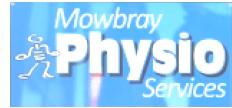


RECOMMENDATIONS REPORT



Mowbray Physio



Executive Summary

This report uses analysis based on organizational context and opportunity identification and ranking reports to improve its performance, thereby providing recommendations and action plans for Mowbray Physiotherapist, a physiotherapy institution in Launceston, Tasmania. The recommendations and action plans in this report are divided into two categories: short-term (within 90 days) and long-term (greater than 90 days), so that companies can better allocate resources to implement the action plan. Most of the recommendations and action plans in this report use ICT solutions to help achieve business goals.

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INTRODUCTION

Based on the organizational context and opportunity identification and ranking reports, this article will provide specific recommendations for higher priority issues and opportunities, and provide relevant action plans for Mowbray Physiotherapist to implement these recommendations. First, the report will describe six recommendations, divided into two categories: short-term and long-term, of which there are four short-term recommendations and two long-term recommendations. Then, a detailed action plan for each recommendation will be outlined, including the impact on employees, processes, and organizational strategies.

THE RECOMMENDATIONS

Short-term Recommendation

1.1 Replacing the Obsolete Operation Software

With regard to the problems identified in the previous paper, we strongly recommend replacing the obsolete software in order to automate tasks as much as possible. Mowbray Physio has already too many physical files of patients in their storage. It is time for them to think about going digital. Their current software is unreliable and inefficient. This short-term recommendation will be making the company one step closer to reach the long-term plan of integration project in the future. It is desirable to integrate business functions in one software. The new software should be able to cater the business needs and make staff more efficient.

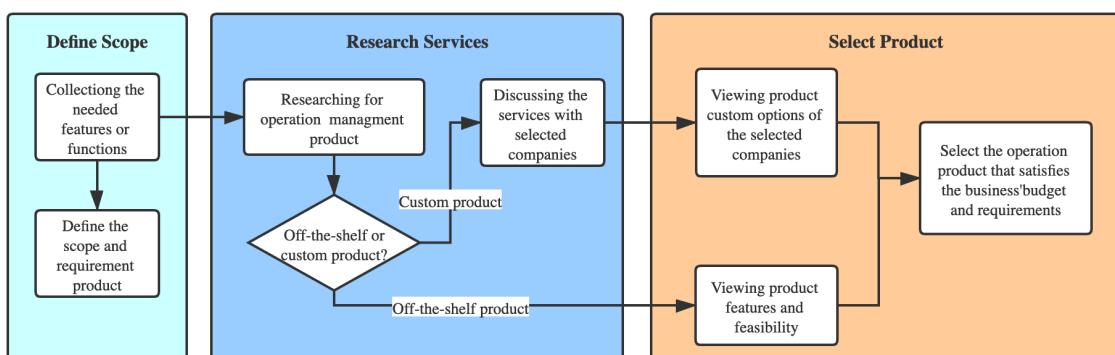


Figure 1.1 The process of replacing the obsolete operation software

1.2 Testing Digital Operation System

In relation to #O6: Equipping a tablet/iPad for each physio and #O14 Establish a training guide/manual for physiotherapists. It is recommended for the Mowbray Physio to enhance the knowledge sharing systems and the knowledge document systems to acquire the current knowledge from Mr. Irfan and be able to share this knowledge with the new physio as a training guide.

To make this happen the first step is to have a digital platform where staff and physios are able to document the notes videos about the patient. And they can share it internally as a training guide or case study. By equipping every staff with an iPad helps reduce the paper handling work as everything will be documented that in the iPad can be shared easily via the Internet or stored in the database for future development use.

