DHCW SHA Board Meeting – Confirmed Public Minutes

Minutes of the meeting of Digital Health and Care Wales (DHCW) Special Health Authority Board (SHA) held on Thursday 27 March 2025 as a virtual meeting broadcast live via Zoom.

10:00 – 15:45 | 27 March 2025 | ZOOM

Members Present	Initial	Title	Organisation
Simon Jones	SJ	Chair of the Board	DHCW
Ifan Evans	IE	Executive Director of Strategy	DHCW
Rowan Gardner	RG	Independent Member	DHCW
Ruth Glazzard	RG	Vice Chair of the Board	DHCW
Sam Hall	SH	Director of Primary, Community & Mental Health Digital Services	DHCW
Rhidian Hurle	RH	Executive Medical Director	DHCW
Marian Wyn Jones	MWJ	Independent Member	DHCW
Marilyn Bryan Jones	MBJ	Independent Member	DHCW
Sam Lloyd	SL	Executive Director of Operations	DHCW
Alistair Klaas Neill	AKN	Independent Member	DHCW
Claire Osmundsen-Little	COL	Deputy Chief Executive Officer | Executive Director of Finance	DHCW
David Selway	DS	Independent Member	DHCW
Helen Thomas	HT	Chief Executive Officer	DHCW

In Attendance	Initial	Title	Organisation
Chris Darling	CD	Director of Corporate Affairs | Board Secretary	DHCW
Samantha Morgan	SM	Director Of People & Organisational Development	DHCW

Observing	Title	Organisation
Nerys Hurford	Translator	Translation Services
Ella James	Senior Communications Officer	DHCW
Carys Richards	Corporate Governance Support Manager (Secretariat)	DHCW
Laura Tolley	Head of Corporate Governance | Deputy Board Secretary	DHCW
Anwen Williams	Senior Communications Officer	DHCW

Apologies	Title	Organisation
Andrew Fletcher	Associate Board Member – Trade Union	DHCW

Acronyms			
DHCW	Digital Health and Care Wales	SHA	Special Health Authority
CEO	Chief Executive Officer	FBC	Full Business Case
IM	Independent Member	IMTP	Integrated Medium-Term Plan
WG	Welsh Government	DG&S	Digital Governance & Safety Committee
A&A	Audit & Assurance Committee	PDC	Programmes Delivery Committee
NDR	National Data Resource	POD	People & Organisational Development
INPS	In Practice Systems	WICIS	Welsh Intensive Care Information System
NTA	National Target Architecture	GP	General Practitioner
RISP	Radiology Informatics System Programme	LIMS	Laboratory Information Management System
MI	Major Incident	Q1, Q2…	Quarter 1, Quarter 2….
BOF	Building Our Future	CAVUHB	Cardiff & Vale University Health Board

SLAs	Service Level Agreements	EHR	Electronic Health Record
DDaT	Digital, Data and Technology	OKRs	Objectives and Key Results
KPIs	Key Performance Indicators	EPS	Electronic Prescription Service
UHB	University Health Board	AI	Artificial Intelligence
GDaD	Government, Digital and Data	RATS	Remuneration & Terms of Service Committee
LPF	Local Partnership Forum	WPOCT	Welsh Point of Care Testing
MoU	Memorandum of Understanding	WIS	Welsh Immunisation System

Item No	Item Detail	Outcome	Action
PART 1 – PRELIMINARY MATTERS			
1.1	**Welcome and Apologies** The Chair welcomed everyone bilingually to the DHCW SHA Board meeting and confirmed the meeting was being broadcast live via Zoom, in addition, the recording would be available via the DHCW website for any persons unable to access the meeting live. The Chair provided some housekeeping notices regarding the technical aspects of live streaming the meeting, the planned breaks, and the use of the consent agenda for items 2.1 to 2.11	Noted	None to note
1.2	**Apologies for Absence** Apologies were noted for: • Andrew Fletcher, Associate Board Member – Trade Union	N/A	None to note
1.3	**Declarations of Interest** There were no declarations of interest.	N/A	None to note
PART 2 – CONSENT AGENDA			
2.1	**Unconfirmed Minutes of 30 January 2025 Board Meeting** i. Matters Arising The Board meeting can be watched in full below or by following the link in the title.	Approved	None to note

