


PROGRAMMES DELIVERY COMMITTEE – PUBLIC

MINUTES, DECISIONS & ACTIONS TO BE TAKEN

 09:30-12:30

 9 November 2023

 MS Teams

Present (Members)	Initials	Title	Organisation
Simon Jones	SJ	Chair	DHCW
Ruth Glazzard	RG	Vice Chair of the Board	DHCW
David Selway	DS	Independent Member	DHCW
Rowan Gardner	RG	Independent Member	DHCW

In Attendance	Initials	Title	Organisation
Chris Darling	CD	Board Secretary	DHCW
Ifan Evans	IE	Executive Director of Digital Strategy	DHCW
Sam Hall	SH	Director of Primary, Community & Mental Health Digital Services	DHCW
Simon Jones	SJ	Chair	DHCW
Matt Cornish	RG	DSPP Programme Director	DHCW
Laura Tolley	LT	Head of Corporate Governance	DHCW
Michelle Sell	MS	Director of Planning & Performance / Chief Commercial Officer (Until section 3)	DHCW
Rhidian Hurle	RH	Executive Medical Director, CCIO Wales, Consultant Urologist	DHCW
Sam Lloyd	SL	Executive Director of Operations (until section 3)	DHCW
Lee Mullin	LM	WCCIS Programme Director (for item 3.1)	DHCW
Rebecca Cook	RC	NDR Programme Director (for item 3.3)	DHCW

Skylar Green	SG	Corporate Governance Co-Ordinator (Secretariat)	DHCW

Apologies	Title	Organisation
Marian Wyn Jones	Independent Member	DHCW
Ruth Glazzard	Vice Chair (From 12pm onwards)	DHCW
Rowan Gardner	Independent Member (From 12pm onwards)	DHCW

Acronyms

SHA	Special Health Authority	DG&S	Digital Governance and Safety
NDR	National Data Resource	LINC	Laboratory Information Network Cymru
SRO	Senior Responsible Officer	BAU	Business as Usual
DSPP	Digital Services for Patients and the Public	WICIS	Welsh Intensive Care Information System
NHS	National Health Service	DHCW	Digital Health and Care Wales

Item No	Item	Outcome	Action to Log
PART 1 – PRELIMINARY MATTERS			
1.1	<p>Welcome and Introductions</p> <p>The Chair welcomed everyone to Digital Health and Care Wales’ Programmes Delivery Committee Meeting.</p> <p>SJ advised this was the first public meeting of the new Committee which had been established following an independent review into Programme Governance that DHCW commissioned, supported by Welsh Government. SJ advised the committee would report to the SHA Board and would provide assurance around all DHCW major programmes.</p> <p>The Chair also provided some housekeeping notices regarding the technical aspects of recording the meeting, the planned break, and etiquette.</p>	Noted	None to note
1.2	<p>Apologies for Absence</p> <p>Apologies for absence were noted from:</p> <ol style="list-style-type: none"> 1. Marian Wyn-Jones, Independent Member DHCW and Chair of the Audit and Assurance Committee. 2. Ruth Glazzard- need to leave at 12pm due to pre-existing commitments. 3. Rowan Gardner- need to leave at 12pm due to pre-existing commitments. 	Noted	None to note
1.3	<p>Declarations of Interest</p> <p>There were no declarations of interest.</p>	Noted	None to note
1.4	<p>Matters arising</p> <p>There were no matters raised.</p>	Noted	None to note
PART 2 – MAIN AGENDA			
2.1	<p>DHCW Revised Governance Arrangements</p> <p>The Chair Simon Jones (SJ) informed everyone that there was still some work outstanding from Welsh Government perspective regarding this matter, for example the confirmation of change from Programme SRO’s to Programme Chairs. There is continuing work with the Welsh Government on the transition of these arrangements.</p>	Noted	

