

DIGITAL MAJOR PROJECTS AUTHORITY COMMITTEE MINUTES

Venue: Room 13, Education Centre
 Sandwell General Hospital

Date: 26th October 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 E Etherton, Interim Executive Assistant (EE)

Minutes	Reference
1. Welcome, apologies and declaration of interests	Verbal
Apologies noted from Ms Geary.	
2. Minutes of last meeting held on 24th August 2018	DMPA(10/18) 001
The minutes have been approved by the board so in this instance are for information only.	
3. Matters Arising (action log)	DMPA(10/18) 002
To be covered by the agenda items.	
4. IT : Infrastructure	
4.1 Progress to Date & in Next Month vs Agreed Board IT Plan	DMPA(10/18) 003
<p>Mr Sadler presented a report on progress to date. Work is on-going to stabilise following the recent outage. The main purpose being to avoid the likelihood of a repeat of the recent problems. Many elements were involved including people / documentation / process / network stability and availability / systems that are connected. The WIFI project across all sites is due for completion by the end of November 2018. Logicalis are checking the physical network, checking connections to ensure that everything is robust from a physical and technical point of view.</p> <p>A review is taking place of who has permission and what permissions need to be granted to enable system changes to be made. Any changes need to be approved beforehand. The process has commenced and should be completed by the end of the calendar year. Suggestion that 2 people have access plus a third party in case of critical issues. Mr Lewis asked that we have traceability. Mr Sadler confirmed that any changes made are now under a named lead and are traceable. However, some systems may have a problem with it, Mr Lewis asked that we have a list of which systems this applies to for the next meeting.</p> <p>Ms Barlow asked that we address passwords, i.e. in the past some have been generic from the manufacturer, this needs to be addressed, Mr Sadler confirmed that this is all part of the review. Mr Lewis said we need to have better knowledge and understanding of our own systems.</p>	

Mr Hoare said that usually privileges expire with the system allowing domain or admin access for a certain period of time, this is only possible if the system allows group policies, with users being elevated as required. Mr Sadler said he would check this but most of our systems do not allow this currently. Mr Lewis asked that if it is possible then we need to prioritise this.

Ms Perry asked for clarification of how this sits with the bigger picture. Mr Sadler confirmed that the process, people behaviour, then stability of the system must come first and then access and traceability. Ms Perry asked what information and measures should we be asking for to ensure progress. Mr Sadler said we should be asking for a plan, evidence of records of changes and availability of systems (patterns).

Mr Lewis referred to the first phase of the work plan and said we need assurance that all aspects had been looked at as he was not confident that the review covers all aspects. We have a lack of performance data and need data to review. The current IT situation is worse than we first thought and we need a people plan and performance indicators.

Mr Lewis added that the burden of work to be done needs to be carried together as a team and not just carried by a few individuals.

Ms Barlow said that if an external support had been given sight of the systems, then the warning signs could have been spotted earlier.

Mr Roy commented that he felt during the last year or so people were not talking the same language – maybe due to level of knowledge or different views. Mr Sadler said that the nature of IT is that sometimes people have different views, going forward we need to ensure and encourage the team to understand that it is all about the impact to the end user. Mr Lewis suggested we need to create a process for IT to follow and overlay the level of support required to build the team to make it happen, with a requirement to look at team values and behaviours.

Mr Sadler confirmed that support contracts were a priority and some may be in place by next week. Ms Perry asked what percentage risk is the gap from third party suppliers. Mr Sadler said it is hard to say, he is working on getting a process in place in November to say exactly what is supported in terms of hardware systems, warranties etc.

Mr Lewis said that as we are still at risk we need to commission the right level of risk management as a matter of urgency, this should include a specialist external audit function in February / March 2019 to assess where we are after the remedies have been implemented.

Ms Barlow said that during the critical incident it came to light that a number of upgrades had not been completed i.e. BACS transfers, the transport Cleric system and a pipeline of work is therefore needed. Mr Lewis said Poppy Bahia is working on a “Red Queue” and “Blue Queue” to create 2 resource teams to action as appropriate.

ACTION: Review of permissions to enable system changes and ensure traceability (MS)

ACTION : Compile list of systems which do not allow traceability (MS)

ACTION : Address issue of passwords (MS)

ACTION: Need people plan and performance indicators (MS)

ACTION: Need process for I.T to follow and level of support needed (MS)

ACTION: Process in place stating what external support contracts are in existence for all systems, warranties etc (MS)

ACTION: Specialist external audit to be commissioned in February / March 2019 to review risk (TL/MS)

ACTION: Pipeline of work needed (MS)

