

DIGITAL MAJOR PROJECTS AUTHORITY COMMITTEE MINUTES

Venue: Room 13, Education Centre
Sandwell General Hospital

Date: 23rd November 2018, 14.00 – 15.30

Members Present:

Mrs Marie Perry, Non - Exec Director (Chair) (MP)
Mr Richard Samuda, Chairman (RS)
Mr Mike Hoare, Non-Executive Director (MH)
Mr Toby Lewis, Chief Executive (TL)
Ms Rachel Barlow, Chief Operating Officer (RB)
Mrs Raffaella Goodby, Dir of People & OD (RG)
Miss Kam Dhami, Director of Governance (KD)
Mr Siten Roy, Group Director (SR)
Ms Nicola Taylor, Group Director of Nursing (NT)

In Attendance:

Mr Martin Sadler, Chief Informatics Officer (MS)
Miss Maxine Hamilton, Interim Executive Assistant (MH)

Minutes	Reference
1. Welcome, apologies and declaration of interests	Verbal
Apologies noted from Siten Roy and Amanda Geary.	
2. Minutes of last meeting held on 26th October 2018	DMPA (11/18) 001
The minutes of the meeting held on 26 th October 2018 were accepted as an accurate record.	
3. Matters Arising	DMPA (11/18) 002
Items on the action log are covered by the agenda items.	
Traceability: Mr Lewis noted that a list of systems which do not allow traceability was not presented at this meeting.	
Action: A plan of action together with a full list is to be made available at the next meeting (MS)	
4. IT Infrastructure	
4.1 November Deliverables	DMPA (11/18) 003
Mr Sadler provided an update on improvements to the service desk:	
<ul style="list-style-type: none"> • Backlogs have been cleared - additional resources have enabled escalations to be responded to more efficiently. • Connections with the N3 network are slow and unstable - Black Friday presented a few glitches (earlier today). 	

- There are issues with remote access with some laptops not picking up IP addresses and some midwives cannot connect remotely due to licensing issues.

Ms Taylor informed the Committee that there is a very high percentage of under reporting of IT issues by remote and community workers

Mr Sadler further reported on stability and WIFI rollout:

- New WIFI access points will be in place by Friday 30th November 2018 - 90% are already installed and blackspots are being checked to ensure the bandwidth is suitable.
- Outages on individual systems are less frequent.

Mr Samuda asked if we had the tools to monitor outages and it was agreed to produce a gap analysis of what we currently have and where the gaps are, with remedial action recommendations.

Actions:

- **Produce metrics showing the measurable progress made on improvements and present at the next meeting (MS).**
- **Logon times have improved but spot testing on the scorecard is required, using volunteers and/or a mystery shopper suggestion (MS).**
- **Data team to fully understand and be clear on the statistics including to investigate and review these routinely.**

4.2 Digital Risk Register

DMPA (11/18) 004

Mr Sadler reported that the review of risks assessed on 'current state' was completed. There are 22 risks rated 'red' or 'amber' and will be taken to the extender team to check if they can be mitigated and are measurable. Mrs Perry queried whether in terms of risk mitigation, if understanding and management of the processes to minimise risks had been carried out with the goal to work towards the mitigation of all risks. Mr Sadler advised that the change management exercise needs to be completed first. It was agreed a scoping piece of work, in terms of risk maturity and management, needs to be undertaken prior to the Trust Board meeting on 6th December 2018.

Ms Dhami advised that a decision needed to be made on whether an internal audit would be sufficient on reviewing risks and which individuals would be assigned to carry out the audit, which will be agreed and signed off by Mr Lewis. Mr Lewis suggested that a line by line measurement of all risks would be useful for the Committee and asked that it is ready for the next meeting.

Ms Dhami informed the Committee that risks presented monthly to the Trust Board are mitigated and a risk assessment/scoring should be carried out by Mr Sadler.

The specific risks presented were discussed as follows:

- **Risk 2574** - Pathology system supplier to telepath may no longer be supportive as is nearing end of life. The risk is not that the system will fail but that the supplier may no longer support the system - what do we do when things are coming to their end of life? Ms Taylor raised concern as the telepath system is used to book deceased patients into the mortuary and asked what the legal requirements are. It was agreed that Ms Barlow will review to ensure business continuity is in place.
- **Risk 2607** - N3 connections may not be sufficient due to capacity overload and no support, in addition the N3 replacement is delayed. The N3 line is currently only into Sandwell and the plan is to also have the line

into City. Mr Lewis wanted to understand which of the services could not run if we do not have these assets. We can produce a mitigation plan but what is/will be in place if the mitigation plan fails. What happens if 2 major things happen at once and/or we cannot gain access to the Cloud?

- **Deep dive** - all scenarios will be reported back to next meeting (MS)
- **Risks 2709 & 3015** – to be merged as they are similar risks (MS)
- **Printing** - carry out a risk assessment of all risks that are currently not 'red' or 'amber' (MS)
- **Licensing expiration** - We do not have a contracts and licensing database and do not know when these expire until renewal. 17 supplier contracts are approaching renewal.

Mr Lewis informed the meeting that going forward, robust information was needed and the assurance that we are doing the right thing, with an external view to support our process towards digital stability.

