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**THE LEGISLATIVE ASSEMBLY FOR THE
AUSTRALIAN CAPITAL TERRITORY**

**ACT GOVERNMENT RESPONSE TO
LEADING DATA REFORM - THE WAY FORWARD:
OUTCOMES OF THE ACT HEALTH SYSTEM-WIDE DATA REVIEW**

**Presented by
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ACT Government Response

Background

The delivery of quality health services to the Canberra community is a significant priority for the ACT Government (the government), and the government has a strong track record of investing in health services. The ACT community is rapidly expanding and ACT Health also provides health services to the greater NSW region as well as the growing local community. In response to rapid population growth, health service demand has also increased and ACT Health is responding to that demand with growth and investment in quality health services for the region.

To support high quality health service delivery and assist in improving health outcomes for patients and consumers, access to robust and timely health data and performance reporting is required by clinicians and the ACT community. In early 2017, ACT Health was unable to provide data on emergency department performance, elective surgery waiting times and mental health data for the *2017 Report on Government Services*. As a result, it became clear that ongoing work to improve ACT Health's data management and reporting processes was necessary.

Introduction

On 14 February 2017, the Minister for Health and Wellbeing, Meegan Fitzharris MLA, ordered a comprehensive System-Wide Data Review (the Review) to commence in March 2017.

The scope of the Review was designed so that ACT Health could bring together the 175 recommendations from a number of independent reviews over recent years. The purpose of the Review was to investigate and understand the data and reporting issues, and build a plan to effect the necessary changes to improve data governance, collection and management, clarify roles and responsibilities, and develop a framework for delivering outcomes including the publication of health performance information.

Throughout the 12 month review, the government continued to be open with the community about progress in these matters, and quarterly reporting was provided to the ACT Legislative Assembly, as well as updating the ACT Auditor-General on progress.

With the completion of the Review, the final report entitled *Leading Data Reform: the Way Forward, Outcomes of the ACT Health System-Wide Data Review* will be published by ACT Health.

The Government accepts all findings of the System-Wide Data Review.

In conjunction with the finalisation of the Review, ACT Health has conducted a round of consultation with clinical and non-clinical staff on the Review outcomes. The feedback and views gathered through this consultation process has informed the development of a comprehensive Implementation Plan. The Implementation Plan will be published by ACT Health.

The government notes that progress has been made towards a number of recommendations during the period of the Review. The government welcomes the ongoing work to realise the Review's recommendations and achieve further enhancements and improvements to data management practices in ACT Health.

The ACT Health System-Wide Data Review - The Review Panel

A Review Panel was established to support the Review process. The Review Panel included senior people from ACT Health and Shared Services, as well as national agencies and health academics, with experience in the areas of data management, technology, health service delivery and governance. The ACT Government extends its thanks to members of the Review Panel for their valuable contributions to the Review.

Terms of Reference

The Terms of Reference for the System-Wide Data Review were tabled in the ACT Legislative Assembly in March 2017, requiring the Review to be completed by 31 March 2018.

The Terms of Reference were structured to assist in the identification of the root causes of ACT Health's data management and control issues, as well as support the development of structures and processes for building best practice data management and reporting.

Summary of the Terms of Reference

1. Investigate the extent and where possible, the root cause of the current data issues;
2. Establish revised governance processes and protocols for data management, reporting and analysis;
3. Develop a framework for the provision of essential data reports derived directly from source systems as an interim process and rebuilding of the ACT data warehouse;
4. Implement the framework outcomes;
5. Provide a detailed roadmap to address existing recommendations from the Auditor-General and ACT Health external advisors; and
6. Provide advice on the publication of data for consumers that facilitates improved understanding of ACT Health information, performance, quality and safety, including options for real-time provision of information.

The Terms of Reference were designed so that the Review Panel could effectively identify issues, progress remedial actions, and inform longer-term outcomes across ACT Health. By applying industry standards and best practice methodologies, the outcomes of the Review have been grouped into nine themes, known as 'Domains', which is helping ACT Health to appropriately focus and structure the plans for moving forward.

A program of activities for each Domain was developed based on a review and mapping of the 175 external review recommendations, the outcomes and findings of the Terms of Reference, other known issues, and best practice data management.

Nine Domains and key findings and recommendations

Domains	Key Findings	Key Recommendations
D1 – Data management	<ul style="list-style-type: none"> • There are over 250 different systems in place across ACT Health that hold patient data. This is a complex environment to collect, store, transform and report consistent information on the 1.5 million episodes of care that ACT Health provides each year. • Technologies and best practice data management activities are not embedded, limiting innovation and efficiencies. 	Build a new data repository, which will collect, store, extract and transform quality data to deliver better insights to the community.
D2 – Data governance	<ul style="list-style-type: none"> • Data governance structures, roles and responsibilities, policies, standards and processes are not consistently applied in ACT Health. • There was not a single area responsible for the coordination of the 1200 requests for data each year. 	Embed new governance structures to delineate roles and responsibilities in relation to data across ACT Health, ensuring accountability and transparency is a priority.
D3 – Data quality	<ul style="list-style-type: none"> • Data definitions used in ACT Health were not always consistent across the organisation or with national standards. • The impact of poor or inaccurate data entry was not fully understood by certain users. • Data quality practices were not fully embedded across ACT Health, or the data life-cycle. 	Continually improve the accuracy of data through robust data quality assurance activities.
D4 – Metadata management	<ul style="list-style-type: none"> • Data dictionaries were not always accessible, resulting in low visibility of data definitions to front line ACT Health data entry staff. 	Improve the understanding of data to ensure that the data produced and shared amongst all ACT Health stakeholders has embedded and consistent definitions and interpretation.
D5 – Data security and privacy	<ul style="list-style-type: none"> • The application of policies and protocols were not well understood across ACT Health. • Data repository access rights need to be reviewed so that access is only granted to data repository officers and not all data reporting officers. 	Maintain security and privacy of the data held by ACT Health.

