

# Special Memorandum

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To: Extended Leadership Teams including LMC areas; Physician Leaders; Physicians and Medical Staff

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Re: **Design for Clinical & Systems Transformation Project Extended**

The CST project was scheduled to transition from design into testing at the end of October 2014. Design has now been extended because more time is required to complete the design work, and because there is a need to further validate the design in the Cerner system. The validation checks are to ensure the system has been built to reflect the requirements that our design teams outlined and that it meets our collective needs.

As part of the validation work we are currently reviewing clinical playbooks, to check their completeness and accuracy before we start testing. Clinical playbooks are the outputs of each of the Design Teams and serve as a key tool for testing and transformational learning teams. The first few playbooks have not been accepted as complete by our Health Organizations following comprehensive reviews. There are two reasons for this: some of the teams have outstanding design work to complete, and all teams need more time to validate what they have designed in the Cerner system. We are now working to understand the implications and to determine specifically what impact this will have on the project, including how much time is needed to complete this work and the best approach.

The work of our design teams is critically important and we have reached a significant milestone in the design process. The design completed to date is valuable and impressive, and we want to acknowledge the hard work of those who have contributed their expertise.

## What happens now?

Design and design validation is our collective priority. It is important that the design teams have the opportunity to review the work they have done in the Cerner system to ensure they have confidence in what has been designed and built before testing begins. This work is still in progress. The priority is to ensure that we have well-designed workflows and a well-designed system that meets our expectations of improving patient care.

Team IBM is working with us to develop a plan that captures the work we need to do to finish design and the approach for completing it.

### **Will there be an impact to the project schedule or budget?**

To ensure the project continues to meet our quality requirements and will meet the needs of clinicians and their patients, the design sub-phase of the project will continue until the work is completed. As a result, the testing sub-phase cannot begin yet. Once we have an agreed plan with Team IBM, project leaders will use this to make an informed decision about impacts to the project's budget and schedule, including the timing of implementation to sites. It is worth noting that it is common for a healthcare project of this size and complexity to require timeline adjustments in order to meet quality objectives.

### **Our commitment to quality**

It was always the intent to design iteratively, so our design teams could see their work being built, identify gaps and course correct as required. This process helps to ensure we are confident in our new workflows and the system we are creating. It is the responsible thing to do for our patients, staff, physicians and taxpayers.

We will continue to work in close partnership with Team IBM, our consulting partner, to complete the enterprise design and build work that is currently underway.

### **Who is making decisions about how we proceed?**

The CST Executive Steering Committee and Project Board, which includes our CEOs, have been heavily involved in making decisions and working with Team IBM's leadership team to help us move forward. The design teams are also critical in this process and have been meeting with CST leadership on a regular basis as we work to finish design.

We know how important it is that we continue to keep you informed and we commit to keeping the lines of communication open. We will share new information as it becomes available.

### **For more information**

If you have any questions or concerns, please email us at [info@CSTproject.ca](mailto:info@CSTproject.ca) or contact:

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