

UW Enterprise IT Projects

Project Portfolio Executive Summary - Sep 30, 2018

Project	Oversight Level*	Overall Risk *** & Project Health **	Budget Rating	Schedule Rating	Scope Rating	Issues Rating	Actual Cost (To Date)	Budget (Project Life)
Clinical Transformation Program	3 - UW	0						\$159,500,000
Finance Transformation Readiness	3 - OCIO	5	1	1	1	2	\$2,650,000	\$20,200,000
Pharmacy Inventory Management System	2 - UW	10	2	2	2	4	\$12,342,016	\$14,540,692
Northwest Hospital HR & Labor Integration	2 - UW	11	2	3	2	4	\$1,457,147	\$3,915,507
Academic Personnel Applicant Tracking System	2 - UW	9	2	2	2	3	\$200,353	\$1,033,000
Burke Museum CRM	2 - UW	11	4	3	2	2	\$129,337	\$115,300
F&A Space	2 - UW	0						TBD
Transportation System Improvement Project	1 - UW	9	2	2	2	3	\$2,947,868	\$3,316,350
Continuum College CRM	1 - UW	17	3	4	5	5	\$700,678	\$1,165,911

Completed

Project	Oversight Level*		Go Live Date	Project Completion Date		Total Project Cost
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Clinical Transformation Program

Project	Sponsor	Oversight Level*	Overall Risk *** & Project Health **	Budget Rating	Schedule Rating	Scope Rating	Issues Rating	Actual Cost (To Date)	Budget (Project Life)
Clinical Transformation Program	Carlos Pellegrini	3 - UW	0						\$159,500,000
<p>Status: The full project has not started. It is in a 'discovery phase'. Additional information to be provided in September report.</p> <ul style="list-style-type: none"> - Preliminary budget estimate is \$159.5M, plus \$20.8M in backfill for Medical Center operations. - Executive Sponsor: Dr. Carlos Pellegrini - Project approval by UW VP for IT/CIO on July 12, 2018 - Project approval by Board of Regents on July 12, 2018 - Project Director: Ana Blanco (consultant) - External Project QA Consultant: Slalom Consulting 									
<p><i>per Kerry Kahl 10/29/18</i></p>									

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Finance Transformation Readiness

Project	Sponsor	Oversight Level*	Overall Risk *** & Project Health **	Budget Rating	Schedule Rating	Scope Rating	Issues Rating	Actual Cost (To Date)	Budget (Project Life)
Finance Transformation Readiness	Jeff Scott	3 - OCIO	5	1	1	1	2	\$2,650,000	\$20,200,000

Summary:

- * Completed procurement process for Readiness Vendor. Selected Deloitte Consulting.
- * Rebaselined UWFT Readiness scope, schedule and budget.
- * Held Strategic Vision and Alignment Workshop.
- * Scheduled Operating Model Workshops and subsequent Business Process workshops over October and November.
- * The program team is recruiting for 19 approved key program leadership and analyst positions identified as necessary to support Readiness phase activities. Position descriptions, posting, and recruitment activities are underway.
- * Completed program benchmark and data gathering activities. Received 100% participation in data collection effort.
- * Benchmark findings indicate UW-wide Finance Administration cost is \$225M annually, twice as much as our peers.

Risks/Issues:

- * Sponsor availability: If key sponsors and program team leaders are not available to meet as a group, then leadership will not be aligned and key decisions will be delayed resulting in a delay in the overall Readiness timeline. The risk of needing to revisit decisions and/or not making them in the right way is also increased.
- * Leadership Alignment: If leaders are not aligned on key decisions around scope, schedule and budget, emerging issues and other major project priorities, then the program timeline may be negatively impacted
- * Organization/Staffing Plan: If the hire of priority positions is not finalized by October 15, then key deliverables and milestones included in Readiness scope of work will be impacted.
- * Communications: If a broad communication plan is not defined and consistently implemented, then a lack of consistent messaging and stakeholder engagement strategy for UWFT will negatively impact stakeholder buy in and the program team's ability to maintain planned schedule.
- * Major Projects - Impact of NW Hospital Integration and HRPM stabilization on resource availability: If major projects, including HRPM stabilization and NW Hospital Integration, have overlapping timelines or resource requirements with UWFT Readiness, then critical SME resources will not have the capacity to support UWFT program.
- * AVP (UWFT Program Director) not on board for foundational work: The program AVP is not on board for program foundational work, and may not have input into the following readiness activities: vendor strategy, RFP development, guiding principles and leadership retreat. Additionally, if the AVP on-boarding is delayed then the following key activities will proceed without AVP input and/or be delayed: vendor selection, hiring of managers, and guardrail development.

