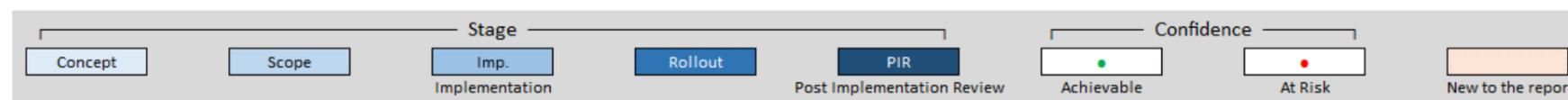# Digital Health Portfolio - August 2019

| Overall Comment | This monthly report provides updates on key digital health initiatives. It is compiled from information provided by Ministry business units and health sector stakeholders. |
|---|---|
| | **Key points to note this month:** the national health information platform (nHIP) was approved by Cabinet to progress to detailed business case stage; the Terms of Reference for the new Digital Investment Board (DIB) has been approved; Hawkes Bay DHB has successfully gone live on the Central Region Clinical Portal; Indici has been rolled out to 20 GP practices and more than 40 Allied health services across the Midland Region; the Ministry has signed a contract for ten DHBs to undertake the HIMSS Digital Maturity Assessment in 2019/2020; the Pegasus board has indicated their intention to cease the development and sale of the Sirius product subject to staff consultation. |
| | **Other initiatives will be added to this report as they become active at the discretion of the Ministry.   Initiatives will be removed from this report as they are completed.** The HIMSS Digital Maturity Assessments have been added this month. |

| Name | Description | Stage | Key progress | Next milestones | Milestone dates | Comments | Owner |
|---|---|---|---|---|---|---|---|
| **NATIONAL** | | | | | | | |
| **NZ Digital Health Strategic Framework** | The Digital Health Strategic Framework guides the use of data and digital technologies to support delivery of the Vision for Health Technology and enable a strong and equitable public health system. | Imp. | The strategic framework is to be reviewed following the implementation of the Health System Outcomes Framework in December. Advance work to align the delivery of digital health strategic enablers has continued.  The Terms of Reference for the new Digital Investment Board (DIB) have been approved. | Confirm the interim membership of DIB and hold the first meeting in October 2019. | Oct-19 | DIB will be established as a Section 11 Committee in 2020. | MoH |
| **National Health Information Platform** | A national health information platform (nHIP) to give consumers, health care providers and planners access to health information across sector systems. | Scope | Cabinet approved the case for investment for nHIP on 2 September, and allocated funding for the business case phase. The team has been stood up and has begun development of the business case. | Development of the Programme Business Case to be presented for Gateway review in December 2019, and presented back to Cabinet February 2020. | Dec-19 | Cabinet date in early-2020 is dependent on Cabinet schedule. | MoH |
| **National Bowel Screening Programme (NBSP) IT System** | Implementation of a national bowel screening IT system, while taking a modular and reusable approach to support other population health initiatives. | Imp. | The National Screening Solution (NSS) continued functional build activity using an agile methodology in a series of sprints. The first two "sprints" have been completed and the output demonstrated to stakeholders. Integration with third party systems (i.e. Labs) and internal Ministry systems (i.e. NHI) has been progressed. | Complete the build of the remaining system functionaity prior to entering into the formal testing activities. | NSS-Go-live: October 2019 | Build phase is fully mobilised with test planning now a focus. | MoH |
