

DHCW Public Board Meeting

Thursday 30 May 2024, 10:00 - 14:05



Agenda: Thursday 30 May 2024

10:00 - 10:05 5 min

1. PRELIMINARY MATTERS

1.1. Welcome and Introductions

For Noting Chair

1.2. Apologies of Absence

For Noting Chair

1.3. Declaration of Interests

For Noting Chair

10:05 - 10:10 5 min

2. CONSENT AGENDA

2.1. Unconfirmed Minutes of 28 March 2024 Board Meeting

For Approval Chair

2.1 DHCW SHA Board Meeting Minutes 28 March 2024.pdf (25 pages)

2.1.1. Matters Arising

2.2. Action Log: There are no Public actions

For Noting Chair

2.3. Forward Workplan

For Noting Board Secretary

2.3 SHA Board Forward Workplan Report.pdf (5 pages)

2.4. DHCW 2023-24 Decarbonisation Returns

For Assurance Board Secretary

2.4 DHCW Decarbonisation Returns 2023-24.pdf (7 pages)

2.5. More Than Just Words Annual Report

For Assurance Board Secretary

10:10 - 10:35 25 min

3. MAIN AGENDA: FOR DISCUSSION

3.1. Shared Listening and Learning Presentation

For Discussion Executive Medical Director

- **Electronic Test Requesting – As told by a GP**

3.1 DHCW Learning and Listening SHA Board Report May 24.pdf (5 pages)

10:35 - 10:50 25 min

4. MAIN AGENDA: FOR REVIEW

4.1. Chair & Vice Chair Report

For Discussion Chair

4.1 Chair and Vice Chair Report May 2024 V1.pdf (7 pages)

4.2. Chief Executive's Report

For Discussion Chief Executive Officer

4.2 CEO Report May 2024 V1.pdf (6 pages)

10:50 - 11:50 60 min

5. MAIN AGENDA: STRATEGIC ITEMS

5.1 Stakeholder Engagement Plan Update

For Noting Executive Director of Strategy

5.1 Strategic Engagement Plan Update SHA Brd 30 May 2024 v1_1.pdf (8 pages)

5.2 Communications Strategy Plan Update

For Noting Board Secretary

5.2 Communications strategy update - SHA Board paper.pdf (8 pages)

Break 11:10 – 11.20

5.3 Building our Future Programme

For Noting Executive Director of Finance

5.3 DHCW BOF SHA Board Report May 24.pdf (5 pages)

11:50 – 14:05 135 min

6. MAIN AGENDA: GOVERNANCE, RISK, PERFORMANCE & ASSURANCE

6.1. Finance Report

For Discussion Executive Director of Finance

6.1 SHA Board Finance Report.pdf (8 pages)

6.2. Corporate Risk Register & Board Assurance Framework Report

For Approval Board Secretary

4.2 CEO Report May 2024 V1.pdf (6 pages)

- **Annual Review of Risk Appetite and Risk Tolerance**

6.2 Corporate Risk Report (1).pdf (8 pages)

Break 12:45 – 13:15

6.3. IMTP 2024/25 – 2026/27

For Noting Executive Director of Strategy

6.3 DHCW SHA Board May 2024 IMTP Update.pdf (7 pages)

6.4. Integrated Organisational Performance Report

For Discussion Executive Director of Finance

4.2 CEO Report May 2024 V1.pdf (6 pages)

- **Annual Review of Risk Appetite and Risk Tolerance**

6.2 Corporate Risk Report (1).pdf (8 pages)

6.5. Audit & Assurance Committee Highlight Report

For Assurance Committee Chair

6.5 Audit and Assurance Highlight Report.pdf (5 pages)

6.6. Programmes Delivery Committee Highlight Report

For Assurance Committee Chair

6.6 Programmes Delivery Committee Highlight Report.pdf (6 pages)

6.7. Digital Governance & Safety Committee Highlight Report

For Assurance Committee Vice Chair

6.7 DG&S Highlight report 30 May 24.pdf (5 pages)

6.8. Independent Member Digital Network Highlight Report

For Assurance Network Chair

6.8 IM Digital Network Highlight Report.pdf (4 pages)

14:05 - 14:05 0 min

7. CLOSING MATTERS

7.1. Any Other Urgent Business

For Discussion Chair

7.2. Date of Next Meeting: Thursday 25 July 2024

For Noting Chair

Including Annual General Meeting

DHCW SHA Board Meeting – PUBLIC – Unconfirmed minutes

Minutes of the meeting of Digital Health and Care Wales (DHCW) Special Health Authority Board (SHA) held on Thursday 28 March 2024 as a virtual meeting broadcast live via Zoom.

10:00 – 13:50, 28 March 2024

Members present	Initial	Title	Organisation
Simon Jones	SJ	Chair of the Board	DHCW
Ifan Evans	IE	Executive Director of Strategy	DHCW
Andrew Fletcher	AF	Associate Board Member – Trade Union	DHCW
Ruth Glazzard	RG	Vice Chair of the Board	DHCW
Rhidian Hurle	RH	Executive Medical Director	DHCW
Marian Wyn Jones	MWJ	Independent Member	DHCW
Marilyn Bryan Jones	MBJ	Independent Member	DHCW
Sam Lloyd	SL	Executive Director of Operations	DHCW
Alistair Klaas Neill	AKN	Independent Member	DHCW
Claire Osmundsen-Little	COL	Deputy Chief Executive Officer / Executive Director of Finance	DHCW
David Selway	DS	Independent Member	DHCW
Helen Thomas	HT	Chief Executive Officer	DHCW

In attendance	Initial	Title	Organisation
Nathan Couch	NC	Audit Lead (Performance) – For item 5.1	Audit Wales
Chris Darling	CD	Board Secretary	DHCW

In attendance	Initial	Title	Organisation
Darren Griffiths	DG	Audit Manager (Performance) – For item 5.1	Audit Wales
Sam Hall	SH	Director of Primary, Community & Mental Health Digital Services	DHCW
Nerys Hurford	SW	Translator	Translation Services
Carys Richards	CR	Corporate Governance Support Manager (Secretariat)	DHCW
Sarah-Jane Taylor	SJT	Director of People and Organisational Development	DHCW
Laura Tolley	LT	Head of Corporate Governance	DHCW

Apologies	Title	Organisation
Rowan Gardner	Independent Member	DHCW

Acronyms	
DHCW	Digital Health and Care Wales
CEO	Chief Executive Officer
IM	Independent Member
IOPR	Integrated Organisational Performance Report
WG	Welsh Government
NDR	National Data Resource
SHA	Special Health Authority
DPIF	Digital Priority Investment Fund
IMTP	Integrated Medium-term Plan
WICIS	Welsh Intensive Care Information System
PDC	Programmes Delivery Committee
DG&S	Digital Governance & Safety Committee
DSPP	Digital Services for Patients and the Public
RISP	Radiology Informatics System Procurement

Acronyms	
EDI	Equality, Diversity and Inclusion
FBA	Finance and Business Assurance
MOU	Memorandum of Understanding
SRG	Strategic Resourcing Group
DMTP	Digital Medicines Transformation Portfolio

PART 1 – PRELIMINARY MATTERS

Item number	Item detail	Outcome	Action
1.1	<p>Welcome and Apologies The Chair welcomed everyone bilingually to the DHCW SHA Board meeting.</p> <p>The Chair confirmed the meeting was being broadcast live via Zoom, in addition, the recording would be available via the DHCW website for any persons unable to access the meeting live. The Zoom platform was being used to allow for members to be visible throughout the entire meeting and for simultaneous translation to take place, allowing members to engage in the meeting in English or Welsh.</p> <p>The Chair provided some housekeeping notices regarding the technical aspects of live streaming the meeting, the planned breaks, and the use of the consent agenda for items 2.1 to 2.12.</p>	Noted	None to note
1.2	<p>Apologies for Absence</p> <p>Apologies were received from: Rowan Gardner, Independent Member.</p>	Noted	None to note
1.3	<p>Declarations of Interest</p> <p>There were no declarations of interest.</p>	Noted	None to note

PART 2 – CONSENT AGENDA – FOR APPROVAL AND NOTING

Item number	Item detail	Outcome	Action
2.1	<p>Unconfirmed Minutes of 25 January 2024 Board Meeting The Board resolved to:</p> <p>APPROVE the minutes of the Board meeting held on 25 January 2024.</p>	Approved	None to note
2.2	<p>Unconfirmed Private Abridged Minutes of 25 January 2024 Board Meeting</p> <p>It was noted that no Chair’s action was required in terms of the Welsh Emergency Department Solution Contract.</p> <p>The Board resolved to:</p> <p>APPROVE the abridged minutes of the Private Board meeting held on 25 January 2024.</p>	Approved	None to note
2.3	<p>Action Log</p> <p>There was one action underway on the Action Log.</p> <p>The Board resolved to:</p> <p>NOTE the action log.</p>	Noted	None to note
2.4	<p>Forward Workplan</p> <p>The Board resolved to:</p> <p>NOTE the action log.</p>	Noted	None to note
2.5	<p>Annual Review of Standing Orders</p> <p>The Board resolved to:</p> <p>APPROVE the Standing Orders.</p>	Approved	None to note
2.6	<p>Board & Committees Cycle of Business</p> <p>The Board resolved to:</p> <p>APPROVE the Board & Committees Cycle of Business.</p>	Approved	None to note
2.7	<p>Board & Committee Self-Effectiveness</p>	Noted	None to note

Item number	Item detail	Outcome	Action
	The Board resolved to: NOTE the Board & Committee Self-Effectiveness Survey feedback.		
2.8	Emergency Planning Annual Report The Board resolved to: NOTE the Emergency Planning Annual Report.	Noted	None to note
2.9	Well-Being of Future Generations Act Objectives The Board resolved to: APPROVE the Well-Being of Future Generations Act Objectives and Wellbeing statement.	Approved	None to note
2.10	DHCW Follow-Up Response To Welsh Parliament Health & Social Care Committee And Public Accounts Public Administration Committee Scrutiny Report The Board resolved to: NOTE the Follow-Up Response To Welsh Parliament Health & Social Care Committee And Public Accounts Public Administration Committee Scrutiny Report.	Noted	None to note
2.11	Corporate Parenting Charter The Board resolved to: APPROVE the Corporate Board sign up to the Parenting Charter	Approved	None to note
2.12	DHCW Decarbonisation Action Plan 2024 – 27 The Board resolved to: APPROVE the DHCW Decarbonisation Action Plan 2024 – 27.	Approved	None to note

MAIN AGENDA

PART 3 – FOR REVIEW

Item number	Item detail	Outcome	Action
3.1	<p>Chair and Vice Chair Report</p> <p>The Chair outlined the following highlights from within the report:</p> <p>Programme Governance Arrangements Update Following previous updates to the Board, this is likely to be the last update on this topic, as the agreement with Welsh Government was to ensure the revised programme governance arrangements are in place for all programmes from the 1 April 2024. The Chair was pleased to report that over the past six months new arrangements have been embedding and the last major programme area: Digital Medicines will transition to the new arrangements from the 1 April 2024.</p> <p>The Programmes Delivery Committee met formally on 9 November 2023, and the 6 February 2024 with the next meeting scheduled for 14 May 2024. The Chair advised he would ensure the work of this new Committee is assessed/considered by DHCW's regulatory partners over the next twelve months.</p> <p>Board Development, 29 February 2024</p> <p>The Chair advised that a new format of in-person only Board Development Days was held on the 29 February and included a team spotlight session. The team spotlight session was with members of the Single Record team, and the Chair expressed thanks for the presentation and the time taken to talk through the opportunities, issues and challenges the team face.</p> <p>The day started with an excellent focus and discussion on DHCW's role in relation to care and how we shift the focus from hospital based services to supporting communities empowering citizens. In the afternoon the Board received updates on the development of the DHCW Integrated Medium Term Plan</p>	<p>Received and discussed.</p> <p>Additionally endorsed the common seal.</p>	<p>None to note</p>

Item number	Item detail	Outcome	Action
	<p>and Long Term Strategy including stakeholder feedback received to date on the strategy. Finally, the day concluded with an update on the work to shift DHCW to a product centric approach to operating.</p> <p>Independent Member Update</p> <p>The Chair advised that he had agreed with Rowan Gardner - Independent Member, due to a change in her professional circumstances, Rowan would be stepping back from her DHCW Board member duties for a short period of time, as a result of this and following Independent Member twelve month review of objectives, Marian Wyn Jones will be replacing Rowan Gardner as one of the three DHCW representatives on the All Wales Independent Member Digital Network going forward. In addition, for a short period the Chair advise he would be attending the AI Commission meetings led by Welsh Government on Rowan's behalf.</p> <p>Meeting with the Royal College of Ophthalmologists 18 March 2024</p> <p>Following a request by the Royal College of Ophthalmologists, the Chair advised he joined the Minister of Health and Social Services at the Royal College meeting on the 18 March 2024. The meeting was to discuss interoperable patient referral systems, underpinned by integrated an electronic patient record system. DHCW took over responsibility for the Eyecare Digitisation Programme from Cardiff and Vale UHB in June 2023.</p> <p>Board Member Job Shadowing programme</p> <p>The Chair was pleased to advise that DHCW have been successful in being selected to be part of the NHS Wales Board member job shadowing scheme pilot. Therefore, Board members would be working closely over the coming months with our Mentee, Diana</p>		

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	<p>Storia, to ensure she has the best opportunity to see and learn how DHCW operate and the role of a Board member.</p> <p>Common Seal</p> <p>The Board was asked to ratify the use of the common seal applied since the last Board meeting relating to:</p> <ul style="list-style-type: none"> • Deed between Second Horizon Limited and DHCW relating to the lease at DHCW Office, Unit 17 Bocam Park, Oldfield Road, Pencoed, Bridgend, CF35 5LJ. <p>The Board approved the lease extension (extension for 5 years with a break clause at 3 years) at the last Board meeting held on 25 January 2024 and the deed was signed by the Chair and Chief Executive Officer on 28 March 2024</p> <p>The Board resolved to: RECIEVE the contents of the Chair and Vice Chair report and ENDORSE the use of the Common Seal.</p>		
1.2	<p>Chief Executive's Report</p> <p>Helen Thomas, Chief Executive Officer (HT) provided the following highlights from the report:</p> <p>Staff Briefing</p> <p>There have been two Staff Briefings since the last Board meeting, At the briefings we:</p> <ul style="list-style-type: none"> • shared findings from the DHCW Staff Survey; • discussed our Strategic Objectives included in our Long Term Strategy; • launched DHCW's staff recognition awards; • Shared our IMTP 2024-27; • Discussed User Centre Design at DHCW; <p>In addition to the routine highlights from the work of Management Board and SHA Board and general staff updates. HT expressed</p>	Received & discussed	None to note

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	<p>thanks to all those who joined and engaged on both occasions.</p> <p>IMTP 2024/25</p> <p>HT thanked staff for their involvement in this upcoming year's IMTP. It was noted that the 3.67% uplift in core allocation, which was in line with Health Boards had been received and DHCW were able to produce a balanced plan. However, there would be a significant reduction in DPIP allocation therefore DHCW were exploring opportunities across the Healthcare system and with WG in terms of additional funding opportunities.</p> <p>DHCW Leadership Development Programme</p> <p>The second roundtable event of our Kings Fund Senior Leadership Programme was held on 8 February In addition, HT informed the Board of an in-person event on 27 February where leadership styles, values and behaviours were discussed in addition there was some focused on information flow throughout the organisation.</p> <p>It was noted that in terms of NHS Wales Staff Survey, DHCW had a 60% response rate, 82% engagement score, the highest across organisations across Wales, with the detail being brought to future Board meetings in terms of improvements once it has been looked into and developed into action plans.</p> <p>The Board resolved to: RECEIVE and DISCUSS the contents of the Chief Executive's report.</p>		

PART 4 – STRATEGIC ITEMS

Item number	Item detail	Outcome	Action
4.1	DHCW Long Term Strategy	Approved	None to note

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	<p>Ifan Evans, Executive Director of Strategy (IE) presented the report noting that following approval of the Draft Organisational Strategy at the SHA Board in January a Communications and Engagement exercise was undertaken to gather feedback on the Draft strategy from our people, partners, stakeholders and the wider public.</p> <p>This included:</p> <ul style="list-style-type: none"> • An online feedback form, open to anyone to provide anonymous views and comments on the published draft strategy • A series of webinars, in English and in Welsh, open to all NHS staff and to key partners and stakeholders, which included a presentation, questions and answers, and discussion • An offer to senior leaders to contribute feedback on a 1:1 basis • Engagement sessions with DHCW staff which included presentation, questions and answers, and discussion <p>The engagement on the draft strategy was open for a month, from 5 February to 6 March. DHCW promoted opportunities to engage through direct communication, networks, and public channels, including social media. Alongside the engagement activity DHCW published blog posts and other updates, and DHCW engaged with the DSPP Programme Patients and Public Assurance Group.</p> <p>During and after the engagement activity DHCW analysed key themes, sentiment and messages, and scheduled specific comments to support the review of the draft strategy.</p> <p>Key changes to the draft strategy</p> <p>DHCW had tracked each of the comments and suggestions and reflected on the sentiment and feedback received and the analysis has been shared with the Executive team and discussed at a Board Development Day.</p> <p>No changes had been made to the Purpose, Vision, Missions, or Principles, each of which</p>		

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	<p>were strongly endorsed through the feedback received.</p> <p>Some small changes had been made to the wording of some of the strategic objectives and have added two new ones, based on comments received, as follows:</p> <ul style="list-style-type: none"> • An additional objective in Mission 1: Establish an all-Wales framework for sharing health and social care data • An additional objective in Mission 4: Deploy AI and automation technologies, safely and ethically, delivering year-on-year improvements in efficiency and productivity across NHS Wales <p>The following observations were made: The team and stakeholders were thanked for their work and input over the 9 months developing the strategy;</p> <p>The clear and clean structure of the final strategy, capturing purpose and the plan to achieve this including some very ambitious goals;</p> <p>The close work between strategy and finance in using benefits to determine value and create stronger discipline across the entire organisation;</p> <p>Outlines a strong direction with objectives tracked through the IMTP, with updates on progress against the twenty objectives to be brought back annually in terms of our assessment;</p> <p>Welcome addition of establishing an all-Wales framework and including the use of AI and automation;</p> <p>A potential AI strategy how it is deployed across NHS Wales, working closely with WG to plan and navigate resource and the impact, navigating with NHS Partners also;</p> <p>The Board resolved to: APPROVE the DHCW Long Term Strategy.</p>		

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4.2	<p data-bbox="352 271 592 304">Finance Report</p> <p data-bbox="352 344 1031 703">COL presented the finance report for the period ending 29 January 2024 noting that DHCW has a high confidence of meeting its statutory financial targets. The end of year position is being managed to ensure a balanced outcome and that pressures relating to support the datacentre migration can be accommodated. The performance highlights for the period to 29 February against key finance measures are as follows:</p> <ul data-bbox="400 712 1038 2024" style="list-style-type: none"> <li data-bbox="400 712 1038 1111">• Revenue: DHCW is reporting a revenue underspend of breakeven £0.116m for the period to February 29th. Whilst pay continues to track behind profiled spend due to recruitment lag, this is significantly offset by increases in non-pay spend as DHCW continues to secure capacity via third party suppliers, accelerated programmes such as Cloud & Product approach readiness activity and internal support of the datacentre migration. <ul data-bbox="496 1115 1038 1621" style="list-style-type: none"> <li data-bbox="496 1115 1038 1218">○ Covid-19: DHCW received £7.4m funding and the spend to date is £5.8m. <li data-bbox="496 1223 1038 1621">○ Digital Priority Investment Fund: A total of £33.554m in revenue funding is anticipated with current spend of £29.440m. The major increase in March expenditure run rate is materially as a consequence of planned achievement of third party supplier milestones and disbursements to other NHS Wales organisations in NDR, DSPP, DMTP schemes. <li data-bbox="400 1626 1038 1774">• PSPP: The target Public Sector Payment Policy (PSPP) target has been exceeded with 97% of non NHS invoices being paid within 30 days. <li data-bbox="400 1778 1038 1921">• Cash: DHCW has a cash balance of £4.9m as at 29 February. The balance has increased since January in preparation for year-end spend in March. <li data-bbox="400 1926 1038 2024">• Capital: Spend to February totals is £16.440m against CRL of £17.888m. An underspend of £0.017m against period 	Received & discussed	None to note

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	<p>plan and a residual spend balance of £1.448m (8%) to be completed before year end.</p> <p>Developments since January Board were noted as:</p> <ul style="list-style-type: none"> • DPIF & COVID Funding: During January it was confirmed that the DPIF & COVID funding position were now finalized for 2023/24, with the result that DHCW will now be required to manage any over or underspend for the financial year effectively transferring financial risk for the year. • Digital Eyecare Programme: A digital investment proposal has now been drafted. The paper is intended to provide WG with sufficient information to determine its preferred route for the future of the Programme. As part of wider engagement all Health Boards have contributed to the financial plan through identification and agreement of a common set of resources across all organisations. It is anticipated that the paper will be submitted in March. • Digital Services For Patients & Public (NHSApp): A business case has been drafted to underpin the request for a sustained funding provision to support the operation of the NHS Wales App on an ongoing basis. The case will be submitted in late March for Welsh Government consideration. • Data Centre Transition: As a consequence a major outage, the timescales for the migration have been pushed into March, this month has also been extremely challenging with a delay in the installation of the grey fibre solution (impacting the critical path for networking activity) due to resource constraints from a 3rd party supplier and the junior doctor strikes causing delays, plans are currently being worked through to determine if this will impact activity into 		

