



The Health Boards Executive
Working Together for Health

Irish Health System

Strategic ICT Framework v2.1

Principal Features

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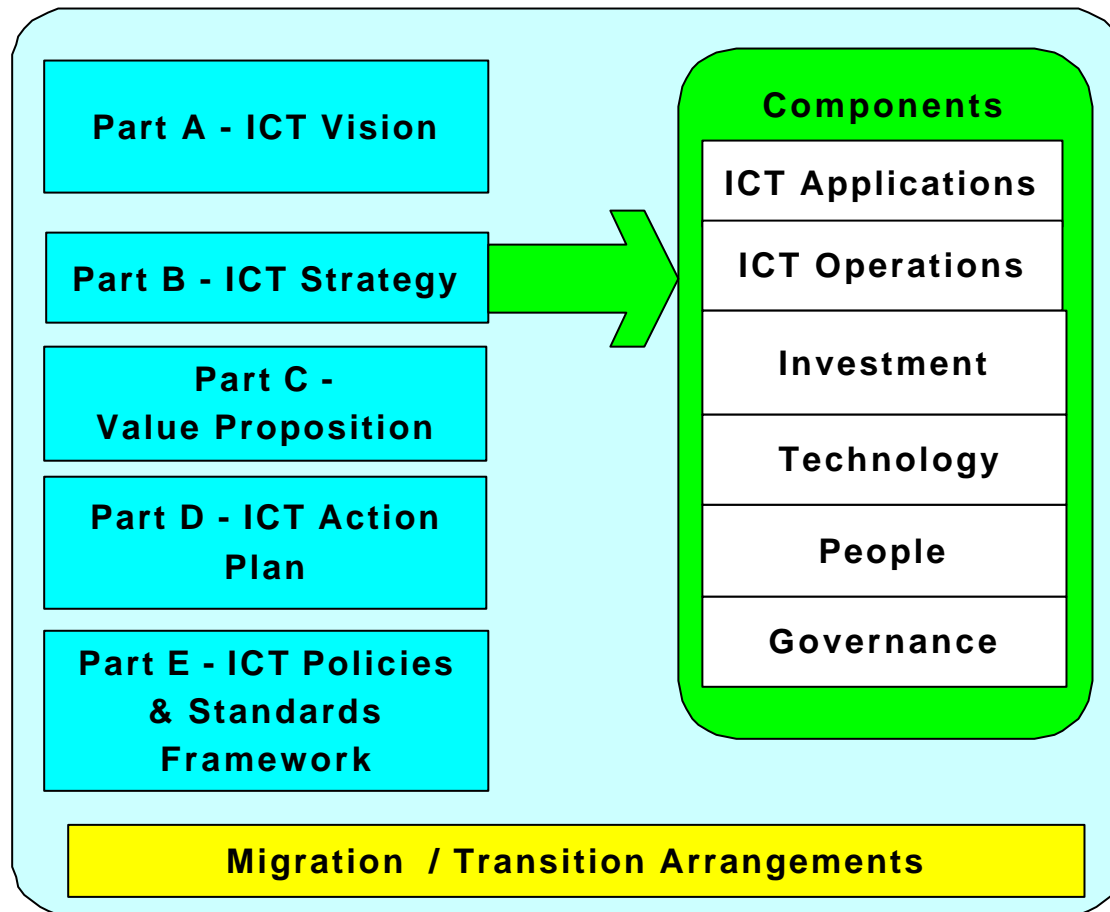
Origin & Ownership

- **Based on many inputs including:**
 - Deloitte & Touche VFM Audit (2001)
 - National Health Strategy (2001) & its 6 Frameworks for Change
 - *Primary Care Strategy*
 - *Action Plan for People Management*
 - *The Reform Programme*
 - Brennan, Prospectus and Hanly
 - *National Health Information Strategy*
- **Who developed it?**
 - HeBE project involving key business & ICT leaders in health
 - DoHC; Health Boards & ERHA; DATHS on Steering Group & Project Team
- **Who owns it?**
 - DoHC, HeBE (Health Boards incl. ERHA) and agencies under their remit on behalf of the Irish health system