	<p>Chris Darling (CD) Board Secretary summarised the following:</p> <ul style="list-style-type: none"> ➤ The internal DHCW Management Board terms of reference had been strengthened to ensure Portfolio oversight of DHCW’s major programmes. ➤ The programmes included within the scope for portfolio oversight would be reviewed on an annual basis, and more regularly if needed, particularly considering projects and programmes in development. ➤ The Programme Delivery Committee would provide assurance and scrutiny on delivery of major DHCW hosted programmes in an open and transparent manner. ➤ Welsh Government will hold DHCW to account for the delivery of DHCW hosted programmes, using existing performance management arrangements e.g., Joint Executive Team (JET) reviews and Integrated Operational Planning and Delivery (IOPD) Reviews. ➤ The Committee consisted of five Independent Members including the Chair. <p>The Programmes Delivery Committees resolved to:</p> <p>NOTE the DHCW revised governance arrangements.</p>		
2.2	<p>Committee Terms of Reference and Committee Forward Workplan.</p> <p>Chris Darling (CD) Board Secretary presented the two documents and highlighted the following:</p> <ul style="list-style-type: none"> ➤ The purpose of the committee was to provide the Board and the Chief Executive with assurance that effective arrangements are in place around the delivery of major programmes. The Committee would also advise the Board regarding development, implementation, and further improvements of the programmes. ➤ The Programmes Delivery Committee Terms of Reference had been drafted in collaboration with key leads within DHCW and are presented to the Committee for approval. ➤ The Committee would provide a written annual report to the SHA Board on the work in support 	Approved & noted	ACTION A01: Discuss scope of Committee in a future Board / Committee Development session with a paper confirming proposal at the next Committee meeting

	<p>of the annual governance statement to include the programmes that are within the scope of the committee.</p> <ul style="list-style-type: none"> ➤ The Programmes Delivery Committee would meet on a quarterly basis. ➤ The forward workplan for the Committee had been developed, noting that an annual cycle of business would be developed for 2024-2025. ➤ The standing items included in the forward work plan included a programme highlight report which covered all the programmes within in the scope of the committee, assurance reports for each programme over the course of 12 months, corporate risk register and learning from the LINC and RISP and governance arrangements. <p>After discussion, the Committee agreed that should the non-major programmes become red or amber, they would be escalated to this group of Committees. ACTION A-01 In addition, a Committee Development session would take place to discuss and confirm the scope of the Programmes that the Committee would initially oversee, recognising this would change over time, and this list would be brought back to the next Committee meeting for noting.</p> <p>The Programmes Delivery Committee resolved to:</p> <p>APPROVE the Committee Terms of Reference and NOTE the forward workplan.</p>		
2.3	<p>Programmes Overview Report</p> <p>SJ made Committee members aware that since the original publication of papers, there has been one amendment to the overall RAG status of the Digital Medicines Transformation Portfolio. This was originally published with an overall RAG status of GREEN; this has since been corrected to be an AMBER/GREEN status.</p> <p>Programmes overview:</p> <ol style="list-style-type: none"> 1. Dashboard summary: Ifan Evans (IE) Executive Director of Digital Strategy provided the following update. <p>There were currently 11 identified programmes which classify as major and included within the dashboard. The dashboard showed the individual scoring on timeline, scope, resources, and an overall rating. It used</p>	Discussed	None to note

four color bandings to indicate the movement of the programmes. These were confirmed as Red, Amber, Amber/Green, Green. IE confirmed that the programmes do their own RAG self-assessment, there was some inconsistency in RAG approach to scoring, however work would be undertaken by the portfolio management office to provide clear guidance to programmes going forward.

2. Sam Hall, Director of Primary, Community & Mental Health Digital Services (SH) provided an update on the Welsh Community Care Information System:

The Welsh Community Care Information System (WCCIS) was the key digital enabler of fundamental transformation in health and social care, in line with government policy:

Overall RAG: Amber

Phase two preparations for the platform replacement continued to progress. The programme was in the planning/discovery phase. A few current milestones within the programme were challenging. Preparing for Phase two was the key deliverable for the next period. The internal programme was adequately resourced for current operational activity.

3. IE provided an update on Digital Maternity Cymru (DMC)

The objective of the programme was to deliver a digital maternity solution across Wales that supports clinicians and empowers women and birthing people to participate in high-quality, safe care that supports improved outcomes and experiences.

