

VICS DATA & INFORMATION MANAGEMENT FRAMEWORK

PROJECT FINAL REPORT

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Table of contents

Document revision history	2
Authorship	4
Primary author.....	4
Acknowledgements.....	4
Executive Summary	6
Background.....	6
Project Governance.....	6
Project timeline and expenditure.....	6
Methodology.....	6
Project findings	7
Sustainability	7
Project Report.....	8
Purpose.....	8
Background.....	8
Project Governance.....	8
Project timeline and expenditure.....	9
Methodology.....	9
Project findings	10
Recommendation prioritisation	10
Next steps.....	11
Sustainability	11

Authorship

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We appreciate the significant contributions to the *VICS Data and Information Management Framework* (VDIMF), through the five project working groups.

We are grateful for the commitment and support demonstrated by the project working group Chairs, the VDIMF project leadership, and the Project Steering Committee (PSC).

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Project Sponsors: Kath Quade, Manager, WCMICS and Justine Carder, Manager, PICS

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Chan Cheah, Consumer Representative, SMICS

Chloe McAinch, Regional MDM Project Officer, GRICS

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Data Strategy Working Group: Seleena Sherwell, Manager, SMICS

Data Governance Working Group: Stewart Harper, Manager, GRICS

Data Evaluation Working Group: Ilana Solo, Manager, LMICS

Data Collaboration Working Group: Kerry Davidson, Manager, GICS

Data Management and Analytics Working Group: Kath Quade, Manager, WCMICS

Figure 1: VDIMF project membership

VDIMF Project Members

- Abi McBride, Data & Information Lead, WCMICS
- Amanda Eddy, Cancer Information Manager, SMICS
- Andrew Haydon, Joint Clinical Director, SMICS
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- Belinda Zambello, VDIMF Project Lead, PICS
- Bipin Manezhi, Data and Quality Specialist, LMICS
- Cass Williams, Project Lead, Service Improvement, SMICS
- Chamaree Jasintha (CJ), Data Analyst, SMICS
- Chan Cheah, Consumer Representative, SMICS
- Chloe McAinch, Regional MDM Project Officer, GRICS
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- Dish Herath, Clinical Director, WCMICS & Chief Medical Information Officer, Peter Mac
- Fanny Franchini, Research Fellow, Cancer Health Services Research, University of Melbourne
- Georgia Taylor, VDIMF Project Support Officer, PICS
- Ilana Solo, Program Manager, LMICS
- Jennifer Arguelles, Project Lead, Service Improvement, PICS
- Jessica Delaney, Senior Project Officer, SMICS
- Jody Neal, Data and Information Analyst, GRICS
- Justine Carder, Program Manager, PICS
- Karen Botting, Manager, Cancer Reform, Department of Health
- Karen Trapani, Research Fellow / Cancer Project and Data Manager, Cancer Health Services Research, University of Melbourne
- Kath Quade, Program Manager, WCMICS
- Kathryn Whitfield, Director Cancer Support Treatment and Research unit, Department of Health
- Kerry Davidson, Manager, GICS
- Leigh Matheison, Health Information Manager / Deputy Program Manager, BSWRICS
- Luellen Thek, Project Officer, NEMICS
- Margaret Rogers, Cancer Information and Data Analyst, BSWRICS
- Michael Barton, Quality & Performance Manager, WCMICS
- Mwila Kabwe, Data Assistant, LMICS
- Nadia Ayres, OCP Project Manager, NEMICS
- Nell Sproule, Quality Manager, SMICS
- Owen Easterbrook, Data & Information Manager, NEMICS
- Paul Mitchell, Clinical Director, NEMICS
- Sandra Picken, Senior Data Analyst, WCMICS
- Seleena Sherwell, Program Manager, SMICS
- Sharon Daly, Quality Coordinator, GICS
- Sian Wright, Project Lead- Cancer Service Improvement, HRICS
- Spiri Galetakis, Program Manager, VICS, Department of Health
- Stewart Harper, Program Manager, GRICS
- Tommy Lim, Project Lead, Service Improvement, PICS
- Tyler Lane, Team Leader Analysis of Linked Information for Cancer (ALIC), Department of Health
- Vivienne Interrigi, Consumer Representative, SMICS
- Yachna Shethia, Data Assistant, LMICS