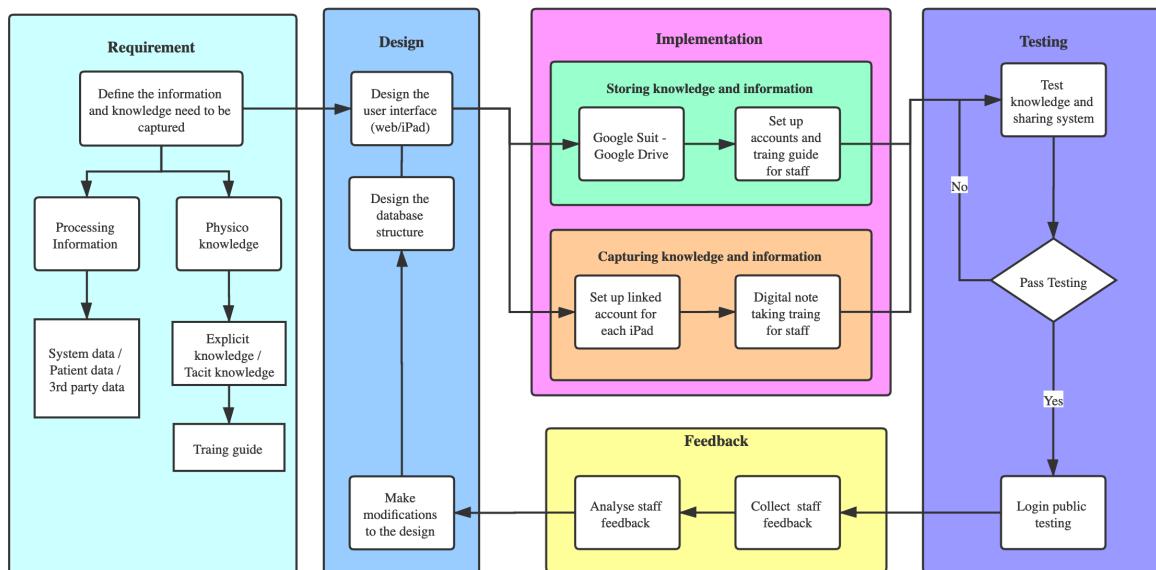


Figure 1.2 The Process of Testing Digital System Processing

1.3 Website Redesign

Following the opportunity of improving the design and quality of the website which was described in the previous report, it is crucial to redesign the current website which is [www.mowbray physiotherapy services.com](http://www.mowbrayphysiotherapy services.com). The current website domain is very long and difficult to remember for customers. Also, the content and design of the current website are obsolete. It does not have many interactive functions. As a result, rebuilding the old website to an up to date website which is a full-featured website contributes to a better business marketing. In order to have a good result for a small business which does not have a professional IT team, the report recommends that hiring a third-party website business to redesign and develop an E-business platform is a potential option. This element is related to web development ICT perspective as well as marketing area.

