

## DIGITAL OVERSIGHT GROUP

**Date of last meeting:** June 2024

**Quoracy:** Met

**Report by:** Anthony Tracey, Vice Chair

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### KEY DISCUSSION POINTS AND MATTERS TO BE ESCALATED FROM THE DISCUSSION AT THE MEETING:

#### **Alert** (may require discussion)

The Digital Oversight Group wish **alert** members of the Sustainable Resource Committee that:

- The Digital Oversight Group had no matters to alert the Group on this occasion.

#### **Advise** (to monitor)

The Digital Oversight Group wish to **advise** members of the Sustainable Resource Committee that:

- **Strategic Transformation Partner** - Following the PQQ selection process the 5 companies selected have returned their tenders responses and the panel are now assessing the documentation with supplier interviews to be held in early September.

#### **Assure** (to note)

The Digital Oversight Group wish to **assure** members of the Sustainable Resource Committee that:

- **Digital Maternity:** Several discussions have been taking place lately on the state of the business case for a replacement system for maternity. There is a risk in clinical review and decision making across acute and community services, because of a mixed economy of paper and digital systems. We are reliant on the public providing us with their clinical information in the form of paper handheld notes. Postnatal care is recorded on handheld paper records that are held in the mother's home. These records are easily lost and are not a robust method to retrieve evidence that correct care was provided. The Digital Maternity Cymru (DMC) project is delayed, it is currently in discussion with all UHB's for approval. There is a plan for commencing procurement in Easter 2024 and implementation around 2025/2026. This is not a signed off timeline and may be subject to further delays. All UHB's in Wales currently use the Badgernet Neonatal system so using the Badgernet Perinatal system would streamline the digital pathway from pregnancy to NNU care and produce the data insight to support the service. Aneurin Bevan University Health Board have recently installed the system and it is one of the systems that are being explored for the national system within DMC (Digital Maternity Cymru). The maternity teams need a clinical system, for the following reasons. The improving outcomes for women and their babies and a reduction in clinical risk due to accurate live clinical information always being available to support decision making and care planning. There will be significant gains in safety, quality, efficiency, and population health due to standardising

workflows including the ability to capture and maintain real time clinical alerts and risk assessments across the maternity care pathway. **The current position is that the OBC has been submitted to WG for consideration, with several caveats specifically around the increased costs.**

- **Connected Care:** The second iteration of the business case has been submitted to WG for consideration. The focus of the business case is aimed at integrating care services. It could involve the use of digital platforms to connect different healthcare providers, enabling better coordination and continuity of care for patients. The programme is split into a number of themes, formed around a replacement system for Community Services (WCCIS) affecting Health and Ceredigion LA, and a possible mental health replacement system. As a Health Board we are looking at both possibilities, however our priority will be the WCCIS replacements. The financial impact on the NHS is significant, circa £257m (13-year programme) across both Health and Social Care. Health's element is circa £138m. This does open the conversation is the "once for Wales" the best approach for this programme or is better options for central resources (funding) distributed locally / regionally to deliver the best option to ensure sustainability. In terms of the Health Board / LA involvement. We are working with Ceredigion LA as they are the only LA currently affected by the change and they are currently out to tender for a new system.
- **EPMA** – Hywel Dda have submitted the business case approved to the Board to WG for scrutiny. WG have in principle approved the funding outlined within the Board paper, and we are waiting for a formal letter from WG. The Health Board have chased several times, but this is with the Cabinet Secretary for approval. In preparation for the arrival of the letter the pharmacy and digital teams are already undertaken planning sessions and further ones planned for the coming weeks. We have been working with pharmacy team to work through the implications for pharmacy but will need to have further discussions with the clinical executive triumvirate to ensure that all clinical colleagues are sighted on the implementation plans.
- **Patient Flow & eObservations** – the business case has been to ET and will be progressing its way through the governance of the Health Board onwards to the Board for September with a number of caveats around the funding of the case. The deployment of new technologies to support patient observations and patient flow aligns with the strategic goals of the Health Board, both locally and nationally. It focuses on improvements towards a more digitally mature healthcare system in Wales, with the aim of enhancing patient safety. Furthermore, these technologies will support the Health Board's plan for a new Urgent and Planned Care Hospital by enabling HDdUHB to integrate them into current ways of working. The financial case has been completed and costs now stand at £8.5m over a 7-year period, equivalent to £1.2m per year for a solution that will support all acute and intermediate care services across HDdUHB. Over the period of the project it is anticipated that the project will generate circa £20.6m in benefit over the 7-year period. Of this £16.4m will be cash releasing and £4.2 efficiency gains.
- **Digital Cellular Pathology** – this business was discussed at the group. Digitisation of Cellular Pathology will be transformational to the way the service will be delivered in the future. It introduces a new era of efficiency and

