

A Framework for Developing an
Information, Information Technology and
Telecommunications
Strategic Plan

I2T2 Strategy for Victorian Public Hospitals

Department of Human Services, Victoria

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1. Introduction

The Victorian Department of Human Services conducted an Information, Information Technology & Telecommunications Strategy (I2T2 Strategy) over the period October 1995 to June 1996.

A number of recommended initiatives were produced from the Strategy which generically defined the projects which should be performed in order to migrate towards the target environment specified in the Strategy.

The scope, sizing and timing of these projects was estimated using figures produced during the I, IT & T Strategy which, although verified by the Information Services Reference Group and the Steering Committee during the project, were only an approximation of the real situation in the Metropolitan Networks and Rural Alliances, because neither the Business or IT plans had been finalised for the Networks/Rural Alliances.

One of the recommended initiatives from the I, IT & T Strategy in the Management Practices area was the creation of an IT Strategic Plan for each Metropolitan Network and Rural Alliance. This document aims to provide a framework to assist the Networks/Rural Alliances in completing this initiative in a manner which covers all the business and IT issues, and produces deliverables in a consistent format, which should aid the Department in the consolidation process.

The framework is non-prescriptive except for the recommended initiatives which should need to be performed by each Network/Rural Alliance in order to migrate towards their desired integrated environment, and the financial forecasts. These need to be standardised and quantify both costs and benefits in terms of the four dimensions of Applications, Technology, Management Practices and User Awareness, which are outlined in Section 5 of this paper.

This framework is intended as a guide for:

- ï Network/Rural Alliance Business and IT Executives as to the scope and depth of analysis required to complete the IT Strategy, and the importance of linking the IT Strategy to the Business Plan;
- ï Network/Rural Alliance IT Executives and any consultants employed by them, as a guide to indicate the areas to be covered and some suggested formats.

2. Scope

This framework document should create a definition of:

- Components of the IT and business environment which should need to be documented, assessed and reviewed in order to compile enough information to make decisions as to the most appropriate forward IT direction;
- The target environment towards which each Network/Rural Alliance should be migrating;
- Deliverable structure for the strategy recommendations, and the projects required in order to achieve the strategy objectives.

The document covers the data component of the Network/Rural Alliance's IT environment only, it excludes the voice component.

3. Objectives

- To provide a generic framework, sourced from the I, IT & T Strategy, which can be used by the Metropolitan Networks and Rural Rural Alliances to complete their IT Strategic plans;
- To ensure that the required project timescales and costs are documented in a consistent format which can be consolidated by the Department;
- To provide guidelines and sample formats to ensure that all aspects of the Network/Rural Alliance's IT environment are covered, and that each area is covered to the appropriate level of detail and rigour.

4. Critical Success Factors

Each Network/Rural Alliance's IT Strategic Plan will need to consider the following aspects of the IT environment:

- Sources for the funds required to implement the recommended initiatives. A number of options are available:

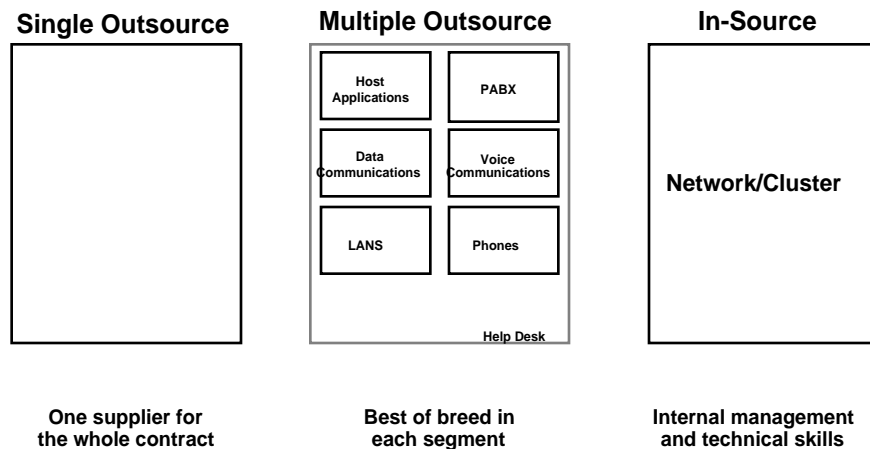


Figure 1 Funding Options

Any outsourcing decision should be carefully balanced as to the rationale for outsourcing, the components to be outsourced, and the management of any outsourcing arrangement. Any outsourcing arrangement should be tailored to each Network/Rural Alliance's individual requirements. Guidelines for the outsourcing process are available from the Victorian Government Department of Infrastructure;

- That the investigation of business requirements, current environment and desired environment covers all aspects of the supply and demand functions for IT products and services to ensure that the process is rigorous and detailed;
- That the IT Strategic Plan is well aligned with the Network/Rural Alliance's Business Plan;

The desired result from the IT Strategic Plan is a well integrated set of technology and processes where the policies and guidelines for business and technical processes are clear, and effective partnerships exist between the Network/Rural Alliance and its suppliers, and between the Network/Rural Alliance and DHS.

This framework is in the most part a guideline only. The recommended initiatives and financial information concerning the projects and cost of migrating to the desired target environment must be supplied in the designated format to the Department for consolidation. A process for the working steps towards determining the initiatives and costs has been supplied as a guideline to illustrate the depth of analysis which should be applied to the process.

Any well documented and thorough IT planning methodology may be used for the working steps.

5. Methodology

5.1 Overall Approach

The approach to IT Strategy in the I, IT & T Strategy project was based on the premise that all aspects of the IT environment need to be measured, assessed and analysed. These include management of the environment and assessing users needs and can be as significant as how the actual applications and computing horsepower are managed. These aspects are referred to as Growth Processes.

The Growth Processes need to develop in balance to optimise progress towards the target IT environment. For example, offering advanced IT applications to the organisation makes no sense when the user community is not capable of making use of its features.

The Growth Processes are split into the demand side and the supply side. IT spending shows the overall costs of IT and is considered as the growth process which is the result of Supply and Demand.

The demand side growth processes describe:

- Application portfolio: the existing base of applications supporting the business functions.
- User community: people in the organisation using IT.

The supply side growth processes describe:

- IT organisation: the resource, staff & technology providing the organisation with the means to use IT.
- IT management practices: the instruments, techniques and tools IT management uses to facilitate effective and efficient use of information technology.

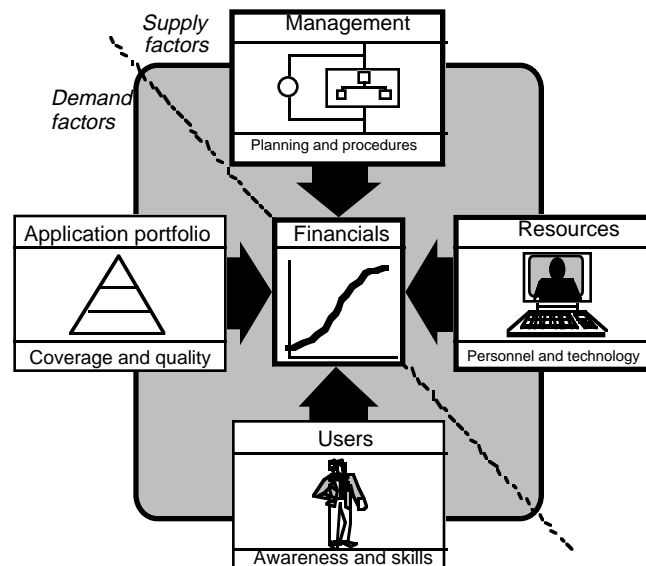


Figure 2 The Nolan Growth Processes

The recommended initiatives in the I, IT & T Strategy were structured around these Growth Processes. Projects were documented for each Growth Process to ensure that all aspects of migration towards the target IT environment were covered.

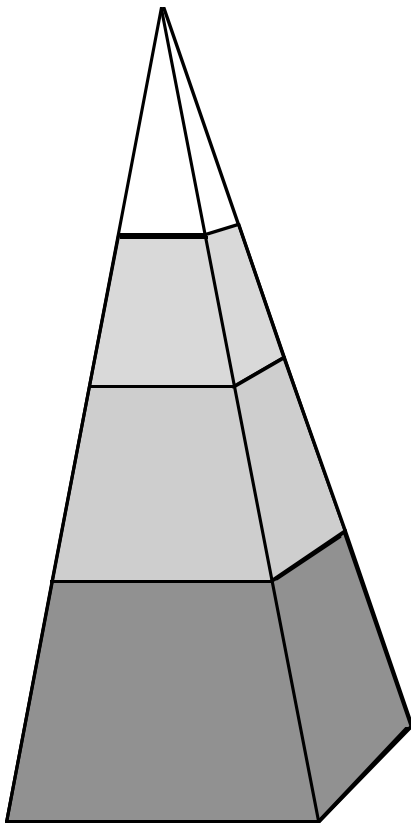
5.2 Linkage to I, IT & T Strategy Phases

One of the other major structures upon which the I, IT & T Strategy was built was that implementation was segmented into three Phases, which were focussed on Campus, Network and Statewide integration respectively. A number of attributes were documented which indicated the characteristics of Networks/Rural Alliances who had achieved the functionality required to migrate through the phases. A description of each Phase's characteristics is included as Appendix A.

It was not the intention of the I, IT & T Strategy, nor is it the intention of this framework document to specify the exact tasks which need to be undertaken in order to achieve the functionality required to pass between Phases, and to effectively migrate towards the target IT environment, but each IT Strategic plan should indicate, when specifying project timescales, in which Phase it is operating.

5.3 Use of I, IT & T Strategy Application & Technology segmentation process

The I, IT & T Strategy also used a segmentation process for applications and infrastructure to promote understanding of the underlying sequence inherent in implementation of the required initiatives, and to aid understanding of the critical role of infrastructure.



Unique Systems & Repositories : the information systems & databases supporting clinical & business processes unique to a small number of hospitals' core workgroups. eg systems such as a family genetic history index, or a clinical endocrinology decision support system.