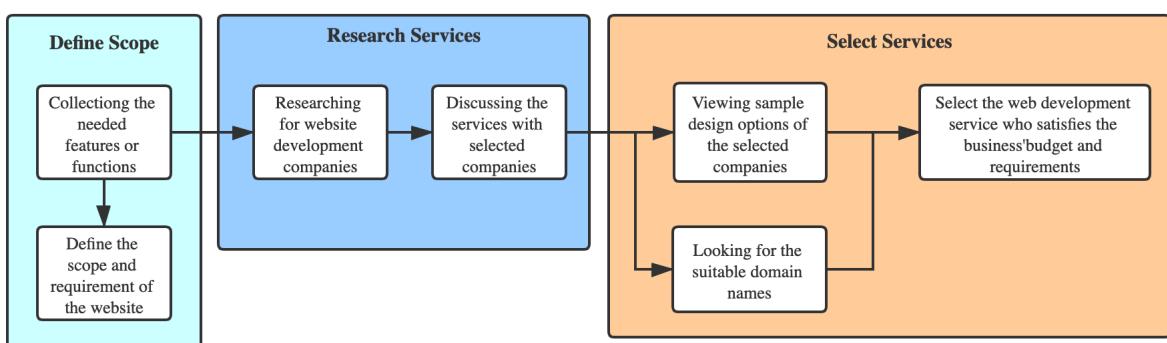


Figure 1.3 The Process of redesigning the current website

1.4 Establish an Intrusion Detection System

In relation to Opportunity #08, it is recommended that Mowbray Physiotherapist should get support of network security. Therefore, the short-term recommendation corresponding to the company's network security needs is to establish an intrusion detection system, that is, to introduce intrusion detection technology. The intrusion detection technology is different from the passive filtering of the firewall. It can actively protect itself from attacks. In essence, it is to sort out, collect, and analyze the information of key nodes in the network to determine whether the company's network has been invaded or the signs of being attacked; supervise the operation of the system, and discover various offensive plans, offensive behaviors or The consequences of the offense to ensure the confidentiality, integrity and availability of the system. The reason for establishing an intrusion system detection is that this technology can effectively strengthen the protection of network security in addition to firewalls in the short term. Compared with the establishment of a sophisticated network security protection system, this intrusion detection system has a lower cost and can be put into use soon. It is the best choice for improving network security in the short term.

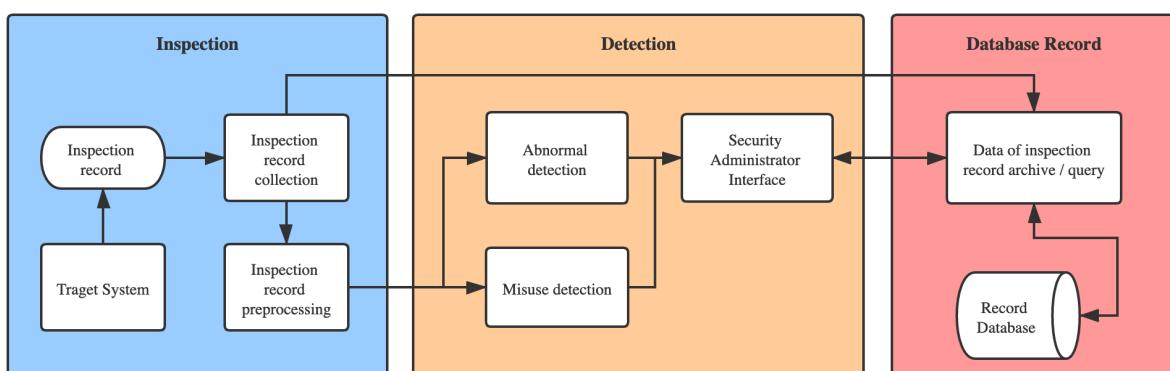


Figure1.4 The processes of establishing a network security plan

Long-term Recommendation

2.1 Establish Knowledge Management System

Once Mowbray Physio has fully transitioned to the new platform with enhanced features (cliniko.com/features/), it is recommended to start looking into knowledge sharing and information system integration. The new software should have the ability to create digital notes for patients, thus enabling knowledge sharing between physiotherapists. This feature would be beneficial in the future for training purposes. The company should also consider integrating third-party payments into the software to increase efficiency.

In order to develop further in the business, it is crucial for Mowbray Physio business to have a good data management strategy. The company will improve their competitive advantage by the good information management system for the long term. This strategy will solve the problems P1, P3, P4, P6, P8, P14 and P15 which are mentioned in the second report. Also, the good information system will support the business' opportunities which are O1, O2, O3, O4, O5, O6, and O17 explored in the second report. As a result, this report will recommend that Mowbray Physio should build the knowledge and information management system by following steps below:

