



GIG
CYMRU
NHS
WALES

Iechyd Cyhoeddus
Cymru
Public Health
Wales

Name of Meeting
Audit and Corporate
Governance Committee
Date of Meeting
19th January 2023
Agenda item:
8.4

Integrated Governance Implementation Plan update

Executive lead:	Rhiannon Beaumont-Wood, Executive Director of Quality, Nursing and Allied Health Professionals
Author:	Stuart Silcox, Assistant Director of Integrated Governance Eleanor Higgins, Integrated Governance Manager

Approval/Scrutiny route:	Business Executive Team/Audit and Corporate Governance Committee
---------------------------------	--

Purpose

This paper provides assurance of progress of the Integrated Governance Implementation Plan.

Recommendation:

APPROVE <input type="checkbox"/>	CONSIDER <input type="checkbox"/>	RECOMMEND <input checked="" type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input checked="" type="checkbox"/>
-------------------------------------	--------------------------------------	--	-----------------------------------	--

The Committee is asked to:

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

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:

Strategic Priority/Well-being Objective	All Strategic Priorities/Well-being Objectives
Strategic Priority/Well-being Objective	Choose an item.
Strategic Priority/Well-being Objective	Choose an item.

Summary impact analysis

Equality and Health Impact Assessment	Not required
Risk and Assurance	None identified
Health and Care Standards	This report supports and/or takes into account the Health and Care Standards for NHS Wales Quality Themes Governance, Leadership and Accountability Choose an item. Choose an item.
Financial implications	None identified
People implications	None identified

1. Purpose / situation

To provide the Audit and Corporate Governance Committee with assurance of progress of the Integrated Governance Implementation Plan.

2. Background

The adoption of an Integrated Governance Model was identified as a key enabler for Public Health Wales becoming a high performing organisation and in reaching our next level of maturity. Integrated governance provides a holistic and joined-up approach to our systems and procedures, reporting and outcomes. The Public Health Wales Integrated Governance Model (informed by the Association of Chartered Certified Accountants (ACCA) Cultural Governance Tool, please refer to Appendix 1).

The Business Executive Team received the findings of the Integrated Governance Model pilots and approved the implementation plan on 1 March 2022 (appendix 2).

As part of our regular reporting to Business Executive Team and Audit and Corporate Governance Committee, we agreed to bring regular updates.

3. Description/Assessment

The Integrated Governance Model describes the elements which need to be in place for an organisation to operate effectively. The cultural piece that envelops the model is the 'how' we make all the elements work together. Since the Integrated Governance Model was first approved by the Board in February 2021 and the Implementation plan approved by BET in March 2022, the organisation has begun a number of other initiatives which further support Integrated Governance.

Quality as an Organisational Strategy has been adopted by the Board as the method to develop an operating model designed for quality to drive the organisation to be an exemplar in quality, improvement and innovation. It was identified in the QOS paper to BET on 2 August that the Integrated Governance agenda can be supported and enhanced through the effective implementation of Quality as an Organisational Strategy.

Additionally, new ways of working such as agile, user-centric design, decision-making and effective change management all contribute to the successful implementation of an Integrated Governance approach.

3.1. Integrated Governance implementation plan update

The full implementation plan is available at appendix two, which includes a delivery confidence assessment. It should be noted that the Integrated Governance model was piloted against some of the Information Governance incidents. As a result actions were raised, which are either already closed or incorporated into the Information Governance improvement plan.

The following notable progress on the full implementation has been made:

Deliverable: Develop guidance on meeting structures based on information flows including the importance and benefits of using governance as a management tool

Guidance was developed and piloted within the Quality, Nursing and Allied Health Professionals (QNAHP's) Directorate. This includes an example Directorate meeting and reporting structure and best practice advice on assurance and reporting systems and processes. Conversations were held with the Governance and General Manager and the Divisional Leads within the Directorate. In collaboration with the Governance and General Manager, the Integrated Governance Team supported the development of a solution which ensured streamlined reporting and decision making and tailored to fit with the individual Divisions within the Directorate. This was completed in conjunction with a revision to the risk management architecture for the Directorate.

The guidance was further refined following feedback from the pilot and will be launched on the QNHAP's Integrated Governance SharePoint site for staff to access.

Deliverable: Develop a standardised process for the approval and review of local policies/SOPs. This will include a requirement to consult with staff.

Guidance for a standardised approach for developing, reviewing and recording SOPs across the organisation has been drafted. The guidance follows the principles outlined in the organisational wide procedure for developing and reviewing policies and procedures. The guidance outlines what arrangements must be in place at a local level to ensure appropriate governance is in place for developing, reviewing and approving local policies/SOPs.

The draft guidance will be issued for consultation across the organisation. Some parts of the organisation operate quality management systems,

such as IPassport in Microbiology, which provide an automated system for the governance and management of SOPs. It is not intended for this guidance to replace these systems, but to provide a tool for local teams to ensure those automated systems are operating best practice.

Deliverable: Develop tools and resources for the Integrated Governance webpages to include case studies on the benefits of effective integrated governance and promote via the Integrated Governance webpages and news item for staff.

