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Russell George MS Chair,
Health and Social Care Committee

Mark Isherwood MS Chair,
Public Accounts and Public Administration Committee

16 August 2023

Dear Russell and Mark,

Scrutiny of Digital Health and Care Wales (DHCW)

Thank you for your letter dated 5 July 2023 which included the Committees' report regarding your inqury above.

Our responses to the report can be found below.

Yours sincerely

Helen Thomas, CEO DHCW

Simon Jones, Chair DHCW

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DHCW Response to Welsh Parliament Health and Social Care Committee and Public Accounts and Public Administration Committee Scrutiny of Digital Health and Care Wales

Published July 2023

TRANSITION TO A NEW ORGANISATION

Recommendation 1.

The Welsh Government and Digital Health and Care Wales should provide further information about their respective roles in determining DHCW's priorities and delivering major projects. This should include:

- How the Welsh Government assures itself that DHCW's priorities are aligned to and support delivery of the Welsh Government's priorities for health and care in Wales.
- How decisions are taken on DHCW's priorities, including when and by whom.
- How DHCW's Board and executive team monitor progress on major projects, including whether key timelines and milestones are being achieved.
- What role, if any, will be played by the NHS Wales Executive

- **How the Welsh Government assures itself that DHCW's priorities are aligned to and support delivery of the Welsh Government's priorities for health and care in Wales.**

Welsh Government holds DHCW to account for delivering based on agreed priorities and has a responsibility to assure itself on delivery, and uses a number of mechanisms to do this, but this is for Welsh Government to comment on.

Welsh Governments long term priorities for Health and Care in Wales are set out in Welsh Government's long term strategy, 'A Healthier Wales' and particularly relevant to DHCW, Welsh Government's refreshed long term digital strategy for health and care 'A Digital and Data Strategy for Health and Social Care in Wales' published in July 2023.

The NHS Wales Planning guidance updated and issued each year by Welsh Government to NHS bodies sets out the 1 – 3 year priorities, reflecting Ministerial Priorities. DHCW produce an Integrated Medium Term Plan (IMTP) against this guidance. In 2022/23 DHCW produced a balanced IMTP which was accepted by Welsh Government. DHCW submitted a 2023/24 – 2025/26 IMTP and are awaiting formal feedback on this from Welsh Government, and a revised balanced annual plan has been submitted for 2023/24.

- **How decisions are taken on DHCW's priorities, including when and by whom.**

DHCW is accountable to Welsh Government, with leadership and direction provided by the DHCW Board. As a unitary Board, Executive and Independent Board members share

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corporate responsibility for setting the strategic direction for DHCW and monitoring performance of the organisation, and deciding on DHCW priorities. All significant decisions made about DHCW's priorities are done so by the DHCW Board.

DHCW's priorities are set out in its Integrated Medium Term Plan (IMTP), which is approved by the DHCW Board before it is submitted to Welsh Government as part of an annual planning cycle. Performance against the IMTP is monitored through regular reports to and meetings with Welsh Government, as well as organisational oversight by the DHCW Board, with updates going to each Public Board meeting via its Integrated Organisational Performance Report. This process provides assurance to Welsh Government that DHCW priorities are aligned to and support delivery of the Welsh Government's priorities.

DHCW's governance framework is published in its Governance Assurance Framework (GAF). Decisions on DHCW priorities are taken by the SHA Board and executive management team in line with this governance framework. Responsibilities of the Board are set out in the organisation's Standing Orders.

- How DHCW's Board and executive team monitor progress on major projects, including whether key timelines and milestones are being achieved.

DHCW hosts some, but not all, major digital programmes, providing a range of expertise including but not limited to programme management, commercial, technical, delivery and business change, reporting into relevant national programme boards. The DHCW executive team monitor progress on these major projects, including whether timeframes and milestones are being achieved, this is reported on a monthly basis to the DHCW Management Board and tracked via the DHCW IMTP.

DHCW is not solely accountable for the delivery of all major projects external Senior Responsible Owners (SROs) are appointed by Welsh Government and report to a Welsh Government Sponsor. SROs appointment letters are issued by Welsh Government confirming that SROs "*may be held personally responsible to the Public Accounts and Public Administration Committee (PAPAC)*". An example where these arrangements exist for major projects include: for the Digital Services for Patients and the Public (DSPP) – the NHS Wales App, Digital Medicines Transformation Portfolio (DMTP), the National Data Resource (NDR) Programme, the Welsh Community Care Information System (WCCIS).

As indicated in DHCW's written submission to the Health and Social Care and Public Administration and Public Accounts Committees in October 2022 these arrangements have led to some ambiguity and lack of clarity in terms of roles and responsibilities – *"Going forward it is crucial that accountabilities and responsibilities of Digital Programme Boards and DHCW are clarified. DHCW are working with Welsh Government to review and advise on a way forward (DHW Written Evidence, Oct 2022)".*

Since this time DHCW commissioned an independent review into major programme governance arrangements, supported by Welsh Government, which has been carried out by

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an independent expert, with significant experience of NHS governance. The findings from this review (taking into account feedback from Welsh Government's separate broader Digital Priorities Investment Fund Governance review) have been published and a report issued to DHCW and Welsh Government. This has recently (July 2023) been discussed by the DHCW Chair and Chief Executive with the Welsh Government Chief Digital and Innovation Officer and the Minister for Health and Social Services. The recommendations set out within the report have been noted by Welsh Government and accepted by DHCW - as a result changes to governance arrangements for oversight of major programmes are being implemented over the coming months.

These changes will include removing personal accountability for delivery of major programmes from SROs so that accountability is solely through the DHCW Accountable Officer. DHCW is exploring options including the establishment of a formal sub-committee of the DHCW Board to provide assurance on the delivery of major programmes, including whether key timelines and milestones are being achieved. Under existing governance arrangements, the DHCW Board has no authority to hold SROs to account for the delivery of these major programmes, as this has been the responsibility of the Welsh Government Sponsor. However, the DHCW Board regularly reviews delivery of these major programmes through its assurance of the DHCW Integrated Medium Term Plan.

- What role, if any, will be played by the NHS Wales Executive.

DHCW works closely with the Welsh Government, national transformation programmes, and national clinical networks, which are part of the recently established NHS Executive. Roles, responsibilities and working arrangements will be confirmed through a joint meeting between DHCW and NHS Executive senior team which has been arranged for Autumn 2023.

WELSH COMMUNITY CARE INFORMATION SYSTEM

Recommendation 2.

The Welsh Government and Digital Health and Care Wales should set out who is responsible for leading the Welsh Community Care Information System programme. This should include information about the programme's Senior Responsible Officers. If the interim Chief Executive of Betsi Cadwaladr University Health Board is continuing as an SRO for the WCCIS programme, the Welsh Government and DHCW should provide an assessment of whether it is realistic for one individual to undertake both roles concurrently, and information about any steps that are being taken to mitigate any risks associated with the roles being undertaken concurrently.

