

**Audit & Risk Assurance Committee
TABLE OF ACTIONS
Arising from Meeting held on 21 February 2023**

Minute No.	Meeting Date	Subject	Action	Lead	Timescale	Progress/Date Achieved
AC(22)66	19/04/2022	Radiology Directorate Internal Audit Update	To discuss with Mrs Lisa Gostling whether there is any update on how HEIW propose to manage graduate allocation to Health Boards	LG	August December 2022 February April 2023	<p><u>29 November 2022</u> Meeting arranged for 6 December 2022. A further update will be provided after this date.</p> <p><u>13 December 2022</u> Mrs Lisa Gosling is awaiting an update from Ms Tracy Walmsley, Senior Workforce Development Manager around the meeting held on 6 December 2022.</p> <p><u>21 February 2023</u> 15 students appointed via streamlining process; therefore this action can be closed.</p> <p><u>18 April 2023</u> 12 students were appointed via streamlining and therefore part of normal permanent process. Others were via temporary arrangements.</p>
AC(22)143	16/08/2022	Tackling the Planned Care	To explore consulting with the Ethics Committee in	AC	October December 2022	<p><u>18 October 2022</u> Mr Andrew Carruthers is in discussion with Professor Philip Kloer, Medical</p>

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		Backlog in Wales	regards to the workforce challenges		April 2023	<p>Director and Deputy CEO and the new Chair of the Ethics Panel to raise the workforce challenges.</p> <p><u>1 December 2022</u> – Meeting date of 18 January 2023 with Mr Andrew Carruthers, Professor Philip Kloer, Professor Chantal Patel and Ms Helen Williams set for discussion.</p> <p><u>18 April 2023</u> Mr Andrew Carruthers, Professor Phil Kloer and Professor Chantal Patel met on 16 March 2023 to discuss. It was confirmed that, now the Ethics Panel had been reconstituted, an issue around waiting times could be presented. Mr Carruthers agreed to discuss with Mr Mark Henwood a proposed question for the Panel to consider.</p>
AC(22)195	13/12/2022	Financial Assurance Report	To share a detailed response with Mr Newman regarding a claim for £95,000 relating to damaged goods at the Selwyn Samuel Field Hospital	HT	February 2023	Complete Response was shared with Mr Paul Newman.
			To investigate whether unutilised drugs could be offered to neighbouring Health Boards	HT	February 2023	Complete Currently there is limited, ad hoc, cross Health Board utilisation of short dated drugs. The Head of Medicines Management has raised with the national procurement lead for pharmacy

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						to see whether a more robust process can be developed.
AC(23)04	21/02/2023	Table of Actions - AC(22)66 (Radiology Directorate Internal Audit Update)	To clarify with Mrs Lisa Gostling whether the process by which 15 students had been appointed was a permanent arrangement, or whether an alternative arrangement had been put in place	JW	April 2023	Complete See AC(22)66, above
		Table of Actions - AC(22)143 (Tackling the Planned Care Backlog in Wales)	To establish whether the discussion/meeting referenced had taken place	JW	April 2023	Complete See AC(22)143, above
		Table of Actions - AC(22)171 (WCCIS Management Response)	To clarify whether there is an All Wales position around Health Boards signing deployment orders	HT	April 2023	In Progress The Digital Director has contacted the WCCIS Programme Director for an all-Wales position statement.
			To establish whether a formal evaluation of WCCIS has occurred	HT	April 2023	Complete There has been a strategic review of WCCIS in April 2022, and the national programme is now working through the recommendations. Attached at Appendix 1 is a summary of the strategic review and recommendations.

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		Table of Actions - AC(22)195 (Financial Assurance Report)	To rectify the transposed updates in the master copy of the TOA	CM	April 2023	Complete See AC(22)195 , above
AC(23)07	21/02/2023	Targeted Intervention and Enhanced Monitoring - Board Oversight of Areas of Concern	To provide assurance that the TI Working Group has taken forward closing those WG requirements/ actions which are less challenging, to allow prioritisation of the more important issues	HT	April 2023	Complete Work has been completed at pace, and a number of smaller requirements now consolidated into fewer, more significant actions which will be taken through the TIWG and ESG over coming months.
			To request again from WG (indicating that this had been specifically queried by ARAC) further clarity regarding the statement around the criteria for financial de-escalation	SM/HT	April 2023	Complete No further specific information has been provided, although it is clear through the TI response letter from WG that a focus on de-escalation has entered the narrative in relation to the Health Board. We continue to work with WG to gain clarity on the detailed and specific criteria.
AC(23)10	21/02/2023	Financial Assurance Report	To enquire regarding the planned timescale for NWSSP to digitalise and improve current processes associated with new starters, staff changes and leavers	HT	April 2023	In Progress NWSSP has advised that the supplier who initially tendered to undertake the digitalisation work has withdrawn. A new plan has been agreed, with a trial phase due to commence in the next 6 months.
			To check with Mrs Lisa Gostling whether the proposed submission of	HT	April 2023	Complete No changes to policy arrangements are required and, as a matter of course, any