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Strategic ICT Framework Components



The overriding theme - Obtaining Value

- **Multiple Value perspectives**
 - significant potential as enabler of modernisation & reform
 - ICT must be Useful and Used to support the business
 - not just cost reduction, although obviously very important
- **Providing that value by supporting people**
 - the public
 - service recipients
 - service providers
 - *employees*
 - *partners in care*
 - *managers*
 - *researchers*
 - *policy makers*
 - *controllers*



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Examples of Value Brennan Commission

- Strategic benefits:
 - enhanced performance evaluation, planning and monitoring;
 - devolved budgetary control and management;
 - benchmarking and comparative analysis based on best practice; and
 - improved financial transparency.
- Operational benefits:
 - systems and processes which allow users to focus on service delivery;
 - regular, timely and accurate financial information and reporting;
 - financial and related activity analysis;
 - reduction in resources involved in financial transaction processing;
 - increased focus on value for money and greater transparency in resource use; and
 - improved budgetary control and financial management of resources.

Examples of Value Prospectus

- At the level of HSE / regions and delivery units, ICT can enable
 - more effective planning, decision-making and monitoring
 - process and transaction efficiencies
 - improved back office/shared service operations
 - greater access to more reliable data
 - more effective resource management
- At the level of service providers, ICT can enable
 - efficient movement of necessary data to clinicians
 - *integration of clinical information across the health system*
 - *consistent and shared views of patient data*
 - matching of resources to activity levels through relevant / up-to-date information
 - reliable and timely evidence- based decision-making
 - devolution of budgetary accountability to clinical managers

Examples of Value Hanly

- Particular value for patients from improved information systems:
 - development & use of electronic patient records leading to the electronic shareable health record
 - clinical support systems
 - telemedicine
 - multi-media decision support systems
 - remote monitoring
 - connections between hospitals using Local Area Network (LAN) / Wireless Area Network (WAN)
 - updating patient notes using wireless Personal Digital Assistants
 - a range of e-mail and internet-based applications including:
 - *access for GPs via IT to diagnostic services and patient appointments*
 - *direct access systems between consultants and GPs for bookings*
 - labour-saving devices such as voice recognition for dictation
 - facilitation of audit, CME and implementation of protocols.



What will all this mean? Key Value/Benefits

eHealth = an ICT enabled, modern, user centred health system

For People as service recipients

- *a single, integrated, person focussed health system that is:*
 - *'world- class'*
 - *safe & high quality*
 - *responsive*
 - *affordable*

For People as service providers

- *modern, appropriate process, knowledge & decision supports that are always available at the point of care to maximise quality, safety, efficiency, effectiveness & economy*

For People in Government

- *manageability*
- *predictability*
- *high value for money*
- *customer satisfaction*

For People as managers

- *availability & use of high quality information*
- *enhanced monitoring & decision making*

