

Digital Health Portfolio - May 2019

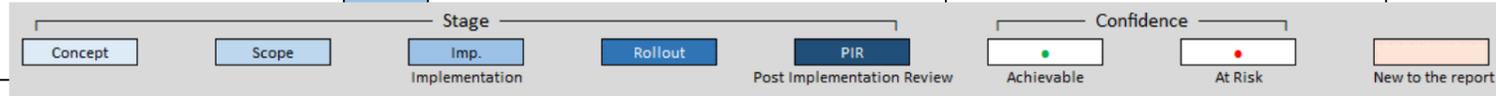
Period to 31 May 2019

Overall Comment									
<p>This monthly report provides updates on key digital health initiatives. It is compiled from information provided by Ministry business units and health sector stakeholders.</p> <p>Key points to note this month: final functional enhancements were deployed for the interim IT bowel screening solution to support the National Coordination Centre and Waitemata, Hutt Valley, Wairarapa, Southern, Counties Manukau, Nelson Marlborough and Lakes DHBs; pharmacists are now able to see the vaccination history of their patients held in the NIR using the ImmuniseNow web portal; the Northern Region Infrastructure as a Service (IaaS) project signed a Service Establishment Participating Agency Agreement in May; the request for proposal for ADHB Hospital Administration Replacement Project (HARP) RFP closed on 29 May 2019, with six high quality respondents.</p> <p>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 Cervical Cancer Screening and Newborn Hearing Information Management System (NHIMS) initiatives and the Northern Region ISSP and Road Map have been removed from the report this month.</p>									
Name	Description	Stage	Key progress	Next milestones	Milestone dates	Comments	Key risks and issues	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.	Aligning the strategic framework to Ministry work programme. Continue to advance work aligned to delivery of enablers and measuring progress.	Awaiting Digital Investment Board formation to validate priorities and implementation approach. Continue engagement with the sector to align investment and implementation plans.	Jun-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.	Implementation requires agency investment and implementation plans guided by measuring progress towards strategic objectives and strong governance and monitoring.	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 paper is awaiting presentation to the Cabinet Social Wellbeing Committee (SWC) for approval to proceed to Detailed Business Case. Continue to align related initiatives to the health enterprise architecture target state.	Cabinet paper to the Cabinet Social Wellbeing Committee (SWC) for approval to proceed to Detailed Business Case.	Jun-19	The decision on moving to the next stage of the business case is pending Cabinet approval.	Information sharing and privacy concerns deter clinicians' and consumers' buy in to nHIP.	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 functionality prior to entering into the formal testing activities.	NSS-Go-live: October 2019	Build phase is fully mobilised with test planning now a focus.	The delivery of the NSS is a critical enabler for the NBSP meeting its target of screening nationally by June 2021. Focus on delivering the NSS whilst maintaining an emphasis on quality, that underpins clinical safety.	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:				
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	14 percent of all general practices are now generating e-Scripts and 9 percent are authorised to produce e-Scripts for controlled drugs 69 percent of all community pharmacies are scanning eScripts and community dispensing data is now provided real-time for hospitals across the central and midland region. This service will be expanded to other regions and services. Testing is in the final stages for a pilot with addiction services to significantly improve the prescribing and dispensing processes for their clients.	Continue engagement with DHBs / PHOs and GP practices to promote uptake. Review the Misuse of Drugs Act regulations to support further change and take up of medicines management digital services. Continue to find opportunities to further enhance the service.	Jul-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. NZePS provides community dispensed data to health professionals for clinical purposes, such as medicines reconciliation and adherence services.	Cost and functionality may mean rollout is slower than planned with potential impact on budget. Lack of a visible roadmap for the development of the service towards a My List of Medicines and paperless prescribing. Current medicines legislation and regulations do not support electronic prescribing. This has slowed the enhancement of the services. Viability of some software vendors, means that funding to improve and enhance the services are slow to deliver.	DHBs	
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 Ministry is completing a review on the future direction of Maternity systems; this includes the NMR. Development of iPads for community midwifery is well underway with the first release due in June 2019.	The next iteration of NMR clinical system will be available for users in June 2019. Develop a strategy for sharing pregnancy information with Well Child Tamariki Ora providers. Analysis to support the maternity system review has been extended to allow more time for DHB response and will be completed in April 2019.	Jun-19	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.	Women are now presenting to DHB's with digital notes on their devices. Discussion with DHB coordinators planned in April to mitigate this risk.	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.	The first four DHBs - Bay of Plenty, Canterbury, Waikato and West Coast - have been live on FPIM for nine months. The business case has been considered by all DHBs. A new FPIM Governance Board has been established and the Ministry of Health is now taking a stronger role in the day to day management of FPIM.	Cabinet will consider the future of the programme in late-June 2019.	Jun-19	Health Minister David Clark has called for a revised business case.	A protracted approvals process would delay required risk mitigation work on the IT infrastructure of a number of DHBs.	NZHP	