Domains	Key Findings	Key Recommendations
D6 – Workforce	<ul style="list-style-type: none"> • There was no formal training program for staff to understand why certain data is collected and the importance of accurate and complete data entry. 	Continually improve internal workforce capabilities around data to build a strong data and analytics team, and train the health workforce to leverage the use of data for decision-making.
D7 – Communication	<ul style="list-style-type: none"> • The benefits of having quality data were not well communicated to ACT Health staff. • Changes to data collections were not well communicated. • Access to data analysts for advice was not readily available, limiting understanding of data, reporting and performance matters. 	Improve communication about data across ACT Health, mobilising a cultural shift around data management, with the intent of creating a new relationship between data, the community and stakeholders.
D8 – Change management	<ul style="list-style-type: none"> • There was no formal change control process in place to manage new data activities, for example new data items or reports. 	Improve communication about data across ACT Health, mobilising a cultural shift around data management, with the intent of creating a new relationship between data, the community and stakeholders.
D9 – Information and insights	<ul style="list-style-type: none"> • The majority of clinical data provided for operational purposes was not real-time (up to six to eight weeks old) and was not influencing patient outcomes or achieving efficiencies. • There was not a consolidated reporting program in place to meet external reporting requirements. • Although consumers have access to a large number of public reports, these are not readily accessible in a timely manner, do not directly inform consumer health care choices, or assist with understanding performance, quality and safety of the care provided by ACT Health. 	Be transparent within and outside ACT Health, by meeting regulatory requirements as well as deliver insights and intelligence about the healthcare services delivered throughout the ACT.

These domains, and the planned activities to address each, will ensure end-to-end data integrity, so ACT Health has confidence in where the data has been sourced from and in the information it provides. Importantly, this has enabled ACT Health to develop a plan for improving how it collects, manages and uses data moving forward.

The domains also create clear lines of accountability that clearly identify roles and responsibilities, with all staff gaining a better understanding of how they work together to best support the information needs of health consumers, staff and the community.

The Review establishes a solid foundation for ACT Health to continue to build a platform for managing its data and making sure it has the data it needs delivering information to inform better clinical care and management of the health system as a whole.

Leveraging achievements of the ACT Health System-Wide Data Review

The government recognises there have been many key achievements delivered by the Review, including building strong relationships with external national agencies and the ability to delivering essential, accurate reports.

The government welcomes the opportunity to continue the significant program of work which will realise and address the full findings of this comprehensive Review that will drive improvements to ACT Health performance and patient experience.

The Review provides an important direction and outcomes for ACT Health and the health system for delivering best practice data management, including:

- Providing the foundations for ACT Health's change programs by enabling intelligence, innovation and leading analytics that will leverage the full capability of the comprehensive datasets ACT Health holds;
- Driving ACT Health's vision of best practice performance, as well as continuous improvement of patient outcomes;
- Underpinning ACT Health's commitment to quality health services;
- Best practice reform and major innovation through the use of information and insights to support evidence based decision making;
- Developing capabilities to support and partner with key stakeholders to deliver local reforms across ACT Health;
- Enabling meaningful change that will benefit our patients, clinicians, workforce, research, training, and administrators;
- Providing timely access to data and information, which will improve clinical practice and enable consumers to make informed decisions about their health care;
- Establishing contemporary data platforms, mechanisms and processes to support data capture, integration, quality and utilisation of the ACT Health datasets, which aligns with the Whole of Government digital requirements; and

- A new data repository and reporting capability that will continue to evolve as ACT Health's intelligence and data needs mature over the coming years. All reporting conducted from the legacy data warehouse will be migrated to the new data repository.

The System-Wide Data Review program of work will be strongly supported by the ACT Health Digital Health Strategy, which will be a key enabler to address root cause and systemic issues. This approach will position ACT Health as a best practice health informatics organisation.

To ensure that the outcomes of the System-Wide Data Review are delivered and planned in a systematic way, ACT Health has developed a comprehensive Implementation Plan. The government acknowledges there will continue to be a rollout of activity over the three year reform roadmap, with regular updating of progress and implementation activities over this period, providing opportunities for ongoing learning and refinement.

One of the key immediate priorities is to identify and report relevant health information required by our community to inform and support their care, and keep them up-to-date about the performance of their health system. ACT Health will continue to work with the Health Care Consumers Association and other stakeholders to develop options for improving public reporting using innovative technologies.

The Review has been instrumental in resetting and enabling effective data management practices across ACT Health, and the Government accepts all findings of the System-Wide Data Review, including the nine core recommendations, the 14 recommendations from the independent root cause analysis and the roadmap of key future activities.