per Jeanne Marie Isola 10/11/18

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Pharmacy Inventory Management System

Project	Sponsor	Oversight Level*	Overall Risk *** & Project Health **	Budget Rating	Schedule Rating	Scope Rating	Issues Rating	Actual Cost (To Date)	Budget (Project Life)
Pharmacy Inventory Management System	Shabir Somani	2 - UW	10	2	2	2	4	\$12,342,016	\$14,540,692

Project Status: The Pharmacy Inventory Management System (PIMS) Project identified a potential drug mapping quality risk during testing. If mapping errors exist, the resulting error could affect patient safety. As a mitigation, project sponsors approved a plan to test every mapping instance by operational pharmacists. The resulting impact to the current baseline schedule was a delay of the initial site (UWMC) go-live by 3 weeks to 10/21/18. EDI transaction go-live will occur on 10/9/18. The cascading impact of this delay is to push the subsequent site go-lives into subsequent months.

The accumulation of critical risks for the project warrants a continued “Issues” rating of 4.

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 – October 21, 2018
- Northwest Hospital (Site 2) Go-Live – January, 2019
- Harborview Medical Center (Site 3) Go-Live - March, 2019
- Seattle Cancer Care Alliance (Site 4) Go-Live - June, 2019
- Project Close-Out - July, 2019

The current baseline budget for the PIMS Project is \$14,541,000. The PIMS Project status ratings and Overall Risk & Project Health rating reflect the approved baseline.

Per Jake Haunty 10/3/18

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Northwest Hospital HR & Labor Integration

Project	Sponsor	Oversight Level*	Overall Risk *** & Project Health **	Budget Rating	Schedule Rating	Scope Rating	Issues Rating	Actual Cost (To Date)	Budget (Project Life)
Northwest Hospital HR & Labor Integration	Nicki McCraw	2 - UW	11	2	3	2	4	\$1,457,147	\$3,915,507

"Status: Functional, ITS, Change Management, HRIS and data validation workstreams are proceeding according to plan. Foundational Design - defining detailed design requirements, defining and prototyping design changes to Workday, integrations, reports, etc. is underway but got started a couple weeks later than planned. Now started, this work is proceeding according to the updated schedule.

The change management team is supporting communications to the employees related to the project updates, UW benefits, how leave balances will be managed, etc. In addition, they continue to meet with other NWH/UWP workstreams to understand the potential training needs that the HR & Labor workstream will be responsible for coordinating.

The functional team continues work on reviewing and updating policies, determining the disposition of each HR & Labor report and contract, planning the transition of benefits, and many other business and operational tasks.

The data conversion team is nearing the completion of the data mapping with NWH and will soon begin the same with UWP. Using the mapping, tools will then be built to extract the data out of the current systems and transform it to how it needs to be compiled for upload into Workday, UWHires, etc. This work will be completed in preparation for the initial upload of data in these systems early next year.

The project team continues to work with the legal and labor teams on decisions and direction needed in this space.

Project has approved budget, detailed project plan and resource plan for work through 12/31/18. Discussions continue on long-term resource plans within UW IT and the ISC. This is a risk area of the project as the Foundational Design work will inform the effort and resulting resource needs for the rest of the project; however, these two teams need to begin the hiring process very soon in order to have their teams in place when needed. Executive level discussions on this topic continue.

NOTE: Total Budget figure above represents only the approved budget amount through 12/31/18. Amount will be updated when rest of project budget has been approved.