Executive Summary

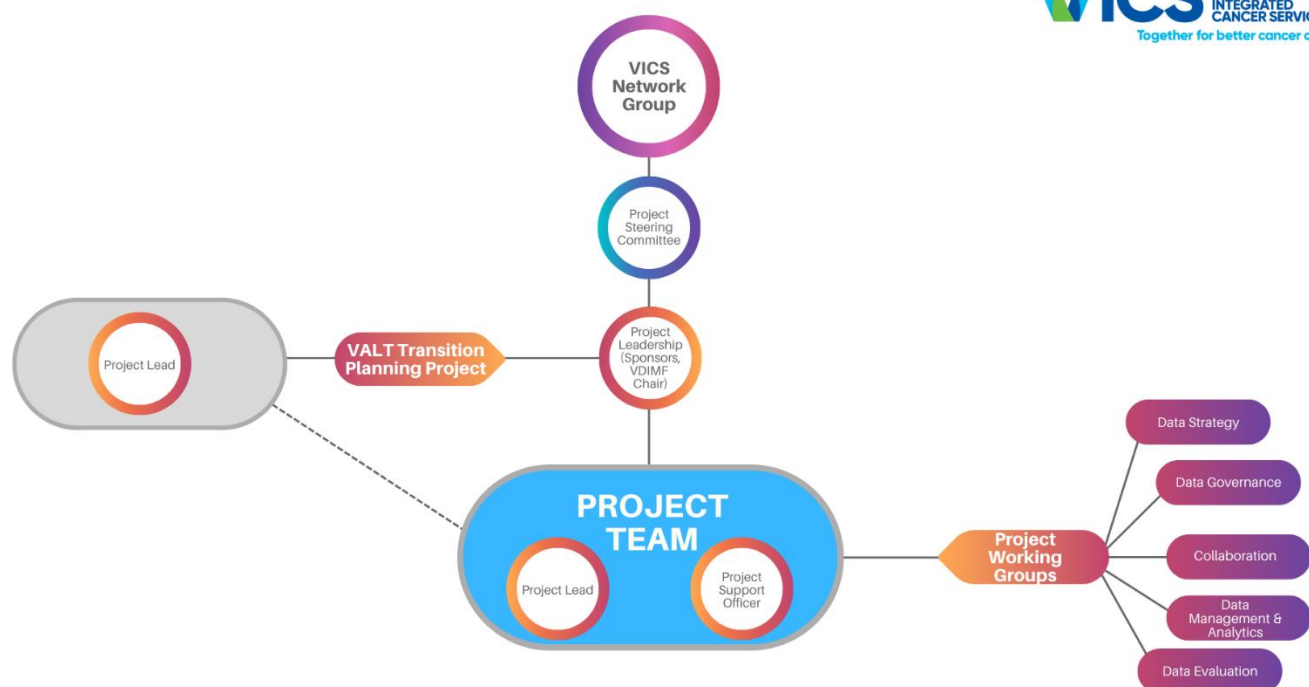
Background

There are 9 Integrated Cancer Services (ICS) in Victoria who have access to a wide range of local, and state-wide patient level and administrative data. This project set out to develop the first statewide VICS Data and Information Management Framework, and drive improvement and standardisation in the way the VICS acquire, access, store, manage, share, and use data. This project was based on the following agreed principles:

1. Alignment of VICS strategic and data priorities; embedding two-way influence processes.
2. Managing the people, risks and costs, processes, policies, and culture around ICS held data.
3. Working collaboratively to leverage and manage data, for better patient outcomes and VICS-wide strategic advantage.
4. Coordinating, integrating, and managing our data sources.
5. Continuous data quality improvement.

Project Governance

Figure 2: VDIMF project governance



Project timeline and expenditure

Project initiation commenced on Monday 26th April 2021, and was completed on Wednesday 8th June 2022. The project was completed on time, and in budget, with the following acknowledgements:

- The Project Lead was appointed for 12 months, funded at 0.84 EFT.
- The Project Support Officer was appointed for 12 months, funded at 0.2 EFT.
- It was noted in the final Community of Practice, that the project would have benefited from additional dedicated EFT. PICS provided this in-kind, for both roles (~ additional 0.2 EFT each).
- The six-week delay to completion was attributable to COVID-19 leave required, and the extension was endorsed by the Project Steering Committee in February 2022.

Methodology

- Due to the scale of the project, an agile project methodology was required
- Five working groups were formed via an EOI process, with appointments made based on

experience and skills, to support project deliverables including co-creation of project related tools and resources.

