

Draft Committee Annual Report

Extract for Quality, Safety and Improvement Committee

2023/24

Introduction

Purpose of the Report

Public Health Wales has a range of Board Committees, which have key roles in the system of governance and assurance. The Board has five Board Committees established, whose purpose is to support the Board in the delivery of its role, the points below summarise the role of Committees:

- ❖ The organisation's activities are vast and complex: the Committees support the Board in covering the depth and breadth of the organisation's activities.
- ❖ Committees have a defined role which allows for a higher / deeper degree of scrutiny on behalf of the Board.
- ❖ Committees help ensure that the organisation operates effectively and meets its strategic objectives.
- ❖ Provides the Board with assurance that this is the case, obtaining assurance that systems and controls are working as they were designed to do.

During 2023/24 all five of the standing Board Committees were in operation, chaired by Non-Executive Directors. The Committees have key roles in relation to the system of governance and assurance, decision-making, scrutiny, development discussions, assessment of current risks, and performance monitoring.

The main purpose of this annual report is to summarise the work of the Committee during 2023/24, to assure the Board that the system of assurance is fit for purpose and operating effectively.

The report summarises the key areas of business activity undertaken by the Committee during 2023/24.

The Terms of Reference for each of the Committees are reviewed and approved by the Board on an annual basis.

The Terms of Reference are available here: <https://phw.nhs.wales/about-us/publication-scheme/committee-and-sub-groups-terms-of-reference/>

This year, the Committee Annual Report has been combined into a single report to summarise the work of the four standing Committees:

- Quality, Safety and Improvement Committee
- Audit and Corporate Governance Committee
- People and Organisational Development Committee
- Knowledge, Research and Information Committee

A summary of the Remuneration and Terms of Service Committee is provided as part of the Remuneration Report, within the Annual Report 2023/24.



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Committee Membership



Committee Membership

Committee	Chairperson	Committee Members	Executive Leads *
Audit and Corporate Governance Committee	Nick Elliot, Non-Executive Director	Mohammed Mehmet, Non-Executive Director Kate Young, Non-Executive Director **Tamsin Ramasut, Non-Executive Director attended 19 March 2024 meeting only	Huw George, Deputy Chief Executive and Executive Director of Operations and Finance Paul Veysey, Board Secretary
Quality, Safety and Improvement Committee	Diane Crone, Non-Executive Director	Kate Eden, Non-Executive Director (until 29 February 2024) Sian Griffiths, Non-Executive Director	Claire Birchall, Executive Director of Quality, Nursing and Allied Health Professionals (Interim) Meng Khaw, National Director of Health Protection and Screening Services, Executive Medical Director
Knowledge Research and Information Committee	Sian Griffiths, Non-Executive Director	Diane Crone, Non-Executive Director Nick Elliot, Non-Executive Director	Iain Bell, National Director Knowledge, Research and Information
People and Organisational Development Committee	Mohammed Mehmet, Non-Executive Director	Kate Young, Non-Executive Director Jan Williams, Board Chair	Neil Lewis, Director of People and Organisational Development

Other Directors and officers attended during the year to present reports which related to their areas of responsibility as required.

The Chief Executive, Tracey Cooper, was also invited to attend every meeting, and attends at least annually.

