

<b>Report to:</b>	<b>Public Trust Board</b>	<b>Agenda item:</b>	<b>11.</b>
<b>Date of Meeting:</b>	<b>9 February 2011</b>		

<b>Title of Report:</b>	<b>CRS (Millennium) Project Update</b>
<b>Status:</b>	<b>For Information</b>
<b>Board Sponsor:</b>	<b>James Rimmer, Director of Operations</b>
<b>Author:</b>	Janina Cross, CRS (Millennium) Project Manager
<b>Appendices</b>	<b>Appendix 1 – The Current Status of the CRS (Millennium) Project</b>

<b>1. Purpose of Report (Including link to objectives)</b>
To provide Trust Board members with an update on the status of the CRS (Millennium) Project.

<b>2. Summary of Key Issues for Discussion</b>
<b>CRS (Millennium) Project Update</b> <b>Appendix 1 - The Current Status of the CRS (Millennium) Project</b> <ul style="list-style-type: none"> <li>• Project Timeline</li> <li>• Summary of Project Events</li> <li>• Key Risks to the Project</li> </ul>

<b>3. Recommendations (Note, Approve, Discuss etc)</b>
The Trust Board are asked to discuss this paper and provide ongoing support to the Project deployment

<b>4. Care Quality Commission Outcomes (which apply)</b>
Outcome 21 - Records

<b>5. Legal / Regulatory Implications (NHSLA / ALE etc)</b>
None identified

<b>6. Risk (Threats or opportunities link to risk on register etc)</b>
<ul style="list-style-type: none"> <li>• Failure of existing RUH PAS, TDS</li> <li>• Failure of existing Theatres system, ORSOS</li> <li>• Approval of funds to support successful deployment</li> <li>• Recruitment of Resource to support successful delivery of Project</li> <li>• Provision of additional accommodation for Training and Project Resource required to ensure adequate support over Go Live period</li> <li>• End User Engagement <ul style="list-style-type: none"> <li>○ Issues with Cerner completion of Build</li> </ul> </li> <li>• Impact of Government changes to the Public Health sector <ul style="list-style-type: none"> <li>○ Impact of the revised model for provision of Maternity and Community Adult services</li> </ul> </li> </ul>

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- New Contractual Deployment Model
  - Issues with both BT and Cerner Quality and Consistency of resource and deliverables

**7. Resources Implications (Financial / staffing)**

- **Recruitment:** Recruitment of the additional resource required to support the Project deployment is ongoing. Millennium Project Managers, Champion Users, Data Quality Analysts, a Business Continuity Lead, Project Communications Officer and a Cutover Manager are currently required and the Management Board have been asked to review operational staff within the Trust who could suitably apply themselves to such roles and put forward potential candidates for secondment (up to twelve months with backfill).

**8. Equality and Diversity**

The Project will run in full compliance with Trust policy.

**9. Communication**

A communication strategy sits within the implementation programme. The current communications initiative focuses on the recruitment of Champion Users from within the Trust, the delivery of basic IT training for staff who feel they require a skills update prior to Millennium training, Smartcards and their use and the importance of Data Quality to the Trust. There will also be a separate drive to encourage early booking onto End User training courses (Training commences 3rd week April 2011).

**10. References to previous reports**

Updates from previous months

**11. Freedom of Information**

Private

**Appendix 1**

**The Current Status of the CRS (Millennium) Project**

- The Project is currently moving through week 30 of the 32 week Configure (Build) stage of the deployment timeline. The Project is currently on time and within budget.
- System Test Cycle 1 ran from 13 December 2010 to 12 January 2011. Due to issues with incomplete build in key clinical areas and the requirement to upload a service pack during the System Test cycle (to resolve key Supplier issues with the CDS extract and critical build functionality), only 65% of required tests were executed during this cycle. The execution of tests on migrated data was suspended due to the upload of the service pack (which directly impacted the ability of the Trust to load data into the build environment). The execution of Reporting tests was also suspended due to errors identified in the CDS extract. Of the executed tests, 30 open issues remain following the Cerner Issue Resolution Cycle 1 (which followed immediately after System Test Cycle 1). Of this number, there were no outstanding P1 and P2 issues.
- Project has now moved into System Test Cycle 2 as of 17 January 2011. The Build domain has now been refreshed with the afore mentioned service pack, fixing issues seen with the CDS and a mini load has successfully uploaded 3 weeks of data into the build environment to enable full testing on both migrated and synthetic (non-migrated) data. As of 31/1/11 there are:

Number Executed Tests (Cumulative over all Test Cycles)	
Open	67
Resolved	37
Closed	31
Cancelled	2

Of the Open tests the severity grading is as follows:

Open Test Severity	
P1	5
P2	7
P3	40
P4	12
P5	3

- A number of issues remain with the Discharge summary functionality and formatting, including the TTA capability (including two P1s). The CRS (Millennium) Project Manager has flagged the continuing concern with consistency and quality of Cerner technical resource supporting the Trust with the Southern Programme and Greenfields Programme Board (high priority risk). The Cerner EL has committed to resolving all outstanding issues with the Discharge Summary by 9/2/11 to enable the full and final Discharge Summary to be presented to Clinical Stakeholders 16/2/11.