ACTIONS:

- **Scoping work on risk maturity to be undertaken in advance of Trust Board on 6th December 2018 (MS)**
- **Chief Executive to approve audit review of risks and measurement of all risks to be available prior to next committee meeting (TL/MS)**
- **Pathology system supplier business continuity assessment required (RB)**
- **Deep dive scenarios to be reported to next committee meeting (MS)**
- **Merge risks 2709 and 3105 as they are similar (MS)**
- **Undertake a risk assessment of all printer red/amber risks (MS)**

4.3 Overview on state of IT infrastructure

DMPA (11/18) 005

Mr Sadler presented the "car" analogy of the state of the IT infrastructure, which looked at:

- The state of the technology;
 - Do we know what we need and want?
 - Do we know what we have and how long they will last?
 - Do we have spares for emergencies - are they fixable?
- The resources - people and skills
 - Improve service management skills
 - Improve communication and work handover between team
 - Change management has been established;
 - Contract management is improving ; and
 - Business engagement and relationships are improving with regular contact
- Tools and systems
 - Tools to log and report are improving;
 - There is better monitoring of systems;
 - Team permissions have improved; and
 - Hit squads have been mobilised to fix common issues
- Is the system
 - Monitored;
 - Hosted;
 - Backed up;
 - Resilient;
 - What is its maximum capacity?
 - Do we know how many IT specialists there are?

- Is there support from 3rd parties?
- What are the support hours?

Mr Lewis asked if we were content with the questions listed above and suggested an additional question in relation to “is procurement aware of the system’s life cycle and viable 3rd party support - how long will the system last”.

Ms Goodby asked what was available to users within the system to enable them to be better users and Mr Sadler replied that this would be introduced into the team once there was a level of maturity within the department.

Further discussion on specific issues included:

- PTS System Badgernet IT specialists - Mr Sadler to prepare a competency list of specialists for each on a monthly basis as an annex to the monthly pack.
- Sql database - Mr Hoare would like to see a recovery point and an objective back up plan per contract for each system.
- Telephony - do we have the skills to manage telephony (specialist support) and Mrs Goodby and Mr Sadler will discuss staffing around telephony outside of this meeting.
- Other priorities:
 - Monitoring of systems, including by third parties, to be increased.
 - Support hours and appropriate support.
 - Knowledge sharing and documentation improvement.

Mr Sadler to produce data for each component on a monthly basis and produce an analysis of backlogs.

ACTIONS:

- **Add a further question on “is procurement aware of the system’s life cycle and viable 3rd party support - how long will the system last”.**
- **Competency list report of specialists on a monthly basis.**
- **Sql database recovery points and objective back up plans per contract**
- **Analysis of backlogs.**

4.4 Analysis of backlog of incidents and response by staff

DMPA (11/18) 006

Mr Sadler presented a report to the meeting which showed the backlog of incidents and which included the major outage that occurred in October 2018, resulting in an increase in the number of incidents from September 2018. In addition to tracking which teams close incidents and the number of incidents closed in the initial contact.

Mr Lewis requested, that from January 2019, incidents are not to be closed unless the end user advises that it may now be closed.

Discussion took place on managing peaks/troughs of calls including the top 20 business systems that generate the most contact (calls) which include password resets, NHS mail queries and Smartcard issues and an update on these will be provided to the next meeting. It was agreed that workflow is to be checked by Mr Sadler before Mr Lewis announces the new process for closing incidents.

ACTION: Update on managing the main issues for IT helpdesk calls in the next report to the committee.

5. Unity	
5.1 Unity Implementation Progress Report	DMPA (11/18) 007
<p>Ms Barlow advised her report to the Committee outlines the IT & business readiness for a Unity Dress Rehearsal on 4th February 2019, which would enable Go-Live in March 2019.</p> <p>Ms Perry voiced concerns that the full plan was not documented and Ms Barlow informed the meeting that documentation issues would be resolved by the end of next week.</p> <p>Mr Sadler advised that the Citrex solution was being tested at the moment and that substantive back office resources would be recruited, for which there will be an additional 7 people to manage Citrex. Extra staffing will back-fill resources with Cerner experience for them to become Cerner experts.</p> <p>Mr Sadler advised that surveys for device requirements have been looked at and will be concluded in the next week.</p> <p>Mrs Perry asked if we thought we now know everything we needed to know and queried if we have flushed our all live issues on Cerner/Unity programme. Ms Barlow advised that we now have the right Programme Manager in place that is dedicated to the project.</p>	
6. Governance	
6.1 Strategic Board Assurance Framework	DMPA (11/18) 008
<p>The Strategic Board Assurance Framework is to be refreshed in December 2018.</p>	
7. Meeting Effectiveness / Matters to raise to Trust Board	Verbal
<ul style="list-style-type: none"> • Outages are now isolated to only parts of the business. • We are in a much better position. • Communication between IT and clinical teams is improved. 	
8. Any Other Business	Verbal
<p>No other items of business were raised.</p>	
Date and Time of Next Meeting	
<p>The next meeting is scheduled for Friday 14th December 2018, 14.30-16.00 in Room 15, Education Centre, Sandwell General Hospital.</p>	

Signed

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Date