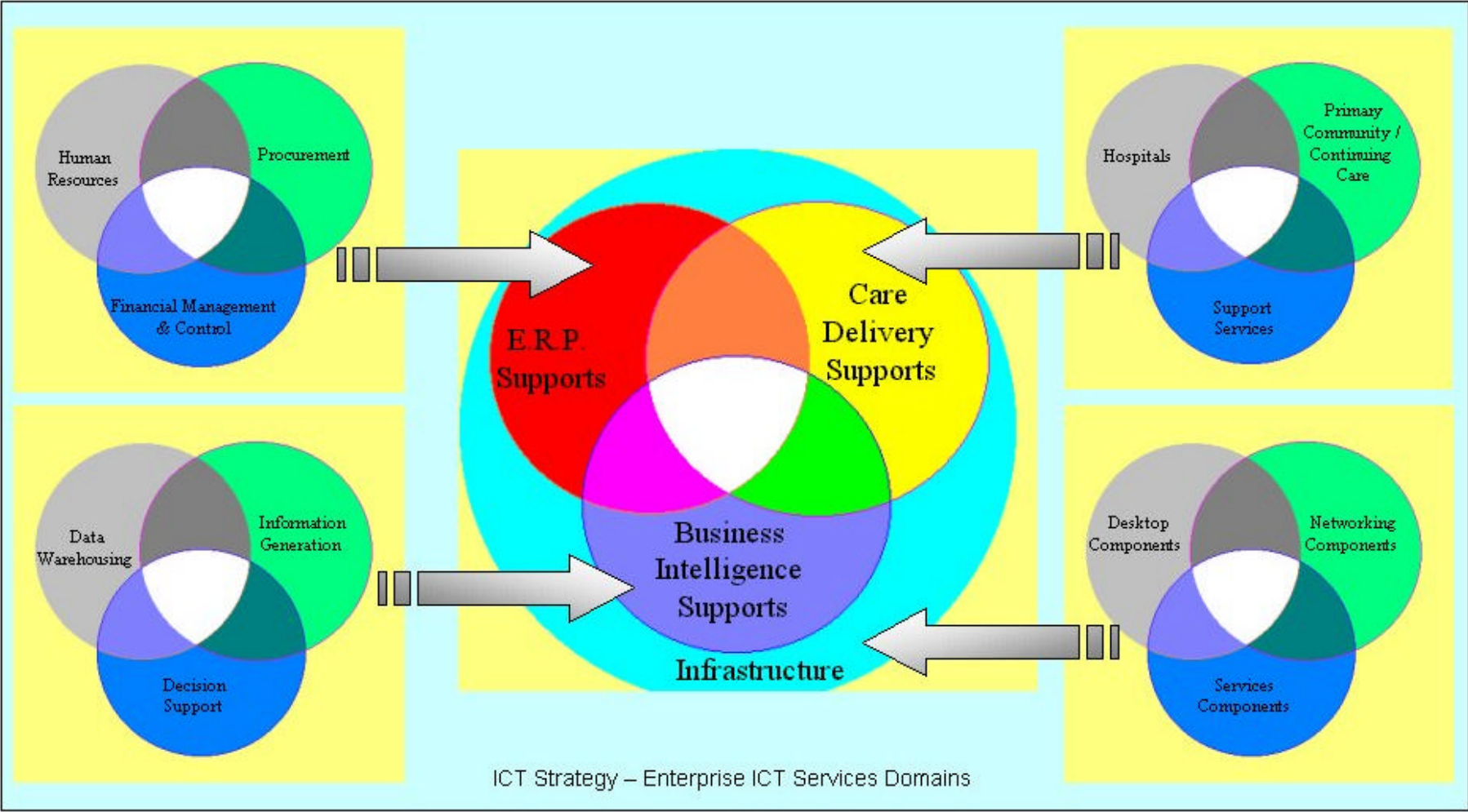
ICT Vision

- **To develop an ICT enabled Health System through:**
 - facilitating delivery of the Health Strategy “ *Quality & Fairness - A Health System for You*” ; by
 - maximising realisable ICT possibilities
- **based on a strategic ICT framework that:**
 - provides a coherent strategic envelope for actions
 - is enterprise- wide in scope
 - facilitates integration
 - is standards- based
- **to support and enable a health system that is:**
 - people-centred
 - knowledge-based
 - highly placed within the Premier league of health systems worldwide in terms of performance (incl. quality / safety) equity & accountability

ICT Strategy - Strategic goals informing ICT applications

- **4 Strategic ICT Goals:**
 - Enabling integrated, person- centred service delivery
 - Increasing effectiveness, efficiency & economy of operation
 - Supporting system- wide business intelligence: *“working smarter rather than harder”*
 - Supporting eGovernment and eEurope
- **Underpinned by the development of:**
 - A secure, confidential ICT Infrastructure
 - An ICT policies & standards framework

