

UW Enterprise IT Projects

Project Portfolio Executive Summary - Dec 31, 2018

Project	Sponsor	Oversight Level*	Overall Risk *** & Project Health **	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
Destination: One (was: Clinical Transformation Program)	Carlos Pellegrini	3 - UW	9	2	2	2	1	2	\$3,608,000	\$159,500,000
Finance Transformation Readiness	Mark Richards	3 - OCIO	12	1	3	3	3	2	\$5,000,000	\$20,200,000
Advancement CRM Replacement Phase 1	Julie Brown Dan Peterson	3 - UW	10	2	2	2	2	2	\$20,000	\$448,000
Northwest Hospital HR & Labor Integration	Nicki McCraw	2 - UW	12	2	2	2	3	3	\$2,492,000	\$14,632,000
Pharmacy Inventory Management System	Shabir Somani	2 - UW	12	3	3	3	1	2	\$13,100,000	\$14,332,000
Academic Personnel Applicant Tracking System	Cheryl Cameron	2 - UW	5	1	1	1	1	1	\$200,353	\$1,033,000
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	\$3,060,000	\$3,316,000

Completed

Project	Sponsor	Oversight Level*	Go Live Date	Project Completion Date	Total Project Cost (\$K)
Burke Museum CRM	Julie Stein	2 - UW	February 1, 2018	October 31, 2018	\$129,000
Continuum College CRM	Marlon Buchanan	1 - UW	November 27, 2017	June 5, 2018	\$701,000

* Notes on the KEYS page

Project Portfolio Executive Summary - Dec 31, 2018

Destination: One (was: Clinical Transformation Program)										
Project	Sponsor	Oversight Level*	Overall Risk *** & Project Health **	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
Destination: One (was: Clinical Transformation Program)	Carlos Pellegrini	3 - UW	9	2	2	2	1	2	\$3,608,000	\$159,500,000
<p>Status:</p> <p>During October and November, 2018, the Destination: One (D:1) Program went through the "Discovery" phase of the project. During this period, typical initiation activities were completed, including continued scope refinement, groundwork/current state documentation, staffing planning, and governance establishment. The following phase, "Direction" phase, includes design sessions by operational stakeholder committees, and it continues through January, 2019.</p> <p>The D:1 Program has successfully initiated, and it is currently executing to schedule and plan. The project team is fully staffed to the plan, and the software vendor, Epic, has filled the implementation services staffing plan.</p> <p>HighL level Timeline:</p> <ul style="list-style-type: none"> - Groundwork Phase - Oct-Nov'18 - Discovery Phase - Dec'18-Jan'19 - Adoption Phase - Jan-Jul'19 - Testing Phase - Jul'19-Jan'20 - Training & Go-Live Phase - Jan-Apr'20 - Post-Live & Stabilization Phase - Apr-Nov'20 <p>Background Information:</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 										
per Jake Haunty 1/18/19										

Project Portfolio Executive Summary - Dec 31, 2018

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	12	1	3	3	3	2	\$5,000,000	\$20,200,000

Summary:

- Onboarded PMO Director and IT Director
- Hired AVP and announced new Executive Sponsor
- Held Operating Model Workshop, IT Strategy Workshop and HRP Remediation Workshops
- Scheduled Winter/Spring 2019 FDM and Business Process Deep Dive Workshops
- Program Team completed Workday Finance Fundamental Training
- Finalized Schedule Improvement Plan and Document Improvement Plan.

Risks/Issues:

- Resources: Given the fast pace of the Program there is little time for hiring and recruitment, which puts the program deliverables at risk. The team is working on receiving org chart approval and continued recruitment for key roles on UWFT Program Team.
- Major Project Impacts: There is no formal process for resolving inter-project resource contention and constraint issues which may impact the Program's ability to meet deliverables. The Program Director's have begun meeting with NWH and One EHR team members to identify potential resource conflicts.
- PMO structure build out: is at risk of delays given limited access to key Program Leadership team members which could impact schedule, scope, budget and team adoption of best practice processes and procedures
- Detailed integration requirements: there is a risk that our budget estimate will not adequately represent the true scope, timeline, cost, and resource needs for developing and implementing the financial and procurement integrations solutions without detailed integration requirements. The program team is working with Deloitte to support the integrations team in defining assumptions and having the expertise needed to advise on the best and most efficient integrations approach.

