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Iechyd Cyhoeddus  
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Public Health  
Wales

**Name of Meeting**  
Audit and Corporate  
Governance Committee  
**Date of Meeting**  
15 September 2021  
**Agenda item:**  
3.11

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## Integrated Governance Model progress report

<b>Executive lead:</b>	Rhiannon Beaumont-Wood, Executive Director of Quality, Nursing and Allied Health Professionals.
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<b>Approval/Scrutiny route:</b>	Quality, Nursing and Allied Health Protection Senior Management Team Business Executive Team (6 September 2021)
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### Purpose

The paper provided the Business Executive Team with a progress report on the implementation of the Integrated Governance model.

The progress report is now submitted to the Audit and Corporate Governance Committee to provide assurance that implementation of the model is progressing.

### Recommendation:

APPROVE <input type="checkbox"/>	CONSIDER <input type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input checked="" type="checkbox"/>
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The Audit and Corporate Governance Committee is asked to:

- Receive assurance** that the implementation of the Integrated Governance Model is progressing.

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**Link to Public Health Wales [Strategic Plan](#)**

Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.

This report contributes to the following:

<b>Strategic Priority/Well-being Objective</b>	All Strategic Priorities/Well-being Objectives
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**Summary impact analysis**

<b>Equality and Health Impact Assessment</b>	No decision is required, so EHIA not required.
<b>Risk and Assurance</b>	This work relates to the Strategic Risk Register: Action 4 and 5 in Risk 2 There is a risk that Public Health Wales will cause significant harm to patients, service users or staff members. This will be caused by misdiagnosis or incorrect identification of serious health conditions, timeliness of service provision, the provision of inappropriate clinical advice or the failure of staff to follow correct procedures.
<b>Health and Care Standards</b>	This report supports and/or takes into account the <a href="#">Health and Care Standards for NHS Wales</a> Quality Themes Governance, Leadership and Accountability
<b>Financial implications</b>	No financial implications
<b>People implications</b>	To successfully deliver the implementation of the Integrated Governance Model, we will require time with key individuals

## 1. Purpose / Situation

The paper provides the Business Executive Team and subsequently the Audit and Corporate Governance Committee with a progress report on the implementation of the Integrated Governance model.

## 2. Background

The Board approved the Integrated Governance Model in February 2021. Following this, the Integrated Governance Team developed a set of key considerations to ensure consistent application of the model and to assist with the evaluation of a topic or programme areas. The key considerations help to define the key features of good governance, including corporate leadership, specific governance lenses and Public Health Wales processes and procedures. The model was piloted in two areas of the organisation, but has also been applied informally to assist with other pieces of work. We initially reported that three pilots were to be completed. However, competing pressures in the third pilot area (Screening Division) have meant we have had to postpone that work.

**Figure 1: Integrated Governance model**



### 3. Work undertaken

Following the approval of the Integrated Governance Model the Integrated Governance Team has:

- Developed a set of key considerations to ensure consistent application of the model;
- Piloted the model and toolkit with a specific focus on Information Governance and COVID-19 response;
- Undertaken work to refine the key considerations to develop into a toolkit for use across the organisation;
- Presented the model to the Strategy Cohesion Group;
- Undertaken work in partnership with the Board Business Unit;
- Engaged with the re-formed Business Leads Group
- Established regular meetings with the wider Integrated Governance Division;
- Working with Quality and Improvement team to ensure the Quality and Improvement Strategy is aligned to and compliments the Integrated Governance model;
- Established regular meetings with the National Director of Screening and Health Protection/Executive Medical Director;
- Membership of the Organisational Learning Group;
- Engaged with the Strategy and Planning team to support the strategy refresh;
- Engaged with Transition Director, Health and Wellbeing to provide support to the Directorate;
- Supported and advised on establishing governance arrangements surrounding the registration and management of Medical Devices across the organisation; and
- Coordinated the completion of the Annual Report for 2020-21.