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	<p>the new financial year, the current potential exposure is approximately £0.2m in slippage which may require management.</p> <ul style="list-style-type: none"> • Year End Accounts: The final year end accounts timetable and templates have now been formally issued with the final dates being incorporated within the delivery plan timelines. Key dates include: <ul style="list-style-type: none"> ○ 02/05/24: Final Day 9 Financial Position submitted to WG. ○ 03/05/24: Draft Accounts Submitted to WG. ○ 15/07/24: Final Accounts submitted to WG by Audit Wales. <p>The appropriate governance and assurance reviews will be scheduled to meet these timescales.</p> <ul style="list-style-type: none"> • 2024/25 Financial Plan Overview: DHCW has established its financial plan for the IMTP term. It translates the objectives, activity and consequential resource requirements to form a fully integrated outlook. • Funding assumptions incorporated within the plan: For 2024/25 the following Welsh Government income is anticipated: <ul style="list-style-type: none"> ○ During the month DHCW has received confirmation of its Core revenue funding (totaling £88.3m) covering: <ul style="list-style-type: none"> ▪ SHA Core Operations: £53.6m ▪ Depreciation: £8.1m ▪ COVID Digital Services: £7.4m ▪ Primary Care IM&T: £19.2m <p>Further recurrent central revenue funding of the 2023/24 pay award (totaling £2.8m) is also anticipated. Discretionary capital totaling £2.9m has also been formally confirmed.</p>		

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	<ul style="list-style-type: none"> ○ DPIF Funding currently remains formally unconfirmed however it is anticipated a communicated revenue control total of £28m will be allocated (significantly less than initially assumed) supported by £18.2m capital. ○ To support operational services and digital investments the following income (totaling £48.9m) is anticipated via NHS Wales organisations: <ul style="list-style-type: none"> ● SLA/Other: £16.6m ● All Wales Digital Licensing: £30.1m ● NHS Digital Investment Contributions: £2.2m ● Expenditure assumptions: Incorporated within the forecast pressures are additional costs as a consequence of resources required to support the provision of new services resulting from a completed digital investment, general inflation (predicated upon current BoE forecast) as well as sector specific digital cost pressures and growth. ● Mitigating actions to breakeven: To offset identified planning cost pressures DHCW has identified savings target to be delivered via recurrent directorate level cost improvement programmes. Resulting in a savings requirement totaling £5.8m over the planning term (£1.5m in 24/25, £2.0m in 25/26 and £2.3m in 2026/27 respectively) in order to breakeven. <p>In terms of the approach to the 2024/25 financial planning process key issues were noted as:</p>		

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	<ul style="list-style-type: none"> • IMTP Financial Plan: DHCW has produced a balanced plan for the term however focus over the IMTP period remains the implementation of a revised funding model which supports current, future service delivery models and growth whilst establishing an internal “Finding More Value” workstream to identify and implement strategic initiatives to increase efficiency, avoid costs and generate both organisational and system wide recurrent savings. • DPIF Funding: Recent uncertainty regarding the level of investment funding has necessitated detailed impact assessments. The IMTP sets out the approach for managing these uncertainties which may require further iteration of the underpinning financial plan. • Sustainable Funding: DHCW continues to liaise with Welsh Government to produce a policy brief setting out the background (including current challenges), options and a recommendation for addressing the current challenges. Particularly, this will explore how DHCW are funded to maintain and deliver all-Wales digital services, such as the NHS Wales App, the National Data Resource, and the Cancer Informatics Solution alongside an optimal model to support effective digital investment activity. DHCW is working closely with external subject matter experts to inform an expected brief to be constructed by Welsh Government for Ministerial consideration. • Microsoft O365 VAT: DHCW finance leads are in weekly contact with our VAT advisors after the recent escalation of the claim to the HMRC internal policy team. In terms of timing, it is still not expected that HMRC will come back with a ruling 		

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	<p>this financial year as there remains a significant number of stakeholders involved in their internal teams that need to provide approval.</p> <p>The following observations were made on the current position:</p> <p>Recruitment was being scrutinised differently in terms of nondirect delivery of digital posts such as support and administration, to critical product based delivery recruitment. The differences in approach to recruitment were dependant on area of business, in order to balance strengthening versus efficiency;</p> <p>Staff numbers increased from 1078 to 1206, a 12% increase this year;</p> <p>In terms of the Annual accounts, lessons identified last year have impacted and steered this year's approach, the finance team met with Audit Wales to outline visible escalations and reporting in order to identify any issues and plan an approach to resolve from both sides for less impact; Looking forward it was noted that:</p> <p>The sustainable funding model included under financial opportunities in the report could also be reflected in the key risk area;</p> <p>Critical path was needed to deliver DHCW's approach in terms of the new operating model, longer term financial thinking and informing a strategic plan;</p> <p>As a collective, including WG, it was becoming clearer but there was a need to demonstrate value and impact, in order to understand a sustainable funding approach.</p> <p>The Board resolved to: RECEIVE and DISCUSS the Finance Report.</p>		
4.3	<p>IMTP 2024-27 Ifan Evans, Executive Director of Strategy (IE) presented the report on progress with the IMTP noting:</p>	Approved	None to note

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	<ul style="list-style-type: none"> • The Welsh Government deadline for submission is 29th March 2024, following SHA Board approval; • Review of key deliverables has been an ongoing process with the Executive team, the Planning and Performance Management Group (PPMG), Portfolio Leads and milestone and resource owners from October 2023 to February 2024. There has also been ongoing engagement with stakeholders, which includes joint planning with implementation partners from other NHS organisations. This final document is a culmination of the exercise. • Confirmed Funding. Welsh Government Funding for 2024/25 Core, COVID and Primary Care has now been formally confirmed. The provisional plan is consistent with published planning principle assumptions incorporating an anticipated 3.67% uplift in Welsh Government and SLA funding. • Service Level Agreements. DHCW has completed detailed 1-1 sessions with organisations providing transparency regarding cost increases and the financial pressures being faced. The exercise has been welcomed and there is an expectation that all organisations will formally sign SLAs in March. • Digital Priorities Investment Fund. Following dialogue through February, Welsh Government have confirmed a controlled total of £28m for DPIF funded national programmes. This is a significant reduction against the anticipated funding of £36.4m (based on funding correspondence received, and on funding indicated through regular discussions with Welsh Government). • The reduced funding, confirmed at a late stage in DHCW's planning process will have an impact on IMTP delivery plans, on programme delivery plans, and on partner delivery plans. DHCW have reflected this in our delivery plans at the 		

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	<p>IMTP level but will need to work through this impact in detail using the established process of managing change controls at the milestones level in the Annual Business Plan.</p> <p>Assurance Activities</p> <p>The following activities have taken place to give assurance to the SHA Board around the IMTP development process:</p> <ul style="list-style-type: none"> • Oct 2023. Workshops for 14 Portfolios to develop prioritised delivery plans • Dec 2023. Exec directors' workshop and checkpoint reconfirming approach and priorities • Jan 2024. Major delivery milestones defined. Key commitments shared at the January SHA Board Development Session • Feb 2024. A review of major objectives and timelines in the IMTP and their alignment to the new DHCW strategy at a Board Development Session. • Jan/Feb/Mar 2024. An internal planning assurance exercise has taken place to test the following: <ul style="list-style-type: none"> ○ IMTP / Strategy. Do IMTP roadmaps make progress towards the DHCW strategic objectives for 2030, considering the period of this IMTP will take us 50% of the way there. ○ Roadmaps > Milestones. Do all IMTP roadmaps have detailed milestones in the 2024-2025 annual Business Plan, as this is the level at which performance against the plan takes place. Milestones will be formally monitored throughout the year. ○ Milestone Prioritisation. Do Business Plan milestones link to an IMTP objective. A mapping exercise takes place as part of the planning cycle which includes assigning a priority level to each 		

Item number	Item detail	Outcome	Action
	<p>milestone, with milestones linked to IMTP roadmaps given highest priority. This allows reassessment of capacity assignment during the year.</p> <ul style="list-style-type: none"> ○ Milestone Carry Over. What is the extent of uncertainty around this year’s outstanding milestones – will any need to carry over from 2023/24 to 2024/25? ○ Capacity. Do we have capacity to deliver the plan. Sessions were run for milestone owners to discuss plans with over 30 resource owners during Feb 2024. This allows requirements to be discussed and resource owners to highlight any capacity risks. ○ Stakeholder priorities. Do our priorities link to Welsh Government and Health Board priorities. Three year joint plans with Health Boards have been shared during the year and the IMTP includes pipeline projects where large new areas of work have been requested but not confirmed. Ministerial priorities are drivers featured on each portfolio timeline. <p>With the following matters raised for consideration:</p> <ul style="list-style-type: none"> ● IMTP Finance – If anticipated funding is not confirmed (by Welsh Government and/or by NHS organisations through SLAs) then the committed and unavoidable costs will become an organisational cost pressure resulting in a forecast end of year overspend position. ● Change Management – the controlled total for DPIF funding is significantly (£8.4m) less than anticipated. This is reflected in the IMTP through the regular blue/yellow indication of whether resources are confirmed, but there has not been sufficient time to work through 		

Item number	Item detail	Outcome	Action
	<p>the impact of reduced funding down to Milestones level. Our approach to managing these changes is set out in the IMTP.</p> <p>Assurance to our stakeholders that we are engaging on the resource constraints.</p> <p>A letter to WG will set out the implications of the funding constraints for not delivering and the decisions that have to be made;</p> <p>The Board resolved to: APPROVE the IMTP 2024-27</p>		
4.4	<p>Strategic Equality Plan Update</p> <p>Sarah-Jane Taylor, Director of People & Organisational Development (SJ) presented the update on the Strategic Equality Plan noting that the report:</p> <ul style="list-style-type: none"> • provides the assurance that the actions and the commitment in the SEP are being progressed to plan. • highlights the continued value to the organisation of an established and engaged EDI Network in achieving the objectives outlined in the Strategic Equality Plan. • the next steps and planned activity in quarter 1 and 2 of 2024-25. <p>The key risk is the need to secure long-term funding to substantiate the EDI Lead who is leading the EDI commitments organisationally and working closely with various all Wales equality working groups and outreach.</p> <p>Additional work carried out was noted as:</p> <ul style="list-style-type: none"> • Emerging talent day for bands 3-5; • Obtaining ISO certification in Diversity and Inclusion; • Tentalks discussions on equality and diversity; • Embedding practices and policies; • Celebrating International women’s day; 	Noted	None to note

Item number	Item detail	Outcome	Action
	<ul style="list-style-type: none"> • Staff survey uncovered that the health and wellbeing agenda is very closely linked to EDI with a number of initiatives in place to work smarter; • Transformation programme due to begin to drive behaviours, the missions, and collaborative working, alongside continuing to develop talent. <p>Additionally, it was noted that; All Wales NHS Staff Network event in May will provide an opportunity to look at best practice, share concerns and barriers, and potentially bring back some new ways of thinking that could be incorporated going forward;</p> <p>Organisational change and people development has been very positive for the current workforce including the strategic approach to recruitment.</p> <p>The Board resolved to: NOTE the Strategic Equality Plan Update.</p>		
4.5	<p>Digital Inclusion Update</p> <p>Helen Thomas, Chief Executive Officer (HT) provided the following insight from the report:</p> <p>In 2022, DHCW signed the Digital Inclusion Charter with a commitment against six pledges. DHCW was already undertaking work to support this area, with some good practice identified, but it was often unsighted or happening in isolation. We were keen to introduce a framework for a consistent and coordinated approach.</p> <p>In 2023, the DHCW Digital Inclusion Working Group was established to ensure digital inclusion is embedded across DHCW, and through identifying opportunities and continuous learning. Through the DHCW Digital Inclusion Action Plan DHCW have sought to bring together activities, creating visibility under one umbrella, and define measures and reporting to assess progress. The action plan categorises activities into the below areas, with some more developed than others:</p>	Noted	None to note

Item number	Item detail	Outcome	Action
	<ul style="list-style-type: none"> • Embedding across DHCW • Empowering communities • Empowering patients and public • Ensuring accessibility • Developing Future skills • Working in partnership <p>Working with partners and other stakeholders was essential to support this agenda and the action plan has a strong emphasis on partnership working.</p> <p>Future activities Alongside developing the areas above, DHCW have commissioned Cwmpas to undertake a Digital Inclusion review with a range of key stakeholders to help DHCW to understand and address the following objectives:</p> <ul style="list-style-type: none"> • Engagement – what are the best approaches to engage with seldom heard voices so that relationships of trust can be built to share power and responsibility and participate efficiently with identified pieces of work in the future that relate to digital health. • Ecosystems – identify a mapping of the ecosystems to enable citizens and clinicians to participate in the future development of digital health services in Wales. • Networks – how to put citizens’ and clinicians’ voices first by developing networks for participation that operate across identified silos. • Funding – what are the recommendations for ongoing funding required to develop digital health systems that are co-produced with citizens and meet their needs. <p>Promoting our work DHCW will look to further promote the DHCW Digital Inclusion Working Group and encourage opportunities for staff to support this agenda. The following comments were made:</p>		

Item number	Item detail	Outcome	Action
	<p>Having a clear vision for DHCW's role within the Digital Inclusion agenda was essential to ensure efforts are focused in the right way working with partners; The importance of the continued work in terms of engagement to reach the most marginalised groups within the community groups was noted.</p> <p>The Board resolved to: NOTE the Digital Inclusion Update.</p>		
4.6	<p>Strategic Procurement Report</p> <p>COL noted from the 1 March 2024 Procurement formally transferred into the FBA Directorate. COL presented the report with the following Contract Award and MOU, both tabled for the consideration of the Board for approval:</p> <p>(i) P879 Agile Product Delivery Partner (discovery, Development, Deployment) Framework Agreement Contractor: Kainos</p> <p>Term: 01 April 2024 to 31 March 2028</p> <p>Value: Total Contract Value including the extension options is £20,000,000.00 (excl. VAT)</p> <p>Approval Requested: Contract Award.</p> <p>The Framework Agreement does not commit DHCW to any expenditure and only following a call-off process will any financial commitment be made.</p> <p>Please note all call-off arrangements should be in accordance with the scope and call-off procedure under the Framework Agreement. The Framework Agreement will be underpinned by the NHS Wales Standard Terms and Conditions for Services v4 2023.</p> <p>Additionally,</p> <p>a) The procurement has been undertaken in accordance with the requirements of SFIs, including PCR2015, as assured by the Head of Commercial Services.</p>		

Item number	Item detail	Outcome	Action
	<p>b) DHCW's evaluation team comprising key subject matter experts have approved the procurement approach, including the selection and evaluation processes and the award outcome, as assured by the Executive Director of Strategy.</p> <p>c) The Framework Agreement does not commit DHCW to any expenditure and only following a call-off agreement being entered into will any commitment to expenditure be made.</p> <p>d) DHCW's intention to enter into this Agreement has been notified to Welsh Government in accordance with Standing Orders.</p> <p>The following observations were made:</p> <p>Providing explanatory detail of what a framework is and how it used in terms of providing information to the public to understand how it works.</p> <p>(ii) P642.19C Welsh Immunisation System ("WIS") – Vaccination Programme to support Covid-19</p> <p>Contractor: The Cabinet Office</p> <p>Term: 01 April 2024 to 31 March 2025</p> <p>Value: Total Contract Value is £2,500,000.00 (excl. VAT)</p> <p>Approval Requested: MOU Approval</p> <p>Funding of £2.5m has been allocated by Welsh Government to DHCW in order to continue the messaging provision from GOV.UK Notify from April 2024 and its on that basis that this paper is made. Please note the Authority will be charged based on usage.</p> <p>The Procurement Regulations have been adhered to as set out below:</p> <p>No competitive procurement was required to be made in this instance for the following reasons:</p>		

Item number	Item detail	Outcome	Action
	<ul style="list-style-type: none"> • The MOU is a Co-operation Contract under which the Government Digital Service (GDS) as a central purchasing body (as defined in regulation 37(10)(a) of the Public Contracts Regulations (PCR2015) procures services for all Customers across the Public Sector. • The GDS procures messaging services (including SMS messages and emails) from private sector suppliers, in accordance with the Public Contracts Regulations 2015. Regulations 37(8) and 37 (4) 37(10)(a): <ul style="list-style-type: none"> ○ Acquiring supplies or services, or both, intended for contracting authorities; o the award of public contracts or the conclusion of framework agreements for works, supplies or services intended for contracting authorities <p>Additionally,</p> <p>a) The MOU includes a Data Processing and Financial Agreement for the use of GOV.UK Notify. The Data Processing Agreement is not a contract for the acquisition of services, and therefore falls outside the definition of “procurement” in regulation 2 of the Public Contracts Regulations 2015. This agreement is a legal vehicle for GDS to make the commitments that the applicable Data Protection Act legislation and the GDPR/Data Protection Act 2018, and any applicable national implementing laws as amended from time to time that relates to the Processing of personal data and privacy required from a data processor. It does not contain any obligation for GDS to provide those services. As a result, this agreement is outside the scope of Part 2 of the Public Contracts Regulations 2015, as set out in regulation 3 of the Public Contracts Regulations 2015, and no procurement competition is necessary</p>		

Item number	Item detail	Outcome	Action
	<p>to enter into this agreement with GDS by the Head of Commercial Services.</p> <p>b) As a result, no procurement competition is necessary to buy these messaging services from GDS, because GDS is acting as a central purchasing body for this activity, as assured by the Head of Commercial Services.</p> <p>The Board resolved to: APPROVE the Strategic Procurement Report, which includes the one Contract Award and one MOU detailed above.</p>		

PART 5 - GOVERNANCE, RISK, PERFORMANCE AND ASSURANCE

Item number	Item detail	Outcome	Action
1.1	<p>Structured Assessment 2023 & Annual Audit Report 2023</p> <p>Darren Griffiths and Nathan Couch from Audit Wales joined to present the findings from the Structured Assessment 2023 & note the Annual Audit Report 2023.</p> <p>Overall, Audit Wales found that DHCW's corporate governance, assurance, planning and financial management arrangements are generally good, with some opportunities to strengthen them further. However, DHCW is facing significant resource, financial and investment risks that will need to be carefully managed to ensure it achieves both immediate priorities and longer term objectives while remaining financially sustainable. Supporting this, Audit Wales found that DHCW:</p>	Received for assurance & noted	None to note

Item number	Item detail	Outcome	Action
	<ul style="list-style-type: none"> • Has a stable and cohesive Board that conducts its business appropriately, effectively, and transparently. However, opportunities remain to enhance some arrangements further. • Systems of assurance are robust and operating effectively, but opportunities exist to enhance some of these arrangements further. • Planning arrangements continue to mature, but opportunities remain to develop detailed supporting delivery plans for some corporate plans and strategies to support effective monitoring and oversight. DHCW is facing significant resource and investment risks which may impact on the delivery of its key strategic and transformational priorities. • DHCW continues to have a generally effective approach to financial planning, monitoring and reporting. However, increasing financial challenges and an over reliance on non-recurrent savings could impact on its future financial sustainability. <p>The Structured Assessment 2023 raised five recommendations, these have been accepted by management, with appropriate actions and implementation dates.</p> <p>The following observations were made:</p> <p>Long term savings and efficiency, directly linked to DHCW's move to product and cloud, noting that the transformation programme will need</p>		

Item number	Item detail	Outcome	Action
	<p>parallel investment. Deeper dive into financial arrangements in general is being undertaken by Audit Wales;</p> <p>Finance / IMTP – long term model and financial implications, with a potential non-payroll saving model that could impact this, in terms of mission 5 and long term savings; Return on investment, to include system benefits and potential recurrent saving from DHCW, noting workforce changes that can generate savings;</p> <p>Stable cohesive board, challenging times and complex environment, therefore DHCW can't be complacent;</p> <p>Andrew Daughton will be the new Audit Manager going forward;</p> <p>A fair, honest assessment, overall positive, with recommendations for further engagement with the public, service users and patients of Wales;</p> <p>Simon Jones, DHCW Chair has stepped down as Chair of the Programmes Delivery Committee as recommended.</p> <p>The Board resolved to: RECEIVE the Structured Assessment 2023 for ASSURANCE & NOTE the Annual Audit Report 2023.</p>		
5.2	<p>Corporate Risk Register</p> <p>Chris Darling, Board Secretary (CD) noted the following from the Corporate Risk Register report:</p> <ul style="list-style-type: none"> • In considering environmental and international factors members should note the World Economic Forum Global Risks Report 2024. The report considers risk from an 	Received & discussed	None to note

Item number	Item detail	Outcome	Action
	<p>international perspective and highlights a number of highly relevant areas for consideration by DHCW, which will be discussed by Board members at the Board Development Day to be held in April 2024.</p> <ul style="list-style-type: none"> • The below are key areas from the World Economic Forum Term Global Risks Landscape (2024) for context and consideration by the Board: <ul style="list-style-type: none"> ○ Cyber insecurity ○ Misinformation and disinformation ○ Adverse outcomes of AI technologies • The HM Government National Risk Register was published in August 2023, which includes a section on the cyber-attack: health and care system. Learning from this report will be subject to the Board Development session planned for April 2024. • DHCW's Corporate Risk Register currently has 16 risks on the Register. There are 5 Private risks, of which 4 are for the consideration of the Digital Governance and Safety Committee and 1 considered at the Programmes Delivery Committee. <p>Since the last meeting, the following one new risk had been added to the register:</p> <p>DHCW0334 - Impact of cost of transition team</p> <p>IF there is a delay to operationalising a new internal NHS Wales App product team THEN the DSPP Programme will need to support an</p>		

