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Digital Delivery - Governance

Presenter: Huw Thomas

2.3 FC - Digital Governance Final.docx

2.3 Appendix A New ToR for Agile Digital Business Group v2.0.docx

PWYLLGOR CYLLID FINANCE COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	22 October 2020
TEITL YR ADRODDIAD: TITLE OF REPORT:	Digital Delivery – Governance
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Huw Thomas, Director of Finance
SWYDDOG ADRODD: REPORTING OFFICER:	Anthony Tracey, Assistant Director of Digital Services

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Trafodaeth/For Discussion

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

The purpose of this paper is to provide the Committee with a proposal for the establishment of an Agile Digital Business Group as a sub-Group of the Finance Committee, to take forward the digital response to the Strategic and Planning Objectives of the Health Board (HB).

Cefndir / Background

As Hywel Dda University Health Board (HDdUHB) moves from strategy into delivery, the requirement to provide digital services becomes more important, as much of the planned transformation is based upon the ability to harness and exploit digital solutions. To that end, it is essential to have a strong governance process in place around the delivery and prioritisation of the digital plan. Governance arrangements need to be appropriately designed and operating effectively to ensure the safety, security, integrity and effective use of ICT systems and information to support the delivery of high quality, safe healthcare across the whole of the HB's activities.

Within the national and local context, as outlined within the Digital Response, the HB is faced with a challenging list of development and implementation requirements to ensure the organisation has the systems and information necessary to support new ways of working and the modernisation agenda. It will therefore be necessary to ensure that there is an appropriate agile prioritisation mechanism to determine which initiatives move ahead and when. It will also be crucial to ensure that initiatives are resourced appropriately in order that they can deliver anticipated benefits.

Asesiad / Assessment

Prioritising the right things

In order to address the HB's current challenges in terms of digital maturity and to deliver a strong foundation for the future, a significant amount of work needs to be undertaken. This will be

informed by feedback from staff regarding outdated technology that is difficult to use, areas where improvements need to be made to keep pace, as well as more innovative forward-looking technology.

Digital initiatives can be described as falling into three stages:

- **Maintain:** necessary work required to address immediate issues and prevent problems from occurring (*'keeping the lights on'*);
- **Improve:** work to improve current systems and ways of working; and
- **Transform:** work that fundamentally changes how the HB works and operates.

While work will need to be undertaken to address current issues, exclusive focus upon these activities will not help the HB to achieve its goals or to keep pace with technological change.

The Digital Team has a prioritisation approach, and has worked closely with clinicians, care groups and partners to understand key priorities. This takes a balanced approach to ranking priorities, using weighted categories to ensure focus upon aspects of planning that will make the biggest impact. These categories include:

- **Risk:** level of corporate and clinical risk of not implementing;
- **Benefit/ return on investment:** level of corporate and clinical benefit delivered against investment;
- **Funding availability:** for implementation and support;
- **Resource consumption:** required to implement;
- **Political imperative:** meeting Executive and Board priority and national mandates;
- **Time criticality:** on phasing of implementation;
- **Response linkage:** how does the development link to the overall HB Response;
- **Audit recommendations:** how does the Response ensure that the recommendations from Internal and External Audit are addressed.

The Digital Team will continue to work directly with clinicians to review this approach across the life of the Digital Response to ensure that the right priorities are followed up.

Robust governance

We have identified that, as a HB, there is too much fragmentation and diversity in the digital solutions in place within the organisation, and the ways in which they are used. The Design Principles outline the standards that HDdUHB will collectively work towards and this will be supported by robust governance.

All proposals for digital investment will be reviewed by the Agile Digital Business Group. To be approved, business cases must demonstrate how they meet the Design Principles, in addition to existing requirements, to reflect alignment with the HB's strategic aims and good programme management. Guidance and advice will be provided to assist with developing business cases. There is a clear line of governance and oversight from the Board / Executive Team downwards, acknowledging that there are additional key governance forums and therefore a need to ensure consistency of messaging.

The Digital work plan will therefore be managed via the Agile Digital Business Group, which has overall responsibility for the resource commitments and prioritisation of the current work plan and any new business cases, projects and development requests.

