

Project Portfolio Executive Summary for December 2015

UW Enterprise Projects

Projects - Red	Sponsor	Oversight Level *	Project Health **	Overall Risk Rating ***	Budget Rating	Schedule Rating	Scope Rating	Issues Rating	Actual Cost (Project Life)	Budget (Project Life)
HR/Payroll Modernization	Kelli Trosvig Mindy Kornberg Cheryl Cameron Lori Mitchell Paul Jenny Dave Anderson	3 - OCIO	Red	16	2	5	4	5	\$29,839,574	\$67,464,473

Project Status: HR/Payroll Modernization (HRPM) is now operating as a program to provide better coordination and alignment across all related projects, and ensure a successful launch. The program brings together all of the related projects, including Human Resources Information Systems; HR/P UW Workday; HR/P Intersections; Academic Personnel; Medical Centers; School of Medicine; and the Operating Model.

The program is measured using a single set of performance metrics across all projects to continually monitor status, risks and issues. These unified processes provide improved visibility into program status, and allow for a stronger sense of accountability. With improved visibility, the HRPM Program has uncovered significant risks and issues to a successful June 2016 go-live.

- UWHIRES is in development but will not be ready on time for scheduled End-to-End (E2E) testing. Current delays pose a significant risk to the UAT timeline and have potential to cause confusion around how UWHIRES integrates with Workday. Current work estimated to be more than 8 weeks behind schedule. But limited visibility into work streams until recently lowers confidence in this estimate.
- Program leadership is currently assessing over 40 change requests, which delays the team's ability to complete outstanding tasks needed for design, build and configuration; most of these changes will impact workflow and more change requests are expected to be necessary after UAT.
- The progress of E2E Business Process reviews is moving slower than expected due to outstanding questions regarding standardized policy, process and procedure work that should have been completed more than a year ago, but are just now being addressed by business owners, campus and program.
- HCA authority 'sign-off' on direct benefit enrollment and plan to use training and a Workday tenant for assurance on the configuration.

People Readiness: The people readiness projects have completed the sessions for the first step of preparation. Many units are still completing their homework to define who will be responsible for specific tasks in the Workday role structure, and each person's level of access within the system. We are preparing for Step Two, during which the units, departments and colleges will work with business owners to identify, define and standardize HR/Payroll related policies, processes and procedures that can be optimized through the use of Workday. Step Two work will begin with an intensive SWAT approach to establish a repeatable process for University-wide standardization decisions to be made. The SWAT approach is currently at risk due to undefined process work, the holiday season and lack of involvement from UWHR, AP, and campus at critical steps in the program.

Technology: During End-to-End testing, the technical team tests activities and business processes configured in the Workday environment across all functional areas, including integrations to and from other systems and third-party vendors. The first cycle of E2E testing concluded in October and achieved a 90% pass rate and 95% completion for systems ready for testing, however significant systems were not ready for E2E testing. E2E testing did not include UWHIRES as it was not ready for either cycle 1 or 2 as planned. Although not originally included in the E2E testing plan, due to the criticality of the SAGE application for go-live, ORIS accelerated efforts to modify and test SAGE. They expect to substantially complete SAGE testing during the E2E phase.

User Acceptance Testing (UAT) and Payroll Parallel Testing, which are scheduled to begin in early 2016, are at risk of delay due to late deliveries of work of HRIS, E2E Business Process work and the availability of stable configuration details and time for ICM to develop and deliver training materials.

During UAT, representative end users from UW units, departments and colleges will validate E2E processes that include Workday associated configurations, integrations and reports operate correctly across multiple departments and business units.

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Projects - Green	Sponsor	Oversight Level *	Project Health **	Overall Risk Rating ***	Budget Rating	Schedule Rating	Scope Rating	Issues Rating	Actual Cost (Project Life)	Budget (Project Life)
Transportation System Improvement Project	Charles Kennedy	1 - UW	Green	8	2	2	2	2	\$592,500	\$1,440,200
<p>Project Status: New software interfaces and configurations were completed on schedule allowing for gate equipment operated by the new software to interface with Wheels system software. As each facilities' civil, conduit and cabling work has been completed, the facility has been transitioned to the new software.</p> <p>Seven facilities were scheduled to be transitioned to new equipment during fall quarter:</p> <ul style="list-style-type: none"> • Four are complete representing approximately 80% of the stalls involved. • Three are scheduled for completion between now and end of December. <p>The final facility scheduled for completion by the end of spring 2016 is currently going through scoping and design and is on schedule.</p>										
Enterprise Document Management System Implementation	Gary Quarfoth Ann Anderson	2 - OCIO	Green	5	1	1	1	1	\$4,642,752	\$5,361,192
<p>Project Status: At the end of FY16, we successfully completed our pilot work, closed the Investment phase of this project with the State of Washington well under the budget submitted to the State, and became a full Program under UW-IT Information Management. This project is now closed.</p>										

