

MAJOR PROJECTS AUTHORITY COMMITTEE MINUTES

Venue Room 13, Education Centre,
Sandwell General Hospital

Date 24th August 2018 at 8.30 am

Members Present:

Mr R Samuda Chairman
Mr M Hoare Non-Executive Director
Mr T Lewis Chief Executive
Ms Rachel Barlow Chief Operating Officer
Mrs R Goodby Director of People and OD

In attendance:

Mr M Reynolds Chief Informatics Officer
Ms C Dooley Head of Corporate Governance

1. Welcome, apologies and declarations of interest	Verbal
Apologies were received from Ms McLannahan and Mr Kenny.	
2. Minutes of the previous meeting	MPA (08/18) 001
The minutes of the MPA meeting held on 20 th July 2018 were accepted as an accurate record.	
3. Matters arising (action log)	MPA (08/18) 002
<p>It was agreed all items are covered on the agenda apart from an update on Midland Met, which Mr Lewis provided verbally as follows:</p> <p>The Government will provide £300M under option C (as previously described) and have made an announcement to confirm this, with a confirmation letter awaited from Minister. The current position/timescale was noted that the OBC will be provided by end of October for the early and enabling works contractor to commence in November 2018. Other associated matters are:</p> <ul style="list-style-type: none"> the concurrent establishment of a process to resolve how to operate the building, and Mr Lewis will take a paper to the Trust Board in October 2018. Ensuring a consistent alignment approach across Birmingham and the Black Country – this is being progressed by Mr Lewis and Mr Mansfield (NHSI) through the STP structure. <p>The early and enabling works contractor competition process will be concluded by 7th September 2018 and Mr Lewis will make arrangements via the Trust Board paper (October 2018) for delegation to approve final contractor by the Chair and Chief Executive. The evaluation process will ensure the selected contractor can commence in November 2018. The Final stage contractor procurement process will be commence in November 2018, with a view to complete construction by mid 2022.</p> <p>Warranty issues are not finally concluded and it is likely The Hospital Company will place themselves in insolvency over next 2 weeks. Mr Lewis has a preferred route for warranties solutions, and if successful, will conclude/close all warranties to our satisfaction and will be reported to the Trust Board.</p>	

Finally, capacity and capability of our teams to deliver (all of the above) will be provided for discussion at the next MPA meetings.

ACTION: Midland Met Paper to October Trust Board

4. IT Resilience Progress Report and Infrastructure Plan

MPA (08/18) 003/004

Mr Reynolds advised Logicalis will have completed their assessment on all sites by end of August and provide a report on the state on network. Informally, Mr Reynolds had been advised the same issues are occurring at Sandwell and City and therefore solutions will suit all sites.

Mr Lewis felt progress/schedule is 3 weeks behind/off-track and Mr Reynolds confirmed caballing can be completed by end of August but the Logicalis team struggle on providing the report elements. It was agreed to have Chief Executive to Chief Executive escalation, as their offer was to move at pace and their bandwidth does not currently match this promise.

Mr Hoare asked if it was a purely capacity bandwidth issue or technical resource issues as the reason for the report completion delay. Mr Reynolds responded that the lead technician understanding of the issues is accurate but the practical implementation for all the changes across the whole sites is the major timescale point. The report collation has taken longer and we need to understand if this is size and scale or capability/expertise, which Mr Reynolds is allocating to a lead manager full-time as Logicalis liaison to ensure client interface on a day to day basis (hold them to account). Mr Lewis felt holding external suppliers to account is an issue for our managers across the Trust (bandwidth and capability to get third party suppliers to perform is not strong). It was agreed the committee needs assurance that we are managing third party suppliers successfully (on time and accurately).

Mr Samuda asked about the planned 15 minute outages that are required and how confident the supplier is this will be accurate. Mr Reynolds replied that he felt confident from the reports that the supplier has walked through all individual elements and it dovetails with our own knowledge. He concurred with the 15 minute outage plan mapped out, all connections are known and documented (which has been written up by Logicalis), and our managers will make sure it is accurate with our knowledge and the system is not continually relying on business continuity measures.