	 The Board resolved to: APPROVE the minutes of 30 January 2025 Board Meeting.		
2.2	Unconfirmed Minutes of Unconfirmed Abridged Minutes of 30 January 2025 Private Board Meeting i. Matters Arising The Board resolved to: APPROVE the minutes of Unconfirmed Abridged Minutes of 30 January 2025 Private Board Meeting.	Approved	None to note
2.3	Action Log (1) There was 1 public action on the log which remained underway, with no further update. The Board resolved to: NOTE the Action Log.	Noted	None to note
2.4	Forward Workplan The Board resolved to: NOTE the Forward Plan.	Noted	None to note
2.5	Board Champion Annual Report The Board resolved to: NOTE the Board Champion Annual Report.	Noted	None to note
2.6	SHA Board Cycle of Business The Board resolved to: APPROVE the SHA Board Cycle of Business.	Approved	None to note
2.7	Standing Orders Approval • Annual Review of Standing Orders Compliance	Approved	None to note

	• Corporate Governance Code 2024 Self-Assessment The Board resolved to: APPROVE the Standing Orders Approval, Annual Review of Standing Orders Compliance and Corporate Governance Code 2024 Self-Assessment.		
2.8	**Board & Committee Self-Effectiveness** The Board resolved to: NOTE the Board & Committee Self-Effectiveness.	Noted	None to note
2.9	**Estates Plan 2025/2028** The Board resolved to: APPROVE the Estates Plan 2025/2028.	Approved	None to note
2.10	**Decarbonisation Action Plan 2025/2028** The Board resolved to: APPROVE the Decarbonisation Action Plan 2025/2028.	Approved	None to note
2.11	**Wellbeing Future Generation Act (WBFGA) Statement and Objectives** The Board resolved to: APPROVE the Wellbeing Future Generation Act (WBFGA) Statement and Objectives.	Approved	None to note
MAIN AGENDA			
PART 3 – FOR REVIEW			
3.1	**Chair and Vice Chair Report** The Chair outlined the following highlights from within the report. • Minister for Mental Health and Wellbeing Meeting - 17 March 2025 The Cabinet Secretary for Health and Social Care joined the Minister to discuss DHCW's change in escalation status, this would be discussed in more detail in item 5.1 of today's agenda. Discussions also focused on DHCW's Remit Letter, national target architecture and the NHS Wales App. • Swansea Bay UHB hosted a Clinical Site Visit, whereby opportunity was presented to those attending to see digital systems in use in the clinical environment, understand the challenges and what works well and why. Wider discussion took place on direction of future travel for digital applications. Additionally, Vice Chair Ruth Glazzard (RG) noted that she had attended the NHS Hackathon Day 2 March 2025 which was a valuable opportunity to meet with students, staff and patients to hear of potential digital solutions for the health care system as a	Received & Discussed. Approved the Common Seal.	None to note

	result of first hand experiences. The Board approved the use of the common seal in relation the deed between Mark Andrews, Robert Spackman & Marcus Capel and DHCW relating to the lease of DHCW Offices, at Ty Glan Yr Afon, Cardiff. **The Board resolved to:** **RECEIVE** the contents of the Chair and Vice Chair report and **APPROVE** the Common Seal.		
3.2	**Chief Executive's Report** Helen Thomas, Chief Executive Officer (HT), similarly to the Chair noted DHCW's escalation status as a substantive item on today's agenda which would be discussed in full then but highlighted that work with Welsh Government (WG) on demonstrating actions to provide assurance was an opportunity to make improvements within DHCW and across the wider system. Additionally, the following highlights were provided from the report. • The Remit Letter and Financial Allocation 2025-26 was welcomed with ongoing work taking place with WG colleagues to progress position. • In terms of the National Target Architecture, discussions were ongoing around a formal governance arrangement. • DHCW have signed an Memorandum of Understanding with the eMental Health International Collaborative to create opportunity to work collaboratively and strategically on a global platform. • Ireland joined the Four+ Nations Meeting where discussion centred around the NHS App and joint working. Discussion took place around the Remit letter, the timing of when it was received in terms of DHCW's planning process for the IMTP and the expectation that further iterations would be aligned and received with the planning framework, likely earlier, in the autumn. **The Board resolved to:** **RECEIVE** the contents of the Chief Executive's report.	Received & Discussed	None to note
PART 4 – STRATEGIC ITEMS			
4.1	**Integrated Medium Term Plan** Ifan Evans, Executive Director of Strategy (IE), gave an introduction to the development of the IMTP 2025-28, noting the adherence to the WG Planning framework and the new format of a Remit Letter which details the priorities, deliverables and milestones for the upcoming year, 2025-26. It was noted that, prior to today's meeting, the Board had been	Approved subject to the caveat that work was ongoing to clarify some areas of the Remit	None to note