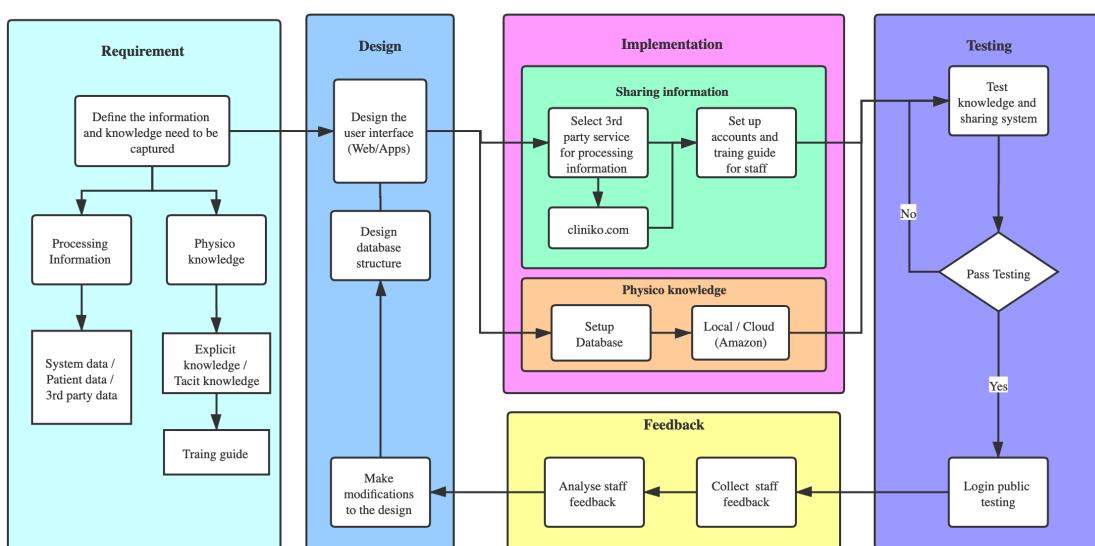


Figure 2.1 The Process of Establishing Knowledge and Information Management System

2.2 Enhance the Website Functionalities

Redesigning the current website is mentioned in the short-term plan. However, to have an effective system, it requires longer time for the process to implement functions in the website for the business. Hence, the long term plan for the website functionalities is mentioned below so that Mowbray Physio can implement. As shown in the charts, there are two processes: **Login function (Figure 2.2.1)**, and **Booking function (Figure 2.2.2)** in the website. Those two functions can take more time to design, implement, test and feedback. Hence, the business will keep improving their website in the long term.

