

**Confirmed Minutes of the Special Digital Health & Intelligence Committee**  
**Thursday 9<sup>th</sup> July 2020 9:30am – 12:00pm**  
**Via Skype**

**Chair:**

Eileen Brandreth EB Committee Chair / Independent Member - ICT

**Members:**

Michael Imperato MI Committee Vice Chair / UHB Interim Vice Chair

**In Attendance:**

Nicola Foreman NF Director of Corporate Governance  
 Charles Janczewski CJ Interim UHB Chair  
 Christopher Lewis CL Deputy Finance Director  
 Angela Parratt AP Director of Digital Transformation – IM&T  
 Len Richards LR Chief Executive Officer  
 David Thomas DT Director of Digital & Health Intelligence  
 Allan Wardhaugh AW Chief Clinical Information Officer  
 James Webb JW Information Governance Manager

**Secretariat:**

Laura Tolley LT Corporate Governance Officer

**Apologies:**

Gary Baxter GB Independent Member  
 Jonathon Gray JG Director of Transformation & Implementation  
 Stuart Walker SW Executive Medical Director

DHIC 20/07/001	Welcome & Introductions	Action
	The Committee Chair (CC) welcomed everyone to the public meeting.	
DHIC 20/07/002	<b>Quorum</b>	
	The CC confirmed the meeting was quorate.	
DHIC 20/07/003	<b>Apologies for Absence</b>	
	Apologies for absence were noted.	
DHIC 20/07/004	<b>Declarations of Interest</b>	
	There were no declarations of interest.	
DHIC 20/07/005	<b>Minutes of the Committee Meeting held on 4<sup>th</sup> February 2020</b>	
	The Committee reviewed the minutes of the meeting held on 4 <sup>th</sup> February 2020.	
	<b>Resolved – that:</b>	

	<p>(a) The Committee approved the minutes of the meeting held on 4<sup>th</sup> February 2020 as a true and accurate record.</p>	
<p><b>DHIC 20/07/006</b></p>	<p><b>COVID-19 Response</b></p> <p>The Director of Digital &amp; Health Intelligence (DDHI) introduced Angela Parratt, newly appointed Director of Digital Transformation (DDT) to the Committee.</p> <p>The DDHI explained the following:</p> <ul style="list-style-type: none"> <li>• 56/62 practices had gone live and were actively using video consulting;</li> <li>• In secondary care, 32 services are live, 15 are in design and a further 37 had expressed interest;</li> <li>• Attend Anywhere had exceeded 1000 consultations virtually;</li> <li>• Staff resource on the internet, patient facing waiting room and patient communication was being implemented across the UHB;</li> <li>• Zoom was used on an adhoc basis, there were concerns using this, therefore it was only used in extra ordinary circumstances;</li> <li>• Cystic Fibrosis team had used zoom to deliver virtual leisure centre exercises with positive feedback received;</li> <li>• Consultant Connect went live on 1<sup>st</sup> June 2020, and a further roll out was underway to 8 specialities who had expressed interest in the service, this was due to be completed in the coming weeks;</li> <li>• Hospisfy Platform was used on an adhoc basis;</li> <li>• Microsoft Teams had been rolled out across the UHB, first phase was 250 staff, it would be rolled out to everyone going forward, Teams would require complete integration with outlook therefore it would take time, however once Office 365 was installed by the end of September 2020, the UHB would be able to convert fully to Microsoft Teams;</li> <li>• Office 365 Implementation Board would be chaired by Allan Wardaugh – Chief Clinical Information Officer (CCIO);</li> <li>• Clinical data was being captured remotely via a locally built COM II system;</li> <li>• IT department had built 1400 laptops, 900 maraki boxes and set up 800 blackberry work devices to enable over 2000 employees to work remotely;</li> <li>• WiFi was fully funded by the UHB, instead of the Health Charity;</li> <li>• The IT team supported Dragons Heart Hospital to be fully connected within 2 weeks, the team were able to replicate a smaller version of UHW at the site, therefore all staff had the same access regardless which location they were based;</li> <li>• In relation to lessons learned, the team had created a culture of ‘can do’ and ‘can do at pace’ and the challenge was to ensure this would be continually supported.</li> </ul> <p>The DDT advised all hospital sites were configured at the same time as everything above, and as a new arrival to the UHB she was very impressed by the commitment and dedication of the digital team.</p>	<p><b>DT</b></p>