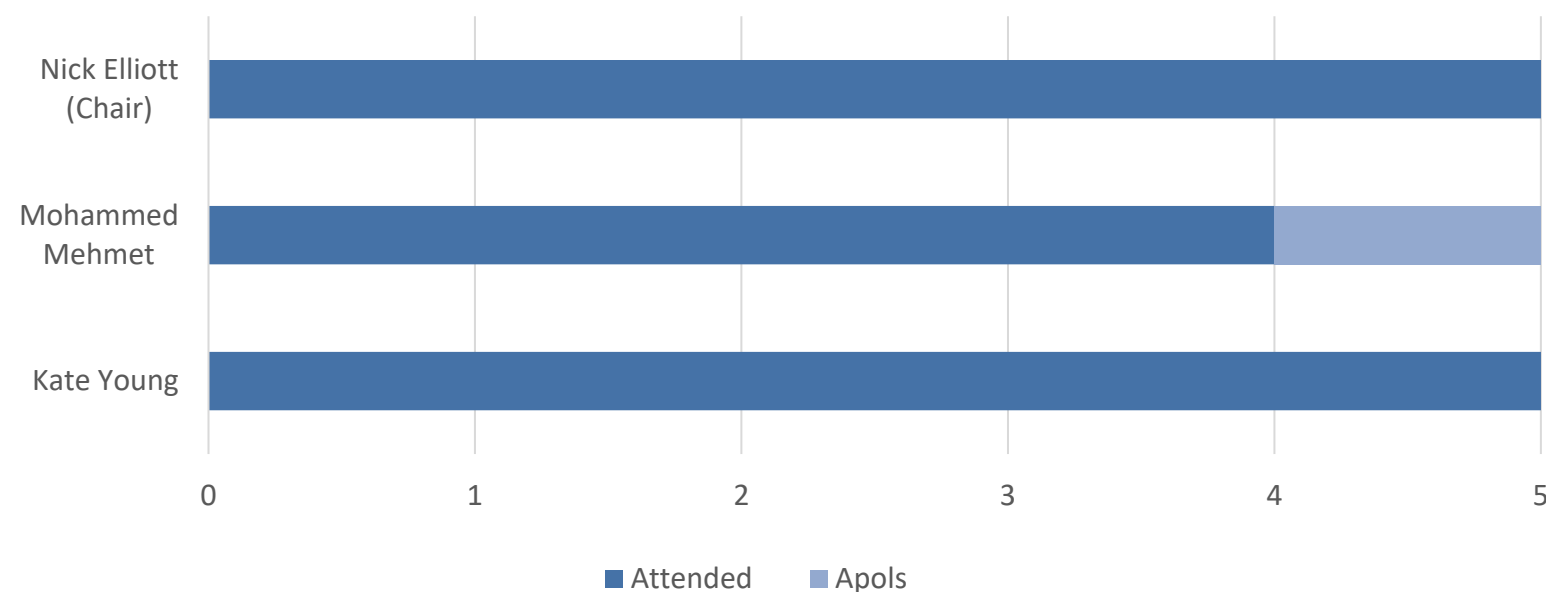
The Chair of the Board, Jan Williams, has a standing invite to attend Committee meetings, and attends at least annually.

Representatives from the Local Partnership Forum have a permanent invite to attend the Committee.

Committee Member Attendance

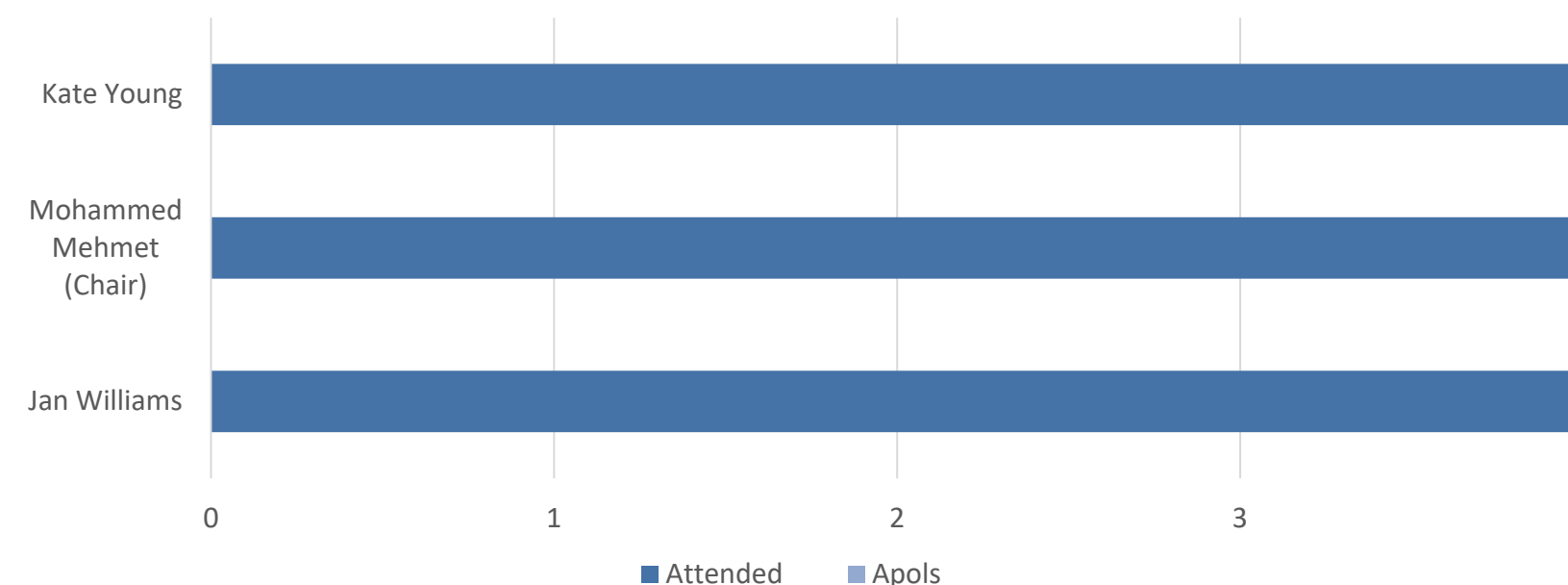
Audit and Corporate Governance Committee

