

A photograph of a medical professional, likely a doctor, wearing a white coat and glasses, smiling warmly at an elderly patient. The patient, an older woman with short grey hair and glasses, is looking towards the doctor. The background is a clinical setting with a green wall and some equipment.

T.A.R.D.I.S



LESSON'S LEARN REPORT

PRESENTED BY GROUP 113 | KIT707

INTRODUCTION



T.A.R.D.I.S

Knowledge and information management is a key factor of successful enterprises, especially in the service industry. T.A.R.D.I.S, a health organization in Tasmania, has suffered many issues in managing the integration of the database it had gained from a recent acquisition with a local medical center due to incompatible IT infrastructure and a lack of information & knowledge management strategy.

As an assignment of KIT707 – Knowledge & Information Management, this lesson's learnt report is prepared by Group 113 to help T.A.R.D.I.S review the good practices, limitations & obstacles during the acquisition. After critically defining the key lessons learnt from current practices, we conduct a G.A.P analysis to identify the critical steps that T.A.R.D.I.S should follow to improve its information and knowledge management practice. Finally, we articulate specific recommendations on how T.A.R.D.I.S could implement the suggested solution based on our group's research from academic sources and best practices of knowledge management in the global medical sector.

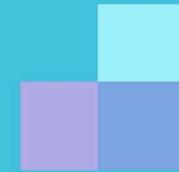
Due to limited resources, the focus of the assignment and the context of the organization, the scope of the problems being solved in this report will be limited to addressing the consequences related to IT infrastructure & data management as a result of the acquisition and improving T.A.R.D.I.S' information and knowledge management for its future growth.



Content Outline

TEAM INTRODUCTION	02	ICT INFRASTRUCTURE	14
COMPANY OVERVIEW	03	OVERVIEW OF THE ACQUISITION	16
BUSINESS STATUS	06	GOOD PRACTICES	18
PROBLEM BOUNDARY	07	LIMITATIONS & OBSTACLES.	19
CURRENT INFORMATION		SOLUTION	
MANAGEMENT PRACTICE	11	& RECOMMENDATIONS	22

TEAM MEMBERS



T.A.R.D.I.S



NGHI VO (494703) - LEADER

Lead the project

Company review & Acquisition analysis



ANH THAI (496093)

Deliver meeting minutes

IT Infrastructure & Problem Boundaries



SIQI JIANG (500060)

IT goals & objective

Recommendations



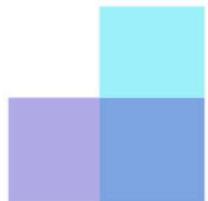
HUY THAI (524003)

GAP Analysis

Lessons learnt & suggestions



COMPANY OVERVIEW



T.A.R.D.I.S

T.A.R.D.I.S is a small-medium size health organisation that runs a group of medical centres in Tasmania. Currently, the company has 4 different locations in Southern Tasmania & is exploring expanding options within the state.



GPO Box 1061
Hobart



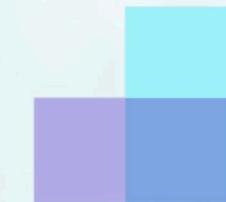
1300 135 513
tardisclinic@tardistas.com.au



TARDIS.COM.AU

A professional photograph of a female doctor with dark hair tied back, wearing a white medical coat over a light blue collared shirt. She is smiling warmly at the camera. A stethoscope hangs around her neck. The background is a soft-focus medical office environment.

T.A.R.D.I.S



OUR SERVICE

High quality health care with an extensive range of medical and specialised services in a caring, friendly and professional environment.

A CLOSER LOOK



PASSION

We aim to provide personalized lifelong quality health care for the individuals families and communities

PERSONNEL

45 full-time staff
45 contractors,
A number of them will just work a low number of hours and shifts
Some of them are working extended hours



CORE VALUE

INTEGRITY

In public interactions and private actions, we dedicate ourselves to service in the best interests of our patients, their families, our hospital and our community

RESPECT

In our behavior toward others, we demonstrate respect for the personal autonomy, intrinsic dignity and worth, and individual uniqueness of each person we serve, and those with whom we serve.

COMPASSION

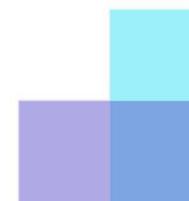
With understanding and empathy, we anticipate the needs of others and act to appropriately and meaningfully meet these needs.

CONTINUOUS IMPROVEMENT

Individually, and as high performing teams, we conscientiously work to better our best on a daily basis.

COMMITMENT

Each of us demonstrates a personal commitment to the highest standards of safety, quality and service.



