Sandwell and West Birmingham Hospitals NHS

NHS Trust

Major Projects Authority Committee Minutes

<u>Venue</u>	Anne Gibson Committee Room, City Hospital	<u>Date</u>	20th July 2018 at 9.00 am

Members Present:

Mr R Samuda	Chairman		
Mr T Lewis	Chief Executive		
Mr D Mclannahan	Acting Director of Finance	In attendance:	
Mr A Kenny	Director of Estates and New Hospital	Ms C Wilson	PA / Committee Support
Mr M Reynolds	Chief Information Officer		
Mrs R Goodby	Director of People and OD		
Ms Rachel Barlow	Chief Operating Officer		

1. Welcome, apologies and declarations of interest	**Verbal**
Apologies were received from Mr Hoare, Mr Waite and Ms Dutton.	
2. Minutes of the previous meeting	**MPA (07/18) 001**
Amendments to be made page 2 and 3.	
3. Matters arising (action log)	**MPA (07/18) 002**
4.0 - detailed summary of all red/amber risks – information to be circulated prior to August Trust Board meeting. 5.0 - Financial impact of delay to Unity go live. Mr Lewis to review modelling information.	
4. Governance	**MPA (07/18) 003**
Strategic Board Assurance Framework update process Mr Lewis explained the SBAF review and challenge meetings had taken place (on 13th July 2018) and the SBAF is being refreshed as a result of the lengthy discussions with the Audit Committee Chair and Director of Governance. The next iteration of the SBAF provided to MPA will detail refreshed risks on: - People Plan Goals - IT infrastructure / Project risks for IT - Unity implementation - Estates including Midland Met	

5. People and Organisation Development	MPA (07/18) 004

Mrs Goodby explained the People and OD Management team have undertaken an initial review of the People Plan metrics during Quarter 1, and have reset targets, as more has been achieved in year one than expected.

There has been considerable effort to ensure the KPI's inform and demonstrate where delivery of the People Plan is on, or off, track, noting there are many other KPI's measured across the People and OD Directorate. Mrs Goodby explained that she will refresh the content of the people plan to ensure it is live/relevant and will then report by exception any of issues that have cross dependencies with this and other committees. Ms Barlow proposed additional information is included to track trajectories and milestones.

Mr Samuda asked about the staff satisfaction survey results and Mrs Goodby explained the trajectory for the staff survey is 3.9% for 2019/2020, which will put us in the top 10% of all Trusts. She stated that the Information that was agreed at the Trust Board will also be reflected in these figures too.

Action: Refresh the People Plan KPIs and report by exception to MPA and other cross dependency committees (RG)

6 IT infrastructure	MPA (07/18) 005/006

Infrastructure Scorecard Improvement Plan

Mr Reynolds circulated an additional document presenting recent system issues that have occurred and the status of resolution. There is clear focus on not just fixing the issues that have occurred but the underlying root causes. Any amendments to systems requires executive team approval prior to any work being undertaken.
Mr Lewis explained we have a good visibility on the issues and he wanted clarity on the resolution plans to fix them all. Mr Reynolds explained the green issues have been resolved and additional work is commencing on the red issues to seek a solution.

Ms Barlow raised her concerns that there are numerous 'near misses' issues that commence in the background and are resolved and if we should be capturing this information. Mr Reynolds gave an update on the current workforce position and explained a business case is being proposed to recruit additional third line staff. Work has commenced on the back-log of incidents, which has seen a significant improvement. Staff are proactively attending areas (in acute settings) to deal with day to day issues, which has seen a decrease in the number of ticket numbers issued.

IT Infrastructure Plan

Mr Reynolds explained that the paper shows the current situation and priorities (step by step with deadlines/milestones) for improvement. Mr Reynolds explained that most organisations deliver their IT services through three distinct models:

- In-house – all services are delivered in-house. This is a traditional IT model where work is done in-house. The team is responsive to needs but can lack the skills in specialist areas and the ability to scale. Costs are often not a reflection of true costs due to a lack of financial rigour.
- In-sourced – Key functions are brought into the department from outside. The department is responsible for the integration of the disparate services into a distinct whole and so requires excellent supplier management skills.
- Outsourced – The entire department is outsourced to a managed service company. The Trust must have good supplier management skills as there is only one supplier to manage.