- BT's continued inability to provide the Trust with contractually agreed connectivity to transmit data for Trial Loads has meant the Trust has had to devise an alternate, temporary method of securely communicating bulk data loads for migration activities. This alternate method of data transmission has then needed to be reviewed by Trust and CfH Information Governance (IG) and also required agreement sign off by both BT and the Trust Caldicott Guardian which was achieved 1/2/11. To date this amended transmission process and related additional IG signoff has not impacted on Project timelines, however there is potential impact on timeline should BT be unable to implement the contractually agreed transmission method by end Feb 2011 in preparation for future Trial Loads.
- BT have also communicated issues with their ability to deliver the Trust Training domain to agreed revised timelines (the delivery of this domain has been delayed from 21 December 2010). BT have yet to confirm a new delivery date to the Trust. Activity to localize training materials continues using the Build domain however access to the Training domain is urgently required from 14 February 2011 to enable Trainers to familiarize themselves with Training datasets and to conduct pilot training. All issues have been escalated to the Southern Programme and Greenfields Programme Board via the CRS (Millennium) Project Manager.
- A new BT Project Manager and BT Programme Manager have been assigned to the Project.
- The Project budget has been reviewed by CfH and SHA and advised amendments will be passed to the Trust Finance Director for review in February 2011.
- Further samples of the IT equipment required to be deployed in advance of the Go Live (to enable realisation of key Project benefits) have been demonstrated in key operational areas. An initial purchase of hardware has been agreed by the Trust Finance Director and a series of purchase orders are in progress.
- A summary of benefits aligned to Project costs will be presented to the March 2011 Trust Board following budget review by CfH and NHS Southwest.
- All Millennium Testers and Trainers are in post. Further Project recruitment continues and the Management Board have been asked to support the recruitment of all resource but in particular the role of Business Continuity Manager. This senior role will be responsible for all Trust downtime procedures over the Millennium Go Live and it is essential to recruit a candidate who has in depth knowledge of RUH policies and procedures and who is capable of updating, rewriting or creating downtime procedures for all operational areas. Issues with the progression of Project roles through banding and ITR panels has been escalated to the Project SRO and Deputy Director of HR.
- Four additional training rooms, a Go Live Control Room (for up to twenty Supplier resources) and a large room (to seat forty plus staff assigned as Floorwalkers) are all required by the Project from April 2011 until one month after Go Live. Management Board members have been asked again to review their locality and offer accommodation suitable for the Millennium Project. The CRS (Millennium) Project Manager has reviewed the situation with the Facilities Director and Project SRO. Options discussed include the use of Training Coaches and Portakabins (at additional cost to the Project budget) and the use of the old Orthopaedics Theatres and temporary usage of MSSU during refurbishment. The Management Board will

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be asked to support the Project's requirement for this additional accommodation as a matter of urgency.

- The Project will be subject to an internal PWC audit in March 2011 (date to be confirmed) and then a Office of Government Commerce (OGC)Operational Readiness Audit 13 – 15 April 2011
- The RUH Project plan has been baselined and the contractual Go Live date has been confirmed as 1 July 2011.
  - The NBT Project Manager and Director of Assurance, Information and Technology has advised that NBTs Go Live date will move to a date later than the original contractually agreed 1 July 2011. Revised date is to be agreed. Subsequently the risk of parallel timelines and Go Live between NBT and RUH has been downgraded to a low status but will remain monitored by the CRS (Millennium) Project Manager.
  - Weston General Hospital are on target to complete their upgrade with a Go Live date of 2<sup>nd</sup> weekend February 2011. The CRS (Millennium) Project Manager has offered the services of the RUH Back Office team to support Weston over their Go Live. This will be for a limited period only to avoid impact on RUH timelines but to ensure the team obtain maximum exposure of a current Go Live.
  - West Somerset timelines have slipped and their Go Live is expected to be March 2011.
  - Surrey and Sussex Hospital and Nuffield orthopaedic Centre will also complete their upgrades on 26<sup>th</sup> February and 26<sup>th</sup> March 2011 respectively.
  - Oxford Radcliffe Hospital will complete their initial Go Live in November 2011.