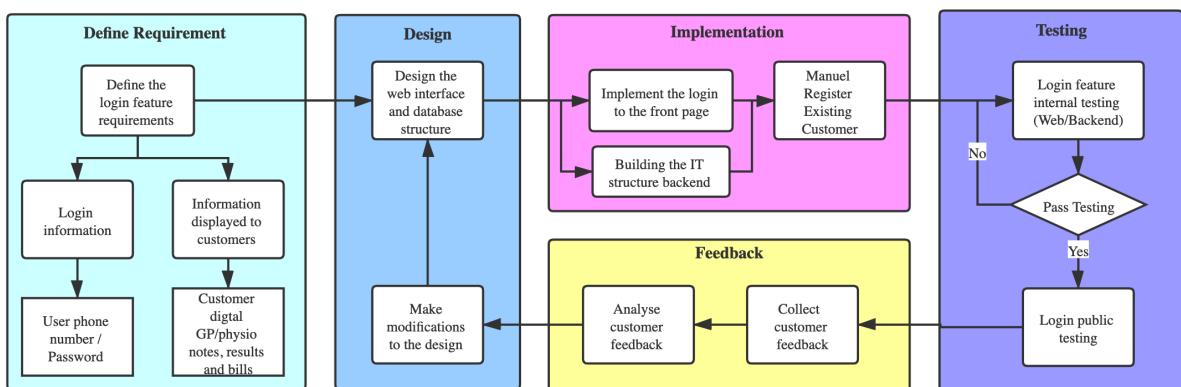


Figure 2.2.1 The Process of Enhance the Website Login Function

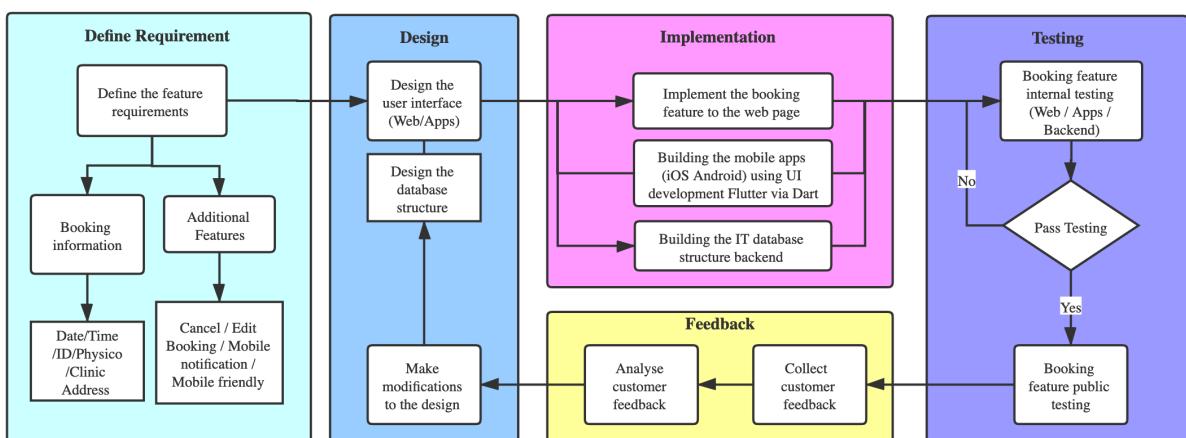
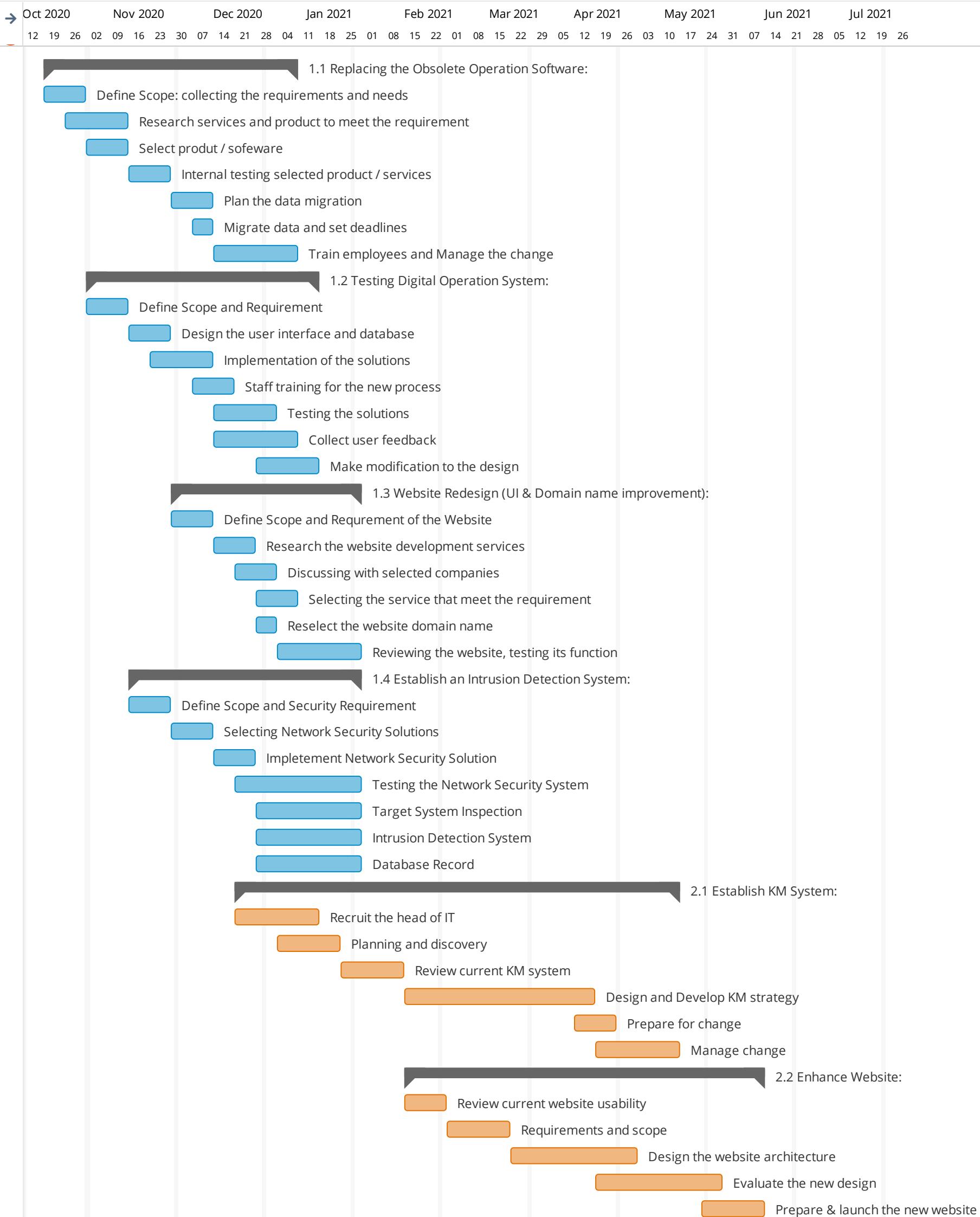