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			termination forms via email will require any change to policies and/or governance			changes through digitising processes are checked against extant policies to ensure ongoing compliance.
			To check the decision made at Board following the most recent report around dental services	JW	April 2023	Complete Decision checked and relevant Board report provided to Mrs Judith Hardisty
			To clarify within the annual accounts how assets under construction are valued	HT	April 2023	Complete Appropriate consideration for clarifying within the year end Annual Accounts will be given during the disclosure review process.
AC(23)12	21/02/2023	Audit Wales Update Report	To hold a joint Health Board/Audit Wales workshop to assess the risks around this year's accounts process	HT/AV	April 2023	Complete A workshop was held on 24 March 2023 with colleagues from Audit Wales. Actions emanating from this discussion have been incorporated into our year-end plan and audit plan.
AC(23)13	21/02/2023	Structured Assessment – Management Response	To consider the planning related recommendations at the TI Working Group to ensure that they remain on track	HT	April 2023	Complete These are monitored through the TIWG, with assurance on specific planning TI actions being reported to SDODC.
			To discuss outside the meeting Recommendation 2, and the requirement for an OCP	JW/JH	April 2023	Complete
AC(23)14	21/02/2023	Orthopaedic Services in Wales – Tackling the Waiting List	To ensure that the Health Board's management response addresses any instances of HDdUHB being an outlier	AC	April 2023	In Progress The management responses are being developed, with the intention of bringing them through ARAC in June 2023.

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		Backlog: A comparative picture for Hywel Dda University Health Board				
AC(23)20	21/02/2023	Glangwili General Hospital Fire Precautions Works: Phase 1 (Reasonable Assurance)	To amend the management response to Recommendation 2, to include the additional information/explanation provided at the meeting	RE/MG	April 2023	Complete Audit tracker updated to include timescales/responsibility for actioning Recommendation 2.
			To include additional context in the scope of future similar audits, to facilitate more relevant testing	MG	April 2023	Complete Standard testing schedules have been updated to accommodate this request. Future audit briefs will consider the issues discussed, i.e. performance management.
AC(23)22	21/02/2023	A Healthier Mid & West Wales Programme Forward Look Governance Review (Advisory Review)	To share the report with SDODC	CM	April 2023	Complete Forwarded to SDODC Committee Services Officer.
			For SDODC to monitor actions/timescales	LeD	April 2023	Complete Updates will be taken to SDODC as part of AHMWW assurance.
AC(23)23	21/02/2023	Individual Patient	To raise the issue of consistent/standardised	BT	April 2023	Complete

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		Funding Requests (Reasonable Assurance)	training for clinicians at the national IPFR conference taking place on 28 February 2023			This was raised at the national IPFR conference and discussions regarding training were had with Welsh colleagues. The afternoon consisted of an exercise to review the quality of a sample of IPFR applications and decision-making, which highlighted areas for development. Further detailed conversation to be raised at all-Wales IPFR Managers level regarding national training.
			To progress with Mr Simon Mansfield the issue of ensuring that PROMs are captured for all patients for whom IPFR is agreed	LiD/BT	April 2023	In Progress Contact has been made and meeting has been scheduled for further discussion.
AC(23)24	21/02/2023	Non-Clinical Temporary Staffing Follow-up (Reasonable Assurance)	To conduct an examination of the spend and numbers in 12 months' time, rather than a full audit	LG/HT	April 2023	Complete This is part of monthly reporting and will be reported to the Committee in February 2024, as requested. Incorporated into the ARAC Workplan.
AC(23)25	21/02/2023	Continuing Health Care and Funded Nursing Care (Reasonable Assurance)	To examine the timings in this case of requested changes to the Scheme of Delegation, to establish whether there had been a delay	JW/HT	April 2023	Complete The request was made in December 2022 and actioned as soon as possible thereafter.
			To review the wording of the management response to Recommendation 2, to	JP/JJ	April 2023	Complete Wording amended to reflect feedback.