Common Systems & Repositories: those systems & data bases supporting clinical or business processes common to most (ie 70%) or all hospitals eg systems & repositories such as general ledgers, admission systems, workflow software & patient clinical record repositories.

Visible Infrastructure: the relatively common information systems & technologies that are 'visible' to most users but which are unable on their own to support specialised clinical or business processes. This category includes items such as basic workstations, printers, commodity software (e-mail, word processing, scheduling systems, etc.) This category is a pre-requisite for implementation of Common Systems & Repositories.

Invisible Infrastructure: covers the technologies & devices which enable the flow of information between physical points within & between hospitals. For the most part, these devices are invisible to users. The category is further divided into: common information definitions & logical repositories; cables, routers & patch panels; & application, print & file servers. Invisible infrastructure is a pre-requisite for implementation of visible infrastructure.

Figure 3 Segmentation pyramid

Applications should be categorised as either Common or Unique, & Infrastructure as either Visible or Invisible. This categorisation should assist in rollout sequencing, funding allocation (the Department has agreed to fund varying percentages of Infrastructure & Application creation) & cost benefit analysis of infrastructure & applications.

5.4 Recommended IT Strategy process

A broad overview of the process involved in formulation of the I, IT & T Strategy & the process to be followed in the creation of each Network/Rural Alliance's IT Strategic plan is based around three basic concepts:

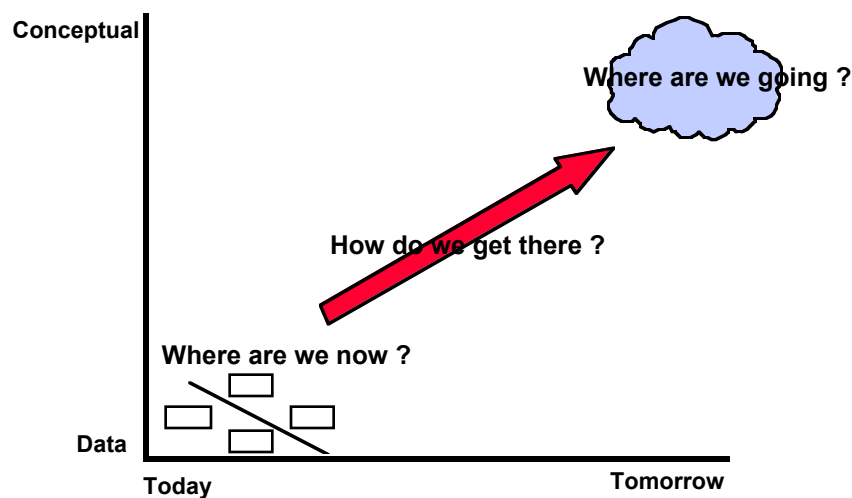


Figure 4 The overall framework

“Where are we going?”

- Clarifying the business strategy, & identifying those focus areas where IT can best support this business direction.

“Where are we now?”

- Benchmarking where the current IT support components (spending levels, hardware, people, user satisfaction) are currently positioned, & their ability to provide a base of computing support to the business.

“How do we get there?”

- Developing a clear action plan, considering the potential options available & make recommendations on the IT Strategy.

These concepts are proceduralised using the following process:

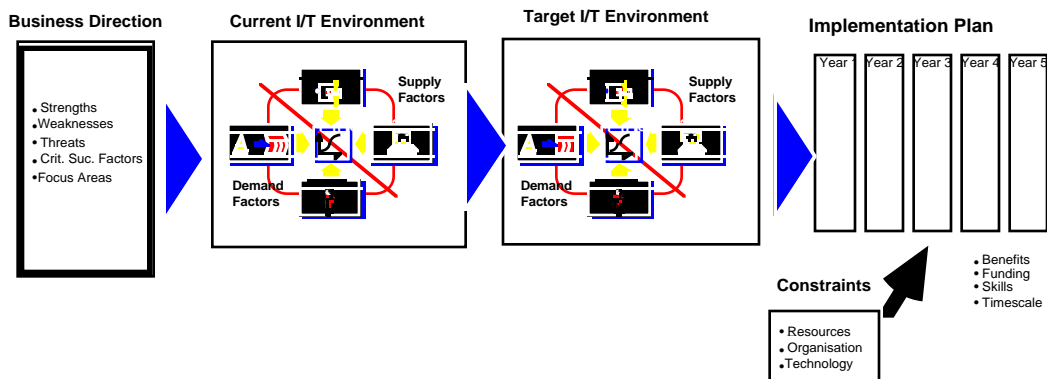


Figure 5 The Strategy process steps

The development of an IT Strategy starts with the "Business Direction". This documents the focus areas, business objectives, critical success factors & design criteria. These are all based on the business direction.

The "Current IT Environment" documents the current IT environment in each of the Growth processes. The "Target IT Environment" documents the desired environment which optimally supports the business direction. The desired environment is documented for each of the Growth Processes.

An "Implementation Plan" documents the recommended initiatives which should list the projects required to ensure that the Strategy is implemented in a timely & structured manner.

The steps in these processes are detailed in Section 6.

6. Process Details

6.1 Process Overview & Structure

The IT Strategy framework will not dictate the approach required to execute the Strategy, rather it specifies the content & format of the deliverables which the Strategy should be expected to produce. Consistently formatted deliverables are an obviously advantageous deliverable for the Dept. of Human Services as it allows consolidation of financial & technical costs and/or specifications if economy of scale purchasing of components or amalgamation of funding are to be arranged.

The only deliverables where DHS mandates the format & structure are the Financials from the Target Environment, & the Recommended Initiatives.

Any well structured approach may be taken which produces the appropriate results for the interim deliverables. A possible approach for producing these interim deliverables is documented, but this should to be taken as a guideline only.

Each process should be described in the following terms:

Objectives - Description of why this process is being performed & the desired outcomes which should result from successful completion of this process;

Approach - An overview of the issues which should be considered as part of this process, & suggestions of information sources & techniques to ensure that these issues are taken into account during creation of the IT Strategy;

Deliverable - Description of the deliverable (s) which are expected to be produced from this process. A template is included which provides a framework for the information required.

6.2 Business Direction

A possible approach to the analytical steps required to document the Business Direction is included here, but any rigorous, detailed approach may be used.

6.2.1 Objectives

More & more organisations are becoming aware of the possibilities offered by IT to achieve competitive advantage. This strategic use of IT requires first of all a distinct Business Direction that indicates what the organisation is aiming at in terms of customers, suppliers, competitors, shareholders, authorities, & what role IT is playing in all this. On the basis of this Business Direction, the specific role of IT can be ascertained. As a result, a company is able to indicate where & how IT supports the business & the market position. If IT is applied in this way, it should not be only an item of expense, but also a production factor which is integrated into the strategic planning of a company.

6.2.2 Approach

The Business Direction can best be focussed from a beginning point of a very broad statement of business goals, the Business Vision, through the Business Objectives which need to be met to achieve this Business Vision, through the Critical Success Factors which should be taken into account to meet the Business Objectives, & finally to the Design Criteria, which indicates the high level design criteria which the organisation & technology should have in order to satisfy these Critical Success Factors.

A Business vision

Must be translated into business objectives

Business objectives must be specified in CSFs, which

By means of design criteria, determine in what way the organisation and I/T is arranged

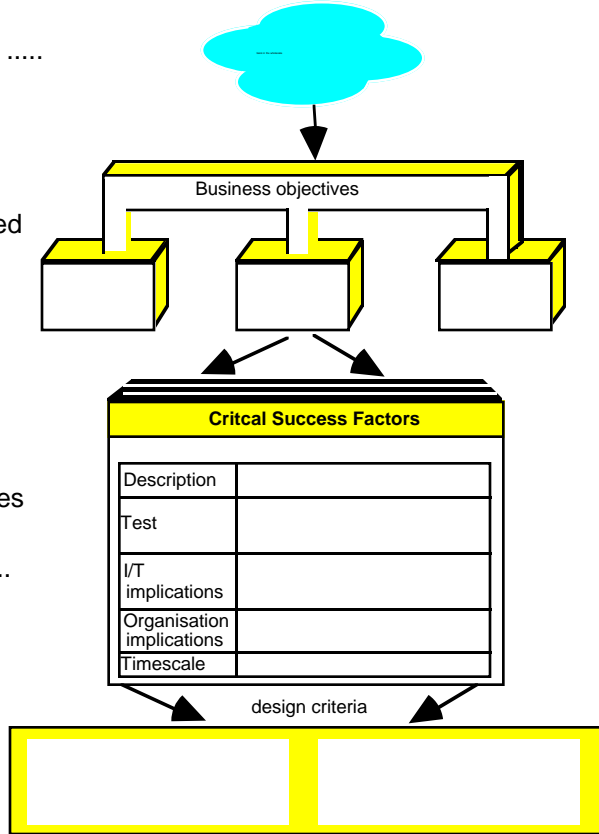


Figure 6 Business direction

An example of a Business Direction for a Network/Rural Alliance could be.....

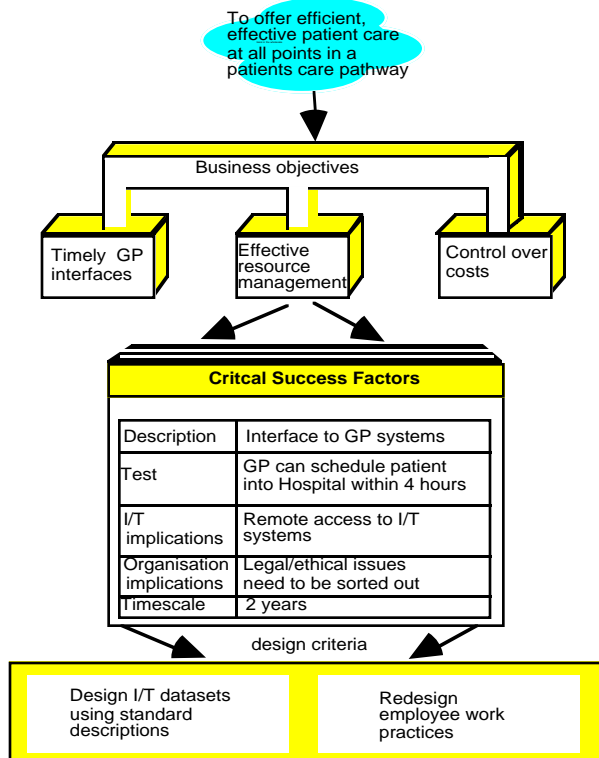


Figure 7 Example of Hospital business direction

6.2.2.1 Business Vision

A Business vision is a vision by management of the way in which the organisation should function in order to survive & be competitive in the years to come.