	involved in 2 Board development session on the development of the IMTP 2025-26 and as such the Board was comfortable with the progress that had been made and the current position of the final iteration. A discussion took place around the alignment of the IMTP and the Remit Letter, noting that there were no major areas of disparity. Since the paper had been published and DHCW now in receipt of the letter it was noted that the associated risks had been reviewed and reduced in score. Work was ongoing with WG colleagues to clarify some areas within the Remit letter to ensure that assessment of the deliverables in terms of funding was appropriate, and as such the IMTP was approved subject to this caveat. **The Board resolved to:** **APPROVE** the Integrated Medium Term Plan.	letter in relation to deliverables and funding.	
4.2	DHCW Long Term Strategy **Action Plan Update** IE presented an update on DHCW's Long Term Strategy Action Plan, noting that the overarching strategic position encompasses three main areas; • the new Building our Future operating model, which is aligned to the organisation's five strategic principles, centred around putting people first; • the Strategy Assurance Group which has been established to consolidate reporting on all organisational wide strategies and align DHCW's strategic direction; • the IMTP and its alignment to the strategy to ensure delivery against the strategic objectives. Going forward future plans centred around the Performance Management Framework and National Target Architecture. A discussion took place on the impact of the Remit letter on the Long term strategy and its strategic objectives with the thought that both were moving DHCW in the same direction and that the Long term strategy would remain as it is for the time being, with change absorbed mainly through the IMTP and its milestones. Discussion ensued around DHCW's enhanced monitoring status of the major programmes and how this is absorbed with actions reflected in the plan and reported through to WG. RG noted that the strategy should reflect this, with Chris Darling, Director of Corporate Affairs | Board Secretary (CD) in agreement that it needed consideration. It was agreed, however, that asides from this one area, satisfactory progress had been made across the 20 strategic missions and therefore redefine of the strategy would be monitored and dependent on future progress. **The Board resolved to:** **RECEIVE** the DHCW Long Term Strategy Action Plan Update for	Received for Assurance	None to note

	ASSURANCE.		
4.3	**People and Organisational Development Strategy Action Plan Update** Sam Morgan, Director Of People & Organisational Development (SM) introduced the People and Organisational Development Strategy Action Plan providing key highlights from the report across the 6 themes. Future plans focused around the Grow Our Own initiative to continue to strengthen this area of work and deeper analysis would be provide in April's Board Development session on areas of improvement related to decline in staff morale and engagement in terms of raising concerns and the Staff Survey. Additionally, work was underway to understand the trends in terms of morale and the optimum resourcing model to move away from fixed term contracts which was likely having an impact on morale and engagement. **The Board resolved to:** **RECEIVE** the People and Organisational Development Strategy Action Plan Update for **ASSURANCE**.	Received for Assurance	None to note
4.4	**Primary, Community & Mental Health Update** Sam Hall, Director of Primary, Community & Mental Health Digital Services (SH) gave an update on areas across the directorate, focusing on key items such as the GP Migrations, Dental Access Portal, Microsoft 365 Rollout To Community Optometrists and GP demand and capacity. Additionally, the Community and Mental Health update focused on the Connecting Care Programme, noting that it heavily featured in the Remit letter and that DHCW were compiling a Full Business Case to be tendered to WG for submission at the May panel. A discussion took place on Mental Health data and how priorities are collected and shared with stakeholders for improved, safer care. Additionally, the idea of one integrated system that allowed for collaborative input, with records accessible to all including the patient, and direction from WG as work in this area increases. **The Board resolved to:** **RECEIVE** the Primary, Community & Mental Health Update.	Received & Discussed	None to note
4.5	**In Practice Systems Update** SH gave an update on the current position with In Practice Systems, noting that the preferred outcome would be for a buyer for INPS to be secured and take forward the DHCW contract on acceptable terms. Regardless, It was noted that it was likely that DHCW's terms and charges would change in this scenario but the safest option to ensure continuity of service was to stay with a new buyer despite potential additional costs, provided that the exit plans would be supported. The preferred bidder has confirmed their intentions to take	Received for Assurance	None to note