Item number	Item detail	Outcome	Action
	<p>extended period of 'dual running' RESULTING IN less funding available to commission work from the external delivery partner.</p> <p>3 public risks had been removed since the last Board meeting and the following was highlighted against other risks;</p> <p>DHCW0332 – sustainable programme funding, DPIF reduction (1 overarching risk). Work had been completed for SRG by the Finance team noting that permanent contracts not part of core budget, with no funding, the position was being monitored with a process agreed to reduce and decrease liability. This was also being balanced with the need for a strategic skills set.</p> <p>DHCW0333 – WICIS Intensive Care System – assurance around go live dates with Healthboards was being sought for an unconditional commitment to deploy on a certain date.</p> <p>DHCW0331 – NHS Wales App – integration being moved to an internal team, in order to support a product method of working, which should be in place by the end of September. Funding was coming from within the programme.</p> <p>The Board resolved to: RECEIVE and DISCUSS the Corporate Risk Register</p>		
5.3	<p>Integrated Organisational Performance Report</p> <p>COL presented the IOPR noting that there had been considerable work in programmes;</p>	Received & discussed	None to note

Item number	Item detail	Outcome	Action
	<p>There have been efficiencies in the digital deployment of the COVID vaccination spring booster and work to move to the new data centre was progressing. Most moves are scheduled to be completed before the year end; however, it was noted that networking is now expected to complete next year.</p> <p>Operations</p> <p>There is one indicator which is RED, this relates to Operational Service Delivery. DHCW have continued to experience disruption from the Data Centre transition, which has impacted on networking across the estate and is now on a critical path. The Data Centre move will happen this year, however, networking and decommissioning will be extended into quarter 1 next year. DHCW are identifying the effects of this on next year's plan. Additional improvement work on disk storage has been undertaken. There have been several network issues identified and a comprehensive review is scheduled in March by the network support partner. Additionally, unforeseen spend has been identified regarding Welsh Point of Care Testing (WPOCT) hardware.</p> <p>DHCW experienced 6 major IT incidents during January 2024 and 5 in February 2024, none of which breached the agreed resolution target.</p> <p>DHCW were achieving 99.983% availability year to date.</p> <p>However, DHCW did not achieve the Incident resolution target of 95% (actual 94%) for critical national services due to a new service which has been introduced, additional</p>		

Item number	Item detail	Outcome	Action
	<p>training has subsequently been undertaken.</p> <p>Strategic Programmes The NHS Wales App onboarded 116 practices in February, however, DHCW have received complaints and enquiries regarding the app whilst in public beta. The Service Desk has also received support tickets, discussions are ongoing throughout March 2024 to agree a formal support arrangement. The number of calls relating to the App has reduced in February reflecting the internal work to address initial key concerns.</p> <p>Welsh Intensive Care Information System (WICIS) programme has also reported that work has been ongoing with Health Boards to fully understand the requirements and work toward an 'All Wales' adoption approach. Health Boards have indicated when they will seek to implement the system with caveats around defects and system usability.</p> <p>Primary Care & Mental Health DHCW were formally notified in January 2024 that one of the GP Systems suppliers will not be proceeding with Deployment Orders for the next GP System contract and will be withdrawing services from Wales. The withdrawal means that a number of migrations to the alternative system will now be required. There will be additional work to migrate the GP practices and consequential financial implications and impact on DHCW staff and work programmes which have been built into the IMTP.</p> <p>Planning and discovery for the platform replacement of Welsh Community Care Information System</p>		

Item number	Item detail	Outcome	Action
	<p>(WCCIS) continues to progress. Ongoing iterative improvements of the current platform continue to be challenging although progress is being made. The programme is currently forecasting an overspend as we maintain Connecting Care initiation without any additional allocation from Welsh Government (WG) and timelines remain challenging.</p> <p>The spring COVID booster software and cohort upgrades were successfully released February, in the Welsh Immunisation System, making it the most rapid deployment to date, taking 20 working days. All required changes were also delivered ahead of the start of invitations being sent out on 1st March.</p> <p>Finance and Business Assurance Finance is finalising this year's position and the allocation of funding for 2024/25. The commercial team have been working on the impact of the procurement options on the hardware supporting WPoCT with the operations teams and work on the SLAs with NHS England is a priority.</p> <p>People and Organisational Development There has been an improvement in both short and long-term sickness. It should be noted that from a peak in December 2023 this is the second month we have seen a decline in appraisal compliance, just attaining the target of 85%, ongoing work with Directorates was being undertaken to address this.</p> <p>Clinical Assurance and Information Governance In February 2024, DHCW saw the highest level of freedom of</p>		

Item number	Item detail	Outcome	Action
	<p>information requests this year at 10 and there are currently 5 outstanding clinical incidents carried forward.</p> <p>The financial outlook for this financial year indicates all statutory targets will be met. DHCW were in receipt of its funding allocation for 2024/25, albeit the Digital Priorities Investment Funding has been reduced to £28m. The reduction is resulting in concern around the inclusion and profile of some of our programmes for 2024/25.</p> <p>In terms of observations, it was noted that: The FOI requests were not all for one area, with some complex Information Governance requests;</p> <p>The accelerated onboarding of GP practices with the NHS Wales App had not been without its issues;</p> <p>NDR – clinical (WCP) resources now available online; ePrescribing successfully implemented in a Rhyl practice;</p> <p>The Board resolved to: RECEIVE and DISCUSS the Integrated Organisational Performance Report.</p>		
	<p>Programmes Delivery Committee Highlight Report</p> <p>The following 4 alerts were noted from the last Committee meeting held on 6 February 2024.</p> <ul style="list-style-type: none"> • Cancer Informatics Programme - No formal confirmation of secured funding had been received, therefore there was funding uncertainty beyond March 2024. • Eyecare Digitisation Programme - The Committee were advised that DHCW had 	Noted	None to note

Item number	Item detail	Outcome	Action
	<p>developed a digital investment proposal for eyecare which would be submitted to Welsh Government. In addition, DHCW's Audit & Assurance Committee had requested an additional internal audit on Eye Care governance since transferring to DHCW and findings from this audit would be made available. The Committee also noted the Microsoft 365 roll out for Ophthalmology was planned to be completed by August 2024.</p> <ul style="list-style-type: none"> • Welsh Intensive Care Information System- Aneurin Bevan University Health Board (AB) didn't go live with the system as planned in November 2023. However, AB have now completed testing and an assessment of a timeline to refine the system was to be evaluated and an implementation plan needed to be agreed and put in place. • Welsh Patient Administration WPAS (Bridgend Transition Programme) - The Committee were made aware that this was a complex data migration programme, requiring the movement of a high volume of records between systems, involving multiple stakeholders and impacting a large number of integrated services. There are risks to delivery costs and timelines inherent in this programme, and also to service performance, which are being managed closely through the programme. <p>And in the private session:</p> <ul style="list-style-type: none"> • The Committee discussed in detail the current status of the 		

Item number	Item detail	Outcome	Action
	<p>following programmes, which were not able to be discussed in public session due to commercial sensitivities.</p> <ul style="list-style-type: none"> ○ Eyecare Digitisation Programme ○ Digital Maternity Cymru ○ Welsh Intensive Care Information System <p>The Board resolved to: NOTE the Programmes Delivery Committee Highlight Report.</p>		
5.6	<p>Digital Governance & Safety Committee Highlight Report There were no escalations on this occasion to Board from the last Committee meeting held on 1 February 2024.</p> <p>It was highlighted the good work around WASPI with funding secured to turn into a Code of Practice.</p> <ul style="list-style-type: none"> • Committee Annual Report <p>The Board resolved to: NOTE the Digital Governance & Safety Committee Highlight Report and Committee Annual Report.</p>	Noted	None to note
5.7	<p>Local Partnership Forum Highlight Report There were no escalations on this occasion to Board from the last Forum meeting held on 5 March 2024.</p> <ul style="list-style-type: none"> • Advisory Group Annual Report <p>The Board resolved to: NOTE the Local Partnership Forum Highlight Report and Advisory Group Annual Report.</p>	Noted	None to note
5.8	<p>Remuneration & Terms of Service Highlight Report The following was noted from the last Committee meetings held on 11</p>	Noted	None to note

Item number	Item detail	Outcome	Action
	<p>December 2023 and 22 February 2024.</p> <p>One Alert: frustration about the Agenda for Change terms and conditions not recognising the unique role of digital staff and the need to ensure senior staff overtime arrangements are in place.</p> <ul style="list-style-type: none"> • Committee Annual Report <p>The Board resolved to: NOTE the Remuneration & Terms of Service Highlight Report and Committee Annual Report.</p>		

PART 6 - CLOSING MATTERS

Item number	Item detail	Outcome	Action
6.1	<p>Any other urgent business There was no other urgent business raised.</p>	Discussed	None to note
6.2	<p>Date and time of next meeting Thursday 30 May 2024. The meeting closed at 13:50.</p>	Noted	None to note

DIGITAL HEALTH AND CARE WALES FORWARD WORKPLAN REPORT

Agenda Item	2.3
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Name of Meeting	SHA Board
Date of Meeting	30 May 2024

Public or Private	Public
IF PRIVATE: please indicate reason	N/A

Executive Sponsor	Chris Darling, Board Secretary
Prepared By	Carys Richards, Corporate Governance Support Manager
Presented By	Chris Darling, Board Secretary

Purpose of the Report	For Noting
Recommendation	SHA Board is being asked to
NOTE the contents of the report.	

1. IMPACT ASSESSMENT

STRATEGIC MISSION	All missions apply
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CORPORATE RISK (ref if appropriate)	
QUALITY IMPACT ASSESSMENT (ref if appropriate)	

WELL-BEING OF FUTURE GENERATIONS ACT	A Healthier Wales
If more than one standard applies, please list below:	

DHCW QUALITY STANDARDS	N/A
If more than one standard applies, please list below:	

EQUALITY IMPACT ASSESSMENT STATEMENT	Date of submission: N/A
No, (detail included below as to reasoning)	Outcome: N/A
Statement: N/A	

DUTY OF QUALITY ENABLER	Leadership
DOMAIN OF QUALITY	Effective
If more than one enabler / domain applies, please list below:	

IMPACT ASSESSMENT

QUALITY AND SAFETY IMPLICATIONS/IMPACT	No, there are no specific quality and safety implications related to the activity outlined in this report.
LEGAL IMPLICATIONS/IMPACT	No, there are no specific legal implications related to the activity outlined in this report.
FINANCIAL IMPLICATION/IMPACT	No, there are no specific financial implications related to the activity outlined in this report
WORKFORCE IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
SOCIO ECONOMIC IMPLICATION/IMPACT	No, there are no specific socio-economic implications related to the activity outlined in this report.
RESEARCH AND INNOVATION IMPLICATION/IMPACT	No, there are no specific research and innovation implications relating to the activity outlined within this report.

2. APPROVAL/SCRUTINY ROUTE

Person / Committee / Group who have received or considered this paper prior to this meeting		
PERSON, COMMITTEE OR GROUP	DATE	OUTCOME
Laura Tolley, Head of Corporate Governance	May 2024	Reviewed

3. SITUATION/BACKGROUND

- 3.1 The Board have a [Cycle of Board Business](#) that is reviewed on an annual basis. Additionally, there is a forward workplan which is used to identify any additional timely items for inclusion to ensure the Board are reviewing and receiving all relevant matters in a timely fashion.

4. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

- 4.1 The following items have been added to the Forward Workplan and are due to be presented at the meeting on 30 May 2024:
- Board Assurance Framework Report
 - Stakeholder Engagement Plan Update
 - Communications Strategy Action Plan Update
 - Annual Review of Risk Appetite and Risk Tolerance
 - DHCW 2023-24 Decarbonisation Returns
 - More Than Just Words Annual Report
 - Building our Future
- 4.2 In addition, the following items has been added to the [Forward Workplan 2024-25](#) and are scheduled to be presented to the July 2024 meeting:
- Accountability Report
 - Annual Statutory Accounts
 - Primary Care Strategy Action Plan Update
 - Annual Quality Report
 - Annual Report
 - Senior Information Risk Owner Annual Report
 - Shared Listening & Learning Annual Review
 - Welsh Government Decarbonisation Return
 - Product Strategy
 - Data Centre 2 Move Update
 - Cyber Implementation of the 3 Year Plan *PRIVATE

5. KEY RISKS/MATTERS FOR ESCALATION TO BOARD/COMMITTEE

- 5.1 Several activities are underway to address the requirement to horizon scan both internally and across the system to inform the forward workplan for the Board.

6. RECOMMENDATION

Recommendation	SHA Board is being asked to
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NOTE the contents of the report.

DIGITAL HEALTH AND CARE WALES DECARBONISATION RETURNS 2023-24

Agenda Item	2.4
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Name of Meeting	SHA Board
Date of Meeting	30 May 2024

Public or Private	Public
IF PRIVATE: please indicate reason	N/A

Executive Sponsor	Chris Darling, Board Secretary
Prepared By	Julie Ash, Head of Corporate Services
Presented By	Chris Darling, Board Secretary

Purpose of the Report	For Assurance
Recommendation	SHA Board is being asked to
<p>RECEIVE the following reports for ASSURANCE:</p> <p>NHS Performance Measures Annual Qualitative Return for 2023-24</p> <p>Quarter 4 2023-24 Decarbonisation Return (DCR)</p>	

1. IMPACT ASSESSMENT

STRATEGIC MISSION	All missions apply
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CORPORATE RISK (ref if appropriate)	
QUALITY IMPACT ASSESSMENT (ref if appropriate)	

WELL-BEING OF FUTURE GENERATIONS ACT	A Globally Responsible Wales
If more than one standard applies, please list below:	

DHCW QUALITY STANDARDS	ISO 14001
If more than one standard applies, please list below:	

DUTY OF QUALITY ENABLER	Whole Systems Approach
DOMAIN OF QUALITY	Efficient
If more than one enabler / domain applies, please list below:	

EQUALITY IMPACT ASSESSMENT STATEMENT	Date of submission: N/A
No, (detail included below as to reasoning)	Outcome: N/A
Statement: EQIA not required for this report	

IMPACT ASSESSMENT	
QUALITY AND SAFETY IMPLICATIONS/IMPACT	No, there are no specific quality and safety implications related to the activity outlined in this report.
LEGAL IMPLICATIONS/IMPACT	Yes, please see detail below Compliance with Welsh Government Decarbonisation Targets issued via a Welsh Health Circular
FINANCIAL IMPLICATION/IMPACT	No, there are no specific financial implications related to the activity outlined in this report
WORKFORCE IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
SOCIO ECONOMIC IMPLICATION/IMPACT	Yes, please detail below Social impacts on health are embedded in the broader environment and shaped by complex relationships between economic systems and social structures.
RESEARCH AND INNOVATION IMPLICATION/IMPACT	No, there are no specific research and innovation implications relating to the activity outlined within this report.

APPROVAL / SCRUTINY ROUTE

2. APPROVAL/SCRUTINY ROUTE

Person / Committee / Group who have received or considered this paper prior to this meeting

PERSON, COMMITTEE OR GROUP	DATE	OUTCOME	PERSON, COMMITTEE OR GROUP
Weekly Executive Directors	3 April 2024	Approved	Weekly Executive Directors
Management Board	18 April 2024	Approved	Management Board

Acronyms			
DHCW	Digital Health and Care Wales	SHA	Special Health Authority
NWSSP	NHS Wales Shared Services Partnership	DCR	Decarbonisation Co-ordination Reporting
TaP	Transport and Procurement		

3. SITUATION / BACKGROUND

- 3.1 DHCW are required to report progress against their Decarbonisation Action Plans in a number of ways.
- 3.2 Welsh Government have issued reporting templates for the qualitative measures in the NHS Performance Framework. The reporting period for the current update is 1 April 2023 to 31 March 2024 and a narrative update describing progress against our Decarbonisation Action Plan is required together with details of any high risks. The deadline for submission is 14 April 2024 to the Climate Emergency Programme Team who report their assessment to the Climate Emergency Programme Board. It is further shared with the Minister for Health and Social Services and Welsh Government Health and Social Services Executive Directors. The assessment also feeds into the Joint Executive Team process. The [DHCW NHS Performance Measures Annual Qualitative Return for 2023-24](#) is attached.
- 3.3 A new Decarbonisation Reporting regime was launched in 2023-24. The reporting process was launched with a pilot, covering only Transport and Procurement (TaP) Initiatives progress for Q4 2022 for each NHS Organisation, against the Strategic Delivery Plan. This was submitted on time with positive feedback provided.
- 3.4 The full reports for all previous quarters within 2023-24 were completed, approved and submitted on time.
- 3.5 DHCW (in line with other organisations) received a request from the Decarbonisation Reporting (DCR) Team within NHS Wales Shared Services Partnership for our 2023/24 Quarter 4 Return which is required to be submitted by 30th April 2024 following approval via local governance processes. The [DHCW Q4 DCR Return](#) is attached.

4. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

4.1 The DHCW NHS Performance Measures Annual Qualitative Return for 2023-24 describes our progress against initiatives laid out in the NHS Wales Decarbonisation Action Plan which is split into six areas:

- Carbon Management
- Buildings, Estates and Planning
- Transport
- Procurement
- Land Use
- Approach to Healthcare

The return is extremely positive and in addition to reporting progress in the above areas, we were able to advise of progress in other areas, specifically:

- The appointment of an Environmental Development and Estates Compliance Facilitator who will lead on operational decarbonisation initiatives;
- The DHCW Decarbonisation Action Plan was refreshed in early 2024;
- Our collaboration on an All Wales level by membership of the Climate Change Emergency National Programme Board, Transport and Procurement Project Board, Approach to Healthcare/Service Design Project Board and the Health and Social Care Climate Emergency National Programme Community of Experts;
- The enhancement of our DHCW Decarbonisation Working Group to include additional members;
- Our Awareness Campaign, including TEntalks, emails, SharePoint, physical and virtual noticeboards, and monthly environmental awareness campaigns;
- Promoting Carbon Literacy and Road to Net Zero (eLearning) training;
- A review of the Local Partnerships Climate Adaptation Toolkit and Risk Matrix. An initial Adaptation Risk Assessment has also been carried out; this has allowed us to baseline our adaptation effectiveness. Risks identified during this assessment are being tracked using risk management software (DATIX) so that they can be effectively managed;
- We have maintained our certification to ISO 14001 Environmental Management Systems Standard.
- DHCW have responded to the Audit Wales Call for Evidence on Biodiversity.
- DHCW have been asked to be part of a Panel discussion at the upcoming Welsh Sustainability Conference.

We will be required to report our 2023-24 emissions (Quantitative Return) to Welsh Government in the early part of 2024-25.

4.2 The DHCW Decarbonisation Co-ordination Reporting (DCR) Highlight Report and full supporting details are attached. Quarter 4 updates are highlighted in red as requested by the DCR Team. There are 46 initiatives split across six areas as laid out in the NHS Wales Decarbonisation Action Plan. Of the 46 initiatives, 19 apply to DHCW and are reported on.

Confidence of delivery against each initiative is summarised. A table below sets out the methodology for assessing confidence of delivery against each initiative. Full details can be found in the spreadsheet attached.

Focus area	Initiatives applicable to DHCW	Delivery Confidence
Carbon Management	1	Highly Likely
	2	Probable
	3	Probable
Buildings, Estates & Planning	4	Feasible
	5	Highly Likely
	7	Feasible
	9	Probable
	10	Probable
	14	Highly Likely
	15	Highly Likely
Transport	17	Highly Likely
	18	Feasible
	19	Highly Likely
	21	Highly Likely
Procurement	None applicable	Not applicable
Land Use	33	Probable
Approach to Healthcare	37	Probable
	38	Probable
	39	Highly Likely
	45	Highly Likely

Delivery Confidence Key:

Confidence of Delivery	
Highly Likely	Successful delivery of the action/initiative to cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery.
Probable	Successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
Feasible	Successful delivery appears feasible but significant risks and issues already exist requiring management attention. These appear resolvable at this stage and, if addressed promptly.
In Doubt	Successful delivery of the action/initiative is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed promptly.

Areas that will require focus (those with a delivery status of Yellow – probable or Amber – feasible) and actions over the coming months include:

- Initiative 4 - All future lease and refurbishment plans will include requirements for energy efficient upgrades (buildings and data centres)
- Initiative 7 – Continued engagement with Landlords to seek low carbon heat alternatives. DHCW will carry out heat studies at applicable sites.
- Initiative 18 – Consider use of telematics in business vehicles or other form of monitoring driver behaviour – this is currently being trialled in the Estates and Compliance Team.

5. KEY RISKS / MATTERS FOR ESCALATION TO BOARD / COMMITTEE

- 5.1 The DHCW NHS Performance Measures Annual Qualitative Return for 2023-24 describes our progress against initiatives laid out in the NHS Wales Decarbonisation Action Plan and demonstrates positive progress across all areas.
- 5.2 Progress against actions identified as a result of Q3 2023-24 Decarbonisation Reporting will be monitored by the DHCW Decarbonisation Working Group and updates provided in future reporting rounds.

