

DIGITAL MAJOR PROJECTS AUTHORITY COMMITTEE MINUTES

Venue Room 13, Education Centre, Sandwell
General Hospital

Date 24th May 2019 13:00-14:30

Members Present:

Ms Marie Parry, non-Executive Director (Chair) (MP)
 Ms Raffaella Goodby, Director of People and OD (RG)
 Ms Nicola Taylor, Group Director of Nursing (NT)
 Mr Martin Sadler, Chief Informatics Officer (MS)
 Ms Kam Dhami, Director of Governance (KD)
 Mr Toby Lewis, Chief Executive (TL)
 Ms Rachel Barlow, Chief Operating Officer (RB)
 Mr Richard Samuda, Chairman (RS)
 Mr Mike Hoare, Non-Executive Director (MH)

In attendance:**Committee Support:**

Mrs Patricia Lee, Executive Assistant (PL)

1. Introductions [for the purpose of voice recording].	Verbal
Introductions were given.	
2. Welcome, apologies and Declarations of Interest	Verbal
Apologies were received from:	
Amanda Geary, Siten Roy and Katie Gray.	
There were no declarations of interest recorded.	
3. Minutes of last meeting held 26th April 2019	DMPA (05/19) 001
The minutes of the meeting held on 26 th April 2019 were accepted as an accurate record with the following amendment:	
Item 10, bullet point 8: Replace the word structure with the word role.	
4. Matters arising	DMPA (05/19) 002
Exceptional actions were noted as follows:	
<i>(04/19) 004 Arrange a re-group to get an agreed service strategy for Digital to follow, including a meeting with Virgin.</i>	
MS reported that they had followed up with Virgin and planned a Virgin meeting to create and effective plan for HSCN.	
<i>(04/19) 007 Produce a table showing closing dates and interview dates.</i>	
MS confirmed that a table had been produced showing 22 current vacancies. He advised that 18 of those vacancies had been advertised and the remaining four were to be advertised over the next few days. He confirmed that some interviews had taken place and two candidates had been appointed. There were a further eight scheduled, the final one being conducted on 6 th June 2019. So far, 322 candidates had applied. MS advised that in four months' time he would expect to have around three or four vacancies remaining.	

(10/18) 4.1 Infrastructure – Specialist external audit to be commissioned in February / March 2019 to review risk.

MS advised that the audit had been completed and he had sent the report to TL. He expected to be able to present the results back to his team at the end of June and bring the data to the next Committee.

Action: MS to present the infrastructure audit to the next Committee.

5. Informatics Risks on Safeguard

DMPA (04/19) 003

MS noted the paper and the following points were made:

- Since the last Committee all informatics risks had been reassessed. The following was reported:
 - Included in the risks were all informatics related risks sitting within other departments.
 - The team now has a full view of all informatics risks sitting within the Trust.
 - Risks which belonged to other directorates were being supported and updated on progress.
 - Risks had been categorised.
 - Plans for the network risks had been created and comprehensive plan for stability was in place.
 - There were several risks around the server estate and backups and good progress is being made on those.
 - The resilience of the telephone system/bleep system and the ageing of those items had been investigated and engagement with suppliers had been made in order to upgrade both of those systems.
 - The exposure risk of a cyber-attack would always remain a live risk and would be closely monitored indefinitely.
 - It was clarified that the term within the papers which stated the level of skills and behaviour within the team referred to the following of processes and procedures as opposed to behaviour of individuals. This also tied in with the risk of delay to Unity going live.

MS advised that the risks were updated as a Management Team on a monthly basis, he confirmed that once the full complement of service support team were in place, a recruited individual would be tasked with the management and monitoring of the risks. The findings would be reported back to the Management Team monthly.

Discussion took place around the plans to create a system which would be hosted in the cloud and whether this would create a cyber security threat. MS advised that there would be no additional cyber security threat as tight cyber security would be considered when choosing cloud suppliers.

