

# ValIT in the Real World

A Practical Application of IT Governance  
and Investment Management

A presentation to ISACA Calgary

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Developer of the methodologies on  
which ValIT is based



# Agenda

## ValIT Refresher

## The Alberta Netcare Benefits Evaluation Framework Project

- Framework Design
- Framework Implementation

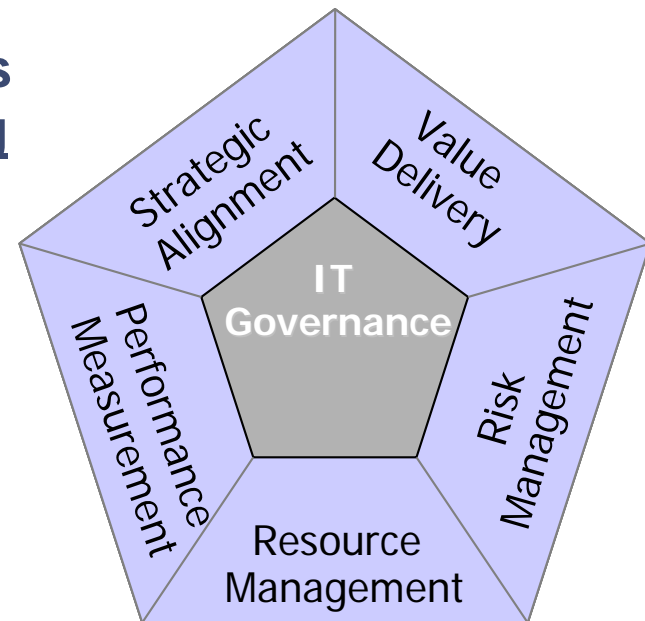
## Lessons Learned

# What is IT Governance?

**Leadership, process and structure to ensure the enterprise's IT enables and supports the enterprise's strategies and objectives by defining:**

1. **what key decisions need to be made;**
2. **who is responsible for making them;**
3. **how they are made; and**
4. **the process and supporting structures for making them, including monitoring adherence to the process and the effectiveness of decisions**

***But this is really about the Business Governance of IT!!***



# Val IT PROJECT

## DONE

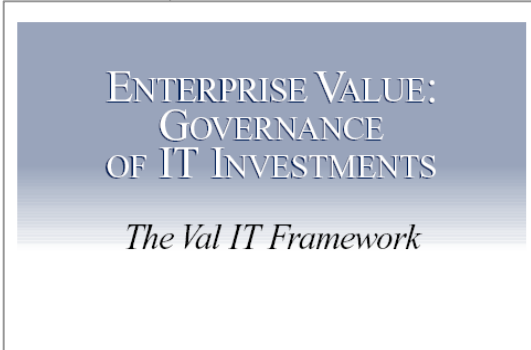
- Framework
- Business Case
- Case Study

## DOING

- Empirical Analysis
- Maturity Models
- Management Guidelines
- Taxonomy

## PLANNED

- Extend to Service and Resource Mngmt
- Business Case v2.0
- QuickStart Guide
- Forums
- Benchmarking