The Integrated Governance Model approved by Board has been applied to pilot areas: Information Governance and COVID-19 response. The aim of the pilots was to test the model's practical applicability to Public Health Wales and the way we work. The detailed, operational findings from the pilots will be summarised in a separate paper which will be presented to Business Executive Team for consideration and finalising prior to presentation to the Audit and Corporate Governance Committee at a later date.

### 4. Wider engagement work

Alongside completing the pilots, the Team has been socialising and testing the model operationally with the wider organisation, in particular with pan organisational groups such as the Strategy Cohesion group and Business

Leads group. One of the outcomes from this engagement is a suggestion from the Transition Director for the Health and Wellbeing Directorate for the Team to assist with reviewing governance processes within the Directorate. The Assistant Director for Integrated Governance is working with the Transition Director to develop the scope and approach to the work.

#### **4.1 Governance leadership within Directorates**

To help ensure that integrated governance is understood and 'owned' across the organisation, Directorates and Divisions are being encouraged to engage with the Team to test and embed recommendations and improvements. The Business Leads Group is in the process of being re-convened and, with one of its key remits being to improve business processes, the group is ideally positioned to help promote integrated governance throughout the organisation. The team is engaging with this group to explore how Business Leads and their teams provide governance leadership within each Directorate while maintaining the principle that governance is 'everyone's business'. The collaboration between the Integrated Governance Division and pan Public Health Wales groups is seen as key to the success of implementing the Integrated Governance model.

#### **4.2 Developing the Integrated Governance Division**

As part of the re-purposing of the Quality Nursing and Allied Health Professionals Directorate, the Integrated Governance Division now incorporates corporate leadership for Risk, Information Governance and Putting Things Right. The Division is leading the implementation of the Integrated Governance model and in doing so will establish itself as a key support function offering guidance, advice and support to Directorates/Divisions, teams and staff across the organisation. The Division is currently reviewing its ways of working to effect its enabling role including working interdependently with the implementation of the Quality and Improvement strategy. The Integrated Governance model together with the Quality and Improvement Model will provide the organisation with key elements to take the organisation to the next level of maturity and interpretation of the requirements arising from the *Health and Social Care (Quality and Engagement) (Wales) Act*

#### **4.3 Integrated governance webpage**

There is currently no single reference point to provide staff with guidance on Public Health Wales' governance policies and processes. A

governance webpage/SharePoint site will be developed to provide interactive support; contact details; checklists; key templates; signposting to other useful webpages including policies and procedures or research and development. This will be similar to a governance handbook, but in a more interactive style. In order to complete this, support and input will be required from other parts of the organisation.

The Integrated Governance team has a key role in providing help and support to staff and this will be a starting point for guidance and advice.

#### **4.4 Standing item on Directorate/Divisional meetings**

Directorates and Divisions will be encouraged to include a standing item on their meeting agendas where governance issues such as risk, information governance, health and safety, are covered. This could be by exception, or could be a monthly/quarterly briefing to share any lessons/highlight any issues. The Assistant Director of Integrated Governance and Chief Risk Office are exploring this approach with the Screening and Health Protection Directorate.

#### **4.5 Developing the model from concept to application**

Initial feedback indicated that the model feels very conceptual. The toolkit used in the pilots includes a series of questions to work through the model and to identify its practical application. Enabling functions also have a key role to play in supporting integrated governance and the Team is engaging with these functions to provide a better understanding of the model and their contribution to its implementation. In doing so, the emphasis is on using the model as an indicator of where we need to focus our efforts to improve the way we do things.

#### **4.6 Strategy re-fresh**

We are working with the Strategic Planning team to ensure Integrated Governance is a central theme running throughout the process to re-fresh Public Health Wales' ten year strategy. This includes close alignment with the implementation of Quality and Improvement Strategy.

### **5. Next Steps**

An implementation plan is being developed based upon the findings from the pilots and the wider engagement work. A detailed paper on the pilot

work, including recommendations and actions is also in preparation; these documents will be presented to the Business Executive Team for consideration by the end of October.

## **6. Recommendation**

The Audit and Corporate Governance Committee is asked to:

- Receive assurance that the implementation of the Integrated Governance Model is progressing.