T.A.R.D.I.S

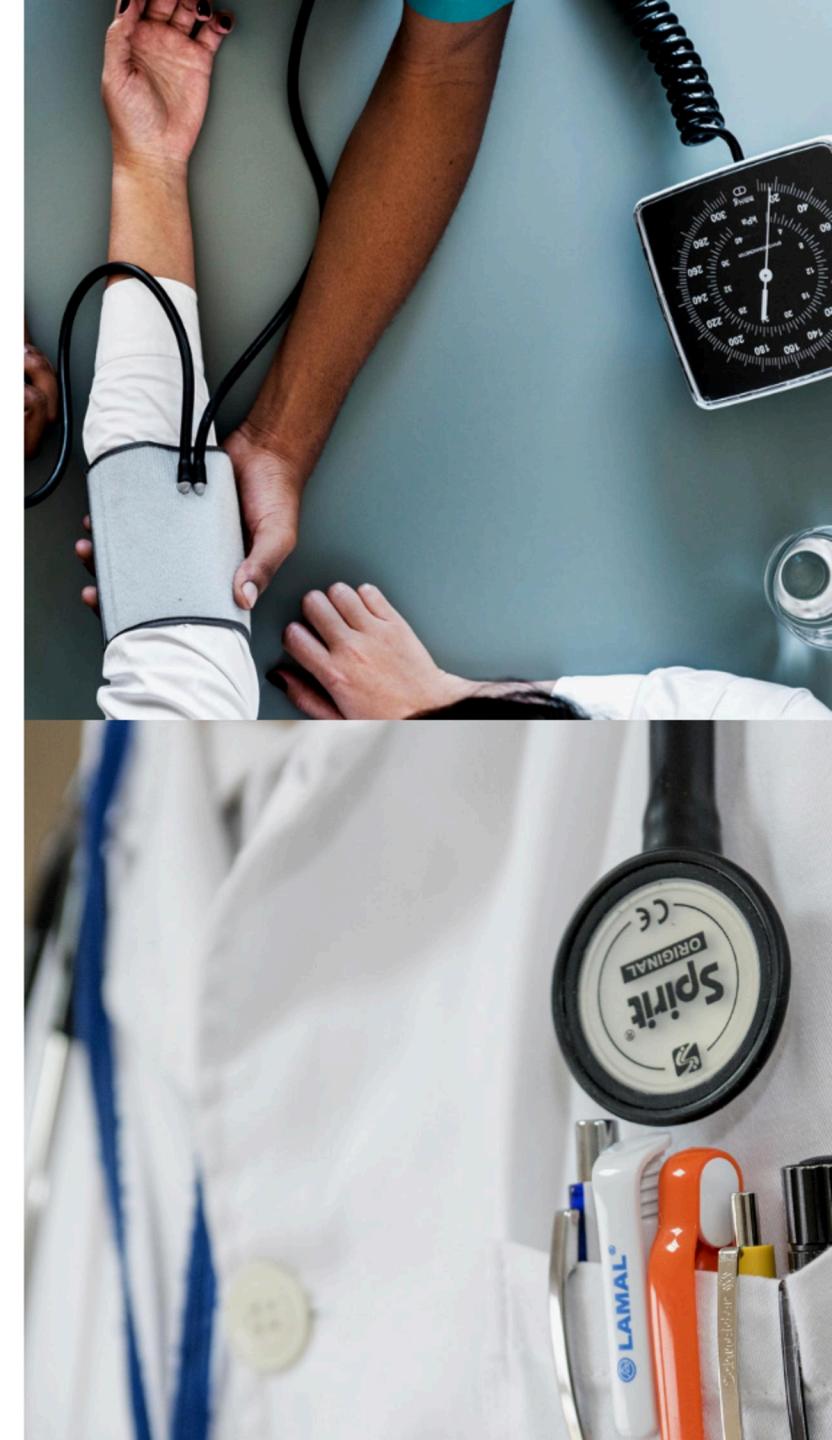


BUSINESS STATUS

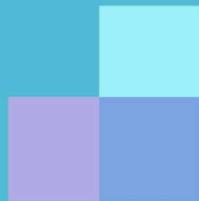
A good growing momentum
Acquired a new business at the beginning of February 2019 (30% upsize the business)
Currently, slowing down to stabilize business & create a strong platform for growth (by the end of 2020)

MOTIVATION FOR THE ACQUISITION

- 🎯 Reduce financial constraints by merging, getting synergies in operational activities
- 🎯 Improving collaboration: Building a collective environment with medical practitioners, and not reliant exclusively on a small cohort (COMMUNITY OF KNOWLEDGE)
- 🎯 Critical mass: Invite specialists who can assist in upskilling to ensure we provide premium offerings to customers
- 🎯 Enjoy the economy of scales in purchasing (vaccines, consumables, equipment)



PROBLEM BOUNDARY



T.A.R.D.I.S



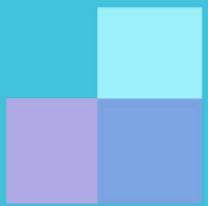
The objectives of this lesson's learnt report are reviewing the acquisition occurred recently at T.A.R.D.I.S, a health organization in Tasmania; and analyzing the effect of the acquisition on the company's ICT infrastructure and information management practices. After critically defining the key lessons learnt from current practices, our group will deliver rational suggestions on how T.A.R.D.I.S can address the IT-related issues as well as improve its information and knowledge management practice.

Scope of the proposal: Focusing on solving the consequences related to IT infrastructure & knowledge management as a result of the acquisition

Out of scope: Human resources issues, Financial issues, Marketing issues, and Public relations.

Reasons for scoping the problems addressed in the report:

- 🎯 Lack of information in other business aspects
- 🎯 Lack of knowledge and expertise in other aspects
- 🎯 Lack of time and human resources
- 🎯 ICT-related problem is the most crucial issue that has been highlighted from the interviews with Billy, the representative from the company

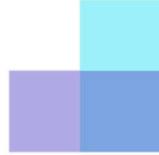


T.A.R.D.I.S

THE
INFORMATION
SYSTEMS &
CURRENT
KNOWLEDGE
MANAGEMENT
PRACTICE



THE CURRENT PRACTICE OF INFORMATION MANAGEMENT



T.A.R.D.I.S

INTERNAL COMMUNICATION

… T.A.R.D.I.S is a people-oriented business: Much of correspondents and discussions & information sharing are conducted face to face or phone

… Some information (patients' health records, financial records) are stored on software programs and shared internally using a local server

… Still depends heavily on the old fashioned paper-based document management

… The administration and management of T.A.R.D.I.S is running off-site from the centres, in a separate office complex. This includes the management and back-end administration of T.A.R.D.I.S.

COMMUNICATION & THE FLOW OF DATA WITHIN THE COMPANY & EXTERNALLY



EXTERNAL COMMUNICATION

IMPORTANT INFORMATION

(requires confidentiality & timeliness): are sent via Fax, due to the regulations & the high level of security of fax services.

