


CTMUHB - BOARD ASSURANCE FRAMEWORK REPORT

Section 1 - Summary

Risk no	Strategic Principal Risk /	Strategic Goal	Lead(s) for this risk	Assurance committee(s)	Current score	Trajectory (since the last report received by the Board)
6.	Delivery of a digital and information infrastructure to support organisational transformation Click Here for Risk 6	Improving Care 	Director of Digital	of Digital & Data	16 (C4xL4)	↔ <i>September 2022</i>

Click here to view CTMUHB's Risk Appetite Statement

Click here to view CTMUHB's Risk Domain and Scoring Matrix


Section 2 Strategic Risk Heat Map

Current risk scores in **black**

Target risk scores in *grey italic*

Consequence	5					
	4			6	6	
	3					
	2					
	1					
CxL	1	2	3	4	5	
	Likelihood					

Section 3 – Strategic Risks

Strategic Goal: Improving Care 		Risk score 16
Strategic Risk: Delivery of a digital and information infrastructure to support organisational transformation – (Risk No.6)		
If the Health Board does not accelerate its journey in becoming a digital and data organisation, that demonstrates an embedded culture of working digitally, organisational agility and strategic and functional clarity underpinned by operational sustainability	Then We will be unable to design and execute a Health Board wide strategy to transform services that are tailored to meet the needs of our people and our communities.	Resulting in Continuing health inequalities and poor population health outcomes, an inability to transform our cost base and our service design, which will result in slow progress towards improving our population's and patients experiences, and continue to constrain our ability to work seamlessly across our region.

	Consequence	Likelihood	Score	Risk Trend
Inherent	4	5	20	↔ <i>September 2022</i>
Current	4	4	16	
Target	4	3	12	
Risk Appetite	Cautious (<i>data and information; legal and regulatory</i>)			

Risk Lead	Director of Digital	Assurance committee	Digital & Data
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Controls	Assurances reported to Board and committees
<ul style="list-style-type: none"> Digital & Data Strategy Population Health Strategy Digital & Data Delivery Programme IT Infrastructure Review Digital Delivery Board Digital Investment Fund Information Security, Records Management and Information Governance Policies and Improvement Programmes 	Reports to Digital and Data Committee <ul style="list-style-type: none"> All-Wales Information Governance Toolkit and ICO Audit Review. NIS-D Cyber Assessment Framework and Improvement Plan (CRU). Digital Programme Assurance Report Internal Audit Reports Coding Improvement Plan Bridgend Aggregation Programme Reports to other committees <ul style="list-style-type: none"> Progress updates against Population Health Strategy Planning, Performance & Finance
Gaps in Controls and Assurances	Mitigating Actions
<ul style="list-style-type: none"> Closing the gap in Digital Helplessness Training and Awareness Programme 	<ul style="list-style-type: none"> Work with WG to mandate digital and cyber security training for all staff

<ul style="list-style-type: none"> • Tested and integrated cyber incident management plan • Incomplete asset register • Poor adherence to policies • Insufficient capital and revenue resource allocation and the capacity of the skilled workforce • Integration of information systems for services in the Bridgend area transferred from Swansea Bay University Health Board • Lack of an open architecture • Widespread non-adherence to data standards • Critical supplier(s) unable to respond to the UHB's requirements and ministerial priorities within defined timescales • Capacity within current team to deliver digital transformation agenda • Delayed delivery of the digital patient notes programme • Resourcing of Information Governance function within the Health Board • No function within the UHB focussing on benefits realisation • Limited progress to reduce/remove paper processes and move to a fully integrated digital patient record 	<ul style="list-style-type: none"> • Pursue funding from Government to enable further integration of Bridgend IT systems and support delivery of the digital programme- <i>ongoing</i> • Establish agile change management practices across the organisation • <i>Review of existing resources and structure for Digital Directorate and recommendation of new operating model – June 2022 for review; to be implemented during 2022/23</i> • <i>Make progress in delivering the cyber, IG and digital and data programmes</i> • <i>Work with other NHS Wales partners, industry, academia and third sector organisations to improve our current digital competencies across the Health Board and our communities</i>
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Linked National Priority Measures	Current Performance - Highlights
<p>Digital and Technology National Clinical Framework (WHC 2021/03) Welsh Government, March 2021),</p> <p>Quality and Safety Framework: Learning and Improving (WHC 2021/022 September 2021)</p> <p>Value Based Health and Care</p> <p>Coding standards</p>	<ul style="list-style-type: none"> • Majority of agreed digital programmes have delivered (coding, nursing record) or are delivering to timescales however the Emergency Department system implementation and the 'Open Eyes' deployments are delayed due to funding and capacity constraints • Access to digital funding streams is under review due to proposed decreases in the national digital prioritisation funds • IG and Cyber programmes are structured but constrained by resources • Much progress on infrastructure enhancements across CTM sites • Analytics capacity falling short of demands, delaying service improvement initiatives • Programme to share data across primary and secondary care on hold due to adverse resource allocation choices.

Strategic risk assessment	Holding information securely and confidentially	Effective governance, leadership and accountability	Obtaining information fairly and efficiently	Recording information accurately and reliably	Using information effectively and ethically	Sharing information appropriately and lawfully
Impact	5	4	4	3	3	3
Likelihood	4	2	2	4	4	5
Risk	20	8	8	12	12	15

Associated Risks on the Organisational Risk Register		
Risk no.	Description	Current score
4664	Ransomware attack resulting in loss of critical services and possible extortion	20
4887	Retrieval and filing of case notes in the POW Medical Records Library	20
4337	Lack of Integrated IT systems	16
4339	Failure to complete a timely and robust Data Protection Impact Assessment-Closed in September Organisational Risk Register.	16
3337	Use of Welsh Community Care Information System (WCCIS) in Mental Health Services	15
4671	NHS Computer Network Infrastructure unable to meet demand	15
4672	Absence of coded structured data & inability to improve our delivery of the national clinical coding targets and standards	15
4772	Replacement of press software on the 13 & 10 stage CBW presses	15
5040	Digital Healthcare Wales (DHCW interdependencies)	15
4699	Failure to deliver a robust and sustainable Information Governance Function	15

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