

CWM TAF MORGANNWG UNIVERSITY HEALTH BOARD

**UNCONFIRMED MINUTES OF THE MEETING OF THE
DIGITAL & DATA COMMITTEE
HELD ON 11 MARCH 2021
VIRTUALLY VIA TEAMS**

PRESENT:

Ian Wells	Independent Member (Committee Chair)
Jayne Sadgrove	Independent Member
James Hehir	Independent Member

IN ATTENDANCE:

Clare Williams	Director of Planning & Performance (interim)
Cally Hamblyn	Assistant Director of Governance & Risk, Corporate Governance
Karen Winder	Interim ADI ICT
Robert Bleasdale	Chief Clinical Information Officer/ Consultant Cardiologist
Andrew Nelson	Chief Information Officer
Georgina Galletly	Director of Corporate Governance / Board Secretary
David Sheard	Assistant Director of Service Transformation
Christian Smith	Lead informatics Nursing Specialist
Paul Chilcott	Head of Server Management
Dom Hurford	Interim Deputy Medical Director & Assistant Medical Director for Quality, Safety & Clinical Effectiveness/ Consultant Anaesthetist (<i>attending for Nick Lyons</i>)
David Jenkins	Independent Advisor to the Board (<i>Observing</i>)
Wendy Penrhyn-Jones	Head of Corporate Governance & Board Business (Secretariat)

03/21/01 WELCOME & INTRODUCTIONS

Ian Wells welcomed everyone to the meeting. In particular, various colleagues who were attending for the first time.

03/21/02 APOLOGIES FOR ABSENCE

Apologies were **RECEIVED** from Dilys Jouvenat, Independent Member/ Committee Vice Chair; Nick Lyons, Medical Director/ Deputy Chief Executive; Claire Northwell-Todd, Information Governance Manager; Helen Thomas, Director of Information, NHS Wales Informatics Service; and Alan Roderick, Assistant Director of Performance and Information.

03/21/03 DECLARATIONS OF INTERESTS

There were none.

03/21/04 CONSENT AGENDA

Ian Wells advised that one pre-meeting question had been received from Independent Members which is set out under agenda item 2.1.3 and related to information governance training. Ian Wells advised that both the question and the response had been added to the agenda papers in advance of the meeting and would be recorded as part of the minutes. Ian Wells asked if there were any items listed under the consent agenda which members may wish to be moved to the main agenda for discussion. There were none.

03/21/05 Minutes of the meeting held on 15 December 2020

The above minutes were **CONFIRMED** as an accurate record with the following correction:

12/20/16i. National Data Resource (NDR)

Andrew Nelson advised that NWIS were acting as the **joint** data controller and processor (**in conjunction with the Health Board**) which created the legal basis upon which data would be held.

03/21/06 Draft Digital & Data Committee Business Cycle 2021/22

The draft Business Cycle identifying reports which were due to be regularly presented to the Committee was **RECEIVED** and **APPROVED**.

03/21/07 All Wales Policies – for approval

IM Question: *With regard to information governance training can we be assured that this was being provided.*

RESPONSE: *Information Governance (IG) training is part of the core skills training framework so is mandatory for all employees via Electronic Staff Record (ESR). Whilst classroom training is not being provided at the moment, the IG Team are targeting those individuals who are showing as red on ESR to ensure compliance is maintained. The IG Team are also holding virtual training where incidents have occurred. The response also referenced the training that Board Members received in recent months on IG training. The Executive Team have been asked to ensure that their staff also undertake the training.*

RESOLVED: the following policies be **APPROVED:**

- All-Wales Information Governance Policy
- All-Wales Internet Use Policy
- All-Wales Information Security Policy

03/21/08 ITEMS FOR NOTING

There were no items.

03/21/09 MAIN AGENDA

03/21/10 MATTERS ARISING

There were none.

03/21/11 ACTION LOG

The action log was **RECEIVED**.

Clare Williams advised that under minute 12/20/15iii (Once for Wales System) Alan Roderick had contacted the report author regarding this action and therefore all action items on the log were complete.