National Immunisation Register (NIR)	Two core components of the National Immunisation Register (NIR) are to be upgraded to provide stability and system improvements.	Scope	ImmuniseNow was updated on 13th June to enable pharmacists to see the vaccination history of their patients held in the NIR using the ImmuniseNow web portal.	Progress the product upgrades to the National Immunisation Register (NIR). A demonstration was made to DHB NIR Administrators in May showing some of the enhancements that the upgrades will provide.	Jul-19	Due to the age and bespoke nature of the NIR only two of the three components can be upgraded: Rhapsody and Concerto.	The 2020 Schedule changes will become a dependency once the upgrades to the NIR begin.	MoH	

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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 underway, including an Infrastructure hosting Proof of Concept (PoC) with Amazon Web Services (AWS). Draft FHIR profiles for Patient and Provider have been developed. Initiation phase activity is due to complete in August 2019.	Complete initiation phase activities - solution architecture, data modelling, migration strategy, implementation planning, Infrastructure PoC.	Aug-19	Project teams are established and initiation phase planning is underway. HPI activities will be 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.	Complexity of moving critical national systems while maintaining continuity of service provision. Significant sector testing will be required for the NHI upgrade. New HPI capabilities may not be fully leveraged by the sector resulting in potential investment duplication.	MoH
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Next Report due: 30 June 2019

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Name	Description	Stage	Key progress	Next milestones	Milestone dates	Comments	Key risks and issues	Owner
DISTRICT HEALTH BOARDS								
Northern Region								
Northern Region Datacentre (IaaS)	Northern Region Datacentre (IaaS) is a foundational programme 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 achieved. 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 preferred 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 IaaS 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 had been impacted by the delays experienced to complete the Counterfactual review, and to complete the affordability 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 approvals	DHB affordability delayed ability finalise options, outcome of that review needs to be finalised into the business case. MoH endorsement for CMH received on the condition that the spend is within existing approved DHB budgets. WDHB and CMH business case approval is outstanding, however WDCP and Counterfactual reports now delivered and to be endorsed through governance.	Northern region
Hospital Administration Replacement Project (HARP)	HARP is seeking to replace the bespoke and dated Patient Administration Systems (PAS) at ADHB with a modern, resilient and fit for purpose Commercial off the Shelf (COTS) solution. HARP is an ADHB project but is also aligned with the wider Northern Region Information System Strategic Programme (ISSP).	Scope	The RFP closed on 29 May 2019, with six high quality respondents. The HARP team finalised the evaluation materials for the Core Evaluation Team (CET) and are starting to develop the Proof of concept framework and use cases. CET commenced evaluation on 4 June with the evaluation stage closing on 25 June.	Planning for the Labs are in progress and site visits as well as some initial work on the negotiation strategy. Formal writing of the Single Stage Business Case is underway and will be submitted to the Ministry of Health by December 2019.	Jul-19	Planning to have the Better Business Case in front of the Capital Investment Committee by Feb 2020.	Risks and issues are under control.	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 are progressing and SSBC in finalisation to begin approvals cycle from June.	SSBC approvals: - HA Board approval 28/6 - NDHB Board approval 15/7 - CIC Approval 19/7	Jul-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.	Scope confirmed regarding Data Sharing Interoperability and Identity Access Management. Finalising the governance. Discussions with the MoH to confirm the Business Case model with multiple revisits to agreed process and dependant on a preferred vendor being identified for CCC, HIP and IAM. Reference Architecture is not available until April.	Northern region - (hA/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, used at Waikato, Taranaki and Tairāwhiti DHBs, will be rolled out to Auckland, Waitemata and Northland DHBs. SaaS Agreement and SoW with Orion Health signed, enhancements to NCHIP underway. Content of various data share agreements are being agreed in the context of the 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. Development of functional enhancements are proceeding. Maternity data now available to feed into NCHIP. Work continuing on the milestone feeds. PIA approved.	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 and begin extracting NCHIP data from the various source systems.	