2019

**THE LEGISLATIVE ASSEMBLY FOR THE
AUSTRALIAN CAPITAL TERRITORY**

GOVERNMENT RESPONSE TO THE

ACT AUDITOR-GENERAL'S REPORT NO. 5/2019 –

MANAGEMENT OF THE SYSTEM-WIDE DATA REVIEW IMPLEMENTATION PROGRAM

**Presented by
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Minister for Health
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ACT Government Response

Background

On 31 May 2019, the Auditor-General published his performance audit of the program management arrangements for the ACT Health Directorate's System-Wide Data Review implementation program.

The audit reviewed the effectiveness of the program management arrangements supporting the implementation of the recommendations, actions and initiatives of the SWDR. The audit also examined the project management arrangements for the largest project under the System-Wide Data Review implementation program: the Data Repository Population Project.

In his report, the Auditor-General noted that the program governance arrangements and program planning were not mature enough to effectively support the program implementation, but that the Data Repository Population Project demonstrated well-established processes and a thorough and mature approach to project management. As a result, the report made two recommendations in relation to governance arrangements and program planning.

Mature and effective program management arrangements are integral to the timely delivery of the outcomes from the 2017-2018 ACT Health System-Wide Data Review. The ACT Government welcomes the Auditor-General's early review of the multi-year implementation program for the System-Wide Data Review's outcomes, and agrees with both recommendations. These recommendations are already being actioned by the ACT Health Directorate (ACTHD) as part of the ACT Government's ongoing commitment to the continuous improvement of health data quality, analysis and reporting.

AUDITOR-GENERAL'S RECOMMENDATIONS

Recommendation 1: Program Governance

The ACT Health Directorate should:

a) **document the governance arrangements for the System-Wide Data Review implementation program, including roles and responsibilities for program management and oversight;**

b) **embed oversight and monitoring arrangements for the program, by finalising and endorsing terms of reference for the System-Wide Data Review Reference Group and supporting Working Groups and ensuring these groups meet regularly to review implementation progress; and**

c) **develop and implement risk management arrangements that assess and monitor risks to the implementation of the program.**

This recommendation is **Agreed**.

ACTHD has already embedded international best practice arrangements for the delivery of healthcare technology-based projects, programs and portfolio management utilising the following methodologies:

- Project management – Projects IN Controlled Environments (PRINCE2);

- Program management – Managing Successful Programmes (MSP); and

- Portfolio management – Management of Portfolios (MoP).

To support these arrangements, tailored Delivery Frameworks have been developed and are available on the ACT Health website. The Delivery Frameworks have been used successfully to deliver dozens of technology-based projects and programs, including the recently launched DAPIS Online Remote Access website for secure online prescription monitoring across the ACT.

To ensure the Delivery Frameworks are being used effectively to manage and deliver the System-Wide Data Review implementation program, the program is being realigned to the Program Delivery Framework. This will better support the delivery of timely and meaningful outcomes from the System-Wide Data Review. Additionally, a number of other actions are

being taken to address this recommendation and ensure effective program governance. These include:

- Establishing a dedicated System-Wide Data Review program management team, staffed with an experienced program manager and program support;
- Revising and refining the program governance documentation to ensure roles and responsibilities are clearly documented and that risks are more clearly identified and controlled; and
- Implementing more effective program management oversight through the establishment of a whole-of-public health system program management board (the ACT Public Health System Data Governance Steering Committee). This committee has top-level representation from ACTHD, Canberra Health Services, Calvary Public Hospital Bruce and the Health Care Consumers' Association, and provides leadership and oversight of data management, use and reporting within the ACT public health system. It meets every two months, with its first meeting held in September 2019.

Recommendation 2: Program Planning

The ACT Health Directorate should:

a) **develop and implement program management planning practices that enable:**
   i)   **scheduling and monitoring of activities based on estimated completion dates;**
   ii)   **a consistent approach to prioritisation of activities and the progress made;**
   iii) **identification of dependencies and key milestones;**
   iv)   **tracking and reporting of costs to inform planning for future phases; and**
b) **include in future published System-Wide Data Review Implementation Plans information about the ACT Health Directorate's program planning arrangements, overall implementation progress and the realisation of benefits.**

This recommendation is **Agreed**.

Through the re-baselining of the program with the Program Delivery Framework, ACTHD is already taking action to address this recommendation. ACTHD is revising all existing

program planning documentation to ensure it complies with the 'program identification' and 'program definition' tranches of the Program Delivery Framework. This will ensure that:

- a consistent approach is taken to program scheduling for the whole implementation program;
- activities are appropriately scheduled with dependencies and key milestones identified;
- active monitoring of outcomes and benefits can be undertaken throughout the program; and
- program expenditure is monitored more effectively, to inform future planning.

ACTHD has already published information about its program planning arrangements through the publication of the Program Delivery Framework on the ACT Health website, and will also publish information about implementation and delivery of the realigned implementation program including the benefits of this work and how they are realised.