| | | | Interim IT Solution supports the National Coordination Centre and Waitemata, Hutt Valley, Wairarapa, Southern, Counties Manukau, Nelson Marlborough and Lakes DHBs. The final tranche of functional enhancements was successfully deployed during May. | Maintain the solution ahead of migration to NSS. | NA: | | |
| **HIMSS Digital Maturity Assessment** | The Ministry is funding the HIMSS Digital Maturity Assessment for all DHBs over 2019/2020 and 2020/2021. Each DHB will undertake four different assessments – EMRAM, O-EMRAM, CCMM and INFRAM.  The CCMM assessments cover four different settings in the health sector hospital, primary care, community and residential care. | Imp. | Assessments will be undertaken in ten DHB's in 2019/2020. Southern and MidCentral DHBs have already been assessed. Planning is underway for Canterbury DHB, West Coast DHB and Counties Manukau DHB to complete their assessments by the end of 2019. | Complete assessments in the pipeline and finalise arrangements with five other DHBs regarding their assessment later this year or next year. | Oct-19 | The assessment results will provide DHBs with information to support the creation of an action plan to continue to lift their digital maturity. Results of the assessments will be provided to the DHBs and will not be published. | MoH |
| **NZ ePrescription Service (NZePS)** | NZePS enables the electronic exchange of prescription and dispensing information between general practices, residential care facilities, hospitals and community pharmacies. | Rollout | The uptake of NZePS continues to grow and several pilots are underway to streamline prescribing processes and add value to NZePS.<br>1. A pilot with addiction services to improve the prescribing and dispensing process for this group.<br>2. A Residential Care facility pilot to remove the need for a prescription to be written when using the care facilites' electronic medication charting system to create a medication order. Feedback is positive regarding efficiencies gained for both pharmacists and prescribers.<br>3. An unsigned prescriptions pilot where an authorised prescriber can create an NZePS barcoded prescription and send it by secure messaging to a pharmacy without the need for a signed paper copy.<br>4. A pilot with a pharmacy using an electronic Controlled Drug Register rather than the current time consuming paper process. | Extension of the Aged Residential Care charting pilot to other facilities in the Wairarapa;<br>Evaluation of the Unsigned Prescription and the Electronic Controlled Drug Register Pilots;<br>Development of a new method of integrating with the NZePS that PMS and Pharmacy systems can use that will remove the need to use the current cumbersome methods and the need for digital certificates. | Sep-19 | NZePS provides a platform to deliver significant benefits across the health system including reduced opportunities for fraud, efficiencies in prescribing and dispensing practices and provision of a person's medication details at the point of care.<br><br>NZePS provides community dispensed data to health professionals for clinical purposes, such as medicines reconciliation and adherence services. | DHBs |