03/21/12 Organisational Risk Register

The Risk Register was **RECEIVED**.

Georgina Galletly presented the report advising that further important work had taken place since this report had been produced with the latest position due to be received by the Board in March 2021.

In discussing the report Clare Williams put on record her thanks to Cally Hamblyn and the ICT team for working through the Risk Log which had resulted in an improved picture of ICT related risks across the organisation. Members **NOTED** the review meant that seven risks had been de-escalated and one closed.

Jayne Sadgrove praised the progress made in reviewing the individual risks but felt that it was also important the Committee received the latest iteration of the register at each meeting if it was to fully scrutinise the overall risk position. In responding to this Georgina Galletly advised that it was necessary to calibrate and assess the items on the organisational risk register and as part of that process the content needed to be reported to the Management Board. Members **NOTED** this process was designed to provide an opportunity to consider if there were any other mitigations that may be required and if it was necessary to realign resources. This step needed to be completed prior to the report being submitted to Board Committees.

David Jenkins sought clarity as to whether this would result in potential delays in the risk register position being reported to Board Committees. Georgina Galletly advised that this would not be the case as the process was designed to provide an opportunity to validate that risks had been appropriately articulated and mitigations considered by the Executive and ILGs

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through the Management Board. Georgina Galletly added that the process was part of the improvement journey that CTM was currently on as regards improvement of risk management systems.

Andrew Nelson provided an oral update on the five current ICT related risks and one new risk that had a score 15 or more which was the threshold for them being included on the Organisational Risk Register. Members **NOTED** that a copy of the latest Risk Register could be shared outside the meeting if this was felt helpful prior to the Board receiving the document on 25th March 2021.

RESOLVED: the report be **NOTED**.

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Presentation - Digital Enablers 2021/22

Andrew Nelson presented the slide-deck the purpose of which was to make the Committee aware of progress made thus far in terms of the Digital Programme and proposals for inclusion within the Integrated Medium Term Plan (IMTP).

In discussing the presentation the following points were raised:

Jayne Sadgrove raised the issue of providing access by way of digital tools to all CTM's service users some of which lived in deprived areas. Andrew Nelson responded that this was being explored on a multi-agency partner basis and was linked to national programmes and initiatives. Andrew Nelson acknowledged the need to establish effective local work programmes which would help increase the digital skills of CTM's population. Members **NOTED** that there were a number of lessons arising from the organisation's response to Covid-19 which had necessitated greater use of technology such as for virtual outpatient appointments. It was **NOTED** that work was underway in conjunction with CTM's Director of Public Health to further understand the all the related issues.

Ian Wells stated that working with colleagues in the NHS Wales Informatics Service (NWIS) would be key and that there was a need to avoid duplication of work. Andrew Nelson stated that as part of the exercise that was underway to refresh the organisation's Digital Strategy, it would be important to recognise the need for collaboration with NWIS and other organisations. Clare Williams added that work had been undertaken with local authorities and housing associations by way of the Regional Partnership Board to look at how such work could be taken forward.

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James Hehir sought clarity around the production of business cases to take forward strategic solutions. Andrew Nelson advised that there were both national and local business cases some of which were complete and others that were in production. Members **NOTED** that it has been recognised that there was a need to channel effort into realising value from existing systems, maximising the potential from established contracts. Members also **NOTED** that with regard to the programme of work for the following year, six strategic programmes had been identified some of which were national such as the establishment of a Citizen's Platform.

Jayne Sadgrove stated that the CT Digital Strategy had most recently been presented to the Board in 2017 but that no further updates had been received in the interim as to progress made in delivering this. Andrew Nelson stated that work was ongoing in terms of mapping achievements to date so that this could be articulated in the CTM Digital Strategy. Andrew Nelson added that in his view CTM had a good basis for its refreshed Digital Strategy despite it requiring further work in terms of communication and engagement. Clare Williams agreed that there was work to do in communicating achievements and stated that she was very grateful to Andrew Nelson and the team for the work that had been undertaken to bring greater focus around the Digital Strategy. Jayne Sadgrove suggested that now that the context for this work had been provided an annual update to the Committee would be helpful.