accuracy in diagnostic processes. With digital pathology, images can be easily shared and analysed, allowing for remote diagnostics and consultations. The integration of artificial intelligence with digital pathology can further enhance the capabilities of pathologists by providing tools for image analysis and pattern recognition, which can support complex diagnostic decisions. The business case outlines the workforce pressures the service is experiencing, and without the introduction of a comprehensive digital solution for Cell Pathology the ability to attract, train and develop new consultant staff required for reporting will be very difficult with clinicians in the future being largely trained on digital platforms. The case has a revenue implication of circa £500k which the digital benefits team and pathology are currently working through to articulate the benefits in order to provide a cost neutral business case.

## Review of Risks

- **Workforce and Financial Pressures:** Due to the reduction in DPIF (Digital Priority Investment Funding) from WG, DHCW are “passing” these reductions on to the Health Board which in turn is requiring more local investment.
- **Digital Transformation Risks:** As Hywel Dda moves towards digital transformation, managing the risks associated with the strategic adoption of digital technologies is crucial for improving processes, delivering better care, managing business risk, and controlling costs.
- **Integration, Interoperability and Resilience:** Our aim is to create an integrated and resilient health and care service that supports the needs of the Hywel Dda region. This involves providing citizen-led connected pathways and unlocking new digitally enabled ways of working to improve outcomes for all in a financially sustainable way will rely on national systems that will be able to integrate. Currently the APIs (Application Programming Interface – the way which software communicates between each other) is only just being released. Not having a robust integration approach is real issue going forward for our transformation programme. We are solely reliant on DHCW for these, and they are taking upwards of 18 months, which is significant risk.
- **Delivery:** Fundamental there is a lack of delivery, which can also be directed at Health Boards, however being reliant on DHCW does make it exceedingly difficult to deliver at pace for the clinical needs of the Health Board. We are constrained when trying to implement across Wales that we need to have full agreement. An example of where this has failed in the Welsh Intensive Care Programme, where we have been unable to gain consensus on elements, and therefore the programme has stalled.

## Sharing of learning

The Digital Oversight Group had no matters to alert the Group on this occasion.

## Recommendation

The Committee is asked to **NOTE** the report and **TAKE ASSURANCE** from the actions and oversight of the Sub-Group.



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**DIGITAL OVERSIGHT GROUP  
ANNUAL REPORT  
2023 - 2024**

The Digital Oversight Group has been established under Board delegation with the Health Board approving terms of reference for the Sustainable Resources Committee.

These terms of reference clearly detailed the Group's purpose to provide assurance to Sustainable Resources Group around the organisation's Digital Programme, ensuring that there is an accurate reflection of Groups activity, work programmes, and work plans, to deliver against gaps in assurance.

In discharging this role, the Digital Oversight Group is required to oversee and monitor the Digital Response in respect of its provision of advice to the Board and ensure the implementation of the Digital Enablement Plan.

The Digital Oversight Group has continued to play a pivotal role in assuring the Sustainable Resources Committee of the organisation's Digital Programme. The Digital Oversight Group's revised terms of reference have ensured a sustained focus on digital governance and integration within the overall risk and assurance framework.

## 1) Governance

The Digital Oversight Group's governance structure was updated to reflect the transition from the Agile Digital Business Group to the Digital Oversight Group. This transition has been instrumental in maintaining a robust digital governance framework and ensuring that the Digital Oversight Group's activities, work programmes, and plans effectively address gaps in assurance and align with the organisation's strategic objectives.

Specifically the Digital Oversight Group covers the following:

- The oversight over the overall digital response to A Healthier Mid and West Wales. This may result in recommendations for further development.
- The assessment, and provision of recommendations, which improve the digital response and provide assurance over the value for money in any digital investments made by the Health Board or made on behalf of partner organisations.

## 2) Assurance

From an assurance perspective the Digital Oversight Group is required to:

- The scrutiny of business cases which would require Board approval. This may result in recommendations for further work or onward ratification by the Board following review by the Sustainable Resources Committee.
- The scrutiny of procurement approaches utilised in support the above, particularly where these may be complex or include risk-sharing or novel commercial arrangements.
- The oversight of the implementation of digital programmes of change in support of the overall digital response to A Healthier Mid and West Wales across the Health Board and/or region as appropriate.
- The oversight of the contract management arrangements in place for digital contracts in place over £1m over the contract duration.
- The scrutiny of benefits realisation assessments of investments made in support of the overall digital response to A Healthier Mid and West Wales.

