



DIVISIONS OF GENERAL PRACTICE

INFORMATION MANAGEMENT MATURITY FRAMEWORK (IMMF)

Better information management for improved service outcomes

Information Management (IM) – an organisation’s ability to process and manage information – is at the core of organisational and managerial competence. The proliferation of information and data sources and the increasing demands for immediate access to information internally and externally, has created a significant challenge for Divisions.

In order to support Divisions of General Practice, the Department of Health and Ageing and the Australian General Practice Network (AGPN) are working together to raise awareness of IM and promoting the use of the Information Management Maturity Framework (IMMF).

The framework has been designed specifically for Divisions in Australia in order to build capacity in IM and enhance service delivery outcomes.

With improved IM, Divisions will enhance program delivery capacity and create greater opportunities to attract funding.

Why is the IMMF needed?

The IMMF has been developed to actively support Divisions to:

- ✓ enhance their IM capacity, and promote models of best practice in IM;
- ✓ establish a uniform national approach to IM, enabling Divisions to share successes and best practice lessons in IM throughout the network;
- ✓ support the effective management of health information to enhance the quality of healthcare through the collection and utilisation of clinical data in general practices;
- ✓ facilitate better access to health information to improve integration and continuity of care across health and community care services; and
- ✓ use data to inform the planning and evaluation of health services, and measure the effectiveness of health program delivery.

What Divisions have said after using the IMMF

- ✓ The IMMF improves CEO visibility of IM issues throughout the Division.
- ✓ The IMMF identifies issues around assumed staff awareness and implementation of existing IM processes or procedures.
- ✓ The IMMF raises internal awareness of IM as an organisational responsibility, rather than an IT issue.
- ✓ The IMMF establishes a simple framework for all IM issues to be prioritised and dealt with.
- ✓ The IMMF identifies actions for immediate improvements in IM and a long-term direction for strategic IM planning.



Right information, right place, right time.

What is the IMMF?

The IMMF is a tool for internal and confidential use within Divisions. It enables Divisions to benchmark their current IM capacity and create plans for continuous improvement, linked to specific priorities and opportunities, across business programs and member services.

The guiding principles for the framework are:

- self-administration
- simplicity
- sustainability
- utility
- relevance
- uniform national approach – tailored for Divisions

The framework has been developed using a three stage process:

1. Referencing and adapting international best practice models¹ for IM maturity or capacity.
2. Piloting of the framework in nine Divisions across three states to compare options for the Australian primary healthcare environment.
3. Refining of the framework, using feedback from the pilot, to ensure ease of use and relevance throughout the Divisions network.

The IMMF is available for all CEOs throughout the Divisions network. The IMMF is designed to be self-administered within a Division, with facilitation and support available if required.

The framework is implemented as a four step process:

Step 1 – Self assessment using the IMMF **checklist** to benchmark IM capacity against six elements of organisational performance.

Step 2 – **Gap analysis** to identify and prioritise improvements in each element.

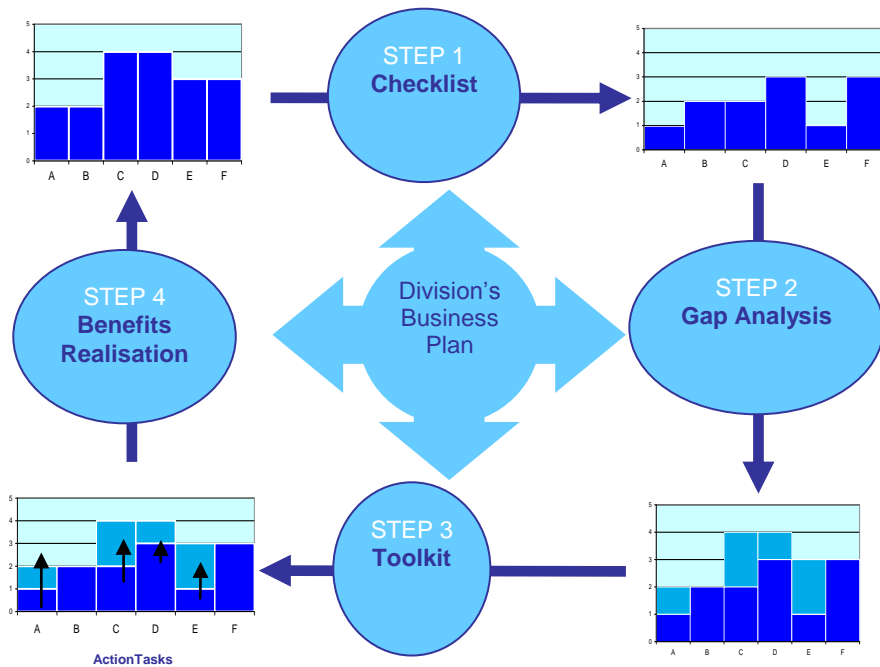
Step 3 – Application of a **toolkit** to identify action tasks for continuous improvement in IM.

