UW Enterprise IT Projects

Project Portfolio Executive Summary - Mar 31, 2019

Project	Sponsor	Oversight Level*	Overall Risk *** & Project Health **	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
Destination: One	Carlos Pellegrini	3 - UW	10 ⬇	2	3 ⬇	2	1	2	$13,858,000	$159,500,000
Finance Transformation Readiness	Mark Richards	3 - OCIO	8 ⬆	1	1 ⬆	1 ⬆	2 ⬆	3 ⬇	$10,260,000	$25,050,000
Advancement CRM Replacement	Julie Brown Dan Peterson	3 - OCIO	10	2	2	2	2	2	$207,914	$4,000,000
Pharmacy Inventory Management System	Shabir Somani	2 - UW	13 ⬇	3	3	3	2 ⬇	2	$13,513,000	$14,712,000
Northwest Hospital HR & Labor Integration	Nicki McCraw	2 - UW	11 ⬆	2	2	2	2 ⬆	3	$3,800,000	$14,632,000
HFS Point of Sale	Pam Schreiber	2 - UW	12 *new*	2	2	2	3	3	$0	$1,000,000
F&A Space	Sue Camber	2 - UW	0						$0	$246,000
Transportation System Improvement Project	John Chapman	1 - UW	9	2	2	2	1	2	$3,096,011	$3,316,000

Completed

Project	Sponsor	Oversight Level*	Go Live Date	Project Completion Date	Total Project Cost ($K)
Academic Personnel Applicant Tracking System	Cheryl Cameron	2 - UW	July 1, 2018	November 28, 2018	$200,353

⬆ Improvement from previous quarter

⬇ Setback from previous quarter

* Notes on the KEYS page

Destination: One

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Destination: One	Carlos Pellegrini	**3 - UW**	10	2	3	2	1	2	$13,858,000	$159,500,000

Project Status:

The high-level scope definition for Destination: One is complete.

The first round of Adoption sessions were held February 26-28 and subsequent sessions will be held in April and May. During these sessions, UW Medicine and SCCA staff evaluate and provide feedback on their Epic-state workflows in order to inform the system build and configuration process.

System Build and Configuration has fallen behind and a fair amount of effort is needed to get back on track but a plan to catch up is in place and overall, the Program is in good shape. The Steering Committees are driving big decisions forward, there is a significant level of alignment between entities on future-state workflows, and there has been excellent engagement from staff throughout the organization. The Program will start transitioning to future work streams like Testing and Training in the coming months and the pace/velocity of decision-making and Program activity will continue to increase but there is a strong foundation for the organization to build upon as the Program evolves.

High Level Timeline:
 - Groundwork Phase - Oct-Nov'18 - COMPLETE
 - Discovery Phase - Dec'18-Jan'19 - COMPLETE
 - Adoption Phase - Jan-Jul'19 - ONGOING
 - Testing Phase - Jul'19-Jan'20
 - Training & Go-Live Phase - Jan-Apr'20
 - Post-Live & Stabilization Phase - Apr-Nov'20

per Rich Selenis 4/12/19

Finance Transformation Readiness

Project	Sponsor	Oversight Level*	Overall Risk *** & Project Health **	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
Finance Transformation Readiness	Mark Richards	3 - OCIO	8	1	1	1	2	3	$10,260,000	$25,050,000

Summary: (includes early April activities to modify Readiness deliverables and timeline given the addition of the Design phase)
  • The Provost, President and UWFT Sponsors approved adding a 6 month Design Phase to the program timeline to alleviate resource issues with other large intiatives and to give the team more time to develop the total cost of ownership for the Board of Regents. Implementation scheduled to start in January 2020. Funding from Readiness will cross over into Design, with additional funding provided through Finance Reserves.
  • UWFT Sponsors and Governance Groups approved high-level operating model direction.
  • Held FDM Discovery Workshops and started FDM blueprint design work.
  • Conducted Business Process Kick-Off and started Business Process deep dive workshops for the 9 end-to-end business process areas.
  • Onboarded the AVP, Grant Award to Close Lead, Procurement & Supply Chain Lead, and a handful of analysts.
  • Developed detailed Readiness schedule, draft deliverables for design phase, standard processes for risks and decisions and other PMO development activities.