Figure 2.2.2 The Process of Enhance the Website Booking Function

THE ACTION PLAN



Short-term Action Plan

1.1 Replace the Obsolete Operation Software

Recommendation 1: Replace the Obsolete Operation Software

Description: Mowbray Physio is planning to replace their software which will increase productivity and efficiency of the business.

Requirements:

- Find an ideal software that can cater the business' needs.
- Allow the business to grow in the future
- Support the business to be more digital oriented.

Impact:

- More time will be invested in researching for a new software. Staff training costs money and time.
- The new software will cost more money if the business chooses to move to cloud-based software.
- Productivity will decrease for a short period of time during the transition.
- Staff will have to use two software temporarily to support data validation.

Expected outcome:

- Booking system will be more reliable and effective
- Reduce manual tasks, staff can use their time for other important things
- Solve the bugs problem from the obsolete software

Action step	Involved Parties	Start	End	Resources	Desired Outcome	Success Criteria
1. Research about the available software in the market and shortlist them	Business owner/ Director	20 Oct	01 Nov	Advice from professional, Business goals, Internet; computer.	Have a list of potential software.	The list should contain potential software that cater business needs.
2. Decide the software and start the testing process	Director with help of a staff	02 Nov	27 Nov	Internet, computer, list of the software	The final choice of software.	The software should satisfy the testing criteria to move on to the next stage.
3. Plan the data migration well	Director An assistant/ advisor	04 Dec	08 Dec	Advice from professional, Experience, The chosen software.	A clear procedure and strategy for data migration that is aligned to the goals.	The plan should provide a clear step by step that is taken by the parties involved.
4. Migrate data and set clear and realistic deadlines	Director An advisor staff	11 Dec	11 Dec	Requirement list The goals	Data migrated successfully.	Data migrated is free from mistakes and errors.
5. Train employees and Manage the change	Director staff	18 Dec	08 Jan	The software, computer.	Staff are trained and confident with the new software. Change management in the business	The software runs smoothly and the business can slowly keep up with the demand.

1.2 Testing Digital Operation System

Recommendation 2: Testing Digital System Processing

Description: Mowbray Physio is planning to test the implementation of iPad and digital systems to daily operations.

Requirements:

- Equip staff with iPad for note taking, and knowledge capture
- Need a good softwares on iPad to support digital note taking
- Each staff need to have an account to access the shared folder

Impact:

- Better capture business knowledge on the go and store it for training use
- Easy to share information from an admin account, or link to other member accounts.
- Managing information records contributes to digitizing files for the business.

Expected outcome: The digital operation system testing will provide better ideas for the business which is easy to use for daily operations, checking on patients, and effective information communication. It also supports the new integrated systems for the long-term goal.

The project will have 72 days durations and include 6 steps. However, it can be adjusted by unexpecting factors. The unexpecting factors can be the limited numbers of agent website companies, or transportations, or complexity of integrated systems, etc.

Action step	Involved Parties	Start	End	Resources	Desired Outcome	Success Criteria
1. Analyzing business needs, and function requirements	Business owner/ Director	02 Nov	13 Nov	Business analysis reports Experience Business goal	A list of function needs and budget for the project.	Have a clear list
2. Designing the user interface and database	IT professionals	16 Nov	27 Nov	Laptop, phone, Requirement list	Having a design that meets the requirement and business needs	Design that easy to implement for testing
3. Implementation of the solution	Business owner An assistant/advisor	27 Nov	11 Dec	Laptop, phone, Implementation plan	A clear implementation plan which includes the word flow and the date finished	Clear and step by step guide for implementation
4. Staff training for the new digital process	Business owner An advisor Staffs	07 Dec	11 Dec	Good advisors Training material	A easy to understand training guide for staff internal training	Covering each staff and roles involved

