

Cluster Collaborative Project Principles and Methodology

1. Overview

The Health IT Cluster was formed in order to promote the growth and profitability of the New Zealand health IT sector, with particular emphasis on helping members to grow their business in their chosen markets both in NZ and offshore.

Part of the Cluster's overall strategy is to initiate, and wherever possible part-fund, innovative collaborative projects in New Zealand. This serves to meet two broad objectives:

- Enhancing the value propositions and marketing reach of the participating members by providing referencability that extends beyond the normal range of their solution offerings when considered in isolation. These projects will also serve as a test bed for innovations within the New Zealand sector and many will align with priority areas of application envisaged by the national NZ Health Information Strategy and the Key Directions strategy.
- Enabling members to take these collaborative solutions, as well as their individual applications to the global marketplace.

The Cluster is well positioned to develop and oversee collaborative projects:

- It is neutral and independent
- It has proven structures and frameworks for undertaking collaborative projects
- It has access to a variety of funding sources
- It is well respected in the vendor, user and policy making communities

In order to meet the first objective of this strategy, the Cluster has created an equitable and repeatable process that enables the promotion, selection, initiation and management of collaborative projects. Within this methodology, each project phase needs to have defined outputs and a decision point to confirm that the project should proceed to the next stage.

2. Collaborative project principles

The following project principles underpin the Clusters approach to collaborative projects.

- **Support** Cluster members' business growth in their chosen markets.
- **Align** all interested participants to a common problem, need or requirement.
- **Ensure accessibility** of participation to projects for all cluster members.
- **Build trust** among Cluster members and sector stakeholders.

- **Accommodate** priority sector strategies and change programmes.
- **Leverage** national and international standards.
- **Ensure viability** for implementation.
- **Promote open solution designs and interoperability** of sector systems.
- **Protect confidential and private** information.
- **Inform aligned initiatives** (for example, HISNZ Action Zone projects) and sector processes (for example, HISO Standards development).

3. Key features of the methodology

Project Conceptualisation

Projects ideas will be canvassed from members and from the wider user community. The Cluster website and other forms of internal and external marketing will be used to promote the opportunity to utilise the Cluster for collaborative projects. An initial solution concept form is accessible on the website.

Cluster members and user organisations are encouraged to identify opportunities for collaborative projects that they wish to champion. Proposals for Cluster projects can be made by any interested party, including Cluster members, the Cluster Board or healthcare organisations such as DHBs, PHOs, HISAC or the Ministry of Health. When an organisation wishes to initiate a collaborative project they should complete a project concept document and send it to the Cluster Programme Manager for discussion. To support a project concept they should also provide a description of the capabilities their organisation will provide and the resources and funding they are willing to commit to the project. *Cluster membership is mandatory for all vendors participating in Cluster projects.*

Projects must:

- encompass innovation
- be aimed at improving the effectiveness and/or efficiency of the healthcare system
- be of an open design with relevance to the wider sector
- utilise, where relevant, national and international standards
- involve the opportunity for the collaboration of a minimum of three vendors, with an emphasis on a mix of NZ vendors and multi-nationals

Wherever possible projects will include a customer in the project at the commencement.

The Cluster will approve initial project concepts by reference to the collaborative project principles and methodology and will call for registrations of interest from all members.

Project Registration of Interest

The Cluster Management Team with support from the Board will be responsible for agreeing which concepts should be supported, with particular recognition of the importance of alignment with HIS-NZ and HISAC. The Cluster will then invoke a

Registration of Interest process in order to provide members with the opportunity to express their desire to be involved in the project, the role(s) they seek within the project team, and the capabilities they will provide.

Based upon the responses, the Cluster Board, having first excluded from this process any Board member with a conflict of interest in relation to the proposed project, will determine project participation based on competencies, alignment of solution offerings and ability to involve clients and funders in the project. The original promoter of the concept will have a preferred status for the lead role, but other organisations may be considered if the core requirements of the Lead are not met by the originating company. The Board will always seek to involve as many interested members in projects as is practical.

Project Lead Role

Where a project proposer is willing and able to provide a substantial proportion of the project funding, they will take the leadership role in the project, (as defined below) except where they voluntarily cede this role. In other cases project proposers will be given preferential consideration, but will not be guaranteed the lead role.

Where a project concept has been developed without the input of a lead organisation, the lead role will be offered to the organisation judged most suitable based on its response to the Registration of Interest request.

Project Implementation

Projects will normally focus on research and development activities. They will normally go no further than a proof of concept or a controlled pilot implementation. Cluster projects are not intended to be used for full scale implementations, nor as a device for funding the development of IP for participating members. Any new IP that is developed that is not an enhancement of an existing product will likely be made available to those project participants who developed it. An IP framework will be agreed for each project prior to the Implementation phase.

Sector Standards

Projects will normally be expected to utilise and on occasions help develop and/or validate industry standards. Projects that have secured the backing of HISAC will be required to liaise with HISO to ensure maximum benefit is gained from the project in this respect.

