



An Audit of the Panorama Public Health IT System

Office of the Auditor General of BC

Presented by:

Pam Hamilton, Director, IT Audit

Sarah Riddell, A/Manager, Performance Audit



Agenda

- Background
- Audit Scope
- Audit Findings
- Why Did Things Go Wrong?
- Where to From Here? - Considerations
- Recommendations

Background

SARS Outbreak

- 44 Canadians died
- 400 became ill
- 25,000 Toronto residents quarantined

The Naylor Report

- Completed by Dr. David Naylor in May 2003
- Recommended a national public health IT system

Panorama

- Canada Health Infoway (CHI) mandate
- System development led by BC
- Provincial implementation projects

Background

Panorama

Materials/vaccine
Inventory
Management

Immunization
Management

Communicable
Disease
Management

Outbreak
Management

Work
Management

Notifications
Management

Audit Purpose & Scope

Application



- Functionality
- Stability
- Usability

Budget



- Build Costs
- Implementation Costs

Timeline



- Build Timeline
- Implementation Timeline

Findings – The Application

Functionality

- Major components de-scoped
- Key functionality unusable
- Some subject to limitations or not widely used

Stability

- Slow and freezes
- Thousands of defects and deficiencies
- Unreliable

Usability

- Difficult to navigate
- Complicated and confusing
- Hundreds of workarounds

Findings – Budget and Timeline

- National Build 3 years late
- BC implementation delayed more than 5 years

Timeline



- National Build \$30M over budget
- BC Implementation \$86M over budget
- Maintenance \$14M + \$4.5M/ year

Budget



Why Did Things Go Wrong?

COTS
Approach
Unrealistic

Renegotiate
Contract

Terminate
Contract

De-scope
functionality
Extend timelines
Transfer financial
risk to provinces
Reduce system
quality obligations

Pursue alternative
solution

Why Did Things Go Wrong?

Inadequate UAT

- IBM supplied test decks
- IBM carried out UAT
- No testing under typical usage

Premature Acceptance

- 4,800 defects fixed for \$21M
- 1,200 still unresolved at final acceptance
- 11,000 discovered after final acceptance

Decision-making

- Sanitized information
- “Command and control” leadership style



Where to from here? - Considerations

- **The Health Authority thinking towards IT systems has changed.**
- **IT software development has advanced**
- **Other systems have not been evaluated**



Recommendations

- 1. Independent review of Panorama**
- 2. Review of project management practices**
- 3. Review of contract management practices**
- 4. Review of leadership practice and collaborative future strategy**

Contact

- Pam Hamilton, Director, IT Audit
phamilton@bcauditor.com
- Sarah Riddell, A/Manager, Performance Audit
sriddell@bcauditor.com
- Report can be found at bcauditor.com