6. RECOMMENDATION

Recommendation	SHA Board is being asked to
RECEIVE the following reports for ASSURANCE :	
NHS Performance Measures Annual Qualitative Return for 2023-24	
Quarter 4 2023-24 Decarbonisation Return (DCR)	

DIGITAL HEALTH AND CARE WALES MORE THAN JUST WORDS ANNUAL REPORT

Agenda Item	2.5
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Name of Meeting	SHA Board
Date of Meeting	30 May 2024

Public or Private	Public
IF PRIVATE: please indicate reason	N/A

Executive Sponsor	Chris Darling, Board Secretary
Prepared By	Eleri Jenkins, Welsh Language Services Manager
Presented By	Chris Darling, Board Secretary

Purpose of the Report	For Approval
Recommendation	SHA Board is being asked to
APPROVE the More Than Just Words annual report for submission to Welsh Government	

1. IMPACT ASSESSMENT

STRATEGIC MISSION	Be the trusted strategic partner and a high quality, inclusive and ambitious organisation
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CORPORATE RISK (ref if appropriate)	N/A
QUALITY IMPACT ASSESSMENT (ref if appropriate)	

<u>WELL-BEING OF FUTURE GENERATIONS ACT</u>	A Wales of Vibrant Culture and Thriving Welsh Language
If more than one standard applies, please list below: A more equal Wales	

<u>DHCW QUALITY STANDARDS</u>	N/A
If more than one standard applies, please list below:	

<u>DUTY OF QUALITY ENABLER</u>	Culture
<u>DOMAIN OF QUALITY</u>	Efficient
If more than one enabler / domain applies, please list below: All enablers apply	

<u>EQUALITY IMPACT ASSESSMENT STATEMENT</u>	Date of submission: N/A
No, (detail included below as to reasoning)	Outcome: N/A
Statement: Not required	

IMPACT ASSESSMENT	
QUALITY AND SAFETY IMPLICATIONS/IMPACT	No, there are no specific quality and safety implications related to the activity outlined in this report.
LEGAL IMPLICATIONS/IMPACT	No, there are no specific legal implications related to the activity outlined in this report.
FINANCIAL IMPLICATION/IMPACT	Yes, please see detail below Additional funding required to meet action no 35 – details in this report.
WORKFORCE IMPLICATION/IMPACT	Yes, please see detail below Commitment from staff to achieve a minimum of courtesy level Welsh
SOCIO ECONOMIC IMPLICATION/IMPACT	No, there are no specific socio-economic implications related to the activity outlined in this report.
RESEARCH AND INNOVATION IMPLICATION/IMPACT	No, there are no specific research and innovation implications relating to the activity outlined within this report.

2. APPROVAL / SCRUTINY ROUTE

Person / Committee / Group who have received or considered this paper prior to this meeting

PERSON, COMMITTEE OR GROUP	DATE	OUTCOME
Laura Tolley, Head of Corporate Governance	13.05.2024	Reviewed
Chris Darling, Board Secretary	13.05.2024	Approved
Management Board	20.05.2024	Endorsed

APPROVAL / SCRUTINY ROUTE

Acronyms			
DHCW	Digital Health and Care Wales	SHA	Special Health Authority
WIDI	Wales Institute of Digital Information		
NWSSP	NHS Wales Shared Services Partnership		

3. SITUATION / BACKGROUND

- 3.1 The [More Than Just Words plan 2022-27](#) was launched by the Minister for Health and Social Services at the National Eisteddfod in August 2022.
- 3.2 Research showed that, for many Welsh speakers, being able to access services in their own language made a significant positive difference to their overall experience and, in many cases, their health and well-being outcomes. But it also demonstrated that people often found it difficult to access the services they need and were reluctant to ask when Welsh language services were not offered. That is why at the core of the strategy is the principle of the Active Offer which places a responsibility on health and social care providers to offer services in Welsh, rather than on the patient or service user to have to request them.
- 3.3 The plan is made up of several actions under three themes:
- Welsh Language Planning and Policies Including Data
 - Supporting and developing Welsh language skills of the current and future workforce
 - Sharing best practice and enabling approach
- 3.4 The [Welsh Government More than just words annual report 2022-2023](#) includes information from all health and social care organisations, including DHCW.

4. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

- 4.1 The [DHCW More Than Just Words Annual Report 2023-2024](#) must be submitted to Welsh Government by September 2024. The information in this report and other health and social care reports will be included in the Welsh Government More Than Just Words annual report 2023-2024.
- 4.2 **Highlights from the DHCW More Than Just Words Annual Report include:**
- 93.3% of staff have completed the Welsh language awareness course.
 - 96.4% of staff have recorded their Welsh language skills on ESR
 - Reduction of staff with no Welsh language skills by 7.1%
 - Promotion of the use of Welsh internally through bilingual staff briefings, Tentalks delivered in Welsh and Use your Welsh event.
 - New app to assess the Welsh language skills requirements of jobs.
 - Advertising Welsh essential posts on Welsh recruitment sites.
 - Recruitment of internal translators
 - Collaborative work with WIDI to create a new sharing best proactive webpage called Hwb laith
 - Introduction of new DHCW/laith Gwaith lanyards to encourage staff to use Welsh at work

5. KEY RISKS / MATTERS FOR ESCALATION TO BOARD / COMMITTEE

- 5.1 The [More Than Just Words Five Year Plan](#) includes an action (no. 35) for DHCW, Welsh Government and Health and Social Care Bodies to:

‘in our ICT systems capture, display and share information that let us know as individuals and staff who can speak Welsh and what services they will be offering in Welsh — so we can use our Welsh with them. (Consideration would need to be given to additional funding / resources to enable this to be delivered.) (Short term)’

It is highly unlikely that DHCW will be able to complete this action in the short term as the development of a Master Staff Index would require additional funding from Welsh Government, along with dedicated resources from across NHS Wales.

6. RECOMMENDATION

Recommendation	SHA Board is being asked to
APPROVE the More Than Just Words annual report for submission to Welsh Government.	

DIGITAL HEALTH AND CARE WALES

LISTENING AND LEARNING: ELECTRONIC TEST REQUESTING – AS TOLD BY A GP

Agenda Item	3.1
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Name of Meeting	SHA Board
Date of Meeting	30 May 2024

Public or Private	Public
IF PRIVATE: please indicate reason	N/A

	Executive Sponsor	Rhidian Hurle, Executive Medical Director
	Prepared By	Stacy Williams, Business Co-ordinator
	Presented By	Rhidian Hurle, Executive Medical Director

Purpose of the Report	To Receive/Discuss
Recommendation	SHA Board is being asked to
RECEIVE and DISCUSS the Shared Listening and Learning Story.	

1. IMPACT ASSESSMENT

STRATEGIC MISSION	All missions apply
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CORPORATE RISK (ref if appropriate)	
QUALITY IMPACT ASSESSMENT (ref if appropriate)	

<u>DHCW QUALITY STANDARDS</u>	N/A
If more than one standard applies, please list below:	

<u>WELL-BEING OF FUTURE GENERATIONS ACT</u>	A Healthier Wales
If more than one standard applies, please list below:	
Prosperous, Resilient, Culture, More Equal, Globally Responsible	

<u>DUTY OF QUALITY ENABLER</u>	Whole Systems Approach
<u>DOMAIN OF QUALITY</u>	Person Centred
If more than one enabler / domain applies, please list below:	
Timely, Effective, Efficient, Equitable	

<u>EQUALITY IMPACT ASSESSMENT STATEMENT</u>	Date of submission: N/A
No, (detail included below as to reasoning)	Outcome: N/A
Statement: N/A	

IMPACT ASSESSMENT	
QUALITY AND SAFETY IMPLICATIONS/IMPACT	No, there are no specific quality and safety implications related to the activity outlined in this report.
LEGAL IMPLICATIONS/IMPACT	No, there are no specific legal implications related to the activity outlined in this report.
FINANCIAL IMPLICATION/IMPACT	No, there are no specific financial implications related to the activity outlined in this report
WORKFORCE IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
SOCIO ECONOMIC IMPLICATION/IMPACT	No, there are no specific socio-economic implications related to the activity outlined in this report.
RESEARCH AND INNOVATION IMPLICATION/IMPACT	No, there are no specific research and innovation implications relating to the activity outlined within this report.

APPROVAL / SCRUTINY ROUTE

2. APPROVAL / SCRUTINY ROUTE

Person / Committee / Group who have received or considered this paper prior to this meeting		
PERSON, COMMITTEE OR GROUP	DATE	OUTCOME
Rhidian Hurle	21/5/2024	Approved

Acronyms

DHCW	Digital Health and Care Wales	SHA	Special Health Authority
ETR	Electronic Test Request		

SITUATION / BACKGROUND

3. SITUATION/BACKGROUND

- 3.1 This [Digital Story](#) outlines the changes made to a patients journey following the introduction of electronic radiology test requesting within the primary care setting.
- 3.2 This digital story demonstrates the benefits of ETR (Electronic Test Requests) and how the introduction of ETR (Electronic Test Requests) could provide a safer, legible test requesting, that are forwarded to the Radiology Department in a more timely manner.
- 3.3 The digital story outlines the difficulties faced should a patient or care provider mislay the paper request form, and how the advancements in transferring the paper form to an electronic format will support a more seamless service for NHS Wales.



4. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

- 4.1 Board members are asked to discuss the content of the story and understand how the introduction of electronic test requesting can have a positive impact on NHS Wales moving forward.
- 4.2 Board members are asked to note that universal update of ETR for radiology has dependencies which will be discussed.

5. KEY RISKS / MATTERS FOR ESCALATION TO BOARD / COMMITTEE

- 5.1 There are no key risks / matters for escalation to Board / Committee.

6. RECOMMENDATION

Recommendation	SHA Board is being asked to
RECEIVE and DISCUSS the Shared Listening and Learning Story	

DIGITAL HEALTH AND CARE WALES CHAIR AND VOICE CHAIR REPORT

Agenda Item	4.1
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Name of Meeting	SHA Board
Date of Meeting	30 May 2024

Public or Private	Public
IF PRIVATE: please indicate reason	N/A

	Executive Sponsor	Chris Darling, Board Secretary
	Prepared By	Chris Darling, Board Secretary
	Presented By	Simon Jones, Chair

Purpose of the Report	To Receive/Discuss
Recommendation	SHA Board is being asked to
RECEIVE and DISCUSS the Chair and Vice Chair Report.	

1. IMPACT ASSESSMENT

STRATEGIC MISSION	All missions apply
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CORPORATE RISK (ref if appropriate)	
QUALITY IMPACT ASSESSMENT (ref if appropriate)	

<u>DHCW QUALITY STANDARDS</u>	ISO 27001
If more than one standard applies, please list below: BS 1008:2014	

<u>WELL-BEING OF FUTURE GENERATIONS ACT</u>	A Healthier Wales
If more than one standard applies, please list below:	

<u>DUTY OF QUALITY ENABLER</u>	Leadership
<u>DOMAIN OF QUALITY</u>	Effective
If more than one enabler / domain applies, please list below:	

<u>EQUALITY IMPACT ASSESSMENT STATEMENT</u>	Date of submission: N/A
No, (detail included below as to reasoning)	Outcome: N/A
Statement: N/A	

IMPACT ASSESSMENT	
QUALITY AND SAFETY IMPLICATIONS/IMPACT	No, there are no specific quality and safety implications related to the activity outlined in this report.
LEGAL IMPLICATIONS/IMPACT	No, there are no specific legal implications related to the activity outlined in this report.
FINANCIAL IMPLICATION/IMPACT	No, there are no specific financial implications related to the activity outlined in this report
WORKFORCE IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
SOCIO ECONOMIC IMPLICATION/IMPACT	No, there are no specific socio-economic implications related to the activity outlined in this report.
RESEARCH AND INNOVATION IMPLICATION/IMPACT	No, there are no specific research and innovation implications relating to the activity outlined within this report.

APPROVAL / SCRUTINY ROUTE

2. APPROVAL/SCRUTINY ROUTE

Person / Committee / Group who have received or considered this paper prior to this meeting		
PERSON, COMMITTEE OR GROUP	DATE	OUTCOME

Ruth Glazzard	May 2024	Approved
Simon Jones	May 2024	Approved

Acronyms			
DHCW	Digital Health and Care Wales	SHA	Special Health Authority
CEO	Chief Executive Officer	AI	Artificial Intelligence
IM	Independent Member		

3. SITUATION / BACKGROUND

3.1 At each Public Board meeting, the Chair, and Vice Chair, present a report on key issues to be brought to the attention of the Board. This report provides an update on key areas and activities since the last Public Board meeting.

4. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

Chair:

4.1 DHCW Committee Membership

With the Programmes Delivery Committee now established and the Chair of the Committee now confirmed as David Selway, Independent Member, I proposed making a minor amendment to Committee membership, as set out below, including myself as a member of the Programmes Delivery Committee going forward.

Digital Governance & Safety Committee	Audit and Assurance Committee	Remuneration and Terms of Service Committee	Programmes Delivery Committee
<ul style="list-style-type: none"> Rowan Gardner (Chair) David Selway (Vice Chair) Marilyn Bryn Jones Alistair Klass Neill 	<ul style="list-style-type: none"> Marian Wyn Jones (Chair) Alistair Klass Neill (Vice Chair) Ruth Glazzard Marilyn Bryn Jones 	<ul style="list-style-type: none"> Simon Jones (Chair) Ruth Glazzard (Vice Chair) Marilyn Bryn Jones Marian Wyn Jones David Selway Rowan Gardner Alistair Klass Neill 	<ul style="list-style-type: none"> David Selway (Chair) Ruth Glazzard (Vice Chair) Rowan Gardner Marian Wyn Jones Simon Jones

4.2 Board Briefing, 4 April 2024

We were joined by Welsh Government colleagues on 4 April to take the Board through the newly published NHS Wales Joint Escalation and Intervention Framework. The session was informative and engaging with a helpful review of the changes to the framework.

4.3 Board Development, 25 April 2024

On the 25 April we held our first Board Development session of 2024/25. This included a team spotlight session on the work of the Client Services desktop support team. I would like to express my thanks for the presentation and the time taken to talk through the opportunities, issues and challenges the team face.

The day included a session on risk appetite including the Board reviewing and discussing its risk appetite for going into 2024/25 taking into account internal and external context. Finally, we finished the day with an update on the work to develop the 'building our future' programme,

4.4 Independent Member Update

I am pleased that following the short period stepping back from her Board duties, Rowan Gardner – Independent Member has returned to the DHCW Board. Rowan will continue to chair the Digital Governance and Safety Committee going forward, and I will continue to be the Independent Member DHCW representative on the Welsh Government led AI Commission.

4.5 Bevan Commission - Future Foundations, 27 March 2024

Helen Thomas and myself attended the Bevan Commission Future Foundations session held on 27 March. The day centered on what will be needed in the future to help Wales achieve sustainable prudent health and care that is fit for the future. DHCW presented on how data and technology are used now and their potential for the future. It was a thought-provoking session with a great question and answers session.

4.6 Chair Objectives 2023/24 and 2024/25

I have recently received my self-assessment paperwork to inform the discussions with the Cabinet Secretary on my Chair appraisal review for 2023/24.

In addition, I had a productive discussion with Sue Tranka, Chief Nursing Officer, Welsh Government and Mike Emery, Chief Digital Officer, Welsh Government on my draft objectives for 2024/25 following feedback I had provided. I look forward to seeing the revised set of objectives from Welsh Government following this discussion.

4.7 Chair Peer Group 2 April 2024 & 28 May

The Chair Peer Group have met twice since the last meeting. The April Peer Group included discussions on the NHS Wales financial position, the Accountability Review, an update on the National Commissioning Review, and feedback from the Ministerial Away Day held on 7 March and Ministerial Meeting on the 14 March, Chairs' objectives.

The meeting scheduled for the 28 May includes a discussion with the Llais Chief Executive and Chair, as well as agenda items on Primary Care, Board Level Scrutiny and a Healthier Wales Refresh.

4.8 Staff Recognition Awards - Chair Award

Myself and Ruth Glazzard, Vice Chair met as a judging panel for the DHCW Chair Award as part of the DHCW staff awards. The awards ceremony is scheduled for the 12 June and I look forward to seeing many DHCW colleagues at the event to celebrate staff achievements.

Vice Chair:

4.9 Vice Chair Peer Group 3 April and 8 May 2024

Two Vice Chair Peer Group meetings have taken place since the last DHCW Board meeting. A range of topics have been covered with updates on the Strategic Programme for Mental Health and the Strategic Programme for Primary Care. The 8 May meeting was hosted by Powys Teaching Health Board they shared good practice and innovative approaches to healthcare delivery.

4.10 All Wales Independent Member Digital Network, 24 April 2024

The most recent IM Digital Network took place on the 24 April, the first meeting with Marian Wyn Jones replacing Rowan Gardner as one of DHCW's representatives. It was a useful discussion, with good attendance from colleagues from partner NHS Wales organisations, and the agenda included: a session on Information Governance led by the DHCW Associate Director of Information Governance and Patient Safety, an update from the Chair of the Directors of Digital Peer Group, an update on the Welsh Community Care Information System (WCCIS) from the DHCW Programme Director, and finally an update from the DHCW Medical Director on the digital systems available across NHS Wales and the variation in uptake.

4.11 National Psychological Therapies Management Committee (NPTMC)

I have chaired the National Psychological Therapies Management Committee (NPTMC) over the past year and am pleased to advise that this Committee will be subsumed into the Strategic Programme for Mental Health going forward, with the good work of the Committee being driven forward with national strategic oversight moving forward.

4.11 Public Leaders Forum, 14 May 2024

I along with Simon Jones, Chair attended the Public Leaders Forum on the 14 May, which included updates from the Permanent Secretary on Welsh Government priorities, an update from the Auditor General on the counter fraud and the national fraud initiative. The session also included a focus on transparency and culture.

5. KEY RISKS / MATTERS FOR ESCALATION TO BOARD / COMMITTEE

5.1 The revised DHCW Committee membership is included for approval by the Board.

6. RECOMMENDATION

Recommendation	SHA Board is being asked to
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RECEIVE and **DISCUSS** the Chair and Vice Chair Report.

APPROVE the DHCW Committee revised membership.

DIGITAL HEALTH AND CARE WALES CHIEF EXECUTIVE OFFICER REPORT

Agenda Item	4.2
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Name of Meeting	SHA Board
Date of Meeting	30 May 2024

Public or Private	Public
IF PRIVATE: please indicate reason	N/A

Executive Sponsor	Helen Thomas, Chief Executive Officer
Prepared By	Laura Tolley, Head of Corporate Governance
Presented By	Helen Thomas, Chief Executive Officer

Purpose of the Report	To Receive/Discuss
Recommendation	SHA Board is being asked to
RECEIVE and DISCUSS the Chief Executive Officer Report.	

1. IMPACT ASSESSMENT

STRATEGIC MISSION	All missions apply
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CORPORATE RISK (ref if appropriate)	
QUALITY IMPACT ASSESSMENT (ref if appropriate)	

<u>DHCW QUALITY STANDARDS</u>	ISO 27001
If more than one standard applies, please list below: BS 1008:2014	

<u>WELL-BEING OF FUTURE GENERATIONS ACT</u>	A Healthier Wales
If more than one standard applies, please list below:	

<u>DUTY OF QUALITY ENABLER</u>	Leadership
<u>DOMAIN OF QUALITY</u>	Effective
If more than one enabler / domain applies, please list below:	

<u>EQUALITY IMPACT ASSESSMENT STATEMENT</u>	Date of submission: N/A
No, (detail included below as to reasoning)	Outcome: N/A
Statement: N/A	

IMPACT ASSESSMENT	
QUALITY AND SAFETY IMPLICATIONS/IMPACT	No, there are no specific quality and safety implications related to the activity outlined in this report.
LEGAL IMPLICATIONS/IMPACT	No, there are no specific legal implications related to the activity outlined in this report.
FINANCIAL IMPLICATION/IMPACT	No, there are no specific financial implications related to the activity outlined in this report
WORKFORCE IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
SOCIO ECONOMIC IMPLICATION/IMPACT	No, there are no specific socio-economic implications related to the activity outlined in this report.
RESEARCH AND INNOVATION IMPLICATION/IMPACT	No, there are no specific research and innovation implications relating to the activity outlined within this report.

APPROVAL / SCRUTINY ROUTE

2. APPROVAL/SCRUTINY ROUTE

Person / Committee / Group who have received or considered this paper prior to this meeting

PERSON, COMMITTEE OR GROUP	DATE	OUTCOME
Chris Darling. Board Secretary	May 2024	Reviewed
Helen Thomas, CEO	May 2024	Approved

Acronyms			
DHCW	Digital Health and Care Wales	SHA	Special Health Authority
CEO	Chief Executive Officer	HEIW	Health Education Improvement Wales

- 3.1 The purpose of this report is to keep the Board up to date with key issues affecting the organisation since the last meeting.
- 3.2 The report has been informed by updates provided by members of the Executive team and highlights a number of areas of focus for the Chief Executive Officer.

4. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

4.1 Staff Briefing

There has been one Staff Briefing since the last Board meeting held on the 23 May, At the briefing I was joined by Claire Osmundsen-Little, Executive Director of Finance and we:

- shared updates on our Estates development;
- advised and encouraged all staff to attend a range of fully funded Welsh Language Courses;
- discussed the Building our Future Programme with 'Putting People First' being at the heart of this; and
- touched on our IMTP mission spotlight sessions.

In addition, we shared our routine highlights from the work of Management Board and SHA Board and discussed other general staff updates. As ever, there was great engagement during the session and my thanks to all those who joined and participated on the day.

4.2 Chief Executive Management Team Meetings

The NHS Wales Chief Executive Management Team meetings were held on 9 April and 7 May, where topics discussed included A Healthier Wales next steps, Third Sector Commissioning and Regional and Specialised Services Provider Planning Partnership. In addition, there was an update from HEIW on Culture and Leadership, including the NHS Wales Staff Survey.

4.3 NHS Wales Leadership Board

The NHS Wales Leadership Board have met twice since the last Board meeting where the Leadership team discussed making changes to reduce harm and the quality statement for maternity and neonatal care. In addition, the team were joined by the Welsh Language Commissioner Regulatory Director who shared an update on Welsh Language regulatory developments. During the meeting in May, I presented on a paper on Clinical Coding which generated good discussion and feedback. The team also discussed routine finance and performance updates.

4.4 Health Board / Trust / Special Health Authority Engagement Sessions

The DHCW Executive team held an engagement session with Velindre University NHS Trust where we discussed joint opportunities and challenges. We look forward to continuing to work closely with our partners across NHS Wales throughout 2024.