	<p>The CC commended the team on the significant achievement and expressed concern that the team felt appreciated and their achievement was recognised enough. The CC also asked the DDHI to ensure that staff wellbeing was monitored over the coming months.</p> <p>The UHB Chair echoed the comments made by the CC and recognised the work that the digital team had undertaken and achieved over the past few months. The UHB Chair expressed thanks to the whole digital team for the first class support provided across the UHB.</p> <p>The Chief Executive Officer (CEO) commented that the UHB would not have responded to COVID-19 as well as it had without the digital department. The CEO added there was significant work to be carried out across the UHB in relation to digital, therefore clarity would be required on what could be achieved at the new pace of delivery. A key element was Microsoft Teams, this initially had a 3 year delivery programme however it had been delivered within 3 months. The CEO added there had been a positive culture change towards digital across the UHB.</p> <p>The CC confirmed a letter of thanks would be sent out on behalf of the Committee, countersigned by the UHB Chair to the digital team.</p> <p><b>Resolved – that:</b></p> <p>(a) the Committee noted the COVID-19 Response and that the CC would write to convey recognition and thanks to the digital team.</p>	EB
DHIC 20/07/007	<p><b>Digital Strategy – Final Version</b></p> <p>The DDHI and CCIO introduced the strategy and confirmed the following:</p> <ul style="list-style-type: none"> <li>• Strategy had been shared with HSMB and was well received;</li> <li>• Strategy would continue to change and developed as technology adapted;</li> <li>• The team had identified objectives with the knowledge these would change over time;</li> <li>• UHB recognised it had not delivered elements of Shaping our Future Wellbeing and Digital was a key enabler of this;</li> <li>• Infrastructure review had been undertaken on an All Wales level and outputs identified all Health Board need to invest in this area;</li> <li>• DDHI lead the infrastructure review during COVID-19 and work was commended by Welsh Government, this was a very important Cardiff &amp; Vale representation;</li> <li>• Strategy was based on open architecture around an open platform;</li> <li>• Three channels identified – Patient, Clinician and Analyst Channel;</li> <li>• Digital Management Board had been set up where all key decisions, investment and direction of travel would be agreed;</li> <li>• Information Governance group developed to address and overcome any Information Governance issues;</li> <li>• Crucial element would be to have patient and staff involvement at design phase.</li> </ul>	

	<p>The CEO explained the strategy demonstrated how digital could drive Shaping our Future Wellbeing. The CCIO added that in conversations held with other Health Boards, all Health Boards had the same desire to do things in the National interest but in an individual way to suit the organisations, therefore the UHB were pushing and trying to work collaboratively with Welsh Government, however there may be some difficulty experiences as Welsh Government want systems on an All Wales Level. The CEO explained the UHB needed to endorse the approach taken by the digital team and remain faithful to the strategy that is outlined. The UHB needed to be prepared to take risks and support the digital team as they moved forward.</p> <p>The CC agreed with the CEO and asked how the UHB were engaged with local authorities and communities that the UHB needed to share data with? In response, the CCIO confirmed engagement was at the National Resource Project, the DDHI added that the Digital Programme Board would include Local Authority representation.</p> <p>The CC asked if a change was seen within NWIS. In response, the DDHI explained NWIS was moving to become a special health authority, therefore would have a Board of Directors to ensure they are accountable, this was a positive step forward where the UHB would have an opportunity to shape discussions.</p> <p>The CC queried in relation to Governance where the Digital Management Board would report to? In response, the DDHI confirmed the Digital Management Board Terms of Reference explained the Board would report into Management Executive, HSMB and the Digital &amp; Health Intelligence Committee.</p> <p>The CC advised the Committee that she would like to ensure Board had more direct conversations relating digital and recognise the significant level of investment needed in this area. In response, the CEO informed the Committee there had been changes at Executive level and going forward both DDHI and CCIO would report to the CEO, in addition to being invited to Board meetings as participants to ensure digital had more input at Board level. The CC commented this was very positive progress and welcomed the changes.</p> <p><b>Resolved – that:</b></p> <ul style="list-style-type: none"> <li>(a) the Committee noted the Digital Strategy – Update on Progress.</li> <li>(b) the Committee recommended the Digital Strategy to the Board for approval.</li> </ul>	
<p><b>DHIC 20/07/008</b></p>	<p><b>Any Other Business</b></p> <p>The CEO explained a year ago the UHB carried out work with the Board on the UHB risk appetite which outlined where the Board felt the UHB were as an organisation and what the direction of travel would look like. The CEO added he would like this to be re-circulated to serve as a reminder to ensure</p>	

	<p>the UHB moved up the scale from a cautious organisation to a seeking organisation.</p> <p>The Director of Corporate Governance (DCG) would circulate the risk appetite to Committee members.</p> <p><b>Resolved – that:</b></p> <p>(a) the Committee noted the Any Other Business raised.</p>	<b>NF</b>
<b>DHIC 20/07/009</b>	<p><b>Items to bring to the attention of the Board / Committees</b></p> <p>It was agreed the following item would be taken to the Board for approval on 30<sup>th</sup> July 2020:</p> <p>(a) Digital Strategy</p> <p><b>Resolved – that:</b></p> <p>(a) the Committee noted the items recommended to the Board for approval.</p>	<b>LT</b>
<b>DHIC 20/07/010</b>	<p><b>Review of the Meeting</b></p> <p>The CC conducted a review of the meeting. All present confirmed the meeting had run very smoothly and good, positive discussions had been held.</p>	
<b>DHIC 20/07/011</b>	<p><b>Date &amp; Time of Next Meeting</b></p> <p>Thursday 8<sup>th</sup> October 9:30am – 12:30pm Woodland House / Via Skype</p>	