



Government of **Western Australia**  
Department of **Health**

# Information and Communications Technology (ICT) Governance Policy

**Title: INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT)  
GOVERNANCE POLICY**

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## **1. Background**

In April 2014 WA Health introduced a new governance structure for Information and Communications Technology (ICT). The primary aim of the governance structure is to ensure that the right ICT systems are in place to enable WA Health to provide safe, high quality, accountable and effective health care for Western Australians in a financially sustainable environment.

## **2. Scope**

This policy is binding on each Health Service Provider to which it applies or relates.

## **3. Policy statement**

- WA Health comprises the Department of Health and Health Service Providers under a devolved governance model. However in order to maximise the benefits of ICT investment and provide consistent state-wide ICT systems where appropriate, decision making around ICT is managed through the WA Health ICT Governance Structure.
- This policy outlines the decision making framework for WA Health's ICT investment. This includes clarifying the expected roles, responsibilities and accountability of all parties involved in the planning and delivery of ICT programs and projects and prescribes the processes to be followed in initiating and managing an ICT proposal or project.
- All proposals for ICT investment are to be considered and approved in accordance with the [WA Health ICT Governance Structure](#) and the [ICT Governance and Approval Process](#).
- Proposals are to align with WA Health's strategic directions and the priorities set out in the [WA Health ICT Strategy 2015-2018](#).
- PRINCE2 is the mandated project management methodology across WA Health and is used for the management of ICT projects. ICT projects are to be reported to the ICT Project Management Office managed by HSS.
- An ICT Patient Safety Risk Assessment is required throughout the system lifecycle, for any ICT system or application that impacts, either directly or indirectly, on patients. For ICT projects, an [ICT Patient Safety Risk Report](#) must be completed and approved prior to go-live, and the report and risks must be handed over to operations as part of the approval to transition.
- Health service providers are responsible for determining the internal processes to be followed and for ensuring the appropriate level of authorisation is given (in accordance with procurement delegations) before a Concept Approval Request

or Governance Business Case is submitted through the ICT Governance Structure. This is to be communicated to the ICT Business Engagement Team in HSS and to the ICT Strategy and Governance Team in the Department of Health.

In addition to complying with this policy, all purchases of ICT goods and services are to be in accordance with the Procurement Policy Framework and WA Health's financial delegations.

#### 4. Definitions

<p><b>Concept Approval Request (CAR)</b></p>	<p>A Concept Approval Request (CAR) is an initial proposal document that describes the business need, problem or opportunity and proposes options in response. The CAR provides the business justification for an ICT proposal, proposed options, estimated costs and proposed funding source, and expected benefits. It is intended to provide sufficient information for the ICT governance bodies to determine if further effort to develop a detailed business case is warranted. In the case of smaller, low risk and well developed proposals, the ICT governance bodies may choose to approve a project on the basis of information presented in a CAR.</p>
<p><b>Governance Business Case</b></p>	<p>A Governance Business Case is a detailed document setting out the basis for an ICT proposal including business need, solutions options and analysis, proposed implementation approach, detailed costings, proposed funding source, and analysis of benefits and risks.</p>
<p><b>ICT Proposal</b></p>	<p>An ICT proposal could be an idea for enhancement, or modification to an existing system or change in system workflow or process, or it could be an idea for a completely new system.</p> <p>ICT proposals commonly include:</p> <ul style="list-style-type: none"> <li>• procurement of ICT services, applications, systems, hardware infrastructure (eg servers)</li> <li>• development of a new software application or system</li> <li>• enhancement or addition to an existing software application, system or infrastructure</li> <li>• rollout of an existing software application to additional site/s.</li> </ul>
<p><b>PRINCE2</b></p>	<p>PRINCE2 stands for Projects in a Controlled Environment. It is a structured project management methodology covering the organisation, management and control of projects.</p>

#### 5. Roles and responsibilities

- The **ICT Executive Board** sets the strategic direction for WA Health's ICT investment in line with business needs and the WA Health ICT Strategy 2015-2018. It is responsible for approving Business Cases for ICT Proposals in

excess of \$250,000, or where the proposal has been escalated by the ICT Program Committee and ICT Proposal Review Sub-Committee.