Overall RAG: Amber Green.

This programme was in the discovery/development stage, with an outline business case (OBC) being developed, to support the procurement start and to also ensure all HB/Trust requirements are included.

High-level programme plan has been understood, but overall timescales are dependent on procurement start. The programme scope has been well defined during the discovery work.

The programme has secured funding for 4 years, however, there are some gaps identified for 25/26 and 26/27 for national team and local implementation resources. Development of the business case will

determine resource requirements in more detail.

The programme will be taken to the SHA Board for a discussion regarding the long-term funding plan.

4. SH provided an update on Eye care.

The objectives of the programme are to support the delivery of the Optometry reform bill (Sept 2022) and new regulations (Sept 2023), including the provision of shared care between optometry and ophthalmology services, and across health board boundaries through the provision of digital systems and IT data. The major deliverables of which are email, 0365, electronic referrals for Optometrists and an EPR for Ophthalmology services.

SH reminded Committee members that this programme transferred from Cardiff & Vale UHB to DHCW on 1 June 2023.

Overall RAG: Red.

The reason for the RAG being red was due to the programme being still in pause and reset stage was initially anticipated to be completed by the end of October, following the transfer of the programme from Cardiff and Vale UHB to DHCW on the 1 June 2023, however an extension with Welsh Government was agreed until the end of November. The Audit & Assurance Committee have requested Internal Audit carry out an urgent review of the programme, this was being initiated by CAV and DHCW would be working closely with CAV on the outcome of the review and also next steps towards advancement.

Although the programme was in pause and reset, DHCW had taken forward Office 365/National Health Service (NHS) email was a key priority with the aim being to move people from relying on paper onto NHS email-This was going well.

Lack of funding and resources was a major concern and risk to programme delivery.

5. Sam Lloyd Executive Director of Operations (SL) provided an update on Bridgend Transition (Including Welsh Patient Administration System Disaggregation)

The objective of the programme was to support Cwm Taf Morgannwg's (CTM) University Health Board, Bridgend ICT Services Transition Programme work to move Bridgend patients out of Swansea Bay (SB)

University Health Board ICT systems into CTM ICT systems following the health board boundary change in April 2019.

Overall RAG: Amber.

The initial impact assessment had been done and there were twenty-two other National Digital Services which would be impacted by this work. The preliminary work to determine the scope had been completed. The work of the programme had been set out to undertake the migration of data from the two W PAS instances which are connected to seven different data transitions. The first two phases had been successfully completed. An additional series of work will include testing, full integration, and transition activities.

The reason for the timeline being red was because of the timelines that were currently set out to take was work up until May 2025 for full completion. The funding was in place until March 2025. The presented options are either to extend the funding or to bring the work forward. SL highlighted that this was the most complex data migration that DHCW have undertaken.

6. Michelle Sell, Director of Planning & Performance / Chief Commercial Officer (MS) presented an update on Welsh Intensive Care Information System (WICIS)

The Welsh Intensive Care Information System (WICIS) would be a centralised national system to manage all adult critical care units providing a standardised approach to critical care across Wales. The system would be replacing all current paper records and other current critical care clinical information systems ensuring that the full patient record can be managed in one place.

Overall RAG: Amber.

Work had been undertaken with the commercial partner and a number of stakeholders across Wales in order to obtain clarity on the requirements and their delivery. Those requirements have been addressed and the programme was in the final stages of testing prior to going live. The first implementation would take place at Aneurin Bevan (ABUHB). However, there had been a delay in the original timeline due to requirement changes that require further development for the laboratory results integration and the drug therapy module.

All central testing and validation had been completed

and the decision whether to go live now sat with the Health Board.

The next stage of the plan was to roll the solution out across the rest of the health boards in Wales.

Due to an extension to the programme (mid 2025) staff are required to support the rollout for an additional 12 months. It had been agreed that conversation with Welsh Government about the funding for 2025/2026 would take place next year.