Welsh Government and Digital Health and Care Wales should set out who is responsible for leading the Welsh Community Care Information System programme

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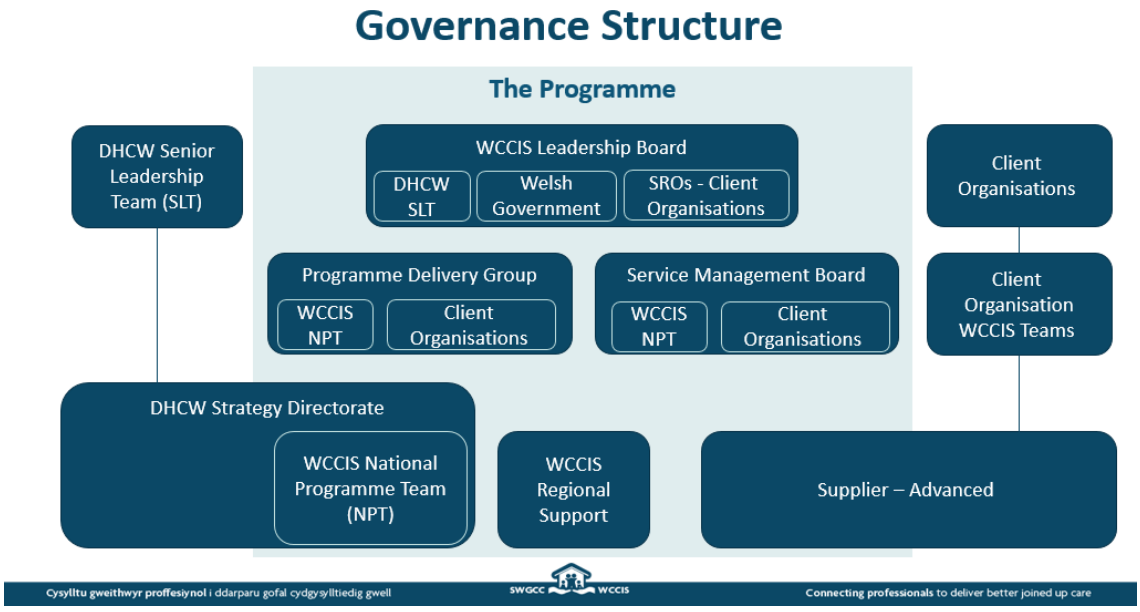
The Welsh Community Care Information System (WCCIS) is a federated Programme overseen by a Programme Board and led by two identified Senior Responsible Owners (SROs) - one from NHS Wales and one from Local Authority. See recommendation 1 for more detail on responsibility for delivery of major projects.

The WCCIS Leadership Board reports to Welsh Government.



Dave Street, the SRO for Local Authorities, has signalled his intention to stand down. Welsh Government are working with the Programme to identify a successor.

Carol Shillabeer, the SRO for Health, has recently been appointed as interim CEO of Betsi Cadwaladr University Health Board in May 2023 and is currently considering her position and will inform the programme shortly of whether she can continue in this lead role.

The leadership model, with an equivalent representative from the Local Authorities and the Health Boards, has ensured balanced representation for both sectors. Both SROs have offered extensive subject sector expertise and well-co-ordinated engagement with each of the sectors at a senior level.

The programme has programme resources led by the programme director employed by DHCW. Also, since late 2022 and the recruitment of the DHCW Director for Primary, Community & Mental Health Digital Services, has allowed WCCIS to be a core part of a new directorate within DHCW focusing on out of hospital services.

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As the SROs report directly to Welsh Government Sponsor it is for Welsh Government to comment on whether it is realistic to undertake both roles, and steps being taken to undertake two roles concurrently. It should also be noted, as per response to recommendation 1, new governance arrangements for major projects are being instigated by Welsh Government.

Recommendation 3.

The Welsh Government and Digital Health and Care Wales should provide the Health and Social Care Committee and the Public Accounts and Public Administration Committee with six-monthly updates on progress on the delivery of the Welsh Community Care Information System. The updates should include information about expenditure to date, planned expenditure, uptake of WCCIS among health boards and local authorities, engagement or consultation undertaken with relevant partners. The first update should be provided in the responses to this report.

- Programme Expenditure to date

The WCCIS Programme was set up in 2012 with the first contract being signed in April 2015.

The DHCW actual and committed costs for the roll out of CareDirector, delivery of the full functionality, and the provision of central infrastructure to March 2023 are £21.18m. Welsh Government have confirmed that expenditure to date, in total, is £30m.

Expenditure for the most recent financial year is included in the table below.

- Expenditure for the period April 2022-March 2023

Please see the diagram below for a breakdown of expenditure within Local Authorities, Health Boards, and the National Programme Team.

With the proposed change in governance arrangements for major projects this information will be routinely reported to DHCW's Board and Committees in public and therefore links to this information will be made available to the Committee.

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WCCIS Programme expenditure

Forecast	Full year FY22/23Actuals	Forecast Full year FY24/25 end Q1
Staff (DHCW programme team)	£1,688,406	£2,296,317
Additional Supplier costs/Projects/ Support/Training	£800,852	£467,831
Regional Funding	£1,635,403	£1,236,216
Totals	£4,124,661	4,000,363
DPIF Allocation	£4,153,700	4,000,000
Variance	£29,039	£-363

- Planned expenditure – expenditure forecast for the remaining DPIF commitment for the period April 2023-Mar 2025

This represents delivery of programme support for the continuation of the development of the current functionality for a limited period, and then contributes towards the planned Phase 2 activities, which will see the platform replaced. Please see the diagram above for a further breakdown. The Phase 2 activities are included in an outline business case (OBC), and this along with other information relating to the Programme, is currently under review with Welsh Government.

- Welsh Community Care Information System Uptake

As of June 2023, there were approximately 18,840 users with access to the WCCIS solution, CareDirector. 19 organisations have implemented the system since 2016, including 15 local authorities and four health boards; Cwm Taf Morgannwg UHB have signed a deployment order, have 400 users actively using the system through a local authority instance, and are now looking to sign off a renewed business case, and Swansea Bay UHB are awaiting business case approval to proceed with rollout.