per Jeanne Marie Isola 1/11/2019

Project Portfolio Executive Summary - Dec 31, 2018

Advancement CRM Replacement Phase 1										
Project	Sponsor	Oversight Level*	Overall Risk *** & Project Health **	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
Advancement CRM Replacement Phase 1	Julie Brown Dan Peterson	3 - UW	10	2	2	2	2	2	\$20,000	\$448,000
<p>Status: Requirements gathering sessions with researchers are underway to learn about pre-prospect information gathering and prospect identification. Met with Amy Pearson (OCIO) to discuss about status reporting, burndown chart, resource planning, and QA resources. Project team is currently reviewing resumes and conducting interviews for a quality assurance provider. Project team is reviewing resumes and conducting phone interviews to hire the 3rd BA. Work on investment plan is underway. Once completed, we will need OCIO to review and approve. Met with Pete Krawitz (UWIT) and gave him an overview about our project needs. Project request has been submitted and is in queue for the UWIT Portfolio Review Board to review to assign resources to work. Met with xRM for an initial review and discussion of changes to the Master Service Agreement (MSA). Met with Christina Baxter and Mike Sheppard from Ellucian to discuss about open questions on existing contract and renewal rates. They are going to extend our web support contract until we sort out these answers. The renewed contract was going to be for January 1-December 31, 2019. Project team met with Informatica and Talend to learn about their product offerings – whether it meets our expectation as an ETL (Extract, transform, load) tool and our needs in data quality and entity resolution. Also met with UWIT and learned that they mostly use store procedures. Team is continuing work to review demos and assess functionality from other solution providers. Phase 1 Statement of Work (SOW) have been submitted for approval. General email mailbox have been created for users to use to submit their questions, feedback, and concerns. There is also a page on the intranet created for end users to get up to date information on the project.</p> <p>Project QA consultant will be selected in January.</p> <p>Budget is for Phase 1 of the project <i>Additional information about project phases will be included in the investment plan.</i></p>										
per Julie Ngo 1/3/2019										

Project Portfolio Executive Summary - Dec 31, 2018

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	12	2	2	2	3	3	\$2,492,000	\$14,632,000

Status: All HR & Labor project workstreams are moving forward according to plan. Foundational Design within Workday is on-track to complete the third week of January. Yellow status continues to be a reflection of the staffing risk that exists within the ISC and UW IT.

Staffing:

- 1) Technical Project Manager has joined the team to support the work in the ISC and UW IT.
- 2) ISC has staffed four of their eight roles with start dates in early January. Three of the remaining four are in the interview process with the final one (QA lead) entering the staffing process soon, now that a QA manager (non-project resource) has been hired. In addition, the statement of work is being developed with Huron to fill the needed consulting roles. As a result of the staffing progress, the likelihood and impact of this risk has been reduced. Staffing updates are discussed at a weekly foundational design check-in.
- 3) UW IT has posted seven of their ten positions and are currently conducting interviews for three of the seven. The remaining 3 are in the position approval cycle. UW IT resources are not needed as quickly as the ISC but until progress is made on bringing on the staff, the likelihood and impact of this risk will remain high. Staffing updates are discussed at a weekly foundational design check-in.

ATR Decision:

The decision on whether to continue to include ATR in the scope of the project has not yet been made. Additional information was provided in December to support the decision making process. Decision is expected in early January. Until the decision is made, the project is continuing under the assumption that ATR will be in-scope.

Project Budget:

The budget through the end of the project was approved in December.

Preparations for Initial Workday Build:

Initial data mapping is complete and the design, build and testing of the ETL process is nearing completion. Assessment of the impact on Workday of ATR and non-ATR related NWH/UWP integration changes and the system design requirements to support the changes are also nearly complete. All of this work and more is coming together in preparation for the build of Workday Prototype 0, which will begin the last week of January.

Change Management:

The change management team continues to work on the training needs assessment, stakeholder analysis and change impact assessment. The communications team supported communications on leave cutover and benefits and are preparing for communications on the work week, midnight divide change at NWH.

