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The ICT Strategy uses the guiding principles to develop and identify its strategies
Section 1
Business/ICT Vision

- HPCA Vision & Strategic Intent
- Business Strategy
- ICT Vision
- ICT Objective
## HPCA Vision

**Vision**
Optimal health professional practice and behaviours that minimise harm and the need for complaints.

### 1. Expertise
**Objective:** To ensure optimal performance and credibility by attracting and growing the expertise of Council members and staff.

**Goals:**
1. Identifying and meeting regulatory and other learning and development needs of members
2. Reviewing and enhancing performance of Councils and members
3. Managing strategic and operational L&D programs for staff and links to performance review processes with more systematic approaches.

### 2. Engagement
**Objective:** To build the reputation and brand of the Councils and HPCA.

**Goals:**
1. Maintaining and enhancing robust partnerships with co-regulators at state and national levels
2. Engaging in relevant and timely communications with practitioners, the public and other stakeholders
3. Leveraging digital communications and other channels to tailor messaging for different user groups.

### 3. Effectiveness
**Objective:** To deliver safe health practitioner outcomes through processes and decisions that are informed, well reasoned, fair, transparent and defensible.

**Goals:**
1. Eliciting community perspectives on reasonableness of professional standards and measures to achieve practitioner compliance
2. Developing greater consistency across Councils in regulatory processes and decision making through shared learning and collaborative initiatives
3. Informing Council decision making by exploring links between risk decisions, practitioner compliance with decisions and impact on practice.

### 4. Education and Research
**Objective:** To support the health system and practitioners to better manage risks that lead to regulatory action through innovative education and research.

**Goals:**
1. Developing greater capacity to create and use opportunities to advise practitioners about reducing and managing regulatory risks
2. Identifying emerging needs for information resources and delivering strategies to meet these needs
3. Enhancing the regulatory evidence base through targeted and collaborative research.
ICT Vision

Leverage innovative technology, utilise information and capability for HPCA to achieve its vision.

ICT Objective - Guiding Principles

• **Engage Openly** - more active involvement of all stakeholders builds knowledge, sparks ideas and growth, and better informs decisions and solutions that meet local needs. To realise this outcome we are:
  • **Creating Knowledge** - generating, sharing, managing and more effectively using information to improve decision-making.
  • **Collaborating Effectively** - strengthening networks, creating partnerships and using a variety of technologies to communicate with our stakeholders to improve service delivery.
ICT Objective - Guiding Principles

• **Deliver Leading Services** - more effective use of ICT delivers improved productivity and streamlined, high quality services. To realise this outcome we are:
  • **Building Capability** - improving ICT knowledge, skills and capacity across the HPCA to deliver more efficient, effective and improved services.
  • **Improving Services** - using ICT to simplify and join together services that the HPCA provides to Council members, individuals, practitioners and partners, while ensuring security and privacy.

• **Improve the Efficiency and Effectiveness of HPCA Operations** - more innovative and strategic use of ICT ensures greater value. To realise this outcome we are:
  • **Partnering with eHealth** – leverage the capability of eHealth to improve scalability and efficiency of ICT services.
  • **Investing Optimally** - targeting and coordinating ICT investment to deliver the greatest value and improve efficiency and effectiveness
  • **Encourage Innovation** – Proactive in solution provision, examine and adopt new and emerging technologies more rapidly.
  • **Corporate Governance of ICT** - Setting up ICT strategy, policy and controls to achieve HPCA goals.
Section 2
ICT Review

