ALCIDION

Services Overview

Victorian Health Information Management System
Local System

Version Status: DRAFT

Version No: 0.1

Date: 25 August 2020

Contents

Executive Summary

Panel Context

The Victorian Department of Health and Human Services (DHHS) are establishing a Panel of service providers to provide implementation, development, support and hosting services to facilitate the delivery of the Local Solution of the Victorian Health Incident Management System (VHIMS LS).

The VHIMS is a standardised dataset designed to collect clinical and occupational health and safety (OHS) incidents, non-clinical / non-OHS incidents (hazards) and feedback (compliments, complaints and suggestions). All Victorian public health services (VPHS) are required to collect VHIMS data for local management information and to support statewide reporting and oversight arrangements that will drive safety and quality improvements.

Victoria has over 300 hospitals and health services. There are 86 community health services that deliver a range of primary health, human services and community-based support. Further, there are approximately 180 Public Sector Residential Aged Care (PSRAC) mostly operated by Victorian public health services and providing access to residential aged care in their local community.

Following a statewide survey, many VPHS elected to follow the local implementation to establish their VHIMS capability. The transmission of this dataset will occur through Application Programming Interface (API) technology. All VPHS are expected to submit the VHIMS MDS by the end of June 2021.

Alcidion has been nominated to the Panel and look forward to working with VPHS to establish this capability based on our experience with incident management and solution implementations.

About Alcidion

Alcidion is an innovative Australian health informatics company. We are dedicated to the health sector, listed on the Australian Stock Exchange (ASX:ALC) and headquartered in Melbourne. We work with clients across Australia, New Zealand and the United Kingdom and have 110 staff.

We understand the critical success factors for effective deployment of healthcare solutions. Alcidion's mission is to provide smart health informatics technology to address modern healthcare challenges to provide safer, more efficient and high performing health services.

We have had multiple engagements across the public health sector in Victoria at the government and healthcare provider level. We have in-depth knowledge of the practice and processes with respect to the deployment of healthcare solutions as well as the necessary skills to provide ongoing support.

We have an established Australian-based support service that will provide ongoing maintenance. This engagement will be facilitated by our existing online service portal and relationship management processes. Our support service engages with individual and statewide services supporting both Alcidion and third-party solutions such as the Victorian Unique Patient Identifier.

We highlight the following additional characteristics and experience of Alcidion that illustrate our suitability as a partner in the provision of the required VHIMS services:

- We provide a range of consulting and implementation resources that have broad experience in working across the varied scope of health sector organisations

- We have a strong and proven project management methodology based on PRINCE2 that focusses on a collaborative approach to ensure success

- We have significant integration and interoperability expertise across the range of platforms and standards in use across health services today

- We have proven skills in the application of data management and analytics to provide relevant information to contribute to improved quality of care

- We have proven skills and experience in cloud (PaaS, SaaS, IaaS) architecture, development and implementation which is reinforced by our Microsoft Gold Partner status

- We provide access to Australian-based software development services that are focused on the delivery of solutions that deliver real-time benefit to clinicians

- We adopt an agile approach to our development process to facilitate ongoing validation of requirements and foster user participation

We look forward to working with the participating VPHS in the deployment and ongoing support of the local instances of the VHIMS LS.

Domain Experience

We understand the processes used to report and manage incidents across the health sector. Some examples of our specific experience with incident management include:

- Alfred Health Riskman Reporting:

  We designed and developed an extract of Riskman data to populate our data warehouse for Alfred Health. This engagement included the design and development of Microsoft PowerBI dashboard of incident data for Quality staff to monitor key performance indicators and trends.

- St Vincent's Health Australia Riskman Consolidation:

  We provided business analyst services to document a business case for St Vincent's Health Australia to consolidate their multiple instances of Riskman. The deliverables from this engagement included the design of an implementation and solution migration approach.

- eHealth NSW Riskman Integration:

  We designed and developed the integration components from the NSW Health statewide instance of Riskman to the Enterprise Patient Repository and the Enterprise Services Bus. We delivered a project to review other potential Riskman integration points for consolidation.

- Healthscope Riskman Data Management

  We are working with Healthscope and their 43 hospitals across Australia to provide management and executives with summary dashboards that highlight key performance indicators to support monitoring of patient safety.

