Governance and Accountability Arrangements for the National Programme for Information Technology (NPfIT)

Purpose

The purpose of this paper is to provide individual Trust and PCT Boards with a summary of the governance and accountability arrangements for NPfIT within Bedfordshire and Hertfordshire and thereby to enable them to delegate powers to the bodies set up to deliver the programme.

Background

The National Programme for Information Technology (NPfIT) is an ambitious change programme that will connect all 600 NHS organisations across many sites, provide secure access for 100,000 doctors, 380,000 nurses and 50,000 other health care professionals and ensure the security of 50 million patient care records. The program is phased from now to 2010 and will bring significant benefits to patients, clinicians and the quality of care that is provided.

The Department of Health has delegated the responsibility for planning and managing the implementation of this program to the SHA Board. The SHA has established an IM&T Steering Board and four Quadrant Boards to plan and manage the implementation of the programme. The programme will be delivered through a number of individual projects, some of these will be organised on a pan Beds and Herts basis (e.g. Pathology) and others on a specific quadrant basis (e.g. new Acute solution for East and North Herts). In line with best practice, each of these projects will report to a project board.

A summary of each of the bodies and their roles and accountabilities are outlined below.

Beds and Herts IM&T Steering Board

Key role is to:

- Link together the Local and National IM&T priorities of each quadrant into a cohesive strategy for the whole of Beds and Herts
- Review that sufficient resources are being provided to both the Local and National IT Programme Requirements
- Under delegated authority from the SHA board:
  - prioritise individual IM&T projects in relation to the overall strategy
  - allocate earmarked resources from the National IT Programme to support delivery of the strategy

- Quality assure individual IM&T projects
- Monitor and performance manage the implementation of all strategic IM&T projects
- Support and coordinate the organisational development of the IM&T organisations within Beds and Herts to support delivery of the strategy.

Quadrant IM&T Steering Boards

Key role is to:

- Identify the Local and National IM&T priorities for their quadrant taking into account local needs, service modernisation initiatives, implementation of investing in your health and national targets
- Agree these, the funding levels required and the delivery of benefits with PCTs via the LDP process
- Maintain an overall view of the total money available for IT Projects from HIS/BIS surplus (i.e. balance after recurring revenue and LIS/BIS staff allocations), LDP, National NPfIT funds and any other sources. These to be ring fenced and held in designated accounts within each PCT
- Ensure equity over time with respect to funding from individual PCTs and the allocation of resources to each organisation
- Under delegated authority from PCT and Trust boards
  - approve the scope of specific Local and National projects (following consultation with PCTs and Trusts) via project initiation documents (PIDs)
  - "draw down" funds for their delivery from individual PCTs into a host account
  - approve invoices from delivery organisations against drawn down funds (e.g. HIS / BIS / Trusts) for project work undertaken
  - manage and fully account for all project expenditure
  - coordinate IM&T project delivery and benefits realisation for their quadrant.

Individual Project Boards

Project Governance arrangements will be set up as part of the project initiation process e.g.

- Pathology and PACS managed as single projects across Beds and Herts
- Initial Community Hospital and GP implementations managed as single projects across Beds and Herts

- PAS replacements / PAS Legacy upgrades managed as Quadrant specific projects.

Key role is to:

- Performance manage the implementation of specific projects as defined in each PID to all Beds and Herts organisations within the scope of the project
- Take actions to mitigate risks that could have a high impact on the success of the project
- Resolve issues that impact project delivery and the realisation of benefits
- Manage project exceptions and obtain authorisation from quadrant boards for any deviations from approved timescales and budgets.

Details of Funding and Financial Accountability Arrangements

Financial commitment to the NPfIT programme will be made prior to the start of each financial year via the LDP.

Funding allocated within the LDP to support the delivery of the National Programme for Information Technology (NPfIT) will be held by PCTs to pay for costs associated with the NPfIT Programme. All non recurring revenue LIS funding will be held by PCTs to pay for the NPfIT programme and other IM&T project priorities within the quadrant.

For terms and conditions and programme management the acute trust or shared services (as appropriate) will host all new staff required by the Quadrant to support the implementation of the NPfIT programme and associated IM&T infrastructure/development projects.

One PCT within each quadrant will act as the host for NPfIT projects and will accept charges from Trusts and Shared Services organisations for the approved NPfIT Programme within the Quadrant. The host PCT will recharge the other PCTs appropriate shares. Charges will be based on the approved programme expenditure agreed via the Project Initiation Documents (PIDs) and associated board papers, ratified by the Quadrant Board.

The hosting organisation for the finances will make provision for the Quadrant Programme Lead to be able to requisition and sign off expenditure committed against the NPfIT programme and other related IM&T infrastructure/development projects approved by the Quadrant. This will be done in line with existing Standing Financial Instructions.

The Quadrant programme lead will be fully accountable for reporting all programme expenditure and highlighting potential over and under spend. Financial expenditure against the programme for the Quadrant will be

monitored by the board on a quarterly basis. Each specific project within the programme will monitor finances on an ongoing basis.

If brokerage is offered to other quadrants within Beds and Herts, the funding must be returned in full the following financial year. If brokerage is not required by other quadrants any underspend will be managed by the quadrant.

Recommendation

At the July 2004 Board Meeting the SHA board formally delegated powers to the Beds and Herts IM&T Steering Board. It is recommended that the board formally agree and adopt the governance arrangement and delegated powers identified in this paper.