	forward the Welsh business should they secure a sale, with commercial negotiations due to begin imminently, the process is now in week 9 of 12. Conversations are ongoing and with Scotland and Northern Ireland who have different requirements. Discussion focused around the options and cost implications with a high degree of uncertainty at this stage, SH confirmed that she was in constant communication with Claire Osmundsen-Little, Executive Director of Finance (COL) in order to mitigate any potential down time. Additionally, it was noted that there is a contingency plan with a second bidder who is suitable, plus a partial in-house option of utilising the Data Centre supplier alongside a DHCW team. **The Board resolved to:** **RECEIVE** the In Practice Systems Update for **ASSURANCE**.		
4.6	**Cloud Programme Update** Sam Lloyd, Executive Director of Operations (SL) presented the Cloud Programme update, with the Programmes Delivery Committee having full assurance as the programme progressed. A discussion took place on staffing and how roles would be managed through the lifecycle of the programme. It was noted that whilst there would be some fixed term contracts initially, the premise was to transition existing staff to work in a cloud based environment and retain the current teams. SM noted that work was ongoing around strategic workforce planning with a task and finish group established to understand the detail and scenario plan for the future, offsetting short term needs versus long term resource. **The Board resolved to:** **RECEIVE** the Cloud Programme Update for **ASSURANCE**.	Received for Assurance	None to note
4.7	**Strategic Procurement Report** COL presented the report with one (i) Memorandum of Understanding (MoU) and one (ii) Contract Extension and Value Increase request, both of which were approved by the Board. **The Board resolved to:** **APPROVE** the Strategic Procurement Report and; • (i) P642.19D MoU for Welsh Immunisation System ("WIS") – Vaccination Programme to support Covid-19 Provision • (ii) P384 Contract Extension and Value Increase request for Welsh Point of Care Testing ("WPOCT")	Approved	None to note
4.8	**DHCW Strategic Equality Plan Report** SM updated the Board on the Strategic Equality Plan, highlighting some data from the report that centered around Equality, Diversity & Inclusion. The Chair added that objectives should be mirrored across all	Received for Assurance	None to note

	accountability components to ensure delivery across DHCW. **The Board resolved to:** **RECEIVE** the DHCW Strategic Equality Plan Report for **ASSURANCE**.		
4.9	**Gender Pay Gap Annual Report** SM resented certain data from the Gender Pay Gap Annual Report, noting now that the gender split had increased to 43%, it was suggested that more detailed data would be valuable in understanding the location of these roles within each directorate, and whether they were in technical areas. **The Board resolved to:** **RECEIVE** the Gender Pay Gap Annual Report for **ASSURANCE**.	Received for Assurance	None to note
PART 5 - GOVERNANCE, RISK, PERFORMANCE AND ASSURANCE			
5.1	**DHCW Escalation Status** Chris Darling, Director of Corporate Affairs | Board Secretary (CD) presented an update on DHCW's Escalation status, noting that there are 5 escalation levels within Welsh Government's Escalation Framework and that DHCW had been escalated from level 1 Routine Monitoring to level 3 Enhanced Monitoring, which related to the 'performance and outcomes' domain and specifically with regards to 'the delivery of major programmes'. It was noted that there was a Board session scheduled for 10 April 2025 to provide opportunity for board members to consider the escalation status, the draft action plans and agree where progress would be monitored publicly. A discussion took place on the role of the Programmes Delivery Committee to track delivery of the actions, albeit without an agreed de-escalation plan fully confirmed at this stage. It was noted that ongoing work with WG over the period of 6 weeks would result in an agreed action plan to deescalate, which was largely seen as an opportunity to progress some of the national programmes across the healthcare system. **The Board resolved to:** **RECEIVE** the DHCW Escalation Status report.	Received & Discussed	None to note
5.2	Digital Governance & Safety Committee **Highlight Report** • **Committee Annual Report 2024/25** There were no alerts raised to Board from the last Committee meeting held on 27 February 2025. The Public Committee meeting can be watched in full on our website here or below:	Received for Assurance	None to note