• **Project Timeline**

Stage	Expected Completion Timeframe
Vision	12 April – 26 May 2010 <b>Complete</b>
Engage	26 May 2010 – 7 July 2010 <b>Complete</b>
Configure (Build)	12 July 2010 – 18 February 2011
System Review	26 – 30 July 2010 <b>Complete</b>
Design Review	27 Sept – 1 Oct 2010 <b>Complete</b>
System Validation	29 Nov – 2 Dec 2010 <b>Complete</b>
System Testing Cycle 1	13 December 2010 – 12 January 2011 <b>Complete</b>
Trial Load 1	14 January 2011 – 11 February 2011 <b>In progress</b>
System Testing Cycle 2	24 January 2011 – 4 February 2011 <b>In progress</b>
Launch	21 February 2011 – 1 July 2011
Operational Gateway	Readiness 29 March 2011

Stage	Expected Completion Timeframe
End User Training	18 April 2011 (9 week period)
Pre Conversion Gateway	26 June 2011
Go Live	1 July 2011

- **Key Risks to the Project**
- **Failure of the existing RUH PAS, TDS** - TDS relies on obsolete technology, is expensive to run and challenging to maintain. Technical contingency plan in place.
- **Failure of the existing Theatres system, ORSOS** – Similar to TDS, ORSOS relies on outdated technology and is also outside of maintenance contract. Recent stability issues are constantly monitored and impact on both Trust and the Project is reviewed on a regular basis.
- **Approval of Funds to Support Successful Deployment** – The ability to ensure a successful Go Live is directly dependent of the ability of the Trust to secure the necessary funds to support the resource and ancillary costs required to facilitate a successful deployment. The Project 2011/12 financial requirements have been reviewed by both CfH and the SHA and will be presented to the Trust Finance Director before the end February 2011. Benefits attributable to the functionality to be deployed in the initial go live have been communicated to the Trust Board and will be aligned to Project costs following the completion of budget review. This will then be presented to the March 2011 Trust Board. A future state road map, summarising the recommended future direction of the Trust, in which to derive maximum potential from the Millennium system, have also been shared with the Project SRO and Project Board and will be expanded in detail by the CRS (Millennium) Project Manager and BT Project Manager for presentation to the May 2011 Trust Board .
- **Recruitment of Resource to support successful delivery of Project** - Issues with the consistency and continuity of HR resource supporting progression of Project job descriptions through recruitment panels has impacted the ability of Project team to recruit to plan and will cause delay to the Project timeline unless prompt action is taken to escalate the banding and progression of roles to advert.
- **Provision of additional accommodation for Training and Project Resource required to ensure adequate support over Go Live period** - Four additional training rooms, a Go Live Control Room (for up to twenty Supplier resources) and a large room (to seat forty plus staff assigned as Floorwalkers) are all required by the Project from April 2011 until one month after Go Live. Management Board members have been asked again to review their locality and offer accommodation suitable for the Millennium Project. The CRS (Millennium) Project Manager has reviewed the situation with the Facilities Director and Project SRO. The CRS (Millennium) Project Manager is to meet with the Trust Surveyor to progress planning requirements for additional temporary accommodation should this be ultimately required. The Trust Facilities Director has agreed to share a list of potential Seminar rooms for the Project team investigate. The Management Board will be asked to support the Project's requirement for this additional accommodation as a matter of urgency. Unless additional accommodation can be secured there will be a risk of slippage of Project timeline due to inability to recruit required staff due to lack of facilities for their location.
- **End User Engagement** - The required changes in working practice may not be achieved due to lack of engagement with end users based on previous experience of

Cerner Millennium deployments within the Trust. Lessons learned from the RUH and other Trust deployments advise that a comprehensive and detailed transformation plan and structured communications approach will mitigate this risk. The CRS (Millennium) Project is recruiting a full time Communications officer to provide dedicated support to the Project and to ensure Project Comms strategy is aligned to Trust Comms requirements. It is essential that the Project team work with the support of the Trust Communications team to ensure that the deployment is fully supported and all operational areas are targeted with relevant informative material. Ongoing issues with the build of Clinical functionality have impacted Clinical Stakeholder engagement and ongoing monitoring of clinical feedback by the Clinical Business Change Analyst in conjunction with continued escalation by the CRS (Millennium) Project Manager of Supplier accountability and commitment to the delivery of quality functionality are working to regain engagement and restore confidence and Clinical buy-in.

- **Impact of Government changes to the Public Health sector**

The current changes affecting both NHS Wiltshire and B&NES PCTs mean that the CRS (Millennium) Project has been, and may still be, subject to change in scope with regards to RUH outpatient clinics in the community.

- **New Contractual Deployment Model** – The relationship between BT and Cerner has now been tested in recent Go Lives at Kingston and St Georges and has been subject to scrutiny following the upgrade Go Live at Winchester (2<sup>nd</sup> week December 2010). Close collaboration between SPfIT, Cerner, BT and the Trust Project team has been relatively successful to date although concerns are increasing that the supplier (BT) and its subcontractor (Cerner) are under resourced and therefore the quality of solution delivery is impacted. This is continuously escalated to both the Southern Programme and the Greenfields Programme Board by the CRS (Millennium) Project Manager. The Project team are in close contact with Weston, Taunton and NOC, who will complete their upgrades to the same codebase as RUH in Q1 2011. A visit is also intended for St Georges, the most recent ‘greenfield’ deployment, on 2 February 2011.

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