RS queried the item 2.4 in the paper around historic infrastructure risks in services. MS explained that if a problem with the stability of the network or service occurred and it was clear that these were not the cause of the issue, the team would identify that some applications previously recorded as network or service issues, were in fact application issues.

TL expressed some concern around the existing controls section of the risk by directorate table. Further discussion ensued and TL enquired if MS felt that the existing controls were accurately reflected and if the Risk Management Committee were confident of that. MP advised that this item

would return to the Risk Management Committee for further scrutiny.

KD queried the overdue risk around the infrastructure and MS explained that those were the gaps in control.

KD advised that she thought it would be helpful to have information on target risk timeframes, giving an idea of what actions were being taken to deliver the target.

The Chair stated that she was pleased with the progress shown and that they had reached the stage where all the informatics and related risks were visible, and a plan was in place for managing them.

Action: MS to provide further information surrounding timeframes around targets for risks.

6. People – Exception Reports and Risks

DMPA (05/19) 004

RG noted the paper and the following points were made:

- The Trust remained on track for the 28-day challenge, and that learning had been gained.
- Everybody who had been trained would have an individual competency assessment. This was called Unity it's all about you. Individuals could go onto connect and score themselves on what level they had reached, which would automatically send a connect form to the line manager for validation. The line manager would then validate the score and send it to a designated email address for reporting purposes.
- The data would be mapped to the gold and silver areas for cut over and go live.
- Work was being carried out around how team competency was assessed and would be presented at the next Committee meeting.
- Training of one of the superusers as a digital champion would commence throughout June and July. The list for digital champions was being scrutinised to ensure that those identified for the task were appropriate and this would be presented at the next Committee.
- Early life support floor walkers would aid staff requiring on the spot assistance.
- An information leaflet had been developed, which consisted of all the support that would be available to Unity users.
- Around 98% of staff had completed their basic training.
- The doctor e-learning had been signed-off and was currently undergoing testing by locum doctors, prior to full roll out.
- The nursing e-learning was in progress and set to complete next week and a plan to train temporary nurses initially, was in place.

Discussion took place around go live and TL emphasised the scale and amount of the work that was required to ensure a successful go live. TL advised that he would categorise a lot of the work to the team competencies, team readiness and situational awareness. He reiterated that focus over the next 12-weeks would be on getting that situational awareness in place.

RG clarified that all newcomers to the organisation would attend a corporate induction over two to three days. She confirmed that the 2nd day would be dedicated to IT and Unity training which was specific for each role and required e-learning mandatory sign off prior to being allowed any contact with patients.

Discussion took place around kit requirements prior to go live and it was clarified that the Trust had a range of estimates around quantities and had confirmed that orders would arrive in time. TL advised that it would be likely that the authorisation to order more kit would be given next Thursday

and he would distribute some of that kit, he would also hold some back so that wards would not be saturated with spare items. TL also advised that he did not want kit to arrive on the wards until the wi-fi was fully operational.

Action: RG to bring to the next Committee meeting a report on team competence within Unity.

Action: RG to provide list of digital champions for Unity to the next Committee.

7. Technical Readiness (including Page HSCN Plan)

DMPA (05/19) 005

MS noted the paper and the following points were made:

- The wi-fi and wireless access points were on-track.
- The Sandwell routers were fitted, remediation was being conducted in some areas.
- The City site surveys would be complete by the 17th June, prior to that City would complete all the remediation plans.
- The snagging specific areas that were hard to get access to or have lead walls etc. would then be addressed.
- Work had been conducted in partnership with the Estates Team.
- The PRTG monitoring tool had been installed and the network bandwidth had been tested to ensure that there was no spike above 40% on network bandwidth.
- Network stability was complete.
- The Cerner failover line had been installed.
- The printer drivers were working, and installation had commenced.

TL queried the PRTG network 37 red flags and questioned when they would be operating without the red flags. MS explained that they were configured at the lowest core component level which meant that whilst there may be a red flag, the overall service, system and application may still be running efficiently. TL expressed a concern about red flags being “normalised” and this would need to be addressed so that IT staff would work towards closing down reds as opposed to affecting a fix and then moving to the next one. The emphasis should be on avoiding repeating red flags recurring in the first instance.