	 Or alternatively by scanning the QR Code. **The Board resolved to:** **RECEIVE** the Digital Governance & Safety Committee Highlight Report Annual Report 2024/25 for **ASSURANCE**.		
5.3	[Local Partnership Forum]() **Highlight Report** • **Forum Annual Report 2024/25** There were no alerts raised to Board from the last Committee meeting held on 6 March 2025. For further information on DHCW's LPF, follow the link in the title or alternatively scan the following QR code. **The Board resolved to:** **RECEIVE** the Local Partnership Forum Highlight Report Annual Report 2024/25 for **ASSURANCE**.	Received for Assurance	None to note
5.4	[Programmes Delivery Committee]() **Highlight Report** • **Committee Annual Report 2024/25** The following alerts were noted by the Committee Chair from the last Committee meeting held on 6 February 2025: • There are a number of programmes that are currently not progressing fully as planned, due to matters out of DHCW control, which posed a risk to delivery. Specifically: - Digital Maternity Cymru (programme has been paused following termination of procurement and Welsh Government (WG) letter to Health Boards and DHCW. DHCW are awaiting confirmation on how to proceed from WG) - National Digital EyeCare Programme, WG confirmed closure of the National Programme that had transferred to	Received for Assurance	None to note

	DHCW from Cardiff & Vale UHB therefore DHCW were considering next steps - Welsh Intensive Care Informatics System (Project on hold as instructed by WG, pending outcome of actions arising from WG commissioned Independent Review and workshops with Health Boards) • The Committee were alerted of the indicative financial figures received for 25/26 from and DHCW are now assessing the impact of the proposal against DHCW requirements for next year. • Previously alerted to the SHA Board, and escalated to Welsh Government, there are two major programmes that remain without an appointed programme chair, namely: - Welsh Community Care Information System & Connecting Care And in the Private session the Committee discussed in detail the current status of the following programmes: - Welsh Intensive Care Informatics System - INPS/GP Transition Frameworks The Public Committee meeting can be watched in full on our website [here](#) or below:  Or alternatively by scanning the QR Code. **The Board resolved to:** RECEIVE the Programmes Delivery Committee Highlight Report Annual Report 2024/25 for ASSURANCE.		
5.5	[Remuneration and Terms of Service Committee](#) Highlight Report • Committee Annual Report 2024/25	Received for Assurance	None to note

	There were no alerts raised to Board from the last Committee meeting held on 13 March 2025. For further information on DHCW's RATS Committee, follow the link in the title or alternatively scan the following QR code. **The Board resolved to:** **RECEIVE** the Remuneration and Terms of Service Committee Highlight Report and Annual Report 2024/25 for **ASSURANCE**.		
5.6	**Audit & Assurance Committee Annual Report 2024/25** For further information on DHCW's Audit & Assurance Committee, follow the link in the title or alternatively scan the following QR code. **The Board resolved to:** **RECEIVE** the Audit & Assurance Committee Annual Report 2024/25 for **ASSURANCE**.	Received for Assurance	None to note
5.7	**Finance Report 2024/25** Claire Osmundsen-Little, Executive Director of Finance (COL) presented the report highlighting DHCW's financial performance up until 28 February 2025, noting that as part of the IMTP DHCW issued a balanced plan for 2024/25, depending on successful achievement of the in-year savings target (£1.5m) and mitigation of all identified financial risks. A revenue underspend of £0.292m was reported within the period with a forecasted full-year underspend of £0.350m. Pay was continuing to track behind profiled spend due to the recruitment lag, which was being offset by increases in non-pay spend via third party suppliers, non-recurrent spend supporting cloud readiness activity & datacenter migration. Additionally, some programme costs were sustained in supporting Connecting Care and Welsh Intensive Care Informatics Solution (WICIS). **The Board resolved to:** **RECEIVE** the Finance Report 2024-25.	Received & Discussed	None to note
5.8	**Finance Report 2025/26** COL gave a verbal update on the indicative funding plan assumption for 2025-26 informed by the draft Remit letter and SLA negotiations, noting that emerging costs pressures of £3.7m had been identified across 4 areas; Pay, Service Growth and Organisational Pressures, Inflation and Contractual & National Investment Decisions. It was noted that of the initial £12.3m capital investment to support IMTP deliverables, £2.8m of RISP funding would be reallocated to Health Boards to support implementation costs. Financial risks identified were related to DPIF Programme Funding, Impact of the WICIS Review and GP System Supplier Uncertainty.	Received & Discussed	None to note