Mr Reynolds is waiting for the final report and then the statement of works from Logicalis with lead times. The team commences on Monday 27th August with the first planned outages the following weekend and then continued weekend blocks thereon (for the agreed number of weeks). Mr Lewis asked for assurance this will be September and not roll into October (further delays) and agreed again with the Chief Executive to Chief Executive assurance discussion required.

It was agreed that MPA needs to see the end to end process written down and assurance that all senior managers have had sight of this.

Mr Samuda asked about the commercial arrangement (re: delays) and Mr Reynolds replied that the agreement is "time and materials". Mr Samuda asked if there is still confidence that Logicalis are a credible supplier and Mr Lewis felt, noting 3 week delay, they are still credible.

Mrs Goodby asked if Logicalis advise that the problems are more severe than we anticipated what the next steps are, and Mr Lewis replied that further outsourcing by them will be required and we must have confidence in that process (for managing additional fourth parties). Mr Lewis asked if a team on outsourcing support is required and Mr Reynolds felt this would be beneficial and they will discuss further how this can be put in place (our requirements and how would the third party manage the fourth party to our satisfaction).

Mr Lewis reiterated we need a team around Mr Reynolds (“we” rather than “I” at the most senior level).

Mr Hoare agreed to test outsourcing thinking/scrutiny prior to the next Trust Board meeting.

Furthermore, Mr Reynolds provided updates as follows:

- The network fixes will take place over 9 weekends (the 15 minute planned area outage across the Trust with minimal disruption). Outsourcing the service as a whole is being worked through.
- The Wi-Fi plan is on schedule and current “issues” experienced have been escalated to the supplier for resolution – noting 89 points are in place and working to a higher standard and the other 300 points are in place but not plugged in (once issues are resolved they can be switched on). There will be a plan put in place for the free Wi-Fi and communications are required on that during September 2018. There are daily reports on this but it is largely a presentational rather than serious issue.
- Systems/applications – N3 connections by external supplier (BT) have not been resolved, although this is not entirely their fault, and all issues are being escalated to a national level (NHS Digital). Mr Lewis challenged our visibility of fixes (by BT) on packet losses and Mr Reynolds felt this would be assured from end to end specifics / diagnostics from the supplier and these should be provided with change requests, as a result, followed through and monitored daily. Mr Reynolds has escalated the issue to NHS Digital Chief Operating Officer but further escalation is required to enforce the importance of resolving the N3 connection. Mr Lewis will review the relationship with BT and Mr Reynolds will ensure daily documented monitoring of agreed “fixes” are in place with third party suppliers (continual positive assurance to leaders).
- Azure – confidence on the switch to Azure (cloud system) was provided and can be monitored easily. We already use some elements of this already and it works well. 60 systems are due to be end of life in next 6 months and they can be moved to Azure and then resolved during a longer timeframe than the 6 months. Mr Hoare noted there needs to be an assured/agreed path for the transfer (pod system) for consistency and reduced impact on our overall infrastructure with another caveat that the cost is known in advance as Azure charge on a volume basis. Mr Reynolds noted Microsoft will be very supportive and will support the migration with our team, and this could potentially be concluded by end of December 2018.

Mr Lewis asked for documented assurance on solutions/position on the 4 points above by mid September and Mr Reynolds agreed and these will be reviewed at the next MPA (any areas not on track).

- End user devices (laptop/desktop roll out) – there is a session this week on actions/plan working towards end of November conclusion. Mr Lewis noted the budgetary summary report on this work will be provided by end of August but confidence that delivery within current year envelope may require resetting budgets and this cannot be undertaken until the report is received (by Ms McLannahan). Mr Reynolds confirmed he is awaiting the report from Ricoh on printer estate proposal.
- Outsource model (for devices) – a paper has been to Digital committee and next stage is a procurement process towards awarding a contract.

- Incidents report (table) – Mr Lewis asked if by 31st August we will have no critical incidents. Mr Reynolds replied that this is not the case as work has not progressed on all elements to ensure this. Mr Lewis asked when zero can be assured and Mr Reynolds noted he would need to come back on this issue following the meeting (in advance of Trust Board).

