

**DISCUSSION PAPER:**  
**Management Framework for HSP*net***

Submitted to the HSPnet Partnership Steering Committee

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## 1. Purpose

This discussion paper proposes a management framework for the national HSPnet Partnership in Canada. *The purpose of the proposed framework is to formalize and expand processes and tools employed by the HSPnet team to manage and evaluate activities and outcomes of the Partners' shared infrastructure.* The framework encompasses multiple dimensions of performance of interest to the Partnership, and will link to their Strategic Plan (to be developed following a planning session scheduled for March, 2006). The framework should enhance consistency of management and evaluation across all partner jurisdictions, while supporting each jurisdiction's need for flexibility to meet their own objectives and varying practices.

A review of the literature was conducted to identify best practices in the process of developing the proposed framework. This paper includes references to articles that support the suggested direction and/or stimulate further discussion.

## 2. Framework Objectives

- To guide the ongoing management and evaluation of the Partnership shared infrastructure, including:
  - Server and network resources
  - User support and training
  - System fixes and minor enhancements
  - Major enhancement design, development and rollout
  - Data and information management (including privacy, security and reporting/analysis)
  - Policies and procedures
  - HSPnet team management
  - Support to local Coordinators and Privacy Officers
  - Financial management, cost sharing and new funding development within Canada
- To maximize infrastructure consistency and cost-efficiency by providing a cross-jurisdictional approach to infrastructure management, while ensuring that each HSPnet instance meets the specific needs of each jurisdiction;
- To ensure continuous improvement of the HSPnet application and Partnership infrastructure through effective processes for performance monitoring and reporting.

It is hoped that an HSPnet management framework will encourage a performance culture characterized by the establishment of indicators and respective benchmarks that require commitment and effort to reach.<sup>1</sup> A commitment to creating a spirit of evaluation is a shared effort by leadership, partners, users and other stakeholders.

## 3. National Partnership Strategic Plan

The Partnership Strategic Plan will define a future vision for HSPnet in Canada, with achievement to be monitored through a range of measurable performance indicators. The Partnership mission/vision and related goals would drive the performance indicators to be tracked. The framework's indicators should look at evaluating both the short and long term goals of HSPnet.

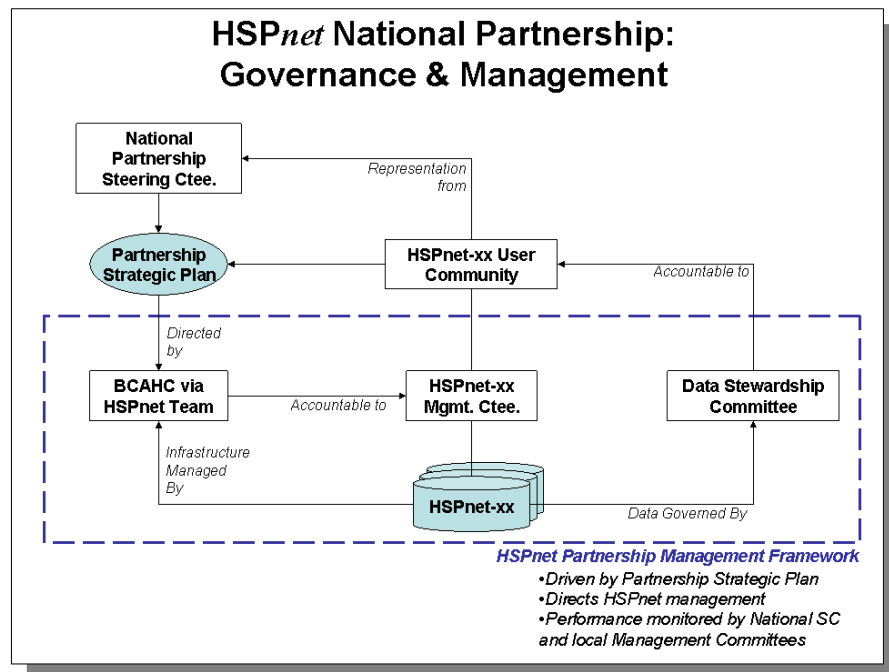
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<sup>1</sup> Kaufman, N. Achieving peak performance through strategic visioning. 2002: Trustee. 55(7): 24-28.