OTHER INFORMATION

► Sending letters to registered address: The main communication channel for external delivery of information

► Email: Not popular, patient records cannot be emailed

► Phone & face-to-face

► Social media

► Letter-drop

(T.A.R.D.I.S is now adapting their communication methods to include notices at the physical locations.)

THE ROLE OF DATA

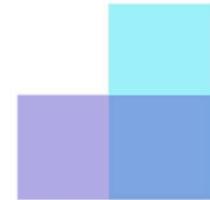
Data plays a pivotal role in assisting T.A.R.D.I.S with its operational activities, as well as providing competitive advantages and for strategic development:

 A strong, robust & comprehensive health records: To provide the best services to customer quickly. As a company operating in the health sector, T.A.R.D.I.S needs to ensure that data privacy is maintained, complying with the current regulations and audit.

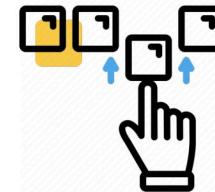
 Accurate financial records database: Fulfilling the operational purposes and strategic development of the business.

DIFFERENT TYPES OF DATA IN A MEDICAL COMPANY

-  Electronic health records
-  Administrative data
-  Claims data
-  Patient / Disease registries
-  Health surveys
-  Clinical trials data



T.A.R.D.I.S



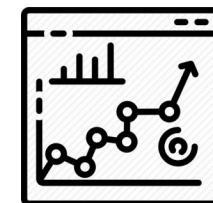
Completeness



Consistency



Accuracy



Relevance



Accessibility



Timeliness



Security

7 DESIRED ATTRIBUTES OF MEDICAL DATA

(Australian Digital Health Agency, 2019)



BETTER SERVICE QUALITY



Mine the database for reactive purposes: For example, run by item numbers by Medicare to pull out data & determine how they're serving patients



ENHANCE PROFITABILITY

Analysis of bulk billed & private billed services to know how the business can gain more benefits



MAKES USE OF DATA

PROCUREMENT

Better manage inventory and procurement procedures based on real-time data



STRATEGIC DECISIONS

Using data analysis to see what's happening in our new markets or future trends



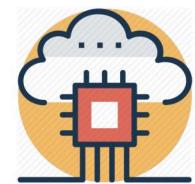
WEBSITE

An online web presence that includes an online contact/booking service for clients and social media accounts.



APPLICATION

An application that can be downloaded to Smart Phones that includes a direct booking service, employee profiles and the ability to customise current bookings.



DATABASE & NETWORK

Database: The servers that we had in-house were reaching the end of their natural life Need to replace in next 6-12 months.
Network: NBN & a private satellite based network (fast & secure)



MICROSOFT SUITE



MEDICAL SOFTWARE

Records the clinical notes of seven-ten thousand patients



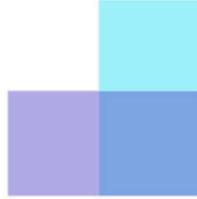
BILLING SOFTWARE

Used for recording financial transactions & for administration purposes

T.A.R.D.I.S

THE COMPANY'S ICT INFRASTRUCTURE





T.A.R.D.I.S

CURRENT INFORMATION MANAGEMENT PRACTICES



ACCESS CONTROL

- + Access differentiation to the database depending on the role of employees, using driver restriction for each department. (Controlled by an external technology provider), using firewalls to limit the Internet access.
Example: Administrative department employees have exclusive access to a driver that none of the other practitioners or contractors or staff can actually access

ETHICS & TRAINING

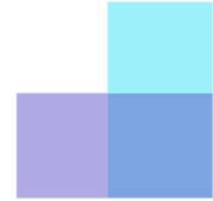
- + T.A.R.D.I.S has a code of conduct with a clause regarding the confidentiality of information; however, needed to be reviewed & tightened.
New employees coming on board or contractors varies will receive training on the use of IT facilities and the access to information they should have dependent on their roles.

PROCEDURES WHEN INVOLVE EXTERNAL IT PARTIES

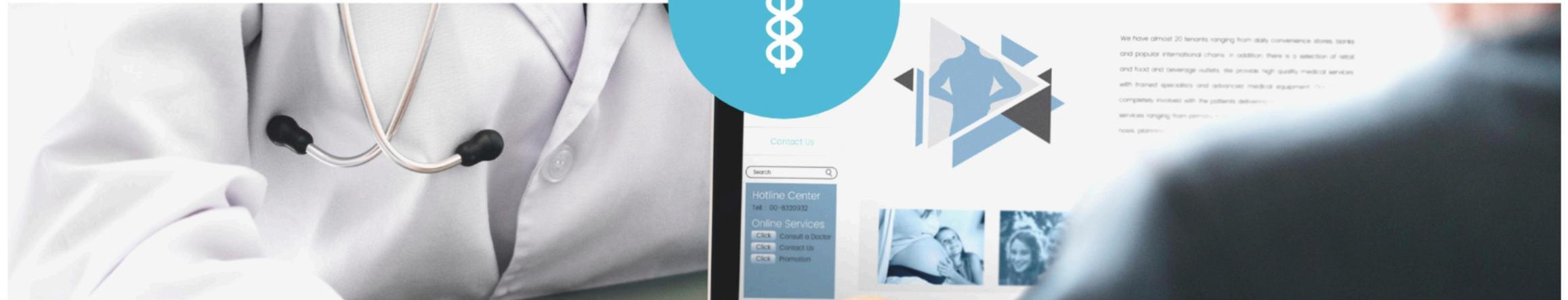
- + Requires external consultants to sign confidentiality agreements irrespective of what field they are in.

