

## Sandwell and West Birmingham Hospitals



NHS Trust

**DIGITAL MAJOR PROJECTS AUTHORITY COMMITTEE**

Venue Room 13, Education Centre,  
Sandwell General Hospital

Date 22<sup>nd</sup> February 2019. 14:00-15:30

## Members Present:

Ms M Perry, Non-Executive Director (Chair) (MP)  
Mr R Samuda, Chairman (RS)  
Mr M Hoare, Non-Executive Director (MH)  
Mr T Lewis, Chief Executive (TL)  
Ms R Barlow, Chief Operating Officer (RB)  
Miss K Dhami, Director of Governance (KD)  
Ms Amanda Geary, Group Director of Operations (AG)

## In attendance:

Mr P Canvin, Informatics Senior Manager (PC)  
Ms Katie Gray, Deputy COO (Unity) (KG)

## Committee Support:

Mrs P Lee, Executive Assistant (PL)

<b>1. Introductions [for the purpose of voice recording].</b>	<b>Verbal</b>
Introductions were given.	
<b>2. Welcome, Apologies and Declarations of Interest</b>	<b>Verbal</b>
Apologies noted from Nicola Taylor, Siten Roy, Martin Sadler and Raffaella Goodby.	
<b>3. Minutes of last meeting held 25<sup>th</sup> January 2019</b>	<b>DMPA (02/19) 001</b>
The minutes of the meeting held on 25 January 2019 were accepted as a sufficient record to proceed with the business of the Committee with the following amendment:  Item 6, paragraph one, should read "the MDI for ConnectQ would be tested subsequently".	
<b>4. Matters arising</b>	<b>DMPA (02/19) 002</b>
MP went through the actions and the following was highlighted: <ul style="list-style-type: none"> <li>It was noted that reportable information regarding the critical systems would be available for the end of March 2019.</li> <li>Traceability plan progress to be reported at the next meeting under matters arising.</li> <li>A broader plan to transfer to Azure would be reported at the May meeting.</li> <li>Critical Incident outsourcing to be reported at the May meeting.</li> <li>Pathology system action to be carried forward to next month under matters arising.</li> </ul>	

<b>5. Supplier management and 24/7 cover</b>	<b>DMPA (02/19) 003</b>
<p>PC advised that within I.T. it was important to focus on customer satisfaction and mitigation, which was achieved through appropriate supplier, Governance and supplier management. It was noted that supplier management had been identified as a major concern. There were inappropriate levels of software support in place.</p> <p>PC noted the following:</p> <ul style="list-style-type: none"> <li>• All software had been documented and classified as Gold, Silver and Bronze cover. It was noted that some further categorisation and re-classification would be necessary.</li> <li>• An organisation would be recruited to carry out a logical application data architecture assessment in early March to provide clarification regarding how applications tie up with one another.</li> <li>• A system centre configuration manager tool was in place for the purposes of documenting the user device.</li> <li>• Supplier engagement models were in place to map expenditure and strategic importance.</li> <li>• A contractor check-list had been drawn up to scrutinise the standards of contracts and where necessary reject them and renegotiate.</li> <li>• The Trust would need to look externally to recruit an individual with the specific skills necessary to fill the supplier manager role.</li> <li>• A supplier engagement model had been created which outlined how the Trust interacts with its suppliers.</li> </ul> <p>MP led a discussion on progress, which was welcomed by the committee as a whole. It was suggested that progress was dependent on key individuals, and that work was needed in Q1 to ensure that we create a sustainable and successful model.</p>	
<b>6. Unity Go Live Criteria</b>	<b>DMPA (02/19) 004</b>
<p>TL raised three items to consider:</p> <ol style="list-style-type: none"> <li>1. Go Live criteria used by other Trusts</li> <li>2. Optimisation</li> <li>3. Readiness by each piece of the organisation rather than in aggregates</li> </ol> <p>TL advised that the Trust would embark on an exercise to look across the organisation and verify those required to be in the outstanding category to meet the Go Live criteria, an obvious example of this being A&amp;E. It was noted that some other areas of the organisation would meet the criteria to Go Live without requiring to make the outstanding grade.</p> <p>It was noted that the Trust needed to demonstrate well in advance of Go Live that it had sufficient headroom in the Wi-Fi network. It was also noted that the setting of a level for what constitutes infrastructure readiness using the quantified monitoring tool was crucial before the Trust could continue with any implementation for Go Live.</p>	
<b>7. Unity technical readiness update</b>	<b>DMPA (02/19) 005</b>
<p>It was understood that the elements of technical readiness were not resolved, and TL reported that whilst some progress had been made surrounding resolving the issues, progress dropped significantly last week.</p>	