Risks/Issues:
  • The delay in approving and hiring resources for the Readiness phase has a medium likelihood of impacting the effectiveness of the UW translation & socialization of Deloitte deliverables. With the addition of the Design phase, the Team will be distributing resources across a longer timeframe. Once that is completed we may be able to retire this risk.
  • Three large initiative projects have overlapping resource demands from IT and business units across the University with puts one or more of the programs at risk of not meeting deliverables. With the addition of the Design phase, the Team will be accessing resources across a longer timeframe. Leaving this risk on the report until more analysis is completed.

per Debra Fromholzer 4/9/19

Advancement CRM Replacement										
Project	**Sponsor**	**Oversight Level***	**Overall Risk *** & Project Health ****	**Budget Rating**	**Schedule Rating**	**Scope Rating**	**Resource Rating**	**Issues Rating**	**Actual Cost**	**Budget**
Advancement CRM Replacement	Julie Brown Dan Peterson	**3 - OCIO**	10	2	2	2	2	2	$207,914	$4,000,000

Status:
• Professional Services Agreement between UW and Bluecrane (QA Provider) is signed.
• The team has gone through several iterations of the investment plan and is working toward its completion by the end of March.
• Requirements and development are in progress.

Schedule
• Project schedule in revision and is flexible.

Scope
• Bulk licensing terms are being negotiated with Microsoft.
• Requirements and development are in progress for Sprint 1 and Sprint 2.
• The selection process is underway for an ETL tool to replace the current in-house entity resolution solution. The providers list has been narrowed from 15 to five.
• Began planning deliverables for system integration and data integration.
• Completed inventory of reports and continued working with stakeholders to prioritize this list for the first phase, with a focus on Prospect Development.

Resources
• A business analyst had been onboarded.
• A training manager has been hired, not specifically for this project, but who will be a critical asset in developing a change management and training plan for this project.

Per Julie Ngo 04/01/2019

Pharmacy Inventory Management System

Project	Sponsor	Oversight Level*	Overall Risk *** & Project Health **	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
Pharmacy Inventory Management System	Shabir Somani	**2 - UW**	13	3	3	3	2	2	$13,513,000	$14,712,000

Project Status: The Pharmacy Inventory Management System (PIMS) Project has two primary work streams; 1) the stabilization of the operational system at UW Medical Center (UWMC) which went live on October 21, 2018 with TecSys's Elite application, and 2) implementation of Elite at Harborview Medical Center (HMC).

UWMC: The Elite application is in production at UWMC. Turnaround times continue to improve and are within the service level agreement for the hospital (STAT's are turned around in less than 30 minutes, First dose and extra doses are less than 2 hours.) The pharmacy has identified five priorities to the vendor for system improvements for workflow and productivity, which are scheduled to be delivered by April 30th. A fix will also be delivered to stabilize the print label servers.

HMC: A kick-off of the Harborview Medical Center PIMS system was held in January. The project team is wrapping up the design phase and is scheduled to complete the build and start testing this quarter.
Facilities construction has started, with the completion of dispensing carousels scheduled for May.
The project team and project steering committee have agreed to extend the go-live date from June 2019 to August 2019 to account for risk mitigation of the "alpha" release and to acknowledge the resource constraints posed by simultaneous implementation of the D:1 program.
An additional round of end-to-end testing has been added to the schedule, and time has been extended for the data load to minimize the potential disruption of the live system at UWMC.

The major milestones defined in the current baseline:
• Build Complete - June 30, 2018 - COMPLETE
• Testing Complete – August 31, 2018 - COMPLETE
• Training Complete – September 26, 2018 - COMPLETE
• UW Medical Center (Site 1) Go-Live – COMPLETE
• Harborview Medical Center (Site 2) Go-Live – August 2019
• Northwest Hospital Go-Live – Delayed Indefinitely

• Seattle Cancer Care Alliance - Removed From Scope
• Project Close-Out – September, 2019

The budget for the PIMS Project was increased from $14,332,000 to $14,712,000 on 3/27/2019 with approval from executive sponsor and PIMS project steering committee. The change reflects a change on HMC Go-Live change from June 2019 to August 2019.