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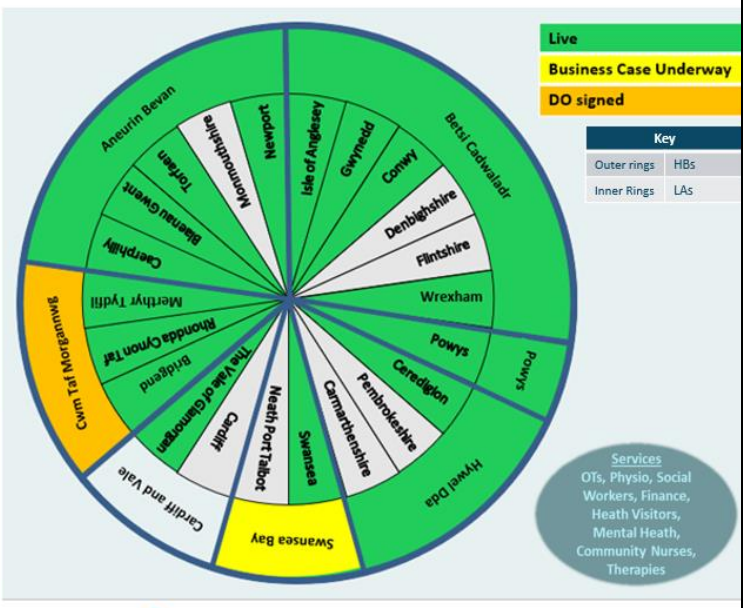
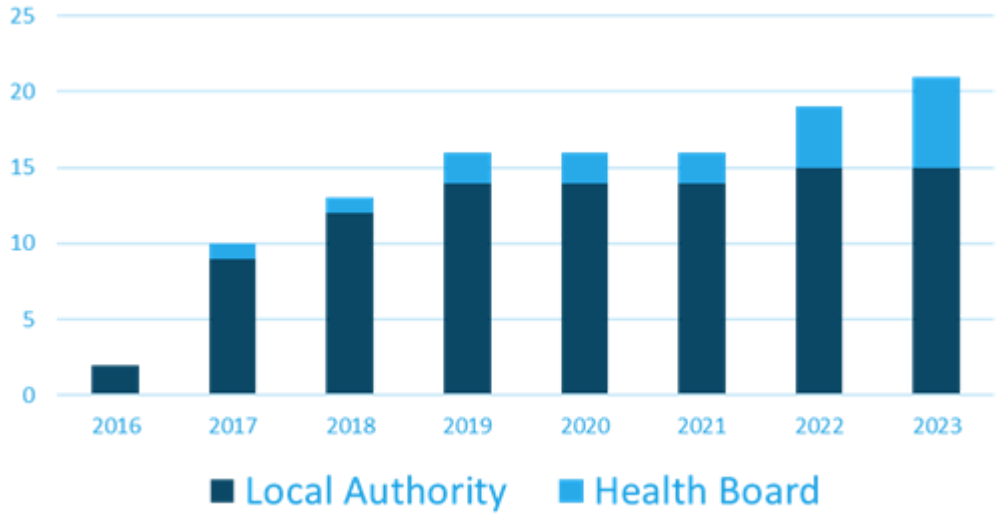
Live Organisations

Out of 29 organisations, there are currently 20 active deployments across Wales, 19 live, comprising Local Authorities and Health Boards contractually utilising services, and representing almost 70% of dependent organisations across Wales; a further Health Board's deployment approval is being sought in July 2023.

	Apr 2022	Oct 2022	June 2023
Total number of users	14,254	17,445	18,840
Referrals created in last 30 days	28,995	-	
Referrals worked on in last 30 days	83,468	-	



Cysylltu gweithwyr proffesiynol i ddarparu gofal cydgysylltiedig gwell SWGCC WCCIS Connecting professionals to deliver better joined up care



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SWGCC WCCIS

Connecting professionals to deliver better joined up care
Cysylltu gweithwyr proffesiynol i ddarparu gofal cydgysylltiedig gwell

HEALTH BOARDS

Using WCCIS Platform

Hywel Dda University Health Board
Powys Teaching Health Board
Aneurin Bevan University Health Board
Betsi Cadwaldr University Health Board

Business Case Underway

Swansea Bay University Health Board

DO Signed, Limited Use of WCCIS Platform

Cwm Taf Morgannwg University Health Board

Not Using WCCIS Platform

Cardiff and Vale University Health Board

SWGCC WCCIS

Connecting professionals to deliver better joined up care
Cysylltu gweithwyr proffesiynol i ddarparu gofal cydgysylltiedig gwell

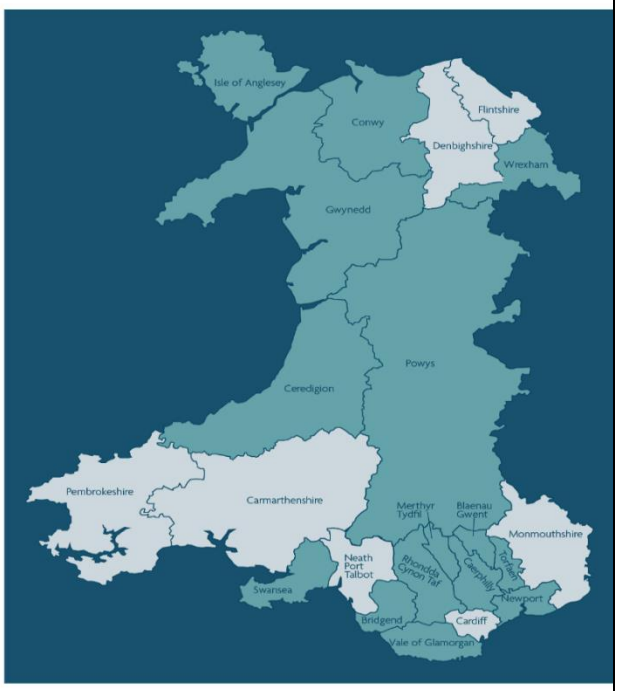
LOCAL AUTHORITIES

Using WCCIS Platform

Blaenau Gwent County Borough Council
Bridgend County Borough Council
Caerphilly County Borough Council
Ceredigion County Council
Conwy County Borough Council
Gwynedd Council
Isle of Anglesey County Council
Merthyr Tydfil County Borough Council
Newport City Council
Powys County Council
Rhondda Cynon Taf County Borough Council
Swansea Council
Torfaen County Borough Council
Vale of Glamorgan Council
Wrexham County Borough Council

Not Using WCCIS Platform

Cardiff Council
Carmarthenshire County Council
Denbighshire County Council
Flintshire County Council
Neath Port Talbot Council
Monmouthshire County Council
Pembrokeshire County Council



- Engagement and Consultation

Through the Strategic Review and its ongoing delivery against the WCCIS engagement strategy, the team continue to engage with relevant stakeholders. Please see below for a full breakdown of engagement activities.

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Overview of Strategic Review + Phase 2 Engagement

Nov-Dec 2021
Over 100 stakeholders consulted for the Strategic Review

Apr-May 2022
Regional Leads are engaged to create project briefs

Oct-Nov 2022
CareDirector Module Survey receives over 550 end user responses

Nov-Dec 2022
Channel 3 consult with over 70 stakeholders on the Service Management + Technology Strategy

Dec 2022
In-Form Solutions conduct a survey with HB + LA leads for the Commercial Review

Mar-Apr 2023
WCCIS Programme Director meets with HB + LA leads to discuss platform options

In addition, the National Programme Team have conducted, attended, or supported numerous ongoing weekly, fortnightly, and monthly meetings with organisations, including:

- Solutions & Sharing Workshop
- Programme Delivery Group
- Regional Project Boards
- Regional Catch-Up Meetings
- WCCIS Regional Leads Group

These have provided additional means of engaging and communicating. The team also provide:

- a fortnightly Programme Update to key stakeholders
- a monthly newsletter to all end users

Both of these offer two-way engagement.