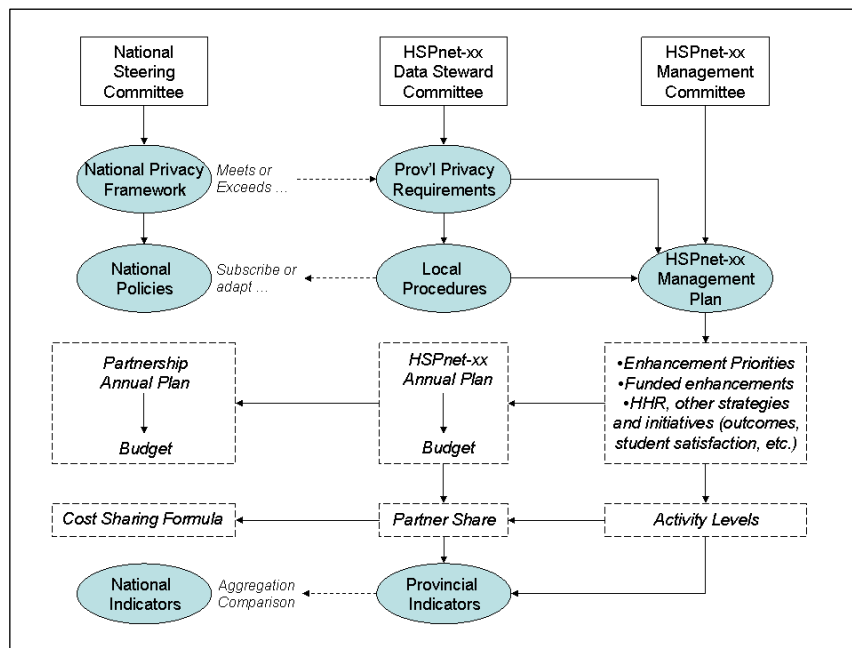
One problem with frameworks is that they are inherently static, whereas technology evolves over time.<sup>2</sup> HSPnet use and functionality is far from static, and the system is already undergoing dramatic functionality expansion after only three years of operation. It is therefore important that the management framework evolve to keep pace with HSPnet enhancements and future directions.

In Canada, HSPnet serves a federation of partner jurisdictions that have province-specific needs and strategies for improving practice education practices and outcomes. The partners are committed to sharing a

common infrastructure where this will enhance system sustainability and cost-effectiveness, to facilitating data analysis and comparison across jurisdictions as appropriate, and to collaborating on common policy issues and practice education initiatives. The Partnership will require a national management framework in order to optimize and evaluate their shared activities, whereas each provincial jurisdiction will likely have interest in both national evaluation indicators and those that may be unique to their jurisdiction.



#### 4. HSPnet Management Plans



Each Partner jurisdiction will have a management structure responsible for setting local directions for HSPnet and for developing an annual plan to set local activity levels and guide expansion.

The local Management Plan will determine activity levels for each upcoming year, thereby driving the jurisdiction's share of infrastructure costs as determined by the Cost Sharing Formula. The local plans will be influenced by jurisdiction-specific initiatives and strategies related to health human resource planning, educational planning, research, or policy development.

These initiatives may result in performance indicators unique to that jurisdiction.

<sup>2</sup> Lundell, B., and Lings, B. The 2G method for doubly grounding evaluation frameworks. 2003: Information Systems Journal. (13): 375-398; page 379. Full article: [www.blackwell-synergy.com/links/doi/10.1046%2Fj.1365-2575.2003.00154.x](http://www.blackwell-synergy.com/links/doi/10.1046%2Fj.1365-2575.2003.00154.x)

### 3.0 Sample Performance Indicators (PI):

It is important to create a framework that has a balanced approach which incorporates the perspectives of various stakeholders. HSPnet stakeholders include, but are not limited to, end users (Placing Coordinators, Receiving Coordinators, Destination Coordinators), academic institutions, academic health councils, health care facilities, ministries of health and higher education, and students. These stakeholders will have differing perspectives on effectiveness and performance. The “menu” of performance indicators listed below is a starting point for consideration.