AUDIT & PHYSICAL SECURITY

- + Audit the IT procedures on a three-year basis
Using CCTV footage to monitor physical security
Separate the administrative centre with clinical sites



T.A.R.D.I.S



THE ACQUISITION REFLECTION, LESSONS LEARNT & RECOMMENDATION

AN OVERVIEW OF THE ACQUISITION



T.A.R.D.I.S



CHANGES IN BUSINESS OPERATIONS

30% uplift in the business and a sizable acquisition to take on its same area

Enhance the number of clients

Gain positive reputation from the acquisition

Opportunities to improve services, expand the market



MOTIVATIONS FOR THE ACQUISITION

④ Reduce financial constraints by merging, getting synergies in operational activities

④ Improving collaboration: Building a collective environment with medical practitioners, and not reliant exclusively on a small cohort (COMMUNITY OF KNOWLEDGE)

④ Critical mass: Invite specialists who can assist in upskilling to ensure we provide premium offerings to customers

④ Enjoy the economy of scales in purchasing (vaccines, consumables, equipment)

IMPACTS ON THE IT INFRASTRUCTURE

Increase the size of database requirements → Need to either upgrade in-house server or go for virtual database

Integrate the data from the acquiring company into a comprehensive system. However, the acquiring company used another medical software, which posed potential issues for data transition:

! Data duplication: happens random, hard to define

! Data loss: mainly because of the incompatible coding of the two software

! Accidents in manual transferring by internal staff



GOOD PRACTICES DURING THE ACQUISITIONS



- ❖ Actively approach new suppliers of cloud-based database services, carefully weigh the benefits of sticking with in-house database and transferring to virtual database options
- ❖ Always put the top priority on complying with the current regulations, which is fundamental to the development of a business in the healthcare sector
- ❖ Proactively seek help from current suppliers to address the issues related to transferring data from the acquiring company into the current system
- ❖ Already started the construction of the budget for the 2020 financial year, including the investment for IT infrastructure in the cost structure
- ❖ Billy, the IT manager, has been very open-minded in dealing with the rising problems, continuously conducted research, talked and sought for help from specialists
- ❖ Conducted a risk analysis before the acquisition to better allocate the company's human resources and investment .

LIMITATIONS & OBSTACLES



LIMITATIONS

- 📌 The business case, including risk analysis and acquisition plan, has underestimated the risks & obstacles of IT issues; therefore, the company has not allocated enough human resources, time and focus to response and address the accompanying issues quickly.
- 📌 Did not have an internal IT apartment and did not establish a comprehensive information & knowledge management strategy to guide IT-related decisions
- 📌 Overreliance on the external IT providers when dealing with both technical & strategic issues
- 📌 Too many challenges for Billy as everything is new to her knowledge & expertise. She did not have much experience for her new role in managing of human resource allocation, accounting budget and information management
- 📌 Did not perform enough thorough testing before manually transferring the data
- 📌 The issues at the new sites have slowed down the performance at existing sites; thus has affected the whole business
- 📌 Did not thoroughly consider the consequences of the transition on the performance & emotions of current staff, resulting in complaints, quitting & negative emotional feelings in the workplace



LIMITATIONS & OBSTACLES



OBSTACLES & CHALLENGES

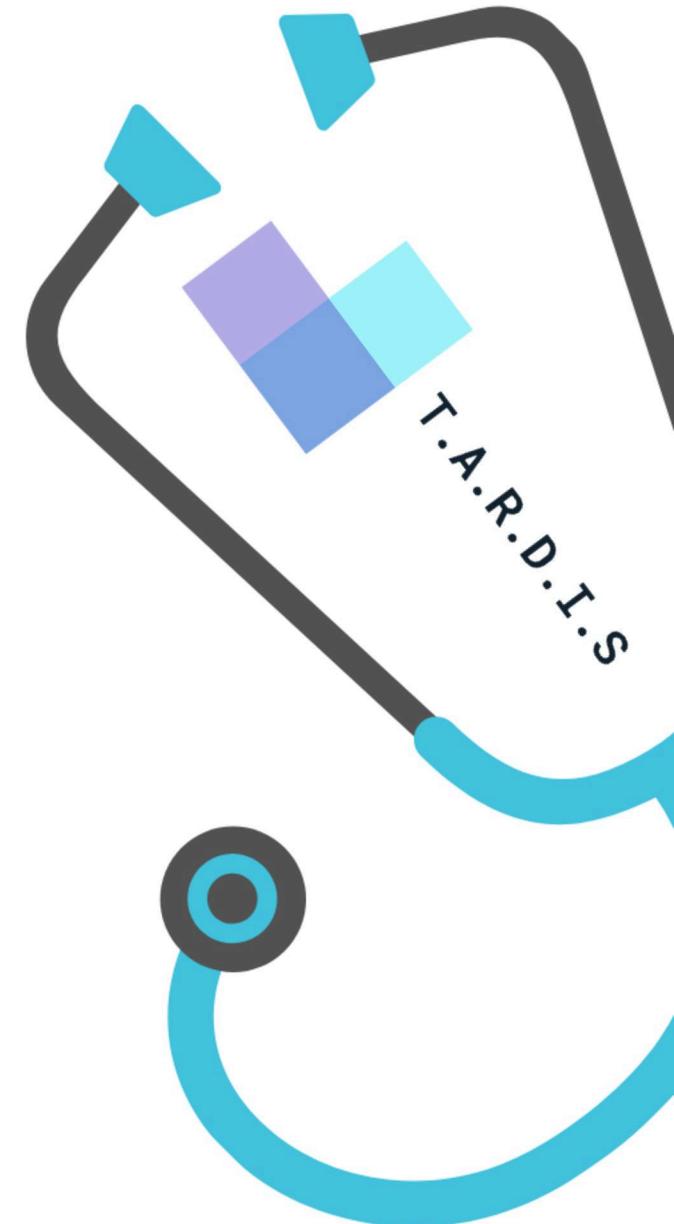
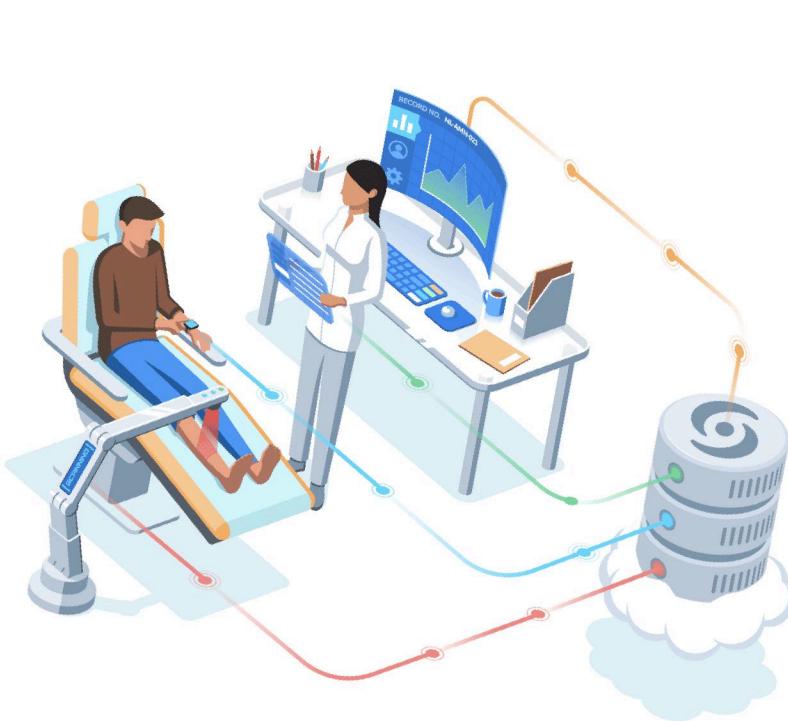
- 📌 Challenges in merging the database across the two companies' data system during the acquisition as these two medial centres using different software in managing clinical records; which resulted in either loss or duplication of information of clients through the merging process
- 📌 The huge number of medical records to be transferred is a major challenge. In addition, because this is the largest transfer of files in the state, the company could not get useful advice from other firms
- 📌 The duplications are random; which makes it hard to determine what would be duplicated.
- 📌 The accident during manually transferring has created many extra files during the integration process
- 📌 Demographics and some of the nuances of the acquisition are quite different from the existing business.
- 📌 The limited options of suppliers & strict requirements in managing medical data stated in the related regulations applied for healthcare organizations.
- 📌 The current IT providers could not help much in merging the database