SWGCC WCCIS

WCCIS Programme : Preparing for the next phase

Sept – Dec 2022
Consultation with partner organisations to develop understanding of community position

Jan 2023
Initial consultation outputs are provided
Service Management work package output is shared at SMB
Technology Strategy and Commercial work package outputs are readied for sharing

February 2023
Channel 3 and in-Form Solutions provide their final consultation reports
Outputs are shared with WCCIS Leadership Board
The NPT begin to conduct their due diligence around the system options and produce an outline business case

March 2023
Due diligence around the options continues by the NPT with the support of DHCW
Overview of outputs – Optionas, Vision, & Charter – are shared in Programme Updates with key stakeholders across the organisations

April 2023
Engagement with leads of HBs and LAs to discuss Options, Vision, & Charter
The WCCIS Leadership Board meet with Welsh Government to discuss the outputs and outcomes of due diligence exercise and the draft outline business case

May 2023
Engagement with leads of HBs and LAs to discuss Options, Vision, & Charter
Comms plan and associated sharing items e.g. FAQs are finalised for imminent sharing with stakeholders

June 2023
Meeting with Ministers
Following talks with Programme sponsors Welsh Government, consultation on the outputs and recommendations will begin
Planning for work to deliver recommendations will commence

June – August 2023
Work with local organisations through user groups to refine requirements for new product.
Hold regional engagement workshops to share recommendation and engage local orgs.
Get requirements approved through appropriate channels at national and local level.

September 2023
Recommended option, as agreed with WG and local orgs, to progress using agreed requirements.

Cysylltu gweithwyr proffesiynol i ddarparu gofal cydgysylltiedig gwell SWGCC WCCIS Connecting professionals to deliver better joined up care

The Strategic Review saw the WCCIS National Programme Team engage with all partner organisations across Wales via the original review work undertaken by independent consultants Channel 3. Their initial recommendations were then translated into three work packages, two of which – a Technology Strategy, and a Service Management Review – were awarded to Channel 3, and one – a Commercial Review – to In-Form Solutions.

Following a survey sent out to stakeholders in Oct-Nov 2022, Channel 3 facilitated

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engagement sessions with representatives from all regions in December 2022. A national survey on CareDirector modules also took place with end users at this time, facilitated by the National Programme Team.

Channel 3 concluded their evaluation in January 2023. Their outcomes include a list of technology options and a charter suggesting ways of working for the national team together with regional partners.

At the same time, independent consultants In-Form Solutions undertook the commercial work package, with a survey sent out to the leads of organisations in all regions. These results were also collated and finalised at the start of the year, in February.

Meetings then took place between the WCCIS SROs, WCCIS Programme Director and Welsh Government (WG) ministers in February 2023 to review the outcomes of all three work packages. At this time, the National Programme Team were tasked with undertaking a period of due diligence relating to the final technology options. This included a series of further engagement sessions by the WCCIS Programme Director with leads across all regions.

We welcome the opportunity to provide further updates to the Health and Social Care Committee and the Public Accounts and Public Administration Committee. To avoid duplication, DHCW will share a schedule of future DHCW Board and Committee meeting dates, and access to papers, where further information to demonstrate progress of the Welsh Community Care Information System (WCCIS) will be available

Recommendation 4.

In their responses to this report, the Welsh Government and Digital Health and Care Wales should provide an update on the outcome of the WCCIS contracting strategy review that was due to report by March 2023.

As part of the follow-on work undertaken in response to the Strategic Review, a review of the current contract approach was undertaken and a 'Lessons learned' report produced.
In-Form Solution, an independent organisation commissioned to undertake this work provided an evaluation which follows on from their investigations and a survey which was shared with Chief Executive Officers, directors, and organisational and ICT heads across Wales in December 2022.

They have delivered a review of the contract, a review of potential product options moving forward, and a lessons learned report. These outline current contract limitations; recommendations for future activity; recommends we need to clarify role for the National Programme Team, Master Service Agreement ownership, and clear responsibilities for DHCW.

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PATIENT ACCESS TO RECORDS

Recommendation 5.

Digital Health and Care Wales should provide a timeline for the further rollout of the NHS Wales App, including key targets, deliverables, timescales and dependencies. The timeline should provide a clear view of priorities and plans, and enable progress to be monitored. DHCW should write to the Health and Social Care Committee and the Public Accounts and Public Administration Committee before the end of 2023 to provide an update on progress against the timeline.

The NHS Wales App is using digital design principles, and an agile iterative approach to development and rollout of the App. This has involved a 'private beta' phase from autumn 2022, and a 'public beta' from April 2023. The App is available to download from App store and Google Play, and a website and new functionality is being introduced through new releases and enhancements to the App through 2023.

Some of the functions in the App depend on GP practices connecting services and data to the App which is a key factor in the timing of further rollout and wider adoption of the App.

Agreed targets for NHS Wales App functional features during 2023/24 include:

- Access to GP held care records at summary and coded level, repeat subscription capability and appointment booking capability in GP practices where GPs have selected to enable these services.
- Enhanced prescription functionality including choosing a pharmacy and messaging when ready.
- Demonstrate that the App's 'open architecture' can be extended through integration with third-party solutions, using the Swansea Bay patient portal (provided by PKB) as an exemplar.
- A well-being journal enabling app users to contribute to their own health record within the App.
- A health-timeline view of patient accessible data within the App as a first step to exposing parts of the health record within the App.

There is a phased approach to connecting GP practices which aims to connect all GP practices in Wales by March 2024. This plan and timetable are based on learning from the private beta phase, in particular feedback from GP practices, the technical readiness of key GP software suppliers, the technical roadmap for the existing My Health Online service in Wales, and the functionality in Wales of the NHS Login service which is used to securely authenticate and identify App users.

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The rollout plan for GP connectivity and wider adoption of the App aims to achieve as much coverage as possible across Wales by March 2024. There are two GP systems used in Wales which are provided by – Cegedim (Vision) and EMIS. The phased rollout plan includes:

- Phase 1 of Public Beta from April to May 2023 - initial connection and testing of two Cegedim Vision practices. Completed.
- Phase 2 of Public Beta from May 2023 – further onboarding of Cegedim Vision practices as part of the continued phased approach to the NHS Wales App Public Beta deployment. 25 main and 12 branch practices have been onboarded to August 2023 and Cegedim Vision onboarding will continue through phases 3 and 4. An evaluation exercise has been undertaken to support improvement of the onboarding process for Cegedim and EMIS practices to accelerate rollout.
- Phase 3 of Public Beta from August to September 2023 – initial connection and testing of 3 EMIS practices.
- Phase 4 of Public Beta from September to December 2023 – further onboarding to all EMIS practices.