- Calvary Healthcare Incident Reporting

  Our current engagement with Calvary Healthcare involves the consolidation of incident data to support quality initiatives including patient safety and occupational health and safety perspectives.

Further, we highlight that we are the lead implementation partner for the Victorian Unique Patient Identifier and as such have detailed knowledge of the requirements to integrate with that solution which is a fundamental requirement for VHIMS.

In summary, we believe that our relevant expertise; experience working with DHHS and VPHS; Victorian health sector knowledge; and detailed understanding of incident management processes makes us the most suitable partner to work with VPHS in the successful local deployment of VHIMS.

Contact Details

For further information to discuss your VHIMS requirements, please contact us at info@alcidion.com.

Services Profile

Service Catalogue

Alcidion are pleased to offer the full scope of VHIMS LS Catalogue Services to participating VPHS as detailed following:

Implementation	1. Implement VHIMS LS into the health service Azure tenancy 2. Implement VHIMS LS into the panel member Azure tenancy 3. Implement VHIMS LS into an alternative environment
On-Boarding	4. On-Board health service and staff into VHIMS LS
Training	5. Train health service staff on use of VHIMS LS
Support	6. Business Hours Operational Support for VHIMS LS Application 7. 24 / 7 Operational Support for VHIMS LS Application 8. Business Hours Operational Support for VHIMS LS Application & Environment 9. 24 / 7 Operational Support - VHIMS LS Application & Environment 10. Business Hours Level 2 Application Support for VHIMS LS 11. 24 / 7 Level 2 Application Support for VHIMS LS 12. Business Hours Level 1 Help Desk for VHIMS LS 13. 24 / 7 Level 1 Help Desk for VHIMS LS
Development	14. Development and Testing Services for VHIMS LS

Implementation Services

Planning & Management

From our experience, most clients across Victoria base their project methodology on PRINCE2 and we will establish an effective engagement model in that context. We take a collaborative approach to our projects and work as a consolidated team with our clients to address requirements.

The Alcidion Project Management Methodology ensures effective communication about project processes, project progress, issues and risks and provides a strong basis for managing the resources of the project. Our methodology maintains a strong focus on business benefits and provides a framework to monitor project outcomes.

We have developed baseline schedules for VPHS of varying sizes and will use that material as a point of reference to inform planning discussions. Depending on confirmation of local VPHS requirements we anticipate a project duration of two to five months.

Implementation Approach

Based on our current understanding of the requirements, we propose the following approach:

Phase 1 – Project Planning
We would conduct a kick-off meeting to confirm objectives, scope, approach, key contacts and deliverables. An important aspect of planning will be confirmation of the timeline and target participants to enable effective scheduling. The supporting governance project structure will be agreed. We expect the VPHS will nominate a person to act as liaison to work with our project manager to progress the engagement.

Phase 2 – Stakeholder Engagement

To inform the development of the deliverables, the focus of Phase 2 is the engagement of relevant stakeholders. This will be achieved through structured consultation workshops. Based on our initial assessment of the scope, we have estimated one site-specific meeting to further detail individual scope.

Phase 3 – Implementation

The implementation phase activities will be largely determined by the specific catalogue service chosen by the VPHS. Activities that will take place, regardless of the catalogue service selected are:

- Develop VPHS specific implementation plan

- Establish infrastructure including hosting and software micro-services

- Install and configure VHIMS LS, enable connectivity and perform verification testing

- Establish disaster recovery, training and other environments

Phase 4 – On-boarding

Our project manager would liaise with the customer liaison to provide progress updates. This phase is focused on the on-boarding services as per the project planning stages. The activities include:

- VPHS on-boarding with development of custom notifications as applicable

- User on-boarding and re-loading of on-boarding data as required

- Off-boarding from Legacy system

Phase 5 – Testing

The first step is to tailor the specific testing needs to the catalogue service. There will be some testing steps that will apply across all service options, including unit, system and integration testing; accessibility testing; acceptance and user acceptance testing with an estimated two cycles with one fix period; and where applicable, development of test tools and test environments. Where appropriate we will take the opportunity to automate testing processes based on our experience. This will be of benefit to the VPHS and the timeline.