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			clarify the timing of Executive oversight			
AC(23)37	21/02/2023	Risk Assurance Report	To offer to meet with Mrs Judith Hardisty outside the meeting the rationale for recording risk themes as 'Not currently reported'	CW	April 2023	Complete

Summary of the Strategic Review and Recommendations

April 2022



Background and context



The WCCIS Senior Responsible Owners (SROs) and sponsors Welsh Government commissioned an independent review of the WCCIS programme in November 2021. This was in response to a request from Audit Wales and a review by the Institute of Public Care to take stock of the programme, its vision, its successes, its learning points, and to capture any recommendations as to how the programme could maximise the opportunity to help transform health and care in Wales. The review was completed by Channel 3 Consulting in February 2022 and its findings, which are summarised here, were accepted by the WCCIS Leadership Board and Welsh Government. Several actions are now being undertaken, to implement the recommendations made.

The review captured the views of over one hundred stakeholders. It consistently found that the original vision, to enable joined up health and social care across Wales using data and technology, held true. However, it also found that the mission to deliver the vision by implementing a single technology platform had proved challenging.

There have been some notable successes. Coverage of the system continues to grow, and organisations continue to express a desire to go onto the platform. Some organisations had paper-based processes or were operating on software that was reaching the end of its life and so have benefitted from adopting the platform. Many users also reported that it had helped them cope with the recent Covid-19 Pandemic. One of the key elements of the vision was to enable the creation of a consistent data set that would enable clinicians and operational staff in provider organisations to see and share the data they needed, whilst enabling regional and national aggregation to support commissioning, regulation, population health surveillance and other essential work. The contribution made by WCCIS has been strong in these areas. However, there is always more to do.

The vision assumed that health and care teams across Local Authorities and Health Boards could work in a consistent way, to the same service model, across Wales. While this goal is not unreasonable it is difficult to achieve because different teams, in different places, responding to different service challenges, with different delivery models and different governance structures operate in different ways. In addition, Wales is still formulating new models of care and so requirements for support from systems and data are evolving.

The IT system has also not always performed as expected. In recent weeks the platform has been stable and user satisfaction appears to be increasing, however trust and confidence in the system has been dented by system problems which have hindered the work of busy staff who are facing unprecedented demand for support from their patients and service users. Taking this into account, there was a widespread feeling that more work needed to be done to understand the technical choices that Wales must make in the short, medium and longer term.

Recommendations



The strategic review made the following recommendations which were signed off by the WCCIS SROs and Welsh Government

1. Stabilise the WCCIS programme and system so user experience is improved.
2. Repurpose and simplify the WCCIS programme to enable it to focus on its key aim of providing a digital solution to connect community health and care professionals. This will include:
 - a. simplifying programme mechanisms including governance and ways of working
 - b. reviewing contractual and commercial arrangements to future proof service delivery
 - c. transitioning the ownership of operational management into Digital Health and Care Wales (DHCW).
3. Move some areas of the current WCCIS programme into a wider portfolio that would be overseen by Welsh Government. This could include areas that have a wider impact such as national data standards and national service design.
4. Create a technology road map that supports standards based inter-operability between the WCCIS digital solution and other systems within health and care.
5. Standardise the approach to the roadmap by signing up to an agreed set of governing design principles so all work has a common objective and design correlates with relevant national digital architectures and standards.
6. Improve collaboration between stakeholders using the skills and experience across Wales to strengthen the future design and delivery of WCCIS.

The WCCIS Programme Leadership Board, the Senior Responsible Owners (SROs) who chair the Steering Group and represent Local Authorities and Health Boards, and Welsh Government would like to thank all those involved in the review for their candour, enthusiasm, and constructive comments.

Next steps



The recommendations are being implemented and this work is being led by the WCCIS National Programme team, working with local organisations across Wales. Next steps are now underway including the following:

1. The WCCIS National Programme team is being expanded and the business partnering team are renewing engagement across the WCCIS community.
2. Adoption of the platform widens with new organisations progressing through the planning stages for implementation of the WCCIS technology platform.
3. The detailed work to define and ultimately separate the operational running of the Business as Usual service from the transformation and product development elements of the programme is initiating, and the DHCW team will communicate the output from this soon.
4. Technology upgrades and releases continue to be rolled out and the platform is more stable than it has been.
5. Work to respecify our requirements for technology has begun, and this will inform our technology choices in the future.

Following the review, Channel 3 have supported the Leadership Board in discussing these findings with stakeholders across Wales. As part of this exercise, we found that Boards and Authorities had benefitted from stable operation of the platform since the end of January and some of the challenges faced by WCCIS users have been eased. During this time work to onboard more sites to WCCIS has progressed at pace.

We look forward to engaging with you further in the coming weeks and months as the programme develops.

WCCIS