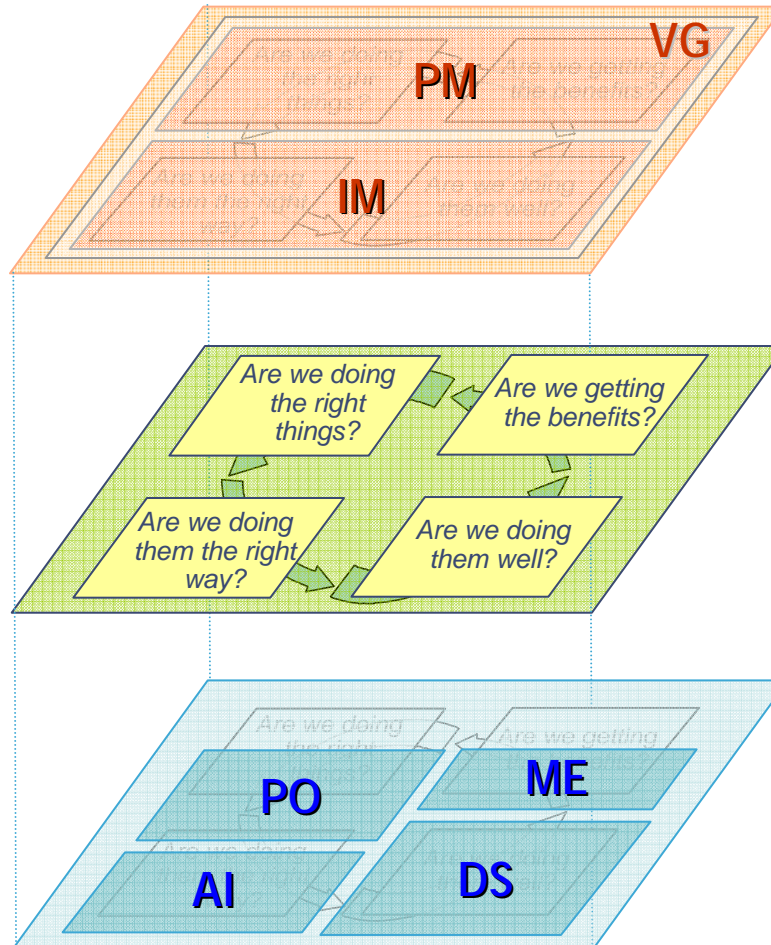


**Free download at [www.itgi.org](http://www.itgi.org)**





– “a value lens into COBIT”