| | | Stage | | | | |
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| **National Maternity Record (NMR)** | The NMR is an electronic record of care that allows sharing of information throughout women's pregnancies, labour and birth in hospitals and the community. The next stage of development will give women direct access to their information. | Rollout | The rollout to provide women digital access to their information will continue in 2019. Projects are underway to ensure the correct information is collected and accessible for reporting purposes. The maternity team is following on from the recent stocktake of the maternity systems DHBs use to agree a strategy and a way forward for their maternity systems. A shift from desktop to iPad will be available to community midwives as a priority, and hospital staff by the end of 2019. | The next iteration of the current NMR clinical system will be available for users in October 2019. A feasibility project is underway with Clevermed to determine whether we can transition back into the UK product, BadgerNet Global. A decision to move back to the UK product is to be made by the current users of the system. The Maternity care summary HISO2 standard public comment consultation has closed and the project team are reviewing the feedback. The first phase of the interoperability (HISO1 booking standard) project went live at Counties Manukau DHB early August. Midcentral and Tairawhiti DHB implementation will be completed late October 2019. | Sep-19 | A national maternity system for DHBs is not mandated however any maternity system used must comply with HISO standards. Interagency work continues to connect related aspects of the NMR: DIA - Smart Start System project. ACC - Growth Assessment Protocol project. HQSC - National Maternity Early Warning System. | MoH |
| **Health Finance Procurement and Information Management System** | Health Finance Procurement and Information Management System (FPIM) led by NZ Health Partnerships (NZHP), will design and build the IT infrastructure and applications to meet DHB's finance, procurement and supply chain needs. | Imp. | A new Business Case for FPIM has been endorsed by all 20 DHBs and approved by Cabinet. The FPIM software has been implemented in Bay of Plenty, Canterbury, Waikato, and West Coast DHBs. The FPIM programme will develop the IT infrastructure to support these four DHBs and seven others that will also move to the FPIM system. The seven DHBs are: Auckland, Counties Manukau, Northland, Waitemata, Taranaki, Southern and South Canterbury. In parallel, a National Catalogue of products and services, common Chart of Accounts, national data standards and data repository are being developed to support procurement benefits. These elements of FPIM will be used by all 20 DHBs. The Ministry has established the FPIM Governance Board to provide governance oversight of the programme and service. In August the Governance Board approved a re-baselined National Technology Solution (NTS) Build Plan, a Communications Plan and the programme's CAPEX and OPEX invoicing arrangements to DHBs. | RFP for Oracle Application Support closes on 23 September. Update to Cabinet planned for Oct. | Oct-19 | FPIM will address risks from end of life systems for at least 10 DHBs. It will also realise the procurement benefits of PHARMAC negotiated national contracts for medical devices, as well as savings through other national procurement initiatives. It will also provide data to support DHBs to realise further procurement benefits outside of nationally negotiated contracts. National Catalogue and associated products has not progressed as quickly as planned due to the focus on getting the NTS build programme up and running and establishing the full governance model. | NZHP |
| **National Immunisation Register (NIR)** | Upgrade of two core components of the National Immunisation Register (NIR) to maintain the NIR and provide stability and system improvements. | Imp. | Upgrades have been deployed to the user acceptance testing (UAT) environment and are currently being tested. | Once the testing to UAT is complete the updates will be deployed to the training environment then production. | Oct-19 | The deployment of the upgrades has taken longer than planned. The delay is necessary to ensure the upgrades will work as expected in the production environments. | MoH |
| **National Health Index (NHI) - Health Provider Index (HPI)** | This project includes the upgrade of the National Health Index (NHI) and Health Provider Index (HPI) platforms, and the extension of HPI functionality to meet South Island DHB and wider sector requirements. | Imp. | Initiation Phase activities are being finalised, including the Infrastructure hosting Proof of Concept (PoC) with Amazon Web Services (AWS).  Implementation Phase activities are due to commence from September. | Complete Initiation Phase and commence Implementation Phase activities - Infrastructure set-up and Master Data Management (MDM) upgrade. | Sep-19 | HPI activities are being progressed in collaboration with South Island Alliance (SIA). AWS hosting options are being considered, and a PoC is being undertaken to establish the feasibility and mitigate risk. | MoH |