The Committee met 5 times this year and was quorate on all occasions.



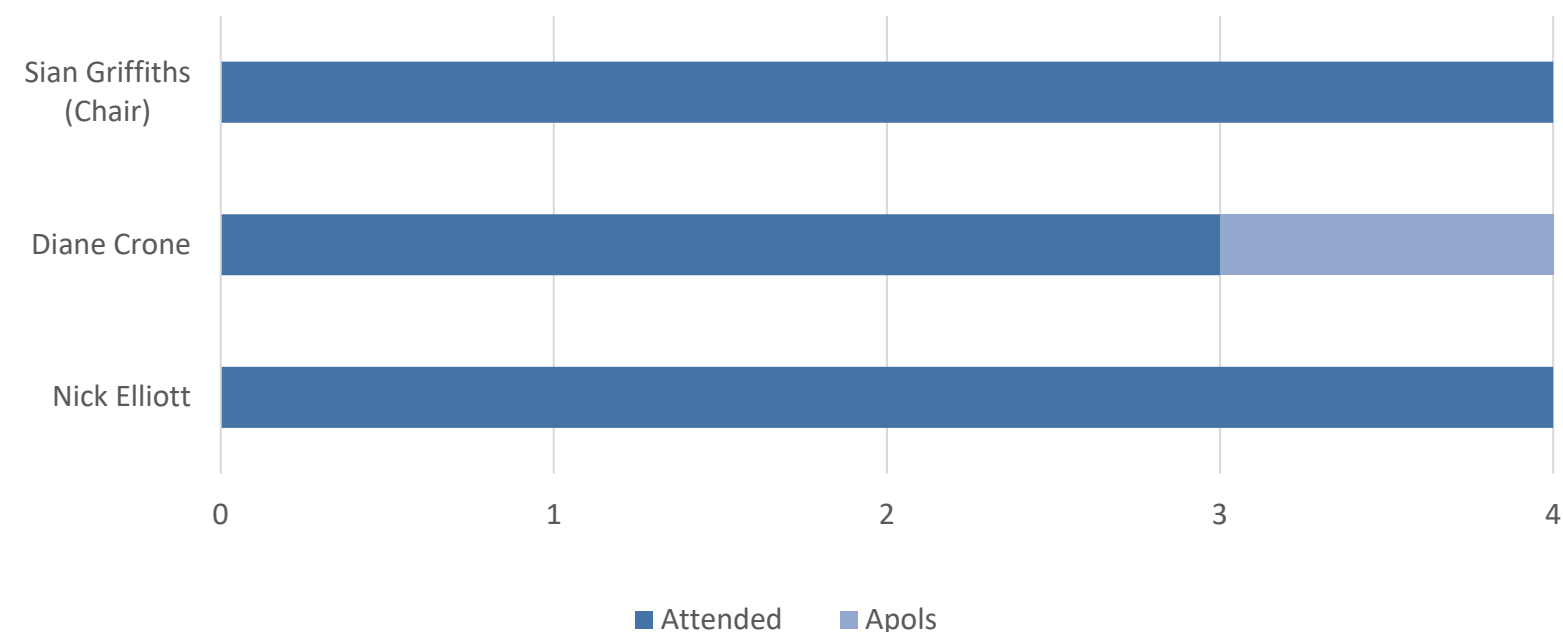
People and Organisational Development Committee

The Committee met 4 times this year and was quorate on all occasions.



