Sandwell and West Birmingham Hospitals [NHS]

NHS Trust

DIGITAL MAJOR PROJECTS AUTORITY COMMITTEE - MINUTES

Venue: Meeting held via WebEx   **Date:** 31st July 2020, 13:00-14:30

Members:

Mr M Hoare	(MH)	Non-Executive Director (Chair)
Mr R Samuda	(RS)	Non-Executive Director (Trust Chairman)
Mr D Carruthers	(DC	Acting CEO & Medical Director
Mr L Kennedy	(LK)	Chief Operating Officer
Mr M Sadler	(MS)	Chief Informatics Officer
Ms R Goodby	(RG)	Director of People & OD
Ms N Taylor	(NT)	Group Director of Nursing

In Attendance:

Mr D Sutton	(DS)	Good Governance Institute [Observer]

Apologies:

Mr T Lewis	(TL)	Chief Executive
Ms K Dhami	(KD)	Director of Governance
Ms R Biran	(RBi)	Assoc. Director of Corporate Governance
Mr S Roy	(SR)	Group Director Surgical Services

Minutes	Reference
1. Introductions [for the purpose of the voice recorder]	**Verbal**
The Chair welcomed Committee members to the meeting, which was held via Webex. He also welcomed Donal Sutton, from the Good Governance Institute, who was attending the meeting as an observer. Committee members provided an introduction for the purpose of the meeting's recording.	
2. Welcome, apologies, declarations of interest	**Verbal**
Apologies were received from Toby Lewis, Kam Dhami, Rajinder Biran and Siten Roy. There were no declarations of interest.	
3. Minutes from the meeting held on 26th June 2020	**DMPA (07/20) 001**
The Committee reviewed the minutes of the meeting held on 26th June 2020. • *Item 6, Para. 2 – …Microsoft would shortly stop (October 2020) supporting Windows 7.* MS stated that whilst the date had been correctly minuted, it had subsequently changed to 14th January 2021. The minutes were **ACCEPTED** as a true and accurate record of the meeting.	
4. Matters and actions arising from previous minutes	**DMPA (07/20) 002**
The Committee reviewed the action log. It was observed that some items were listed on the agenda. The following updates were made: • *DMPA (10/19) 006 - Effect a reduction in IT budget to cover outsourced services.* MS reported that progress had been made on outsourced services. The Committee agreed to add the topic to the next meeting's agenda. MH commented that the IT budget review and funding for the forthcoming period could be discussed in the same item.	

- *DMPA (10/19) 006 - Prepare a strategy of what applications could be supported in-house correlated to the money saved on external company support of those applications & DMPA (06/20) 002 - Present the strategy utilised to review applications to the July DMPA Committee for discussion.*

  MS reported there was an ongoing strategy of applications that could be supported in-house. Presentation of a strategy paper deferred until the August DMPA meeting.

- *DMPA (11/19) 006 - The DMPA Committee to draw up a strategy document to identify digital ambitions and the future direction/goals.*

  Due in August.

Action: Outsourced services update, IT budget review and funding to be added as an agenda item for the August DMPA meeting.

Action: Strategy paper on applications review to be presented at the August DMPA meeting. Item to be on the agenda for discussion.

DISCUSSION ITEMS

5. Performance of Informatics	DMPA (07/20) 003

Starting from a background of variable performance, MS reported that great strides had been made over the last 19 months to improve Informatics, including the installation of the PRTG monitoring system. The underlying stability of the infrastructure and the Trust's ability to support it, had prevented serious disruptions (networks had been consistently available, bandwidth had been at the appropriate capacity and the stability of Unity and clinical services had been steady).

MS expressed the view that a level of reliability had been achieved to the extent that a monthly, detailed report to the DMPA might not be needed going forward. MH commented that he would instead be comfortable for any issues to be flagged in the board paper appendix. The Committee **AGREED**.

LK raised the issue of numbers of calls to the service desk and groupings according to themes. MS reported that around one third of calls were typically about access, e.g. expired smart cards and password problems. Work to establish single sign-on meant that 29 systems now utilised an authentication system rather than human password recall, which had led to a reduction in calls about passwords by around 1,000 compared to the same time in 2019.