5. Testing the solutions	Business owner An advisor Staffs	14 Dec	01 Jan	Laptop, phone, information to test.	Test through all the process and functions planned and designed	Testing period have a high involvement from the users
6. Collect user feedback and make modification to the design	Business owner Staffs IT professionals	14 Dec	15 Jan	Laptop, phone, information to the design.	Have the feedback organised and analyzed to support the redesign	All feedback are collected and analyzed

1.3 Website Redesign

Recommendation 3: Website Redesign (UI & Domain name improvement)

Description: Mowbray Physio is planning to redesign the business' website which has a supportive function for the business and good looking with a better website' name.

Requirements:

- Up to date design website which is interactive, and good business appearance.
- Having good functions of contacting, booking systems, and storing data of customers.
- Having multilevel users such as administrators, staffs, or members to allocate the functions

Impact:

- Better workflow of booking system and integrated data
- Easy to track the workflow from an admin account, or link to other member accounts.
- Managing customers' information records contributes to digitizing files for the business.

Expected outcome: The new website will provide a better management for the business which is easy to store customers by their accounts, setting appointments, and effective information communication. It also supports the new integrated systems for the long-term goal.

Action step	Involved Parties	Start	End	Resources	Desired Outcome	Success Criteria
1. Analyzing business needs, and function requirements	Business owner/ Director	30 Nov	11 Dec	Business analysis reports Experience Business goal	A list of function needs and budget for the project.	Have a clear list
2. Finding and contacting website development companies for general information	One or two staffs	14 Dec	25 Dec	Phone, website	Having around 3-5 potential companies' information for the service	3-5 companies' recommendation s or a list of website options.
3. Discussing with selected companies and viewing their suggestion	Business owner An assistant/ advisor	22 Dec	30 Dec	Laptop, phone, transportation. Good assistants. Good advisors	An interesting sample that satisfies the business' needs. An interesting domain name.	Selecting a sample website which is up to date, suitable for the physiotherapy business. Selecting a shorter, attractive domain name.
4. Discussing the company which satisfies the requirement list and budgets.	Business owner An advisor	28 Dec	30 Dec	Good advisors Sample website Requirement list	A clear contract which includes the business functions needed, follow the interested sample.	Having a clear contract satisfying all needs.

5. Reviewing the website, testing its function and keep improving until it meets requirements.	Business owner	05 Jan	29 Jan	Laptop, phone, information to test.	Having a good appearance, good domain, functions and can improve it further	Having the new website with more attractive and include many important functions for the business.
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1.4 Establish an Intrusion Detection System

Recommendation 4: Establish Network Security

Description: Mowbray Physiotherapist is planning to strengthen data management and improve data security.

Requirements:

- Changes in data management policies
- Extra budget to hire a 3rd party.

Impact:

- More workloads for IT staffs and finance officer
- Finding problems and protect the whole system better

Faster and more precise data retrieval processes

Expected outcome: Using the intrusion detection can more quickly and accurately determine whether the system has traces of malicious users attacking the network, but the application layer attack behavior can usually be determined without using an intrusion detection system.

Action step	Involved Parties	Start	End	Resources	Desired Outcome	Success Criteria
Target System	3 rd Party IT Department	14 Dec	25 Dec	Survey & reports from managers; Contract interaction with 3 rd party	List of issues with current system & input for new system;	Relevant ideas to improve the security of data
Inspection record collection	3 rd Party IT Department	14 Dec	25 Dec	Method of inspection; Documents of records	Able to collect and inspect data	No major issues in inspecting the data
Inspection record preprocessing	3 rd Party IT Department	28 Dec	25 Jan	Method of processing the records; Documents of records	Able to process the data	No major issues in processing the data
Abnormal detection	3 rd Party IT Department	28 Dec	12 Jan	Method of detection; Documents of records	Able to detect whether the data is abnormal	No major issues in the abnormal detection
Misuse detection	3 rd Party IT Department	28 Dec	12 Jan	Method of detection; Documents of records	Able to detect whether the data is misused	No major issues in the misuse detection
Security Administrator	3 rd Party IT officer Head of IT	1 Jan	25 Jan	Set KPIs; Transfer protocols and procedures	Able to transfer all protocols safely.	No major issues in the transferring procedures