MS confirmed that a test had been completed and this proved that Unity was compliant with the Trust’s version of Citrix. Although the Citrix receivers and screwdrivers upgrade for the ability to scan documents into Unity did not work. MS advised that the supplier, DXE had escalated it again to a different supplier. There were 60 areas, essentially within secretarial/administrative, where scanning was used. TL advised that he would ascertain at next Thursday’s Unity Executive a detailed sense of the issue around scanning and report to the Committee.

TL questioned the installation of the printers and MS explained the following:

- In Sandwell 38 locations had been visited and 24 had been completed, with the rest to be in this week.
- In City 10 locations had been completed out of 59.
- The Community had not yet been started but would be completed alongside City.

TL expressed that he wished this to be completed by the beginning of August and MS confirmed that he would look into achieving this.

Remote access was discussed, and it was confirmed that the suppliers were on site from the 20th May, and that PULSE had been implemented.

Discussion commenced around the HIE solution for GPs accessing Unity which was rolled out to 74 of

the 97 GPs the Trust dealt with and it was agreed that captivating the GPs enthusiasm for HIE was a matter for further discussion.

Action: MS to provide a thought piece on getting IT team to look towards closing down reds with no recurrence. A road map to maturity.

Action: MS to circulate the list of 60 areas where the scanning issue would be affected.

Action: TL to ascertain at next Thursday's Unity Executive a detailed sense of the scanning situation.

Action: MS to look into achieving all printer implementations by the beginning of August.

8. IT Turnaround

DMPA (05/19) 006

MS noted the paper and the following points were made:

- Overall process in April again was that there were over 4,000, which were resolved.
- A backlog of 1,110 had been reduced by 114 again and the plan was to reduce this by several hundred per month in order to reduce the backlog substantially by the end of Summer.
- Significant service disruption calls in April reduced to 9, which came down from 12 the previous month.
- ICM, PACS and Cleric were being looked at individually as systems.

The traceability of systems matter was raised, and MS explained that all of the Informatics team now logged in as themselves to carry out activities. He confirmed that few generic user I.D.s remained, and these were not used to carry out activities or change anything. MS confirmed that the password policy was being revamped and that this had been approved by CLE on Tuesday.

9. Go Live Criteria decision path

DMPA (04/19) 007

TL noted the paper and the following points were discussed:

- Go live by the end of September would only be achievable if 90% competency was achieved over the next 12 weeks.
- The challenge for the Executive being to collect the individual competency information.
- It was expected that most people would pass competency and the key challenge would be people filling the forms out.
- Individual competency was acceptable, and a baseline could be provided.
- Team readiness.
- TL expressed a need to ensure everyone was clear as to what the team competency assessment was going to be. TL advised that he was not quite as confident that team competency would definitely be ready by September.

The September go live date was discussed and it was felt that an announcement could be made next week for a go live at the end of September. Once this had been announced, a note could be distributed to staff advising that they there would be an embargo around booking annual leave for the last week of September. Although annual leave already booked may be honoured so long as substantial numbers of key individuals had not booked holiday at the same time for that week.

The Chair confirmed that the Committee was content to sign off the go live criteria and an assessment would be carried out at each Digital MPA.

10. Meeting effectiveness / matters to raise to Trust Board

Verbal

The Chair confirmed that the meeting had been effective.
Matters to raise to the Board:

1. The go live criteria process had been agreed. 2. Good progress in general and good traction.	
11. Any Other Business	Verbal
No other business was discussed.	
FOR INFORMATION / NOTING	
12. RSM report and management response	DMPA (05/19) 008
The RSM report had not been circulated as TL wished to review this document prior to circulation. A review with RSM would take place next week.	
Details of next meeting	Verbal
The next meeting will be held on Friday 28th June 2019 from 13:00 to 14:30 in Room 13, Education Centre at Sandwell General Hospital.	

Signed

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Date