**Stage**

| Concept | Scope | Imp. | Rollout | PIR |
|---|---|---|---|---|
| | | Implementation | | Post Implementation Review |

**Confidence**

| ● | ● | |
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| Achievable | At Risk | New to the report |

Next Report due 30 September 2019

| Name | Description | Stage | Key progress | Next milestones | Milestone dates | Comments | Owner |
|------|-------------|-------|--------------|-----------------|-----------------|----------|-------|
| **DISTRICT HEALTH BOARDS** | | | | | | | |
| **Northern Region** | | | | | | | |
| **Northern Region Datacentre (IaaS)** | Northern Region Datacentre (IaaS) is a foundational programe within the Northern Region ISSP. IaaS will evaluate, then where relevant, migrate the region to IaaS services to address the risks and constraints currently faced. | Scope | The Affordability Review (AR) has been completed and approved by CFO/CIOs with the IaaS savings of 50 percent acheived. The AR is now in the process of Internal DHB approvals and to undergo an external audit review.  IaaS Service Establishment (SE) – This was originally scheduled for Board approval in February 2019 for endorsement.  The execution of the Service Establishment Participating Agency Agreement (PAA) was completed in May, 2019. IaaS (Migration of Workloads) – Business Case is being updated with the preferrred Affordability Review options. It is anticipated that this will now be approved by the remaining DHB Board (CMH and WDHB) in September/October, 2019. | With the hA SE PAA executed the Service Establishment stream is now moving into Build/Acquire & Test. Migration - Workload Discovery and Cloud Placement (WDCP) recommendation has been completed and confirmed Revera IaaS as the destination for legacy systems. Migration - Instillery review of BC Counterfactual completed and reconfirmed use of IaaS over a co-located self build and operate. Migration - Business Case Updated and Independent QA - June /July. Migration - Business Case Approval by WDHB (2/10) & CMH (18/9). | Oct-19 | Progress against the plan was impacted by the delays experienced to complete the Conterfactual review, and to complete the affodability analysis, and the cost reduction analysis and negotiations. With the Services Establishment PAA signed the workstream is now progressing into Build. With the AR completed the Migration BC is being updated and subject to an independent audit review targeting before seeking the remaining CMH & WDHB approbals | Northern region |
| **Hospital Adminstration Replacement Project (HARP)** | HARP is seeking to replace the bespoke, dated Patient Administration Systems (PAS) at ADHB with a modern and fit for purpose Commercial off the Shelf solution.  HARP is an ADHB project but is also aligned with the wider Northern Region Information System Strategic Programme (ISSP). | Scope | The RFP Core Evaluation Team recommended taking the top three Suppliers through to the lab phase. SteerCo recommended taking the top four through. Labs have commenced with the four Suppliers and will last unti l early September. Due diligence, including hospital site visits, will occur in September. | Key focus is on planning for the site visits and preparatory work for the Best and Final Offer phase of the procurement process. Work will also continue with the drafting of the Single Stage Business Case (SSBC). | Sep-19 | The Capital Investment Committee (CIC) asked HARP to revise their Capex intentions based on higher implementation costs. A paper was presented to CIC but has not yet been accepted hence the change to AMBER. The SSBC will start its approval process end of September but will be updated to account for the final negotiations planned for November. Planning to have the SSBC in front of the Capital Investment Committee by Feb 2020. | ADHB |
| **Regional Collaborative, Community Care (RCCC)** | RCCC aims to implement a preferred vendor/product combination for the replacement of the JADE system in use at Northland DHB with the potential for a regional Collaborative Community Care solution. | Scope | Affordability Review (AR) completed and RCCC Business Case costs are within AR target. Vendor Evaluations have completed and the business case is in finalisation to begin the approvals cycle. | The Preferred Vendor is expected to be approved by the Region by end of October. | Sep-19 | The overall status of the programme is rated as 'Amber' due to scale and complexity of the Programme. The SSBC has undergone significant rework to fit in with the AR cost parameters. SSBC to start its approval cycle in June 2019. | Northern region (NDHB Led) |
| **National Child Health Information Platform (NCHIP)** | NCHIP supports existing child health services in the Midland and Northern regions. It captures and displays milestone data from disparate systems and presents it as a single unified dashboard. GPs, Well Child providers, Hospital Clinicians and regional coordination services access the dashboard to ensure that 'no child misses out' when it comes to the 29 health check milestones. | Rollout | NCHIP to be rolled out to Auckland, Waitemata and Northland DHBs. SaaS Agreement and SoW with Orion Health has been signed. Enhancements to NCHIP underway. Registration and healthcare milestone data from Northern Region systems and national healthcare providers being captured and mostly being fed into NCHIP. NHI and NES data feeds with MoH established with healthAlliance working on data transfer mechanism. Content of data share agreements are being agreed within Privacy Impact Assessment (PIA). Specifications for the services provided by the NCHIP Coordination hub are agreed and the process of defining operation practices is underway. | Modify agreement with Orion Health to revise delivery timeframes for NCHIP enhancements. Otherwise manage development work underway by Pinnacle Midland Health Network and healthAlliance. Finalise data share agreements with the healthcare services providing data to NCHIP. Design the operational processes for the NCHIP coordination services. Commence planning for testing and deployment. | Oct-19 | Revised delivery timeframes have been agreed. Detailed schedule of activities from now through to go live and the end of the current project phase are now in place. | Northern Region |