Clare Williams concurred stating that the ultimate goal within the Digital Strategy was to improve end-user experience. It was suggested that Clare Williams and Ian Well should discuss outside the meeting the plan for updating the Board.

Andrew Nelson and Clare Williams were thanked for the presentation.

RESOLVED:

- An annual update to be provided around Digital Strategy milestone delivery. **(CW)**

03/21/14 Presentation: Digital Business Continuity

Paul Chilcott presented the slide-deck setting out the current position with regards to Digital Business Continuity.

In discussing the presentation it was noted that a plan had been put into place to enable alignment with industry best practice. A complete set of critical system documents was planned by July 2021, a risk review was underway and due for completion by May 2021 along with a compliance review by July 2021. An

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update around these was planned for the next meeting. Ian Wells stated that this was important work so that the Board could be made aware of critical risks.

Jayne Sadgrove sought clarity around the longer term aspiration with regard to server rooms. Paul Chilcott responded that there were security arrangements in place around the existing server rooms and plans to increase the server rooms although there were also constraints in the form of network capabilities. With regard to 'outlying servers'. Paul Chilcott stated that there was a plan to bring all of these under the CTM ICT infrastructure and the network was being regularly scanned in this regard given the need to ensure disaster recovery plans existed for all systems.

With regard to the ICT systems currently in place in the Bridgend locality (which were currently subject to a service level agreement with Swansea Bay University Health Board) it was noted that whilst there were some commonalities between systems, the aim was to bring ensure these were all compliant with organisation-wide ICT standards.

James Hehir asked if there were other dependencies that had the potential to impact on recovery plans. Paul Chilcott stated that ICT capacity was a constraint if there was a catastrophic event, as this may delay some systems being restored.

Paul Chilcott was thanked for the presentation.

03/21/15 **ASSURANCE REPORTS**

03/21/16 **Digital Delivery Board (DDB) Highlight Report**

The above report was **RECEIVED**.

Andrew Nelson presented the report advising that the DDB acted as a prioritisation and decision support making recommendations to Management Board. The report represented the position as of the February 2021 meeting as the March 2021 meeting had been stood down for operational reasons.

Andrew Nelson referenced the work to address a router issue at Prince Charles Hospital which when completed would result in capacity being increased tenfold. This work had required business continuity plans to be deployed. Thanks were extended to Karen Winder and ICT colleagues for the recent successful completion of WellSky Pharmacy Management Development.

RESOLVED: the report be **NOTED**.

03/21/17 Information Governance Activity Highlight Report

Ian Well's informed the Committee that due to the timing of meetings, the Information Governance Group (IGG) had not met in recent months and therefore this report provided details of activity and key issues considered by the team since December 2020.

In presenting the report Geogina Galletly praised the Information Governance Team for their continued hard work around a range of information governance related issues. As an example, Members **NOTED** that of the 200 Freedom of Information Act requests received by CTMUHB these contained around 1000 questions but that despite this the majority had received responses within the required 20 working day limit.

RESOLVED: the report be **NOTED**.

03/21/18 AUDIT / OTHER REPORTS

03/21/19 Internal Audit Report – IT Service Management

The above report was **RECEIVED**.

Ian Wells reminded colleagues that this report had been assigned 'Limited Assurance' rating and was before the Committee following a referral from the Audit & Risk Committee. At the point when the report had been received by the Audit & Risk Committee a management response had not been received although the report had been agreed for factual accuracy. Members **NOTED** the Digital & Data Committee was being asked to monitor the implementation of actions arising from the management response.

In discussing the report Clare Williams offered apologies that the management response had not been included in the papers until that day and went on to provide context to the audit.

