Sandwell and West Birmingham Hospitals **NHS**

NHS Trust

Report Title	Update on progress with IT resilience since Q3		
Sponsoring Executive	Toby Lewis – Chief Executive Officer		
Report Author	Martin Sadler – Chief Informatics Officer		
Meeting	Trust Board	Date	7th March 2019

1. Suggested discussion points *[two or three issues you consider the Trust Board should focus on]*

The turnaround milestone report for IT shows that we are behind our own improvement plan. However, network performance and resilience has improved at pace and to plan. There remains significant technical work to do to be ready for Unity, and to manage the improvement, but also the infrastructure changes, that will come with our April HSCN upgrade.

During March we have work to do to attend to the people skills within the department but have an agreed new structure and funding and are moving to implement a more customer focused approach. The management resilience at line and senior level of the department remains fragile, and for technical expertise the Trust is dependent on contractors. Alongside this we have support from NHS digital and from third party suppliers, whose input is now structured.

The Digital MPA has asked for greater assurance at its March meeting on Unity technical resilience work. This is progressing to that deadline.

2. Alignment to 2020 Vision *[indicate with an 'X' which Plan this paper supports]*

Safety Plan		Public Health Plan		People Plan & Education Plan	
Quality Plan		Research and Development		Estates Plan	
Financial Plan		Digital Plan	x	Other *[specify in the paper]*	

3. Previous consideration *[where has this paper been previously discussed?]*

n/a

4. Recommendation(s)

The Trust Board is asked to:

a.	**RECOGNISE** the current situation with the Informatics service
b.	**ACKNOWLEDGE** the challenges faced to deliver key projects and service improvements in the next stage of improvement

5. Impact *[indicate with an 'X' which governance initiatives this matter relates to and where shown elaborate]*

Trust Risk Register		Various (to be presented to DMPA in March)					
Board Assurance Framework		SBAF 1					
Equality Impact Assessment	Is this required?	Y		N	X	If 'Y' date completed	
Quality Impact Assessment	Is this required?	Y		N	X	If 'Y' date completed	

SANDWELL AND WEST BIRMINGHAM HOSPITALS NHS TRUST

Report to the Trust Board: 7th March 2019

Informatics position and progress

1.   Introduction

1.1   This paper covers the current situation with the Trust Informatics Service. It outlines the challenges we have faced and are working towards fixing and explains where further improvements will be made in the service.

1.2   The Trust is part way through a six month and then a three year plan to improve the service in order that the digital capabilities of the trust are fit for purpose; this is pertinent in that it will underpin some of the success outlined in the vision for the Midland Metropolitan Hospital.

1.3   Informatics service stability is a severe risk to the trust and continues to be a major area of focus to the Informatics team.

2.   Current position

2.1   The informatics team have isolated and eliminated a number of the underlying causes of the instability that was being experienced by end users in application availability. Industry standard processes are in place to manage changes made to systems and the elapsed time between outages is increasing and service is improving.

2.2   Our undertaking of a review of all our third party contracts has resulted in us having third party support on a 24x7 (24 hours per day seven days a week) basis for all our systems that are categorised as being the most important to Trust operations. We have a contract for spares that covers support for failures to our existing estate.

2.3   A trust wide replacement of WiFi access points has completed. A series of remediation activities to upgrade the software on our network devices has provided us with a platform to deliver more reliable connections. The number of devices accessing the network concurrently has increased through the increase in the number of IP addresses.

2.4   The Service Desk has reduced the back-log of calls and the age of the oldest calls and is resolving more calls at the first point of contact. The handling of major IT incidents has improved and the process to do so is now established. There has been a gradual improvement in customer focus, which continues. First and second line support will go 7-day during 2019.

2.5   There is a knowledge gap in the informatics department which is currently being supplemented by temporary staff with the appropriate skills. A new structure has been

approved and will be operational by June. This will include some new senior managers and dedicated business relationship managers, working with specific services.

3. Where we were

3.1 The Informatics department was supporting an unreliable infrastructure which was a major risk to the trust. Systems were not supported by third parties. Change procedures were not established and there was no control over who could access systems to make changes.

3.2 Morale in the department was low and customer focus and responsiveness was not fit for purpose. This led to poor customer service. Poor customer service was exacerbated by significant skills gaps were evident across numerous teams. The Informatics department spent unnecessary time on fixing issues and there were numerous incidents that were very old and a number of staff had lost faith in their issues being resolved.

3.3 The hardware in daily use by operational staff was not reliable or fit for purpose, connections to the network were unreliable, the traffic along the N3 network was sporadic and there were areas where WiFi was not available.