GAP ANALYSIS FOR TARDIS'S IT INFRASTRUCTURE & INFORMATION MANAGEMENT PRACTICE

Area Under Consideration	IT Infrastructure & IT strategic management: In this report, this refers mostly to the database servers, software portfolio management & knowledge management.		
Desired State	Present State	Improvement Steps	
<p>Successfully upgrade the data servers to a high-quality and secure cloud-based database service within the budget to accommodate the need of extra records during the acquisitions and support the future growth of the business, which is expected to happen by the end of 2020</p> <p>Successfully merge clinical records data from the acquiring business to the company's IT system with a minimum amount of defects; if possible, develop an approach to discover mistakes and recover the data.</p> <p>Integrate the billing system and clinical system to increase transparency, efficiency & support future growth</p> <p>Established an advanced set of knowledge management practices (strategy, policies, procedures) to improve the learning curves and better handle with the IT issues accompanying with the future growth of the business</p>	<p>Dealing with an extra 30% size of clinical records, considering options and negotiating with different virtual database service providers</p> <p>No IT management strategy</p> <p>Lack of experience in the IT management field</p> <p>Constructing our budget for the 2020 financial year</p> <p>Lost control in some sense of patient records (data duplications, data loss)</p> <p>The IT providers are not technically strong and useful in dealing with advanced database issues</p> <p>Employees are stressed by the tension of IT-related issues</p> <p>The performance of the business is negatively effected</p>	<p>Fasten the moving to cloud-based servers process</p> <p>Explore data back-up and firewall services on cloud-based infrastructure to mitigate risks of data breach when moving to virtual servers</p> <p>Update the booking system/ application to reflect the acquisition</p> <p>Trace back the duplication clinical notes and reverse. Explore options to completely merge the database without losing data. Tests must be done more comprehensively on a larger sample size</p> <p>Establish a change management plan, identify the change agents for each task, communicate to employees effectively</p> <p>Develop an information management strategy</p>	

SOLUTION & RECOMMENDATIONS



SOLUTIONS BASED ON GAP ANALYSIS



T.A.R.D.I.S

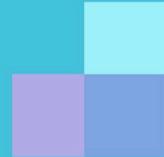


Improve IT-Infrastructure

- ❖ Establish a requirement analysis & purchasing criteria to systematically fasten the moving to cloud-based servers process
- ❖ Explore data back-up and firewall services on cloud-based infrastructure to mitigate risks of data breach when moving to virtual servers
- ❖ Update the booking system/ application to reflect the acquisition and better communicate the change to customers
- ❖ Trace back the duplication clinical notes and reverse. Explore options to completely merge the database without losing data. Tests must be done more comprehensively on a larger sample size

Become more “ICT” intelligent

- 💡 Establish a change management plan
- 💡 Identify the change agents for each task
- 💡 Communicate to employees effectively
- 💡 Develop information management strategy
- 💡 Establish a community of practice (COP), provide digital space for the CoP to effectively operate and collectively integrate intelligence from staff across the clinical sites.