The timetable and delivery plan are closely monitored by the DSPP Programme Board and DHCW and is currently on track. Funding for the continued rollout of the NHS Wales App and development of additional functionality and features is confirmed to the end of March 2025. DHCW will continue to work closely with Welsh Government to ensure clarity on future funding as early as possible.

DHCW welcome the opportunity to provide a further update by the end of December 2023 to the Health and Social Care Committee and the Public Accounts and Public Administration Committee and DHCW will share a schedule of future DHCW Board and Committee meeting dates, and access to papers, where further information to demonstrate progress against the timeline will be available.

Recommendation 6.

Digital Health and Care Wales should develop a communication strategy for the provision of clear and accessible information about how to use the NHS Wales App. The aim should be to encourage take up of the App by people across Wales, and ensure that people have confidence in using it. DHCW should write to the Health and Social Care Committee and the Public Accounts and Public Administration Committee before the end of 2023 to provide an update on take up of the App.

The Digital Services for Patients and the Public (DSPP) Programme have a Patients and Public Assurance Group which is accountable for supporting inclusion and ensuring that the App is co-designed by patients and the public. It meets monthly and comprises members from third sector organisations, patient representative groups, the wider public sector and NHS Wales.

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The Programme is working with Digital Communities Wales to train Digital Champions to support patients and the public to use the NHS Wales App.

Based on feedback from users, the Programme is refreshing the communications strategy which will include information on how to use the NHS Wales App. In addition, patients and the public have access to the App help and support pages, Home - NHS Wales App and Hafan - Ap GIG Cymru, which link directly from specific features in the App. Videos are also being created to provide further support for patients and the public.

The NHS Wales App is available from App stores and Google Play as well as a website. These are supported by a dedicated help website which is fully bilingual in Welsh and English (About us - NHS Wales App and Ein cefndir - Ap GIG Cymru). The App is also activated bilingually for screen readers.

DHCW will share future DHCW Board and Committee dates, access to papers, where further information on the take up of the NHS Wales App will be available.

Recommendation 7.

In its response to this report, Digital Health and Care Wales should provide details about how the development and rollout of the NHS Wales App will recognise and address digital exclusion challenges for different groups of the population. This should include information about how the App will be promoted, the digital and non-digital channels of communication that will be used to promote it, and how DHCW will ensure that there is no defaulting to digital-only communications.

The DSPP programme has six independent assurance groups which guide the development and deployment of the NHS Wales App. The Patients and Public Assurance Group ensures that the App is co-designed by patients and the public, and the group is accountable for supporting digital inclusion and patients and the public involvement. It meets monthly and comprises members from third sector organisations, patient representative groups, the wider public sector and NHS Wales.

To address digital exclusion challenges, the Programme has partnered with Digital Communities Wales, who are training 880 Digital Champions to work through networks (such as DHCW staff, third sector organisations, public libraries and housing associations) to support people who do not have access to device, wifi/broadband and/or digital competencies or have disability/sensory loss in getting into the App. Nearly 100 people have been trained so far. A sub-group of the Patients and Public Assurance Group has been established to lead on developing digital inclusion surveys. A GP practice toolkit and communications guide to support GP Practice staff in promoting the App locally has also

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been produced and shared. There are monthly feedback sessions with GP practices to improve support to practices and to patients.

Through this combination of approaches, the programme aims to maximise reach while ensuring inclusivity and accessibility for all members of the community.

The DHCW Chief Executive has been assigned as the Executive Lead for digital inclusion and oversees the DHCW digital inclusion work-programme, of which the future development and work of the NHS Wales App is part. In addition, the DHCW Independent Member for Equality, Diversity and Inclusion also champions digital inclusion.

The user interface and design of the NHS Wales App adheres to relevant standards and guidelines for good design including Welsh language, inclusion and accessibility. The NHS Wales App has been independently audited for accessibility to WCAG 2.1 AA standard. This assurance work is supported by formal user research and user centred design activities which inform the design of key features.

This assurance group supports and monitors programme activity, including the outputs of the Communications Assurance Group which is responsible for the public communications campaign.

As part of refreshing its communications approach, the DSPP programme has developed a public awareness campaign which will start in autumn 2023 and will include:

- Radio and TV Advertisements: Broadcasting on radio and television allows us to reach a wide audience and connect with individuals who may not be active on digital platforms.
- Social Media: While we recognise the impact of digital communication, we will utilise social media to engage with tech-savvy people, share updates, and encourage community discussions.
- 'Out of Home' Media: DHCW have strategically placed advertisements near GP practices and other key locations to target individuals in the physical realm and reinforce the message of our App's availability.

DHCW will ensure both digital and non-digital channels of communication are used throughout the promotion of the App.

Recommendation 8.

In its response to this report, Digital Health and Care Wales should outline the governance and data security arrangements that are in place to support the rollout and operation of the NHS Wales App.

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The NHS Wales App is built on a modern cloud digital and data architecture which has been fully assured for information governance and data security.

As part of its statutory functions, DHCW applies mandatory assurance to all new national digital applications and data services, as the lead organisation and expert authority for NHS Wales, including the App. Meeting assurance requirements is necessary before new applications and services can go live.

As a major programme of work, the DSPP programme adheres to DHCW governance and assurance procedures underpinned by additional assurance groups, established to provide further guidance from key stakeholders with DHCW, NHS Wales and third sector/public representation groups. The DSPP Programme has an agreed governance network for information governance assurance activities.

Within the programme the Ethics, Patient Safety and Information Governance Assurance Group (EIGAG) provides key assurance in this area. At a national level NHS stakeholders provide additional assurance through the national NHS Wales Information Governance Management Advisory Group (IGMAG). As part of this standard approach a series of Data Privacy Impact Assessments have been undertaken to ensure compliance with the data protection legislation, and to ensure that patient data is protected. A Privacy Notice has been published. The DSPP Programme has established an information governance assurance network and groups which includes membership from the Information Commissioner's Office.

For digital and data security, the key assurance groups and partners include DHCW Cyber Security who work closely with the DSPP security team to provide assurance of the NHS Wales App platform and associated features. Additionally, cloud specific assurance is overseen by DHCW's Cloud Council. The Technical Assurance Group (TAG) has a monthly overview and final approval of any security assurance products/activities undertaken.

DHCW and the DSPP Programme also undertake further assurance of the technical design and architecture of the App, including third party connections, ISO Quality and Service Management standards, business continuity, cloud hosting, web applications, and clinical risk management. There is a separate and additional assurance process for the NHS login element of the NHS Wales App, including formal connection and processing agreements (NHS login is owned and managed by NHS England).