Data of inspection record archive / query	3 rd Party IT Department	1 Jan	25 Jan	Methods of archiving and querying; Document of records	The data is as same as the expectations	No duplication, missing or altered data
Record Database	3 rd Party IT Department	4 Jan	25 Jan	Current database; Data audit	Updated database works properly	Regularly interact with stakeholders

Long-term Action Plan

2.1 Establish Knowledge Management System

Recommendation 5: Establish Knowledge and Information Management System

Description: Mowbray Physio is planning to establish a Knowledge and Information Management System that handles operation (inner), suppliers and customers (outer) data processing and communication.

Requirements:

- Head of IT, Knowledge and Information Management System background.
- Knowledge management and data security strategy.

Impact:

- The Knowledge and Information Management System enables the business to scale and open clinics in other suburbs.

Expected outcome: The new KM system enables Mowbray Physio to expand its business. And better knowledge management within the company.

Action step	Involved Parties	Start	End	Resources	Desired Outcome
Recruit the head of IT	Business owner/ Director	22 Dec	14 Jan	Job description	1 new head IT with KM background
Planning and discovery	Head of IT / Director	05 Jan	21 Jan	Team meeting, brainstorming.	The data and workflow in document, vision for KM system
Review current KM system	Head of IT / Director	25 Jan	12 Feb	Formal input from stakeholders	Current state assessment with issues and policies
Designing and developing KM strategy	Head of IT / Business owner	15 Feb	14 Apr	IT adviser and experts Case study	Head of IT / Director clarify the vision during email and meetings
Prepare for change	Head of IT / Director	15 Apr	22 Apr	Setting OKR Training materials, survey form	Change plan has been successfully implemented
Manage change	Head of IT / Director	21 Apr	12 May	Feedback form, Current state assessment	Reach target individual and organizational performance goal

2.2 Enhance the Website Functionalities

Recommendation 6: Enhance the Website Functionalities (Login and Online Booking)

Description: Mowbray Physio is planning to enhance the website *functionalities on login and online booking*.

Requirements:

- Enable customer register and login on the website
- Enable customer online booking
- New customer handling procedure

Impact:

- Booking procedure change on business
- IT department will handle more work
- Customer will need to get used to the new booking procedure

Expected outcome: The new website with additional features offers better user experience, increasing customer satisfaction and business growth.

Action step	Involved Parties	Start	End	Resources	Desired Outcome
Review current website usability and functionalities	Business owner/ Director	16 Feb	23 Feb	Current website test report; Brainstorming meetings	At least 5 functional and 5 non-functional design ideas
Requirements and scope	Head of IT / Director	02/Mar	17 Mar	Ideas from brainstorming; Input from stakeholders	Requirement Trace Matrix (RTM)
Design the website architecture	Head of IT	24 Mar	28 Mar	RTM, prototype website	Document of the current structure and the new design
Evaluate the new design	Head of IT / Business owner	21 Apr	26 Apr	Blackbox testing and white box testing	Test report; UI/UX enhancement
Prepare & launch the new website	Head of IT / Director	27 May	10 Jun	Change Management Plan	Successfully launched the new website with desired design and feature implemented

CONCLUSION

Based on the assessment of the first two reports, that is, the organizational context and opportunity identification and ranking reports. This report outlines recommendations to improve performance and a detailed action plan for Mowbray Physiotherapist to implement these recommendations. The short-term recommendations are expected to be implemented within the next three months. Companies can use this period to evaluate these recommendations and make a judgment about whether they can be included in the long-term action plan. For each suggestion, Mowbray Physiotherapist should carefully consider and make a correct judgment based on the real situation of the enterprise. This will ensure the correct implementation of all action plan steps and phases and have a positive impact on the organizational operational performance.