- ICT Landscape
- ICT Systems
- Strength
- Weakness
ICT Landscape

- 132 FTE
- 107 Contingent workforce
- 2 offices, Pitt St & Gladesville

- 120 Council members
- 440 Hearing members

- 170 Desktop Computers
- 26 Laptops
- 170 iPads
## Main Application Systems

<table>
<thead>
<tr>
<th>System</th>
<th>Description</th>
<th>Vendor</th>
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</thead>
<tbody>
<tr>
<td>MaCS</td>
<td>Complaints &amp; Monitoring System</td>
<td>Bespoke .net based application managed through a small vendor</td>
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<tr>
<td>TRIM</td>
<td>Records management</td>
<td>Micro Focus</td>
</tr>
<tr>
<td>NuRX</td>
<td>Pharmacy registration System</td>
<td>Bespoke managed by Australian Software Company</td>
</tr>
<tr>
<td>Broadbooks</td>
<td>Cloud based document sharing for meeting</td>
<td>Diligent</td>
</tr>
<tr>
<td>Stafflink</td>
<td>An eBusiness portal service for Finance, Procurement and employee self service</td>
<td>Healthshare (eHealth)</td>
</tr>
<tr>
<td>HETI</td>
<td>Online training system</td>
<td>eHealth</td>
</tr>
<tr>
<td>Drupal</td>
<td>Website CMS</td>
<td>Adelphi</td>
</tr>
<tr>
<td>Microsoft Exchange</td>
<td>eMail &amp; scheduling</td>
<td>Private Universe</td>
</tr>
<tr>
<td>Microsoft Office</td>
<td>MS Office applications (Word, Excel, PowerPoint, Outlook)</td>
<td>Microsoft</td>
</tr>
<tr>
<td>Visio</td>
<td>Visual layouts, diagram, charts, flowcharts etc</td>
<td>Microsoft</td>
</tr>
<tr>
<td>Mailchimp</td>
<td>Marketing automation and email marketing service</td>
<td>Rocket Science</td>
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<tr>
<td>Campaign Monitor</td>
<td>Email Marketing Service</td>
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<tr>
<td>Red Oxygen</td>
<td>SMS Service</td>
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</tbody>
</table>
# Old Databases Systems

<table>
<thead>
<tr>
<th>System</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>HPCA</td>
<td>Complaints &amp; Monitoring System used prior to 2010</td>
</tr>
<tr>
<td>RMS</td>
<td>Used at Pitt St prior to MaCS. Not all data were migrated to MaCS</td>
</tr>
<tr>
<td>REX</td>
<td>Old Pharmacy registration System</td>
</tr>
<tr>
<td>HPRB</td>
<td>TBD</td>
</tr>
<tr>
<td>Dental Database</td>
<td>Access database</td>
</tr>
<tr>
<td>MYOB</td>
<td>Old Financial System prior to 2015 however accessed for information</td>
</tr>
<tr>
<td>Technology 1</td>
<td>Financial System used for 3 years until January 2018</td>
</tr>
<tr>
<td>Reg/PCH</td>
<td>Old ver of MaCS at Medical</td>
</tr>
<tr>
<td>HPRBNEW</td>
<td>TBD</td>
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<tr>
<td>NMB2007</td>
<td>TBD</td>
</tr>
<tr>
<td>PSY1, Pftraker, Ahpra</td>
<td>TBD</td>
</tr>
<tr>
<td>Performance, Asdb</td>
<td>TBD</td>
</tr>
<tr>
<td>HPCACMS, HPCANET</td>
<td>Previous Internet</td>
</tr>
</tbody>
</table>
Current State - Infrastructure Architecture of HPCA

Private Universe Managed

- Virtual Machines
- Operating systems
- Virtualization
- Compute
- Storage

HPCA - Pitt Street

- HPCA Users
- App Server
- DB Servers
- File Server
- Domain Controller
- Exchange Servers

MCNSW - Gladstone

- MCNSW Users
- Microsoft Server
- Windows Server 2003R2
- Windows Server 2008R2
- Windows Server 2012R2

Microsoft Hyper-V

- 2x Dell Power Edge R710
- 1x Dell Power Edge R720
- 1x Dell Power Edge R730
- 3x Dell MD 3200 – 14TB – SAS/SATA

Approximately 27 VMs for both HPCA and MCNSW

R710 and R730 are hosted at Pitt St and R720 is hosted at Gladstone

The storage at HPCA - Pitt Street is leveraged by MCNSW as well.
**Strength**

**ICT Staff**
The HPCA has a number of established staff within its ICT team who have a very good understanding of the systems and processes that are used by the HPCA and the Councils. They also have a very good understanding of the way complaints are managed and the way the HPCA and the Councils work with other regulators in NSW and nationally. Most ICT services are outsourced to vendors leaving most ICT staff to focus on business issues. HPCA has undergone an organisational restructure and substantially increased its ICT staff to help with modernisation of its ICT capabilities and to enable a more proactive response to the constantly changing ICT environment.