- Each working group co-created a chapter of the VDIMF suite (including supportive resources):
 - VICS Data Strategy
 - VICS Data Governance Charter
 - VICS Data and Information Management Guidelines
 - VICS Data Evaluation Plan
- A separate project was formed under the VDIMF project governance to facilitate transition to the CVDL virtual machine environment

Project findings

Recommendations from the working groups, community of practice events, the PSC, and general stakeholders, were consolidated into twenty-one initiatives, to be implemented under the VICS Data Strategy 2021-2024.

Sustainability

- Each ICS is responsible for local implementation of the VDIMF, guided by the VICS Data Strategy 2021-2024.
- The new and ongoing VICS Data Governance Advisory Group will commence duties to support the VICS in strengthening data governance. They will also be responsible for ensuring the VDIMF suite is maintained.
- A full review will be required in 2024, with the development of the VICS Data Strategy for 2024-2028.

Project Report

VICS Data and Information Management Framework Project

Purpose

The purpose of this document is to highlight the key findings and recommendations from the VICS Data and Information Management Framework (VDIMF) Project, co-led by the Paediatric Integrated Cancer Service (PICS) and Western Central Melbourne Integrated Cancer Service (WCMICS).

Background

There are 9 Integrated Cancer Services (ICS) in Victoria who have access to a wide range of local, and state-wide patient level and administrative data. This project set out to develop the first statewide VICS Data and Information Management Framework, and drive improvement and standardisation in the way the VICS acquire, access, store, manage, share, and use data. This project was based on the following agreed principles:

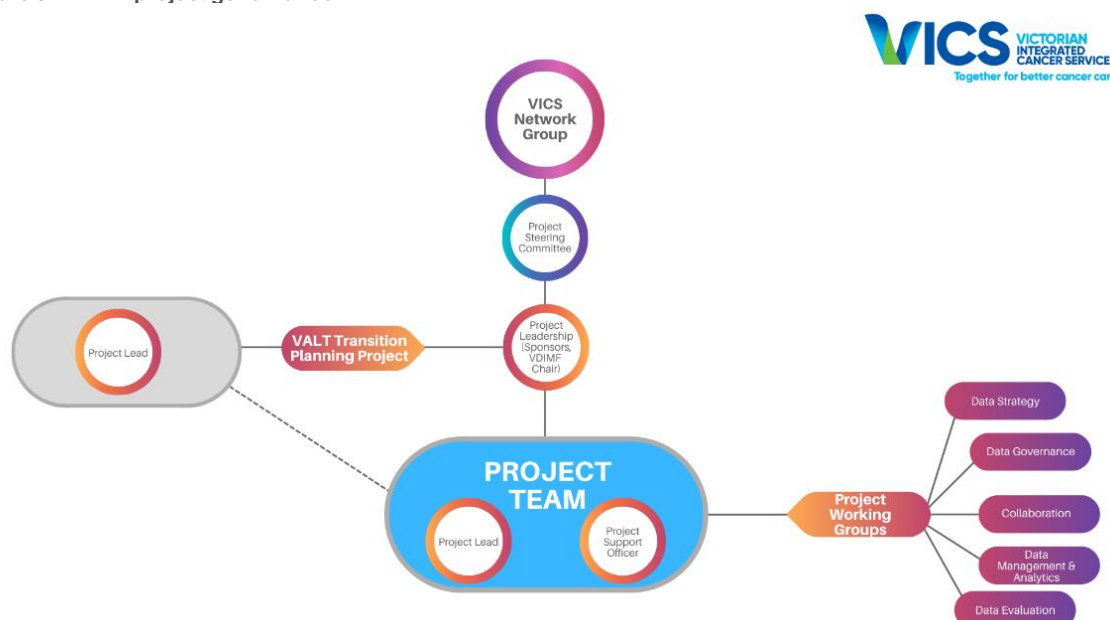
1. Alignment of VICS strategic and data priorities; embedding two-way influence processes.
2. Managing the people, risks and costs, processes, policies, and culture around ICS held data.
3. Working collaboratively to leverage and manage data, for better patient outcomes and VICS-wide strategic advantage.
4. Coordinating, integrating, and managing our data sources.
5. Continuous data quality improvement.