## 3) Constitution

From the updated terms of reference were review and approved in October 2023, the membership of the Digital Oversight Group was agreed as the following:

- Director of Finance (Chair)
- Director of Digital (Vice-Chair)
- Director of Corporate Governance/Board Secretary
- Independent Member (Digital)
- Chief Clinical Information Officer
- Informatics Lead Nurse
- Therapies Representative
- Deputy Head of Operational Procurement for Hywel Dda UHB, NWSSP
- DHCW Representative
- Regional Partnership Programme Manager

#### 4) Meetings

Since 1 April 2023, the Digital Oversight Group meetings have been held as follows:

- July 2023 – Postponed
- September 2023 – cancelled due no matters to scrutinise
- October 2023
- November 2023
- February 2024

During 2023 – 2024, the Digital Oversight Group only met on three occasions and was quorate at all those meetings. The first two meeting were postponed or cancelled due none quoracy and no matters to discuss.

#### 5) Key Achievements

The Digital Oversight Group has successfully overseen and monitored the Digital Response, providing advice to the Board and ensuring the implementation of the Digital Plan. At the heart of the work of the Group has been the movement towards Digital Innovation and Transformation initiative, aiming to improve the quality and efficiency of interactions between patients, healthcare professionals, and the healthcare system. Successful implementation of technological advances has required investment in people as well as technology, engaging and supporting the healthcare workforce in a rapidly changing and highly technological workplace.

The Digital Oversight Group has scrutinised several business cases to ensure the strategic alignment and successful implementation of digital initiatives within the organisation. Here are some of the notable business cases reviewed by the Digital Oversight Group:

- **CAREFUL:** Clinical Care Coordination Platform: Submitted by the Wthybush Clinical Team, CAREFUL is a platform designed for real-time communication of summary clinical information, tasks, and responsibilities to support collaboration within and between healthcare teams. The platform aims to provide traceability of unwell patients throughout the site, allowing senior decision-makers access to data for an overview. **Outcome – Rejected**
- **Digital Maturity.** The Digital Maternity Cymru (DMC) Programme is a significant step towards modernising maternity care across Wales, aiming to establish electronic maternity records for all pregnant women and enhance the continuity and quality of care. The program seeks to improve outcomes and experiences for women and birthing people by empowering them to participate in

high-quality, safe care. Concerns were raised about the significant costs for Digital Health and Care Wales (DHCW) to undertake the work, with suggestions for joint procurement to potentially reduce financial burdens. **Outcome – Supportive of the Outline Business Case, however the financial model required further national scrutiny.**

- **Strategic Transformation Partner.** The proposal for a Strategic Transformation Partner is to enable planning, access, and management of the capacity necessary to deliver the scale of digital ambitions, accelerating the pace of digital response and priorities. The partnership is expected to leverage existing capacity and expertise, both within the Health Board and with a strategic partner. **Outcome – Supportive of the Programme Business Case and recommended progression to full business case.**
- **Print Management** - The Digital Oversight Group considered the development of a business case to replace our printing estate optimising the way the organisation consumes and manages print. Whilst HDUHB have carried out some optimisation to the printing infrastructure at departmental level, it is felt that to manage out further costs of printing without the help of a specialist Managed Services provider further efficiency and cost savings cannot be realised. The business case sought approval to tender for a new supplier for managed print, so that all devices come from one supplier, they support and maintain those devices. **Outcome – The Group approved the Digital Team to go out to tender for a managed print service, and for an updated business case to be presented to the digital oversight group.**
- **Unified Asset Management and Cyber Platform** – The Digital Oversight Group considered an outline business case for the purchase and implementation of a new asset management and cyber platform to successfully detect and respond to cyber security incidents it's required to fully understand all assets within the network which is a key requirement of Objective A3 of the NIS regulations – Asset Management. **Outcome - The Group approved the Digital Team to go out to tender for a cyber security asset discovery solution, and for an updated business case to be presented to the digital oversight group.**

## 6) Summary

Looking Forward As we move into the next year, the Digital Oversight Group will continue to focus on enhancing digital governance, overseeing the strategic direction of digital projects, and ensuring the successful implementation of the Digital Plan. The Digital Oversight Group remains committed to providing transparent and effective oversight to support the organisation's digital transformation journey.