## Val IT

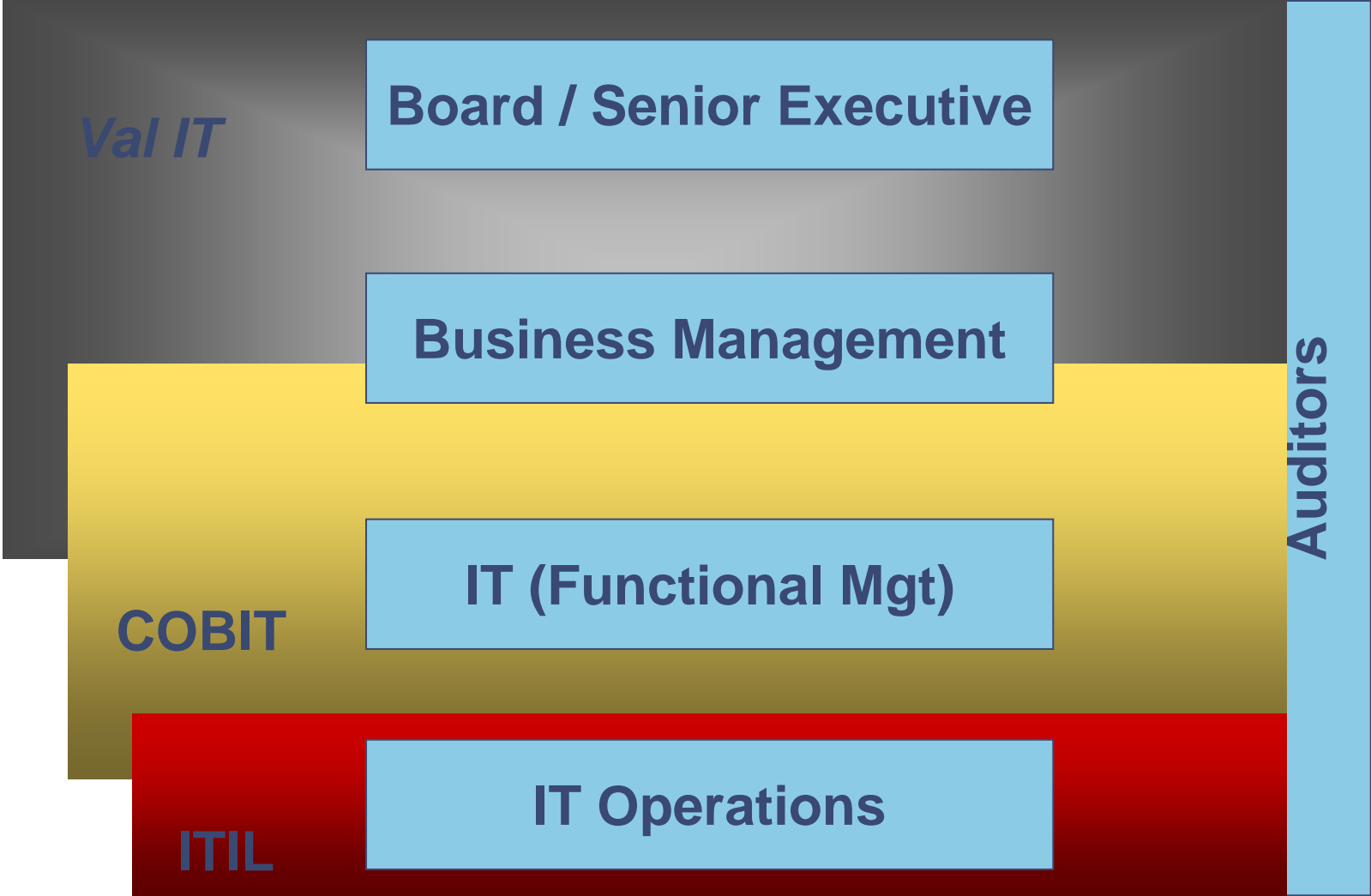
Governance & management of a portfolio of business change programmes