4.5 Executive Team Away Days

I was pleased to be joined by executive team members for two away days in April. We held our away days at our office in North Wales where it was great to meet staff based there. We held excellent discussions and agreed a number of actions in relation to a number of topics including the initial results from the NHS Wales Staff Survey and what these mean for DHCW, the Building our Future programme, DHCW target operating model and target architecture. In addition, we also took the opportunity to have a number of face-to-face sessions with colleagues from Betsi Cadwaladr University Health Board.

4.6 DHCW Leadership Development Programme

There have been a number of roundtable events of our Kings Fund Senior Leadership Programme since the last Board meeting. We were joined by Judith Paget, Director General of Health and Social Services and NHS Wales Chief Executive who shared her career journey to becoming a Chief Executive. My sincere thanks to Judith for taking the time to share her experience and knowledge with our Senior Leadership Team. In addition, we held a joint roundtable event with Claire Osmundsen-Little, DHCW Executive Director of Finance and Rhidian Hurle, DHCW Executive Medical Director who shared their insightful experiences and career journeys. My thanks for all the contributions and questions during the events.

4.7 Directorate Reviews

Throughout April and May we held our Directorate Reviews, these were attended by members of the executive team and officer members across DHCW. They provided a good opportunity to discuss performance, lessons learnt, challenges and also gain an understanding of the immediate focus for the coming months. I would like to give my thanks to all the teams involved in preparing for and presenting at the reviews which were very informative.

4.8 Team Wales

On 1 May, members of the executive team and I joined the Team Wales event held in Sophia Gardens. It was a good opportunity to engage with colleagues across NHS Wales and collectively we acknowledged the challenging financial context and the need to address variation across the system. There was a helpful session to review A Healthier Wales actions, currently being developed by Welsh Government. The event also had insightful discussions on Geonomics, and the Advisory Board delivered an informative presentation on How Health Systems are Preparing for the Future, which focused on digital, workforce and the impact of Artificial Intelligence.

4.9 Staff Award Nominees

It has been a real pleasure to inform and advise a number of DHCW staff that they have been nominated for a DHCW Staff Award. We received a high number of nominations, and we are looking forward to hosting our Award Ceremony in June. I would like to take this opportunity to congratulate all nominees on this fantastic achievement

4.10 Welsh Intensive Care System

Since the last DHCW Board meeting, a number of engagement sessions have taken place regarding the Welsh Intensive Care System, including discussions with Chief Executives, Directors of Digital, Clinicians and Welsh Government. We will continue to work closely with partners on this programme.

5. KEY RISKS / MATTERS FOR ESCALATION TO BOARD / COMMITTEE

5.1 There are no key risks / matters for escalation to Board / Committee.

6. RECOMMENDATION

Recommendation	SHA Board is being asked to
RECEIVE and DISCUSS the Chief Executive Officer Report.	

DIGITAL HEALTH AND CARE WALES STAKEHOLDER ENGAGEMENT PLAN UPDATE

Agenda Item	5.1
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Name of Meeting	SHA Board
Date of Meeting	30 May 2024

Public or Private	Public
IF PRIVATE: please indicate reason	N/A

Executive Sponsor	Ifan Evans, Executive Director of Strategy
Prepared By	Nadine Payne, Head of Engagement and Strategic Partnerships
Presented By	Ifan Evans, Executive Director of Strategy

Purpose of the Report	For Noting
Recommendation	SHA Board is being asked to
NOTE the report.	

1. IMPACT ASSESSMENT

STRATEGIC MISSION	Be the trusted strategic partner and a high quality, inclusive and ambitious organisation
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CORPORATE RISK (ref if appropriate)	
QUALITY IMPACT ASSESSMENT (ref if appropriate)	

WELL-BEING OF FUTURE GENERATIONS ACT	A Healthier Wales
If more than one standard applies, please list below:	

DHCW QUALITY STANDARDS	ISO 20000
If more than one standard applies, please list below:	

DUTY OF QUALITY ENABLER	N/A
DOMAIN OF QUALITY	N/A
If more than one enabler / domain applies, please list below:	

EQUALITY IMPACT ASSESSMENT STATEMENT	Date of submission: N/A
No, (detail included below as to reasoning)	Outcome: N/A
Statement: N/A	

IMPACT ASSESSMENT	
QUALITY AND SAFETY IMPLICATIONS/IMPACT	No, there are no specific quality and safety implications related to the activity outlined in this report.
LEGAL IMPLICATIONS/IMPACT	No, there are no specific legal implications related to the activity outlined in this report.
FINANCIAL IMPLICATION/IMPACT	No, there are no specific financial implications related to the activity outlined in this report
WORKFORCE IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
SOCIO ECONOMIC IMPLICATION/IMPACT	Yes, please detail below The report includes an update on our Digital Inclusion plans, amongst other measures, to ensure holistic and representative engagement across our services.
RESEARCH AND INNOVATION IMPLICATION/IMPACT	Yes, please see detail below A number of activities within the Engagement Plan support the research and innovation ambitions of DHCW including the development of research and innovation partnerships, opportunities for projects and shared learning, and highlighting the value case for digital and our role as a system leader

APPROVAL / SCRUTINY ROUTE

2. APPROVAL / SCRUTINY ROUTE

Person / Committee / Group who have received or considered this paper prior to this meeting

PERSON, COMMITTEE OR GROUP	DATE	OUTCOME
Michelle Sell	8 May 2024	Approved
Ifan Evans	9 May 2024	Approved
Management Board	20 May 2024	Noted

Acronyms

DHCW	Digital Health and Care Wales	SHA	Special Health Authority
SCW	Social Care Wales	WG	Welsh Government
PHW	Public Health Wales	SBUHB	Swansea Bay University Health Board
R&I	Research and Innovation	BCUHB	Betsi Cadwalladr University Health Board
NWSSP	NHS Wales Shared Services Partnership	DHCW E&C	DHCW Professional Network for Engagement & Communications
SRM	Stakeholder Relationship Management		

3. SITUATION / BACKGROUND

- 3.1 The purpose of this report is to provide an update on delivery of the DHCW Engagement Strategy and associated Action Plan, which was approved by SHA Board in May 2023. The Engagement Strategy focuses around four interlinked pillars (shown below) with specific measurable actions to achieve these priorities.

ENGAGEMENT PILLARS



Foster a culture of effective engagement, enhancing DHCW's capability and capacity



Develop effective strategic partnerships, networks, and forums to enable successful collaborative working



Be recognised as a system leader in the development of high-quality technology, data products and services for the NHS



Operate as an agile and responsive organisation, listening and responding to stakeholders

- 3.2 With the recent appointments to the Engagement and Strategic Partnerships Team, we've been able to make real progress with all the planned milestones for the period, alongside additional work requirements.
- 3.3 The team has made a significant impact on improving relationships with stakeholders and supporting staff in this area. It's currently helping seven teams to develop and implement Engagement plans and launched the engagement toolkit and SRM system. There has been a strong focus on improving our relationship with our NHS Wales partners and we've been proactive in developing our approach to strategic engagement with commercial partners with a view to driving additional value and opportunities.
- 3.4 As the team profile continues to build more teams are coming forward for support, which reflects positively on the impact of the team in the short period they have been established. We will however need to look carefully at what areas we can resource with the current capacity. We are finding many programmes are not resourced appropriately to undertake the engagement needed to support delivery in such challenging times. We are exploring options, including increasing the central resource to offer support across portfolios, which would make it more efficient.

4. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

4,1 Achievements are shown below against the four pillars.

Achievements	Impact
PILLAR 1: Foster a culture of effective engagement, enhancing DHCW's capability and capacity.	
<ul style="list-style-type: none"> • Recruitment and establishment of the central Engagement and Strategic Partnership Team, which includes three staff and two programme Engagement Managers (for DSPP and NDR). • Programmes and Projects Engagement: Providing resources and supporting programmes and projects in shaping their Engagement Strategies. • Running Strategic sessions with R&I, LIMS 2.0, RISP, DSPP, and O365 to define objectives for engagement plan and use tools to develop e.g. stakeholder mapping. Working closely with Comms on aligned Engagement & Comms for those programmes. • Supporting programmes such as Eyecare with focused engagement activity to support challenging periods. • Launched Tractivity pilot to better manage our Stakeholder Engagement, with 30 licences across 6 teams. Review of pilot underway, with identification of future options ready for August 2024. • Delivery of established DHCW Professional Network for Engagement and Communications (DHCW E&C), with 80+ members and bi-monthly meetings. • Created engagement toolkit, shared and got feedback in DHCW E&C and rolled out in SharePoint. 	<ul style="list-style-type: none"> ➤ Supporting coordinated approach to stakeholder engagement across programmes and departments. ➤ Sharing best practice and learning. ➤ Creating a consistent engagement experience for our stakeholders. ➤ Enabling and supporting our staff to engage effectively.
PILLAR 2: Develop effective strategic partnerships, forums and networks to enable successful collaborative working	
<ul style="list-style-type: none"> • Reviewed strategic engagement with NHS Wales Partners to refine approach and agreed annual in person workshop with each to support better joint planning, prioritisation, and identification of opportunities. Undertook workshop with HEIW and sessions planned between now and July for BCU, NWSSP and SBUHB. • Introduced a quarterly meeting with each Director of Digital to improve collaborative working. • Supporting All Wales Digital Leads Forum which meets quarterly with representation from all NHS Wales partners. • Strategic meetings undertaken with NHS Executive and working towards DHCW representation being included on all National Transformation Programmes. 	<ul style="list-style-type: none"> ➤ Supporting more effective partnership working with NHS Wales partners, with efforts ongoing to further improve. ➤ Supporting alignment with NHS Exec and digital as solution as part of National Transformation Programmes.

<p>PILLAR 2: Develop effective strategic partnerships, forums and networks to enable successful collaborative working (cont.)</p>	
<ul style="list-style-type: none"> • Introducing a consistent approach to our partnership working and undertook DHCW Board development session to define key partners. • Developing strategic partnerships with national bodies and organisations with regular sessions established with key partners including Social Care Wales. • Developing our strategic engagement approach with commercial partners. Delivering a series of strategic sessions including with EMIS and Microsoft, to drive better value from the relationships and identify further opportunities. • Completed mapping of governance boards for all programmes, projects and services and reviewing with partners to ensure appropriate representation. • Developing series of sessions to support better working, including with WG Team, NHS Exec and other key stakeholders. • Continuing to develop strong partnerships with third sector and patient representative groups to promote, support and evaluate the design and development of the NHS Wales App. 	<ul style="list-style-type: none"> ➤ Raising awareness of DHCW plans and ambitions and identified opportunities to collaborate through joint plans with other national bodies and organisations. ➤ Supporting new WG CDO H&SS into role and working with wider WG team to align plans and identify opportunities to support.
<p>PILLAR 3: Be recognised as a system leader in the development of high-quality technology, data products and services for the NHS</p>	
<ul style="list-style-type: none"> • Delivered Big Data Event on 21 Feb focused on Big Data Fund successful applicants and difference made in partnership with Life Sciences Hub Wales. Event attended by 130 people representing all health boards across Wales, SCW, NHS Exec, PHW and WG. Next one planned for 6 June 2024 with focus on 'Learning in Partnership'. • Four nations session in March to share insight, best practice, and learning, and follow up session planned for early summer. • Plan for series of engagement sessions and events targeting key stakeholder groups during 24-25 to promote the NDR and the benefits developed with NDR Team. • Promoted DHCW patient engagement through various activities including delivering session for PSI Digital Leaders Week, panel member for Health Technology Network and participated in Health Care and Research Wales Evidence briefing on digital exclusion of older people. • Achieved Digital Inclusion Charter Accreditation and established DHCW Digital Inclusion Working Group, with representation from each Directorate. • Supported rapid review on Digital Inclusion with Digital Communities Wales to further inform our approach as DHCW and NHS Wales. 	<ul style="list-style-type: none"> ➤ Position DHCW as central to sharing learning about advanced analytics in health and social care. ➤ Raising awareness of work of DHCW in Wales, UK and beyond and opportunities for learning and collaboration. ➤ Highlighting importance of digital inclusion and DHCW's commitment to agenda in working with others.

Achievements	Impact
<p>PILLAR 4: Operate as an agile and responsive organisation, listening and responding to stakeholders</p>	
<ul style="list-style-type: none"> • Partnership workshops being undertaken with NHS Wales Partners to review current working, understand partner views and challenges and identify improvements. Recent sessions held with PHW and ABUHB, with further sessions planned. • Regular meetings scheduled with NHS Wales senior leads and key contacts to engage and listen to stakeholders and look to continually improve how we collaborate. • Initial assessment of our working with NHS Wales partners identified some key themes, against which we have outlined a set of actions and are working through to address. • Supported engagement around DHCW Long term strategy to ensure our stakeholders were able to input and better understand our ambitions. • Commissioned independent organisation to undertake stakeholder review to include interviews and survey across all stakeholder groups, to complement our internal work. Internal working group has been established with representation from all Directorates; survey, interview script and comms have been drafted, with work commencing in Q1. • Ongoing work to ensure all DHCW programmes have engagement and communications plans which support regular feedback and learning with stakeholders. • Set up digital inclusion events and digital champions training to support patients to use the NHS Wales App. • DSPP: <ul style="list-style-type: none"> ○ In App feedback mechanism established for continuous improvement. ○ Attended series of events with patients and the public to promote the App and understand how people are using it. ○ Recruited patients from the User Research Panels for discovery and development of new features – over 5000 registered to date. ○ Set up Proxy Access Working Group to develop and evaluate new feature with varied representatives and subject matter experts ○ Continue to deliver the Public and Patient Assurance Group to ensure DHCW products and services include voice of end users. 	<ul style="list-style-type: none"> ➤ Increasing our understanding of our NHS Wales stakeholders, their views of the partnership with DHCW and how to improve collaborative working. ➤ Consolidating data and Intelligence on engagement to inform actions and decision making. ➤ Introducing regular feedback mechanisms for delivery and other partners. ➤ Ensure feedback is analysed, shared and acted upon ➤ Ensure the patients and the public have a voice in DHCW developments in products and services. ➤ Ensure that the NHS App features are built and co-designed for patients and the public

5. KEY RISKS / MATTERS FOR ESCALATION TO BOARD / COMMITTEE

- 5.1 This report shows considerable progress has been made against our Engagement Plan with a real focus on developing our strategic partnerships with NHS Wales partners and key commercial organisations, and empowering and supporting staff across DHCW.
- 5.2 There is still much to do in this challenging climate, with relationships and delivery tested across the system. Ensuring we invest in engagement and managing our relationships is essential.
- 5.3 The work commissioned to undertake the independent stakeholder review will be a key activity to further enhance our understanding of stakeholder perceptions, the impact of the activities undertaken to date and importantly how we can continually improve.
- 5.4 As the team continues to embed, we will monitor the additional work being asked of us outside of the original plan and look to plan and prioritise. Additional resource in key areas as set out above would improve our overall success.

6. RECOMMENDATION

Recommendation	SHA Board is being asked to
NOTE the report.	

DIGITAL HEALTH AND CARE WALES COMMUNICATIONS STRATEGY DELIVERY UPDATE

Agenda Item	5.2
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Name of Meeting	SHA Board
Date of Meeting	30 May 2024

Public or Private	Public
IF PRIVATE: please indicate reason	N/A

	Executive Sponsor	Chris Darling, Board Secretary
	Prepared By	Julia Sumner, Assistant Director of Communications
	Presented By	Chris Darling, Board Secretary

Purpose of the Report	For Noting
Recommendation	SHA Board is being asked to
NOTE the six-month delivery update against the communications strategy.	

1. IMPACT ASSESSMENT

STRATEGIC MISSION	Be the trusted strategic partner and a high quality, inclusive and ambitious organisation.
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CORPORATE RISK (ref if appropriate)	
QUALITY IMPACT ASSESSMENT (ref if appropriate)	

WELL-BEING OF FUTURE GENERATIONS ACT	A More Equal Wales
If more than one standard applies, please list below:	

DUTY OF QUALITY ENABLER	Culture
DOMAIN OF QUALITY	Person Centred
If more than one enabler / domain applies, please list below:	

DHCW QUALITY STANDARDS	N/A
If more than one standard applies, please list below:	

EQUALITY IMPACT ASSESSMENT STATEMENT	Date of submission: N/A
No, (detail included below as to reasoning)	Outcome: N/A
Statement: N/A	

IMPACT ASSESSMENT	
QUALITY AND SAFETY IMPLICATIONS/IMPACT	No, there are no specific quality and safety implications related to the activity outlined in this report.
LEGAL IMPLICATIONS/IMPACT	No, there are no specific legal implications related to the activity outlined in this report.
FINANCIAL IMPLICATION/IMPACT	No, there are no specific financial implications related to the activity outlined in this report
WORKFORCE IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
SOCIO ECONOMIC IMPLICATION/IMPACT	No, there are no specific socio-economic implications related to the activity outlined in this report.
RESEARCH AND INNOVATION IMPLICATION/IMPACT	No, there are no specific research and innovation implications relating to the activity outlined within this report.

APPROVAL / SCRUTINY ROUTE

2. APPROVAL/SCRUTINY ROUTE

Person / Committee / Group who have received or considered this paper prior to this meeting		
PERSON, COMMITTEE OR GROUP	DATE	OUTCOME

Chris Darling, Board Secretary	03.04.24	Approved
Management Board	18.04.24	Noted

Acronyms			
DHCW	Digital Health and Care Wales	SHA	Special Health Authority

3. SITUATION / BACKGROUND

- 3.1 As a national NHS organisation, it is vital that DHCW delivers strong and proactive communications to raise the profile of its work and build its role as a trusted strategic partner with a reputation as a system leader for digital health and care services.
- 3.2 In September 2023, following wide engagement across DHCW and with partners, a new communications strategy was approved by DHCW's SHA Board.
- 3.3 The strategy identifies a proactive approach to communications and highlights five strategic aims:
- To **establish** DHCW's reputation as a trusted strategic partner
 - To **build** on our internal communications - supporting staff to feel informed and empowered, making DHCW a great place to work and a high quality and ambitious organisation
 - To **develop** our stakeholder communications - building relationships to work in partnership
 - To **grow** our public communications - building understanding of DHCW's role and how digital and data will help the NHS in Wales work better, what DHCW is doing to address digital inclusion and encouraging people to work for us
 - To **enhance** our digital communications - delivering high quality digital communications which reflect our purpose and ambition as a digital organisation
- 3.4 The communications strategy is designed to support the organisation's other strategies, including the new long-term strategy, and build DHCW's reputation as a trusted strategic partner in making digital a force for good in health and care.
- 3.5 The communications strategy is supported by a yearly action plan which outlines activities which will be undertaken to achieve the strategic aims.
- 3.6 This report provides DHCW's **Management Board** with an update on progress against the strategy and its first year action plan, six months since its approval by the Board.

4. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

- 4.1 Since the approval of the strategy the communications team has focused its resources into delivering the supporting action plan. To achieve this, the team has undertaken CPD in key areas and adopted new approaches to ways of working to deliver a strong and proactive communications function for DHCW.
- 4.2 Efforts have focused on key activities under each of the five strategic aims, with many significant achievements being made. It is also important to note that the action plan has been delivered on top of the communications team leading on and delivering other significant pieces of work which were not included in the plan, for example supporting programme communications and leading on the staff awards.
- 4.3 The below provides an update to **Management Board** on some of the key actions which have been delivered under each of the strategic aims.

To establish DHCW's reputation as a trusted strategic partner

- We are building DHCW's brand identity with the launch and roll-out of new branding across the organisation.
- Stakeholder mapping and messaging workshops have been held with the SHA Board, with consistent messaging for DHCW in the process of being finalised.
- The communications team is now proactively issuing positive news stories and pitching to relevant media outlets.
- We have developed an events planner which aligns to our strategic aims as an organisation and ensures the right people are speaking about the right things to the right audiences. We also continue to attend key national events as speakers and exhibitors, securing high profile speaking slots for our senior leaders.
- A new DHCW webinar series proposal has been approved for implementation throughout 2024/25.
- We held a Senedd event to promote DHCW to political representatives and build relationships with these stakeholders.
- We launched a communications toolkit to support DHCW staff with their own communications work. This supports the use of best practice, brand identity and brings consistency to what we say and how we say it.
- We are developing case studies of work where we are delivering for partners. These are supported by testimonials from our partners.

To build on our internal communications

- We have put in place a range of channels to provide staff with timely and relevant information that helps them feel they are part of a supportive and inclusive organisation.
- There is now regular evaluation of our internal channels to ensure these are being used effectively and that improvements are being made where needed.
- We held five staff briefings between September and March – one of which was held as our first hybrid event. The format has also changed to a webinar to encourage more two-way conversation.

- We continue to develop our internal newsletter and regular staff message, which receive high levels of engagement.
- A programme of Executive engagement has been agreed and is being implemented.
- We continue to work with POD to run key events for staff.
- A new campaign, #IamDHCW, has been launched to celebrate our staff.
- There has been continued directorate communications support to gain insight and develop stories about team achievements. This directorate approach has also resulted in communications advice and support being given to teams to support them in their work.
- We have increased the amount of TENTalks in our internal events series to give more staff the chance to take part. These events regularly receive high levels of attendance.
- There has been continuous promotion of health and wellbeing content to support and raise awareness to staff, including a Winter Wellness campaign.
- We created a new and highly successful 'Festive Thank Yous' campaign to provide an opportunity for staff to celebrate the work of their colleagues.
- We have worked with DHCW's Welsh language leads to improve and increase our bilingual content, supporting DHCW's aim to become a bilingual organisation.