Sponsor: Nicki McCraw
 PM: Ryan Markowski "

Per Ryan Markowski 10/5/18

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Academic Personnel Applicant Tracking System

Project	Sponsor	Oversight Level*	Overall Risk *** & Project Health **	Budget Rating	Schedule Rating	Scope Rating	Issues Rating	Actual Cost (To Date)	Budget (Project Life)
Academic Personnel Applicant Tracking System	Cheryl Cameron	2 - UW	9	2	2	2	3	\$200,353	\$1,033,000

Status: The application launched successfully on 7/1/18.
Milestones achieved:
☐ The final two feature enhancements were released on 8/30/18

The project will focus on the following milestones in the next quarter:
☐ The accessibility deliverable date of 9/30/18 passed with four pending issues still unresolved. The UW ATC team is confident the vendor will be able to resolve the final issue by 10/31/18

The application is currently in the Maintenance and Optimization phase

Per Santiago Cortez 10/05/18

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Burke Museum CRM

Project	Sponsor	Oversight Level*	Overall Risk *** & Project Health **	Budget Rating	Schedule Rating	Scope Rating	Issues Rating	Actual Cost (To Date)	Budget (Project Life)
Burke Museum CRM	Julie Stein	2 - UW	11	4	3	2	2	\$129,337	\$115,300
<p>Project Status: This project is in closeout phase. In general, the Burke Museum Systems Replacement Project has been successful in achieving anticipated outcomes. It became clear throughout the Implementation that PatronManager is much better suited for performing arts organizations, but it does work for the Burke through build changes and workarounds created in partnership with the Burke and PM teams. There is still some work to do completing custom-build areas of the system and creating data analytics tools within the system. However, the Burke team feels confident about the state of the system moving forward toward the New Burke, and the role it will play in gathering and analyzing data in the coming years.</p>									
<p><i>Per Courtney Davis 10/8/18</i></p>									

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F&A Space									
Project	Sponsor	Oversight Level*	Overall Risk *** & Project Health **	Budget Rating	Schedule Rating	Scope Rating	Issues Rating	Actual Cost (To Date)	Budget (Project Life)
F&A Space	Sue Camber	2 - UW	0						TBD
Project Status: Project received approval from state OCIO and OFM to proceed with no conditions and no state oversight. Request for proposals to be issued mid-autumn quarter.									
<i>Per Kerry Kahl 10/25/18</i>									

Project Portfolio Executive Summary - Sep 30, 2018

Transportation System Improvement Project									
Project	Sponsor	Oversight Level*	Overall Risk *** & Project Health **	Budget Rating	Schedule Rating	Scope Rating	Issues Rating	Actual Cost (To Date)	Budget (Project Life)
Transportation System Improvement Project	John Chapman (was Charles Kennedy)	1 - UW	9	2	2	2	3	\$2,947,868	\$3,316,350
Civil work and equipment installations completed for N28 and W45/46. Installations for Central Plaza Garage removed from scope of work with alternative installation options being explored for this location. PaybyPhone contract negotiations in process with UW Procurement. License Plate Recognition (LPR) and T2 Permitting moving forward with SOW being developed.									
<i>Per Eric Johnson 10/4/18</i>									

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Continuum College CRM

Project	Sponsor	Oversight Level*	Overall Risk *** & Project Health **	Budget Rating	Schedule Rating	Scope Rating	Issues Rating	Actual Cost (To Date)	Budget (Project Life)
Continuum College CRM	Rovy Bannon	1 - UW	17	3	4	5	5	\$700,678	\$1,165,911

Project Status:
 - Project phase 2, intended to include automation of the non-credit certificate application process, is in planning with effort focused on simplifying requirements by standardizing program admissions criteria prior to beginning design and development.

Marlon Buchanan took on the role of Sponsor, effective Dec, 2017.

The entire project is being revised to use primarily internal resources rather than an implementation consultant, and to make significant changes to deliverables and timelines outlined in the previously approved project plan. Due to the scope of changes, a new Project Plan will be submitted to the UW VP for IT and CIO.

Per Chris Powell & Marlon Buchanan 11/8/18

Completed Projects Summary - Sep 30, 2018

Project	Sponsor	Oversight Level*	Go Live Date	Project Completion Date	Total Project Cost
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* Oversight Level Key
<p>1. Overseen by UW management and staff. Requires OCIO approval and reporting if over delegated authority.</p>
<p>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.</p>
<p>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.</p>

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

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 Schedule Scope	<ul style="list-style-type: none"> 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 impact of Issues and other factors relevant to the project (select one number for this measure)
Issues	<ul style="list-style-type: none"> 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