Project Governance

Project governance was critical to the project's success:

- The project team worked closely with the project sponsors and project steering committee Chair to ensure expectations were managed, risks and issues were escalated, and communication flowed to stakeholders.
- Recommendations from each working group were approved by the project steering committee (PSC) efficiently.
- Recommendations of significant financial or operational impact were escalated via the PSC for final endorsement by the VICS Network Group.
- The VALT transition was managed through a separate project (commencing November 2021) under the VDIMF's governance, to ensure alignment.

Figure 3: VDIMF project governance



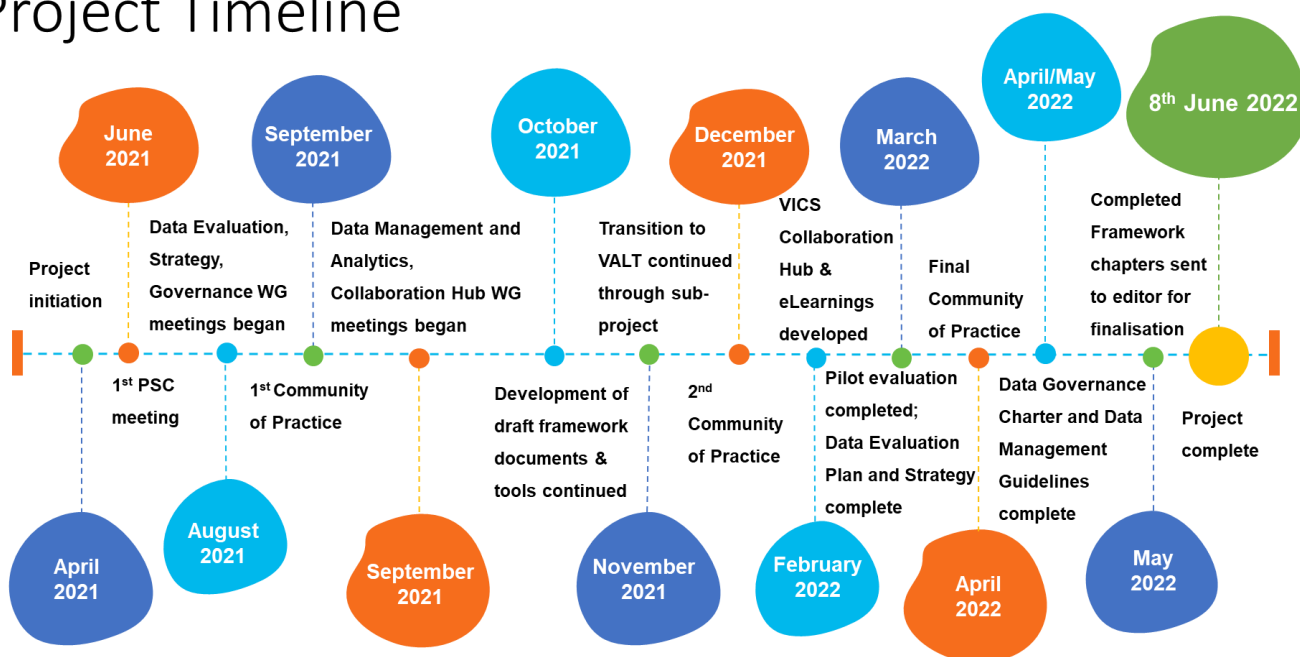
Project timeline and expenditure

Project initiation commenced on Monday 26th April 2021, and was completed on Wednesday 8th June 2022. The project was completed on time, and within the allocated budget from VICS ring-fenced funds, with the following acknowledgements:

- The Project Lead was appointed for 12 months, funded at 0.84 EFT.
- The Project Support Officer was appointed for 12 months, funded at 0.2 EFT.
- It was noted in the final Community of Practice, that the project would have benefited from additional dedicated EFT. PICS provided this in-kind, for both roles (~ additional 0.2 EFT each for 12 months).
- The six-week delay to completion was attributable to COVID-19 leave required, and the extension was endorsed by the Project Steering Committee in February 2022.

Figure 4: VDIMF project timeline

Project Timeline



Methodology

To achieve the agreed principles, the project aimed to developed a:

- Time-limited **VICS Data Strategy** that encompasses alignment of VICS strategic and data priorities.
- **VICS Governance Charter**, to provide clarity and structure to achieve consistent practices in relation to managing and understanding data policies, access and security requirements, processes, costs and risks and people.
- **VICS Data Management Guidelines** to support a reduction in duplication of effort and create a culture of sharing knowledge, resources, and expertise between and across the VICS, for VICS strategic advantage.
- **VICS Data Evaluation Plan** to facilitate continuous data quality improvement, and ongoing review of data service capability, capacity, and minimum requirements.
- **VICS Transition Plan** to facilitate transition to the CVDL virtual machine environment. This was managed as a separate project under the VDIMF Project governance.