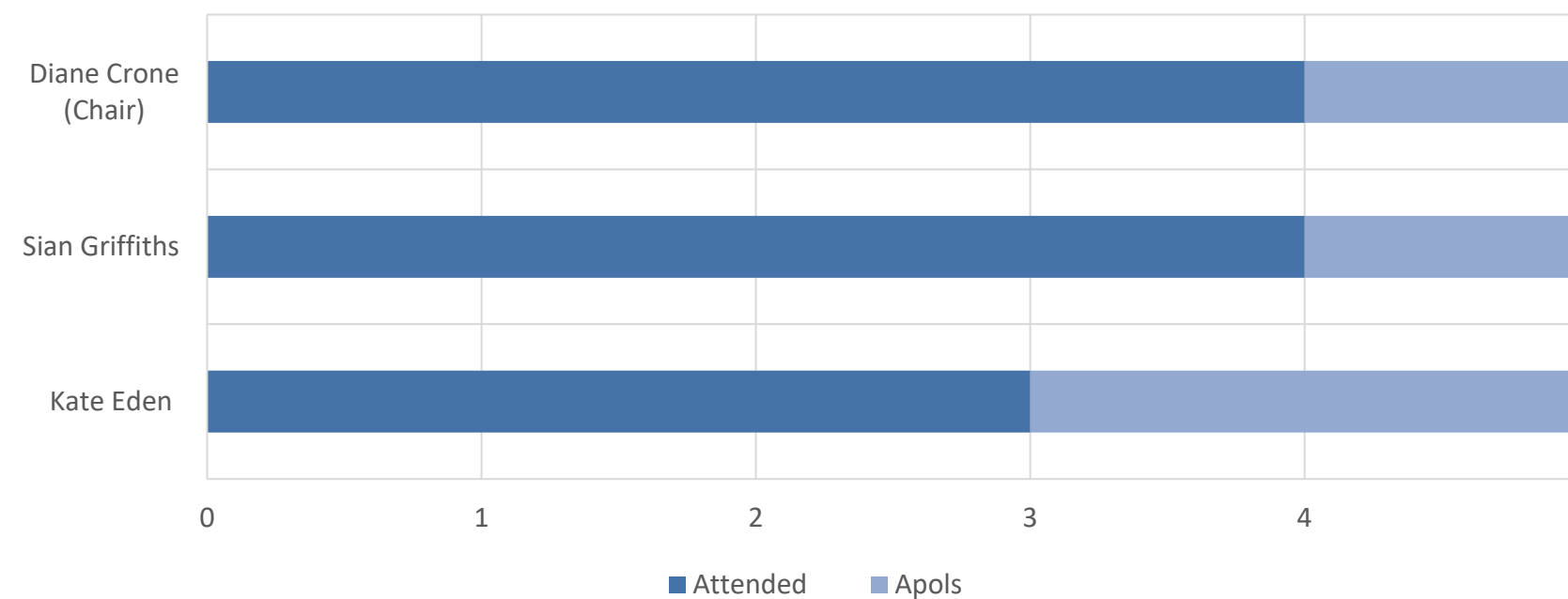
Knowledge, Research and Information Committee

The Committee met 4 times this year and was quorate on all occasions.



Quality, Safety and Improvement Committee

The Committee met 5 times this year and was quorate on all occasions.





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Committee Governance



Committee Governance Arrangements

Reporting to Board

The Committee reported to the Board through a composite Chair's report, providing an overview of items considered by the Committee and highlighting any cross-committee issues / themes or items needing to be brought to the Board's attention.

The Composite Chair's report and confirmed minutes are published with the Board papers.

Reporting outside of Committee / Chairs Action

There is a process in place to approve reports out of Committee meeting where required; this is consistent with the Chairs Action process in place for Board.

There have been no reports that have been considered out of committee this year.

Workplans

The Committee Work Plans ensure that the Committees discharge their responsibilities in a planned manner.

It assists with agenda planning and is updated during the year to ensure that the Committee considers any additional items which may arise during the year.

Each of the Committees has had a work plan in place this year, and reported to Board in May 2023 for assurance.

The 2024/25 Work Plans are being finalised and will be submitted to Board in May 2024. This year, the workplans include an assurance map and reference to the cross Committee working arrangements.

Action Log

In order to monitor progress and any necessary follow up action, the Committee has an Action Log that captures all agreed actions. This provides an essential element of assurance to the Committee and from the Committee to the Board.