To develop our stakeholder communications

- The DHCW Engagement and Communications Network is now established and meeting regularly. Guest speakers from partner organisations are attending the network to share good practice and information.
- We have undertaken a series of joint workshops with the engagement team to support programmes with a co-ordinated approach to communications and engagement, based on understanding stakeholders' needs. Workshops with more teams are planned.
- Joint planning sessions are being held between the communications and engagement teams to share information about stakeholders and their needs.
- More opportunities for feedback have been put in place for stakeholder communications, for example, a survey on our stakeholder newsletter. The findings are being used to make improvements to our stakeholder communications.
- We are developing more events to support stakeholders and establish ourselves as a system leader (e.g the launch of a new webinar series).
- We have worked with DHCW's clinical teams to improve understanding of how our work supports clinicians. This includes a series of clinical visits by the communications team to improve knowledge and understanding.
- DHCW now has communications representation on national communications groups, including the Welsh Government's weekly communications calls, the Welsh NHS Confederation's communications peer group and CDPS' communities of practice.

To grow our public communications

- We have developed a forward look for public events to help us horizon-scan and establish which events would be useful for DHCW to have a presence at. This includes planned presence at this year's Eisteddfod.
- Our social media continues to grow, with engagement levels across all our channels higher than other health and digital organisations.
- We now work collaboratively with NHS Wales communications teams and key partners to undertake joint communications which promotes our work and the impact it has to their audiences.
- We are supporting DSPP with their public communications and engagement for the NHS Wales App.
- We have undertaken a review of our website and are implementing recommendations to ensure it is delivering best practice and is fit for purpose.
- Team training has been undertaken in media work and we are now regularly proactively pitching positive news stories to relevant media.
- The team now regularly evaluates the performance of our website and social media to understand usage and engagement levels and make recommendations for improvements where required.

To enhance our digital communications

- We have purchased new digital communications equipment, including filming kit, to ensure we can produce quality digital content in-house.
- Team training has been undertaken in key areas such as social media and video production to ensure we have the skills to deliver high quality content.
- We regularly report our evaluation metrics and insights of our digital channels to understand what works and what doesn't and how we benchmark against other organisations.
- We are undertaking improvements to both SharePoint and the website following a review of these channels and an increase in specialist skills in the team.
- We have increased the number of Welsh speakers in the team and are working with Welsh language leads to ensure we take a bilingual approach to our digital communications, offering content in both languages and promoting DHCW as a bilingual organisation.
- We regularly horizon-scan to understand the latest trends in digital communications and ensure we are keeping up with recent developments and best practice.
- We have delivered training and information to DHCW staff as well as NHS Wales communications leads on best practice for digital communications.

4.4 In the six months since the strategy's approval, the first-year action plan has been delivered almost in its entirety. The next steps are for a new action plan to be developed for year two of the strategy.

5. KEY RISKS / MATTERS FOR ESCALATION TO BOARD / COMMITTEE

- 5.1 The areas of the action plan that have not been delivered over the past six months, which will be taken forward over the coming six months, include finalising messaging which describes our organisation and what we do, the development of a repository of spokespeople for key subject matters and the recruitment of staff communications ambassadors.

- 5.2 As the corporate communications team is asked to deliver more significant pieces of work, there is a risk that the action plan might not be met in full. This is currently being mitigated through strong planning processes within the team. However, capacity to take on much more that sits outside the action plan and current work is limited. The forthcoming action plan for year two will incorporate the additional work the team has been asked to lead on this year.

6. RECOMMENDATION

Recommendation	SHA Board is being asked to
NOTE the six month delivery update against the communications strategy.	

DIGITAL HEALTH AND CARE WALES

BUILDING OUR FUTURE PROGRAMME UPDATE

Agenda Item	5.3
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Name of Meeting	SHA Board
Date of Meeting	30 May 2024

Public or Private	Public
IF PRIVATE: please indicate reason	N/A

Executive Sponsor	Claire Osmundsen-Little, Executive Director of Finance
Prepared By	Alyson Smith, Head of Organisational Performance
Presented By	Claire Osmundsen-Little, Executive Director of Finance

Purpose of the Report	For Noting
Recommendation	SHA Board is being asked to
NOTE the report.	

1. IMPACT ASSESSMENT

STRATEGIC MISSION	All missions apply
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CORPORATE RISK (ref if appropriate)	
QUALITY IMPACT ASSESSMENT (ref if appropriate)	

<u>WELL-BEING OF FUTURE GENERATIONS ACT</u>	A Healthier Wales
If more than one standard applies, please list below: Prosperous, Resilient, Culture, More Equal, Globally Responsible	

<u>DUTY OF QUALITY ENABLER</u>	Whole Systems Approach
<u>DOMAIN OF QUALITY</u>	Person Centred
If more than one enabler / domain applies, please list below: Timely, Effective, Efficient, Equitable	

<u>DHCW QUALITY STANDARDS</u>	N/A
If more than one standard applies, please list below:	

<u>EQUALITY IMPACT ASSESSMENT STATEMENT</u>	Date of submission: N/A
No, (detail included below as to reasoning)	Outcome: N/A
Statement: N/A	

IMPACT ASSESSMENT	
QUALITY AND SAFETY IMPLICATIONS/IMPACT	No, there are no specific quality and safety implications related to the activity outlined in this report.
LEGAL IMPLICATIONS/IMPACT	No, there are no specific legal implications related to the activity outlined in this report.
FINANCIAL IMPLICATION/IMPACT	Yes, please see detail below Funding is required.
WORKFORCE IMPLICATION/IMPACT	Yes, please see detail below Workforce transformation
SOCIO ECONOMIC IMPLICATION/IMPACT	No, there are no specific socio-economic implications related to the activity outlined in this report.
RESEARCH AND INNOVATION IMPLICATION/IMPACT	Yes, please see detail below The programme will inform research and innovation

APPROVAL / SCRUTINY ROUTE

2. APPROVAL/SCRUTINY ROUTE

Person / Committee / Group who have received or considered this paper prior to this meeting		
PERSON, COMMITTEE OR GROUP	DATE	OUTCOME
Claire Osmundsen-Little	20/05/2024	Approved

Acronyms			
DHCW	Digital Health and Care Wales	SHA	Special Health Authority
PMO	Programme Management Office	POD	People and Organisational Development
IMTP	Integrated Medium Term Plan	SRO	Senior Responsible Officer
DDaT	Digital, Data and Technology		

3. SITUATION / BACKGROUND

- 3.1 The common purpose of DHCW is to make digital a focus for good in Health and Care and Mission 5 focuses on the development of the strategic trusted partnership to enable this.
- 3.2 It currently consists of a diverse range of enablers that support the delivery of effective digital services.
- 3.3 This year DHCW are focusing on how we bring those IMTP priorities together to focus on “[Building our Future](#)” and developing a roadmap to bring together all the organisation’s initiatives and through our strategy principles develop a programme that will, putting our people first, make a number of projects to support the design and implementation.
- 3.4 This cover paper supports the short report submitted to log progress of the programme.

4. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

Progress:

- The programme named “Building our Future” has been agreed via DHCW’s Management Board, and a Board development session took place in April 2024 to discuss purpose, scope and objective.
- Strategic assessment, planning, definition and resource requirements are being worked through - utilising the governance methods established by DHCW’s Programme Management Office.
- The priority project is currently *Put People First*, which is owned by DHCW’s People and Organisational Development (POD directorate);
 - POD critical milestones – Put People First
 - Job families almost 80% complete; being cross referenced with Digital, Data and Technology (DDaT) roles, competencies and career paths.
 - Strategic Workforce Plan underway.
 - Identified critical areas within Missions 1-4 which require assessment and further planning of POD support.
 - Wire frame in place for the platform which will host the DDaT and other materials for training and career development, based on Finance Academy model. Exploring options for hosting prior to agreement of platform.
- The need to nurture innovation and through an Innovation Hub bringing together the team, tools, user centre design, learning and test environments to understand, experiment and develop together.
- Engagement has started with several key people and groups across DHCW on critical activity to start to create integrated roadmap and plan.
- Planning for Staff Conference underway with comms; comms and engagement plan is in draft.

Next Steps:

- Agree scope of programme, workstreams and owners, followed by detailed engagement across DHCW on critical activity to create integrated roadmap and plan.
- Complete review of detailed value propositions and agree what goes forward into DHCW Operating Model.
- Finalisation of product and architecture approaches to be completed.
- Continue to progress POD critical milestones, whilst rationalising and setting up the additional projects
- Agree technical platform, hosting and name of platform for DDaT products; start development of platform
- Progress Innovation Hub
- Complete comms and engagement plan
- Develop interactive session for DHCW’s next Staff Conference

5. KEY RISKS / MATTERS FOR ESCALATION TO BOARD / COMMITTEE

5.1 There are no key risks / matters for escalation to Board / Committee.

6. RECOMMENDATION

Recommendation	SHA Board is being asked to
NOTE the report.	

DIGITAL HEALTH AND CARE WALES

FINANCIAL REPORT FOR THE PERIOD ENDED 30 APRIL 2024

Agenda Item	6.1
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Name of Meeting	SHA Board
Date of Meeting	30 May 2024

Public or Private	Public
IF PRIVATE: please indicate reason	N/A

	Executive Sponsor	Claire Osmundsen-Little, Executive Director of Finance
	Prepared By	Mark Cox, Associate Director of Finance
	Presented By	Claire Osmundsen-Little, Executive Director of Finance

Purpose of the Report	For Noting
Recommendation	SHA Board is being asked to

NOTE the contents of the Financial Report for April 30th, the forecast achievement of financial targets and the IMTP financial outlook.

1. IMPACT ASSESSMENT

STRATEGIC MISSION	All missions apply
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CORPORATE RISK (ref if appropriate)	N/A
QUALITY IMPACT ASSESSMENT (ref if appropriate)	

<u>WELL-BEING OF FUTURE GENERATIONS ACT</u>	A Healthier Wales
If more than one standard applies, please list below:	

<u>DUTY OF QUALITY ENABLER</u>	Whole Systems Approach
<u>DOMAIN OF QUALITY</u>	Effective
If more than one enabler / domain applies, please list below:	

<u>DHCW QUALITY STANDARDS</u>	N/A
If more than one standard applies, please list below:	

<u>EQUALITY IMPACT ASSESSMENT STATEMENT</u>	Date of submission: N/A
No, (detail included below as to reasoning)	Outcome: N/A
Statement: N/A	

IMPACT ASSESSMENT	
QUALITY AND SAFETY IMPLICATIONS/IMPACT	No, there are no specific quality and safety implications related to the activity outlined in this report.
LEGAL IMPLICATIONS/IMPACT	No, there are no specific legal implications related to the activity outlined in this report.
FINANCIAL IMPLICATION/IMPACT	No, there are no specific financial implications related to the activity outlined in this report
WORKFORCE IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
SOCIO ECONOMIC IMPLICATION/IMPACT	No, there are no specific socio-economic implications related to the activity outlined in this report.
RESEARCH AND INNOVATION IMPLICATION/IMPACT	No, there are no specific research and innovation implications relating to the activity outlined within this report.

APPROVAL / SCRUTINY ROUTE

2. APPROVAL/SCRUTINY ROUTE

Person / Committee / Group who have received or considered this paper prior to this meeting		
PERSON, COMMITTEE OR GROUP	DATE	OUTCOME

Claire Osmundsen-Little, Executive Director of Finance	May 2024	Approved

Acronyms			
DHCW	Digital Health and Care Wales	SHA	Special Health Authority
SLA	Service Level Agreement	PSPP	Public Sector Payment Policy
DSPP	Digital Services for Patients & Public	NDR	National Data Resource
VAT	Value Added Tax	HMRC	His Majesty's Revenue & Customs
IM&T	Information Management & Technology	LIMS	Laboratory Information Management Solution
RISP	Radiology Informatics System Procurement	NIIAS	National Intelligent Integrated Audit Solution
DC2T	Data Centre 2 transfer	LA	Local Authority
CRL	Capital Resource Limit	BoE	Bank of England
WG	Welsh Government	NHSApp	NHS Application

3. SITUATION / BACKGROUND

3.1 Financial Performance

The purpose of this report is to present [DHCWs financial performance for 2023/24 and present the financial performance and issues to the April 30th for 2024/25](#). It also assess the key financial projections, risks and opportunities for the forthcoming financial year.

DHCW receives funding to support its main activities:

1. Ongoing provision of core services via Welsh Government & NHS organisation's (which is delegated to directorate budgets and now incorporates COVID and National Immunisation Framework activity) and
2. Welsh Government Digital Priority Investment Fund allocations to support discrete development and implementation programmes & projects.

DHCW is required by statutory provision not to breach its financial duty (to secure that its expenditure does not exceed the aggregate of its resource allocations and income received). This duty applies to both capital and revenue resource allocations. In terms of key Organisational financial performance indicators, they can be brigaded as follows:

The two key statutory financial duties are:

- To remain within its Revenue Resource Limit
- To remain within its Capital Resource Limit

Additional financial targets are:

- **Public Sector Payment Policy (PSPP):** The objective for the organisation All NHS Wales bodies are required to pay their non-NHS creditors in accordance with HM Treasury's public sector payment compliance target. This target is to pay 95% of non-NHS creditors within 30 days of receipt of goods or a valid invoice (whichever is the later) unless other payment terms have been agreed with the supplier.
- **Cash:** Manage residual year end balances to a maximum of £2m.

4. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

4.1 Financial Performance: 2023/24 Financial Performance Overview

Year-end position: DHCW is presenting a year end underspend of £0.292m (approx. 0.2% of income).

Savings: DHCW has overachieved against its total revised savings core savings target of £4.978m (excluding £3.4m ring fenced candidates DPIF and COVID). This has been used to support non recurrent Datacentre Migration/SIEM/NIAS spend in 2023-2024.

Capital: spend to date is £17.808m for period against a capital limit of £17.828m (an underspend of 0.1%).

Bank: Cash balance has been finalised at £2.091m on the 31st of March 2024

2024/25 Financial Performance Overview

Overview: As part of its IMTP DHCW has issued a balanced plan for 2024/25. This is dependent upon the successful achievement of the savings target (£1.5m) and the mitigation of all identified financial risks (such as possible digital licencing cost pressures). All executive Director Delegated budgets have been issued and agreed.

Revenue: DHCW is reporting a small revenue underspend of £0.096m for the period to April 30th. Pay is anticipated to continue to track behind profiled spend due to the recruitment lag. This is likely to offset by increases in non-pay spend as DHCW continues to secure capacity via third party suppliers for accelerated programmes such as Cloud Readiness activity and internal support of the datacentre migration.

PSPP: The target Public Sector Payment Policy (PSPP) target has been exceeded with 98% of non NHS invoices being paid within 30 days.

Cash: DHCW has a cash balance of £4.244m as at April 30th.

Digital Priority Investment Fund: Spend to April totals is £2.581m against a total budget of £29,939m (£28.037m direct WG funding). DHCW is awaiting formal notification of 2024/25 funding and detailed activity with corresponding spend profiles are being finalised.

Capital: Spend to April totals is £0.242m against CRL of £19.634m. This is in line with the year to date plan.

4.2 Developments since March board

Draft Annual Accounts: The organisations draft annual accounts for 2023/24 were submitted to timetable on May 3rd 2024/25. An ongoing audit is being undertaken by Audit Wales with a target accelerated completion date of June 15th to enable a full Audit Committee review on July 9th followed by SHA Board endorsement and Audit Wales submission by 31st July.

Service Level Agreements: The 2024/25 financial plan ins underpinned by income assumptions from NHS organisations in respect of services we provide them. The approval mechanism to enable invoicing is via the Service Level Agreement process. At the time of writing we await confirmation from only one organisation ahead of the All Wales deadline of the last working day of June.

Digital Priority Investment Fund: DHCW are currently working to a planning control total of £28m to support all programmes. Work is continuing in partnership with Welsh Government to finalise priority deliverables for this financial year within the revised anticipated funding envelope.

Digital Services For Patients & Public (NHSApp): A business case has been submitted to Welsh Government to seek sustained funding provision to support the operation of the NHS Wales App on an ongoing basis. The NHS Wales App has been developed and deployed using DPIF programme funding for the first three years and with an allocation for 2024/25. Beyond this, the NHS Wales App will need to be supported with a continuous stream of funding or it will need to be discontinued. The case will be submitted in late March for Welsh Government consideration.

Microsoft Year 3 Contractual Renewal: Digital Health and Care Wales has now completed the requirements gathering with local organisations and will shortly issue a Purchase Order totaling £30.569m (exc VAT) to our Licencing Agreement Reseller for the full All Wales list of products for year three of the contract (committing DHCW to the procurement). We have requested that local Purchase Orders are raised as soon as possible so that funds can be transferred to cover the All-Wales commitment that DHCW will be required to settle by mid-July 2024

Microsoft VAT: The VAT reclaim remains with HMRC internal policy team and is currently being assessed. As reported previously, DHCW will continue to chase for an outcome and will update Welsh Government and Health Boards as soon as we have more clarity.

Building Our Future: The scope of the programme is being finalised alongside workstreams and owners. There will be detailed engagement across DHCW on this critical activity to create integrated roadmap and plan.

Financial Control: As a consequence of the Board of approval on the IMTP and underpinning financial plan the 2024/25 formal budgets were deployed via delegated expenditure limits were issued to Directors. The letters issued clarified not only allocated budget but also the accountability, monitoring and reporting approach, savings requirement and quarterly senior review and assurance sessions.

It also provided supporting reference to DHCW Standing Orders, Standing Financial Instructions and Budgetary Control SOPs whilst underlining their responsibility to ensure that all spend against budget is regular, proper, provides value for money and that it promotes effective delivery against the DHCW IMTP and Business Plan.

All letters have been considered and approved by Executive Directors and are “live” for reporting and performance monitoring purposes.

Benefits Management: DHCW is continuing to lead the established All Wales benefits network. Key activity since the last SHA board has focused on refreshing the Benefits Framework and toolkit, agreeing standards and on an all Wales basis.

The construction of a “Benefits Repository” to enable both a consolidated and local view of benefits forecast and realised is also underway with a target completion date of July 31st.

5. KEY RISKS / MATTERS FOR ESCALATION TO BOARD / COMMITTEE

5.1 Key Issues

2024/25 Digital Priority Funding: Final formal funding letters are awaited, we have received notification of planned allocations by Welsh Government and will place reliance upon this notification in order to continue activity and meet financial commitments as they fall due.

Welsh Intensive Care Information System- Further discussion is underway relating to implementation timescales and sequencing. DHCW will work to assess any financial impact with key stakeholders.

Capital: DHCW has spent £0.242m on Capital to date. DHCW awaits confirmation of Capital funding for a number of digital schemes such as DSPP, DMTP, Digital Maternity and Digital Eyecare.

Connecting Care: DHCW is currently undertaking activity in order to deliver a full Green Book compliant business case at pace. In order to achieve this deliverable external support resource has been secured (currently at pressure to the organisation). An engagement exercise is underway to ensure local implementation requirements are not only accurately reflected but tested and benchmarked.

Sustainable Funding: DHCW continues to liaise with Welsh Government to produce a policy brief setting out the background (including current challenges), options and a recommendation for addressing the current challenges. Particularly, this will explore how DHCW are funded to maintain and deliver all-Wales digital services, such as the NHS Wales App, the National Data Resource, and the Cancer Informatics Solution alongside an optimal model to support effective digital investment activity. DHCW is working closely with external subject matter experts to inform an expected brief to be constructed by Welsh Government for Ministerial consideration.

6. RECOMMENDATION

Recommendation	SHA Board is being asked to
NOTE the contents of the financial report for April 30th, the forecast achievement of financial targets, the financial report for 2023/24 and the IMTP financial outlook.	

DIGITAL HEALTH AND CARE WALES CORPORATE RISK REGISTER

Agenda Item	6.2
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Name of Meeting	SHA Board
Date of Meeting	30 May 2024

Public or Private	Public
IF PRIVATE: please indicate reason	N/A

	Executive Sponsor	Chris Darling, Board Secretary
	Prepared By	Bethan Walters, Corporate Risk Manager
	Presented By	Chris Darling, Board Secretary

Purpose of the Report	To Receive/Discuss
Recommendation	SHA Board is being asked to

NOTE the Risk and Board Assurance Framework Workplan;

RECEIVE and **DISCUSS** the status of the Corporate Risk Register including changes since the last meeting;

RECEIVE and **DISCUSS** the status of each strategic mission, principal risk and action plan.

APPROVE the DHCW Risk Appetite Statement and Tolerances for 2024/25.

1. IMPACT ASSESSMENT

STRATEGIC MISSION	Deliver high quality digital products and services
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CORPORATE RISK (ref if appropriate)	All are relevant to the report
QUALITY IMPACT ASSESSMENT (ref if appropriate)	N/A

<u>DHCW QUALITY STANDARDS</u>	ISO 9001
If more than one standard applies, please list below: ISO 14001 ISO 20000 ISO 27001 BS 10008	

<u>DUTY OF QUALITY ENABLER</u>	Leadership
<u>DOMAIN OF QUALITY</u>	Effective
If more than one enabler / domain applies, please list below: Safe Care Effective Care	

<u>WELL-BEING OF FUTURE GENERATIONS ACT</u>	A Healthier Wales
If more than one standard applies, please list below:	

<u>EQUALITY IMPACT ASSESSMENT STATEMENT</u>	Date of submission: N/A
No, (detail included below as to reasoning)	Outcome: N/A
Statement: Risk Management and Assurance activities, equally affect all. An EQIA is not applicable.	

IMPACT ASSESSMENT	
QUALITY AND SAFETY IMPLICATIONS/IMPACT	Yes, please see detail below
	Additional scrutiny and clear guidance as to how the organisation manages risk has a positive impact on quality and safety.
LEGAL IMPLICATIONS/IMPACT	Yes, please see detail below
	Should effective risk management not take place, there could be legal implications
FINANCIAL IMPLICATION/IMPACT	Yes, please see detail below
	Should effective risk management not take place, there could be financial implications
WORKFORCE IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
SOCIO ECONOMIC IMPLICATION/IMPACT	No, there are no specific socio-economic implications related to the activity outlined in this report.
RESEARCH AND INNOVATION IMPLICATION/IMPACT	No, there are no specific research and innovation implications relating to the activity outlined within this report.