4. Where will we be in June, the next stages

4.1 We will be increasing our network capacity on the N3 network by upgrading to HSCN. We have dedicated connections to the Cerner Unity solution and we will have reliable WiFi in all clinical areas. We will have introduced greater bandwidth and be able to monitor and manage network traffic.

4.2 We will have a fully staffed service desk that provides support 7 days a week appropriate to the demand. We will have additional people who are ready to support Unity and these will be supported by a Managed service provided by Cerner.

4.3 We will have reviewed every computer and printer in the Trust and have a rolling replacement schedule to ensure that every Ward has enough computing power.

4.4 We will have a full complement of staff able to support all our key systems with appropriate knowledge and skills and a development and succession plan for staff.

5. Summary / Conclusions

5.1 The stabilisation phase of the plan to support the digital plan for the Trust is underway and is progressing well but is around two months behind expectations set out in October.

5.2 Informatics will be ready to support the introduction of Unity

6.   Recommendations

6.1   The Trust Board is asked to:

   a.   Note the progress that has been made
   b.   Accept that there is further work to go
   c.   Support the new structure which will underpin the required development

Annex A: Informatics Structure
Annex B: Informatics Milestones

Martin Sadler
Chief Informatics Officer

27th Feb 2019

New Structure and Informatics Milestones

New structure

Reporting to the CIO	Team Members	Functions
Service Support Manager	Team leaders (3) Service desk specialists (10) Field Engineers (8) Telephonists (14 full time equivalent)	Resolving user issues Fix and replace hardware Manage incidents Prevent disruption to users Install hardware Handle internal and external calls
Infrastructure Manager	Senior technical officers (3) Infrastructure specialists (3) Network specialists (2) Security specialists (2)	Network Support Server management and cloud migration Security Database and server performance
Head of Application Support and Delivery	Senior technical officers (2) Architect (1) Application specialist (10) System support (8)	Software support and development Software and systems integration PACS and Video Conferencing support System administration
Supplier and Contract manager	Supplier manager Contract Manager Asset managers	Contract and supplier management Financial management IT asset management and disposal
Head of Service Delivery (Deputy for CIO)	Business Relationship Managers (3) Business intelligence Change management	Business liaison and service improvement Project delivery Innovation and user experience improvement Change management

Milestones

Planned date	Milestone	Progress	Status
November 2018	Increase the capacity of the Service desk in order to enable them to answer more calls.	In November 2018 we improved the IT service desk and we are continuing to better be able to respond to issues that users have. There are still call backlogs at the end of each month	Ongoing improvement

		but these are being reduced.	
Nov 2018	Improve our capacity for remote access sessions which will mean that staff will have a more reliable connection from home and from off-site.	We also aimed to improve remote access. Changes to equipment and configuration of the equipment, as well as stabilising the network, has made working off site more reliable. Improvement in processes and permissions began to have positive effects on the reliability of systems and the network.	Underlying issues resolved
Nov 2018	Rollout new WiFi across our main sites.	The rollout of new WiFi access points was delayed but has now completed.	Ongoing. We are surveying the access and the blackspots where the new access points need to be either boosted or re-located.
Nov 2018	We will improve our processes for making system changes and we are going to control when systems are rebooted, this will improve system stability.	A change management regime is in place.	Complete
Dec 2018	Train and empower IT staff in order that more interactions with the help desk can be resolved at the first point of contact.	We have moved some permissions in to 1st line and supplemented skills with contract staff.	Initial requirements complete. Permission reallocation and training of permanent staff is ongoing.
Dec 2018	Accelerate the programme to replace and repair devices that aren't functioning appropriately	We made some tactical visits to areas to resolve printing issues.	Ongoing. This initiative only scratched the surface of what needed to be done and having

			learnt from this we are now planning a structured approach to all areas in order that each area manager signs off that their equipment is fit for purpose.
Jan 2019	Introduce a business relationship function with a service change request process that will help us deliver some long out-standing requirements	There will be 3 posts in Informatics that will be advertised in February.	Ongoing
Jan 2019	Establish a support function across all sites in order that the service is more convenient for the staff to access and will save time.	We have regular staff (in rotation) at City site leading to there always being a presence. We are moving stock of some tactical spares to the site in the first quarter in order to reduce the inconvenience of travelling to City for our users.	Complete
Jan 2019	Change the third party supplier contracts to extend supported hours.	We now have a management regime in for suppliers and 24x7 support for gold systems.	Complete
Jan 2019	Improving mobile devices to make working in the community as convenient as being on the main site	Mobile working is improved.	Complete. Additional activities to manage mobile devices more easily will be undertaken.
Jan 2019	Improve system back-ups and resilience thereby improving our ability to recover from major incidents	While recovering from major IT incidents we have not had to restore from back-ups yet. This work continues.	Initial improvements are complete. Further improvement is ongoing.