**Finance, HR and Payroll Functioning Well**
HPCA has migrated the financial system to Healthshare Stafflink in early 2018 utilising the eHealth and Ministry Services.

**Uncomplicated ICT Business Systems**
The MaCS and TRIM consolidated business system provides a less complicated application infrastructure for the HPCA. Boardbooks implementation has been successful. Drupal web solution is based on an open source technology and supported by many vendors. All other systems are based on Microsoft technologies. The desktop standard operating environment is based on Windows 10 and MS Office 2013 that is consistent across all desktop and laptops. All desktops and laptops are less than 3 years old.

**Secure Network Connection**
HPCA has migrated the network between 2 offices to Health Wider Area Network (HWAN) allowing for a redundant managed fast network not only between offices but also to GovDC datacentre allowing for the uptake of services through eHealth.
Opportunities

Ageing Server Infrastructure
HPCA servers are more than 6 years old at Pitt St and 3 years at Gladesville. They are hosted onsite. There has been a plan to migrate all these servers to Government Data Centre (GovDC). Work on this project has started and requires a number of changes before migrated to the new data centre.
⇒ Ensure extended support are maintained and Migrate all servers to the GovDC.

Taking Advantage of eHealth Services
While HPCA has adopted HWAN and Healthshare, there are many more services that can be delivered through eHealth. These need to be planned carefully and prioritised. HPCA has engaged KPMG through eHealth to review HPCA service needs and how it can utilise eHealth to improve its ICT services. Services recommended through KPMG include GovDC hosting, database management, Internet gateway, identity service, desktop management and network management, telephony, security services and analytics and reporting.
⇒ Review KPMG report, engage eHealth to transition services to eHealth.

Lack of Disciplined Service Design, Transition and Operation
There has been a great deal of modifications to MaCS. While these enhancements are reviewed through MaCS user group, they are not properly measured on benefits and organisational need. Staff do not always participate in testing and enhancements are mostly tested by ICT contractors.
⇒ Use the ITIL Service management as a guide to manage service strategy, design, transition and operation. Multiple small enhancements does not allow for proper development and testing mechanism.
Opportunities

MaCS Business Application

MaCS business system has evolved from a single Council use to multiple Council use. The system is custom-built and maintained through a small contractual company. HPCA is constantly evolving its business processes to improve efficiency across all Councils and need to utilise contemporarily methods to manage its customers. There are several cloud based vendors with over 1000’s clients that HPCA can leverage to accelerate development of new application and benefit from their massive R&D budget. These applications reduce infrastructure cost, integrate through web services and designed for multi-platform devices and social networking services.

⇒ Investigate other CRM solutions for its suitability as a replacement for MaCS

Lack of Collaboration System.

HPCA does not have an Intranet nor extranet. HPCA regularly communicate with Council members, AHPRA and HCCC using email. HPCA needs access to modern collaboration environment to share files and documents as well as video and chat functionality.

⇒ Investigate the use of these services through eHealth or Adelphi to extend its web services.
Section 3 - ICT Strategy

• Infrastructure Strategy
  • Technology Directions

• Applications Strategy
  • Application Directions

• People Strategy
  • Team Roles

• Governance

• Delivery Plan

• Strategy Summary
Infrastructure Strategy

- **Server & Desktop**
  - Migrate all servers at Pitt St and Gladesville to GovDC and managed by eHealth.
  - Develop a new backup and disaster recovery based on the GovDC services.
  - Decommission all existing servers
  - Migrate all email services to eHealth SWIS
  - Transition desktop and laptop support including security services to eHealth
  - Upgrade the ageing switches and management to eHealth for both Pitt St and Gladesville
  - Establish a SLA and monitoring program through eHealth services.

