eHealth Ontario
It's working for you.

HOW TO OVERHAUL YOUR INFORMATION MANAGEMENT/ TECHNOLOGY GOVERNANCE ENGINE FOR OPTIMAL PERFORMANCE

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Who we are

■ We are an independent government agency established by the Ministry of Health and Long-Term Care to deliver electronic health records (EHRs)

eHealth Ontario – What We Do

- Our role is to deliver a comprehensive, patient-focused, secure and private EHR system

- We provide funding, guidance, access and infrastructure to ensure a secure and stable delivery system for electronic health records across the province

- We help improve patient outcomes through electronic data delivery, make the health care system more efficient, improve your health care experience and provide savings and value for Ontario taxpayers

INFORMATION TECHNOLOGY SYSTEMS
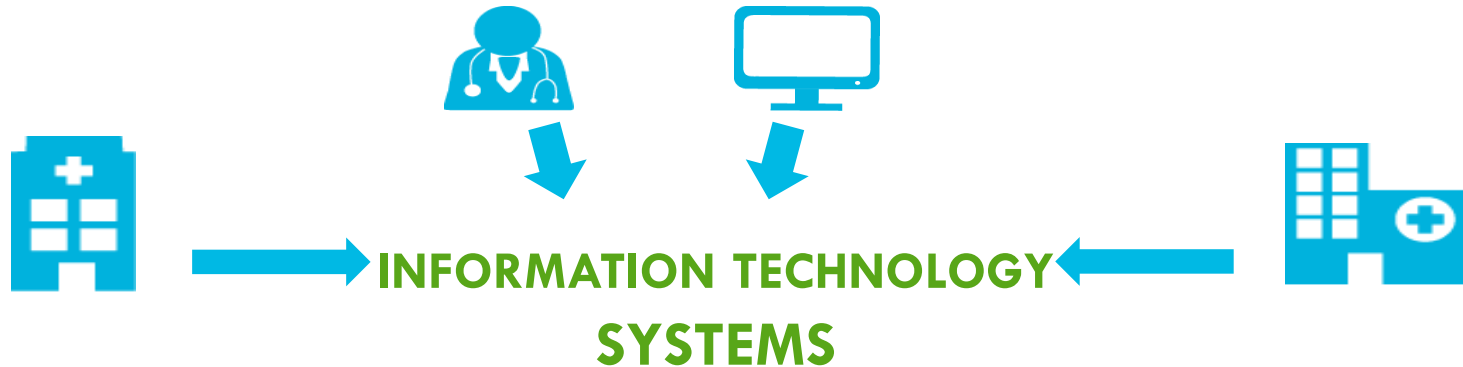
Today's Session

- Share our experiences applying key concepts and frameworks to optimize how we govern our core business of delivering EHR services:

    - eHealth Ontario's governance playbook

    - Framework and requirements

    - Committee structures

    - Measuring effectiveness

    - Lessons learned to date

Our Playbook

- Define <u>governance</u> and what needs to be governed ("the <u>governance framework</u>")

- Document governance <u>requirements</u> and map them to the governance framework to define governance <u>functions</u>

- Define the governance <u>bodies</u> and high level processes and <u>relationships</u> between governance bodies

- Define the governance body composition based on <u>accountability statements</u>

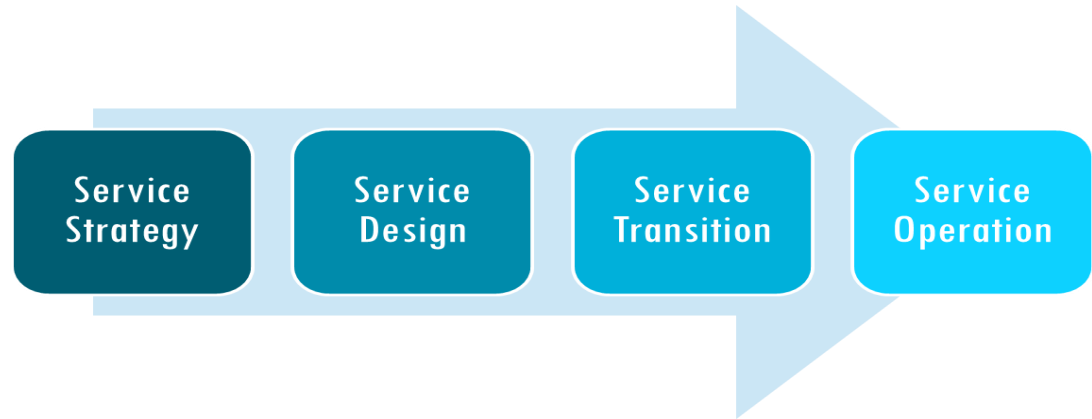# What is Governance?