The realisation of a Business Vision is a creative & often laborious process. Yet, a Business Vision is vital for a good strategy formulation because it functions as a coordinating directive framework.

The essence of the Business Vision is reaching an agreement on five common principles:

- a. How do we compete & with what image?
- b. How do we earn our money?
- c. How do we organise it all?
- d. How do we add value for our "stakeholders"?
- e. How do we turn this organisation into an effective employer?

A good Business Vision should be "inspiring enough to cause people to consider that it is worthwhile to give it their time & energy". A Business Vision should be a challenge, not vague but specifically focussed on the organisation. Some criteria for a good business vision are that it should:

- a. indicate direction & priorities;
- b. define measurable aims;
- c. give challenging objectives;
- d. give a clear time horizon.

A good illustration of such a Business Vision is the example of a chemistry producer with "from now on, no more accidents". It gives direction by pointing out safety (accidents); it is quantified (number of accidents); it is challenging (no accidents) & it has clear time horizon (from now on).

Senior management is sometimes inclined to keep itself apart from the development of a Business Vision. The development of a Business Vision should, however, not be delegated too much or contracted out, it is after all the vision of management itself. For this reason the Business Vision should be established in an interactive way with the management.

The main part of this process takes place in terms of debates, seminars & workshops. Quantitative & qualitative elements can be used as a source for the Business Vision:

- opinions & visions of the management itself;
- quantitative & qualitative analysis of the operating environment, competitors, the value chain & the market;
- results of "opportunity" workshops where ideas for the use of IT have been assembled;
- opinions & ideas of clients (on the product quality, service & the like).

In practice, Business Visions are only realised by means of creation, inspiration, even frustration & perspiration.

A Business Vision does not, however, define in which way all this can be realised. Choices should be made. Therefore a Business Vision should be translated into Business Objectives.

6.2.2.2 Business Objectives

The "passion" of the senior management is often necessary in order to realise a Business Vision because many difficult choices must be made. In this line, various ways can be thought of, in which the Business Vision can be pursued, for example by:

- offering standard services against the lowest price;
- offering tailor-made services;
- improving the image;
- improving the commercial qualities of employees.

In this way, a Business Objective can be defined as the policy choice in view of the way in which the Business Vision should be realised. The choices concern the well-known "P's", product, price, promotion & place & also strategic factors such as competition, clients, suppliers & replacement products. Several fundamental questions play a role here. For example it concerns choices such as:

- market share versus profitability;
- short or long term orientation;
- growth or consolidation.

The objectives indicate a global direction for the organisation, but they still give the specific establishment of IT & the arrangement of the organisation little to hold on. Therefore the Objectives should be concretised even more.

6.2.2.3 Critical Success Factors (CSFs)

The Business Vision & the Objectives do not sufficiently explain which aspects of the rendering of services should be reinforced & what the organisation should be specifically capable of. The Business Objectives should be concretised even more in the form of "CSFs".

The Business Objectives can be targeted in several ways, for example by means of:

- better trained commercial employees;
- flexible business hours dependent on the pressure of work;
- little overhead;
- profitable products-portfolio.

CSFs can be of an economical, technological & an organisational nature as well as of a social nature. CSFs are specific items that the organisation should deliver in order to realise the Objectives.

A "CSF" should be specified in terms of the following five aspects:

Description: The clearer the "message", the more powerful a "CSF" should be.

Testability: The possibility to determine to what extent the objectives have been realised.

IT consequences: The consequences a "CSF" has for the information technology.

Organisational consequences: Consequences for the staff and/or organisation of business functions.

Timescale: The period in which the "CSF" should be realised.

The company has now translated the Business Vision into a number of concrete items of which it should be capable of delivering. The existing organisation & IT should be modelled on this basis.

6.2.2.4 Design criteria

"CSFs" specify the chosen "capabilities" which should be developed. They should be "translated" into the organisation of business functions & IT. The design criteria are the "CSF" essentials on which the organisation & the IT are modelled. Design criteria are in fact a set of organisational - & IT - demands which should be realised by the Strategy & which are derived from the Business Vision & the organisational redesign. By simulation of business processes & the advanced use of applications, management can then form a picture of the consequences & advantages of the different design criteria.

6.2.3 Deliverable - Business Direction Document

The Business Direction phase produces a deliverable which documents the vision, objectives & measurement criteria from a business focussed perspective. It also documents the high level design criteria which the target IT environment would need to satisfy in order to meet these business criteria.

The Business Direction Document should be used at all stages of the decision making process in IT Strategy formulation. Any technical decision made should be able to be mapped back to support the Business Direction.

A template of the Business Direction Document deliverable is detailed in Appendix B.

6.3 Current IT Environment

A possible approach to the analytical steps required to document the Current Environment is included here, but any rigorous, detailed approach may be used.

6.3.1 Objectives

It is impossible to create a target IT environment based on the Business Direction without having some idea of the starting point. Documentation of the current state of the IT environment provides a starting point by determining:

- The current status of all elements of the existing IT environment;
- The cost of the current IT environment;
- Potential organisational barriers to change which may exist;
- The amount of effort (and therefore cost) required to update the current environment;
- Whether technical effort needs to be re-aligned from its current status;
- Whether areas of business functionality exist which are inadequately served by the current IT environment.

6.3.2 Approach

The current environment is surveyed in each of the Growth Processes (Applications, Technology, Management Practices, User Awareness & Financials) & current configuration, cost, efficiency, effectiveness & structure are documented.

Information is to be collected which should give an indication as to the current state of the IT environment, & which can be used as a basis for decisions as to the necessity for certain projects & priority of necessary projects.

No specific tools have been mandated for use. The approach in each Network/Rural Alliance should depend on the timescales & personnel assigned to the task. The Department would be happy to advise on possible tools & techniques which could be used to derive the Current IT Environment report.

6.3.3 Deliverables

6.3.3.1 Applications

- Details of the application suite currently used by the Network/Rural Alliance. Details listed for each application include current processing platform, percentage of IT funds currently being spent on the application, "upgradeability" of the application, & percentage of business functions covered by that application;
- Details of the data entities managed by each application;

A template of the Current IT Environment - Applications deliverable is detailed in Appendix C.

6.3.3.2 Technology

Section 1 - IT Inventory

Details of the technology currently used by the Network/Rural Alliance. Details should be listed for each group of similarly configured devices eg. all 486/66 PCs with 8 MB RAM & 500 MB hard disk, & should include:

HOSTS

Hardware

- Processor - Type of CPU;
- Installed disk - Hard disk currently installed in this configuration;
- Disk capacity - Maximum hard disk capacity for this configuration;
- Installed memory - Memory currently installed in this configuration;
- Memory capacity - Maximum memory capacity for this configuration;
- Quantity - Number of this type of host configuration currently installed;

Software [Name, vendor, version number, number of copies, & number of users for]:

- Office productivity
- Network Management
- Security
- EMail
- Host Operating System

Cost

- Acquisition cost - Cost to initially acquire hosts;
- Operational cost - Annual cost to maintain & operate hosts (all technology & personnel)

SERVERS

Hardware

- Processor - Type of CPU;
- Installed disk - Hard disk currently installed in this configuration;
- Disk capacity - Maximum hard disk capacity for this configuration;
- Installed memory - Memory currently installed in this configuration;
- Memory capacity - Maximum memory capacity for this configuration;
- Network Interface Card - Type of network interface card used
- Quantity - Number of this type of server configuration currently installed;

☞ Software [Name, vendor, version number, number of copies, & number of users for]:

- Office productivity
- Network Management
- Security
- EMail
- Server Operating System

☞ Cost

- Acquisition cost - Cost to initially acquire these servers;
- Operational cost - Cost to maintain & operate these servers (all technology & personnel).

END USER EQUIPMENT eg. PCs, terminals, workstations, printers

☞ Hardware

- Processor - Type of CPU;
- Installed disk - Hard disk currently installed in this configuration;
- Disk capacity - Maximum hard disk capacity for this configuration;
- Installed memory - Memory currently installed in this configuration;
- Memory capacity - Maximum memory capacity for this configuration;
- Network Interface Card - Type of network interface card used
- Quantity - Number of this type of device configuration currently installed;

☞ Software [Name, vendor, version number, number of copies, & number of users for]:

- Office productivity - Type & version number of office productivity Vsoftware used
- Network Management - Type & version number of network management software used
- Security - Type & version number of security software used
- EMail - Type & version number of EMail software used
- Operating System - Type & version number of workstation operating system used
- Terminal emulation - Type & version number of host terminal emulation software used
- Networked - Are these devices connected to a network?

☞ Cost

- Acquisition cost - Cost to initially acquire these devices;
- Operational cost - Cost to maintain & operate these devices (all technology & personnel).

CLINICAL IT EQUIPMENT eg. clinical or non-clinical devices such as networked heart pumps, blood gas machines etc.

- Model & vendor;
- Quantity;
- Operating System;
- Networked (Y/N);
- Purpose;
- Protocols supported eg. HL7;
- Cost
 - Acquisition cost - Cost to initially acquire these devices;
 - Operational cost - Cost to maintain & operate these devices (all technology & personnel).