Mr Lewis asked if any other issues are time expired since paper was written/cannot be relied on and Mr Reynolds responded that service improvement is 2-3 weeks behind but that is already in the paper. Ms Barlow asked that we formally review the infrastructure risk assessment/mitigations.

Mrs Goodby commented the new system for raising an IT incident (on-line) is complicated and not working well and Mr Reynolds and Mrs Goodby agreed to look at this together outside of the meeting.

Mr Hoare asked for an update on staffing and Mr Reynolds updated that recruitment on vacancies (third line support staff) is underway and the retention premium proposal will be reviewed by Mr Lewis and Mrs Goodby, with training for current staff being scheduled on a week by week basis to support core capabilities are in place for all staff.

ACTION: Chief Executive to Chief Executive discussion with Logicalis on meeting timescales/demand and final assessment report.

ACTION: Assurance processes to hold third party contractors/suppliers to account.

ACTION: Progress update required on Wi-Fi resolution/connectivity completed.

ACTION: Update position / assurance on improved N3 remedial works being undertaken by BT.

ACTION: Implement transfer to Azure (cloud) system by end of December 2018.

ACTION: Infrastructure/Unit impact on financial budget required by October 2018 from Director of Finance.

5. Unity Implementation Progress Report

MPA (08/18) 005

Ms Barlow focussed on go-live by January 2019 and no go-live mitigations.

- The end to end programme position has moved since the paper was written (which was discussed at the last Digital Committee) and Ms Barlow now has sight of a more detailed plan but requires Mr Harris' expertise/support to review this, by end of August 2018.
- The Trust IT leadership team have met with Cerner on the implications of a January 2019 go-live and they have confirmed the same/current version compatibility assurance can be put into a January timeline. This would need to be re-tested and small cohort of additional training for some specific clinical staff (on new elements/pathways introduced between now and January 2019 to the system) and this upgrade will be documented in a structured way.
- Full Dress Rehearsal in September was recommended and noted there is still confidence and "backing" of the system from clinical leaders across the Trust which should be confirmed/communicated if January 2019 go-live is agreed.
- The asset register for Unity devices is required in advance of Full Dress Rehearsal, which has been delayed and needs to be put back on track.
- We are delayed on "724 carts" (business continuity devices) – these are on site but not tested and these will be put back on track before end of August 2018.

- Concerns on back office capacity available from IT – given business continuity and infrastructure work the impact to Unity implementation has been affected.
- Training has commenced and booking rates were initially good but have now flat-lined, and automatic bookings will be made in early September if not improved, with relevant Directors meeting today to focus on this.
- Formal judgement at the September MPA committee will be made on confirming January 2019 go-live and communications required to confirm/announce this.

ACTION: Formal judgement at the September MPA committee will be made on confirming January 2019 go-live and communications to announce this.

6. Governance: Future MPA Structure

Verbal

Mr Lewis proposed:

- People Plan KPIs are monitored through the People and OD Committee.
- MPA splits into two separate committees – one to focus on digital transformation and one to focus on estate transformation. Dates for each will be reviewed to ensure both are viable and do not clash with ICS board with two NEDs on each. It was proposed that Digital MPA meets every month (for 90 mins) and Estate MPA meets bi-monthly (for 60 mins) with the need to draw senior clinicians into the Digital MPA space, which Mr Lewis will work on with Ms Barlow and Dr Carruthers.

The proposals were agreed by MPA members and will be presented to the Trust Board for approval/ratification (terms of reference) on 6th September 2018.

ACTION: Digital MPA and Estates MPA terms of reference to be taken to September 2018 Trust Board for approval/ratification.

7. Meeting Effectiveness

Verbal

No issues were noted.

8. Matters to raise to the Trust Board.

Verbal

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

9. Any Other Business

Verbal

No other items of business were discussed.

Date and time of next meeting

The next meetings of the Estate MPA and will take place on Friday 21st September 2018 at 1400 in the Anne Gibson Boardroom at City Hospital. The next meeting of the Digital MPA is to be confirmed.

Signed

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Date