- Governance is groups of people making decisions to ensure processes are followed to achieve specific outcomes. [1]

- IT Governance is about optimizing IT investments, and managing enterprise risk. The rest is management and execution.[2]
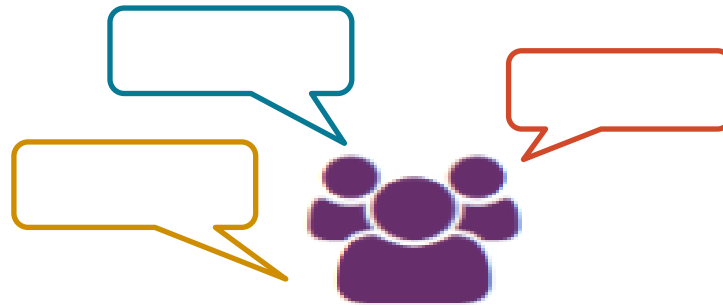
1. Adapted from TOGAF Business Architecture
2. Adapted from Gartner's report "CIOs Most Frequently Asked Questions Governance, February 2015."

Governance Framework

- A governance framework is intended to help optimize IT <u>investments</u> across the enterprise, and help the enterprise better manage enterprise <u>risk</u>.

- Answers the question: *What needs to be governed?*

  - eHealth Ontario's core business is the delivery of EHR Services

- The four pillars of ITIL act as a useful governance framework for what needs to be governed across the organization.

Service Strategy	Service Design	Service Transition	Service Operation

Governance Requirements

- Reverse engineer the governance definition and document it in a table

    - Ask stakeholders to define the <u>outcomes</u> they want

    - What <u>decisions</u> need to be made to achieve those outcomes

    - Which <u>people</u> need to make those decisions

    - What <u>processes</u> are required to make the decisions

- Work with stakeholders to elicit requirements*

Outcomes	Decisions	People	Processes

* Recommend using the Stakeholder Segmentation and Analysis tools from the Infoway Change Management Toolkit

Service Strategy	Service Design	Service Transition	Service Operation

Enterprise Strategy
- eHealth Ontario Strategy
- EHR Blueprint
- EHR Connectivity Strategy
- Annual Business Plan

Enterprise Planning
- EHR Roadmap
- Enterprise Release Forecast
- EHR Availability & Capacity Plan

Project Opportunity Assessment
- Alignment with Enterprise Plans
- Enterprise Prioritization & Sequencing
- Resource Capacity Assessment

Service Assessment
- Benefits Assessment (Clinical, Financial, etc.)
- Service Level Assessment

Technical Change Assessment
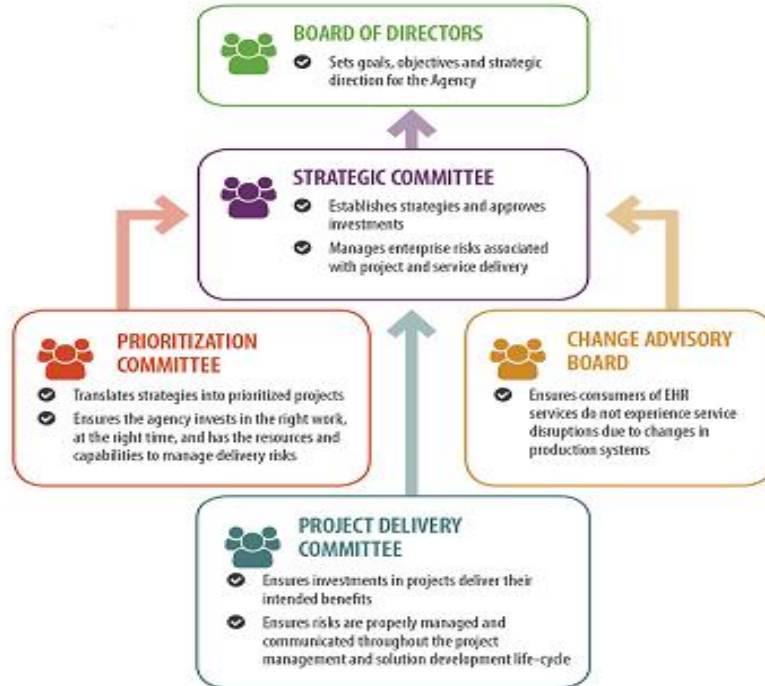- Changes to the Production and Disaster Recovery Environment

Governance Function
- Example Decision

Management Function
- Example Work

Project Management and Solution Development Lifecycle (PMLC & SDLC)

Initiation	Definition & Requirements	Planning & Design	Execution	Close-out

- Gated Projects (Gating)
- Checkpointed Projects (Checkpointing)
- Non-Gated Projects

Governance Committees

INTERNAL GOVERNANCE OPTIMIZATION

BOARD OF DIRECTORS
- Sets goals, objectives and strategic direction for the Agency

STRATEGIC COMMITTEE
- Establishes strategies and approves investments
- Manages enterprise risks associated with project and service delivery

PRIORITIZATION COMMITTEE
- Translates strategies into prioritized projects
- Ensures the agency invests in the right work, at the right time, and has the resources and capabilities to manage delivery risks

CHANGE ADVISORY BOARD
- Ensures consumers of EHR services do not experience service disruptions due to changes in production systems

PROJECT DELIVERY COMMITTEE
- Ensures investments in projects deliver their intended benefits
- Ensures risks are properly managed and communicated throughout the project management and solution development life-cycle

A centralized secretariat helps staff navigate the decision making processes, ensuring they have a consistent experience.