- **Telecommunication**
  - Migrate Internet services to eHealth and decommission TPG connection.
  - Migrate Firewall and all security management services to eHealth.
  - Migrate telephony services to eHealth
  - Implement Video Conferencing (light version immediate, Purpose built – Based on Cost benefit analysis)
  - Provide a virtual office environment through secure online access.
  - Migrate all iPAD and mobile contract under the new NSW telecommunication contract

- **Licensing**
  - Explore purchasing all licenses under the eHealth or NSW Government contract.
Application Strategy

• MaCS & NuRx:
  • Review current business processes across Councils & identify efficiencies.
  • Develop business requirements and user stories, evaluate development of a new consolidated environment (MaCS Pitt St, Gladesville and NuRx) against a new CRM on the market and implement changes.

• SQL Databases:
  • Review all new and old databases prior to migration to GovDC. Decommission all old databases and upgrade required one to the version supported by eHealth. Change management support of all databases to eHealth.

• TRIM
  • Consolidate both instances of TRIM and explore possibility of TRIM as a service through eHealth.
  • Extend the staff training program to ensure all new staff have expertise in TRIM
  • Implement disposal strategy and document classification

• Office365
  • Consider Office365 through eHealth to reduce the impact of application upgrade cycle, automatically benefit from increased services and take advantage of collaboration services such as Skype, Sharepoint, Teams, Sway, Flow, Yammer and Stream
Application Strategy

• **Business Intelligence**
  • Implement Business Intelligence (BI) to provide data/information to support better and effective strategic and tactical decisions at all levels.
  • Improve financial reporting for Councils to help in managing budgets and forecasts.

• **Drupal CMS**
  • Review website infrastructure to reduce page names for ease of maintenance.
  • Review and investigate an improved maintenance contract.
  • Investigate development of an Extranet through Drupal against Sharepoint.
  • Ensure Google analytics are incorporated into all initiatives and monitored regularly.
  • Educate all content manager on accessibility compliance.

• **Campaign Monitor & Mail Chimp**
  • HPCA is using 2 separate tools for its Electronic Direct Mail (EDM) and marketing campaign. Consider using a single tool to reduce training and cost through single licensing.
  • Ensure compliance to the EDM privacy requirements
People Strategy

There are 3 main initiatives:
• Migration of Network and Desktop Services to eHealth
• Implementing a Business Intelligence tool and education
• Review and implementation of a consolidated Registration, Complaint and Monitoring tool.

The Structure has therefore been changed slightly to ensure sufficient attention to these projects.
Governance

Based on ISO 38500 “Corporate Governance of ICT involves evaluating and directing the use of ICT to support the organisation and monitoring this use to achieve plans. It includes the strategy and policies for using ICT within an organisation.” It is recommended that the Joint Steering Committee with eHealth should be responsible for this governance within the HPCA.
# Project Plan

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Project</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
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</thead>
<tbody>
<tr>
<td><strong>Infrastructure Strategy</strong></td>
<td>Microsoft Office Upgrade</td>
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<td></td>
<td>Desktop refresh</td>
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<td></td>
<td><strong>eHealth Transition Program</strong></td>
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<tr>
<td></td>
<td>Transition all servers to GovDC (application hosting, Storage/Database)</td>
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<tr>
<td></td>
<td>Develop a new backup and disaster recovery based on the GovDC services</td>
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<tr>
<td></td>
<td>Transition all email services to eHealth SWIS</td>
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<tr>
<td></td>
<td>Transition Digital Workspace (Desktop/Laptop/Print/Fileshare/Intranet)</td>
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<td></td>
<td>Transition Workspace Mobility (IPAD/mobile Smart Device/Remote Access - BYOD</td>
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<td></td>
<td>Implement/Transition Collaboration Services (Telephony/Video Call/Sharepoint/Webex)</td>
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<td></td>
<td>Upgrade the ageing switches and management to eHealth</td>
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<td></td>
<td>Transition Internet services to eHealth and decommission TPG connection</td>
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<td></td>
<td>Transition Firewall and all security management services</td>
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<td></td>
<td>Transition Service Desk/Service Levels/Service Management</td>
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<td></td>
<td>Transition Vendor Management (where applicable)</td>
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<td></td>
<td>Transition Asset/Software Licencing / Configuration Management</td>
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<td></td>
<td>Decommission all existing servers</td>
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<tr>
<td><strong>Application Strategy</strong></td>
<td>MaCS &amp; NuRx Consolidation/Future</td>
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<tr>
<td></td>
<td>Decommission of SQL Databases</td>
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<tr>
<td></td>
<td>Office365 upgrade</td>
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<tr>
<td></td>
<td>Documentation Classification Software</td>
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<td></td>
<td>TRIM Consolidation</td>
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<tr>
<td></td>
<td>Secure Document Collaboration Platform</td>
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<tr>
<td></td>
<td>Social Media</td>
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<tr>
<td></td>
<td>Implement ITSM Framework (ITIL &amp; Change Management)</td>
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<td></td>
<td>Implement Business Intelligence Tool</td>
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<td></td>
<td>Adherence to NSW Digital Information Security Policy</td>
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<td></td>
<td>Quality Assurance Program</td>
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<tr>
<td></td>
<td>Enhance IT Security</td>
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</tbody>
</table>
**Creating Knowledge**