| **Midland Region** | | | | | | | |
| **Midland Clinical Portal** | The Midland Clinical Portal (MCP) will create one, consistent and accurate view of patient and clinical information for all Midland DHBs. It will also seek to integrate and share data with primary and other health care providers using MCP. | Imp. | Three Business Cases have been approved by all five Midland DHBs and are with MoH for approval: Business Case 1 - MCP 2.1.0 Technical Enablers. Business Case 2 - MCP 2.1.1 Delivery of regional functionality, including the transition of Hauora Tairāwhiti on to the MCP. Business Case 3 - MCP 2.1.2 Development of regional functionality, including the transition of Bay of Plenty DHB on to the MCP. | Development is underway across all business cases and testing underway for MCP 2.1.0. Design and development work underway for MCP 2.1.1 and MCP 2.1.2. Transformation and change work underway. | Sep-19  Apr-20  Sep-20 | Regional functionality will become available and implemented first into a production environment at Haurora Tairāwhiti followed by Bay of Plenty DHB. | Midland Region |
| | | | Integration of NZePS complete and functionality deployed at five  Midland DHBs. | Close project | | | |
| | | | Medicines Management (ePA) Business Case (BC) started. | Business case will go to the CEO Governance Group for approval in November 2019. | Nov-19 | | |
| | | | Analysis and design for Lakes DHB transition to MCP underway. | Agree requirements and build implementation business case. | Oct-19 | | |
| | | | Mental Health & Addiction Services (region) analysis and design work underway. | Agree requirements and build implementation business case. | Oct-19 | | |
| **Central Region** | | | | | | | |
| **Regional Digital Health Services** | Delivery of a regional clinical portal (CP) and radiology information system (RIS) for Central Region DHBs and replacement of legacy patient administration system (PAS) at Whanganui, MidCentral and  Wairarapa DHBs. Formerly called the Central Region Health Information Platform. | Rollout | Progress to on-board Capital & Coast on regional RIS has been delayed due to CCDHB resource constraints. Tentative date was Oct 2019 but this may be further delayed. Hawkes Bay DHB has completed final on-boarding sequence and is now live on the regional Clinical Portal. Regional webPAS upgrade to 10.14 for NCAMP19 compliance is delayed due to DHBs local resource constraints. Efforts to assist DHBs address these constraints are in progress and the project is expected to deliver 10.14 to UAT in Oct 2019 as planned. | Planning for Hawkes Bay to on-board to regional RIS has begun, with a completion date forecast for Feb 2020. Continue planning for Hutt Valley to on-board to regional RIS. Continue planning for regional PACs Archive migration to public cloud to address the costs of storage, accessibilty and business requirements. Re-pricing existing AoG IaaS platform continues. The new model of consumption and utilisation is proposed to have positive impact on costs and availability. | Oct-19 | The delivery of regional webPAS 10.14 version is progressing against plan. There is risk however that the lowest resourced DHB may be forced to implement without completing local testing. Regional assistance being provided to attempt to mitigate. Other FY2019/20 work is progressing however a significant refresh of regional digital strategy is commencing which will likely result in a significant re-think of Central Regional strategy. | Central Region |
| **South Island Region** | | | | | | | |
| **South Island Patient Information Care System** | The South Island Patient Information Care System (PICS) programme will deliver a new regional hospital patient management system for the South Island DHBs. | Rollout | Work continues on stabilising and 'productionising' the main MoH extracts. The PRIMHD extract is being worked on closely with Nelson Marlborough Health. The programme is currently recruiting for two Functionality Design roles.  One offer has been accepted and the candidate will commence in early September.  The programme team have returned to the market for the second position. | Programme schedule agreed and implementation activity for the remaining three DHBs underway. West Coast DHB is currently exploring providing data to the shared warehouse ahead of a SI PICS implementation. South Canterbury DHB business case has been completed. Southern DHB business case has been reviewed by the MoH and the DHB are working through the feedback with support from the regional team when needed. | Sep-19 | Key risks and issues currently being reviewed by the project teams. | South Island |
| **Regional Service Provider Index (RSPI)** | This project is in the discovery phase.  The scope is to recommend and develop the business case for a single, authoritative source identifying people providing health care and administration in the South Island that could be adopted by the rest of New Zealand. The five key concepts identified are organisation, service, facility, team and individual. | Scope | The MOH have commenced the infrastructure and upgrade of their Standard Edition 10.1 to 11.6 of the Master Data Management (MDM) application that will provide a supported application and the infrastructure needed for the South Island extensions. Confirmation of requirements for the South Island to provide direction on what is required from the system and data model is progressing. Identifying the data elements needed for the HPI and RSPI extensions such as practitioner, organisation, facility, practitioner role, service, teams and the components that make up each elements continues. A technical workshop was held in August to investigate how the SI will operationally use the data and identified the various mechanisms required to support this. | Construct the data tables and build the relationship ties between the identified components that make up the data elements. Align the code sets to allow  a common standard code set and  improved operability. Completion of requirements  validation. | Sep-19 | Key risks and issues currently being reviewed by the project teams. | South Island |