Jun-19	Review of the NCHIP application significant gaps identified in the functionality being delivered by Orion Health. Timeframes for addressing these gaps have been quantified and a plan to move forward agreed. Other project deliverables are progressing steadily.	- Careful management of development process and timeframes. - Alignment of Northern Region requirements with functional enhancements and operational imperatives. - Level of effort required to turn NCHIP into a national solution.	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 2.2.2 Development of regional functionality, including the transition of Bay of Plenty DHB on to the MCP. Integration of NZePS complete and functionality deployed at four Midland DHBs.	Planning review work has been completed and the project baselined. 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. Implement NZePS at Hauora Tairāwhiti.	Sep-19 Apr-20 Sep-20 Jun-19	Regional functionality will become available and implemented first into a production environment at Haurora Tairāwhiti followed by Bay of Plenty DHB.	Schedule has been baselined but remains under constant review. Data migration scope and approach to be agreed. Timing is of a concern to meet planned implementation dates. Recruitment issues remain problematic and are now being reported as an "extreme" issue.	Midland Region
Medicines Management (ePA) Business Case (BC) started.			Medicines Management (ePA) Business Case (BC) started.	BC will go to the CEO Governance Group for approval in August 2019.	Aug-19			
Analysis and design for Lakes DHB Transition to MCP underway.			Analysis and design for Lakes DHB Transition to MCP underway.	Agree requirements/build implementation BC.	Aug-19			
Mental Health & Addiction Services (region) analysis and design work underway.			Mental Health & Addiction Services (region) analysis and design work underway.	Agree requirements and build implementation business case.	Aug-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	Regional RIS platform was upgraded in May'19, ahead of schedule and budget. Progress to on-board Capital & Coast on regional RIS is delayed by two months due to resource constraints and is now forecast for Oct'19. Planning for Hutt Valley to on-board to regional RIS is in the early stages as discussions continue around performance concerns. Hawkes Bay is primed to begin the final on-boarding sequence to regional CP and is currently working with RDHS to complete performance matrices and SLAs. Regional webPAS upgrade to 10.14 for NCAMP19 compliance is progressing with the target completion date set for Dec'19.	Service Delivery Partner (SDP) has now co-located with the RDHS team on TAS premises and have been renamed to Regional Support Team (RST) to better align to their function. The next phase of activities is working with TAS to restructure the operating model to progress RST resources to be owned and managed by TAS, and tighter integration with TAS IT services. Key activities are progressing with IaaS provider Revera (now CCL) to revise the hosting costs and support of environments, which continue to be consolidated. Cloud consideration is progressing with Microsoft and re-platforming of key application(s) to Azure. Workshops with DXC to investigate options for webPAS SaaS, vendor owned and managed.	Jun-19	With the exception of projects that are rolling through into FY 19/20, the majority of current projects are nearing completion or have been delivered, both on schedule and ahead of approved budgets. Planning for FY19/20 has completed with budget forecast for BAU and Project Development investments for FY19/20 submitted and endorsed by CR CEs in June'19.	1. Timely availability of approved funding to progress projects impacts contracted resources if delayed, making it challenging to retain. 2. Principles of funding model to be agreed and implemented for FY19/20. 3. Clinical governance and working groups to be formalised. 4. ToR for each of these groups being developed. 5. First re-worked draft of regional SLAs completed.	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	Six software changes have been incorporated into development releases to address usability and data validation issues. Significant progress has been made with Regional Ministry Extract work which remains challenging. Recruitment processes are underway for the replacement of the lead Business Analyst. Additional resourcing will be recruited as required to support the upcoming implementation activity across the remaining three DHBs.	Programme Schedule and implementation activity for the remaining three DHBs has been identified. South Canterbury DHB is expected to commence implementation activity October 2019. The regional team is supporting SCDHB to explore any options for project resourcing. West Coast DHB is expected to commence implementation activity by early 2020. Southern DHB indicate implementation activity will commence in the 2019/2020 financial year.	Jun-19	Core functionality identified as the foundation is expected to be delivered by December 2019. Theatre functionality is the major element for development during 2019.	Vendor capacity to deliver on schedule.	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 programme team continues to work through the project resourcing and planning of activities linked to the MDM platform upgrade and the extensions forming the RSPI. IBM training regarding capability of the MDM Infosphere product was completed (27-29 May). The programme is continuing to review and validate requirements with key stakeholders for sign off.	Workshop scheduled early June for both project teams to reaffirm programme alignment.	Jun-19	Key risks and issues currently being reviewed by the project teams.	Lack of a provider index impacts the progress of several key regional programmes such as eReferrals, SI PICS and Health Connect South.	South Island