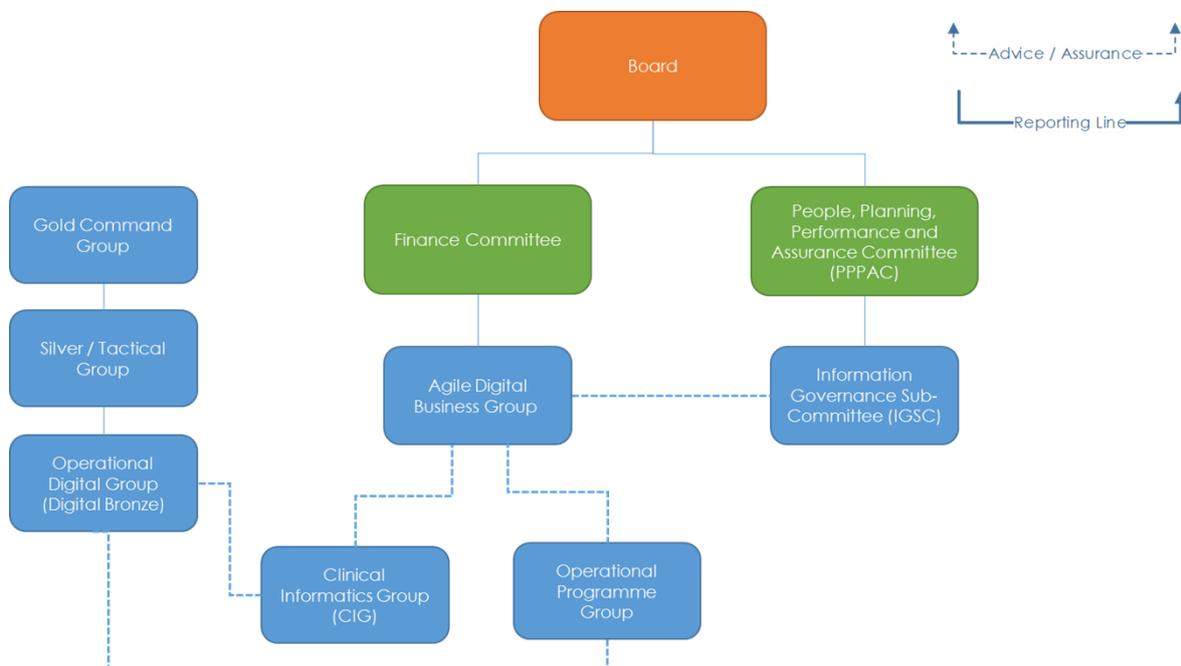
Digital Delivery Group

The main purpose of the Agile Digital Business Group will be to provide assurance to the Finance Committee in relation to monitoring the strategic delivery of digital work plans for both the national and the local plan.

More specifically, the Group will work in conjunction with NHS Wales Informatics Service (NWIS) to develop an agreed plan for implementation of the National Informatics Projects as well as local projects to respond to the strategic objectives of the Board. This plan will identify the timescales that HDdUHB and NWIS are working to in project implementation, subject to multiple dependencies both locally and nationally.

The Group will also monitor the progress of the Digital Programme, ensuring the delivery of the Digital Plan. It will act as an escalation group for any digital risk within the HB, and will develop and be responsible for the corporate digital risks. The Group will also authorise local/ national business cases which have a digital element, including the commissioning of additional projects/ developments, subject to resource availability. The Group will also prioritise the Digital Plan, working with stakeholders, and providing assurance that the intended benefits of projects are documented and realised.

To support the Agile Digital Business Group the following governance structure will be in place;



In keeping with the agile approach to approvals and assurance the Group will have a small membership, based around the following:

- Director of Finance (Chair)
- Independent Member(s)

- Assistant Director of Digital Services
- Chief Clinical Information Officer (CCIO)
- NWIS Director of Finance Business Assurance

The Committee should note the inclusion of a Director of the NHS Wales Informatics Service (NWIS), as this will allow direct links to the national programme and demonstrate the required synergy. The Group will meet on bi-monthly basis in the first instance until established, and will then move to a quarterly basis.