MS reported that service calls about the H-Drive had increased in July because of planned works to upgrade the service and change storage.

MS reported that the aim would be to increase self-service and reduce the number of faults. The measure was the average number of calls per user, per annum, with a target of below 1. Currently, this number was 9.

NT requested that the wait time to have calls answered be included in the report. MH requested that 'dropped' calls also be included. MS agreed to both suggestions.

6. Unity Phase X - Progress	DMPA (07/20) 004

LK referred Committee members to the Unity Phase X timeline in the paper. There were 12 projects

within Phase X. Deferred changes and the Nuance upgrade had been completed, with the Unity upgrade next to go live.

Unity upgrade:

LK reported that the system would be upgraded with the latest version of Cerner Millennium (2018) at the end of August 2020. This would be a point upgrade and would have very little impact on the end user according to differences identified in recent analysis of the current service specification versus the future service specification.

One relevant end user difference however, would be visibility – an audit trail - of additions or changes to notes on the system which would be a positive.

Operational and clinical sign-off would now be sought and a tactical response team would be established to cover the cut-over period. Downtime of up to an hour would be expected for different systems and therefore business continuity plans would be put in place.

LK reported that 'go live' had been provisionally booked with Cerner for the 6th August 2020.

MH raised the issue of the impact on optimisation of improvements. MS commented that it would be a functionality release focusing on memory, storage and technical capability.

LK commented that some of the planned future projects in Phase X depended on a successful Unity upgrade. He expressed confidence that due diligence from an end user perspective would be in place for the end of August target date.

MH queried whether there was a backup plan if the Trust needed to roll back on the project. MS confirmed that full testing and end user testing had been carried out and there was a roll back plan available. Functionality and reporting would also be tested.

7. Informatics Service Change Requests	DMPA (07/20) 005

MS summarised that the Informatics Service Change Request process had been put in place to respond to required digital changes in the network.

It was advised that 174 projects had been identified which were either awaiting documentation or further work. The Business Relationship Management team and the Digital Transformation Manager Louise Brown, would be in charge of the response, which would involve a more formal process to acknowledge requests, define requirements and track progress on changes and solutions to ensure they were benefiting the Trust.

MS reported that a weekly Digital Committee had been established to ensure requirements (service change requests) were being appropriately assessed. MS advised that 59 service change requests were currently ongoing. A Project Management Office (PMO) would be created to manage resources.

MS referred Committee members to the seven stages of the service change request in the paper and to figures demonstrating the nature of group requests and where they were in the lifecycle journey. The oldest one dated back to 2016. A list of service change requests had been taken to the Digital Committee.

LK suggested that each request have a more detailed timeline against it so that groups could get a better sense of progress and completion. MS commented that timings would be included in the options presented in response to requests. The PMO would assist in delivering to timelines.

LK queried whether there would be an audit trail of requests. MS confirmed that detailed options would be progressed only when sign-off had been received by email to avoid problems caused by people changing their minds.

LK raised the issue of clinical prioritisation and commented that the Trust relied on the group digital boards flagging importance and urgency. He suggested that this might require review to ensure resources were being directed to where they were most needed. MS agreed that this would be the next

phase in maturity of the project. He also acknowledged that conflicts and interdependencies should be further considered in the requests process.

RS commented that best practice should be considered in terms of the delivery of different services. LK commented that it would be useful to look at some of the evidence-based, external technology interventions and for the Trust to compare itself against them.

In response to a query from LK about ideal timelines for requests to be processed, MS responded that Informatics currently worked to define the requirement within a month of receiving the request. It was reiterated that clinical need and safety should guide priority.

| **8. Windows 10 and Upgrade Plan** | **DMPA (07/20) 006** |

MS reminded Committee members that the Trust would be moving from a Windows 7 to a Windows 10 operating system for all its desktops and laptops because Microsoft would no longer be supporting Windows 7 and the Trust would be more vulnerable to cyber threats.