Project Publication

All project results will be freely and openly published for the use of other Cluster members and for the wider sector. Only matters that directly relate to the commercially sensitive elements of participants' existing products will remain confidential.

4. The Role of the Cluster in Projects

The Cluster will have project roles that will vary depending on the nature of the project. The Cluster will always have the prime governance role and will be responsible for agreeing participation.

The Cluster will receive a proportion of the project funding in recognition of these roles. In most projects any additional funding that is secured will at best cover participant costs (expenses and, exceptionally, resources) during the Implementation phase. Participants will normally be expected to provide resources to enable the project as part of their participation cost.

The Cluster will:

- Market their collaborative project role
- Facilitate the development of project concepts, particularly those aligned with HIS-NZ and HISAC objectives.
- Provide brokering services to create appropriate alliances and collaborations to develop projects
- Manage the Registration of Interest process
- Manage the application for government or sector funding
- Handle public relations for the project consortium
- Meet the reporting requirements of external funding agencies
- Provide project governance and project directorship
- Provide the contractual framework for the project participants
- Impartially manage any disputes between parties

The Cluster may also be responsible for:

- Project management
- Securing funding
- Securing user participation
- Securing support from such organisations as HISAC, the Ministry of Health, DHBNZ

5. Solution Concept.

A copy of the Solution Concept template is included here to facilitate the documentation of ideas to facilitate the development of collaborative project concepts.

6. Project Team Roles

We have included the key roles and associated capabilities that we have identified as being necessary to make up a successful project team. Project teams will be assembled from Cluster members that have registered their interest. Where the registrations of interest have not filled all the project roles other organisations may be invited to participate.

7. Registration of Interest Process.

We have included a copy of the Registration of Interest template and the evaluation criteria so that organisations wishing to register their interest in a collaborative project can complete the template and have visibility of the evaluation criteria. The evaluation will be undertaken by the project evaluation committee consisting of the Cluster CEO and Programme Manager, and two members of the Executive representing organisations that have not registered their interest in the project and that are willing to forgo rights of further involvement.

Once the evaluations are complete, the organisations that registered their interest will be notified of the results. Where several registrations of interest have offered similar capabilities, a more detailed evaluation will be undertaken to select the optimal solution to meet the business requirements. Candidate organisations may be asked to provide additional information or make presentations to the evaluation committee.

Agreeing a project concept and assembling the project team does not guarantee that a project will proceed. Detailed work on scoping, planning, funding, governance and contractual frameworks will all need to be concluded prior to a project kick-off.



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Solution Concept

For

<Solution name>

<Date created>

<Author Name>

<Author organisation>

<The blue text contains guidelines on how to complete the sections of the document. Either delete the instruction text or format the style to hide the instruction text.>

1. Business Requirements

Describe why the solution is required and the ultimate value it will provide, both to the business and to customers.>

Background

<Summarise the rationale for the new solution. Provide a general description of the context that leads to the recognition that this solution should be built.>

Problem statement

<Describe the business problem that is being solved. Describe the market in which solution will operate, the needs of typical customers or market segments. Describe problems customers currently encounter that the new solution will (or will not) address and how the solution would be used by customers. Define at a high level any known critical interface or performance requirements. Put the solution in the context of HIS-NZ and specifically one or more of the 12 Action Zones (if relevant).

Business Objectives and Success Criteria

<Define the key objectives of the solution in a way that is quantitative and measurable. This could include; clinical outcomes, estimates of revenue or cost savings, return on investment analysis, or target release dates. >

Vision of the Solution

<Provide a long-term vision to address the business objectives. >

Major Features

<Include a list of the major features of the new solution, emphasising those features that distinguish it from previous or competing solutions.

Research and Development Component

<Identify the parts of the solution that will need to be developed specifically for this solution. Identify the value to the participating organisations that they should get from being involved in the development of this solution.

Interested Organisations

The following organisations, including the sponsoring organisation, have shown an interest in collaborating in the development of this solution.

Organisation	Role

Environment

<List other issues, such as upcoming legislation or regulatory changes, relevant international standards or other initiatives currently underway.>

Project Team Roles

Once a solution concept has been agreed by the Cluster Board as being appropriate to support, the next stage is to establish a project. Several key roles have been identified as being necessary to make up a successful collaborative project team. Identifying which of the key project team roles can be undertaken by the parties is the responsibility of the Cluster and starts with the Registration of Interest process. An outline of the solution concept will be posted on the web-site and members asked to indicate their interest in participating in the development project. To indicate its interest, an organisation completes the Registration of Interest form, providing details of the capabilities that it can offer and the role it seeks to play.

Where one or more key project roles has not been filled by the registrations of interest, other organisations within the Cluster (or exceptionally outside of the Cluster membership) may be invited to participate to fulfil specific project roles.