Tools and resources are in development for the Integrated Governance webpages. This includes a 'walk through' of the Integrated Governance Model; the guidance developed for meeting structures and the guidance for local policies/SOP's. The pages will go live once the full package of resources have been finalised.

3.2. Medical Devices Management

The Integrated Governance team has been providing support to the National Director, Health Protection and Screening Services/Medical Director in establishing governance around the management of medical devices. The Integrated Governance Manager has been supporting the establishment of the Medical Devices Management Group and supporting the development of governance documentation (e.g. ToR's and procedural documentation). This has impacted on the delivery of the Integrated Governance implementation plan and as a result some of the timescales in the plan have slipped. It is important going forward that delivery of elements of medicines management is absorbed into the Health Protection and Screening Services Directorate with appropriate governance support provided by Quality, Nursing and AHP Directorate.

4. Recommendation

The Committee is asked to:

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

Appendix 1: Integrated Governance Model



Appendix 2: Integrated Governance Implementation Plan

Delivery confidence assessment rating:

- **Green:** On track to be completed by revised due date
- **Amber:** Early warning – behind schedule but will be completed by due date
- **Red:** Behind schedule and won't be completed by due date
- **Blue:** Complete

Theme from model	Driver	Deliverable	Inter-dependencies	Target End Date	Revised end date	Delivery Confidence Assessment	Update Sept 2022
Values	Promote Integrated Governance and its constituent elements as integral to our organisational approach to governance arrangements across all Directorates.	Develop guidance on meeting structures based on information flows including the importance and benefits of using governance as a management tool.	Directorates to implement guidance	March 2023			On target Guidance has been developed and piloted in QNAHPs Directorate. Will be added to Integrated Governance Toolkit
		Develop quick reference guides on how to recognise and report incidents.		Sept 2022			Complete Incident Management policy and procedure have been updated to include quick

Theme from model	Driver	Deliverable	Inter-dependencies	Target End Date	Revised end date	Delivery Confidence Assessment	Update Sept 2022
							reference guidance for staff on how to recognise and report incidents. Monthly training is in place for staff. Revised procedure due to be presented to QSIC in December for approval.
		Work with wider Integrated Governance Team to develop clearer links between staff raising concerns and PTR.		October 2022			Complete Quarterly meetings in place between Board Secretary, Head of PTR and POD to ensure clear links between staff raising concerns and PTR.

Theme from model	Driver	Deliverable	Inter-dependencies	Target End Date	Revised end date	Delivery Confidence Assessment	Update Sept 2022
		Develop tools and resources for the Integrated Governance webpages to include case studies on the benefits of effective integrated governance and promote via the Integrated Governance webpages and news item for staff.		October 2022	December 2022		On target
	Training & learning	Share best practice from baseline assessment to increase compliance with statutory and mandatory training at all levels to ensure compliance with WG targets.	POD	March 2023			On target
		Develop a systematised way to share learning in respect of governance across the organisation. The system should reflect QOS and organisational design.	QOS/LT/Direct orates/Divisions	Longer term – beyond 12 months			On target
		Develop Training Needs Analysis around statutory and mandatory training to identify the need for role specific / supplementary training starting with governance	POD / LT / Business Leads Availability of subject specific resource (e.g. IG team)	October 2023			On target

Theme from model	Driver	Deliverable	Inter-dependencies	Target End Date	Revised end date	Delivery Confidence Assessment	Update Sept 2022
		related training e.g. IG, Risk, PTR.					
		Review induction process and content to ensure awareness of governance matters are covered	POD / LT	Sept 2022	March 2023		On target
Risk appetite and transparency	Developing governance leadership capability & capacity	Refresh risk management training for risk managers. This will include a requirement for managers to encourage and support staff to report any risks in line with the Risk Management policy. Incorporate into training the importance of managers role in recording and managing local risks.	Risk management development plan	Sept 2022	March 2023		On target
	Assessing key points of internal control	Review effectiveness of Once for Wales Concerns Management for recording and managing incidents and risks once fully implemented.	Implementation and full roll out of system	Oct 2022	March 2023		On target Incident module has been implemented, however we are still awaiting an

Theme from model	Driver	Deliverable	Inter-dependencies	Target End Date	Revised end date	Delivery Confidence Assessment	Update Sept 2022
							implementation date for the risk module.
Trusted and Accountable	Assessing key points of internal control	Develop a standardised process for the approval and review of local policies/SOPs. This will include a requirement to consult with staff.	Consultation with Directorates	Sept 2022	Dec 2022		On target
Sustainable, efficient and effective	Developing governance leadership capability and capacity	Review the available governance resources (people, time, skills mix) across the organisation to ensure that each division has sufficient capacity and capability.	LT / Business Leads Group	December 2022			On target
Interconnections	Clarity in relation to information flows (strategic and operational reporting groups)	Review cross organisational groups such as Information Governance Working Group and Safeguarding Group to ensure appropriate membership; a system for sharing learning; and clear and effective communication flows.	Cross organisational group chairs and members	October 2022	March 2023		On target

Theme from model	Driver	Deliverable	Inter-dependencies	Target End Date	Revised end date	Delivery Confidence Assessment	Update Sept 2022
	Decision making and reporting groups	Map organisational information flows around decision making and learning to inform the improvements required.	LT/Business Leads Group	March 2023			On target