	With potential financial opportunities available through Sustainable Funding, Funding of Programmes, Building Our Future and Microsoft VAT Recovery. The Chair queried the 2023-24 Pay Mapping which was confirmed as 2 years in arrears. And IE noted that in terms of DHCW's digital programmes and the global allocation which had been flexibly distributed across the portfolio, some choices would need to be made on where potential savings could be incurred, working closely with Programme Boards. **The Board resolved to:** **RECEIVE** the Finance Report 2025-26.		
5.9	**Corporate Risk Register** CD presented the Corporate Risk Register report, asking Board members to note the following changes to the Corporate Risk Register for the period from 1 January 2024 to 28 February 2025: 5 new risks had been added, 2 of which were Private and the following 3 Public risks: DHCW0343 Remit Letter 2025/2026, which had been covered in item 5.1. DHCW0344 Funding for Connecting Care in FY25/26, which was dependent on the outcome of the Full Business Case submitted in April 2025. DHCW0345 Funding for Operational delivery of CareDirector in FY25/26, in managing the service and supplier. SH noted that there are 2 options to mitigate the risk by way of migrating the data if funding is not secured. The following 2 risks were removed: DHCW0313 Digital cost Pressures – Service Model Costs DHCW0339 Digital EyeCare Service Delivery 3 risks changed in score, 2 of which were related to Information Governance and 1 which had reduced in score but remained on the register until the system had been fully decommissioned. Additionally, the following updates were given: DHCW0333 WG had requested that work continue with the Governance arrangements and Chair in place, with DHCW due to meet with the supplier next week. DHCW0336 had been mitigated in the short term with a contract now in place until April 2026. **The Board resolved to:** **RECEIVE** the Corporate Risk Register.	Received & Discussed	None to note
5.10	**Performance Report** COL presented the Performance Report, highlighting the following items that impacted on organisational performance.	Received & Discussed	None to note

	Current priorities centred around the future development of the NTA and WICIS. In terms of compliance, 16 of the 17 accountability conditions were complete, the headcount had fallen from 1278 to 1257, with 3 of the recruitment KPIs continuing to rise. Five Major Incidents (MIs) for DHCW-provided services occurred with change control process reiterated to avoid future incidents. In terms of the Stakeholder review and Action Plan, from the 27 recommendations, 64 actions had been outlined, 30 of which were already progressing, with 10 complete. Achievements were noted against DHCW's 5 missions, focussing on cyber events, vaccination engagement sessions, EPS usage, feedback from the AI Steering Group and a Senior Leadership Day that covered the Long Term Strategy, NTA and Target Operating Model. The following observations were made: • Microsoft Patching had matured and was in a good place however non Microsoft systems was an area to keep focus on • Following advertisement during National Apprenticeship Week and positive engagement from the Strategy and POD Directorates, a total of 170 applications were received for the Strategy Directorate's Business Directorate Support Administrator role • A discussion took place on how escalation/de-escalation to be reported in future iterations of the report, in particular in terms of how programmes are reflected with a forecasted view to anticipate impact. CD noted that the escalation framework should give opportunity to reflect on DHCW's approach alongside lessons learnt from programmes transferred to DHCW this year. **The Board resolved to:** **RECEIVE** the Integrated Organisational Performance Report.		
5.11	**Building our Future Programme Update** COL gave an update on the Building our Future body of work, noting highlights for each of the 4 project areas; Putting People First, Finding More Value, More Digital More Data and Simplify Everything We Do. It was noted that the Remit letter allowed for defining values benefits and that the GDaD Mapping was progressing well. **The Board resolved to:** **RECEIVE** the Building our Future Programme Update for **ASSURANCE.**	Received for Assurance	None to note
PART 6 – CLOSING MATTERS			

6.1	**Any Other Urgent Business** There was no other urgent business raised.	Discussed	None to note
6.2	**Date of Next Meeting**: Thursday 29 May 2025 The meeting closed at 15:41.	Noted	None to note