Committee Governance Arrangements

Cross Committee Working

The Committee has continued to work closely together this year, and has been developing and strengthening the approach.

This year, any referrals between Committees have been managed via coordination through the Board Business Unit. There have been referrals this year between the Committees, including a number of issues relating to statutory and mandatory training, which were referred to the People and Organisational Development Committee for consideration. These will be reported to the Board in the Chairs composite report in May 2024.

During 2023/24, the Committee Chairs have agreed an approach to Cross Committee working to be implemented in 2024/25, to manage referrals and items for which there is crossover with other Committees, this is has then been developed and mapped against the work plans.

We have identified the following cross over areas:

Current Cross Cutting Issues - Summary		
Current Cross Cutting Issues	Primary Committee	Secondary Committee/s
Information Governance	ACGC	KRIC
Internal and External Audit	ACGC	All
Risk	ACGC	All
Workforce	PODC	All
Data and Digital	KRIC	QSIC, ACGC
Service Delivery	QSIC	KRIC, PODC
Equality:		
1. Our Workforce, Board and Committees	PODC	QSIC, KRIC
2. Listening to and Understanding our People	PODC	QSIC, KRIC
3. Fair Pay	PODC	QSIC, KRIC
4. Culture and Leadership	PODC	QSIC, KRIC
5. Data and Systems	KRIC	QSIC, PODC
6. Access to Services and our Environment	QSIC	KRIC, PODC

The outcome of this work and the approach for 2024/25 will be presented to the Board in May 2024 for assurance

Committee Effectiveness

During the year the Committee has continued to review and revise its ways of working to optimise the need for a robust governance approach and balance the need reduce pressure on staff during this time.

The Committees continued to review its effectiveness thorough the year, to ensure effective use of time and ensure it fulfilled its role to provide assurance to the Board, this includes a formal Committee effectiveness review process which took place in March 2024.

Key themes emerging from this include:

- Positive comments on the Chairing, and clear roles understood by Committee Members
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The outcome and recommendations following this review will be reported to each of the Committees, and the Board in Quarter 1 2024.

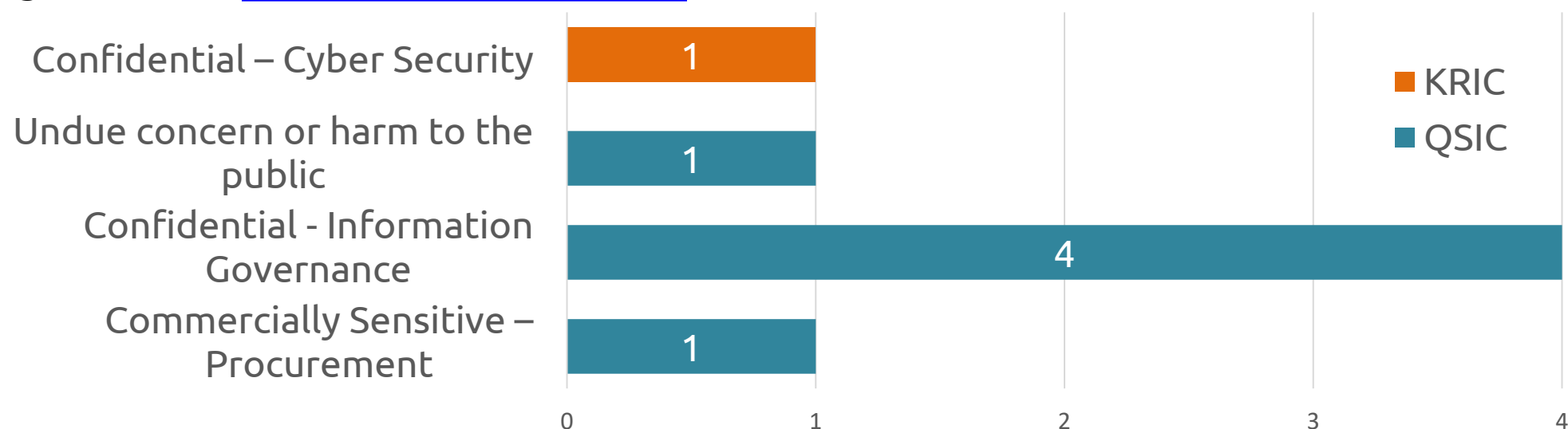
Committee Governance Arrangements

Matters in Private

The Committees held a Private Committee session where required in 2023/24 to consider business of a confidential nature, considering aspects of significant issues.