- Implement BI to increase corporate knowledge to support greater and effective planning.
- Improve financial reporting for Councils through the use of BI.
- Implement regular records and document management training, build a community of expert users.
- Develop a document classification model.
- Develop an Intranet and Extranet to improve knowledge sharing.
- Increase HETI services for training and reporting.

**Collaborate Effectively**

- Implement collaboration tools such as video conferencing on desktop and dedicated meeting rooms.
- Provide ubiquitous environment for all office systems to enable virtual office.
- Consolidate EDM tools, develop reporting and KPIs to measure campaign outcome.
- Build a partnership with eHealth and opportunity to better utilise services where needed.
- Build a partnership with AHPRA and HCCC to share and improve information sharing.

**Investing Optimally**

- Migrate all servers to GovDC and managed by eHealth.
- Transition email, desktop and laptop support to eHealth.
- Upgrade remaining ageing infrastructure.
- Transition all licensing arrangements to eHealth for benefit savings.
- Transition all iPad and mobile services to the new NSW telecommunication contract.
- Consolidate printers to a fully managed service.
- Consolidate both TRIM instances.
- Review all vendor contracts to ensure clear and measured SLA.

**Building Capability**

- Implement BI to increase corporate knowledge to support greater and effective planning.
- Improve financial reporting for Councils through the use of BI.
- Implement regular records and document management training, build a community of expert users.
- Develop a document classification model.
- Develop an Intranet and Extranet to improve knowledge sharing.
- Increase HETI services for training and reporting.

**Partnership with Stakeholders**

- Implement collaboration tools such as video conferencing on desktop and dedicated meeting rooms.
- Provide ubiquitous environment for all office systems to enable virtual office.
- Consolidate EDM tools, develop reporting and KPIs to measure campaign outcome.
- Build a partnership with eHealth and opportunity to better utilise services where needed.
- Build a partnership with AHPRA and HCCC to share and improve information sharing.

**Improving Services**

- Migrate all servers toGovDC and managed by eHealth.
- Transition email, desktop and laptop support to eHealth.
- Upgrade remaining ageing infrastructure.
- Transition all licensing arrangements to eHealth for benefit savings.
- Transition all iPad and mobile services to the new NSW telecommunication contract.
- Consolidate printers to a fully managed service.
- Consolidate both TRIM instances.
- Review all vendor contracts to ensure clear and measured SLA.

**Corporate Governance of ICT**

- Maintain governance through ICT Joint Steering Committee and project control group.
- Review current business processes and identify areas of efficiency improvements.
- Utilise the business improvement outcome to build a new registration, complaints and monitoring environment.
- Implement Office 365 to utilise latest tools in office environment.
- Migrate all servers to GovDC and managed by eHealth.
- Transition email, desktop and laptop support to eHealth.
- Upgrade remaining ageing infrastructure.
- Transition all licensing arrangements to eHealth for benefit savings.
- Transition all iPad and mobile services to the new NSW telecommunication contract.
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