There will also be 2 other operational groups who will provide assurance and delivery:

- Clinical Informatics Group
- Programme Assurance Group

Clinical Informatics Group

The Clinical Informatics Group (CIG) will act as an advisory and steering group to the Agile Digital Business Group. The group will function as a joint clinical and informatics group, representing the interests of stakeholders. It will make clinical recommendations to the Agile Digital Business Group to initiate informatics initiatives that 'bridge the gaps' to achieve 'joined-up care' and to help support the overall delivery of the economies transformation programmes.

The CIG will also assist development and steer the delivery of the Digital Plan as part of the HB's transformation plans, and to ensure that clinical voice is included within the digital plan. The CIG will be requested to provide clinical opinion on projects/ developments in order that any consequences of delivery or non-delivery may be fully understood. The Group will provide clinical challenge and direction to the Digital Plan and will be the conduit for all clinicians to raise risks and issues relating to national/ local systems, via the Chief Clinical Informatics Officer (CCIO).

Operational Programme Assurance Group

HDdUHB has developed in conjunction with NWIS an agreed blueprint (the Route Map) for the implementation of the National Informatics Projects. This identifies the timescales that the HB and NWIS are working to in project implementation, subject to multiple dependencies both locally and nationally. The Route Map has been signed off and changes to it are subject to change control, either from the HB or from NWIS itself.

Therefore, the main purpose of the Operational Programme Assurance Group is to provide assurance to the Agile Digital Business Group on the delivery of the programmes/ projects/ system implementations. This Group will also receive key operational performance indicators in respect of service performance, including compliance with various standards.

Argymhelliad / Recommendation

The Committee is asked to

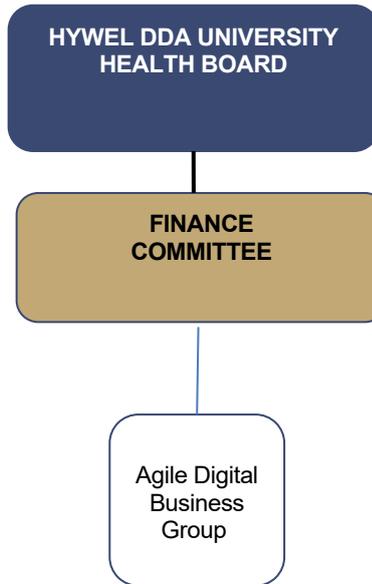
- **NOTE** the content of the report;
- **NOTE** the Terms of Reference of the Agile Digital Business Group (Appendix A)

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	10.3 The Committee may establish sub-committees, groups or task and finish groups to carry out on its behalf specific aspects of Committee business. The Committee will receive an update following each Group's meetings detailing the business undertaken on its behalf.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	3.4 Information Governance and Communications Technology 3. Effective Care
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	4. Improve Population Health through prevention and early intervention, supporting people to live happy and healthy lives 2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Not Applicable
Rhestr Termiau: Glossary of Terms:	Contained with the report, and Terms of Reference
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Cyllid: Parties / Committees consulted prior to Finance Committee:	Not Applicable

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Not Applicable
Ansawdd / Gofal Claf: Quality / Patient Care:	Not Applicable

Gweithlu: Workforce:	Not Applicable
Risg: Risk:	Not Applicable
Cyfreithiol: Legal:	Not Applicable
Enw Da: Reputational:	Not Applicable
Gyfrinachedd: Privacy:	Not Applicable
Cydraddoldeb: Equality:	Not Applicable



Agile Digital Business Group

TERMS OF REFERENCE

Version	Issued to:	Date	Comments
v1.0	Director of Finance	12/10/2020	First draft
V2.0	Finance Committee	23/10/2020	

AGILE DIGITAL BUSINESS GROUP

1. Constitution

- 1.1 The Agile Digital Business Group will have a core membership as outlined below with additional participants invited as required. The Group will also have a standing invitation for other clinical staff to attend as and when required by the Group.

2. Membership

- 2.1 The membership of the Group shall comprise:

Title
Director of Finance (Chair)
Assistant Director of Digital Services (vice Chair)
Chief Clinical Information Officer (CCIO)
In Attendance
Independent Member
NWIS Representative

- 2.2 The membership of the Group will be reviewed initially on a 6 monthly basis, and thereafter on an annual basis.