Phase 6 – Release Management

In our assessment of the requirements, we have determined that we will lead the following key activities:

- Release Planning: Assess severity of defects and assign to release packages; develop release plan; deliver release build with validation of entry criteria; provide instructions for migration; and provide implementation services between environments

- Change Requests: Log requests for application changes and facility management changes

- Release Deployment: Develop deployment plan with Change Advisory Board (or similar) framework

Phase 7 – Training

There are several key activities that will be completed in the training phase:

- Training Needs Analysis and Training Plan

- Training material will be updated to reflect training requirements of each VPHS

- "Train the Trainer" style course delivered in accordance with project schedule and training plan

"Train the Trainer" style sessions are planned to be conducted remotely due to the potential geographical distance between attendees. On-site training can be arranged if preferred. We will work collaboratively to

ensure appropriate knowledge transfer and site readiness is achieved. VPHS will be required to provide training facilities. Attendance is limited to a maximum of ten people per session to facilitate communication.

Phase 8 – Transition to Support

To ensure a successful transition of the solution and VPHS to Business as Usual (BAU) Operations, the Alcidion Project Manager initiates the Alcidion Project to Support Handover process at least four weeks prior to the customer's scheduled go-live and transition to support. This process is addressed in more detail in the next Section – Support Services.

Phase 9: Project Closure

At the end of each phase, the Alcidion project manager will complete a project closure report to review with the VPHS representatives to ensure all deliverables have been met with satisfaction and that all stakeholders have the appropriate level of readiness to move forward with the next phase.

Once training has been completed, a final project closure meeting will be held to ensure all parties are in a state to successfully transition to business as usual support.

Support Services

Alcidion are proud to have an excellent track-record in customer service, including timeliness, friendliness, availability and most importantly, issue resolution.

Nominated staff from the VPHS will use Alcidion's ticket logging portal known as "Alcidion Connect" to log and track their incidents. Alcidion Connect is available 24 x 7 x 365 and contains enhanced Service Level Agreement (SLA) management capabilities, enabling incidents to be tracked accurately against Service Levels in real time.

Transition Process

To ensure a successful transition of the solution and VPHS to Business as Usual (BAU) Operations, we initiate the Project to Support Handover process at least four weeks prior to the customer's scheduled go-live and transition to support. The formal process ensures Alcidion's support team and Alcidion's Customer Support Manager have the necessary artefacts from the implementation to effectively support the implemented solution and customer post project.

The Project to Support handover process involves the following key steps:

- The Alcidion Project Manager completes a draft Project to Support Handover document

- The Alcidion Customer Support Manager reviews the Handover document to review the key items from the implementation required to effectively support the customer

- Once the Project to Support Handover document is completed, an internal project to support handover meeting is conducted

- A walkthrough of the implemented solution is conducted covering technical design, contract requirements including agreed Service Levels, outstanding deliverables and issues

- Following the internal handover meeting, a customer handover to support meeting is scheduled marking the official transition of the customer to BAU operations

Scope of Service

Available Services

Our Panel agreement includes provision of the following Support Services which each VPHS may select based on their requirements and the following definitions:

- Level 3 Support: VHIMS LS application including operational support and bug fixes

- Level 2 Support: VHIMS LS application e.g. application usage issues and ongoing on-boarding
- Level 1 Help Desk: Receipt and triage services e.g. receive and triage calls

There is an option for the inclusion of environment support in the Level 3 cover. Business hours are defined as Monday–Friday excluding public holidays from 07:30-18:00. A 24x7 cover option is available. Extended hours cover is an option for an additional fee.

The options available to contract are summarised following:

- Catalogue Service 6: Business Hours Operational Support for VHIMS LS Application
- Catalogue Service 7: 24 x 7 Operational Support for VHIMS LS Application
- Catalogue Service 8: Business Hours Operational Support for VHIMS LS Application and Environment
- Catalogue Service 9: 24 x 7 Operational Support for VHIMS LS Application and Environment

Support Service	Catalogue Service 6	Catalogue Service 7	Catalogue Service 8	Catalogue Service 9
Operational Hours: 07:30-18:00	✓	✗	✓	✗
Operational Hours: 24x7	✗	✓	✗	✓
Extended Hours	✓	✗	✓	✗
Environment Support	✗	✗	✓	✓

Incident Management

Alcidion's major incident management process ensures that major incidents are appropriately escalated and managed throughout the duration of the incident. Customers are provided with status updates at regular intervals as the incident progresses.

In addition, Alcidion's post incident review and reporting process guarantees all major incidents are appropriately assessed for root cause and adherence to process, ensuring continual service improvement of the overall support service.