Section 2 - IT personnel

- Number of IT staff by category:
 - Within IT department
 - Policy/Strategy/Planning;
 - Development;
 - End User Computing;
 - Operations;
 - Network;
 - Management/Admin;
 - Marketing/Sales
 - In user areas
 - Policy/Strategy/Planning;
 - Development;
 - End User Computing;
 - Operations;
 - Network;
 - Management/Admin;
 - Marketing/Sales
- Current IT department organisational structure;
- Number of resignations/terminations/transfers from IT department in the past three years;
- Current skills in IT department - An assessment of the level of skills & experience in the IT department in a number of disciplines across a number of environments:
 - Host
 - Policy/Strategy/Planning
 - Operations;
 - Project Management;
 - Problem Handling;
 - Application Development;
 - Application Maintenance;
 - Personal skills eg. documentation, oral & written communication;
 - Network
 - Policy/Strategy/Planning
 - Operations;
 - Project Management;
 - Problem Handling;
 - Application Development;
 - Application Maintenance;
 - Personal skills eg. documentation, oral & written communication;
- End User Computing
 - Policy/Strategy/Planning
 - Operations;
 - Project Management;
 - Problem Handling;
 - Application Development;
 - Application Maintenance;
 - Personal skills eg. documentation, oral & written communication.

Expertise should be surveyed for a selected group (or all if appropriate) & then summarised into the template.

Section 3 - Telecommunications

- Details of the telecommunications infrastructure currently used by the Network/Rural Alliance. Details should be listed for each group of similarly configured devices & should include:

Cabling

- In-building
 - Horizontal - Description of cabling installed from connection points on each floor to the end user devices;
 - Vertical - Description of cabling installed in risers between floors;
- Inter-building - Description of cabling installed between buildings on a Campus;

Network Devices

- Workgroup - Description (model, quantity, protocols supported, age) of network devices used to connect workgroup devices together;
- Inter-Workgroup - Description (model, quantity, protocols supported, age) of network devices used to connect workgroups together within a building;
- Inter-building - Description (model, quantity, protocols supported, age) of network devices used to connect physically separate buildings in a Campus or to link Campuses in a Network/Rural Alliance.

Network Links/Map

- List of wide area network lines/links. Details should include source & destination, speed, vendor & protocols used

Cost

- Acquisition cost - Cost to initially acquire this equipment;
- Operational cost - Cost to maintain & operate this equipment (including all technology & personnel).

A template of the Current IT Environment - Technology deliverable is detailed in Appendix D.

6.3.3.3 Management Practices

Details of the management procedures & disciplines currently in place. A number of management practice areas are covered:

STRATEGY MANAGEMENT - The practices for identifying the future ways that technology should serve the business, & formulating these in terms of the services required & the means of delivering these as hardware & software architectures, staff skills & technical resources;

- IT Control - The degree to which IT is "owned" either by the IT area itself or by the business;
- IT Role - How IT is regarded within the organisation. For example, is it technology led, regarded as an expense, managed as a technology function, or treated as a business enabler;
- IT Strategy - The existence & degree of integration of the IT strategy into the business strategy;
- IT Financial Management - How the costs & benefits of IT are identified and measured.

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I, IT & T Strategic Plan Framework*

DELIVERY MANAGEMENT - The practices for ensuring that the actual delivery of IT products & services is performed in a timely, secure, reliable, efficient & effective manner;

- Project Management - The means of developing major new services or changes to the means of delivering the services;
- Procurement - How products & services are procured, & how the relationships with Vendors are maintained;
- Security - How business information & technology environments are protected from accidental and/or malicious damage or loss;
- Staff/HR - The processes for managing the recruitment, development, retention & allocation of IT staff;
- Application Development Management - The degree to which processes are in place for ensuring that application development is efficient, documented, repeatable, supported by toolsets & flexible methodologies, & based on standards;
- Change Management - The degree to which the process of maintenance & change is justified, planned, executed, tracked & reported;
- Data Centre - The degree to which operations of the data centre are based on defined user needs, technical standards, & agreed costs;
- Network - The degree to which operations of the network are based on defined user needs, technical standards, & agreed costs;
- End User Computing (EUC) - The degree to which operations of the EUC environment are based on defined user needs, technical standards, & agreed costs;

CUSTOMER INTERFACE MANAGEMENT - The practices for ensuring that IT currently meets & should continue to meet the needs of the business, that the IT technology & business information created by that environment is treated as a corporate asset, & how the benefits of IT are identified, measured & used as part of the business planning process;

- Relationship Management - The degree to which the relationship between IT & the business is established, monitored, nurtured & improved;
- Information Management - The degree to which the organisation is aware of the value of IT technology & information, & the policies & procedures in place to recognise & protect these corporate assets;
- Benefit Management - The degree to which the benefits of IT projects are estimated during the project planning process, tracked after a project is implemented, & fed back into the planning process.

A template of the Current IT Environment - Management Practices deliverable is detailed in Appendix E.

6.3.3.4 User Awareness

Section 1 - User awareness of IT

Details of the current state of user awareness of IT functions in terms of:

Satisfaction with IT department support of IT functions from a number of perspectives :

- Responsiveness - Attitude to support, creativity, proactiveness
- Timeliness - Consistently prompt responses to support queries
- Reliability - ability of business to depend on IT support
 - End User Computing
 - Application Development
 - Operations
 - Network
 - Management/Admin
 - Marketing/Sales

Understanding of current business processes & willingness to change them through use of IT. Details which would typically illustrate this point are:

- User explanation of a business problem currently affecting their area;
- A potential solution where application of IT can resolve the business problem.

User expertise in IT in a number of areas:

- Word processing
- Spreadsheets
- EMail
- Graphics
- Database
- Applications development
- Host/Server application use eg. Pathology system;

Expertise should be surveyed for a selected group (or all if appropriate) & summarised into the template.

Section 2 - User receptiveness to change

How receptive is the organisation to change such as the IT Strategy could introduce? Are they constructive, defensive, aggressive?

Section 3 - Risks in the change process

What are the high risk factors which could cause the required change to be reduced in effectiveness or even fail? Factors which may be considered include:

- Too many decision makers;
- Problems not identified during change;
- Risk taking is discouraged;
- Authority levels are unclear;
- Indifference and/or opposition to change;
- Not enough time to implement change;
- Lack of will/discipline to implement change;
- Insufficient education on the benefits of change;
- Rigid rules/policies discourage change;
- Lack of cooperation between areas;
- Loss of management focus;

- Low organisational expectations of change;
- Poor understanding of the benefits of change.

A template of the Current IT Environment - User Awareness deliverable is detailed in Appendix F.

6.3.3.5 Financials

IT expenditure should include spending within the IT department, as well as spending in user areas.

- Details of Total Operating Expenditure;
- Details of IT expenditure, including:
 - PERSONNEL
 - Salaried
 - Contractors
 - TECHNOLOGY
 - Central eg. Hosts
 - Hardware
 - Software
 - Contracted services
 - Other eg. occupancy
 - Distributed eg. Servers/PCs
 - Hardware
 - Software
 - Contracted services
 - Other eg. occupancy

These figures should be detailed for both Budgeted & Actuals for the most recently completed year. Both capital & recurrent expenditure should be detailed.

A template of the Current IT Environment - Financials deliverable is detailed in Appendix G.

6.4 Target IT Environment

6.4.1 Objectives

The I, IT & T Strategy specified a target IT environment in a number of areas:

- a set of conceptual applications, complete with functional specifications;
- guidelines for technology configurations for invisible & visible infrastructure;
- a set of guidelines for management practices which would be expected to be present in a "best practise" organisation, complete with descriptions of each practise;
- cost & benefit estimates for the conceptual applications set, the technology set required, the management practices & user education required in order to migrate towards the target IT environment specified in that Strategy.

This IT environment should be treated as a suggested minimum for each Network/Rural Alliance when formulating their own target IT environment, & any Departmental contribution to funding has used these figures as a basis for calculating the Department's contribution. Any additions over & above these suggested minimums should be budgeted from the Network/Rural Alliance's own funds, & therefore should be subjected to the normal cost/benefit analysis.

6.4.2 Approach

The target environment is documented in each of the Growth Processes (Applications, Technology, Management Practices, User Awareness & Financials) in terms of the environment needed to support the Business Direction.

No specific tools have been mandated for use, the approach in each Network/Rural Alliance will depend on the timescales & personnel assigned to the task.

The Department's I, IT & T Strategy produced deliverables in all Growth Processes which can be used as a basis for production of each Network/Rural Alliance's requirements, although these can be modified to suit each Network/Rural Alliance's requirements.

The requirements may differ within each Network/Rural Alliance depending on the size & complexity of each Campus. A number of different sets of guidelines may be produced which vary depending on the Campus requirements. For example, smaller Campuses within a Network/Rural Alliance may only need a lightly configured range of file servers or a reduced number of applications.

The Department would be happy to advise on possible tools & techniques which could be used to derive the Target IT Environment report.

6.4.3 Deliverables

The structure of the Target IT Environment deliverables should be in one of two formats:

- The format may be identical to the Current IT Environment in some areas (eg. IT Department skills). In these instances, the objective is to describe the differences in the "scores" between current & target environments, which should generate gaps, which will need recommended initiatives to fill the gaps;
- The format may be quite different to the Current IT environment in other areas (eg. Technology guidelines). In these instances, the objective is to compare the two differing environments, identify the gaps, & create recommended initiatives to fill the gaps.

6.4.3.1 Applications

- Details of the application suite required by the Network/Rural Alliance in order to achieve the objectives as defined in the business direction;
- Details of the electronic data repositories required by the applications suite;
- Details of the priority & sequence in which these applications should be created & implemented.

A template of the Target IT Environment - Applications deliverable is detailed in Appendix H.

6.4.3.2 Technology

The Technology guidelines published by the Department as part of the I, IT & T Strategy can be used as a guide in this section, if desired. The Technology guidelines recommend minimum configurations which should be acquired by an organisation to ensure that maximum value is gained from the acquisition.

Details are required of the technology, IT personnel & telecommunications infrastructure needed by the Network/Rural Alliance in order to implement the required application suite;

The telecommunications requirements have only been specified at a high level in this document, further detailed investigations may be required in order to document telecommunications recommendations to any further degree of detail.