| Name | Description | Stage | Key progress | Next milestones | Milestone dates | Comments | Owner | |
|---|---|---|---|---|---|---|---|---|
| **PRIMARY CARE** | | | | | | | | |
| **Patient Portals and Video Conferencing in practices** | Implementing patient portals in general practices to provide people with secure online access to their health information. This activity is led by General Practice New Zealand (GPNZ). | Rollout | Over the past quarter, the number of practices offering patients access to clinical notes has increased by 25 percent; and the number of practices now able to offer video conference consults has increased by 70 percent. As of June 2019, 885,779 patients, 19 percent of enrolled patients in NZ, had registered to use a patient portal; and 641 practices, 66 percent of general practices, have implemented portals. 122 general practices have made clinical notes available to patients and 29 practices are able to use video conference for consultations. | The Telehealth Leadership Group is working with PHOs, practices and the RNZCGPs to create guidelines and templates to support uptake of video conferencing for patient consultations. MoH is working with sector stakeholders to review reporting requirements on portal uptake. | Sep-19 | Primary Health Organisations continue to promote patient portal uptake and increased utilisation of portals. | GPNZ | |
| **Lower North Island PHOs Patient Management System Review** | Identification of a primary care patient management system for lower North Island PHOs: Compass, Te Awakairangi and Central. | Imp. | The Indici SEHR went live in the 3DHB regions in December 2018. At Go Live there were 74 practices on the Indici SEHR across the 3DHB regions or 92% of the enrolled population. Eleven practices are now live on the Indici PMS, one in Te Awaikarangi Network, five in Central PHO and five in Tū Ora Compass Health. | Central PHO have continued to deploy Indici, while Te Awaikarangi Network and Tū Ora have implemented a pause period to address some product and change management issues. The current plan is to resume deployment from late September this year. | Sep-19 | DHBs (Capital and Coast, Hutt Valley, Wairarapa and Mid Central) are supportive of the move to the Indici SEHR. | PHO | |
| **Compass Health GP Access to CCDHB Clinical Information** | Providing GP teams with one click access to patient information in CCDHB hospital information systems (Concerto). | Imp. | 576 clinicians confirmed with Concerto access. | Continued engagement with practices who have not requested Concerto access for their clinicians. Ongoing deployment of the new Conporto solution across the 3DHB region. Conporto now has feeds from all the regions Concerto systems (CCDHB, Hutt and Wairarapa DHB. | Sep-19 | Continuing to grow the new solution for 3DHB region to provide a consolidated view of all three Concerto systems for patients, and investigate additional data sources. | PHO | |
| **Pegasus Health PHO - Sirius Programme: Electronic Medical Record Platform Implementation** | The Sirius Programme will deliver an alternative electronic medical record, including a platform (Infrastructure as a Service), a practice management system (PMS) solution including patient and provider portals and mobile apps, implementation support including data migration and ongoing support and maintenance. | Imp. | The Pegasus board has indicated their intention to cease the development and sale of the Sirius product subject to staff consultation. We are currently undertaking a proposal for change process with staff. | Staff consultation process in place. Finish proposal for change process. Continue providing support to Sirius pilot practices. Determine Pegasus role in multi-vendor environment. | | Since the project began there has been a marked change in market conditions. General practices have more options available to them. This competitive environment is positive for practices, it has impacted on the viability and the size of the market for Sirius within Canterbury. An independent review of the Sirius programme indicated that the projected market share for a Pegasus driven option is no longer viable. | PHO | |
| **Pinnacle Health PHO Indici Implementation** | Indici is a new cloud-based patient information system. It is creating a single master patient list to connect a wide range of services to a core record. It is being deployed across general practices, midwives, rest homes, hospices, residential services and a wide range of allied providers. | Imp. | Indici now rolled out to 20 GP practices and more than 40 Allied health services across the Midlands Region. | Rollout to three new GP practices. New implementations include migration from two new legacy PMS variants (Profile and BestPractice). Initial pilot implementation of dynamic health planning for selected patients is showing great promise. | Aug-19 | Ongoing rollout is now treated as business as usual. | PHO | |
| **ProCare PHO Patient Management System Implementation** | Implementation of a selected primary care practice management system to the ProCare network of 170 practices. | Imp. | Development of Northern region integrated Indici system almost complete, roll out to practices commencing. Support staff recruited and in place. Northern region integrations in development. First practice data being transferred. | Complete northern region integrations. Go live in first practice. | Oct-19 | Recognise the complex digital health ecosystem and avoid a centrally directed programme. Instead align Ministry and agency investments, encouraging an agile approach and sector innovation. | PHO | |
| **Primary Care Data Service** | The majority of Primary Care Networks (PCNs) have jointly funded an Expression of Interest (EoI) to gauge the feasibility of implementing a National Primary Care Data Service (NPCDS) for the sector. | Scope | MoH have clarified the process to secure long term funding for the NPCDS. Appropriate approvals have been received for business case development and resource requirements. | MoH will engage an external supplier to proceed with the business case which will lay the groundwork for the establishment of a national primary care data service. | Sep-19 | Work to date has led to a clear understanding of the inter dependencies that exist between the PCDS, other ministry patient centred data work streams and the current data sets held by the ministry, including NES. PCDS could be used as a first stage practical link to the wider strategic work being undertaken by the Ministry. New analytical tools are now available in the market that did not exist when the PCDS was first conceived, which while delaying the procurement of a supplier for a the business case, has allowed for a exploration of models as part of the business case process. Draft procurement documentation will be completed by mid August 2019. This will include an engagement strategy with the primary care sector. | PHO | |
| | | | | | | Next Report due 30 September 2019 | | |

| Stage | | | | | Confidence | | | |
|---|---|---|---|---|---|---|---|---|
| Concept | Scope | Imp. Implementation | Rollout | PIR Post Implementation Review | ● Achievable | ● At Risk | | New to the report |