APPROVAL / SCRUTINY ROUTE

2. APPROVAL/SCRUTINY ROUTE

Person / Committee / Group who have received or considered this paper prior to this meeting		
PERSON, COMMITTEE OR GROUP	DATE	OUTCOME
Risk Management Group	07/05/2024	Discussed and verified
Management Board	20/05/2024	Discussed and verified

Laura Tolley, Head of Corporate Governance	May 2024	Reviewed
Chris Darling, Board Secretary	May 2024	Approved

Acronyms			
DHCW	Digital Health and Care Wales	SHA	Special Health Authority
BAF	Board Assurance Framework	WG	Welsh Government
NI	National Insurance	DPIF	Digital Priorities Investment Fund
DSPP	Digital Services for Patients and the Public	WICIS	Welsh Intensive Care Information Service
WASPI	Wales Accord on the Sharing of Personal Information	NDR	National Data Resource
SLA	Service Level Agreement	IMTP	Integrated Medium Term Plan
IRAT	Integration and Reference Team	ICU	Intensive Care Unit
ISD	Information Services Directorate	HBs	Health Boards
WG	Welsh Government	FDU	Finance Delivery Unit
SAIL	Secure Anonymised Information Linkage	CAPEX	Capital Expenditures
OPEX	Operating Expenditures	DU	Delivery Unit

3. SITUATION / BACKGROUND

- 3.1 The [DHCW Risk Management and Board Assurance Framework \(BAF\) Strategy](#) outlines the approach the organisation will take to managing risk and Board assurance.
- 3.2 The [Risk and BAF workplan for 2023/24](#) includes progress of activity tracked on the forward workplan.
- 3.3 Risk should be considered from the perspective of opportunities and threats, managing risks effectively can often lead to realizing opportunities. With health services under more pressure than ever there is a huge opportunity to use digital products and services to drive efficiencies and improve patient outcomes. DHCW intends to be at the forefront of this, trends and opportunities include:
- The growing importance of data
 - Digital services driving service transformation
 - Moving to Cloud services
 - International technical and data standards
 - Tackling a shortage of technology talent
 - A shift from capital funding to a recurrent revenue-based model
 - Organisations shifting from programme to 'product' based delivery models
 - Continuous agility in delivering digital services, modular components and mix and match
 - Automation and Artificial Intelligence
 - Open architecture where data exchange is facilitated between public and private sector providers
 - The increasing need to ensure robust, secure and solid digital foundations to enable successful digital delivery
 - Patient empowerment Apps

4. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

- 4.1 Board members are asked to consider both opportunity and threat-based risk, in the context of assurance ‘what could impact on the Organisation being successful in the short term (1 – 12 months) and in the longer term (12 – 36 months)’.
- 4.2 The wider considerations regarding organisational risk factors have been previously stated but remain relevant. They include, sector, stakeholder, and system factors, as well as national and international environmental factors.
- 4.3 In considering environmental and international factors members should note the [World Economic Forum Global Risk Report 2024](#). This report considers risk from an international perspective, the report highlights a number of highly relevant areas for consideration by DHCW, which were discussed by Board members at the Board Development Day in April 2024.
- 4.4 The below are key areas from the World Economic Forum Term Global Risks Landscape (2024) for context and consideration by the Board:
- Cyber insecurity
 - Misinformation and disinformation
 - Adverse outcomes of AI technologies
- 4.5 [The HM Government National Risk Register](#) was published in August 2023, which includes a section on the cyber-attack: health and care system. Learning from this report was also discussed at the Board Development Day in April 2024.
- 4.6 DHCW’s Corporate Risk Register currently has 17 risks on the Register, 12 of which are detailed at item 6.2i Appendix A. There are 5 Private risks, of which 4 are considered at every Digital Governance and Safety Committee and 1 considered at Programmes Delivery Committee.
- 4.7 Board members are asked to note the following changes to the [Corporate Risk Register 6.2i Appendix A](#) (new risks, risks removed and changes in risk scores) for the period 1 March 2024 to 31 April 2024:

NEW RISKS (1) 0 Private 1 Public

Risk Ref	Risk Title	Risk Description
DHCW0335	Service Catalogue Agile Process	IF DHCW Service Catalogue management processes are not agile THEN there is a potential that there will not be robust support and management arrangements in place RESULTING IN prolonged and unplanned interruptions, risk of patient harm and reputational damage to DHCW.

RISKS REMOVED (0) 0 PRIVATE 0 PUBLIC

There were no risks removed from the register during this period.

RISKS WITH A CHANGE IN SCORE (0)

There were no changes in scores during the period.

4.8 The Board are asked to consider the DHCW Corporate Risk Register Heatmap showing a summary of the DHCW risk profile. The key indicates movement since the last risk report.

		LIKELIHOOD				
		RARE (1)	UNLIKELY (2)	POSSIBLE (3)	LIKELY (4)	ALMOST CERTAIN (5)
CONSEQUENCES	CATASTROPHIC (5)			**DHCW0277 ↔ **DHCW0281 ↔ **DHCW0282 ↔ **DHCW0315 ↔		
	MAJOR (4)			DHCW0263: DHCW Functions ↔ DHCW0296 – Allergies/Adverse Reactions – Single Source ↔ DHCW0313 – Digital Cost Pressure – Service Model Changes ↔ DHCW0320 – Citizen and stakeholder trust in use of HSC data ↔ DHCW0335 - Service Catalogue Agile Process ★	DHCW0300 – Canisc (Screening and Palliative Care) ↔ DHCW0316 – Technical Debt Accumulation ↔	DHCW0331 - Fixed term resource funding ↔ DHCW0332 - Sustainable Major Programmes Funding ↔ DHCW0333 - WICIS Implementation Delay ↔
	MODERATE (3)			DHCW0269 – Switching Service – Data warehouse ↔ **DHCW0318 ↔	DHCW0334 - Impact of cost of transition team ↔	
	MINOR (2)					
	NEGLECTIBLE (1)					

★ New Risk ↔ Non-Mover ↓ Reduced ↑ Increased **Private risks

- 4.9 All the risks on the Corporate Risk log are assigned to a committee as outlined in the [Risk Management and Board Assurance Framework Strategy](#) to provide the SHA Board with the necessary oversight and scrutiny. As Board members will be aware, the private (commercially sensitive, cyber and security related) risks are reviewed in detail by the Committee's in a private session.

Board Assurance Framework Update

- 4.10 The [Board Assurance Framework Dashboard](#) brings together in one place all of the relevant information on the risks to DHCW strategic missions. The BAF Dashboard provides information to Board members on the controls and assurances in place as well as gaps and actions needed to mitigate risk and delivery against DHCW strategic missions. The Dashboard has been updated during March and April 2024 with input from Executive Leads and officers and has been updated to be reflect the 2023/24 end of year position.
- 4.11 Each strategic mission is provided with a RAG score, assigned by the Executive Lead, which is a delivery confidence assessment based on the risk and the plans in place to address and drive the strategic mission.

Risk Appetite Update

- 4.12 The [annual review of DHCW's risk appetite and tolerance](#) was undertaken at a Board Development session in April. The Board reviewed the risk appetite position for each of the operational risk domain areas as well as the risk appetite for each of the DHCW strategic missions.
- 4.13 Constructive conversations were held around the use of risk terminology with the consensus agreeing to retain the use of the word 'Cautious'. The change in the environmental context over the past 12 months was reflected on, in addition to looking ahead at the potential internal and external context for the next 12-36 months.
- 4.14 No changes were made to the risk appetite position relating to the 10 operational risk domain areas.
- 4.15 Discussions around risk appetite relating to each of the strategic missions concluded with the proposal of Mission 2 changing risk appetite from 'Cautious' to 'Moderate' to demonstrate our willingness to move at pace with new products and services.

5. KEY RISKS / MATTERS FOR ESCALATION TO BOARD / COMMITTEE

5.1 The Board is asked to note the recent changes in the corporate risk profile, as a result of the escalation of one new risk.

6. RECOMMENDATION

Recommendation	SHA Board is being asked to
NOTE the Risk and Board Assurance Framework Workplan;	
RECEIVE and DISCUSS the status of the Corporate Risk Register including changes since the last meeting;	
RECEIVE and DISCUSS the status of each strategic mission, principal risk and action plan.	
APPROVE the DHCW Risk Appetite Statement and Tolerances for 2024/25.	

DIGITAL HEALTH AND CARE WALES

IMTP 2024-2027 UPDATE

Agenda Item	6.3
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Name of Meeting	SHA Board
Date of Meeting	30 May 2024

Public or Private	Public
IF PRIVATE: please indicate reason	N/A

	Executive Sponsor	Ifan Evans, Executive Director of Strategy
	Prepared By	Ruth Chapman, Assistant Director of Planning
	Presented By	Ifan Evans, Executive Director of Strategy

Purpose of the Report	For Noting
Recommendation	SHA Board is being asked to
NOTE the update on the IMTP 2024-2027.	

1. IMPACT ASSESSMENT

STRATEGIC MISSION	All missions apply
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CORPORATE RISK (ref if appropriate)	
QUALITY IMPACT ASSESSMENT (ref if appropriate)	

<u>WELL-BEING OF FUTURE GENERATIONS ACT</u>	A Healthier Wales
If more than one standard applies, please list below:	

<u>EQUALITY IMPACT ASSESSMENT STATEMENT</u>	Date of submission: N/A
No, (detail included below as to reasoning)	Outcome: N/A
Statement: This is an update report on the IMTP.	

<u>DHCW QUALITY STANDARDS</u>	ISO 9001
If more than one standard applies, please list below:	

<u>DUTY OF QUALITY ENABLER</u>	Information
<u>DOMAIN OF QUALITY</u>	Effective
All quality enablers and domains apply.	

IMPACT ASSESSMENT	
QUALITY AND SAFETY IMPLICATIONS/IMPACT	No, there are no specific quality and safety implications related to the activity outlined in this report.
LEGAL IMPLICATIONS/IMPACT	No, there are no specific legal implications related to the activity outlined in this report.
FINANCIAL IMPLICATION/IMPACT	Yes, please see detail below The IMTP is based on financial assumptions around funding.
WORKFORCE IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
SOCIO ECONOMIC IMPLICATION/IMPACT	No, there are no specific socio-economic implications related to the activity outlined in this report.
RESEARCH AND INNOVATION IMPLICATION/IMPACT	No, there are no specific research and innovation implications relating to the activity outlined within this report.

APPROVAL / SCRUTINY ROUTE

2. APPROVAL/SCRUTINY ROUTE

Person / Committee / Group who have received or considered this paper prior to this meeting		
PERSON, COMMITTEE OR GROUP	DATE	OUTCOME
Ifan Evans, Executive Director of Strategy	17/05/2024	Approved

Acronyms			
DHCW	Digital Health and Care Wales	SHA	Special Health Authority
IMTP	Integrated Medium Term Plan	DPIF	Digital Priorities Investment Fund

3. SITUATION / BACKGROUND

Status

The DHCW Integrated Medium Term Plan 2024-27 was approved by the SHA Board on the 28 March 2024 and then submitted on the same day to the Welsh Government, along with a supporting letter from Chief Executive Helen Thomas.

The formal IMTP review meeting with Welsh Government has been scheduled for 24th May 2024.

Unconfirmed Funding

Formal confirmation of Digital Priorities Investment Fund allocations remains outstanding, with a current exercise underway to review the impact of this together with a rebaselining exercise.

For planning purposes DHCW are working on the basis of a £28million control total for DPIF projects.

Ongoing Management

The IMTP is underpinned by an annual Business Plan which includes more detailed milestones and deliverables. Review of key deliverables is subject to an ongoing process with Executive Directors, the Planning and Performance Management Group (PPMG), Portfolio Leads and milestone and resource owners. Reductions in assumed DPIF funding allocations will require changes to our planned delivery, which we will manage through change controls to milestones in our Business Plan. This is a complex process because there is a high degree of interdependency between the 500+ milestones and related work plans.

4. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

The [letter to Welsh Government](#) which supported our IMTP included the following points:

NHS Wales Funding: The financial plan is underpinned by confirmed income from both Welsh Government and NHS Wales organisations via SLA.

Considerable engagement has been undertaken with organisations to ensure transparency regarding costs and pressures which DHCW is managing centrally. This has resulted in an accelerated SLA approval timescale and has been well received.

Digital Priority Investment Fund: A “control total” of £28m has now been identified by Welsh Government leads, this has impacted upon the proposed deliverables predicated upon an anticipated funding requirement of £33.3m.

Meeting the Financial Challenge

Savings: Implicit within the 2024/25 financial plan are savings of £2.3m with a remaining target of £1.5m to be achieved throughout the year (an effective savings delivery of 5% against controllable allocations).

Strategic Initiatives: Following the drafting of the organisations IMTP, the financial plan has revealed significant pressures, however it is envisaged that these can be mitigated in 2024/25 via an interim savings plan. In order to meet medium/long term organisational ambitions and provide and support financial sustainability going forward, DHCW will as part of the Building our Future Programme establish a strategic efficiency group (badged “Finding more Value”), led by the Deputy CEO / Executive Director of Finance with the objective of identifying and delivering on strategic efficiency programmes within the organisation and wider system. As part of this work the appropriate linkages with the relevant Value and Sustainability groups will be arranged.

Sustainable Funding: Going forward sustainable funding to support key digital products such as the Cancer Programme, National Data Resource and NHS App will be required. DHCW is currently working with Welsh Government Digital leads to research and benchmark alternate digital funding mechanisms whilst also providing an understanding of the future state and structure of digital service delivery which is intended to inform discussions regarding future funding flows and models.

Next Steps: Quarter 1 2024-25

We are now managing the changes we need to milestones and doing so urgently during Q1. Including:

- Milestone and Resource Owners prioritising resources within programmes and across the Business Plan to rebaseline the plans and reduce the impact on delivery (milestones) and value (outcome benefits)
- Sharing with WG the 'delivery impact' of funding reductions on programme milestones
- Planning Business Partners meeting regularly with Milestone Owners to track adjustments to milestones through change controls
- The Planning & Performance Management Group managing delivery across the plan, addressing escalations and taking actions to maximise the delivery position.

5. KEY RISKS / MATTERS FOR ESCALATION TO BOARD / COMMITTEE

5.1 The Board is asked to note the current funding position and the anticipated impact on the IMTP as described above.

6. RECOMMENDATION

Recommendation	SHA Board is being asked to
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NOTE the update on the IMTP 2024-2027.

DIGITAL HEALTH AND CARE WALES INTEGRATED ORGANISATIONAL PERFORMANCE REPORT

Agenda Item	6.4
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Name of Meeting	SHA Board
Date of Meeting	30 May 2024

Public or Private	Public
IF PRIVATE: please indicate reason	N/A

Executive Sponsor	Claire Osmundsen-Little, Executive Director of Finance
Prepared By	Angela Hagget, Head of Organisational Performance (Interim)
Presented By	Claire Osmundsen-Little, Executive Director of Finance

Purpose of the Report	To Receive/Discuss
Recommendation	SHA Board is being asked to
RECEIVE and DISCUSS the report as representative of the performance of the organisation for March - April 2024.	

1. IMPACT ASSESSMENT

STRATEGIC MISSION	All missions apply
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CORPORATE RISK (ref if appropriate)	
QUALITY IMPACT ASSESSMENT (ref if appropriate)	

<u>DHCW QUALITY STANDARDS</u>	ISO 9001
If more than one standard applies, please list below:	

<u>DUTY OF QUALITY ENABLER</u>	N/A
<u>DOMAIN OF QUALITY</u>	N/A
If more than one enabler / domain applies, please list below:	

<u>WELL-BEING OF FUTURE GENERATIONS ACT</u>	A Healthier Wales
If more than one standard applies, please list below:	

<u>EQUALITY IMPACT ASSESSMENT STATEMENT</u>	Date of submission: N/A
No, (detail included below as to reasoning)	Outcome: N/A
Statement: Organisational performance reporting equally effects all. An EQIA is not applicable.	

IMPACT ASSESSMENT	
QUALITY AND SAFETY IMPLICATIONS/IMPACT	Yes, please see detail below
	Additional scrutiny and development of transparent organisational performance reporting has a positive impact on quality.
LEGAL IMPLICATIONS/IMPACT	Yes, please see detail below
	There is a duty to monitor, report on and improve performance.
FINANCIAL IMPLICATION/IMPACT	Yes, please see detail below
	Should effective performance management not take place there could be financial implications.
WORKFORCE IMPLICATION/IMPACT	Yes, please see detail below
	Key organisational decision makers and leaders should be aware of an act upon the elements of performance for which they hold responsibility or accountability
SOCIO ECONOMIC IMPLICATION/IMPACT	No, there are no specific socio-economic implications related to the activity outlined in this report.
RESEARCH AND INNOVATION IMPLICATION/IMPACT	No, there are no specific research and innovation implications relating to the activity outlined within this report.

2 APPROVAL / SCRUTINY ROUTE

2. APPROVAL/SCRUTINY ROUTE

Person / Committee / Group who have received or considered this paper prior to this meeting		
PERSON, COMMITTEE OR GROUP	DATE	OUTCOME
Management Board	20/05/2024	Reviewed

Acronyms			
DHCW	Digital Health and Care Wales	SHA	Special Health Authority
IMTP	Integrated Medium-Term Plan	IQPD	Integrated Quality Planning and Delivery
KPI	Key Performance Indicators	WCISU	Welsh Cancer Intelligence and Surveillance Unit
WLIMS	Welsh Laboratory Information Management System	DR	Disaster Recovery
SIEM	Security Information Event Management		

3. SITUATION / BACKGROUND

- 3.1 This document provides a summary of the Digital Health and Care Wales (DHCW) [Integrated Organisational Performance Report \(IOPR\) to the end of April 2024](#) and includes [Q4 Portfolio Reports](#). A similar report is presented to the DHCW Management Board monthly; Management Board attendees present and discuss performance and resulting actions or risks. The Board IOPR is presented on a bi-monthly basis in arrears.

4. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

- 4.1 April is the first month of the new financial year. DHCW has a business plan with 537 milestones and a confirmed budget of £168m albeit, work to finalise DPIF allocations has continued during the month. Recruitment has continued and DHCW's headcount now stands at 1,268. DHCW completed the end of year accounts and the annual report drafted to be presented at the Audit and Assurance Committee in May.
- 4.2 During the month, work has continued on the data centre network moves and performance has been stable albeit there were a high level of incidents centred around the Welsh Nursing Care Record. There has also been a focus on accelerating the work on dentistry waiting lists and future plans and business cases for a number of key programmes. Progress on the roll out of the NHS app continues with improvements in the service wrap resulting in a lower level of complaints and service calls. Groundwork on the new Building our Future programme has been undertaken and architecture and enterprise capabilities have been mapped.

Mission 1: Provide a Platform for enabling digital transformation

This month we have established phase 1 of the Digital Delivery organisational structure. There is good progress on APIs, a customer onboarding and an external governance proposal has been developed. Proof of concept scoping workshops have been undertaken for the Integration Hub. Work on the Cloud Migration business case continues with a series of workshops being held over the coming weeks to aid inputs into the case. The remaining Data Centre Transition 2 network work is progressing well; however, there is still considerable work to complete with some complex dependencies related to PSBA. However, there is a high degree of confidence that this will be completed on target (end of May). There is ongoing impact to the Disaster Recovery (DR) test compliance (77%) and the DR documentation (73%). The contract for the Security Information Event Management (SIEM) has been awarded. We finalised the timetable for agreeing a national target architecture, which was part of our accountability conditions for 23/24 and due by the end of March. It was submitted to Welsh Government in May. A joint NDR and operations delivery plan has been agreed and governance is in place.

Mission 2: Deliver high quality digital products and services

There were 10 Major Incidents in the month, this is the highest level in the last 12 months. A thematic review will be undertaken for Welsh Nursing Care Record (3 Major IT Incidents). During the month, two new clinical incidents were reported. Investigations have detected no patient harm in either incident, actions have been taken to prevent recurrence.

The new service request process is being reviewed with a view to improving process and collaboration with Health Boards.

Some areas have experienced issues such as the Dental Access Portal, with the pilot now due to be delivered in June. Work is continuing to develop a way forward for the Digital Eye Care Programme (DECP), with a proposal currently being prepared for submission to Welsh Government.

Mission 3: Expand the digital and care record and the use of digital to improve health and care

The service wrap for the NHS Wales App is in progress and transition of support is underway; a redesigned feedback mechanism is also in place which has had a positive impact on how users access assistance. The number of complaints received regarding the App has reduced from 81 to just one this month, however, there has been a rise in the number of calls received by the service desk; this focused approach has resulted in improved resolution times. The DHCW SHA Board approved the Digital Services for Patients and the Public, Product Delivery Partner Framework Procurement for award, and the new contract was signed on the 3rd April 2024.

Mission 4: Drive better value and outcomes through innovation

The Research & Innovation team have collaborated on a UK Research and Innovation grant application to develop an AI model to code unstructured NHS clinical data. Information Services have published a Spinal Dashboard which will provide intelligence and insights regarding spinal procedures across Wales. Additionally, the WCISU (Welsh Cancer Intelligence and Surveillance Unit) reports received sign off, and the Cancer Information Team have received positive feedback. The reports will be used for the development of the CATRIN cancer registry system and will be one of the main data sources for cancer registrations improving the overall quality of

the data. There is an ongoing Commercial Risk regarding Audit+ (Ref 18038) and a technical discussion is to take place in the following weeks; all key stakeholders have been notified via letter detailing the retirement of Audit+ by the supplier.