Outsourcing Intentions

Informatics have a dedicated contracts manager with responsibility for approx. two thirds of the IT systems across the Trust. There is a legacy of contracts being procured outwith the Informatics process. There is no active management of supplier contracts and the contracts register is incomplete. Recognising there is a lack of depth and breadth to the 2nd and 3rd line support, the department will procure external suppliers to provide third line services.

Mr Samuda asked about MES equipment and Mr Reynolds provided an overview of the current processes and work required. Mr Lewis explained that we need to learn from our previous experiences and requested a list of all equipment requiring MES-ing to be identified with an appropriate timescale. Ms McLannahan asked about the approval process for this and the finance appraisal and Mr Lewis explained that information will be discussed at FIC and shared at the October Trust Board meeting.

Mr Samuda queried the current position with Logicalis and Mr Reynolds explained they are completing a detailed review of our network, including our cables, switches and computers. The review has been completed for the Sandwell Site and the City site review will commence shortly. Mr Reynolds felt they will experience the same issues as those encountered at Sandwell and work has now commenced on the replacement project.

ACTIONS:
- **Recent system issues - timeframe for each of the red issues to be devised (MR)**
- **Outsourcing - Paper to be devised to show proposal of which services could be retained in house and which will be outsourced (MR)**
- **Logicalis - Once review has commenced plans can be devised, information will be split to see what needs to be completed prior/after unity (MR)**
- **Meeting to commence with Logicalis Mr Samuda, Mr Hoare and Mr Lewis (TL)**

7. Unity	**MPA (07/18) 007**

Implementation progress/ scorecard

Ms Barlow explained the paper updates the committee on the following aspects of the programme:

- Forward programme activities;
- Programme gateway KPI dashboard and exception report;
- Risks, issues, hazards summary and assurance on mitigation pre go-live;
- No go-live scenario risk assessment;
- Draft lessons learnt from Cerner.

The programme remains on track working towards an operational go-live on 27th October 2018. Ms Barlow went through the summary report and explained the position on several red actions, due to pulling the completion dates forward in the projects. Ms Goodby asked about the financial risk for delay and how this has an impact on our services including CIPs and the Production Plan. Ms Barlow explained the production plan has been amended, and in terms of overall Unity finances, this is will be formally recorded/documented separately. Ms Barlow explained all planned walkthroughs have now been completed and there is a full position identified on the entire scope of Risks, Issues, Hazards and Change Controls for the programme.

Ms Barlow asked the group how they would like to proceed in signing the clinical safety case off. She recommended the information is reviewed through the digital committee, along with the Major Projects Authority and Quality and Safety committee prior to going to Trust Board. The committee agreed to the process Ms Barlow set out.

The go-live date needs to be confirmed by the 8th August 2018, ahead of the start of end user training. Ms Barlow explained that end user training is scheduled to commence on the 13th August 2018 and requested clarity/contentment for the training to commence, as the Trust Board stated they wanted to wait to ensure our IT services are reliable to ensure a good user experience.

Mr Lewis suggested we liaise with Cerner about timescales and then a decision can be made. Ms Barlow explained in the paper there is a no go-live scenario risk assessment which shows the main areas of risk. Discussion commenced about when we will be ready to go-live and Mr Lewis explained that we do have an alternative option which is to continue with the services we currently use and this could be explored.

ACTION: Group requested an update on all red risks prior to next committee meeting (RB)

8. Estates	Verbal

Midland Met: End to End Plan

Mr Lewis explained there is a paper going to the August Trust Board that sets out our appraisal and contractual termination, which DH have approved and is now awaiting Treasury permission. Mr Lewis explained we have not achieved the collateral warranties, and alternative plan is being sought.

8.0 Meeting Effectiveness	Verbal
No issues were noted.	

9.0 Matters to raise to the Trust Board.	Verbal
The committee felt all agenda items are to be discussed at the next Trust Board.	

10.0 Any Other Business	Verbal
No other items of business were discussed.	

Date and time of next meeting	
The next meeting will take place on 24th August 2018, 0830 in Room 13, Education Centre, Sandwell Hospital	

Signed   ………………………………………………………………………………..

Print   ………………………………………………………………………………..

Date   ……………………………………………………………………………….