Functional Work:

Report rationalization is nearing completion with no new Workday reports identified. The functional team continues work on reviewing and updating policies, determining the disposition of each HR & Labor contract, planning the transition of benefits, and many other business and operational tasks.

Sponsor: Nicki McCraw

PM: Ryan Markowski "

Per Ryan Markowski 1/8/19

Project Portfolio Executive Summary - Dec 31, 2018

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	12	3	3	3	1	2	\$13,100,000	\$14,332,000
<p>Project Status: The Pharmacy Inventory Management System (PIMS) Project went live per plan at UW Medical Center on October 21, 2018. The software solution worked as designed, however in the live environment the designed processes were not optimal. Some processes did not allow for urgent turnaround times to get important medications to patients. In many cases, staff circumvented system-integrated processes to expedite urgent medication delivery to patient administration site. Many times, bypassing designed processes resulted in inventory inconsistencies that required project team intervention.</p> <p>The on-site go live support was extended through November with the system and workflow stabilizing in December. SLAs have returned to normal thresholds. Refinement of processes within UWMC Pharmacy continues as the operations team optimizes the solution at UWMC.</p> <p>Subsequent site go-live plans have changed due to multiple factors. Current working plans call for HMC go-live in mid-June 2019 due to major facilities work and due to HMC-specific reference data load required. SCCA is not in scope for deployment of the PIMS solution, and NWH will delay implementation indefinitely.</p> <p>The major milestones defined in the current baseline:</p> <ul style="list-style-type: none"> • 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 - June, 2019 • Northwest Hospital Go-Live – Delayed Indefinitely 										
<p><i>Per Jake Haunty 1/18/2019</i></p>										

Project Portfolio Executive Summary - Dec 31, 2018

Academic Personnel Applicant Tracking System

Project	Sponsor	Oversight Level*	Overall Risk *** & Project Health **	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
Academic Personnel Applicant Tracking System	Cheryl Cameron	2 - UW	5	1	1	1	1	1	\$200,353	\$1,033,000

Status: The Project started on 3/20/17, the application launched on 7/1/18, and the project closed successfully on 11/28/18, four months early and on budget. All project objectives were achieved.

Milestones achieved:

- * There have been 341 new faculty positions created in the system from 7/1/18 through 11/28/18.
- * There are currently 8,949 applicants for those 341 new positions from 7/1/18 through 11/28/18.
- * All Colleges and Campuses have used the system to post a new faculty position during this recruitment cycle.
- * 350+ unit administrators received training.
- * All new feature requests were successfully launched.
- * 16 accessibility deployment blockers were successfully fixed by Interfolio.
- * The enterprise contract contains language to indemnify UW as the result of any accessibility issues.

Note: The "Actual Cost to Date" remains at \$200,353 which represents the SaaS subscription and professional services cost to install the application. Academic Personnel absorbed all project related salaries. Each subsequent year represents subscription cost plus a 4% average increase.

Per Santiago Cortez 12/27/18

Project Portfolio Executive Summary - Dec 31, 2018

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
<p>Project Status: This project is just getting started and it is too early to make accurate project health rating assessments.</p> <p>Request for proposals were to be issued mid-autumn quarter but were delayed to Spring of 2019. There has not been an actual cost as of yet other than MAA staff time gathering the information for the RFP.</p> <p>Staffing may become a resource issue since we have had turnover and are in the middle of responding to a data request from the federal government.</p>										
Per Guadalupe Valencia 1/15/19										

Project Portfolio Executive Summary - Dec 31, 2018

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	\$3,060,000	\$3,316,000
<p>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. Pricing quotes for LPR & PaybyPhone pending first quarter 2019.</p>										
<p>Per Eric Johnson 1/8/19</p>										

Completed Projects Summary - Dec 31, 2018

Project	Sponsor	Oversight Level*	Go Live Date	Project Completion Date	Total Project Cost
Burke Museum CRM	Julie Stein	2 - UW	February 1, 2018	October 31, 2018	\$129,000
Continuum College CRM	Marlon Buchanan	1 - UW	November 27, 2017	June 5, 2018	\$701,000

* 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	<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 performance on Resources
Resources	<p>People with the necessary expertise are...</p> <ul style="list-style-type: none"> 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	<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