Section 1 - Technology Guidelines

Areas where technology guidelines are required include:

HOSTS

- Hardware
 - Processor - Minimum CPU specification;
 - Disk capacity - Minimum hard disk configuration for hosts;
 - Memory capacity - Minimum memory configuration for hosts;
- Software
 - Office productivity - Type & minimum version no. of office productivity software to be used
 - Network Management - Type & minimum version no. of network management software to be used
 - Security - Type & minimum version no. of security software to be used
 - EMail - Type & minimum version no. of EMail software to be used
 - Operating System - Type & minimum version no. of host operating system to be used

SERVERS

- Hardware
 - Processor - Minimum CPU specification;
 - Disk capacity - Minimum hard disk configuration for servers;
 - Memory capacity - Minimum memory configuration for servers;
 - Network Interface Card - Minimum specification for network interface cards to be used
- Software
 - Office productivity - Type & minimum version no. of office productivity software to be used
 - Network Management - Type & minimum version no. of network management software to be used
 - Security - Type & minimum version no. of security software to be used
 - EMail - Type & minimum version no. of EMail software to be used
 - Operating System - Type & minimum version no. of server operating system to be used

END USER EQUIPMENT eg. PCs, terminals, workstations, printers

- Hardware
 - Processor - Minimum CPU specification;
 - Disk capacity - Minimum hard disk configuration for this equipment;
 - Memory capacity - Minimum memory configuration for this equipment;
 - Network Interface Card - Minimum specification for network interface cards to be used
- Software
 - Office productivity - Type & minimum version no. of office productivity software to be used
 - Network Management - Type & minimum version no. of network management software to be used
 - Security - Type & minimum version no. of security software to be used
 - EMail - Type & minimum version no. of EMail software to be used
 - Terminal Emulation - Type & minimum version no. of terminal emulation software to be used
 - Operating System - Type & minimum version no. of workstation operating system to be used

OTHER IT EQUIPMENT eg. clinical or non-clinical devices such as networked heart pumps, blood gas machines etc.

- Operating System - Type & minimum version no. of device operating system to be used;
- Network connection - How this device is to interface to the network; Protocols to be supported eg. HL7;

Section 2 - IT Personnel

- Target IT department organisational structure;
- Target skills in IT department - An assessment of the level of skills & experience required in the IT department in each of the disciplines documented in the Current IT Environment report to maximise the likelihood that the IT department will satisfy their business clients:
 - Host
 - Policy/Strategy/Planning
 - Operations
 - Project Management
 - Problem Handling
 - Application Development
 - Application Maintenance
 - Personal skills eg. documentation, oral & written communication
 - Network
 - Policy/Strategy/Planning
 - Operations
 - Project Management
 - Problem Handling
 - Application Development
 - Application Maintenance
 - Personal skills eg. documentation, oral & written communication
 - End User Computing
 - Policy/Strategy/Planning
 - Operations
 - Project Management
 - Problem Handling
 - Application Development
 - Application Maintenance
 - Personal skills eg. documentation, oral & written communication

Section 3 - Telecommunications Guidelines

- Cabling
 - In-building
 - Horizontal - Recommended cabling to be installed from connection points on each floor to the end user devices;
 - Vertical - Recommended cabling to be installed in risers between floors;
 - Inter-building - Recommended cabling to be installed between buildings on a Campus;
- Network Devices
 - Workgroup - Recommended specification for network devices for connecting workgroup devices together;
 - Inter-Workgroup - Recommended network devices for connecting workgroups together within a building;
 - Inter-building - Recommended network devices for connecting physically separate buildings in a Campus , or to link Campuses in a Network/Rural Alliance.
- Network Links/Map
 - List of wide area network lines/links required. Details should include source & destination, speed, vendor & protocols used

A template of the Target IT Environment - Technology deliverable is detailed in Appendix I.

6.4.3.3 Management Practices

Using the same management practices structure as detailed in the Current IT Environment, details of the management organisational structures, procedures & disciplines required to efficiently & effectively manage the applications & technology being implemented;

The details should be in the form of the characteristics that the organisation would exhibit if they were performing the management practice at the level required by the organisation.

For example, in the area of IT Financial & Performance Management, if it was desired that the organisation operate at a very high level of efficiency & effectiveness in this area, the required characteristics of this may be that:

- *Budgets & objectives for IT are set, promulgated & clearly understood*
- *IT costs are tracked in an effective manner*
- *Measurement criteria are put in place to measure the impact of IT from a number of perspectives*
- *Profit, business growth, customer satisfaction, architectural conformance, degree of innovation, degree to which business maximises IT opportunities, level of business understanding of IT, & changes achieved are all potentially used as measurement criteria (weighted to the agreed level for that organisation) for the success of IT*

If this area was not as critical, the characteristics may be set at a more modest level.

A template of the Target IT Environment - Management Practices deliverable is detailed in Appendix J.

6.4.3.4 User Awareness

Details of the user liaison structure to be established between IT & senior business management, clinical staff & IT staff, either on a permanent basis or a project by project basis, to ensure that optimal use is made on an ongoing basis of the technology & applications being implemented;

The details should be in the form of the characteristics that the organisation would exhibit if user awareness of IT was operating at the level required by the organisation.

For example, characteristics of high user awareness might be that:

- *Business areas own IT projects*
- *Business users are part of the development teams*
- *Business user skill levels in IT products are high*
- *Business users are responsible for acquisition, use & management of IT*

If user awareness was not required to be at such a high level, the characteristics may be set at a more modest level.

A template of the Target IT Environment - User Awareness deliverable is detailed in Appendix K.

*I2T2 Strategy for Victorian Public Hospitals
I, IT & T Strategic Plan Framework*

6.4.3.5 Financials

- Details of the costs & benefits by year & I, IT & T Strategy Phase in order to implement the recommended initiatives in the other Growth processes.

Details should include:

- Initiative Name;
- Initiative Type - as per the I, IT & T Strategy types, see Section 5.3 either II (Invisible Infrastructure), VI (Visible Infrastructure), CA (Common Application) or UA (Unique Application);
- Cost - Technology & Personnel by year;
- Benefits - Tangible dollar benefits by year, intangible benefits listed;
- Implementation Timescale;
 - Time - When this initiative should be implemented;
 - Phase - In which I, IT & T Strategy phase should this initiative operate? A description of the I, IT & T Strategy phases is included in Appendix A.
- Details of the Network/Rural Alliance cash flows which will result from the implementation of the recommended initiatives. The cash flows are required for the financial years 1996-97 to 2004-05 & should detail the IT Strategy implementation costs incurred & the benefits realised either from hard dollar savings or improved productivity.
- Details of the proposed IT budget for the next three years in the same format as the Current IT Environment Financials. Both capital & recurrent expenditure should be detailed.

A template of the Target IT Environment - Financials deliverable is detailed in Appendix L.

6.5 Recommended Initiatives

6.5.1 Objectives

Once the Target IT Environment has been documented, a number of projects or initiatives will be required in order to migrate from the Current IT environment to this Target IT Environment.

Each of these recommended initiatives should be categorised into one of the Growth Processes, this is advantageous for a number of reasons; it collects like projects together, which can then be checked for cohesiveness & sequencing, & it ensures that all Growth Processes have been taken into account when planning the migration to the Target IT Environment.

6.5.2 Approach

Once both the Current & Target IT Environment have been documented, gaps in functionality, products & services, management practices & user awareness & perceptions should become apparent. Each of these gaps can be filled by a project which should fill the deficiency identified by the project.

6.5.3 Deliverables

6.5.3.1 List of recommended initiatives

Details of the recommended initiatives, using the framework documented below, in each of the Growth processes which will be required in order to migrate towards the Target IT Environment. Each recommended initiative should have a common framework:

Objective	Why this initiative is being done?
Description	What is being done in this initiative?
Growth Process	In which Growth Process should this initiative operate?
Application/ Infrastructure Type	For Application & Infrastructure initiatives, what type of application (Common/Unique) or Infrastructure (Invisible/Visible) is being targeted by this initiative?
Accountability	Who carries responsibility for each part of the initiative?
Key Tasks	What needs to be done to complete this initiative?
Timeline	In which phase does this initiative operate? When should this initiative be done?
Work Practise Change required	What changes to work practices should be required to implement this initiative?
Phase Migration Characteristic Targeted	Which characteristic of moving through the phases (see Appendix A) should be accomplished (either wholly or partly) by completion of this initiative?
Resourcing	Who should perform the tasks in this initiative?
Cost	How much should this initiative cost?
Benefits	What benefits can be expected to be delivered by this initiative? Benefits can be either qualitative or quantitative as described in the I, IT & T Strategy Financials section.

*I2T2 Strategy for Victorian Public Hospitals
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Each initiative should describe into which I, IT & T Strategy Phase the initiative fits, & which Phase characteristic (see Appendix A) should be delivered as a result of this initiative. For example, an initiative to install a Campus structured cabling system should assist in achieving the Phase 1 objective P1-3 of having an effective invisible Campus wide infrastructure.

A template of the Recommended Initiatives deliverable is detailed in Appendix M.

6.5.3.2 Project Plan

A formatted project plan using a standard project management tool such as Microsoft project, which lists each recommended initiative, tasks involved in each initiative, staff allocated to each task, cost of those staff, & estimated start & end dates for each initiative.

Appendix A - I, IT & T Strategy Phase Characteristics

It was recognised during creation of the I, IT & T Strategy that given the fragmented state of the existing IT environment in Victorian Public Hospitals, & also that Metropolitan Networks & Rural Rural Alliances varied significantly in the current state of their IT environment as well as their capacity to move forward in similar timescales, that a phased approach to migration towards the target IT environment was required.

This three phased approach allowed the Networks/Rural Alliances with larger and/or more mature IT environments to progress quickly through phases 1 & 2 whilst allowing the smaller and/or less mature Networks/Rural Alliances to begin at the first phase.