3. Quorum and Attendance

- 3.1 A quorum shall consist of no less than 2 and must include as a minimum either the Chair or Vice Chair.
- 3.2 Additional members may be co-opted to contribute to specialised areas of discussion.
- 3.3 Any senior manager of the UHB or partner organisation will where appropriate be invited to attend.
- 3.4 Should any member be unavailable to attend, they may nominate a deputy, to attend in their place subject to the agreement of the Chair.

4. Purpose

- 4.1 The Health Board has developed in conjunction with NWIS an agreed plan for implementation of the National Informatics Projects as well as local projects to respond to the strategic objectives of the Board. This plan identifies the timescales that Hywel Dda and NWIS are working towards implementation subject to multiple dependencies both locally and nationally.
- 4.2 The main purpose of Agile Digital Business Group is to provide assurance to the Finance Committee on the delivery of the agreed plan, strategic objectives, programmes / projects / and business cases that have a digital element. This will include the following:
- 4.2.1 Approve agile business cases
- 4.2.2 Regularly test the benefits realisation of the pilots to ensure rapid deployment or ceasing pilot.

- 4.2.3 Review exception reports, risks and issues escalated from project boards
- 4.2.4 Risk and issue management at programme level
- 4.2.5 Review of progress against route map
- 4.2.6 Recommending the approval and prioritisation of informatics resourcing.

5. Operational Responsibilities

- 5.1 In order to fulfil its function the Agile Digital Business Group will:
 - 5.1.1 Assess and make recommendations with regard to any proposals and outline strategic and business cases for new or significant changes to digital information systems and ensure these fit the service strategies.
 - 5.1.2 To develop clear plans to bring any local Informatics solutions arising from past investment into line with the national strategy in an acceptable timescale;
 - 5.1.3 To monitor benefits realisation plans to ensure delivery
 - 5.1.4 Agree operational and appropriate resourcing for the programme and its projects based on the proposals approved.
 - 5.1.5 Take operational decisions in respect of the strategic direction and its objectives.
 - 5.1.6 Monitor project plans (provided by each Project) to deliver systems and make recommendations to support delivery.

6. Agenda and Papers

- 6.1 The Group Secretary is to hold an agenda setting meeting with the Chair and/or Vice Chair at least **four** weeks before the meeting date.
- 6.2 The agenda will be based around the group work plan or the requirements of the terms of reference, matters arising from previous meetings, issues emerging throughout the year and requests from Group members. Following approval, the agenda and timetable for papers will be circulated to all Group members.
- 6.3 All papers must be approved by the relevant Officer (Chair).
- 6.4 The agenda and papers for meetings will be distributed **seven** days in advance of the meeting.
- 6.5 The minutes and action log will be circulated to members within **ten** working days to check the accuracy.
- 6.6 Members must forward amendments to the Group Secretary within the next **seven** days. The Secretary will then forward the final version to the Chair for approval.

7. Frequency of Meetings

- 7.1 The Group will meet bi-monthly and shall agree a twelve months schedule of meetings. Any additional meetings will be arranged as determined by the Chair.
- 7.2 The Chair, in discussion with the Secretary shall determine the time and the place of meetings of the Group with consideration being given to the meeting being held at different sites during the year and procedures of such meetings.

8. Accountability, Responsibility and Authority

- 8.1 The Group will be accountable to the Finance Committee and shall operate as a Group of it.

- 8.2 The Group shall embed the UHB's corporate values, standards, strategic objectives, priorities and requirements, e.g. equality and human rights through the conduct of its business.
- 8.3 The requirements for the conduct of business as set out in the UHB's Standing Orders are equally applicable to the operation of the sub-committee.

9. Reporting

- 9.1 The Chair, supported by the Secretary, shall:
- 9.1.1 Report formally, regularly and on a timely basis to the Finance Committee on the Group activities.
 - 9.1.2 Bring to the Finance Committee attention any significant matters under consideration by the Group.

10. Secretarial Support

- 10.1 The Secretary shall be determined by the Chair.

11. Review Date

- 11.1 These terms of reference and operating arrangements shall be reviewed on at least an annual basis by the Group for approval by the Finance Committee.