The Trust would start preparing for the migration by replacing around 1700 Windows 7 devices with Windows 10 equivalents. MS referred Committee members to the timescale in the board paper appendix.

MS reported that around 1000 devices ,which had been rolled out for Unity, and other devices, rolled out in the last three years, were already utilising Windows 10. Some machines in the Trust were more than ten years old and others [using Windows 7] were provided by third parties which linked into medical equipment. The Trust had been working with suppliers to ensure that their software would either run on Windows 10 or were off the network.

MS reported that roll-out was expected to be completed by the end of September 2020. The first delivery of laptops was expected on 4th August 2020. Permanent Trust staff would be rolling out the devices utilising their organisational knowledge. The Trust had created its own Informatics 'build room' with the capability of building 80 laptops per day. Desktops were also being migrated. MS commented that whilst the Windows 7 support date had been changed *(See Item 3)* – the Trust was keen to progress at pace.

RG queried whether a greater number of homeworkers or a second surge of virus would be a barrier to completing the project in the timescale indicted. MS reported that a 'drive-up' contactless system had been established for device maintenance and communication and that many laptops issued to homeworkers were already operating Windows 10. MS agreed that the 'drive-up' service should be mentioned in the working from home guidance.

In response to a query from MH about the successful deployment of devices across the estate. MS stated that the aim would be for deployment of 150 per week.

In response to a comment from MH, MS confirmed that the older devices, not suitable for upgrade, would be scrapped. In addition, MS expressed confidence that the Trust would be able to acquire a further 350 laptops to add to the 500 already delivered (850 in total).

In response to a query from LK, MS confirmed that end user tests and feedback had been received on the build.

In response to a query from RS, MS stated that the next stage for NHS Digital would be to roll out the Microsoft Office 365 system in 2021.

MH raised the issue of utilising Windows 10 functionality (e.g. greater use of Teams). MS commented that some functions created their own problems and resource implications and therefore the focus would be on reducing the burden on users.

RS raised the issue of business interruption risk caused by system change. MS stated that the Trust had a very well-managed change request process which meant that Informatics requests went to the

Change Approval Board. Changes were implemented at points causing minimal impact and were well communicated.

RG raised the effect of high Summer temperatures on digital equipment. MS confirmed that PRTG monitored temperatures in the Data centre and servers. Air conditioning had been improved in the Data Centre and the service desk carefully monitored temperatures during periods of hot weather.

DC commented that the STP board had a digital board that looked at projects across the STP and this might be a useful resource to tap into for ideas and knowledge. MS advised that Digital STP had a monthly meeting attended by a member of the Informatics team. It had produced a digital strategy and the Trust's Digital Ambitions were aligned with it.

LK commented the Trust still carried an infrastructure risk because it did not have dual power supply to the important, cross-site Sandwell server. Mitigating multiple UPS(s) were in place however the gold standard would be a dual supply and a diverse network connection into the server room.

MS commented that there was a standby system which would buy time in the event of a failure and power supply was monitored. The impact would be high but the likelihood of the Trust losing power to the extent it caused disruption was low because of the power put into place by the Estates team.

MATTERS FOR INFORMATION/NOTING	
9. Meeting effectiveness/matters to raise to Trust Board	**Verbal**

MH stated the following matters would be taken to the Trust board:

- Unity update
- The Windows 10 roll-out

10. Any other business	**Verbal**

SBAF:

SBAF 8 - Digital Ambition

- LK reported that a paper would be presented to the August DMPA Committee.

SBAF 17 - Infrastructure skillset

- LK reported that recruitment had been ongoing with one appointment made and two posts still vacant. LK expressed the view that a different approach may be required because the bands offered were not comparative across the market.

- RG reminded the Committee that a recruitment and retention premium for the posts had already been approved. LK commented that budgets would still have to be worked out.

Details of Next Meeting

The next meeting will be held on 28th August 2020, 13:00 - 14:30 by WebEx.

Signed   ……………………………………………………………………………………….

Print   ……………………………………………………………………………………….

Date   ……………………………………………………………………………………….