It was, however, recognised that the overall objective is to move all Networks/Rural Alliances to Phase 3 as quickly as possible.

Phase 1

Figure 8 Phase 1 - near term

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Network/Rural Alliance IT Strategy framework
Appendix A - I, IT & T Strategy Phase characteristics*

Successful completion of Phase 1 of the Victorian Public Hospital I, IT&T Strategy should be indicated by an ability to:

- P1-1 Electronically find & identify every physical location of all instances of patient information throughout the Campus;
- P1-2 Capture & use the information required for linking 'client' information as the primary search key;
- P1-3 Demonstrate an operational invisible infrastructure available throughout the Campus;
- P1-4 Able to query the 'catalogue' of patient information from any clinical workstation in the Campus;
- P1-5 Demonstrate that all information systems containing patient information whether 'owned' by the Campus or acquired through contracted services capture all the information required to comply with the departments information definitions used for client linking purposes;
- P1-6 Demonstrate that an operational Campus repository is the vehicle by which positive patient record identification is achieved;
- P1-7 Electronically transfer all reporting requirements to the Department.

Funding for Phase 2 is contingent upon demonstrating implementation of Phase 1.

Phase 2

Phase 2 - Some Networks consolidate information within their Network

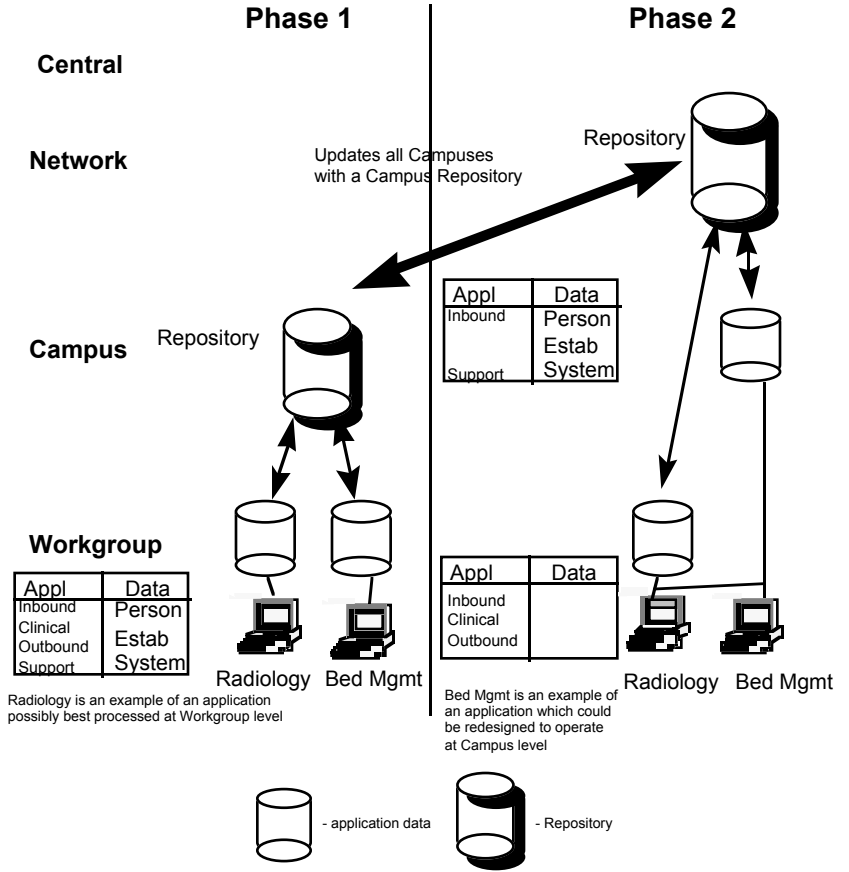


Figure 9 Phase 2 - some consolidation

*Department of Human Services Victoria
Network/Rural Alliance IT Strategy framework
Appendix A - I, IT & T Strategy Phase characteristics*

Successful completion of Phase 2 of the Victorian Public Hospital I, IT&T Strategy should be indicated by an ability to:

- P2-1 demonstrate an operational invisible WAN infrastructure implemented & tested across the Network or Rural Alliance;
- P2-2 demonstrate that the Network or Rural Alliance has a minimum of 1 workstation for every 6 full time clinical personnel in the peak shift appropriate for each clinical workgroup;
- P2-3 demonstrate that information required to be accessed by multiple workgroups throughout the Campus should:
 - have a single logical instance;
 - conform to the departments information definitions
- P2-4 electronically find & identify every physical location of all instances of patient information throughout the Network or Rural Alliance;
- P2-5 capture & use the information required for linking 'client' information as the primary search key;
- P2-6 schedule & commit resources & times for a patient's entire planned care path across the Campus for resources that are under the direct influence of the Campus;
- P2-7 able to query the 'catalogue' of patient information from any clinical workstation in the Network or Rural Alliance;
- P2-8 demonstrate that all information systems containing patient information whether 'owned' by the Network/Rural Alliance or acquired through contracted services capture all the information required to comply with the departments information definitions used for client linking purposes;
- P2-9 demonstrate that an operational Network/Rural Alliance repository is the vehicle by which positive patient record identification is achieved;
- P2-10 demonstrate that at risk indicators should be available electronically to authorised care providers for every patient treated by Network/Rural Alliance resources;
- P2-11 produce electronic patient discharge summaries within 24 hours of discharge.

Funding for Phase 3 is contingent upon demonstrating implementation of Phase 2.

Phase 3

Phase 3 - Some Networks share information between Networks and the Dept.

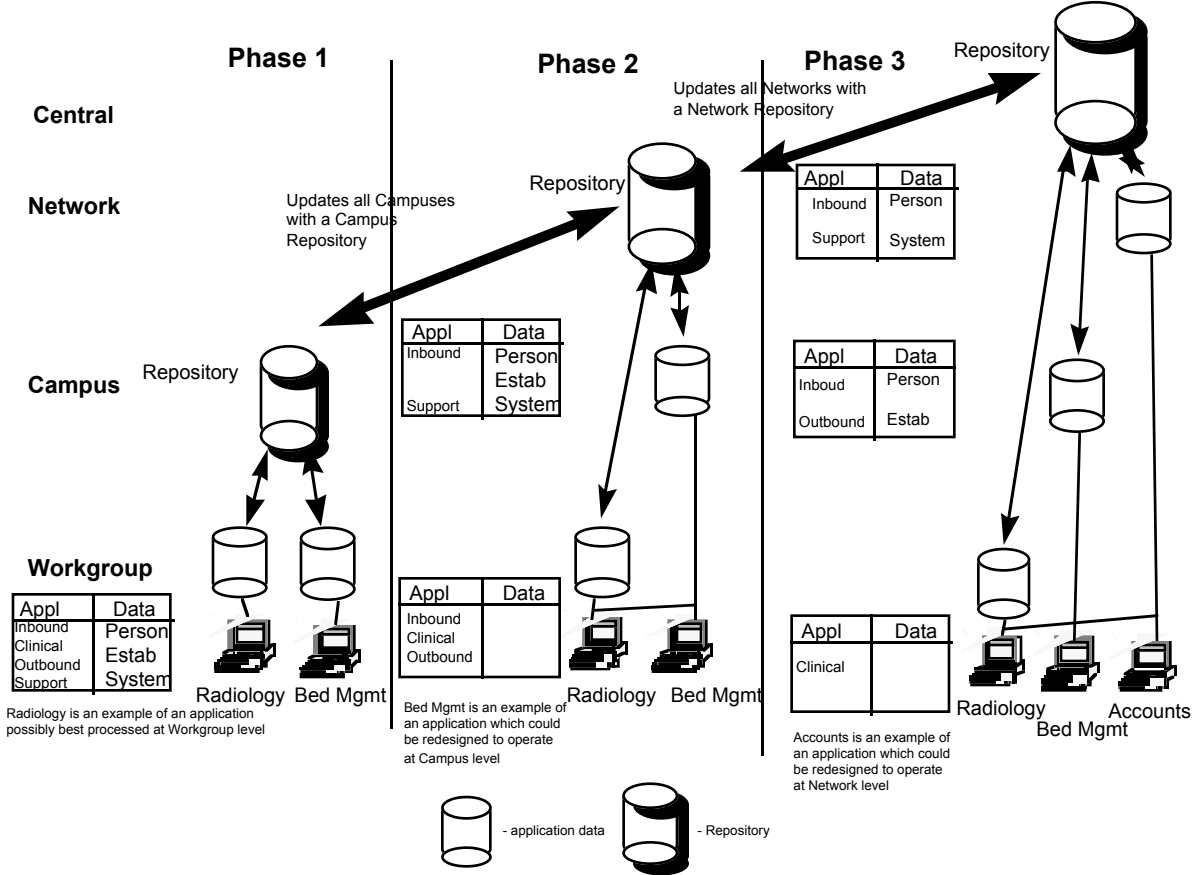


Figure 10 Phase 3 - further consolidation

*Department of Human Services Victoria
Network/Rural Alliance IT Strategy framework
Appendix A - I, IT & T Strategy Phase characteristics*

Successful completion of Phase 3 of the Victorian Public Hospital I, IT&T Strategy should be indicated by an ability to:

- P3-1 demonstrate an operational invisible WAN infrastructure implemented & tested across the state;
- P3-2 demonstrate that information required to be accessed by multiple workgroups throughout the Network/Rural Alliance should:
 - have a single logical instance;
 - conform to the departments minimum & required information definitions
- P3-3 electronically find & identify every physical location of all instances of patient information throughout the state;
- P3-4 capture & use the information required for linking 'client' information as the primary search key;
- P3-5 able to query the 'catalogue' of patient information from any clinical workstation in the state;
- P3-6 demonstrate that all information systems containing patient information whether 'owned' by any public hospital in the state of Victoria or acquired through contracted services capture all the information required to comply with the departments information definitions used for client linking purposes;
- P3-7 schedule & commit resources & times for a patient's entire planned care path across the Network/Region;
- P3-8 demonstrate that an operational state wide repository is the vehicle by which positive patient record identification is achieved;
- P3-9 demonstrate that electronic discharge summaries should be available electronically to authorised care providers for every patient treated by state funded resources within 24 hours of discharge.