Enterprise View

SERVICE STAGE	STRATEGY		DESIGN			TRANSITION	OPERATION
PROJECT PHASE	OPPORTUNITY	INITIATION	DEFINITION AND REQUIREMENTS	PLANNING AND DESIGN		EXECUTION	CLOSE-OUT
DECISION POINTS	0	1	1 2 2	3 3		4 4	5 5

COMMITTEE INVOLVEMENT

Strategic Committee
Prioritization Committee
Project Delivery Committee
Change Advisory Board
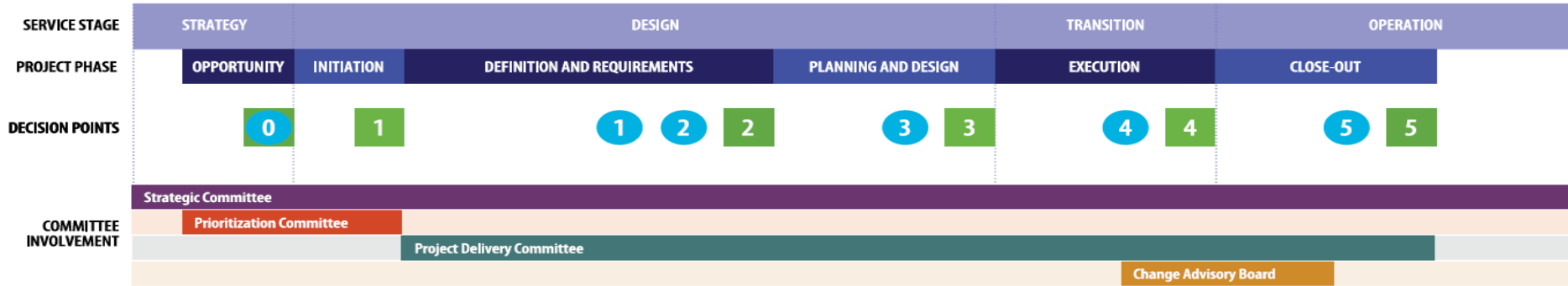
CHECKPOINT
a decision point that ensures due diligence in the areas of Architecture, Operations, Privacy, Quality Assurance, Security, and Standards.

GATE
a decision point primarily concerned with overall project performance (e.g. scope, cost, schedule, resources, etc.) and has a project management focus.

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Measuring Effectiveness
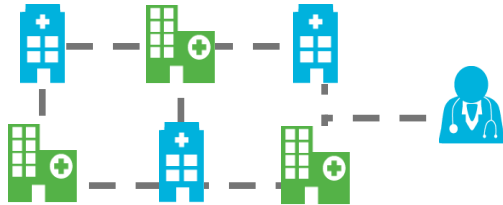
How will we know we are being successful?

Identification of metrics that can form the basis of improvement discussions

Input from a broad range of stakeholders

Deliver more and better EHR services

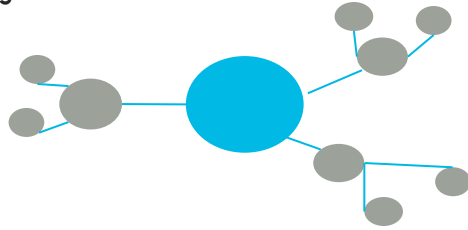Early identification of risks and reputation of the agency

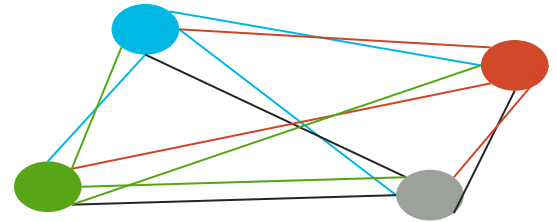Quality and effectiveness of the administration and operation of the committees/chairs.

Lessons Learned to Date

Highlights

Every aspect must link back to the desired outcomes

Governance decisions can be complex

Accountability statements are required to make governance body decisions

Following change management best practices was key to gaining support and uptake

Consolidation of management and secretariat support

In Summary

- Governance focused at the right level within an organization promotes effective decision-making and avoids proliferation of committees and inefficient use of human resources

- Every aspect of the governance structure – from member composition to system design templates – must link back to desired outcomes

- Ensuring member and committee accountabilities are clear is critical to focussing committee decision-making

- Engaging and communicating with staff early and often and following change management best practices is key to gaining support and uptake for implementing an enterprise-wide change

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