Below is a summary of the number of items considered in private session, broken down by the categories in the [Private Meeting Protocol](#):



Audit and Corporate Governance Committee

During 2023/24, the Audit and Corporate Governance Committee was held in private, with papers and minutes published after the meeting.

The following paper were not routinely published:

- Cyber Security
- Losses and special payments
- Procurement activity
- Counter Fraud.

For 2024/25, in line with other NHS bodies in Wales, Public Health Wales has made its Audit and Corporate Governance Committee a public meeting to ensure transparency. Private meetings will be held to consider those matters as required.

Quality, Safety and Improvement Committee

- Quarterly Reports for assurance on the Organisation’s effective management of Claims and Redress (4)
- Reviewed and recommended a revised emergency response plan to the Board for final approval. A redacted version of this plan was later published. (1)
- Summary of planned procurement activity within the Health Protection and screening Services Directorate. (1)

Knowledge, Research and Information Committee

- An overview of the Organisations assurance framework /processes on the Organisations digital developments following on from the Post Office Horizon IT scandal.

People and Organisational Development Committee

- No private sessions.



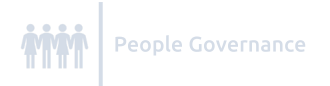
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Committee Assurance - QSIC



Quality, Safety and Improvement Committee



The Committee’s role is to provide assurance to the Board that there are appropriate and effective systems in place for areas within its remit, including ensuring that there are appropriate development and quality improvements. The Committee’s programme of work was designed to ensure that it was able to discharge fully the provisions of its Terms of Reference and areas of remit:

Quality and Improvement (Including Clinical Governance, Putting Things Right, Serious Incidents)

- The Committee:
- Took assurance on the development of the Clinical Governance Framework in support of the Health and Social Care Act (Quality and Engagement).
 - Regularly took assurance on the progress to implement the Duty of Quality and Duty of Candour within the Organisation.
 - Regularly took assurance on the management of alerts and safety notices.
 - Regularly took assurance on the Organisation’s effective management of **Putting Things Right**, via the Putting Things Right Annual Report for 2022-23 and quarterly updates. The Committee also considered a related case study on improving **Datix reporting** in Microbiology.
 - Noted updates from the NHS Executive on Public Health Wales’ **Nationally Reported Incident (NRI)** overview and learning reports.
 - Noted the revised arrangements for **Health and Care Standards process**.
 - Took assurance on the Organisation’s effective management of **Claims and Redress (taken in private session)**, and considered the Internal Audit report into **Welsh Risk Pool Claims**.
 - Considered a report into the Health Protection and Screening Services **Procurement Approach and plan**, which focused on improvements to the procurement process, timeliness, and quality of information (taken in private session).

From February 2024, the Committee considered a revised **Quality and Clinical Governance Performance Report** which combined and streamlined the reporting on the following areas into one report :

Quality, Safety and Improvement Committee

Safeguarding

The Committee:

- Considered a deep dive into **Safeguarding**, including a service user experience story, the **National Safeguarding Network Update**
- Took assurance on the management of Safeguarding through the:
 - Public Health Wales Safeguarding Report 2022-23
 - National Safeguarding Service Annual Report 2022-23
 - Safeguarding Maturity Matrix Improvement Plan for 2023 and mid-year progress review

Clinical Audit

The Committee:

- Took assurance on the **Quality and Clinical Audit Annual Report** for 2022-23 and the plan for 2023-24.
- The Committee went on to consider a **mid-year update** on progress against the plan for 2023-24.

Infection Prevention and Control (IPC)

The Committee:

- Took assurance on the arrangements in place for the Organisation to meet its **Infection Prevention and Control** requirements via the Annual Report for 2022-23 and a mid-year update.
- Took assurance on the **Staff Influenza Vaccination Campaign Annual Report** for 2022-23 and the delivery plan for 2023-24.

Service User Experience (Engagement)

The Committee:

- Took assurance on the progress made to deliver the '**Our Approach to Engagement**' plan and took note of the new approach to service user experience.

The Committee also noted the revised reporting arrangements and frequencies of the IPC, Safeguarding and Health and Safety Groups.