Per Rich Selenis 4/11/2019

Northwest Hospital HR & Labor Integration

Project	Sponsor	Oversight Level*	Overall Risk *** & Project Health **	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
Northwest Hospital HR & Labor Integration	Nicki McCraw	**2 - UW**	11	2	2	2	2	3	$3,800,000	$14,632,000

Status: All HR & Labor project work streams are moving forward according to plan.

Key Risk Mitigated:
The staffing risk that existed previously in the ISC and UW IT has been materially mitigated. While we are a few hires away in these areas from a full project team, the key roles have been staffed and plans are in place to cover the work these incremental resources would be doing until they can be hired.

Technical Update:
Foundational Design within Workday completed in January, bringing a clearer picture of what needs to change in Workday to integrate NWH and UWP staff and the impacts those changes have on integrations, reports, etc.. Following the completion of Foundational Design, the initial prototype (P0) of Workday was configured and the data conversion process for NWH was tested. The validation of the data and configuration for the next prototype (P1) has just completed and unit testing of the Workday build is underway. Beginning April 15th, requested sample data will begin flowing across key integrations into test instances of peer systems in support of unit testing in these systems. Build is underway in these peer systems, including UWHires and Kronos.

Change Management and Training:
Work continues on the training needs assessment, building on the understanding of changes NWH and UWP employees would go through that are documented in the change impact log. In addition, the team is conducting stakeholder analysis interviews with key NWH stakeholders. Communications are being prepared in support of benefits, position mapping, and other HR-related transition activities.

Benefits Pre-Enrollment:
To help minimize risk and impact to NWH/UWP employees moving to UW benefits, a recommendation was brought forward in support of offering the opportunity for transitioning staff to pre-enroll in benefits. This recommendation was approved by Medical Center leadership and is now moving through the final stages of the project change control process. A work plan focusing on the key activities, including multiple rounds of testing, is being developed.

Functional Work:
A decision on how to cutover payroll (when will the last NWH/UWP payroll be and when will UW pay begin) was made and approved. Execution of the plans to shift the work week at NWH are underway and will culminate with the change happening on July 8th.

End-to-End Testing:
A cross-functional core testing team has been formed with representation from the 12+ testing teams that will be involved in end-to-end testing. A timeline has been put together in support of being ready to begin this testing towards the end of June.

Project Budget:
The budget through the end of the project was approved in December. Overall, the project is running under budget through February 2019 and is forecasted to be slightly under budget at the end of the project.

Per Ryan Markowski 04/09/2019

HFS Point of Sale

Project	Sponsor	Oversight Level*	Overall Risk *** & Project Health **	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
HFS Point of Sale	Pam Schreiber	2 - UW	12	2	2	2	3	3	$0	$1,000,000

Status: Housing and Food Services (HFS) manages ~100 point of sale (POS) devices within its own department, and in support of several other departments (UW Bothell for example). These registers are split between three separate POS systems, only one of which currently complies with PCI rules. The purpose of this project is to consolidate onto a single PCI compliant POS system by the end of 2019.

The project is currently in RFP stage and the procurement is on schedule. Four vendors were selected to demo on-site, and the last demo took place on 4/5. The team is working toward announcing an apparent successful bidder by 4/24, and finalizing a contract 5/22.

The Resource Rating is elevated due to expected resource constraints in the group responsible for administration of the system. These resources are not dedicated to the project, making their availability dependent on operational issues and other projects. The sponsor that oversees these resources supports the POS implementation taking priority, but the group has not formally reassigned tasks to eliminate this risk.

The Issues Rating is also elevated for the resource risks, as well as other potential risks such as a failed RFP. All known risks are being managed, and many are expected to be resolved upon completion of the RFP and contract (issues around cost, functionality, vendor timeline, etc).