7. MS provided an update on Radiology Informatics System Procurement (RISP)

The objective of this programme was to procure replacement Picture Archiving and Communications System (PACS), Radiology Information System (RIS) and Patient Dose Management System (PDMS) systems for all health boards in Wales, due to the current PACS contract ending in 2023/2024.

The programme had transitioned to DHCW from the NHS Collaborative in January 2023.

Overall RAG: Amber.

The role of DHCW would be to support the delivery of a central solution, working closely with the health boards and manage areas such as integration into the wider systems that information can flow in and out of radiology in the way that is necessary.

Good progress has been reported despite some early challenges. There was an agreed plan going forward. The final contract with a Health Board was expected to be signed off imminently.

Resources had been identified as a risk, however, there was a plan to bring required resources on board. Once those resources are in place, the RAG will be reviewed again.

8. MS provided an update on the Laboratory Information Management System (LIMS 2.0)

Overall RAG: Amber.

The objective of the programme was to contribute to the Welsh Government Pathology statement of intent by developing safe, sustainable, and standardised pathology services through end-to-end information and communication technology systems and services.

This programme transitioned to DHCW, from the NHS Collaborative in January 2023.

In summary, there was a platform in terms of the system that was currently used as a single system across Wales supporting laboratory services. A decision had been made to change the supplier in order to ensure a smooth and safe transition to a new solution within the agreed time scale.

It was expected that the RAG status will change by the time the next Committee meeting takes place due to the new supplier and robust plans in place.

9. IE provided an update on the Digital Medicines Transformation Portfolio (DMTP)

The programme included Digital Medicines Transformation Portfolio (DMTP) comprising Shared Medicines Record Project (SMR), Electronic Prescription Service Programme (EPS), Hospital e-Prescribing Programme (ePMA), Patient Access Project (PA).

Overall RAG: Amber Green.

Successful delivery appears probable. A potential delay had been noted due to key dependencies on suppliers and other programmes.

Good progress had been made in relation to the EPMA programme.

IE congratulated the DMTP on two awards that had been won on 8 November.

10. Rhidian Hurle Executive Medical Director (RH) provided an update on the Cancer Informatics Programme (CIP)

Overall RAG: Red.

The objective of the programme was to replace the legacy Cancer Network Information System Cymru (Canisc) which was out of support. The new solution would be developed on existing products such as Welsh Clinical Portal and Welsh Patient Administration Systems.

Background:

The Cancer Network Information System Cymru was commonly known as Canisc, it went live in 1994 and

	<p>was still operational.</p> <p>The objective of the original business case was to remove the dependency on the system, which was interfering with the ability to provide continuity of care and service.</p> <p>The business case was approved in November 2019, as soon as the business case was implemented, COVID-19 pandemic begun which had an impact on the timelines.</p> <p>In November 2022, the dependency of Velindre Cancer Center on Canisc was removed as the Trust migrated to the WPAS and to WCP.</p> <p>The programme was divided into three:</p> <ol style="list-style-type: none"> 1. Dependency for cancer delivery 2. Dependency for palliative care 3. Colonoscopy and screening services <p>A number of complexities have been identified across all three services.</p> <p>Cancer Phase two would require refinement and scope. A high-level estimation would require funding for an additional 2.5 years.</p> <p>Close work was being carried out with the end-of-life care board and there was a dependency on integration into numerous systems across Wales to ensure that patients' records are safe.</p> <p>It has been reported that good progress had been made regarding the delivery case notes management of patient care, in addition to progress in relation to architectural design. Improvement and care record has been revisited with service users and was in the process of being signed off before Christmas 2023.</p> <p>The Programmes Delivery Committees resolved to:</p> <p>RECEIVE and DISCUSS the Programme Overview Report.</p>		
2.4	<p>Corporate Risk Register (Programme Risks)</p> <p>CD provided an update on the Corporate Risk Register. There were currently seven corporate risks on the register relating to the Committee. Three of them were classed as private and therefore not included in the papers for the meeting. Four of them were public risks and confirmed as:</p>	Discussed	None to note