Performance Dimension	Indicators
<b>Financial</b>	
Cost and sustainability	<ul style="list-style-type: none"> <li>• Operating cost per placement (total requests, accepted requests)</li> <li>• Cost per enrolled student</li> <li>• Training cost per trainee</li> </ul>
<b>Goal Achievement</b>	
Adoption	<ul style="list-style-type: none"> <li>• Percentage of health authorities and/or sites within an HA or jurisdiction</li> <li>• Percentage of educational institutions and/or programs within a discipline or jurisdiction</li> </ul>
Placement Capacity	<ul style="list-style-type: none"> <li>• Acceptance/decline rates</li> <li>• Turnaround times</li> <li>• Changes in Target Capacity (measured within the Capacity Manager Tool)</li> </ul>
Stakeholder Satisfaction	<ul style="list-style-type: none"> <li>• Users <ul style="list-style-type: none"> <li>○ Help Desk response times against standard</li> <li>○ Average time to issue resolution</li> <li>○ % of unresolved issues</li> </ul> </li> <li>• Students and faculty/instructors</li> <li>• Senior managers</li> <li>• Payors, government, funders</li> </ul>
Data security	<ul style="list-style-type: none"> <li>• Checklist to be developed based on ISO17799 standard</li> </ul>
Data privacy	<ul style="list-style-type: none"> <li>• As per Privacy Impact Assessments and HSPnet Policies</li> </ul>
<b>Technical</b>	
System Reliability	<ul style="list-style-type: none"> <li>• System availability (downtime report)</li> </ul>
Equipment Sustainability: Hardware and Software renewal	<ul style="list-style-type: none"> <li>• Average age of servers</li> <li>• Frequency of updates, patches and fixes</li> <li>• Progress towards renewal and migration plans (such as .NET)</li> </ul>
<b>Policy</b>	
Privacy and Security	<ul style="list-style-type: none"> <li>• Compliance with industry security standards</li> <li>• Compliance with Privacy Impact Assessments, privacy policies and procedures</li> </ul>
<b>Data Management</b>	
Data Quality <sup>3</sup>	<ul style="list-style-type: none"> <li>• User perceptions of data quality (accuracy, availability, comprehensiveness, timeliness, validity, usability)</li> <li>• Audits of mandatory fields for comprehensiveness, appropriateness of data according to policies</li> </ul>

<sup>3</sup> Boritz, J.. E. IS Practitioners' Views on Core Concepts of Information Integrity. 2004: University of Waterloo Centre for Information Systems Assurance. 1-27. Full article: [www.fdewb.unimaas.nl/marc/ecais\\_new/files/boritz.doc](http://www.fdewb.unimaas.nl/marc/ecais_new/files/boritz.doc)

Once performance indicators are selected, the Management Framework will be expanded to include a detailed plan on methods of collection and calculation, timelines and frequency, reporting requirements, and communication audiences and vehicles.

## **4.0 Summary**

Development and adoption of an HSPnet Evaluation Framework is an exciting initiative for HSPnet. It is meant to integrate the needs at both the national partnership and provincial levels. It strives to meet these multidimensional needs as well as incorporating performance indicators of relevance to each various stakeholder.

The proposed Management Framework would offer the following benefits:

- Advancement and promotion of a performance culture whereby stakeholders become increasingly aware of and committed to ongoing evaluation and improvement of HSPnet and the national partnership;
- Opportunities for stakeholders at the national and provincial levels to collaborate on HSPnet improvement;
- Ability to objectively measure progress towards goals, and to identify potential and actual risks and problems and opportunities for improvement;
- Enhanced positioning of the partners in pursuit of external funding and support.