Appendix B - Business Direction Deliverable Template

This section provides a template of the result which would typically be delivered from the Business Direction phase of a Network/Rural Alliance's IT Strategy.

The information needed to complete this deliverable should be obtained from various sources. To obtain a representative sample, it is recommended that several sources be reviewed to help ensure the accuracy & completeness of the data entered into this document. These information inputs include:

- Marketing information that provides an overview of products, services & markets;
- Business staff interviews:
 - Executives;
 - Other decision makers;
 - Human resources personnel;
- Financial reports;
- Organisational charts;
- Strategic planning documents;
- Current organisational operational policies & procedures.

Notes on completing the template

The template has been designed to document the Business Vision, Business Objectives, Critical Success Factors & Design Criteria.

If insufficient space is assigned in an area of the template because either an item needs an expanded explanation because of its scope or complexity (eg. Business Vision), or there are more items in an area than space provided (eg. Business Objectives or Critical Success Factors), simply indicate that additional items or space have been used & attach any additional pages as required.

Section 2 - Business Objectives

Objective Name

Objective Description

Objective Name

Objective Description

Section 3 - Critical Success Factors

CSF Name

CSF Description

Test - How do we know we've done it?

IT implications

Organisational implications

Timescale

Section 4 - Design Criteria

Criteria Name

Criteria Description

Criteria Name

Criteria Description

Appendix C - Current I/T Environment - Applications Deliverable Template

This section provides a template for the result which would typically be delivered from the Current IT Environment - Applications phase of a Network/Rural Alliance's IT Strategy.

The information needed to complete this deliverable may have to be obtained from various sources. It is recommended that several sources be used to ensure the accuracy & completeness of the information into this document. These information inputs include:

- List of inventory from IT departments;
- List of inventory from Finance;
- List of inventory from Business units;
- Stocktake of all campuses; and
- Reviews by IT & business unit staff;

Notes on completing the template

The template has been designed to document the current applications used by the Network/Rural Alliance.

If insufficient space is assigned in an area of the template because either an item needs an expanded explanation because of its scope or complexity, or there are more items in an area than space provided, simply indicate that additional items or space have been used & attach any additional pages as required.

Current IT Environment Document - Applications

Application Details: (To be completed per application)

Application Name:	
Description:	
Vendor:	
Current installed version:	
Installation date:	
Date when last major upgrade:	
Areas where the application is used:	
Number of copies in use:	

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 Appendix C - Current IT Environment - Applications

Application Details: (To be completed per application)

Implementation costs:	\$
Maintenance costs:	\$ per annum
Percentage of recurring IT funds being spent on the application:	%
Language:	
Data entities managed by this application:	
Current processing platform/Operating environment/Hardware environment:	

Appendix D - Current I/T Environment - Technology Deliverable Template

This section provides a template of the result which would typically be delivered with reference to Technology from the Current IT Environment phase of a Network/Rural Alliance's IT Strategy.

The information needed to complete this deliverable should be obtained from various sources. To obtain a representative sample, it is recommended that several sources be reviewed to help ensure the accuracy & completeness of the data entered into this document. These information inputs include:

- Previous IT strategy documents;
- IT organisation charts (including roles, assignments, & skills inventory);
- Application & computing platform documentation;
- IT hardware & software inventory databases;
- Vendors providing IT products & services to the client;
- Key IT personnel;
- Key human resources personnel.

Notes on completing the template

The template has been designed to document the Technology aspect of the Current IT Environment.

If insufficient space is assigned in an area of the template because either an item needs an expanded explanation because of its scope or complexity (Other IT equipment), or there are more items in an area than space provided (number of PC configurations), simply indicate that additional items or space have been used & attach any additional pages as required.

Section 1 - Inventory

Hosts

Software

	Product Name	Current version number	No. of copies	No. of users
Office Productivity				
Network Management				
Security				
EMail				
Operating System				

Cost

Cost to acquire Hosts	\$
Annual cost to maintain & operate Hosts	\$

Section 1 - Inventory

Servers

Software

	Product Name	Current version number	No. of copies	No. of users
Office Productivity				
Network Management				
Security				
EMail				
Operating System				

Cost

Cost to acquire Servers	\$
Annual cost to maintain & operate Servers	\$

Section 1 - Inventory

End User Equipment

Software

	Product Name	Current version number	No. of copies	No. of users
Office Productivity				
Network Management				
Security				
EMail				
Terminal Emulation				
Operating System				

Cost

Cost to acquire End user devices	\$
Annual cost to maintain & operate End user devices	\$

Section 1 - Inventory

Other I/T Devices

Model	Vendor	Purpose	Operating System	Networked?	Protocols supported	Qty

Cost

Cost to acquire other IT devices	\$
Annual cost to maintain & operate other IT devices	\$

Section 2 - I/T Personnel

Number of I/T Staff by category

	Policy/ Strategy/ Planning	Develop ment	End User Computing	Operations	Network	Mgmt/ Admin	Mktg/ Sales
Within IT Dept.							
In user areas							

I/T Department Stability

	Last Year	Year before that	Year before that
Number of resignations, terminations, transfers from IT Dept.			

I/T Department current skills summary

	Policy/ Strategy/ Planning	Operations	Project Mgmt	Problem Handling	App Dev	App Maint	Personal skills
	(L,M,H)	(L,M,H)	(L,M,H)	(L,M,H)	(L,M,H)	(L,M,H)	(L,M,H)
Host							
Network							
EUC							

Section 2 - I/T Personnel

I/T Department organisational structure

Section 3 - Telecommunications

Cabling

In-Building Horizontal

In-Building Vertical

Inter-Building

Section 3 - Telecommunications

Network Devices

Workgroup

Inter-Workgroup

Inter-Building

Section 3 - Telecommunications

Network Links/Map

Cost

Cost to acquire this equipment	\$
Annual cost to maintain & operate this equipment	\$

Appendix E - Current I/T Environment - Management Practices Deliverable Template

This section provides a template of the result which would typically be delivered with reference to Management Practices from the Current IT Environment phase of a Network/Rural Alliance's IT Strategy.

The information needed to complete this deliverable should be obtained from various sources. To obtain a representative sample, it is recommended that several sources be reviewed to help ensure the accuracy & completeness of the data entered into this document. These information inputs include:

- Previous IT strategy documents;
- IT organisation charts (including roles, assignments, & skills inventory);
- System Development Life Cycle (SDLC) & other methodologies;
- Documentation of ongoing IT projects;
- Management reports of IT performance;
- Vendors providing IT products & services to the client;
- Application & computing platform documentation;
- Organisation charts;
- Key IT personnel;
- Key business unit personnel.

Notes on completing the template

The template has been designed to document the Management Practices aspect of the Current IT Environment.

If insufficient space is assigned in an area of the template because either an item needs an expanded explanation because of its scope or complexity (IT Strategy integration with Business Strategy), or there are more items in an area than space provided (Staff/HR practices), simply indicate that additional items or space have been used & attach any additional pages as required.

Current I/T Environment Document - Management Practices

Management Practise	Current Status
Strategy Management	
IT Control	
IT Role	
IT Strategy	
IT Financial Management	

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Appendix E - Current IT Environment - Management Practices

Delivery Management	Current Status
Project Management	
Procurement	
Security	
Staff/HR	
Application Development Management	
Change Management	
Data Centre	
Network	
End User Computing (EUC)	

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Appendix E - Current IT Environment - Management Practices

Customer Interface Management	Current Status
Relationship Management	
Information Management	
Benefit Management	

Appendix F - Current I/T Environment - User Awareness Deliverable Template

This section provides a template of the result which would typically be delivered with reference to User Awareness from the Current IT Environment phase of a Network/Rural Alliance's IT Strategy.

The information needed to complete this deliverable should be obtained from various sources. To obtain a representative sample, it is recommended that several sources be reviewed to help ensure the accuracy & completeness of the data entered into this document. These information inputs include:

- Previous IT strategy documents;
- IT organisation charts (including roles, assignments, & skills inventory);
- Documentation of ongoing IT projects;
- Application & computing platform documentation;
- IT hardware & software inventory databases;
- Management reports of IT performance;
- Vendors providing IT products & services to the client;
- Organisation charts;
- Key Human Resources personnel;
- Previously documented Customer Satisfaction Surveys (if available);
- Key IT & business personnel.

Notes on completing the template

The template has been designed to document the User Awareness aspect of the Current IT Environment.

If insufficient space is assigned in an area of the template because either an item needs an expanded explanation because of its scope or complexity (Understanding of business processes & the need to change them), or there are more items in an area than space provided (Satisfaction with IT support), simply indicate that additional items or space have been used & attach any additional pages as required.

Section 1 - User awareness of I/T

User IT expertise

	WP	Spread-sheet	EMail	Graphics	Database	App Dev	Host/Server app use
	(L,M,H)	(L,M,H)	(L,M,H)	(L,M,H)	(L,M,H)	(L,M,H)	(L,M,H)
Collective Degree of expertise							

Section 2 - Organisational Culture

What are the typical reactions likely to be to the concept of change to business processes & change to the IT environment?

Appendix G - Current I/T Environment - Financials Deliverable Template

This section provides a template of the result which would typically be delivered with reference to Financials from the Current IT Environment phase of a Network/Rural Alliance's IT Strategy.

The information needed to complete this deliverable should be obtained from various sources. To obtain a representative sample, it is recommended that several sources be reviewed to help ensure the accuracy & completeness of the data entered into this document. These information inputs include:

- Previous IT strategy documents;
- System Development Life Cycle (SDLC) & other methodologies;
- Documentation of ongoing IT projects;
- Previous years budget information;
- Application & computing platform documentation;
- IT hardware & software inventory databases;
- Key financial management personnel;
- Vendors providing IT products & services to the client;
- Key IT personnel.