	<ol style="list-style-type: none"> 1. DHCW0322- The NDR phase three funding. 2. DHCW0324- The availability of resources to support WICIS 3. DHCW0323- The cost for transition and ongoing support for the NHS Wales app. <p>The Programmes Delivery Committees resolved to:</p> <p>RECEIVE and DISCUSS the Corporate Risk Register</p>		
PART 3 – ASSURANCE REVIEW			
3.1	<p>Welsh Community Care Information System</p> <p>SH and Lee Mullin WCCIS Programme Director presented slides on the Welsh Community Care Information System.</p> <p>During the presentation, the following points were highlighted:</p> <ul style="list-style-type: none"> ➤ Since November 2021, the programme had undergone a strategic review, leading to a recommended programme reset. Further consultation and engagement with partners and stakeholders took place following this. At present, the programme was entering the next phase of its work; a key element of this were options for change around the programme’s digital solution. ➤ Out of 29 organisations, there are currently 20 active deployments across Wales, 19 live, comprising Local Authorities and Health Boards contractually utilising services. ➤ Long Term Programme View: <ul style="list-style-type: none"> ○ Provide a platform for enabling digital transformation. ○ Expand the digital health and care record and the use of digital to improve health and care. ○ Deliver high quality digital products and service. ○ Drive better value and outcomes through innovation. ➤ WCCIS Programme Next Phase: <ul style="list-style-type: none"> ➤ To produce a draft for full business case and procurement plan for Welsh 	Assured	None to note

	Government approval by Christmas 2023. The Programmes Delivery Committees resolved to: NOTE the WCCIS Report for ASSURANCE.		
3.2	<p>Digital Services for Patients and Public</p> <p>Matt Cornish, DSPP Programme Director (MC) presented and update on the development of the NHS Wales App.</p> <p>Programme phases:</p> <ol style="list-style-type: none"> 1. Year 1 2022/23- Development 2. Year 2 2023/24- Deployment 3. Year 3 2024/25- Expansion <p>A demonstration video, was shared, https://www.youtube.com/watch?v=JvAHkQzvx9U</p> <p>Funding from Welsh Government was available until March 2025. An addition funding business case was in the process of development.</p> <p>The Programmes Delivery Committees resolved to: NOTE the DSPP Report for ASSURANCE.</p>	Assured	None to note
3.3	<p>National Data Resource</p> <p>Rebecca Cook, NDR Programme Director (RC) presented the NDR slides and highlighted:</p> <p>The NDR Programme demonstrated a long-term commitment to continuously improve the interoperability of the health and social care digital architecture and was a fundamental requirement to enable a single digital health and social care record.</p> <p>Risks included:</p> <p>NHS Wales Financial Position – pressures on the level of ongoing programme funding could impact the pace of delivery.</p> <p>Use of Primary Care Data – If a clear set of purposes to collect and process citizen data from Primary Care cannot be defined the programme will not be able to deliver important components of a fully developed shared care record or create information resources required for service improvement, value in health or research and innovation.</p>	Assured	None to note

	<p>Determining legal basis for the secondary usage of data was a challenge. The programme aspires to rapidly deliver insight and value through the linkage and re-use of data. The speed at which these would be determined was yet to be understood. CD noted that the Digital Governance & Safety Committee would be receiving a deep dive into the Data Promise risk at the next Committee meeting in February.</p> <p>Continued to be excellent engagement with partner organisations. To accelerate delivery, engagement with NHS Wales' health and care organisations would be increased to continue to build upon learning already achieved (e.g., forecasting models to match capacity with demand; automatic clinical coding to enable faster insight).</p> <p>The Programmes Delivery Committees resolved to:</p> <p>NOTE the NDR Report for ASSURANCE.</p>		
PART 4 – CLOSING MATTERS			
4.1	<p>Any Other Urgent Business:</p> <p>No urgent business noted.</p>	Noted	None to note
4.2	<p>Items for Chair's Highlight Report to the Board:</p> <p>SJ confirmed items for inclusion in the highlight report to the Board would be discussed and agreed with key members.</p>	Noted	None to note
4.3	<p>Date of next meeting:</p> <p>6 February 2024</p>	Noted	None to note