“ ..to reach CXO’s and other senior managers with the message of how the value of IT can be made transparent and increased...”

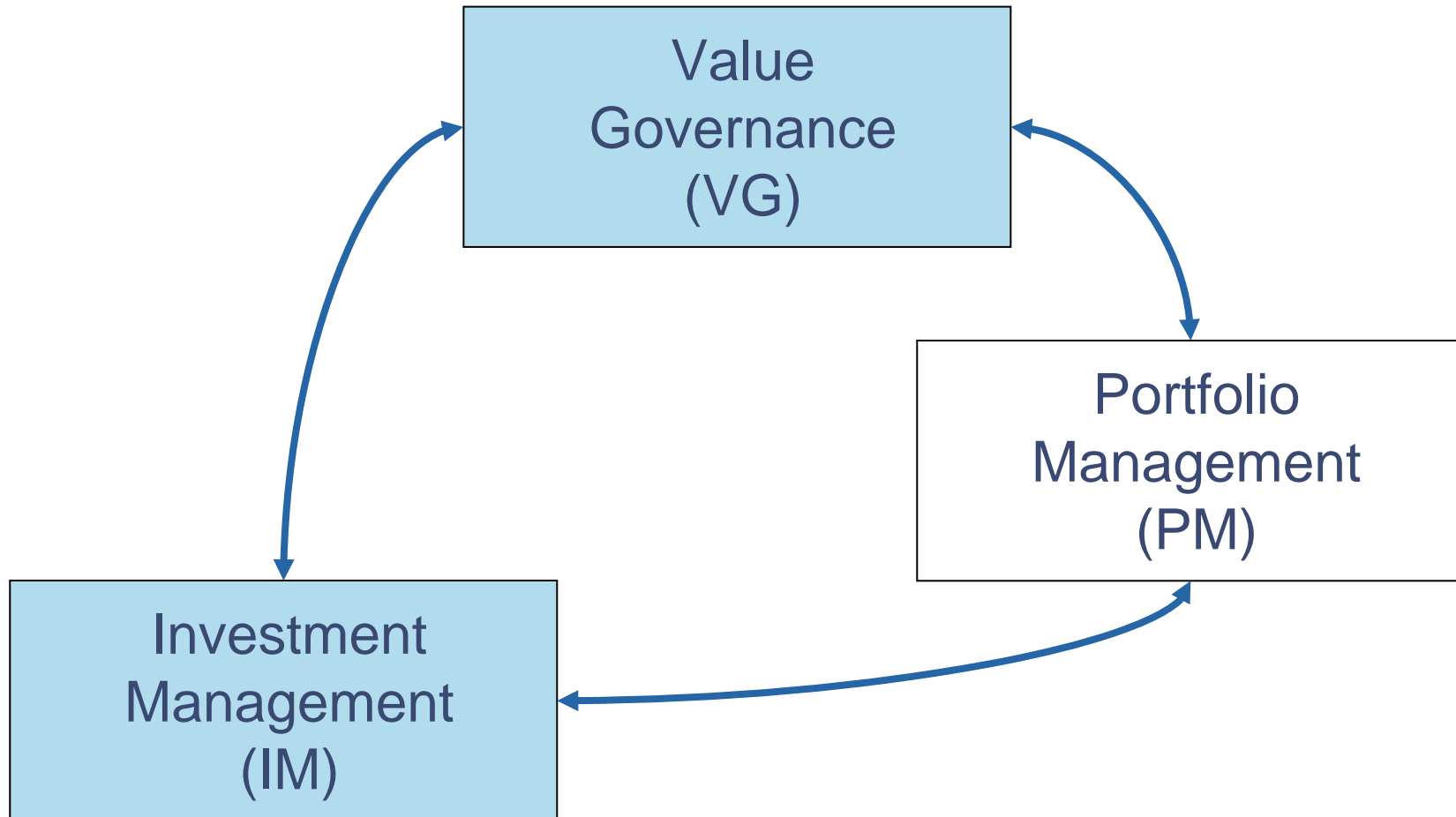
## COBIT

Governance & management of a portfolio of technology projects, services, systems & supporting infrastructure

# What fits where?



# Val IT Framework Processes & Key Management Practices



# Alberta Netcare Benefits Evaluation Framework (BEF): The Original Question

Can we “identify and measure the benefits that Alberta will realize from a provincial EHR, both in the current timeframe and into the future”?