Role	Description
Project governance, project directorship, funding and contractual framework	The Cluster will provide project governance, the project contractual framework, and overall project directorship. The Cluster will also manage the application process for government funding and sector funding, the reporting, and public relations.
Lead Partner	The Lead Partner will be a vendor with capability to invest in the solution development and taking it to offshore markets. The Lead Partner will likely contribute a solution, project resources and possibly project management expertise.
Support Partner	The Support Partner will need to have the capability to contribute expertise and resources to the project such as business analysis and solution architecture. This role is likely to be assumed by an organisation that can assist with channels to overseas markets for the lead partner and other participants in the project. The support partner may contribute a solution, hardware, integration services and possibly project management expertise.
Customer	This organisation will utilise the solution being developed by the project team. The customer must be able to contribute funding and/or resources to the project, and willing to act as a reference point post-project.
Systems Integrator	If not already offered by another participant, business and systems integration services will be required. The Systems Integrator may also provide project management expertise.
Solution component suppliers	These project team members will have an existing solution that they will be looking to contribute to the project. There could be several project team members with similar solution components and a detailed evaluation of may need to be undertaken once the requirements and preferred architecture have been defined to determine which solutions most closely match the requirements.
Infrastructure	The solution may require infrastructure either located in the customer premises or hosting capacity. The required infrastructure could be IP networks, mobile devices as well as servers.
Measurement and research.	The project will ideally be measured to ensure that the success criteria are achieved and the benefits are quantified.



Solution Concept for <Solution Name>

Registration of Interest.

The New Zealand Health IT Cluster invites you to register your interest to participate in the collaborative project the aim of which will be to develop the solution described in the Solution Concept set out below.

Please complete this form and return it to John Tailby
j.tailby@healthit.org.nz Phone (04) 472 4691

Registrations due by: <Closing Date>

Company / organisational details

Name and position of person completing the expression of interest	
Brief company overview Please also describe if you have any existing relationships with other vendors, clients or funding agencies that will assist the development of this solution.	

Nature of current products and services

Brief overview

How the product(s) or services align with the solution

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Role the organisations seek within the project

Please describe which of the collaborative project roles described in the Cluster Project Methodology your organisation would seek to undertake. Please detail the capabilities you would provide in that role.

Ability and authority to provide resources and funding to the project

Please describe any ongoing interest your organisation would have in this project

For example; do expect to develop IP that you would then wish to retain or share ownership of?

Project Team Member Evaluation Criteria

To ensure that the evaluations of the Registrations of Interest are fair and equitable, responses are assessed against a number of criteria. The initial list of criteria is outlined below.

The evaluation criteria are used to determine which project team roles the responders' are likely to be offered and where two or more responders have overlapping areas of interest which response will be given precedence. Nominees may be asked to make further submissions or to undertake presentations to the Cluster management team.

Criteria	Assessment criteria
Capability / Size	Does the responding organisation have the capability to complete their desired role in the project?
Finances	Can the company contribute resources and funding to the project?
Expectations	What are the organisations expectations?
Decision making capability	Can the person who completed the Registration of Interest for commit the organisation to the project and can the organisation make decisions in a timely manner?
Value add	Does the organisation provide a point of difference or other unique offering that will add value to the proposed project?
Customer contacts	Does the organisation have any relevant relationships with organisations that might become the customer for the project or for subsequent sales? Can the organisation provide access to international markets?
Relationship with other Cluster members	Does the organisation have an existing working relationship with other members of the project team or a history of working in partnership with other organisations?

Cluster Project Phases

1. Concept Phase

The objective of this phase is to identify the opportunity, assemble the initial project team and identify the customer and funding sources needed to initiate the project.

The concept phase is complete when the project roles and responsibilities have been confirmed, the customer(s) site(s) identified and funding for the feasibility study is approved if required. The key tasks include:

- **Opportunity inception**
- **Develop Solution Concept**
- **Registration of interest**

2. Initiation Phase

During the initiation phase the solution scope is defined and framed in a development project, most commonly based on a pilot implementation. The initiation phase is complete when:

The feasibility study has confirmed the viability of the solution,

The contracts for the solution delivery are finalised,

The funding for the execution of the project is approved.

The key tasks include:

- **Project feasibility study**
 - *Establish initial contractual framework including treatment of IP.*
 - *Develop project scope*
 - *Determine solution architecture*
- **Solution design**
- **Project management documentation**
- **Funding agreement**

3. Development Phase.

In the development phase the solution is designed in detail, built, tested and installed in the initial customer site, the solution benefits are then measured and analysed. (There may be occasions where the solution is not immediately implemented in a client site, but installed in a Laboratory environment). Once the benefits accrued from implementing the solution have been assessed, the project can be completed and closed down; with a case study prepared, published, and widely promoted.

The key tasks include:

- **Detailed design**
- **Development**
- **Testing**
- **Documentation and user training**
- **Develop evaluation and measurement plan**
- **Deploy solution into customer/trial site**
- **Undertake solution evaluation**
- **Project Closure activities**



- *Prepare and publish case study*
- *Close project*

Any Commercial opportunities that arise from participation and engagement in collaborative projects, will be up to individual participants to pursue.