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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	As of December 2018, 790,524 patients, or 17.2 percent of enrolled patients in NZ had registered to use a patient portal; and 610 practices (63 percent of general practices) have implemented portals. 86 general practices have made clinical notes available to patients and 21 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.	Jun-19	Primary Health Organisations continue to drive patient portal uptake.	Remaining practices do not make portals available and benefits to patients and practices are not achieved.	GPNZ
Lower North Island PHOs Patient Management System Review	Identification of improved primary care patient management system for lower North Island PHOs: Compass, Te Awaikairangi and Central.	Imp.	The Indici SEHR went live in the 3DHB regions in December. At Go Live there were 74 practices on the Indici SEHR across the 3DHB regions or 92% of the enrolled population. Nine practices are now live on the Indici PMS, one in Te Awaikairangi Network, three in Central PHO and five in Tū Ora Compass Health.	Another four to five practices are expected to Go Live by the end of June across the 3 PHOs.	Jun-19	DHBs (Capital and Coast, Hutt Valley, Wairarapa and Mid Central) are supportive of the move to the Indici SEHR.	Issue with MedTech compression algorithm making some patient records unreadable in Indici.	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.	551 clinicians confirmed with Concerto access.	Continued engagement with practices who have not requested Concerto access for their clinicians. Continued deployment of the new Conporto solution across the 3DHB region. Conporto has a limited view of Hutt and Wairarapa DHB Concerto systems available. This will grow in the next few months and CCDHB data will be added shortly.	Jun-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.	Using the current advanced form solution, accurate DHB inputting of identity required. The configuration of the Health Certificate on the workstations of clinicians can impact the functionality of the system. This is being managed on a per user basis but has slowed down some installations.	PHO
Pegasus Health PHO - Sirius Programme: Electronic Medical Record Platform Implementation	The Sirius Programme will deliver an alternative preferred 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.	Additional implementation completed Feb 2019. Sirius Care Patient Portal now live. 1 April MOH NES changes implemented, along with other product improvements. Work underway to action feedback from current pilot practices before progressing, and also to fine-tune data migration process for larger data-sets.	Release next version of Sirius product for the next set of practice implementations.	Sep-19		Some update notifications from MOH/ACC are not reaching product vendor.	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 15 GP practices and 43 Allied health services across the Midlands Region. Electronic Prescribing System (EPS) implementation is completed for 12 GP practices and 3 practices have chosen to postpone implementation. Broad rollout of ACC45 direct SNOMED API is progressing well, with 7 practices implemented.	Ongoing testing of new care planning tool. Ongoing testing virtual (video) consultation processes. Rollout to two new GP practices	Jun-19	Ongoing rollout is now treated as business as usual.	Migration of existing HealthLink EDI addresses for use by indici continues to be a risk.	PHO
ProCare PHO Patient Management System review	Identification of primary care practice management system recommendation to the ProCare network of 170 practices.	Scope	Contracts signed with vendor. Support staff recruitment underway. Northern region integrations being planned. PHO infrastructure requirements in development.	Complete Northern Region integrations. Sign agreements with pilot practices for PMS implementation. Define PHO upgrade requirements.	Aug 19 Aug 19 Aug 19	Vendor is working closely with other PHO clients to resolve some issues that would otherwise affect us.	Limited general practice support for changing the PMS if a new PMS isn't substantially better than incumbent. Risk that unsuccessful vendors will attempt to undermine the recommendation with practices during implementation phase. Risk that the shortlisted vendors will not be able to meet the requirements and be affordable. Concerns that the timeframe and procurement process for the regional RCCC project could disrupt our process.	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.	Jun-19	Due to recent resource constraints in the primary care team the business case process was been delayed. Recent appointments to the team will resolve this constraint and we expect an update on the next steps in late June.	Sector confidence in future procurement process may be damaged due to the delays.	PHO
								Next Report due: 30 June 2019
<div style="display: flex; justify-content: space-between;"> <div style="text-align: center;"> <p>Stage</p> <p>Concept Scope Imp. Rollout PIR</p> <p>Implementation Post Implementation Review</p> </div> <div style="text-align: center;"> <p>Confidence</p> <p>Achievable At Risk New to the report</p> </div> </div>								