

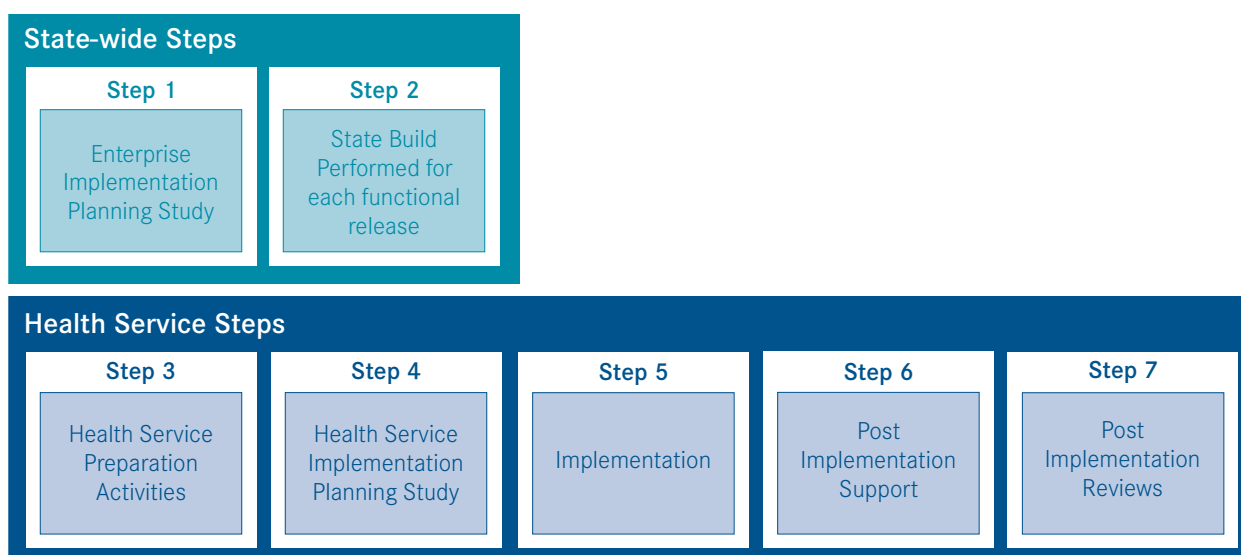
Clinical Systems news

An integral part of HealthSMART, Victoria's Whole-of-Health ICT Strategy

September 2007–Issue seven

The Clinical System Project

The HealthSMART Clinical System Project will deliver a common clinical system, Cerner Millennium, to the public health sector of Victoria. The project involves a combination of statewide steps to set a common framework and principles for the project, and health service specific steps to apply during system implementation. The figure below illustrates the project flow.



A brief description and status update of each step follows.

Step 1

Enterprise implementation planning study

The enterprise implementation planning study (EIPS) provides a roadmap for how the clinical system will be implemented across Victoria. It sets in place many common tools and documentation templates that are used during health service implementation planning studies.

This step was completed in June 2007.

Step 2

State build

Each functional release is built in accordance with its particular state build plan detailing the design and specification of software configuration, reports, interfaces, data migration and technology. When complete, each functional release is installed and extensively tested by the Office of Health Information Systems. When the release meets the specifications and passes user acceptance testing, it is made available for health service implementation. This process is repeated for each functional release of the software.

Release 1: Clinical Workbench and ePrescribing

The initial state build was completed in July, although a number of further enhancements are underway. Acceptance testing involving staff from the Health Services and OHIS is in progress. Overall feedback from clinicians has been quite positive.

Release 2: Orders Entry and Medications Management

Advisory and reference groups are being established to participate in the Release 2 planning and build. The groups will provide expert opinion and clinical content about pathology and imaging services. Membership is being drawn from across the health sector and will include medical, nursing, pathology and imaging representatives. The Medications Management Advisory Group will continue in its role ensuring continuity between ePrescribing and medications management state build.

Step 3

Health service preparation activities

Once a health service is identified as an implementation site, a number of preparation activities are commissioned. These activities focus on documenting the health service's current environment and identifying the change impact that the project will have on the organisation. The purpose of this step is to mobilise and prepare the health service to conduct a local implementation planning study (IPS).

A preliminary business case and purchase order contract formalises the health service's decision to proceed to IPS. Health service preparation activities vary as required for each functional release to be implemented.

This step has been completed by all four lead implementation Health Services - Ballarat Health Service, Eastern Health, Goulburn Valley Health and Royal Victorian Eye and Ear Hospital. Each health service has progressed to IPS.

Step 4

Health service implementation planning study

Cerner conducts an IPS at each health service preparing for implementation. This includes:

- The health service project plan documenting goals and objectives, milestones and associated deliverables, roles and responsibilities, resources, change management, communication and risks and issues
- The project schedule detailing all tasks and activities with associated effort, duration, sequence, dependency and responsible party
- The final business case articulating the total cost/benefit of proceeding with implementation of the clinical system. The Health Service Board approval of the business case confirms the decision to proceed with implementation.

Following business case approval, the health service contracts with Cerner to implement. A separate health service IPS is conducted for each release to be implemented.

This step is in the final stages of completion at all four lead implementation health services.

Step 5

Implementation

To proceed to implementation, additional health service project team resources are recruited, accommodation and facilities are established, governance structures are reviewed and formalised and advisory and reference groups are set-up.

Working with Cerner and OHIS, the health service undertakes a design review and begins the process of collecting data needed to localise the system. Preparation for organisational change occurs in conjunction with this activity, ensuring that workflows and processes integrate use of the system.

With validation of the design, development of training material and policies and procedures begins. As conversion to live system use nears, project communication increase, training begins and super user support teams are mobilised.

In parallel local technology preparations are underway to extend or upgrade infrastructure and deploy mobile and fixed point of care devices. In the background, pathology and imaging system interfaces go into operation and data migration begins.

Implementation culminates with the conversion to live use ("go-live") and the activation of support systems and services.

This step has not commenced.

Step 6

Post implementation support

Post implementation support of the clinical system is shared across the health service, HealthSMART Services and Cerner.

The health service provides user help desk, local hardware and software support, ongoing change management and training, report management, data quality and security management.

HealthSMART Services provides system operation services and technical escalation pathways for issues unresolved by the health service.

Technical support and maintenance of the core software and new release developments are provided by Cerner.

This step has not yet been started.

Step 7

Post implementation review

Post implementation reviews will be conducted at intervals. The first review is done relatively soon after go-live and will focus on the integration of the product into a clinical environment, the resolution of outstanding issues and lessons learnt.

Subsequent reviews will be conducted approximately six months, 12 months and 18 months after go-live and will focus on benefits realisation and further change management activities.

This step has not commenced.

Next issue December 2007

For further information regarding the HealthSMART Clinical System contact:

(03) 9651 7149

(03) 9651 7187

www.health.vic.gov.au/healthsmart

Authorised by the Victorian Government,
50 Lonsdale Street, Melbourne