Project Portfolio Executive Summary for December 2015

UW Medicine Projects

Projects - Yellow	Sponsor	Oversight Level *	Project Health **	Overall Risk Rating ***	Budget Rating	Schedule Rating	Scope Rating	Issues Rating	Actual Cost (Project Life)	Budget (Project Life)
Pharmacy Inventory Management System	Shabir Somani	2 - UW	Yellow	13	1	4	4	4	\$1,541,945	\$6,941,089

Project Status: The Pharmacy Inventory Management System (PIMS) project continues to be in the Planning and Analysis phase. UW Medicine and TECSYS (system vendor) are working towards confirming and finalizing project scope, timeline, and resources.

Current major activities include:

- Finalization of TECSYS Pharmacy Solution Design document and addressing functional gaps.
- Development of project organization structures for both the Product Development and Implementation work threads.
- Determining dependencies and developing the resourcing approach necessary to support both Product Development and Implementation work threads.
- Develop and agree on a RACI chart to clarify roles and responsibilities.
- TECSYS to provide a Sprint calendar along with additional information about the functional requirements being addressed.
- Confirmation of project scope based on TECSYS software functionality delivery schedule.
- Project plan schedule to be vetted and finalized with multiple stakeholders across the UW Medicine enterprise (UWMC, HMC, SCCA, NWH, & VMC).
- UW Medicine participation in additional deep dive and review sessions with TECSYS.
- Interface mapping efforts between TECSYS Elite system and EHRs, Pyxis, and Pharmacy Vendors.
- Completion of work on technical infrastructure.
- UW Medicine security assessment review.
- Revised investment plan to be approved by VP UW-IT/CIO

Upcoming major milestones include:

- Elite 9.2 Proof of Concept Build

Major Risks/Issues:

- Issue - Development and Implementation Project: In March 2015, the PIMS project evolved into a "Development Project" with a heavy Implementation dependency on TECSYS "Agile" product development methodology.
- Issue - Vendor product functionality: Vendor continues to work on software functionality. Comprehensive pharmacy supply chain applications for health care systems currently do not exist in the marketplace today. The product development effort continues to directly impact project scoping. Agreement on the product functionality schedule will guide the overall project scope and will influence completion of the project plan schedule, and planning deliverables.
- Risk - Resource availability: Enterprise resource allocations will be taken into consideration with the PIMS project resource planning.
- Risk - Central user authentication preferred across the UW Medicine entities: Lack of enterprise authentication may have schedule impacts.

Note: The percent complete appears as 0% because the project is still in the planning and analysis phase, and has not yet conducted project kick-off.

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Projects – Complete	Sponsor	Oversight Level *	Monitor of Benefits/Value Realized
Epic Enterprise Specialty Implementation: Project went live 5/20/14	Johnese Spisso James Fine	1 - UW	

* Oversight Level Key	
1	Overseen by UW management and staff. Requires OCIO approval and reporting if over delegated authority.
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.
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.

** Project Health Key	
Green	Project is on time, on budget, and within defined scope. Overall Risk Rating where 4-9 is Green.
Yellow	Changes to scope, budget, or resources have placed project at some risk. Project has the potential for delays or scope changes. Overall Risk Rating where 10-14 is Yellow.
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 15-20 is Red.

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

*** IT Project Risk Ratings	
Current Risk Rating	Use the scale below to rate current performance on Budget, Schedule and Scope (select appropriate number for each)
Budget =	1 = Performing better than project plan; ahead by 5% or more 2 = Performance is on plan
Schedule =	3 = Behind plan, but within 5% of original targets 4 = Behind plan between 6% to 10% and likely to use/using contingency
Scope =	5 = Greater than 10% behind plan and more than half of contingency used
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