Mission 5: Be the trusted strategic partner and a high quality, inclusive and ambitious organisation

Our Senior Leadership Programme with the Kings Fund has continued as well as in-house bespoke management workshops. We have developed a road map for People First workstream of the Building the Future Programme. A number of role profiles are being developed under DDaT Plus framework which will include development and career pathways. In partnership with WIDI, we are finalising bespoke learning programmes including Agile and Scrum to be rolled out across DHCW. During April we attended open days and career fairs at Colleges, Universities and Careers Wales to promote careers in DHCW and digital (Welsh and English medium) to ensure that DHCW has a diverse talent pool to support our future. The team continues to work with each directorate to support organisational change. Following the submission of IMTP, the team are co-ordinating DHCW strategic workforce plans to develop a better understanding of a short and medium-term resource requirements and to develop organisation wide development plans. The DHCW Big Step challenge was launched with 34 teams from across all the directorates and 252 individuals taking part, to encourage Health and Wellbeing across the organisation. Additionally, POD chaired the DHCW Staff Awards Nominations

A joint PCMH and Operations session was held to discuss a joined-up approach to the product operating model.

DHCW has achieved all key financial indicators in the period. A savings target of £1.5m has been set for 2024/25, and DHCW is presenting a small underspend £0.96m primarily driven by vacancies. Work continues to embed the benefits framework, which is part of our accountability conditions. Contract and Agency reviews have reached compliance and attained **GREEN** in April with 11 agency contracts extended to a value £0.4m. A risk is emerging around the cost of the Citrix renewal and the commercial teams are working to mitigate this. Compliance of the IMS documentation has achieved its target of 90% for the first time. The Building Our Future programme was introduced to our Board in a Development Session. The programme is now working through governance activities and discovery a number of initiatives, as well as engaging with colleagues throughout DHCW.

All **27** audit actions are on track to be completed by the agreed date achieving **GREEN** in this month's report. The Audit and Assurance Committee granted extensions for four outstanding actions. The corporate risk profile has remained consistent for the last 5 months but shows a clear downward trend from 33 in April 2023 to 17 in April 2024. April has also seen a notable decrease in the number of complaints and enquires from 92 to 8. Previously the figure has included support issues which have been received as enquiries. We have implemented a new process where these are forwarded on to the Service Desk; there were 45 such enquiries this month.

Engagement across social media platforms has seen the second highest increase at 8.28% with channels performing significantly above industry benchmarks. most notably LinkedIn where our

5. KEY RISKS / MATTERS FOR ESCALATION TO BOARD / COMMITTEE

5.1 There are no key risks / matters for escalation to Board / Committee.

6. RECOMMENDATION

Recommendation	SHA Board is being asked to
RECEIVE and DISCUSS the performance detailed in the Integrated Organisational Performance Report.	

DIGITAL HEALTH AND CARE WALES AUDIT AND ASSURANCE COMMITTEE HIGHLIGHT REPORT

Agenda Item	6.5
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Date of Board Meeting	30 May 2024
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Public or Private	Public
IF PRIVATE: please indicate reason	N/A

Name of Committee	Audit and Assurance Committee
Chair of Committee	Marian Wyn Jones, Independent Member
Lead Executive Director	Claire Osmundsen Little, Executive Director of Finance
Date of Last Meeting	16 April 2024
Prepared By	Julie Robinson, Corporate Governance Coordinator
Presented By	Marian Wyn Jones, Independent Member

Purpose of the Report	For Assurance
Recommendation	
The Board is being asked to:	
NOTE the content of the report for ASSURANCE .	

STRATEGIC MISSION	All missions apply
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CORPORATE RISK (ref if appropriate)	
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WELL-BEING OF FUTURE GENERATIONS ACT	A healthier Wales
If more than one standard applies, please list below:	

DHCW QUALITY STANDARDS	N/A
If more than one standard applies, please list below:	

<u>DUTY OF QUALITY ENABLER</u>	Information
<u>DOMAIN OF QUALITY</u>	Effective
If more than one enabler / domain applies, please list below:	

EQUALITY IMPACT ASSESSMENT STATEMENT	Date of submission: N/A
No, (detail included below as to reasoning)	Outcome: N/A
Statement: There is no requirement for an EQIA.	

APPROVAL/SCRUTINY ROUTE:		
Person/Committee/Group who have received or considered this paper prior to this meeting		
COMMITTEE OR GROUP	DATE	OUTCOME
Committee Chair	May 2024	Approved

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IMPACT ASSESSMENT	
QUALITY AND SAFETY IMPLICATIONS/IMPACT	Yes, please see detail below
	Should the appropriate assurance not take place, there could be unforeseen quality and safety implications to the DHCW services provided
LEGAL IMPLICATIONS/IMPACT	No, there are no specific legal implications related to the activity outlined in this report.
FINANCIAL IMPLICATION/IMPACT	No, there are no specific financial implication related to the activity outlined in this report
WORKFORCE IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
SOCIO ECONOMIC IMPLICATION/IMPACT	No. there are no specific socio-economic implications related to the activity outlined in this report

Acronyms			
DHCW	Digital Health and Care Wales	SHA	Special Health Authority

Definitions	
ALERT	Alert the Board/Committee to areas of non-compliance or matters that need addressing urgently

ASSURE	Detail here any areas of assurance that the Committee has received
ADVISE	Detail here any areas of ongoing monitoring where an update has been provided to the Committee

PUBLIC SESSION

ALERT	<ul style="list-style-type: none"> • The noncompliance with a Standing Financial Instruction. The Audit and Assurance Committee were alerted to two instances which did not meet the Framework rules for the Standing Financial Instructions due to the retrospective call off of two work packages.
ASSURE	<ul style="list-style-type: none"> • Audit Wales Report. The Committee received the Audit Wales update which included the 'From Firefighting to Future Proofing' report which was shared more widely within the organisation. • Internal Audit Review Reports. The Committee received two reports: Programme Management internal audit review which had received a Reasonable Assurance and Digital Eyecare Programme where the assurance rating was not applicable, but the review had been positive on the process in place to determine the status of the programme. • Standards of Behaviour Report. The Audit and Assurance Committee were pleased to note the progress made on establishing a Declarations of Interest register for members of staff of DHCW. • Audit Action Tracker. The Committee received an update on the Audit Tracker and the status of the current open actions. • Finance Update. The Committee received the finance update and noted the challenges in the DPIF Allocation for 2024/25. • Quality and Regulatory Compliance Report. The Committee noted the continued positive progress made by the Quality and Regulatory Compliance team. • Decarbonisation, Estates and Compliance Report. The Committee noted the progress made in this area and particularly in the work to agree two lease renewals. • Board Assurance Framework The Audit and Assurance committee noted the BAF was in the process of being reviewed for 2024/25

	<p>following the approval of the IMTP 2024-2027 and the DHCW long term strategy.</p> <ul style="list-style-type: none"> • Welsh Language Report. The Committee received the Welsh Language Report for assurance and noted the progress and the increase in Welsh Language skills across the organisation.
ADVISE	<ul style="list-style-type: none"> • Legislative Register The Committee received for noting the Legislative Register Report and were informed the Wellbeing of Future Generations would appear on the register during the next reporting period.

PRIVATE SESSION

ALERT	There were no items to alert to the Committee.
ASSURE	<ul style="list-style-type: none"> • Audit Wales Review: Business Continuity (Ransomware) Members were assured to note the report and the progress made on the actions. • Audit Wales Review: Eyecare Review. The Committee were assured that processes and procedures had been followed and the procurement transactions were safe to continue with the current contract.
ADVISE	<ul style="list-style-type: none"> • Audit Actions (Private). The Committee were advised of 14 actions and noted seven were complete with six on target for completion. The Committee approved the extension of one action which had passed its implementation date.

Delegated action taken by the committee:

N/A

Date of next committee meeting:

9 July 2024

DIGITAL HEALTH AND CARE WALES PROGRAMMES DELIVERY COMMITTEE HIGHLIGHT REPORT

Agenda Item	6.6
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Date of Board Meeting	30 May 2024
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Public or Private	Public
IF PRIVATE: please indicate reason	N/A

Name of Committee	Programmes Delivery Committee
Chair of Committee	David Selway, Independent Member
Lead Executive Director	Ifan Evans- Executive Director of Strategy
Date of Last Meeting	14/05/2024
Prepared By	Skylar Green, Corporate Governance Co-ordinator
Presented By	David Selway, Committee Chair

Purpose of the Report	For Assurance
Recommendation	
NOTE the content of the report for ASSURANCE.	

STRATEGIC MISSION	All missions apply
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CORPORATE RISK (ref if appropriate)	DHCW0269 DHCW0332 DHCW0333 DHCW03342
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WELL-BEING OF FUTURE GENERATIONS ACT	A healthier Wales
If more than one standard applies, please list below:	

DHCW QUALITY STANDARDS	N/A
If more than one standard applies, please list below:	

<u>DUTY OF QUALITY ENABLER</u>	Information
<u>DOMAIN OF QUALITY</u>	Effective
If more than one enabler / domain applies, please list below:	

EQUALITY IMPACT ASSESSMENT STATEMENT	Date of submission: N/A
No, (detail included below as to reasoning)	Outcome: N/A
Statement: There is no requirement for an EQIA.	

APPROVAL/SCRUTINY ROUTE:

Person/Committee/Group who have received or considered this paper prior to this meeting

COMMITTEE OR GROUP	DATE	OUTCOME
Committee Chair	May 2024	Approved

IMPACT ASSESSMENT	
QUALITY AND SAFETY IMPLICATIONS/IMPACT	No, there are no specific quality and safety implications related to the activity outlined in this report.
	Should the appropriate assurance not take place, there could be unforeseen quality and safety implications to the DHCW services provided.
LEGAL IMPLICATIONS/IMPACT	No, there are no specific legal implications related to the activity outlined in this report.
FINANCIAL IMPLICATION/IMPACT	Yes, please see detail below
	Programmes deliverance might be impacted due to uncertainty of funding.
WORKFORCE IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
SOCIO ECONOMIC IMPLICATION/IMPACT	No. there are no specific socio-economic implications related to the activity outlined in this report

Acronyms			
DHCW	Digital Health and Care Wales	SHA	Special Health Authority
PDC	Programmes Delivery Committee	WCCIS	Welsh Community Care Information System

DSPP	Digital Services for Patients and the Public	RISP	Radiology Informatics System Procurement
LIMS	Laboratory Information Management System		

Definitions	
ALERT	Alert the Board/Committee to areas of non-compliance or matters that need addressing urgently
ASSURE	Detail any areas of assurance that the Committee has received
ADVISE	Detail any areas of ongoing monitoring where an update has been provided to the Committee

PUBLIC SESSION

ALERT	<ul style="list-style-type: none"> The Committee were alerted that funding had not been formally confirmed for some programmes, which as a result were being delivered at risk. The Committee noted that reduced funding assumptions had been issued to some programmes and those affected were reviewing delivery plans to reprioritise and reallocate resources. The Committee were alerted that were some programmes without an appointed Programme Chair, and this was a significant delivery risk for DHCW and a key priority to be addressed. The Committee were advised that Programme Chairs were appointed by Welsh Government, and this would be escalated to the Welsh Government Chief Digital Officer.
ASSURE	<ul style="list-style-type: none"> The Committee were assured that the Laboratory Information Management System had ensured robust arrangements were in place since the programme transferred to DHCW from the NHS Collaborative in 2023. The Committee were assured that implementation plans were in place and the programme was progressing well, despite the challenging timescales. The Committee were assured that the Radiology Informatics System Procurement had ensured robust arrangements were in place since the programme transferred to DHCW from the NHS Collaborative in 2023. The Committee were also assured

	<p>that supplier resource had been increased and implementation plans had been agreed with Health Boards, however the Committee noted that the suppliers revised implementation plan has increased the risk of implementation overlap between RISP and LIMS which is likely to create resource issues for Health Boards.</p> <ul style="list-style-type: none"> • The Committee received the DSPP Programme Business Case for assurance and members noted that the business case included forecast benefits and ongoing learning from the development and deployment of the NHS Wales APP that had been used to set out a case for centralised funding to deliver new features and functionality to enable transformative service change, empower patients and result in system wide benefits. • The Committee were provided with assurance that the four public corporate risks assigned to the Committee were being managed and monitored appropriately.
<p>ADVISE</p>	<ul style="list-style-type: none"> • The Committee were advised in relation to the Welsh Intensive Care Information System that commitment was required from Health Boards to implement the national system by March 2025. An options paper had been shared with Welsh Government, Health Board Chief Executives and Directors of Digital which set out the minimum requirements to implement the system, along with funding requirements and alternative outcomes. • The Committee reviewed in detail the Programmes Overview Report and were advised on the current status of programmes included within the scope of the report. • The Committee were advised that a programme re-baselining exercise would be undertaken on a number of programmes, in addition a Programme RAG Framework was being developed and would be shared at a future meeting. • The Committee received the following Internal Audit reports for noting: <ul style="list-style-type: none"> ○ Digital Eyecare Programme ○ Benefits Management ○ Programme Management

PRIVATE SESSION

<p>ALERT</p>	<ul style="list-style-type: none"> • The Committee discussed in detail the current status of the following programmes: <ul style="list-style-type: none"> ○ National Eyecare Digitisation Programme ○ Welsh Intensive Care Information System
<p>ASSURE</p>	<ul style="list-style-type: none"> • The Committee were provided with assurance that the one private corporate risk assigned to the Committee was being managed and monitored appropriately. • The Committee received the draft Strategic Diagnostics Review Report for assurance and confirmed that this would be presented at the next public Committee meeting once finalised.
<p>ADVISE</p>	<p>N/A</p>

<p>Delegated action taken by the committee:</p>
<p>N/A</p>

<p>Date of next committee meeting:</p>
<p>01/08/2024</p>

DIGITAL HEALTH AND CARE WALES DIGITAL GOVERNANCE AND SAFETY COMMITTEE HIGHLIGHT REPORT

Agenda Item	6.7
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Date of Board Meeting	30 May 2024
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Public or Private	Public
IF PRIVATE: please indicate reason	N/A

Name of Committee	Digital Governance and Safety Committee
Chair of Committee	Rowan Gardner, Independent Member
Lead Executive Director	Rhidian Hurle, Executive Medical Director
Date of Last Meeting	2 May 2024
Prepared By	Julie Robinson, Corporate Governance Coordinator
Presented By	David Selway, Independent Member

Purpose of the Report	For Assurance
Recommendation	<p>The Board is being asked to:</p> <p>NOTE the content of the report for ASSURANCE.</p>

STRATEGIC MISSION	All missions apply
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CORPORATE RISK (ref if appropriate)	
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WELL-BEING OF FUTURE GENERATIONS ACT	A healthier Wales
If more than one standard applies, please list below:	

DHCW QUALITY STANDARDS	N/A
If more than one standard applies, please list below:	

<u>DUTY OF QUALITY ENABLER</u>	Information
<u>DOMAIN OF QUALITY</u>	Effective
If more than one enabler / domain applies, please list below:	

EQUALITY IMPACT ASSESSMENT STATEMENT	Date of submission: N/A
No, (detail included below as to reasoning)	Outcome: N/A
Statement: There is no requirement for an EQIA.	

APPROVAL/SCRUTINY ROUTE:		
Person/Committee/Group who have received or considered this paper prior to this meeting		
COMMITTEE OR GROUP	DATE	OUTCOME
Committee Vice Chair	20 May 2024	Approved

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IMPACT ASSESSMENT	
QUALITY AND SAFETY IMPLICATIONS/IMPACT	Yes, please see detail below
	Should the appropriate assurance not take place, there could be unforeseen quality and safety implications to the DHCW services provided
LEGAL IMPLICATIONS/IMPACT	No, there are no specific legal implications related to the activity outlined in this report.
FINANCIAL IMPLICATION/IMPACT	No, there are no specific financial implication related to the activity outlined in this report
WORKFORCE IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
SOCIO ECONOMIC IMPLICATION/IMPACT	No. there are no specific socio-economic implications related to the activity outlined in this report

Acronyms			
DHCW	Digital Health and Care Wales	SHA	Special Health Authority
DG&S	Digital Governnce and Safety Committee	WASPI	Wales Accord on the Sharing of Personal Information
ICO	Information Commissioner's Office		

Definitions

ALERT	Alert the Board/Committee to areas of non-compliance or matters that need addressing urgently
ASSURE	Detail here any areas of assurance that the Committee has received
ADVISE	Detail here any areas of ongoing monitoring where an update has been provided to the Committee

PUBLIC SESSION

ALERT	There were no items to alert to the SHA Board.
ASSURE	<ul style="list-style-type: none"> • Corporate Risk Management The Digital Governance and Safety Committee were pleased to note the progress taken place on the Corporate Risk Register and the de-escalation of two risks to Departmental Risk Registers. • Incident Review and Organisational Learning Report. The Committee noted the work undertaken by the Service Management Team in quarter 4, which included the continued development of the Contributory Factors Framework. • Section 255 Requests. The Committee ratified the Section 255 request. • Cross Border Ombudsmen Concern received assurance that information follows the patient securely. • Deep Dives the Committee received the following two deep dives during the meeting: <ul style="list-style-type: none"> - The Development of the IG Toolkit for Wales. The Committee noted the current toolkit progress to date and the planned future developments. - The Data Protection Officer Support Service for Primary Care. The Committee received a deep dive into the Data Protection Officer (DPO) Support Service delivery during 2023/24 and noted the developments and achievements made.
ADVISE	There were no items to provide advice to the SHA Board.

PRIVATE SESSION

ALERT	No items to alert to the SHA Board.
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<p>ASSURE</p>	<ul style="list-style-type: none"> • Cyber Security Assurance Report. The Committee were assured to note the report and the progress made on all areas. • Corporate Risk Register. The Committee discussed in detail the four private risks on the register and were assured of the mitigating actions in place. • NIIAS Reporting and Accessing. The Committee received a verbal update on the reporting and accessing of NIIAS and noted the progress made in migrating to a cloud hosting platform.
<p>ADVISE</p>	<p>No items to advise to the SHA Board.</p>

<p>Delegated action taken by the committee:</p>
<p>N/A</p>

<p>Date of next committee meeting:</p>
<p>15 August 2024</p>

DIGITAL HEALTH AND CARE WALES COMMITTEE CHAIR'S REPORT FOR BOARD

Agenda Item	6.8
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Date of Board Meeting	30 May 2024
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Public or Private	Public
IF PRIVATE: please indicate reason	N/A

Name of Committee	Independent Member Digital Network
Chair of Committee	Maynard Davies, Independent Member, Hywel Dda UHB
Lead Executive Director	Chris Darling, Board Secretary, DHCW
Date of Last Meeting	24 April 2024
Prepared By	Julie Robinson, Corporate Governance Coordinator
Presented By	David Selway, Vice Chair of the Network

Purpose of the Report	For Assurance
Recommendation	
The Board is being asked to: NOTE the content of the report for ASSURANCE .	

STRATEGIC MISSION	Be the trusted strategic partner and a high quality, inclusive and ambitious organisation
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CORPORATE RISK (ref if appropriate)	
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WELL-BEING OF FUTURE GENERATIONS ACT	A healthier Wales
If more than one standard applies, please list below:	

DHCW QUALITY STANDARDS	N/A
If more than one standard applies, please list below:	

<u>DUTY OF QUALITY ENABLER</u>	Information
<u>DOMAIN OF QUALITY</u>	Effective
If more than one enabler / domain applies, please list below:	

EQUALITY IMPACT ASSESSMENT STATEMENT	Date of submission: N/A
No, (detail included below as to reasoning)	Outcome: N/A
Statement: There is no requirement for an EQIA.	

APPROVAL/SCRUTINY ROUTE:		
Person/Committee/Group who have received or considered this paper prior to this meeting		
COMMITTEE OR GROUP	DATE	OUTCOME
Laura Tolley, Head of Corporate Governance	May 2024	Reviewed

Committee Chair	May 2024	Approved

IMPACT ASSESSMENT	
QUALITY AND SAFETY IMPLICATIONS/IMPACT	Yes, please see detail below
	Should the appropriate assurance not take place, there could be unforeseen quality and safety implications to the DHCW services provided
LEGAL IMPLICATIONS/IMPACT	No, there are no specific legal implications related to the activity outlined in this report.
FINANCIAL IMPLICATION/IMPACT	No, there are no specific financial implication related to the activity outlined in this report
WORKFORCE IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
SOCIO ECONOMIC IMPLICATION/IMPACT	No. there are no specific socio-economic implications related to the activity outlined in this report

Acronyms			
DHCW	Digital Health and Care Wales	SHA	Special Health Authority

Definitions	
ALERT	Alert the Board/Committee to areas of non-compliance or matters that need addressing urgently

ASSURE	Detail here any areas of assurance that the Committee has received
ADVISE	Detail here any areas of ongoing monitoring where an update has been provided to the Committee

PRIVATE SESSION

ALERT	<ul style="list-style-type: none"> • There were no items for the Board to be alerted to.
ASSURE	<ul style="list-style-type: none"> • Information Governance. The Network were joined by the DHCW Associate Director of Information Governance and Patient Safety who presented slides on the Information Governance Framework. • Welsh Community Care Information System (WCCIS). The Network received an update to the WCCIS programme and were assured on the work that was being done to encourage all parties to participate in a shared care record.
ADVISE	<ul style="list-style-type: none"> • Independent Members Digital Network Terms of Reference. The Network reviewed and approved the updated Terms of Reference to reflect the extension to the term of the current Chair. • Chair of Directors of Digital Peer Group Update The Network received an update on the key programmes being undertaken by the Directors of Digital from the Chair of the Peer Group. • Digital Systems Available and variation in update. The Network received for information a presentation from the DHCW Executive Medical Director on Digital systems available for use across NHS Wales and the variation in uptake across the system.

Delegated action taken by the committee:

N/A

Date of next committee meeting:
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17 July 2024