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SOCIAL CARE

Recommendation 9.

By the end of 2023 Digital Health and Care Wales should publish a clear, realistic and prioritised plan for increasing its engagement with the social care sector, including public, third and private sector providers, Regional Partnership Boards and the Social Partnership Council. The plan should be developed through engagement with the social care sector, and should include clear timescales and assessment of the resource required for its delivery. DHCW should provide a copy of the plan to the Health and Social Care Committee and the Public Accounts and Public Administration Committee, and provide six-monthly updates on progress against the plan.

DHCW was established as part of NHS Wales to deliver digital platforms, systems and services for NHS Wales.

The SHA Establishment Programme Board agreed that DHCW's role with regards to care would be to support the delivery of joined up digital services for health and social care, without impacting the current mechanisms for governance and accountability for directly delivering care. As a national NHS body DHCW is not a member of any Regional Partnership Boards.

DHCW has established a number of partnerships through formal Memorandum of Understandings (MoUs) including with Social Care Wales, and the DHCW Chair and Chief Executive meet regularly with the Chair and Chief Executive of Social Care Wales. DHCW works closely with the Welsh Government Chief Digital Officer and the Local Government Chief Digital Officer for Wales and the Welsh Government Digital team.

DHCW are working closely with Local Government on the Welsh Community Care Information System to ensure DHCW understand the social care supplier market, including data designs for cross cutting services.

By the end of 2023, DHCW will have formed a comprehensive engagement plan for Welsh Community Care Information System Phase 2. Work is already underway within DHCW to produce a clear, realistic and prioritised plan for this engagement, the aim being to have this available for review by end of Q3 FY23/24.

Task	Timescale	Status
Creation of social care Senior User role on Project Board	-	COMPLETE - Damian Rees (Swansea) performing role on interim basis

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Present Project to ADSS, AWHOCS and AWASH		COMPLETE
Social care input into specification of requirements	July – Sept 23	IN PROGRESS
LA involvement in Regional Engagement workshops	Aug – Sept 23	PLANNED – dependent upon Ministerial Advice for P2
Consultation with social care software marketplace	Aug – Sept 23	PLANNED – dependent upon Ministerial Advice for P2
Development of UX strategy towards social care user needs	Aug 23	IN PROGRESS
Development of digital service designs for social services and integrated services with health	Ongoing	IN PROGRESS

Engagement with the social care sector is already significant and ongoing across a number of areas, most notably via the WCCIS Programme and in the National Data Resource area where work on Data Policy is being led by Social Care Wales.

Activities already underway include:

- The Primary, Community and Mental Health Directorate has appointed a Programme Manager for Social Care, start date to be confirmed but expected to be in post by September 23
- Engagement is planned for WCCIS Programme Phase 2 with all Local Authorities, to engage with the programme on common data standards and digital design approaches to be utilised by all. Engagement on Digital Design with a drive to generate a system agnostic approach to process and data standardisation, in turn supporting interoperability between systems and consistent reporting and dataset
- Engagement is planned with those Local Authorities involved in the replacement of the WCCIS CareDirector application to ensure delivery
- The Mental Health Discovery follow on work will include deeper dive into Social Care aspects

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- There has been significant engagement in the development of Looked After Children service design which is approaching pilot stage. This will be piloted with Swansea Council and Swansea Bay UHB
- The Primary Community and Mental Health directorate within DHCW has invited engagement with Care and Repair Wales
- WCCIS Regional Leads are responsible for meeting with Regional Leads regularly and facilitate bi-monthly 'round table' meetings for the Leads

DHCW welcome the opportunity to provide details of future DHCW Board and Committee meeting dates, and access to papers, where further information on on the engagement plan for WCCIS Phase 2 and broader Stakeholder Engagement with the Social Care Sector (see response to Recommendation 15) will be available

DHCW WORKFORCE

Recommendation 10.

Digital Health and Care Wales should provide further evidence about the human resource systems and capacity available to facilitate the recruitment and retention of specialist skills. This should include information identifying where the key gaps and vacancies are, how actions to address the gaps are being prioritised, and what steps are being taken to mitigate the risks to delivery arising from the vacancies. Following the provision of this information in its response to this report, DHCW should provide the Health and Social Care Committee and the Public Accounts and Public Administration Committee with six-monthly progress updates.

The human resource systems and capacity available to facilitate the recruitment and retention of specialist skills include:

- A dedicated team who oversee recruitment activities as well as an in-house job evaluation process
- The People and Organisational Development (POD) directorate has recently undertaken a strategic workforce planning exercise to identify future skills needs and training and development opportunities.
- Annual appraisals for all staff and a staff wellbeing group to encourage and promote wellbeing activities to help retention.
- Career pathways and development opportunities across DHCW to ensure the organisation retains staff and provides the opportunity to diversify and progress within the organisation.

A Strategic Resourcing Group has been established and chaired by the Director of People and OD to oversee recruitment, including utilising commercial agreements for shorter term work-packages, regular monitoring of the Resource Tracker which has vacancy information linked to pay forecast and progress against recruitment milestones.

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DHCW works in partnership with the wider NHS Wales family including Health Education & Improvement Wales (HEIW), public sector colleagues, academia and industry to offer wider learning and network opportunities including qualifications and sponsorship.
There are a number of public sector policy frameworks which DHCW must operate within, including adhering to the NHS Agenda for Change pay terms and conditions, which can prevent DHCW from being able to compete on salary for scarce digital roles.
Risks around vacancies which might impact on delivery are monitored through our corporate risk register which is reviewed regularly by the Board and Board sub-committees.
DHCW welcomes the opportunity to share DHCW Board and Committee meeting dates, and access to papers, where further updates to demonstrate progress against the timeline will be available

Recommendation 11.

In its response to this report, Digital Health and Care Wales should provide an update on the cohort of digital degree apprentices who graduated through the Wales Institute of Digital Information in November 2022. This should include information about how many of the graduates entered employment with DHCW upon graduation and how many are still in DHCW's employment as of June 2023. It should also include information about how the skills and knowledge prioritised in the programme align with the areas that DHCW has identified as being difficult for it to compete in when recruiting, and the extent to which the programme is assisting in developing such skills and knowledge in-house.

To secure future talent DHCW continues to work with strategic partners such as the Wales Institute of Digital Information (WIDI) and other Universities on development programmes. This includes digital apprenticeship programmes and graduate health informatics courses.

The first cohort of Digital Degree Apprenticeships from DHCW graduated on 25th November 2022. The seven individuals were substantive employees of DHCW. As of June 2023, five of the individuals are still employed in DHCW. Since commencing the qualification, all five individuals have gained promotion in DHCW.

