



The Power of Information

**Driving organisational performance
through effective knowledge
management**



Developing an Information Management Framework

A pragmatic approach to implementing IM Strategies

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Developing an Information Management Framework:

A pragmatic approach

Background - Why create an IM Manager at HIN?

- Improve capture and management of government information: Comply with *State Records Act 2000*
- Auditor General's Report "Recordkeeping was inadequate".
- Discovery processes under FOI Act.

Where do you begin?

- Need to understand the environment you are working within.
- Review relevant documentation:

Stakeholder Engagement – How I approached it.....

- Met with key operators at HIN
- Environmental review;
- Formulate a plan;
- Plan Endorsed by HIN Executive March 2013



Stakeholder Engagement – What I found out...



- Siloed organisation
- Many personalised systems
- Triple and quadruple copies
- Uncertainty in the “source of truth”

Stakeholder Engagement – What I found out...

Corporate documents saved in:

- Shared drives;
- Outlook folders (emails);
- Hardcopy files (minimal 1200 “official files”);
- Storage boxes around the office;
- Use of “Other” systems as Records repository; HP Openview; Sharepoint etc
- External Devices – USBs/Ipads etc

The Positives

- ✓ Generally staff are aware they have responsibilities under *State Records Act 2000*;
- ✓ Staff try to do the right thing;
- ✓ “IT Workers” – not afraid of technology;
- ✓ Staff keen to manage documents electronically.

The Challenges (the not so good)

Organisation culture challenging:

- ✘ Projects based organisation;
- ✘ Big infrastructure build in WA Health;
- ✘ IT staff focus on system functionality vs compliance requirements;
- ✘ State-wide ICT service spread over many locations;
- ✘ Resistance to change.

Core requirements to establishing an IM Framework at HIN (the Plan)

- ✓ Policies and Procedures (and Intranet site central location for guidance);
- ✓ Language Control (quick solution – use DoH Classification Scheme and customise);
- ✓ Develop Preservation Plan – inc Vital Records Management;
- ✓ Retention & Disposal - inc Scanning of Source Records

Core requirements to establishing an IM Framework at HIN

- ✓ Roll-out EDRMS;
- ✓ Develop and customise training and support regime;
- ✓ IM Data Custodians Group.

Review – March 2014

Achievements

- Intranet Live and Promoted April 2013
- EDRMS live - May 2013;
- Focus – Quick wins
- Areas of “super users” created;
- Awareness of TRIM and IM raised;
- Legal disposal of records.

Recommendations of Review

- *Kapish TRIM Explorer;*
- Utilise desktop scanners;
- Develop online training (focus on contract staff);
- Grow the IM team;
- Success in driving cultural change requires championing from the Executive.



What I've learnt along the way....

- Influence organisational culture through clear IM policy;
- Training and support is integral;
- Training and support program needs to be easy to access and easy to use;



What I've learnt along the way....

- Staff already have a job to do,
- Do not bore them with RM “speak”
- Train from the point of view of the “end-user” not a Records Manager.

Guiding Legislation and Standards

- State Records Act 2000
- Public Sector Management Act 1994
- Freedom of Information Act 1992
- Commonwealth Privacy Principles
- AS ISO 15489 Records Management;
- ISO 30300:2011 Information & documentation Management Systems for Recordkeeping;
- AS 5037 Knowledge Management: A Guide and others

Next Steps

- IM Framework document sign off by CIO and HIN Executive;
- Develop a HIN Induction Session for IM;
- Develop additional training sessions for advanced users;
- Disposal regime for legacy hardcopy documentation stored around the office;

So, what are the benefits.....

- Meet our mandatory compliance requirements in an efficient manner;
 - Accurate/Authenticated information – supports “big data”
 - Informed decision-making;
 - Efficiency – confidence in accessing information (and less time spent looking);
 - Cost savings with minimising duplication of effort and storage.
- IM important Risk Management Strategy;

Benefits.....

Knowledge Management: *A Public Sector Priority*

- When knowledge is shared it benefits everyone...

KM vs IM

- Explicit knowledge – information that is captured
- Tacit knowledge – What is known – eg knowing “*who does what*” = workforce capability.

Benefits

- Investment is required – need professional staff/ subject specialists;
- Results can be quantified;
- Do staff know “how they need to work at HIN” to provide records as evidence of its decision-making?

Conclusion

- HIN taken first steps - improvements in capture and management of its government documentation;
- Long road ahead to become a mature organisation – organisation heading in right direction.

Thank you

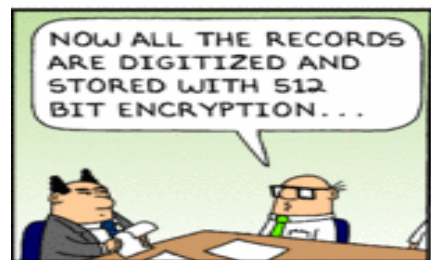
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