- The **ICT Program Committee** identifies and prioritises ICT proposals and oversees the delivery of ICT projects. It receives monthly project dashboard reports on ICT projects and intervenes as required, or escalates issues to the ICT Executive Board on an exception basis. It provides advice to the ICT Executive Board on ICT proposals and can make decisions on proposals up to a total lifetime cost of \$250,000.
- The **ICT Proposal Review Sub-Committee** has the authority to make decisions on ICT proposals with a total lifetime cost of less than \$250,000. It is required to escalate issues to the ICT Program Committee and ICT Executive Board where there is likely to be a significant impact across WA Health or where a proposal or project is considered high risk.
- **Health Service Chief Executives** are responsible for ensuring the appropriate level of authorisation is given (in accordance with procurement delegations) before a Concept Approval Request or Business Case is submitted through the ICT governance process.
- **Project Sponsors** are accountable for the delivery of individual projects in accordance with the PRINCE2 Project Management Methodology.
- The **Clinical, Corporate and Consumer Reference Groups** provide advice to the ICT Executive Board on priorities and emerging issues.
- Individual **Project Boards** are responsible for the delivery of specific ICT projects, in accordance with the PRINCE2 project management methodology, with project managers required to report to the ICT PMO on a monthly basis.
- **Business User Groups** and **Business Advisory Groups** provide advice about individual applications or portfolios of applications from a user perspective.
- The **Portal Governance Steering Committee** provides advice and guidance and determines business oriented priorities for the WA Health Portal (HealthPoint). It governs the information architecture and taxonomy of the WA Health Portal and reports to the ICT Program Committee.
- The **ICT Strategy and Governance Team** in the Department of Health provides Secretariat support to the ICT Executive Board, ICT Program Committee, ICT Clinical Reference Group and ICT Consumer Reference Group. The Team also oversees the implementation of the WA Health ICT Strategy 2015-2018 and manages monthly reporting on the ICT Strategy to the ICT Executive Board and quarterly reporting to all stakeholders, and is responsible for communicating ICT governance decisions across WA Health.
- The **Business Engagement Team (BET) in HSS** is responsible for working with staff across WA Health to support the development of ICT proposals, including support for the completion of Concept Approval Requests and Business Cases. BET is the first point of contact and manages the receipt and processing of Concept Approval Requests and Business Cases and liaises with other parts of HSS around technical requirements.
- The **ICT Project Management Office (PMO) in HSS** is responsible for ensuring ICT projects are managed in accordance with the PRINCE2 project management methodology and in accordance with procedures established by the WA Health Program Management Office. The ICT PMO provides monthly dashboard reporting to the ICT Program Committee and provides direct project management of some projects.

## 6. Compliance

Failure to comply with this policy may result in disciplinary action and, in serious cases, termination of employment or engagement.

## 7. Evaluation

Evaluation of this policy is to be carried out by the Policy Owner. The following means / tools are to be used:

- Annual surveys of members of ICT governance bodies and staff preparing Concept Approval Requests and Business Cases
- Monthly review of Project Dashboard reports by the ICT Program Committee.

## 8. References

- [WA Health ICT Governance Structure](#)
- [ICT Governance and Approval Process](#)
- Up to date information on the process for making and managing ICT proposals is available at the [Business Engagement Team intranet site](#).

## 9. Related documents

- [WA Health ICT Strategy 2015-2018](#)
- [ICT Policy Framework](#)
- [Procurement Policy Framework](#)
- [WA health system ICT Governance Structure](#)
- [ICT Governance and Approval Process](#)
- [ICT Patient Safety Risk Report](#)

## 10. Supporting documents

- [ICT Patient Safety Risk Assessment - PSRA Guide for ICT Projects](#)

## 11. Authority

<b>Title:</b>	Information and Communications Technology (ICT) Governance Policy		
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