4.2 Lessons Learned from Critical Incident & Actions Needed	DMPA(10/18) 004
<p>Mr Lewis referred to the involvement of himself and Ms Barlow in the recent critical incident. Going forward Mr Lewis, Mr Kennedy and Mr Sadler to carry this forward.</p> <p>Mr Lewis referred to the paper which detailed 8 reflections. The incident exposed a lack of monitoring and lack of relationships with outside companies for disaster recovery.</p> <p>Whilst we are now more stable than we have been for a while, Mr Lewis asked that over the next 2 weeks a plan be produced to resolve and implement. We need a clear monitoring regime to anticipate the difficulties and performance monitoring to be procured or systematised and formalised.</p> <p>Mr Lewis reported that whilst an exercise to input data from paperwork is on-going, with Patient First being most affected, it was emphasised that no patient data was lost during the recent critical incident.</p> <p>Mr Lewis reiterated that it is essential that we have better knowledge of our own systems and need this exercise to start as soon as possible. Related to the finance section of the agenda Mr Lewis said the resources and cost of the work to be done would be addressed.</p> <p>Ms Barlow said on reflection, due to the longevity of the incident, it became more of a challenge, so a 10 day business continuity plan was devised. Whilst this was not enacted it was devised and ready to put in place.</p> <p>It was confirmed that from a patient perspective the 10 day plan could have meant 2 days of surgery down time.</p> <p>Mr Lewis said we need to recognise that information is a key asset and should be part of the Business Plan.</p>	
<p>ACTION: Produce plan to resolve and implement improvements to include a monitoring regime (MS)</p>	
4.5 IT Improvement Interim Structure	DMPA(10/18) 005
<p>Mr Sadler reported that there had been a high staff turnover in the last 12 months at both management and technical levels. A proposal was tabled for a proposed interim structure which covered 5 areas :-</p> <ul style="list-style-type: none"> • Service support • IT supplier and contract management • Third line support • Application support and development • Projects and strategic transformation <p>Mr Sadler said that it was envisaged that the new structure would be announced to the existing team in the next week, allowing 2 weeks for feedback and then move people into the new reporting lines. The intention is to operate this for 2 months and then review/discuss with Mr Lewis, working towards a stable model in 6 months.</p> <p>Mr Roy asked if the systems would be capable of handling an increase in demand and also if anything goes wrong is the system capable of issuing warnings. Mr Sadler replied that this is the intention and warnings should be flagged before an impact is experienced, this is part of the strategic element looking to the future in terms of all services.</p> <p>Mr Lewis asked if the vacancies were attractive enough to attract the right calibre of expertise externally. Mr Sadler said he felt that they were and that there are paths for various expertise. Two of out 6 positions would be technical experts as well as managers.</p> <p>Mrs Goodby asked how attractive the NHS is in terms of IT vacancies and Mr Sadler replied that we need to sell it but the positions would offer good opportunities and training, and there would be a range of different systems to work with if people are coming in from outside the public sector.</p>	

Mrs Dhami expressed concern and asked if we had considered outsourcing and Mr Lewis said in this instance we would be prepared to outsource (with advice) to achieve our aims.	
<p>ACTION: New plan to be communicated to IT team during next week to review with Mr Lewis in 2 months and work towards stable model in 6 months (TL/MS)</p> <p>ACTION: As part of strategic plan ensure that system is capable of issuing early warnings (MS)</p> <p>ACTION: Consider outsourcing to achieve our aims (TL/MS)</p>	
4.6 Funding	DMPA(10/18) 006
<p>Mr Lewis presented a paper on the current situation. For 2018/2019 this is in place but for 2019-2023 we need to account for work to be done to keep the systems going, including the possibility of outsourcing, together with what we need to spend to innovate and the next steps as this progresses. Work to be done to resolve the cash and capital element of the long term financial model to be submitted in February 2019. Ms Goodby suggested that there might be the possibility of some national development funding being available. Mr Lewis said he would investigate this as it was important to build solutions that fit nationally.</p> <p>Ms Perry asked for regular updates on the financial impacts.</p>	
<p>ACTION: Submit plan to resolve the cash and capital element of the long term financial model in February 2019 (MS)</p> <p>ACTION: Investigate if any national development funding is available (TL)</p> <p>ACTION: Regular updates on financial impact/position to be provided submitted to the committee (TL/MS)</p>	
5. Unity	DMPA(10/18) 007
<p>Ms Barlow presented the up to date position on steps to solutions and said that Go-live would now be March 2019 at the earliest. To be confident we need an expert view of where we are and need to be confident of IT capacity to progress. Executive responsibility needs to be determined and resources identified. This item needs to be brought back to the November meeting. Ms Perry raised the need for refresher training for those who have already undertaken training and Ms Taylor commented that feedback from the wards was that people often learn best from each other.</p> <p>Mr Lewis noted the lead time element of item 4 in particular and said that he and Mr Sadler were meeting with Cerner on 30th October 2018 to discuss the back office proposition. Mr Samuda asked if Unity would be covered in the external audit next year and Mr Lewis confirmed it would be covered but would be a different “ask” of the audit team.</p> <p>Mr Lewis expressed concern about the second part of the Unity project concerning theatres and said this would be picked up at a meeting the following week, and this needed adding to the timelines. Ms Barlow agreed to progress potential recruitment requirements.</p>	
<p>ACTION: Executive responsibility need to be determined and resources identified (RB)</p> <p>ACTION: Meeting to take place with Cerner on 30th October 2018 to discuss back office proposition (TL/MS)</p> <p>ACTION: Recruitment to be addressed (RB)</p>	
6. Strategic Board Assurance Framework	DMPA (10/18) 008
<p>Ms Perry asked that all red IT risks (from the IT risk register) be discussed at the next meeting.</p>	
<p>ACTION: All red IT risks to be provided for the November meeting (MS)</p>	
7. Meeting Effectiveness / Matters to raise to Trust Board	Verbal
<p>Mr Lewis will provide the summary report to the November Trust Board meeting in the absence of Ms Perry.</p>	

8. Any Other Business	Verbal
No other items of business were raised.	
Date and Time of Next Meeting	
<p>The next meeting is scheduled for 16th November 2018.</p> <p><i>Post meeting note: This meeting was rearranged to 23rd October 2018, 14.00-15.30 in Room 11, Education Centre, Sandwell General Hospital.</i></p>	

Signed

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Date