Members **NOTED** this Clare Williams had agreed for the audit to proceed at the height of the organisation's response to Covid-19 during 2020 as it was felt it would provide helpful learning. Of the 12 recommendations for action, Members **NOTED** that two of the three classed as 'high' had been completed with the third being partially complete. With regard to those classed as 'medium' one had been completed and two more partially completed with one due to be completed by the end of March 2021. All of the the actions classed a 'low' had been completed.

In discussing the report, Ian Wells stated that he did not think the Audit & Risk Committee had been aware of the context of the

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report and praised the progress made thus far. Jayne Sadgrove concurred and welcomed the context of learning lessons to make improvements. Jayne Sadgrove advised that she had not yet had the opportunity to read the management response but notwithstanding this, given there had been a 'limited assurance' rating there would be a follow-up audit in due course which should provide full assurance based upon the completion of actions described. Clare Williams concurred advising that there was one action due for delivery by September 2021.

Ian Wells thanked Clare Williams for providing the context and verbally updating the Committee as to the current position as regards the management actions. It was suggested a verbal update be provided to the next meeting.

RESOLVED:

- The report be **NOTED**
- A verbal update be provided to the next meeting
(ACTION: CW)

03/21/20 Internal Audit Report – IT Assessment

The above report was **RECEIVED**.

Ian Wells advised that this report was also the result of a referral from the Audit & Risk Committee arising from its meeting in February 2021. Given this was a baseline review there was no assurance rating. Members **NOTED** that observations and recommendations had been provided to facilitate change and improvement and to focus audit work in the future. The Audit & Risk Committee had expressed that aspects of the management response needed to be strengthened to fully address the recommendations. This report is therefore being shared with the Digital & Data Committee in order that assurances can be sought in relation to the management response and the ongoing monitoring of actions.

In discussing the report Clare Williams said the audit had been undertaken prior to the appointment of Andrew Nelson and at a time when it was acknowledged that the organisation needed to refresh its Digital Strategy. Clare Williams stated that the original management response had been drafted at the end of 2020 and much progress had been made in the interim.

Ian Wells stated the report provided a useful baseline position and went on to summarise the issues he had raised when this had been scrutinised at the Audit & Risk Committee. These were as follows:

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- The management response was weak in regard to observation 2 which required an annual report of risks
- The response to observation 8 related to the medium term approach and not the longer term vision and had not referenced innovation nor emerging technology.
- The digital roles of the Integrated Locality Groups was unclear regarding observation 10
- Further context was required as to the measures put into place to mitigate the network issues identified in observation 14.
- The management response for observation 15 did not address the need for a list of critical assets
- The management response for observation 16 did not address the issues.

It was suggested that Clare Williams reviewed the management response and discuss updates with Ian Wells prior to the next iteration being considered at by the Committee in July 2021.

RESOLVED:

- The report be **NOTED**.
- Clare Williams to review management response and discuss further with Ian Wells (**ACTION: CW**)
- Updated version of management response to be submitted to next meeting including details of any further progress made. (**ACTION: CW**)

03/21/21 OTHER ITEMS

03/21/22 Future Work Programme 2021

Ian Wells invited members to relay any suggested future topics to himself or to Wendy Penrhyn-Jones.

Clare Williams suggested that a Clinical Coding Plan be brought to the next meeting.

Georgina Galletly suggested that the forward plan should note that whilst it had been necessary to cancel the Digital & Data Committee meetings in April and July 2020 due to the Covid-19 pandemic, the Executive Leads had been asked to reflect upon the work programme and ensure that this was taken into account in terms of prioritisation of topics for future meetings.

RESOLVED:

- The Committee Future Work Programme be updated as set out above. (**ACTION: WPJ**)

03/21/23 Committee Highlight Report to Board

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Ian Wells suggested that this be completed by Wendy Penrhyn-Jones outside of this meeting and shared with Georgina Galletly, Clare Williams and himself for agreement prior to its presentation at the next Health Board meeting.

03/21/24 ANY OTHER BUSINESS

There was none.

03/21/25 DATE OF NEXT MEETING

This was due to take place on 14th July 2021.

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