Cloud Hosted Service

For those VPHS that elect to implement on the Alcidion cloud-hosted environment, the following services will be provided with respective responsibilities as noted:

- Infrastructure Provision & Monitoring
- Service Level Agreements
- Operating Application Management & Maintenance
- Support Management
- Interface Monitoring

Service Agreement

In this context we define Service Credits as a mechanism by which amounts are credited to the fees to be paid to the supplier if actual supplier performance fails to meet the agreed performance standards. In defining the Service Credits, we referenced the following criteria:

- Measurable with clear definition of achievement
- Relevant to the scope and type of service delivered

- Represent value to the customer

- Realistic in the context of the services provided

We propose the following Service Credit regime noting that all performance measurements will be reviewed and assessed on a quarterly basis:

- Service Credits will be calculated based on the cumulative service results achieved over a quarter and will be applied, as applicable, to the support fees due over the next quarter

- Service Credits will only be applied following a review and discussion with the Customer to determine the background to those events

- Service Credits will be settled at the end of each quarter and will not carry over to the next period of operation

- Service Level Agreement: With respect to the proposed response and resolution times, if the incident response and resolution targets for Severity 1 Incidents (non-software issues) are not met, we will provide a 2.5% discount to the quarterly support fee

- Support Reporting: Should we not achieve submission of the monthly Service Status Report within 10 business days of the end of month in three consecutive months, we would apply a percentage discount of 2.5% to the quarterly support fee

- Availability: Availability is expected to be 99.7% from 07:00-22:00, 7 days a week and 98.5% at all other times. Should these availability expectations not be met for the production environment, we would provide a percentage discount of 2.5% on the quarterly hosting fee

Development Services

Our delivery framework consists of delivery methodologies, use of cloud-based and on-premise tools and appropriate infrastructure. We use Microsoft technologies to foster collaboration; Azure cloud solutions to support stability, security and scalability; Visual Studio services for team development; DevOps for source control and release management; JIRA for Issue tracking; SOAP UI pro for testing; and Teams for communication.

Our enterprise security policies ensure access is restricted to key systems with regular auditing and reporting. With a mobile workforce, standard operating environment and collaborative tools, we can ensure we have the right resources to deliver the required services at any time to our customers.

To deliver our tasks successfully, we apply the following methodologies, processes and capabilities:

- Proven solution architecture methodology that we employ in all design and implementation which aligns with the principles of TOGAF

- Agile development methodology using the SCRUM framework

- Quality assurance to provide confidence that a deliverable meets their needs and expectations

- Appropriate error trapping, reporting and recovery into the code as well as audit trails and monitoring logic that tracks status and transactions through critical components

- Baselining functional and technical design before development commences

- Development standards that encourage consistency with good coding practice

- Source control system to manage code changes, configuration and release management

- Use of automated testing (SOAP UI) tools, Azure Test Plans and our ContextEngine to enable repeatable processes

References

Alcidion successfully works with many VPHS across Victoria and more broadly throughout Australia, New Zealand and the United Kingdom providing services aligned with the VHIMS LS requirements.

The following case studies are provided as reference for our support services:

Unique Patient Identifier Department of Health and Human Services Melbourne	Software Support Services ACT Health Canberra
Alcidion worked with their partners, NextGate Solutions and the DHHS to implement the statewide Unique Patient Identifier (UPI). The UPI solution is established in a DHHS cloud hosted environment and we have provided our experience to support this hosting model. We also provided integration services to establish the connectivity between the solution and the health service contributing systems. The first six cohorts of health services have been successfully onboarded with planning underway for further onboarding. As the solution is in production, we are now providing support services while the subsequent health services are scheduled. The UPI responsibilities are like those requested for VHIMS LS. This experience positions us well to deliver effectively in line with DHHS and health service expectations.	We have engaged with ACT Health in a range of service delivery roles spanning project management to data migration, integration and "business as usual" support services for more than 15 years. Our personnel have provided specialist services to support the ACT Health team in the implementation, customisation and ongoing support of local systems to ensure they address business and clinical requirements. We have established an in-depth knowledge of ACT Health systems across multiple domains which means we can deliver additional value to ensure operations continue without incident. Our collaborative approach to this engagement over this lengthy period has been recognised by a recent extension to our agreement.

Should any VPHS wish to discuss our services with the nominated referees we would be pleased to provide contact details.