*RFP 06-281 Benefits Evaluation FINAL*

## Two Phases:

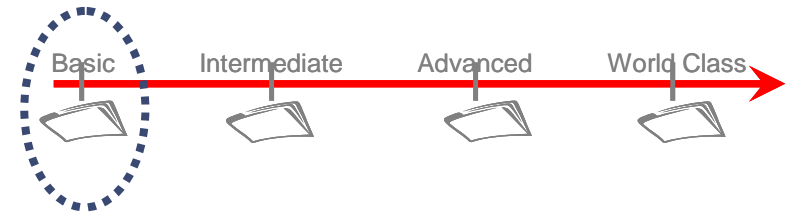
- Design the Framework
- Operationalize consistent management processes for benefits evaluation in health system participating organizations

# The Benefits of BEF Implementation

Once implemented, BEF will:

- Provide evidence of instances in Alberta where EHR and patient information contribute to health system improvements
- Provide consistency of reporting of these contributions amongst health care providers
- Accelerate measurement through reuse of metric sets where health care priorities align
- Clearly assign accountabilities for project outcomes to appropriate stakeholders
- Provide a value-focused basis for future investment decisions

# BEF Components



## Basic Capabilities

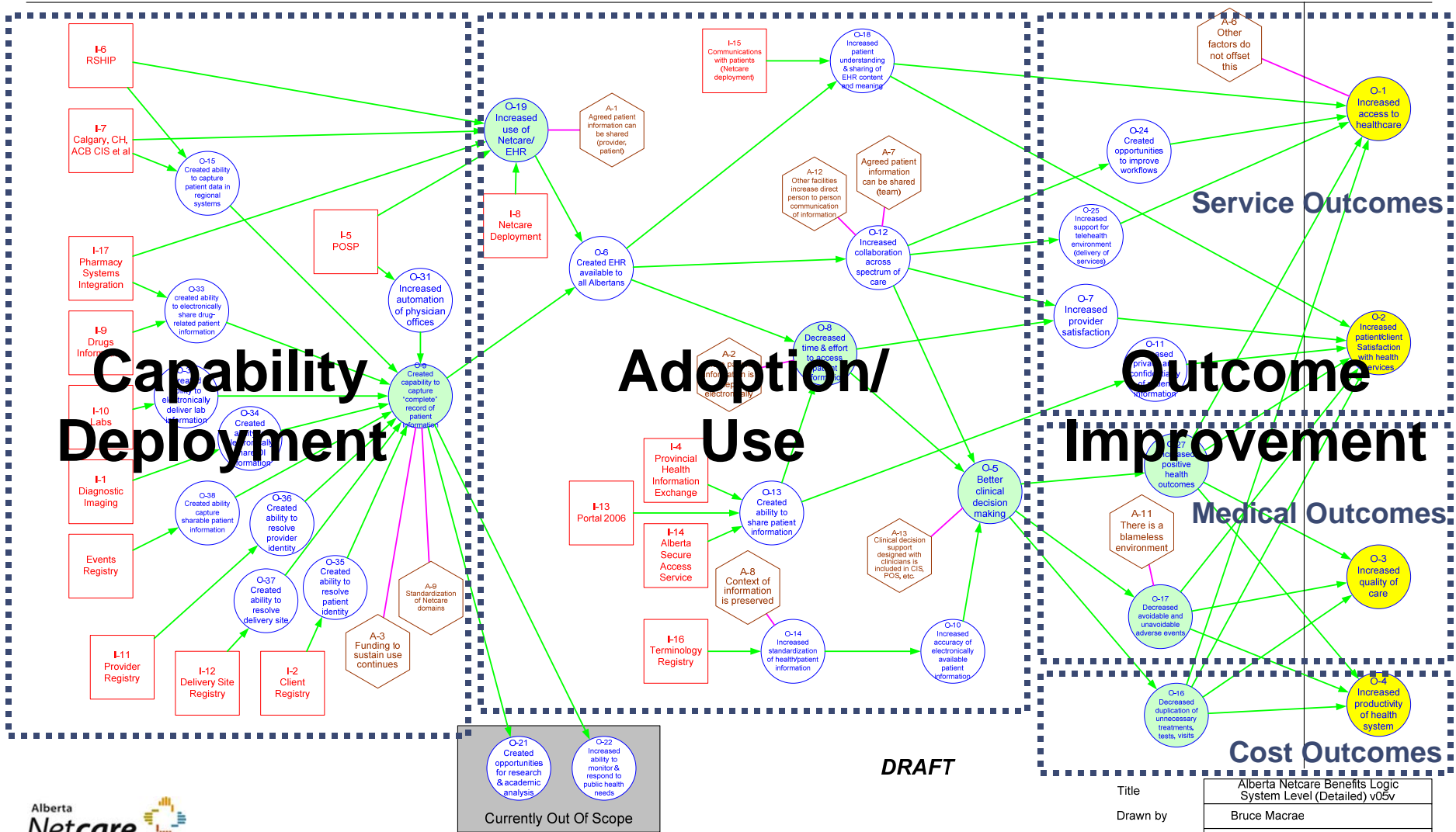
*tracking outcomes in some programs*

<b>Business Value</b>	Select a few end outcomes and establish selected leading measures obtainable from existing information systems and data sources. The measures cover capability Deployment, Adoption/Use and Outcome improvement
<b>Process</b>	Implement basic processes for metrics set development, data capture, roll-up and reporting of the selected measures
<b>Organization</b>	Use existing governance structures where possible, add a basic tracking and monitoring role and formalize Business Sponsor (Benefits) as a key driving role; Form BEF Collaboration Group for skills transfer, reuse and support
<b>People</b>	Widely communicate the BEF goals and rationale; Participant Executive support is key to adoption across Stakeholder environment; provide AHW support to participants in the form of coaching and mentoring
<b>Tools</b>	Use spreadsheets to document metric sets, capture and aggregate benefits data

# Strategic Benefits Logic Model

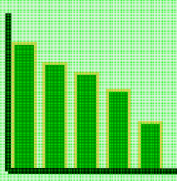
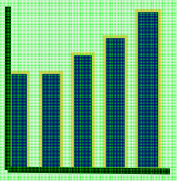
## Alberta Netcare System Level Benefits Logic (Detailed)

Netcare Strategic Goals



Title	Alberta Netcare Benefits Logic System Level (Detailed) v05v
Drawn by	Bruce Macrae
Date	January 21, 2007