TL identified fourteen indicators of technical readiness which were unresolved. Most have now either been resolved or are in the process of being resolved. TL acknowledged that of the four exceptions on the paper with no solutions, if solutions could not be found in the next few weeks, mitigation of the non-solutions would need to be found. TL brought to the attention of the Committee that individuals had been allocated to each item exclusively to provide focus of effort and therefore a better prospect of success.

TL instructed that this item was an ongoing agenda item to appear each month.

It was noted that the following had been arranged for Go Live and the days following:

- A team from Cerner would be on site;
- The Trust would employ staff to provide technical solutions the day after Go Live;
- A technical resource would be in place who would assist with the development of the product after Go Live and interact with the organisation to iron out any issues.

**Action: MS to present the back-office solution at the next meeting.**

**8. Unity – FDR part complete – report**

**DMPA (02/19) 006**

KR reported the following:

- The planned testing had been completed.
- There were some quite large pieces of functionality that did not work as expected and a plan was in place to deal with these.
- Technical testing around measured activities was carried out and the 25-minute target was improved upon.
- Over the next month the access and permission issue needed to be resolved.
- Printing was an issue when tested and there may be an element of user error. All issues were resolved swiftly.
- The largest proportion of tickets raised through the helpdesk were for advice questioning the effectiveness of the training.

**9. Unity Implementation Progress Report**

**DMPA (02/19) 007**

RB highlighted that TL, RB, MS & KG had had a discussion around governance with the programme and bringing the product readiness, the business readiness and the optimisation piece together. It was noted that the programme currently ran separately.

It was agreed that optimisation implementation would be discussed at the next meeting.

The following items were discussed:

- The final devices order and procurement timeline;
- More work was required on the BMDI for critical care;
- Business contingency arrangements;
- Repositioning of the report to show readiness and optimisation;
- Further training for those groups still not ready for Unity.

**10. Informatics Scorecard and Turnaround Milestones**

**DMPA (02/19) 008**

PC confirmed that the network had been up 100% of the time, which was very positive. The number of calls for January being 3,429. It was noted that calls were being confirmed as completed prior to being actually closed, which was making a positive difference. There were twelve priority one incidents for the month. Seven of the twelve were of little concern and have been rectified. Two were more serious as there was an issue regarding why they had happened, and the team will continue to work to a resolution.	
It was noted that training had been given to staff to help spot signs of Spear Phishing with the assistance of the Information Governance Department.	
It was noted that the Image systems were not aligned across the Estate.	
TL highlighted an item which had not been discussed being the bottom up training analysis of I.T. staff. The training based on the bottom up analysis results would be provided in April.	
PC clarified that the Wi-Fi survey was ongoing. The remediation of Sandwell would complete by 15 <sup>th</sup> March, but City remained an issue.	
<b>Action: PC to look at a synchronised time-source across the estate and report back at the next meeting.</b>	
<b>11. Meeting effectiveness /matters to raise to Trust Board</b>	<b>Verbal</b>
Positive progress was noted regarding supplier management and the Unity update.	
<b>12 Any Other Business</b>	
No further items were raised.	
<b>11. Details of next meeting</b>	<b>Verbal</b>
Friday, March 29 <sup>th</sup> , 2019, 14:00-15:30, Room 13, Education Centre, Sandwell General Hospital	

Signed .....

Print .....

Date .....