Per Ethan Owens 04/08/19

F&A Space

Project	Sponsor	Oversight Level*	Overall Risk *** & Project Health **	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
F&A Space	Sue Camber	**2 - UW**	0						$0	$246,000

Project Status:
This project is on hold and it is too early to make accurate project health rating assessments.

Request for proposals is on hold until MAA is able to hire a project manager to move this forward. There has not been an actual cost as of yet other than MAA staff time gathering the information for the RFP and creating job description.

Staffing may become a resource issue since we have continued to experience turnover subsequent to last month's update.

Per Guadalupe Valencia 4/2/19

Transportation System Improvement Project										
Project	Sponsor	Oversight Level*	Overall Risk *** & Project Health **	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
Transportation System Improvement Project	John Chapman	**1 - UW**	9	2	2	2	1	2	$3,096,011	$3,316,000

PaybyPhone contract neogiatiations in process with UW Procurement. License Plate Recognition (LPR) vendor contract addendem completed. T2 Permiting configuration into Flex project launch completed with estimated completion date of 9/15/19. Both PaybyPhone and LPR integrations to be completed with completion of permit configuration into Flex.

Per Eric Johnson 4/8/19

Completed Projects Summary - Mar 31, 2019

Project	Sponsor	Oversight Level*	Go Live Date	Project Completion Date	Total Project Cost
Academic Personnel Applicant Tracking System	Cheryl Cameron	2 - UW	July 1, 2018	November 28, 2018	$200,353

* Oversight Level Key	** Project Health Key		
1. Overseen by UW management and staff. Requires OCIO approval and reporting if over delegated authority.	Green	Project is on time, on budget, and within defined scope, with minimal issues. **Overall Risk Rating where 5-10 is Green**	

2. OCIO approval required and regular project reporting.
   Quality Assurance (QA) reporting required, maybe internal or external.
   OCIO may recommend project to be full Technology Services Board (TSB) oversight.
	Yellow	Changes to scope, budget, or resources have placed project at some risk. Project has the potential for delays, cost or scope changes.
		
		Overall Risk Rating where 11-17 is Yellow	

3. High severity and/or high risk, subject to full TSB oversight, which includes TSB approval, written reports to the TSB, periodic status reports to the TSB by the agency director and staff, and submission of other reports as directed by the TSB. External QA reporting required.	Red	Major changes to scope, budget or resources have placed project at critical risk. One or more of the following must change in order to proceed: project schedule, resources, budget, scope. **Overall Risk Rating where 18-25 is Red**	

Note for UW Medicine: project oversight levels 2 & 3 report to UW management

*** IT Project Risk Ratings (summed to calculate Overall Health Rating)	
Current Risk Rating	Use the scale below to rate current performance on Budget, Schedule and Scope (select appropriate number for each)
Budget Schedule Scope	1 = Performing better than project plan; ahead by 5% or more 2 = Performance is on plan 3 = Behind plan, but within 5% of original targets 4 = Behind plan between 6% to 10% and likely to use/using contingency 5 = Greater than 10% behind plan and more than half of contingency used
Current Risk Rating	Use the scale below to rate current performance on Resources People with the necessary expertise are....
Resources	1 = in place, or high likelihood of being available as specified in the Resourcing Plan. 2 = There are some minor gaps in resourcing, but can be overcome with minor alternations of the Resourcing Plan, with no significant impact on schedule, budget or deliverables. 3 = somewhat in place, or struggling to perform, with moderate risk to schedule, budget or deliverables. 4 = There are gaps in resourcing, with moderately high risk to schedule, budget or deliverables. Mitigation plans in place, or will be soon. 5 = not in place, or low likelihood of being available per the Resource Plan. Significant impact on schedule, budget or deliverables, without mitigation plans in place.
Current Risk Rating	Use the scale below to rate current impact of Issues and other factors relevant to the project (select one number for this measure)
Issues	1 = No risks or issues identified at this time 2 = Some identified but minor, no impacts anticipated 3 = Some that could impact the project are being managed, with minimal impact anticipated 4 = Significant risks/issues/other factors identified but not yet managed 5 = Risks/issues being managed but will have significant impact (greater than 10%) on project budget, schedule and/or scope