ICT Strategy - Enterprise ICT Services Domains



The People Dimension

- **People in receipt of services**
 - modernisation through delivery of Quality & Fairness
 - maximising delivery of a true eHealth system
- **People involved in health system delivery**
 - obtaining early buy- in from:
 - *government & health policy-makers / funders*
 - *existing and future users*
 - ICT in support of the modernisation & reform agenda
 - ensuring change leadership/management
 - harnessing existing knowledge & experience
- **People involved in ICT service delivery**
 - appropriate arrangements for liaison / consultation
 - harnessing existing talent
 - up- skilling for new environment



ICT Operations

Ensuring strategic intent translates into real applications through:

- **Developing Capacity to Deliver**
- **Operating on an enterprise- wide basis**
 - operating nationally, within overall policy envelope
 - implementing solutions, as appropriate, across the health system
 - linking with local solutions
- **Coordinating and consolidating ICT services**
 - using a national shared service
 - using selective outsourcing & strategic supplier relationships
- **Ensuring resilience in the ICT environment**
- **Phasing major ICT programmes**
- **Enhancing programme/ project management approaches**
- **Enhancing Procurement**



Investment

Ensuring strategic intent is supported by adequate investment, used wisely through:

- **Investing for Value**
- **Increasing total ICT investment (capital & revenue)**
 - from the current levels, estimated at 1% of total health spend
 - to a level in the order of 5-6% of total spend
 - in line with international investment levels
 - *Already 6% in U.S.A. and rising*
 - *Aiming for more than 6% in English NHS*
- **Identifying alternative financing models**
- **Improving investment appraisal & benefits realisation**
- **Developing risk assessment and management**

Technology

- **Architecture & Design**
 - clearly understanding the health system components
 - defining the data/information architecture to support them
 - defining the ICT services that should be delivered across the whole enterprise & those that should be local
 - defining the technical architecture to deliver it
- **Migration / Transition**
 - evolution not revolution - no "Rip & Replace"
- **Technology Components**
 - defining the technology landscape
 - a secure, confidential ICT Infrastructure
 - supporting interoperability within Health & wider public sector

- **Assisting in definition of a layered governance model**
 - central leadership & direction
coupled with
 - local ownership, implementation & accountability
- **Informed by**
 - current models for national projects
 - expectations from Reform Programme
 - international best practice
- **Supported by Structured approaches to**
 - change & expectation management
 - programme & project management
 - investment appraisal & value/benefits identification & attainment
 - risk assessment & management

Immediate HeBE ICT Priorities

- **Hosting the European eHealth conference in May 2004**
- **Making ICT investments within the strategic approach**
 - Care Delivery Support incl.
 - finalising iSoft patient management system procurement
 - national laboratory system procurement
 - schemes modernisation incl. Medical Cards, E111, Client Index etc.
 - supporting Programme of Action for Children
 - eGovernment priorities e.g. Health Services Portal, E111 Card
 - standards & infrastructure e.g. Messaging, Government VPN
 - Enterprise Resource Planning incl.
 - implementing SAP across the health system through PPARS & FISP
 - implementing the Procurement Strategy
 - Business Intelligence incl.
 - supporting Performance Indicators

Immediate HeBE ICT Priorities

- **Making the ICT Strategy happen within Modernisation & Reform**
 - leading & Managing the Change
 - obtaining commitment to investment
 - putting necessary national ICT programme structures in place within HIQA, HSE, National Shared Services Centre
- **Getting the Business to prepare**
 - unique Person Identification through PPSN
 - defining Health records services (EPR, EHCR, PHCR)
- **Building on appropriate elements of existing ICT**
 - developing a Migration Strategy
 - bridging Islands
- **Developing the ICT policies & standards through HIQA**