Quality, Safety and Improvement Committee

High Quality and Safe Public Health Services and Functions

The Committee:

- Took assurance on the progress to recover **Screening Services** impacted by the pandemic.
- Considered the findings of the Audit Wales report into the Recovery of **Screening Service Arrangements** and the management response subsequently participated in workshop to consider the development of future Screening Service reports.
- The Committee went on to consider an update on the work to address the recommendations of the audit report and the approach taken to revise the **performance data within the Screening Services report**.
- Took assurance on the 2022-23 and 2023-24 **winter planning approach** for Health Protection and Infection Services.
- Took regular assurance on the Organisation's arrangements for the management of **medical devices** and noted the workplan priorities for 2023-24.
- Took assurance on the progress of actions contained within the approved PHW **Tuberculosis (TB) Action Plan** following the external review of the management of the TB outbreak in Llwynhendy, Carmarthenshire.
- Took assurance in relation to the organisation's compliance with the requirements of the **Civil Contingencies Act [2004]** and the **NHS Wales Emergency Planning Core Guidance [2015]**.

Health and Safety

The Committee:

- Considered quarterly **Health and Safety progress reports**, taking assurance that measures were in place to monitor compliance with Health and Safety requirements, and that areas identified for improvement were addressed.
- Took assurance on the Health and Safety Annual Report for 2022-23 and the workplan for 2023-24.
- Considered a presentation on the **management of incident reporting** within the Organisation, and a case study on improving laboratory staff safety.

Job Families*

The Committee:

- Took assurance on the processes in place to manage and support the revalidation of medically qualified colleagues across the organisation.
- Took assurance that were in place within Public Health Wales to ensure all Nursing and Midwifery Council, Health and Care Professions Council and General Medical Council Registrants were registered with the appropriate statutory regulating body, and that a similar system was in place for all Consultant Public Health Practitioners.

** These agenda items have been moved to the People and Organisational Development Committee workplan for 2024-25 due to the Workforce remit.*

Quality, Safety and Improvement Committee



Risk

The Committee:

- Regularly considered and took assurance on the management of both **strategic** and **corporate risks** within remit of the Committee.
- Noted that the Board had approved the transfer of **Strategic Risks 1 and 2** from the Quality, Safety and Improvement Committee to the Knowledge, Research and Information Committee from January 2024.

Health Improvement and Population Health

The Committee considered a deep dive into Health and Wellbeing during February 2022. An Oral Health deep dive was due to be held during 2023-24 but has been rescheduled to take place during the July 2024 Committee meeting.

Policies

The Committee:

- Considered bi-annual reports on the status of **policies, procedures and other written control documents** within its remit, and took assurance on the management of the review of Policies within its remit.
- **Approved 16 policies** within its remit during 2023-24.





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Assurance to Board



Assurance to the Board

2023/24

The Committees wish to assure the Board that on the basis of the work completed by the Committee during 2023/24:

- ❖ That the Committees are fit for purpose, operating effectively and fulfilling their terms of reference;
- ❖ That effective measures and processes were place to oversee and coordinate Committee activity;
- ❖ That there no outstanding issues that the Committees wishes to bring to the attention of the Board over and above the risks and issues already raised in the Committee Chairs composite report or that are already visible in the Strategic Risk Register and corporate risk register.

Planned Activity

2024/25

- ❖ The Work plans for each of the Committees will be presented to the Board for assurance on 30 May 2024; these contain a summary of how the Committees intends to fulfil their Terms of Reference next year.
- ❖ Proposed changes to the Committees terms of reference have been considered by each Committee and are recommended to the Board for approval at its meeting on 30 May 2024. This will ensure an alignment of the purpose of the Committees with the Board Assurance Framework.
- ❖ A summary of the Committee effectiveness themes and considerations for this year will be provided to the Board in May.

Key developments / improvements this year include

- ❖ Review of the deep dive guidance to consider how we can align the deep dives more between the Committees and ensure synergy to the Strategic Priorities
- ❖ Building on and implementing the Cross Committee working approach, to embed and test the approach.
- ❖ Review the Committee effectiveness feedback mechanisms to look at how this could be improved.
- ❖ Revise the Committee Chairs Composite report to include more on the thematic / cross committee working.



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Gweithio gyda'n gilydd
i greu Cymru iachach

Working together
for a healthier Wales

