



DIGITAL HEALTH AND CARE WALES CORPORATE RISK REGISTER

Agenda Item	6.3
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Name of Meeting	SHA Board
Date of Meeting	28 November 2024

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

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

Purpose of the Report	To Receive/Discuss
Recommendation	SHA Board is being asked to
<p>RECEIVE and DISCUSS the status of the Corporate Risk Register including changes since the last meeting. NOTE the Risk and Board Assurance Framework Workplan.</p>	

WC:
APP:
TOTAL:

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

<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>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.

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	04/11/2024	Discussed and verified
Management Board	14/11/2024	Discussed and verified

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
WEDs	Weekly Executive Directors	OCP	Organisational Change Policy

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. The [Annual Corporate Risk Tending Analysis](#) is shared with Board members for information, noting that this has been presented at each Committee meeting for discussion.
- 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
- 3.4 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 SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

- 4.1 DHCW's Corporate Risk Register currently has 14 risks on the Register, 12 of which are detailed at item [6.3i Appendix A](#). There are 2 Private risks, which are considered at every Digital Governance and Safety Committee.
- 4.2 Board members are asked to note the following changes to the Corporate Risk Register (new risks, risks removed and changes in risk scores) for the period 1 October 2024 to 31 October 2024:

NEW RISKS (1) 0 Private 1 Public

Risk Ref	Risk Title	Risk Description
DHCW0339	Digital EyeCare Service Delivery	IF implementation of the Digital EyeCare programme does not resume by the 1st April 2025 THEN there will be delay in implementation of a Digital Eyecare pathway for Citizens RESULTING IN potential for clinical delays and patient harm.

RISK REMOVED (5) 3 Public - 2 Private

Five risks were removed during the period.

RISK TITLE	RISK DESCRIPTION	Statement	COMMITTEE ASSIGNMENT
PRIVATE DHCW0277	PRIVATE	Risk mitigated and closed	Digital Governance & Safety Committee
PRIVATE DHCW0315	PRIVATE	Risk mitigated and closed	Digital Governance & Safety Committee
DHCW0269 Switching Service - Data Warehouse	IF the current automated switching service fails before the data flows are re-architected to the new NDR platform THEN data will be need to be manually acquired into the ISD Data Warehouse RESULTING IN an increased resource requirement to maintain updates to multiple reporting systems. The lack of ability to upgrade or to develop the Switching Service will also mean that ISD may be unable to meet any new demands for information.	Downgraded for management at Directorate level given the work already been completed.	Programmes Delivery Committee

RISK REF	DESCRIPTION	STATEMENT	COMMITTEE ASSIGNMENT
DHCW0334 Impact of cost of transition team	IF there is a delay to operationalising a new internal NHS Wales App product team THEN the DSPP Programme will need to support an extended period of 'dual running' RESULTING IN less funding available to commission work from the external delivery partner.	Team is now in place will be managed at Directorate level	Programmes Delivery Committee
DHCW0296 Allergies/Adverse Reactions - Single Source	IF allergies and adverse reactions are not stored in a single source and in a simple, structured, standardised and SNOMED-coded manner THEN a clinician may not be able to retrieve all the relevant, updated information in the system that they are logged in RESULTING IN potential patient harm due to missing or outdated information being presented in the system being used by the clinician.	Downgraded to directorate level repository in place with capability and outputs being collected	Digital Governance & Safety Committee

RISKS WITH A CHANGE IN SCORE (1)

There was one change in score on the Corporate Risk Register this month.

RISK TITLE	RISK DESCRIPTION	Statement	COMMITTEE ASSIGNMENT
DHCW0335 Service Catalogue Agile Process	IF DHCW do not have a complete list of all systems, services and dashboards that it provides to NHS Wales, THEN there is a risk that there will not be robust support and management arrangements for these RESULTING IN prolonged and unplanned interruptions, risk of patient harm and reputational damage to DHCW.	Score reduced from 12 to 9 based on the mitigation already completed.	Digital Governance & Safety Committee

4.3 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)			**DHCW0281 → **DHCW0282 →		
	MAJOR (4)			DHCW0263: DHCW Functions → DHCW0313 – Digital Cost Pressure – Service Model Changes → DHCW0320 – Citizen and stakeholder trust in use of HSC data →	DHCW0300 – Canise (Screening and Palliative Care) → DHCW0336 – Audit + Withdrawal from Contracts → DHCW0337 – Sustainable Digital Services and Development Funding Model → DHCW0338 – Connecting Care Funding → DHCW0339 – Digital Eyecare Service Delivery ★	DHCW0331 - Fixed term resource funding → DHCW0333 - WICIS Implementation Delay →
	MODERATE (3)			DHCW0318 – Welsh Language Scheme Compliance ↔ DHCW0335 - Service Catalogue Agile Process ↓		
	MINOR (2)					
	NEGLECTIBLE (1)					

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

4.4 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 previously stated, the private (commercially sensitive, cyber and security related) risks are reviewed in detail by the relevant Committee’s in a private session.

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 risks, the removal of five risks and change in score of one risk.

6 RECOMMENDATION

Recommendation SHA Board is being asked to

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

NOTE the Risk and Board Assurance Framework Workplan.