

C. Program timeline

S/4HANA replaced the 22-year-old finance and materials management information system (FAMMIS), an early generation SAP product. FAMMIS was heavily customised, had been out of vendor maintenance for over 10 years, and no longer had an upgrade path. Queensland Health had two attempts to replace FAMMIS before establishing the Financial System Renewal (FSR) program which managed S/4HANA's development and implementation.

2010	●	The department commenced the FAMMIS2 project to develop a business case to replace or upgrade the legacy SAP finance system FAMMIS. The department later ceased FAMMIS2 to support the Queensland Health Payroll Project.
November 2010	●	The project SAPFIR (SAP, Assets, Procurement, Finance Information Resource) was established to replace FAMMIS.
March 2012	●	The department approved the business case for SAPFIR with a budget of \$79.74 million and planned completion date of June 2014.
June 2014	●	The department cancelled the SAPFIR project with an actual cost of \$35.35 million. The department reported to have incorporated some project work into the newly established Corporate Solutions Portfolio project.
December 2014	●	The department initiated the Financial System Renewal (FSR) program to replace FAMMIS.
July 2015	●	The Queensland Health Investment Review Committee (IRC) approved a Gate 2 business case to progress with the validation of the SAP S/4HANA solution in principle.
February— May 2016	●	An independent feasibility study was conducted and found the S/4HANA solution suitable for Queensland Health.
October 2016	●	The IRC approved the Gate 3 business case to establish the FSR program.
December 2016	●	The program received government approval and commenced with a budget of \$105 million and planned completion date of December 2018 (go-live 1 November 2018).
April— September 2018	●	In May and June 2018, there was a short pause of the FSR program and a change to the board membership and program leadership. The program experienced delays and an anticipated funding shortfall due to integration complexities and associated change-management activities. In September 2018, the program board approved a \$30.4 million budget increase and postponed system go-live to quarter 4 of 2018–19. The change request was submitted to Cabinet Budget Review Committee (CBRC) for approval.



December 2018	● CBRC approved the change request for additional funding and time.
February 2019	● The FSR program board approved a revised business go-live of 1 July 2019.
April 2019	● The program achieved technical go-live on 23 April 2019, signifying the completion of all technical tasks and enabling the system ready to go live.
May 2019	● The program encountered complexities in the integration with the human resources (HR) system and delays in business-readiness activities. The program board postponed the system go-live date to 1 August 2019.
1 August 2019	● S/4HANA went live. Actual expenditure incurred to date was \$120.1 million. The department commenced a post-implementation hypercare period with elevated system support available to assist with the transition. It was run by the program team.
November 2019	● The hypercare period ended on 24 November 2019, with the support level returned to business as usual. Health Support Queensland took over responsibilities from the program team for ongoing system support. The FSR program was closed with total expenditure of \$135.4 million.
November 2019	● New business integration project (BIP) commenced.
April 2020	● Following the COVID-19 pandemic, BIP's scope was reduced. The department established a new Supply Chain Surety Division (SCSD) which took over two projects with impacts to COVID-19 response from BIP. Health Support Queensland took over other BIP projects.

Note: blue—FAMMIS2; brown—SAPFIR; orange—FSR; green—BIP; black—SCSD.

Source: Queensland Audit Office analysis of Department of Health documentation.