Due to the current shortage of digital skills in the UK, DHCW have recruitment challenges particularly for roles which require skills in Cloud, Software Development, Cyber, Data and Analysts (Data and Business). On a yearly basis, the organisation undertakes a comprehensive training needs analysis to identify the skills and knowledge required and prioritises budget and training accordingly. The modules in the Digital Degree Apprenticeships provide thorough knowledge and skills in the specialist areas such as Computer Networks, Data Security, Cyber Security, Data Analysis, Visualisation and Software Development. These areas align to areas that DHCW has identified as having recruitment challenges for, as highlighted above. The course content is shaped for employability and the

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development of skills which is relevant to the upskilling of our people and support our 'Growing our Own' agenda.

Recommendation 12.

Digital Health and Care Wales should reflect on the findings of the Audit Wales report on cybersecurity and write to the Health and Social Care Committee and the Public Accounts and Public Administration Committee explaining how it is implementing and distilling the key messages within the report, and providing examples of how it is sharing good practice with, and providing leadership to, other public organisations.

DHCW welcomes the opportunity to reflect on the findings of the Audit Wales report on cybersecurity, which has been through both of DHCW's sub-committees of the Board in private session for consideration and learning. In addition, DHCW facilitated this report being shared with the All-Wales Independent Member Digital Network so that all Health Bodies in Wales represented on this network could consider the findings.

A summary of key messages from the report and how DHCW are implementing and distilling the messages within the report, sharing good practice and providing leadership to other public organisations is set out below:

<u>'We could lose everything', we are only strong as our weakest link.</u>

DHCW work with the NHS Wales Directors of Digital and Cyber leads across NHS Wales to highlight vulnerabilities across a range of cyber and resilience standards. The DHCW Cyber team provide reports that reflect the national posture of legacy infrastructure and the adoption of authentication and password management standards. Alongside providing the metrics to identify areas of improvement, DHCW chairs a subgroup of technical leads across NHS Wales and provides both advice and technical solutions for remediation of these critical vulnerabilities.

Within the last four years DHCW have upgraded or decommissioned a large number of legacy servers. This has resulted in the significant reduction of end of life, out of support infrastructure and reduced the risk of performance issues, infrastructure outages and cyber security threats and vulnerabilities. This activity has also provided the opportunity to commence DHCW's Cloud adoption as part of service redesign work.

DHCW provides cyber and resilience leadership to NHS Wales and has supported the Welsh Government through several cyber incidents. Over the last two years, the cyber team have led, coordinated, and collated information across NHS Wales for incidents such as Adastra, Log4j, MoveIt, significant Microsoft vulnerabilities and several other zero-day exploits.

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The Security Operations Centre (SOC) being developed and built within DHCW is a step change in increasing the ability of NHS Wales to identify, contain, eradicate and recover from cyber-attacks. National solutions such as the Security Information and Event Management (SIEM) service provide the ability to contextualise data and provide the visibility and intelligence required to secure NHS Wales.

DHCW works closely with national infrastructure and security groups to provide updates and recommendations from its regular interaction with the National Cyber Security Centre (NCSC) within GCHQ.

The Welsh Government has utilised the cyber team to coordinate and advise on the appropriate use of national funding to increase national levels of cyber and resilience.

Cyber is not just an IT issue

DHCW Cyber leads play a key role in raising awareness across the wider NHS Wales leadership team. NHS Executives and Independent member groups across Wales regularly invite DHCW Cyber to present Incident details, lessons learned, cyber risk and to educate organisations of the steps required to improve their local cyber and resilience posture. Most recently, in July 2023, DHCW hosted a Cyber Webinar for NHS Wales Board members to raise awareness of the cyber risks to NHS Bodies, over 100 Board members from NHS Wales attended, with key internal speakers, external health organisations, NHS England and the NCSC. After receiving very positive feedback on the event, Cyber leads have been invited to speak at a range of NHS Wales Board sessions.

People are our biggest asset

DHCW has worked closely with the Welsh Government to evolve the locally mandated Cyber and Resilience training to become a centrally managed requirement for NHS Wales.

The internal Phishing campaigns operated by the DHCW cyber team have been hugely successful and reduced the number of users interacting with these potentially malicious emails from around 15% in previous years to less than 1% in the last year (2022/23). The demonstrable success of these campaigns has led this DHCW service being piloted by several GP Practices in Wales.

3rd Party and Supply Chain Risk

DHCW aims to provide world leading digital services. To achieve this there will be a requirement to work with a wide range of 3rd parties to provide innovation and deliver national systems. From a cyber security perspective this introduces a range of risks. These risks are not unique to DHCW and supply chain risk is specifically mentioned in the NCSC Annual Reports for 2021 and 2022.

The Cyber Security Contracts Management function sets several objectives that reflect a phased, achievable, strategic approach to ensuring the successful implementation of cyber

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security supply chain risk management across DHCW and potentially the whole of NHS Wales.

The key objectives of this new dedicated function are to:

- Ensure cyber security risks are considered upfront during all procurement activity and control measures are implemented that are proportionate to the risk.
- Effectively manage cyber security risks throughout the life of contracts.
- Position DHCW as a leader in NHS Wales for cyber security supply chain risk management.

Exercising makes you stronger, being ready to react when the inevitable happens

DHCW regularly tests its ability to respond to attacks that potentially compromise the critical systems it provides to NHS Wales. This testing comprises of technical exercises endorsed by the NCSC at a team level and up to fully managed Incident Responses Exercises for the on-call Bronze, Silver and Gold command structure. The tests carried out at a local level will soon be expanded to conduct national exercises at the request of the NHS Wales Digital Directors group.

DHCW is establishing itself as an authority for cyber security in health and care in Wales. DHCW has developed a detailed 3 Year Cyber Security Improvement Plan and accompanying Business Case (submitted to Welsh Government) which outlines the critical investment required to provide national solutions to risks that impact all of NHS Wales. Whilst awaiting the outcome of the business case submission the DHCW Cyber Team are leading, informing and assuring cyber security defence for NHS Wales. It should be noted that progress in this area is dependent upon the approval of funding and if this should not be forthcoming, there will be no funding available to implement new or improved security controls.

We will continue to work with Welsh Government on these critical cyber security areas.

TRANSFORMATION AGENDA

Recommendation 13.

The Welsh Government and Digital Health and Care Wales should provide further information about their respective roles in providing leadership and drive for digital transformation in health. This should include:

- How the Welsh Government assures itself that decisions taken by DHCW and other health bodies in Wales on the prioritisation of capital funding align with Ministers' transformation priorities.

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- How DHCW works with health bodies and encourages them to allocate sufficient funding and other resources to delivering sustainable digital transformation.

DHCW works closely with Welsh Government and other health bodies in Wales to agree prioritisation of capital funding to drive transformation. This work is focussed mainly on the capital funding element of the Digital Priorities Investment Fund and on digital transformation. The discretionary capital which is included in DHCW's core budget allocation is £2.6m and is fully allocated in support of core activity, including for example the replacement and renewal of DHCW digital infrastructure, datacentres, and estates.