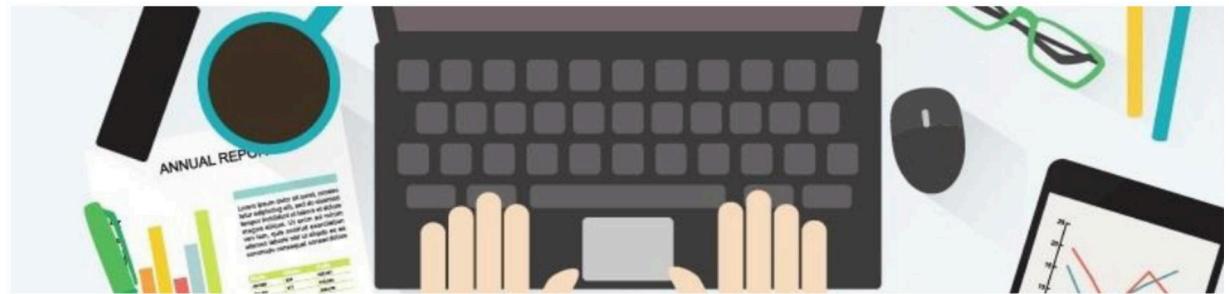
T.A.R.D.I.S

RECOMMENDATIONS TO IMPLEMENT THE SOLUTION



FASTEN THE PROCESS OF SELECTING VIRTUAL SERVER PROVIDER

Step 1: IT & Procurement team should work together to establish a vendor selection criteria based on the business needs and IT concerns for long-term development



COST

Price is the most important factor that we will consider when selecting the project platform vendor. We know that there are many powerful Business Intelligence and Project Management Solutions which meet or even exceed our requirements. Therefore, an affordable price and flexible plans supporting future business expansion would be highly appreciated during our purchasing process

FEATURES

Mandatory requirements include: All functions related to project management, human resource management, financial reporting. Additional features that are relevant to future business operation would also be considered

SECURITY

We are looking for a highly secure and well-built platform which delivers:

- Encryption
- Access control
- Data policy

INTEGRATION

The ability to connect and share data with other applications such as Gmail, Dropbox, Google Drive, Google Calendar, Microsoft Office365, Sharepoint,...

USER FRIENDLY

Various platforms supported
Easy to implement and use
Opportunities for customization
Strong visual presentation



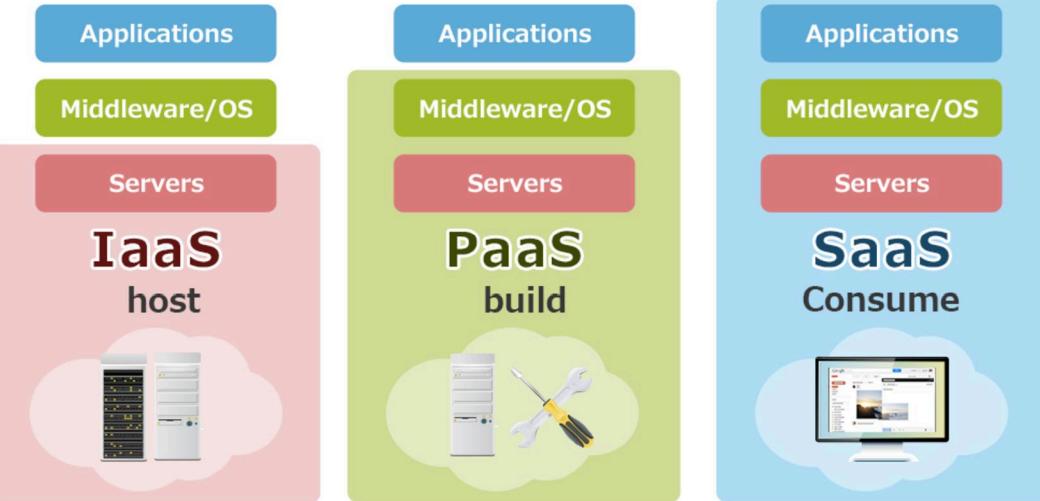
T.A.R.D.I.S

RECOMMENDATIONS TO IMPLEMENT THE SOLUTION



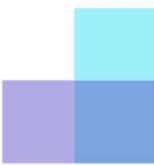
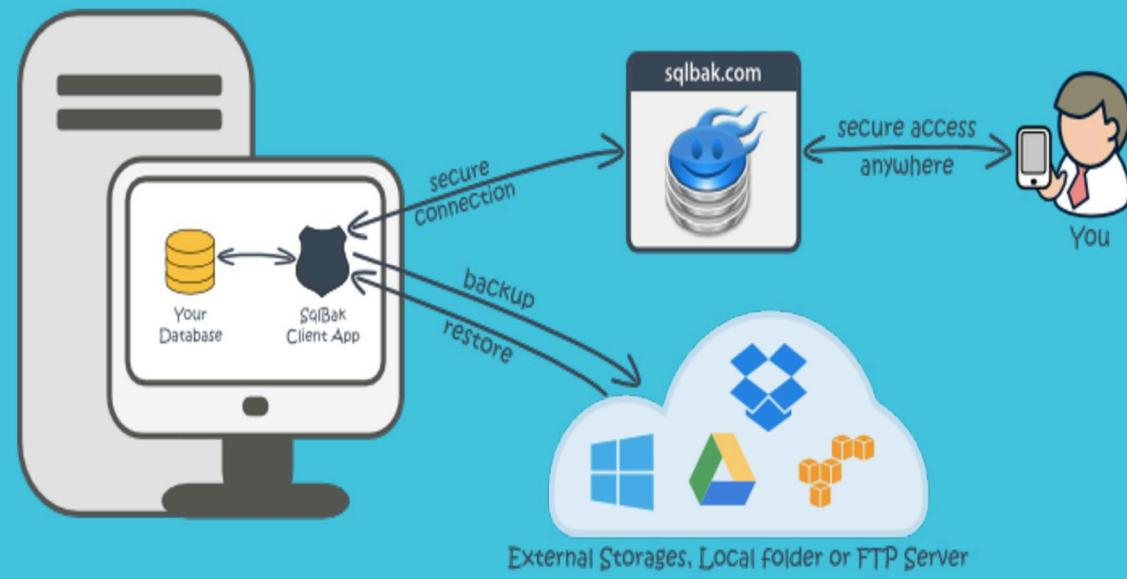
FASTEN THE PROCESS OF SELECTING VIRTUAL SERVER PROVIDER

Step 2: Narrow down the type of cloud-based services before doing the shopping job



Based on the needs of TARDIS, we recommend that IaaS is a good option due to its relevance:

- Low expense for technology and hardware refresh
- Ready for EHR (electronic health records) solutions
- Short – staff changing needs or loss IT professional
- Desiring a disaster recovery
- Concerned about ePHI security
- Predictable cost structure
- Large storage capability.



