more business benefits in the plan or project and identifies who the beneficiaries of the work are. All IM deliverables should be described in terms of the four IM workstreams and represent the development a new capability or capacity within the Division.



The analysis of assumptions, dependencies and deliverables can be recorded in a series of tables for each of the KPI, activity or criteria used to break the business plans and projects down. A template for this table is attached and the indicative layout is shown in the figure below.

Figure 1: Template IM Scope of Work Statement

Brief description of the KPI, activity or IM criteria.	IM Assumptions	IM Dependencies	IM Deliverables
Skills and knowledge	<i>Statements of current IM capacity required in</i>	<i>Statements of IM work required to ensure all</i>	<i>Statements of IM outcomes in each</i>
Processes or procedures	<i>each workstream before new business</i>	<i>the outcomes/benefits of business plans and</i>	<i>workstream, directly associated with one or</i>
Technology solutions	<i>plan or project activity commences.</i>	<i>projects are achieved. Dependencies must be</i>	<i>more benefits in the Division's business</i>
Culture or change management	<i>All assumptions should be validated.</i>	<i>separately described for each workstream.</i>	<i>plans or projects .</i>

This template should be separately completed for each KPI, activity or criteria in the Division's plans and projects. Then the statements of work for each workstream should be consolidated and duplicates removed. This will produce a single document representing the entire IM scope of work that the Division needs to address in order to achieve its business objectives.



Part 2: Define deliverables in each workstream

The purpose of this stage is to rewrite the IM scope of work statements in each workstream as deliverables.

A deliverable is constituted by three elements:

- a description of the tangible state, result or target to be achieved and which is both measurable and observable;
- a statement of purpose, what business outcome or benefit does it contribute to; and
- a specified timeframe for achievement.

A group of deliverables together constitute the necessary and sufficient conditions for the successful completion of a scope of work. All deliverables should be tested to ensure they are associated to one or more business benefits and identify who the beneficiaries of the work are.

With support from qualified SBO staff and other Divisions' experiences, CEOs should systematically rewrite the IM scope of work as a series of deliverables. In doing so, each statement in the scope of work; assumptions, dependencies and deliverables is handled separately for each workstream.

IM Assumptions

Each of the IM assumptions has to be validated. Does the Division's current capacity meet the requirement, or does additional work need to be done? If the status quo is considered adequate for the purpose then no new deliverables are required. If additional work is required, then that work should be written as a deliverable for future planning.

IM Dependencies

The dependencies in each workstream need to be rewritten to meet the three elements of a deliverable, description, purpose and timeframe. It may not be possible to give a clear statement of the purpose of a dependency deliverable. It may be associated with many outcomes or its importance may seem self evident. Alternately it could be an enabling condition for another deliverable. Whatever the situation, CEOs should attempt to document why a deliverable is needed, as well as what it is.

IM Deliverables

As the name suggests, the IM deliverables in the scope of work for each workstream are self defined. The task in this part of the process is to ensure that they are expressed succinctly and with a distinct description, purpose and timeframe. It may be that the original deliverables in the scope of work are broken down into a set of smaller deliverables at this stage. This may reflect different purposes or different timeframes for the same description.



Part 3: Define IM outcomes for each workstream

In this stage the deliverables within each workstream are reviewed against the Division’s IM policies and standards. Measurable and verifiable performance standards are defined for each deliverable to enable it to be used as an IM outcome within the IM plan. This review should be completed by the CEO and senior program staff with facilitation from approved SBO staff.



Each deliverable is separately reviewed within each workstream, and a relevant standard (including a measurable and verifiable performance criteria) is assigned. Whilst standards must be directly relevant to the purpose and description of the deliverable, they must also be guided by the Division’s IM policies and standards document. This is an important validation to confirm that the IM policies and standards within the Division remain relevant to the current business plans and projects.

Thus the development of standards for IM deliverables provides an opportunity to update the IM policies and standards document to ensure consistency throughout the Division’s IM governance framework.

There may not always be a relevant standard in the Division’s IM policies and standards document. However CEOs should be aware that all standards defined for IM outcomes should be consistent with the document and direct conflicts should be avoided.

Example standards for IM outcomes

In using this tool CEOs should refer to the Division’s actual policies and standards. The information below is guidance for using the IMMF Toolkit “Sample IM policies and standards” which provides a series of sample standards for the Division’s business requirements:

- Providing support to general practice for the collection and utilisation of clinical data within practices.
- Improving integration and continuity of care across health and community care services.
- The planning and evaluation of health services and measuring the effectiveness of health program delivery.
- Maintaining and improving the Division’s capacity for IM.

Each of these requirements is then further broken down into standards topics for each of the four IM workstreams. So for example the standards topics for integration and continuity of care for the processes and procedures workstream are:

- Clinical pathways are defined to enable tracking of the continuity of patient care against best practice guidelines. Datasets and data collection requirements are aligned to these pathways.
- A business case exists for the collection, data entry, validation and analysis of standardised datasets, collected for patients using specified clinical pathways.
- Security and privacy protocols are developed for the communication and shared access of patient centric clinical pathway data.

These topics are to be used as guidance for the specific standards that will be used for the Divisions IM outcomes.

An IM outcomes template is attached to assist Division’s record IM outcomes consistently

Workstream	Description	Purpose	Timeframe	Standard
IM workstream	<i>A description of the tangible state, result or target to be achieved.</i>	<i>A statement of purpose, what business outcome or benefit does it contribute to.</i>	<i>A specified timeframe for achievement.</i>	<i>The appropriate IM standard with measurable and verifiable performance criteria.</i>



TEMPLATE IM SCOPE OF WORK STATEMENT

Business Plan or Project Benefit			
	IM Assumptions	IM Dependencies	IM Deliverables
Skills and knowledge			
Processes and procedures			
Technology Solutions			
Culture and Change Management			

TEMPLATE FOR IM OUTCOMES

Workstream	Description	Purpose	Timeframe	Standard
<i>IM workstream</i>	<i>A description of the tangible state, result or target to be achieved.</i>	<i>A statement of purpose, what business outcome or benefit does it contribute to.</i>	<i>A specified timeframe for achievement.</i>	<i>The appropriate IM standard with measurable and verifiable performance criteria.</i>
Skills and knowledge				
Processes and procedures				

Workstream	Description	Purpose	Timeframe	Standard
<i>IM workstream</i>	<i>A description of the tangible state, result or target to be achieved.</i>	<i>A statement of purpose, what business outcome or benefit does it contribute to.</i>	<i>A specified timeframe for achievement.</i>	<i>The appropriate IM standard with measurable and verifiable performance criteria.</i>
Technology Solutions				
Culture and change management				

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