Step 4 – **Benefits realisation** in IM maturity and business outcomes.

1. The specific elements and criteria of the IMMF checklist were originally developed by BearingPoint for the Canadian Government in 2002. Similar models have been applied in over 3,000 organisations around the world since that time and are recognised as best practice for benchmarking IM maturity or capacity.

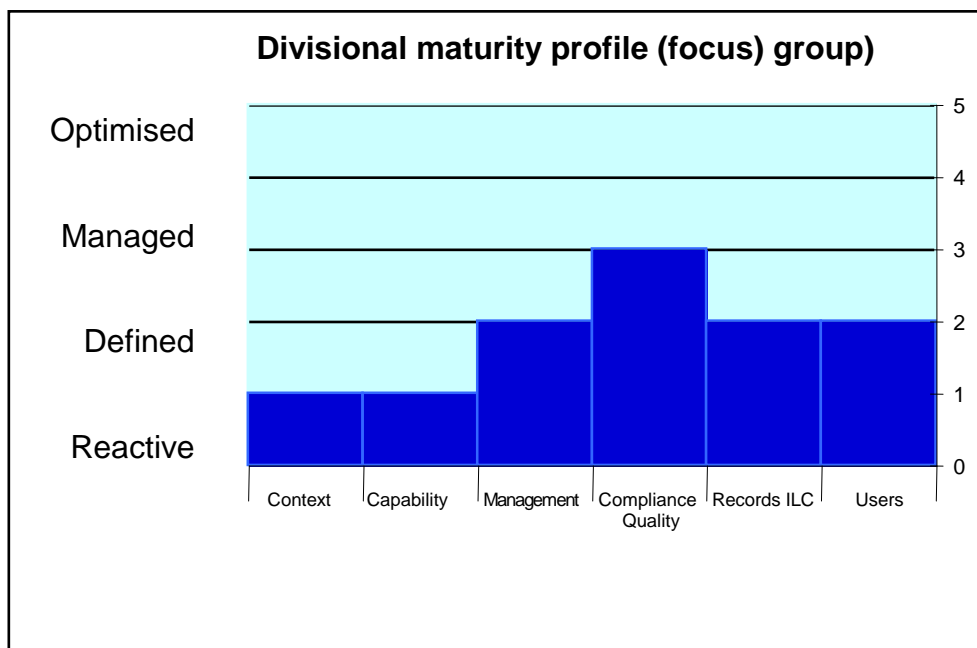


Figure 1 - Information Management Maturity Framework



The profile in Figure 1 is the key output of the checklist. It represents the benchmark rating of the Division's maturity for each of the six elements of IM. The result is a series of word pictures and a graphical representation of Divisional IM maturity as shown in Figure 2.

Figure 2 - IMMf maturity profile





Who should use the IMMF?

All Division CEOs who want to improve their internal capacity to manage information should use the IMMF.

Within each Division, the framework should be sponsored by the EO or CEO as an organisation-wide initiative. The IMMF is an organisational tool for aligning IM activities in support of Division's internal business programs and member services.

The framework has been piloted in Australia to verify that it can be self-administered and implemented in all Divisions regardless of size or current IM capacity. The benefits of the framework are available to all CEOs who place a value on improved IM capacity.

How do I access the IMMF?

The IMMF is offered free-of-charge to all Divisions of General Practice in Australia. For further information please contact your local Regional Health Information Officer (RHIMO).