T.A.R.D.I.S

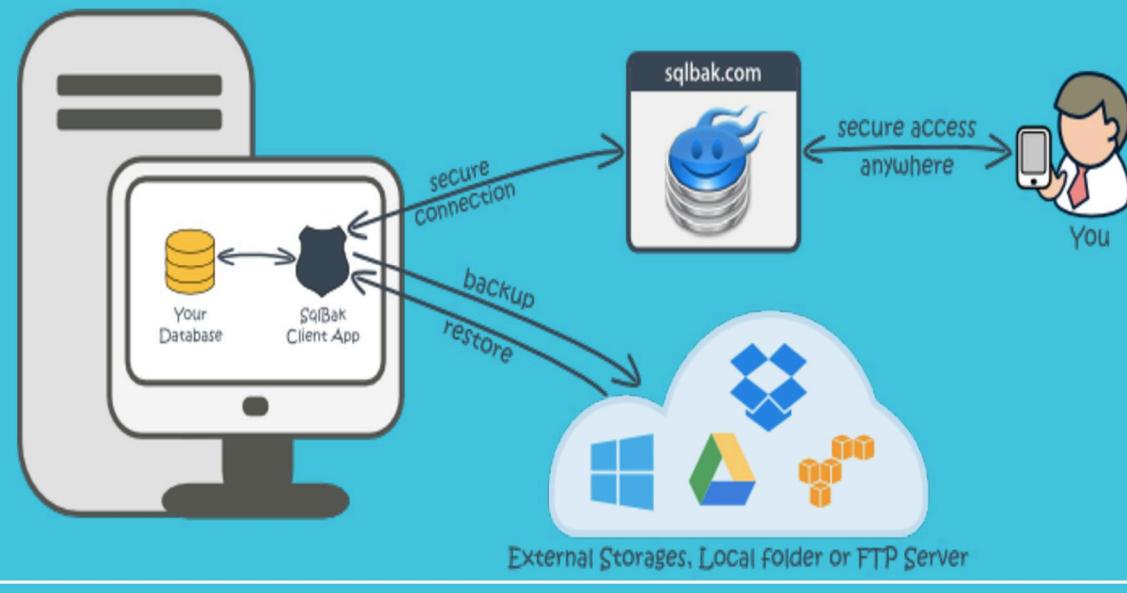
RECOMMENDATIONS TO IMPLEMENT THE SOLUTION

IMPROVE DATABASE BACK-UP & SECURITY PROTECTION

WHY ?

- ❖ Takes advantage of existing infrastructure: do not need to purchase new equipment and backups each file. The backup files will be encrypted and stored in the cloud.
- ❖ Reliability: quickly restore lost data at any time or location. Employees focus on their jobs without worrying about losing files.
- ❖ File transfer security: Each file is encrypted to avoid hackers
- ❖ Reduce cost: Cloud backup can allow entities to restore data, reduce cost and time consuming
- ❖ Better manage IT resources: allow IT to focus on other tasks which are more productive
- ❖ Improve compliance safeguards: backup in the cloud which is in many database locations avoid the risks of disasters and losing data.
- ❖ Eliminate tape backup: cloud backup provides a lower risk to be stolen as tape devices.





T.A.R.D.I.S

RECOMMENDATIONS TO IMPLEMENT THE SOLUTION

IMPROVE DATABASE BACK-UP & SECURITY PROTECTION

HOW?

Five HIPAA-compliant cloud backup providers:



CARBONITE™



We recommend T.A.R.D.I.S should consider the service form Microsoft OneDrive. It well collaborates to Microsoft Azure as the main cloud based system.
The provider also meets the HIPAA (Health Insurance Portability and Accountability Act) compliant for Medicare requirement which is privacy rule for medical entities.





T.A.R.D.I.S

RECOMMENDATIONS TO IMPLEMENT THE SOLUTION

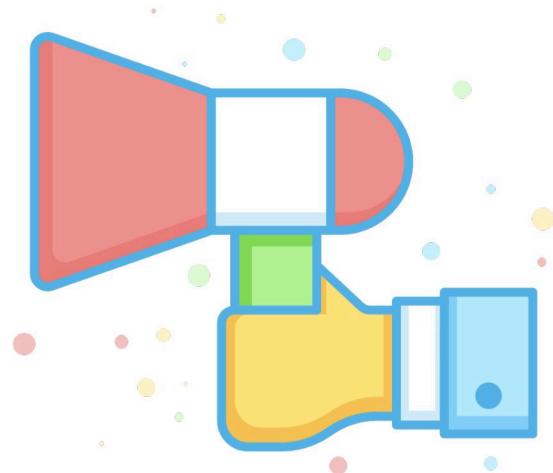


UPDATE THE WEB BOOKING SYSTEM & APPLICATION

The web booking system & application content/ interface must be updated to reflect the changes due to the acquisition.

Key content to update:

- ⬆ Company structure & information
- ⬆ Booking options
- ⬆ List of practitioners
- ⬆ Location map
- ⬆ Banners (announcing the acquisition)



T.A.R.D.I.S should also utilize other communication channels: Social media, new press, letter drop to communicate the changes in the organizational structure and its operation to current & potential customers.