Due to the scale of the project, an agile project methodology was required:

- Five working groups were formed via an EOI process, with appointments made based on experience and skills, to support project deliverables including co-creation of project related tools and resources.
- Working groups each had a weekly half-hour 'huddle' to ensure project milestones were met; and a more formal hour long meeting once a month.
- All working groups attended quarterly Community of Practice meetings to present on their progress, test concepts and seek input from key stakeholders.

- The project steering committee met monthly to provide appropriate project governance for the VDIMF development, and the VICS Transition Plan project.

Project findings

The project's key findings have been summarised below:

1. There is strong support for the VICS Data Strategy vision, *Data is everybody's business*, and strong support across the board for increasing data capability and capacity across all roles within the ICS.
2. Strengthening Data Governance and understanding of data governance across the VICS is a key priority.
3. There is strong support for centralised roles to support informed decision-making and standardisation across the VICS:
 - a. VICS Data Governance Specialist (centralised database administration and privacy officer responsibilities)
 - b. Establishment of a VICS Data Governance Advisory Group
4. Increasing collaboration, sharing and transparency between the ICS is critical to our success as a data-driven service improvement network; but will require iterative change in practice and culture.
5. Twenty-one data strategy initiatives, across five strategic priority areas were identified, to guide the VICS towards our data vision. These will require implementation, steadily over the next 2 years. Each of the data strategy initiatives have actions identified. Please refer to the VICS Data Strategy document for detail.

Recommendation prioritisation

The recommended actions for the below initiatives are detailed in the VICS Data Strategy 2021-2024. These have been grouped into themes for implementation focus. The initiatives within each theme are ordered according to priority (and interdependencies).

Strengthening data governance

VICS Data Strategy Reference	Strategic initiative
2.1	Establish the VICS Data Governance Advisory Group (VDGAG)
2.3 / 3.7	Recruit VICS data governance specialist
5.1	Establish a centralised data evaluation team
5.2	Undertake a statewide baseline Data Evaluation audit
2.5 / 1.1	Implement the formal statewide data request process, including a decision driven structure through the VDGAG
2.2	Implement routine risk and compliance reporting
2.4	Develop a VICS-wide mandatory data governance education program

Investing in and upskilling our workforce

VICS Data Strategy Reference	Strategic initiative
3.3	ICS Managers to undertake ICS-specific gap analysis using the data capability matrix, and increasing capacity / capability accordingly
3.4	Driving implementation of the VICS Data & Information Management Guidelines at each ICS
3.1	Widespread investment in data literacy and capability
3.2	Expanding and utilising the VICS Collaboration Hub education library
3.5 / 3.6	Standardising technical tools through the VALT Transition Planning project

Using data as an asset

VICS Data Strategy Reference	Strategic initiative
1.2	Establish collaborative data driven planning
4.1	Standardisation of service provision
4.2	Implementing a comprehensive consultation model
4.3	Full transition to the VALT and CVDL curated analytical model following signed CoAR
4.4	Take action to make data more readily available
4.5	Further develop the VICS Collaboration Hub Solution Library to share analytical and report files across the VICS, and standardise reporting

Next steps

- Each ICS is responsible for local implementation of the VDIMF, guided by the VICS Data Strategy 2021-2024.
- Work continues, to prepare for statewide transition to the VALT, supported by the Transition Project team (led by WCMICS).
- The new and ongoing VICS Data Governance Advisory Group will commence duties in August 2022, to support the VICS in strengthening data governance.
- In early August, the VDIMF Project Steering Committee will hold a joint meeting with members of the VICS Data Governance Advisory Group, to support their inauguration. This will be the final meeting for the VDIMF Project Steering Committee.

Sustainability

The VICS Data Governance Advisory Group will be responsible for ensuring the VDIMF suite implemented across all ICS, and maintained. Some key dates are highlighted in Figure 5 below. A full review will be required in 2024, with the development of the VICS Data Strategy for 2024-2028.

Figure 5: The VICS work program cycle

