

## B. How we prepared this information brief

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### Objective and scope

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The objective of this information brief is to identify the facts relating to Queensland Health's implementation of SAP S/4HANA and the subsequent actions the Department of Health has undertaken. The areas we focused on were:

- key processes informing the go-live decision
- the outcomes of the program and impacts on the Queensland health sector
- the programs taken to stabilise the system and the continuing programs to manage it.

### Entities subject to the enquiry

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- Department of Health (the department)
- All 16 hospital and health services (HHSs)

### Our approach

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We conducted the enquiry in accordance with the *Auditor-General of Queensland Auditing Standards*—December 2019, which incorporate the requirements of standards issued by the Australian Auditing and Assurance Standards Board.

The enquiry included:

- analysis of combined information gathered during our financial audits of Queensland Health entities and information from our initial referral review
- interviews with staff from the department and various HHSs, including some of the consultants used for the program
- review of high-level program documents and analysis of financial data extracted from the system
- selected Financial System Renewal (FSR) program and business integration project (BIP) documentation and board meeting papers
- questionnaire results from the department and HHSs regarding system workarounds, unbudgeted costs, workflow delegations, staff training, accounts payable, supply chain management, and helpdesk performance.