Notes on completing the template

The template has been designed to document the Financials aspect of the Current IT Environment.

If insufficient space is assigned in an area of the template because either an item needs an expanded explanation because of its scope or complexity (Contracted services), or there are more items in an area than space provided (Details of IT expenditure), simply indicate that additional items or space have been used & attach any additional pages as required.

Current I/T Environment Document - Financials

Total Operating Expenditure _____

IT Expenditure

Item	Actuals (last completed budget year)		Budget (last completed budget year)	
	Capital	Recurrent	Capital	Recurrent
Technology				
<u>Central</u> (Hosts)				
Hardware				
Software				
Contracted Services				
Other eg. Occupancy				
<u>Distributed</u> (Servers/PCs)				
Hardware				
Software				
Contracted Services				
Other eg. Occupancy				
Personnel				
Salaried				
Contractors				

Appendix H - Target I/T Environment - Applications Deliverable Template

This section provides a template for the result which would typically be delivered from the Target IT Environment - Applications phase of a Network/Rural Alliance's IT Strategy.

The information needed to complete this deliverable may have to be obtained from various sources. It is recommended that several sources be used to ensure the accuracy & completeness of the information into this document. These information inputs include:

- Current IT Environment - Applications Deliverable Template (see Appendix C);
- I, IT & T Strategy, especially the Conceptual Applications section;
- Your Metropolitan Network's/Rural Rural Alliance's Business Strategy;
- Business Direction (refer to Appendix A);
- Business unit's, user's & senior management's future requirements;
- Package software functionality & availability; and
- Reviews by IT, business unit staff & senior management;

Notes on completing the template

The template has been designed to document the target or future IT environment for the applications.

If insufficient space is assigned in an area of the template because either an item needs an expanded explanation because of its scope or complexity, or there are more items in an area than space provided, simply indicate that additional items or space have been used & attach any additional pages as required.

Target IT Environment Document - Applications

Required applications (Prioritised):

1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
etc.	

Application Details: (To be completed per application)

Language:	
Processing platform/Operating environment:	
Preferred processing location (by phase):	
Areas where the application is to be used:	
Electronic data repositories required (as per I, IT & T Strategy):	

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 Appendix H - Target IT Environment - Applications

Application Details: (To be completed per application)

Preferred data repository storage locations (by phase):	
Hardware environment required that does not currently exist:	
Software environment required that does not currently exist:	
Predicted implementation costs:	\$
Predicted maintenance costs:	\$ per annum

Appendix I - Target I/T Environment - Technology Deliverable Template

This section provides a template of the result which would typically be delivered with reference to Technology from the Target IT Environment phase of a Network/Rural Alliance's IT Strategy.

The information needed to complete this deliverable should be obtained from various sources. To obtain a representative sample, it is recommended that several sources be reviewed to help ensure the accuracy & completeness of the data entered into this document. These information inputs include:

- Previous IT strategy documents;
- Current IT Environment document;
- Business Direction document;
- System Development Life Cycle (SDLC) & other methodologies;
- Documentation of ongoing IT projects;
- Vendors providing IT products & services to the client;
- Organisation charts;
- Key IT personnel.

Notes on completing the template

The template has been designed to document the Technology aspect of the Target IT Environment.

If insufficient space is assigned in an area of the template because either an item needs an expanded explanation because of its scope or complexity (Other IT equipment), or there are more items in an area than space provided (PC configuration recommendations), simply indicate that additional items or space have been used & attach any additional pages as required.

Target I/T Environment Document - Technology

Section 1 - Technology Guidelines

Hosts

Hardware

Component	Minimum recommended configuration
Processor	
Disk capacity	
Memory capacity	

Software

Component	Type	Minimum version number
Office productivity		
Network Management		
Security		
Email		
Operating System		

Section 1 - Technology Guidelines

Servers

Hardware

Component	Minimum recommended configuration
Processor	
Disk capacity	
Memory capacity	
Network Interface Card	

Software

Component	Type	Minimum version number
Office productivity		
Network Management		
Security		
EMail		
Operating System		

Section 1 - Technology Guidelines

End User Equipment

Hardware

Component	Minimum recommended configuration
Processor	
Disk capacity	
Memory capacity	
Network Interface Card	

Software

Component	Type	Minimum version number
Office productivity		
Network Management		
Security		
EMail		
Operating System		
Terminal Emulation		

Section 2 - I/T Personnel

IT Organisational Structure

IT Department Skills Summary

	Policy/ Strategy/ Planning	Operations	Project Mgmt	Problem Handling	App Dev	App Maint	Personal skills
	(L,M,H)	(L,M,H)	(L,M,H)	(L,M,H)	(L,M,H)	(L,M,H)	(L,M,H)
Host							
Network							
EUC							

Section 3 - Telecommunications

Cabling

In-Building Horizontal

In-Building Vertical

Inter-Building

Section 3 - Telecommunications

Network Devices

Workgroup

Inter-Workgroup

Inter-Building

Section 3 - Telecommunications

Network Links/Map

Appendix J - Target I/T Environment - Management Practices Deliverable Template

This section provides a template of the result which would typically be delivered with reference to Management Practices from the Target IT Environment phase of a Network/Rural Alliance's IT Strategy.

The information needed to complete this deliverable should be obtained from various sources. To obtain a representative sample, it is recommended that several sources be reviewed to help ensure the accuracy & completeness of the data entered into this document. These information inputs include:

- Previous IT strategy documents;
- Current IT Environment document;
- Business Direction document;
- System Development Life Cycle (SDLC) & other methodologies;
- Documentation of ongoing IT projects;
- Vendors providing IT products & services to the client;
- Organisation charts;
- Key IT, human resources & business personnel.

Notes on completing the template

The template has been designed to document the Management Practices aspect of the Target IT Environment.

If insufficient space is assigned in an area of the template because either an item needs an expanded explanation because of its scope or complexity (IT Strategy integration with Business Strategy), or there are more items in an area than space provided (Staff/HR practices), simply indicate that additional items or space have been used & attach any additional pages as required.

Target I/T Environment Document - Management Practices

Management Practice	Desired Status
Strategy Management	
IT Control	
IT Role	
IT Strategy	
IT Financial Management	

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Appendix J - Target IT Environment - Management Practices

Delivery Management	Desired Status
Project Management	
Procurement	
Security	
Staff/HR	
Application Development Management	
Change Management	
Data Centre	
Network	
End User Computing (EUC)	

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Appendix J - Target IT Environment - Management Practices

Customer Interface Management	Desired Status
Relationship Management	
Information Management	
Benefit Management	

Appendix K - Target I/T Environment - User Awareness Deliverable Template

This section provides a template of the result which would typically be delivered with reference to User Awareness from the Target IT Environment phase of a Network/Rural Alliance's IT Strategy.

The information needed to complete this deliverable should be obtained from various sources. To obtain a representative sample, it is recommended that several sources be reviewed to help ensure the accuracy & completeness of the data entered into this document. These information inputs include:

- Previous IT strategy documents;
- Current IT Environment document;
- Business Direction document;
- Documentation of ongoing IT projects;
- Vendors providing IT products & services to the client;
- Organisation charts;
- Key IT & business personnel.

Notes on completing the template

The template has been designed to document the User Awareness aspect of the Target IT Environment.

If insufficient space is assigned in an area of the template because either an item needs an expanded explanation because of its scope or complexity (Understanding of business processes & the need to change them), or there are more items in an area than space provided (Satisfaction with IT support), simply indicate that additional items or space have been used & attach any additional pages as required.

Appendix L - Target I/T Environment - Financials Deliverable Template

This section provides a template of the result which would typically be delivered with reference to Financials from the Target IT Environment phase of a Network/Rural Alliance's IT Strategy.

The information needed to complete this deliverable should be obtained from various sources. To obtain a representative sample, it is recommended that several sources be reviewed to help ensure the accuracy & completeness of the data entered into this document. These information inputs include:

- Previous IT strategy documents;
- Current IT Environment document;
- Business Direction document;
- Documentation of ongoing IT projects;
- Vendors providing IT products & services to the client;
- Key IT, financial & business personnel.

Notes on completing the template

The template has been designed to document the Financials aspect of the Target IT Environment.

If insufficient space is assigned in an area of the template because either an item needs an expanded explanation because of its scope or complexity (budget), or there are more items in an area than space provided (Details of recommended initiatives), simply indicate that additional items or space have been used & attach any additional pages as required.

Target I/T Environment Document - Financials

Budget

Item	1997/98		1998/99		1999/2000	
	Capital	Recurrent	Capital	Recurrent	Capital	Recurrent
Technology						
<u>Central</u> (Hosts)						
Hardware						
Software						
Contracted Services						
Other eg. Occupancy						
<u>Distributed</u> (Servers/PCs)						
Hardware						
Software						
Contracted Services						
Other eg. Occupancy						
Personnel						
Salaried						
Contractors						

Appendix M - Recommended Initiatives Deliverable Template

This section provides a template of the result which would typically be delivered from the Recommended Initiatives phase of a Network/Rural Alliance's IT Strategy.

The information needed to complete this deliverable should be obtained from various sources. To obtain a representative sample, it is recommended that several sources be reviewed to help ensure the accuracy & completeness of the data entered into this document. These information inputs include:

- Previous IT strategy documents;
- Current IT Environment document;
- Target IT Environment document;
- Business Direction document;
- Vendors providing IT products & services to the client;
- Key IT, financial & business personnel.

Notes on completing the template

The template has been designed to document the Recommended Initiatives.

If insufficient space is assigned in an area of the template because either an item needs an expanded explanation because of its scope or complexity (Work practise change required), or there are more items in an area than space provided (Key tasks), simply indicate that additional items or space have been used & attach any additional pages as required.

Recommended Initiatives Deliverable Template

Initiative Description

Component	Description
Objective	
Description	
Growth process	
Application/Infrastructure Type	
Accountability	
Key Tasks	
Timeline	
Work Practice Change Required	
Phase Migration Characteristic Targeted	
Resourcing	
Cost	
Benefits	

Project Plan