COMPREHENSIVE GUIDE FOR DATA MIGRATION TESTING PART - 2



T.A.R.D.I.S RECOMMENDATIONS TO IMPLEMENT THE SOLUTION

SOLVE DATA DUPLICATION & DATA LOSS ISSUES BY USING DATA MIGRATION CONSULTANT SERVICE

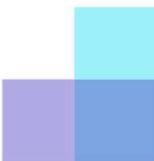
T.A.R.D.I.S should outsource the task of data migration to an expert IT provider in the field of data migration with experience in handling similar cases in the health care sector to complete solve data duplication and data loss issues. The task should not be done in-house or with the current IT providers because:

- ⟳ Lack of knowledge
- ⟳ Manual transferring is inefficient and has led to unexpected duplication
- ⟳ This is a critical task to ensure a smooth operation across the organization and compliance with the related regulations.



Above is a list of well-known data migration experts based in Australia. Among those providers, we recommend Kloud of Telstra as they have conducted many projects dealing with two issues at a same time: data migration and transferring to virtual data servers.





T.A.R.D.I.S

RECOMMENDATIONS TO IMPLEMENT THE SOLUTION

WORK CLOSELY WITH THE IT PARTNERS IN SOLVING THE ISSUE

There are several points should be noticed to improve the data transferring:

- The managers should understand the nature of the new acquisition business clearly, so they can point out the main differences and similarity of the two business. Hence, the right strategies can be implemented.
- The manager should understand and update the latest IT regulatory in the healthcare field to implement correct IT technology in managing client's identification information.
- The transferring should implement step by step and each step should be noticed to stakeholder, employees clearly, so they can acknowledge and support together during this period
- Client database should have the back up server during the transferring to avoid the lost of database
- When transferring client database into the new health management software, it should have the testing period to make sure the new system can merge all database without duplicating information.
- Only implementing the new software when they are sure about it and the should run the back up after the implementing to control unexpected situations.



COMPREHENSIVE GUIDE FOR DATA MIGRATION TESTING PART - 2



T.A.R.D.I.S RECOMMENDATIONS TO IMPLEMENT THE SOLUTION

SOLVE DATA DUPLICATION & DATA LOSS ISSUES BY USING DATA MIGRATION TESTING SERVICE

T.A.R.D.I.S should outsource the task of data migration to an expert IT provider in the field of data migration with experience in handling similar cases in the health care sector to complete solve data duplication and data loss issues. The task should not be done in-house or with the current IT providers because:

- ⟳ Lack of knowledge
- ⟳ Manual transferring is inefficient and has led to unexpected duplication
- ⟳ This is a critical task to ensure a smooth operation across the organization and comply to the related regulations.



Above is a list of well-known data migration experts based in Australia. Among those providers, we recommend Kloud of Telstra as they have conducted many projects dealing with two issues at a same time: data migration and transferring to virtual data servers.





T.A.R.D.I.S

RECOMMENDATIONS TO IMPLEMENT THE SOLUTION



HUMAN MANAGEMENT DURING THE ACQUISITION

- 💡 Acknowledge the clients about the acquisition and observing their reacting behaviors during this period so T.A.R.D.I.S can better align their communication strategy with the client reactions.
- 💡 Interaction plays a virtual role in the change management strategy, as it supports in providing the right content in the right time to the right person. Besides, the changing will apply to multi-levels in the clinical business, each level will have different responsibly in the changing so they need to be delivered correct context and actions in the changing plan.
- 💡 During the acquisition, the human resource allocations should be defined clearly, so individuals can know what are their task and responsibilities
- 💡 Training before, during and after the acquisition process is important. It provides a clear guideline for individual and teach them how to react to the new situations. Thus, it can reduce the stressing level for the employee, help them to adapt quickly with the new environment and support their patient effectively during this tough period

ESTABLISH A COMMUNITY OF PRACTICE VIA ENTERPRISE SOCIAL PLATFORM



YAMMER: THE STRUGGLES OF A SOCIAL PLATFORM

WHAT IS Yammer

It is an enterprise social networking service that helps workers connect, share and collaborate.

Yammer is a corporate private/ intranet social network that helps team stay on top of it all.

It enables conversations, collaboration on files and organization around projects.

"Organization that use social enterprise technologies like Yammer see a 37% improvement in sharing information & knowledge"



HOW IT FITS



Yammer would be perfect for both sharing technical knowledge and facilitating discussion in medical field as well as casual discussion, which is a part of fostering the people-centric culture of T.A.R.D.I.S.

In addition, Yammer is an opened platform for employees to share ideas, viral clips and social trends, which might be inspiring and trigger creativity within the organization





SUMMARY



T.A.R.D.I.S

Without a proper plan for change management and an underestimate of the role of IT requirements during acquisition, T.A.R.D.I.S has suffered many issues in managing the integration of the database it had gained from a recent acquisition with a local medical center due to incompatible IT infrastructure and a lack of information & knowledge management strategy.

In the report, Group 113 has provided a review of the good practices, limitations & obstacles during the acquisition. After critically defining the key lessons learnt from current practices, we conducted a G.A.P analysis to identify the key issues and suggested a solution for T.A.R.D.I.S to mitigate the consequences related to IT infrastructure & data management and improve T.A.R.D.I.S' information and knowledge management for its future growth. The solution is designed on 2 aspects: improving IT-infrastructure & becoming more "ICT intelligent.

Finally, specific recommendations on how T.A.R.D.I.S could implement the suggested solution are described with facts and figures based on our observations of the business, from our research across academic sources and references from the industry practices.

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T.A.R.D.I.S



A doctor wearing a white coat and a stethoscope around their neck is shown from the waist up. They are holding a silver tablet computer in their left hand and a blue stylus in their right hand, writing on the screen. The background is a blurred medical office environment.

THANK YOU!