In the current year, the DPIF Capital funding allocated to DHCW is as follows:

Digital Priority Investment	
Digital Services for Patients & Public	980
Digital Medicines Transformation Portfolio	59
RISP	2,136
LINC	2,047
Digital Maternity	240
Digital Intensive Care Unit	4,707
WPAS	264
Total Digital Priority Investment	**10,433**

DHCW's close engagement with Welsh Government and Health bodies is evidenced by collective discussion and approach to delivering sustainable digital transformation. This includes candid discussions around funding and resource allocation, in the context of wider pressures and other competing priorities. Regular arrangements include the monthly meetings of leadership peer groups, such as the Directors of Digital, Directors of Finance, Directors of Planning groups. DHCW also has an 'Exec to Exec' meeting at least once a year with every other NHS Wales organisation to discuss and review digital transformation and alignment of plans. This work is set out in a stakeholder strategy and plan (See Recommendation 15), and is reported annually to public SHA Board meetings. Although DHCW advocates strongly for increased investment and resources dedicated to digital, each organisation must meet its own statutory responsibilities and consider its own priorities.

Recommendation 14.

The Welsh Government and Digital Health and Care Wales should provide a frank appraisal of the impact of the limited availability of capital funding on the delivery of digital transformation in health services. This should include information about any projects or programmes which have been, or are likely to be, delayed because of a lack of capital funding, an assessment of

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the implications of such delays, and what alternative approaches are being considered to fund/support growth in the digital space.

As reported to the Health and Social Care Committee and Public Accounts and Public Administration Committee previously: *The significant reduction to allocations through the Digital Priorities Investment Fund (DPIF), (reduction from £25m capital to £10m) set out by Welsh Government for 2022/23, provided some challenges. Working with the NHS Wales Directors of the Digital Peer Group, DHCW supported the Welsh Government Digital Team to reach a manageable position, but reduced investment will inevitably impact the ambition to increase the pace and scale of digital transformation.*

DHCW faces a number of financial pressures including digital inflation (a general increase of over 20% in the costs of hardware and services since 2021) as well as growth in data storage and numbers of users, and a shift from capital to revenue based funding driven by cloud adoption. The absence of a mechanism for funding growth presents a recurring challenge – this needs to be addressed if DHCW is to maximise pace, performance, and the value of digital services within a cloud environment. A more effective and efficient organisational funding model (charging/flows) requiring a system wide approach to mitigate the ongoing funding challenge and drive digital transformation in health and care in Wales. Work to explore more sustainable funding models is being taken forward by DHCW, in collaboration with the Directors of Finance Forum, the Digital Directors Peer Group, the Financial Delivery Unit (FDU) and Welsh Government.

The considerable financial constraints across NHS Wales during 2023/24 has made it a challenging environment to take forward and agree a sustainable funding model, although work continues. Any additional investment would be required to sustain digital services as well as, at the same, developing new services and a new infrastructure and approach.

Digital transformation within NHS in Wales requires the high end-user adoption through responsive and safe technical hardware foundations but equally through digital capability, systems and data. A recent international maturity assessment of the current NHS Wales digital landscape is enabling better insight into what is required of the infrastructure to enable and support transformation and this is anticipated to require capital investment alongside the revenue challenge. DHCW has responsibility for the delivery of national systems but organisations are responsible at local level for ensuring appropriate equipment and infrastructure is in place.

In terms of the impact of limited capital funding DHCW have found that resourcing is a key constraint rather than budget allocations. As the number of investment initiatives will require the same skillsets and subject matter experts this contra will impact the pace, sequencing and implementation timelines. To date DHCW has sequenced digital transformation capital spend to align to resource availability rather than capital funds.

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What is essential for digital transformation is nurturing the digital capability and resource levels across Wales, with the move to a cloud-based technology and emphasis on open standards to support efficient and effective systems interoperability. The alternative approach to delivering a more financially sustainable, simplified digital landscape with clearer end-user interface is a product-based approach. Used in banking, retail and other sectors this enables the delivery and development of digital services in a more agile and incremental way which links usage and system satisfaction, delivering continuous improvement. Its moves away from a traditional programme project-based approach to a more consistent total life concept. It reflects the shift in digital procurement landscape from a perpetual licence to a more subscription based resulting in changes in the financial model required to support them.

Together DHCW and WG are looking at ways to transform the way digital transformations are designed and delivered that would require a more recurrent revenue-based product approach.

COLLABORATION

Recommendation 15.

Digital Health and Care Wales should engage with its partner organisations to evaluate its existing approaches to collaboration, and identify areas for improvement and opportunities to strengthen relationships. In its response to this report, Digital Health and Care Wales should outline how it will undertake this evaluation. It should then provide the Health and Social Care Committee and the Public Accounts and Public Administration Committee with six-monthly updates on how it is collaborating with its partners and what such collaboration has achieved.

In its first year DHCW published a Stakeholder Engagement Strategy and Stakeholder Engagement plan. The Stakeholder Engagement Plan was refreshed and presented to the SHA Board in May 2023. These documents set out DHCW's approach to collaboration and partnership working, and its priorities for improvement and strengthened relationships.

The SHA Board receives updates on progress against the plan through its public SHA Board Meetings, and these updates include a report and commentary which evaluates engagement activity and benefits.

DHCW will continue to learn and refine its approach based on feedback and assessment against the plan. The outcomes of this revised evaluation approach will continue to be reported through public SHA Board Meetings. Public reporting to SHA Board Meetings will be provided to the Health and Social Care and Public Accounts and Public Administration Committee going forwards to address this recommendation.

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Recommendation 16.

We wish to ensure that Digital Health Services are appropriately accessible to patients in Wales when they receive NHS services in England. We recommend that the Welsh Government engage with the UK Government to consider ways in which digital health services in England and Wales can be better aligned and connected.

DHCW note that this recommendation is for Welsh Government but have some observations.

Technical integration

Integrating the multiple digital systems and data sources used by the range of health and care providers in Wales and England is reliant on the availability of technical resource and budget to implement policy decisions.

DHCW is already involved in work to improve cross border flows of digital information to support service provision. These include:

- Working with organisations on the borders, such as NHS Trusts in England to share digital records of Welsh patients treated in England and vice versa.
- Working with NHS England, via a four nations group, which includes working towards common data standards.
- Through further work and investment in the Digital Services for Patients and the Public (DSPP) programme, patients could have access to their health and care data to share with whom they choose.

Wider considerations

The availability of good quality data is essential not only for the provision of care and treatment to individuals but for secondary uses like planning, quality improvement and research. Any ambitions to widen access to cross border services will need to be underpinned by arrangements that allow data to flow effectively within Wales in the first instance. There would be benefit in having a strategic approach to enable data flow within the health and care system in Wales, and between cross border stakeholders, to address the barriers to sharing data faced by DHCW and other stakeholders.