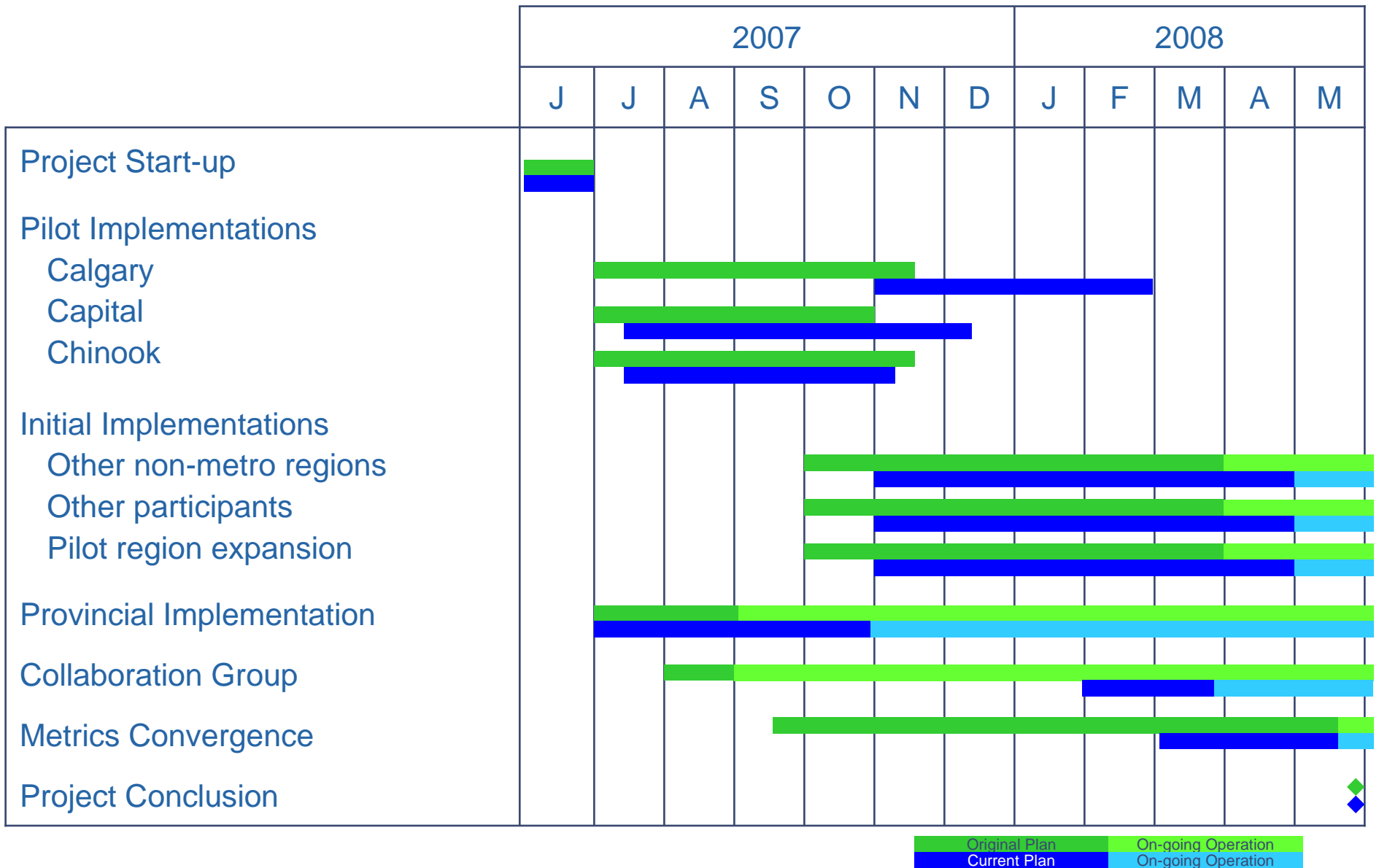
# Benefits Evaluation Register

Outcome	Metric / Frequency	Measurement Method	Baseline	Target Value	Profile	Tolerance Limit	Action if outside Tolerance	Accountability
Increased Level of Drug Safety	Accidents per --K prescriptions	Incident Reports	0.7	40% reduction by 2006		+/- 0.1	Increase oversight activities	
Increased Public Confidence in Health	Level of confidence / semi-annually	Public Opinion Survey	77%	90% by 2006		+/- 2%	Revisit communication plans	

# BEF Implementation Principles

1. Keep the framework itself as simple as possible;
2. Adapt its implementation to the circumstances of each participating organization;
3. Implement the necessary organizational entities as the first step;
4. Establish BEF credibility through piloting the framework;
5. Accelerate and converge measurement through the BEF Collaboration Group; and
6. Inject support at key points to facilitate implementation.

# BEF Implementation Project Plan



Original Plan  
 Current Plan  
 On-going Operation  
 On-going Operation

# Key Initial Steps

Establish organizational support for BEF implementation

- Senior executive
- Clinical

Position and resource Value Analyst role

- Place where appropriate for your organization

Identify pilot project to prove concepts and inform implementation

- Seek early adopter Business Sponsor
- Manage scope
- Reuse current metrics where possible
- Use to transfer skills and inform BEF adaptation

# Critical Success Factors

- Do**
  - Engagement of Clinical/Quality Groups
  - Agreement of initial metric sets (as a means to getting started)
  - Confirmation of Business Sponsor roles
  - Confirmation of Value Analyst role
- Enable**
  - Proactive Change Management
- Sustain**
  - Executive Leadership and Support for BE in the Participants
  - Enhancement of EHR Governance Structures
- Evolve**
  - Establishment of a BE Framework Coordination Group

# Other Developments

## Research

- Scans in other jurisdictions for examples of EHR and patient information impacts
- Updates scan from Framework Design phase

## Surveys

- Seeking local examples of EHR and patient information impact

# Lessons Learned

Conceptually, everyone thinks value management is a good idea

In practice, it must be built into organizations and initiatives

- Retrofitting is very difficult
- In health, measurement gets very granular

Senior sponsorship is essential

- Governance and steering can be very complex

Achieve early results to create momentum

Organization and process precedes measurement

- But patience is needed

Thank You

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