

**Health and Social Care Information Centre (ENDPB)**

**Minutes of Board Meeting - Friday 26 April 2013**

**Public Session**

|                |   |   |
|----------------|---|---|
| <b>Present</b> | Chair   | Candy Morris  |
|                | Non-Executive Directors:  | Tony Allen<br>Sir Ian Andrews<br>Lucinda Bolton<br>Sir Nick Partridge<br>Mike Pearson |
|                | CEO   | Alan Perkins  |
|                | Executive Directors:  |   |
|                | Director of HR and Transformation                                     | Rachael Allsop  |
|                | Director of Finance and Corporate Services                            | Trevor Doherty  |
|                | Director of Programme and Service Delivery                            | Max Jones   |
|                | In attendance:  |   |
|                | National LSP Programme Director                                       | Tom Denwood   |
|                | Director of Data Services   | Andrew Haw  |
|                | Director of Solution Design, Standards<br>& Assurance                 | Clare Sanderson   |
|                | Director of Information Services                                      | John Varlow   |
|                | Board Secretary   | Ruth Miller   |
|                | Observer:   |   |
|                | Director - Partnership and Information<br>(DH sponsor team)           | Mark Davies   |
|                | Apologies: Dr Mark Davies (Director of Clinical and Public Assurance) |   |

## 1. Chair's Introduction and Announcements (HSCIC 13 02 01)

- 1.1 The Chair welcomed everyone to the second meeting of the HSCIC (ENDPB) Board. Apologies were received from Dr Mark Davies, Executive Director of Clinical and Public Assurance.
- 1.2 The Chair advised that she understood that, following the recent recruitment exercise, a recommendation had been made on the appointment of a permanent Chair for the HSCIC. This was subject to senior appointment approval processes and an announcement on the successful candidate was expected in the next few weeks.
- 1.3 The Chair referred to the pre-Board meeting session that had provided members with a high-level introduction to the current products and services of the HSCIC. It was agreed that it would be useful to hold similar sessions on key topics before future Board meetings. The CEO would draw up a programme of suggested topics in consultation with the Executive Team.

**Action: CEO**

A longer Board workshop had also been earmarked provisionally for 3 July – this would provide an early opportunity for an in-depth discussion with the new Chair on the strategic direction of the HSCIC. The secretariat would check members availability and confirm the date/arrangements as soon as possible.

**Action: Board Secretariat**

## 2. Declarations of Interest and minutes (HSCIC 13 02 02)

- 2.1 Declarations of interest: There were no declarations of interest not already recorded in the current Board register of interests.
- 2.2 Minutes of meeting on 3 April (HSCIC 13 02 02(b)): The minutes of the previous meeting on 3 April were ratified as a correct record.
- 2.3 Progress on action points (HSCIC 13 02 02(c)): The Board noted the progress on action points arising from the previous meeting.

## 3. Business/Performance Reporting (HSCIC 13 02 03)

- 3.1 CEO report on business activity: The CEO referred to Paper HSCIC 13 02 03 (a) that provided an update on a range of key issues and developments. It was noted in particular that:
  - Data services for Commissioners: It had been established that 179 staff would be seconded into the HSCIC from Data Management Integration Centres (DMICs) and would work from their local offices. PwC had completed the phase 1 report on their audit of DMICs – this would be submitted to the next Assurance and Risk Committee meeting on 15 May for review but no show-stoppers had been identified.
  - Spine 2 review: The risk and issues associated with delivery of the spine 2 programme would be included in the corporate risk register for review by the Assurance and Risk Committee.
  - Lucinda Bolton re-iterated the need for clarity on the role of the HSCIC Board – for example, in approving such programme business cases – when the Senior Responsible Officer and budget were outwith the organisation. The CEO explained that, while the relevant HSCIC programme team would contribute to the development of the delivery aspects of the associated business case, it would not be the responsibility of the Board to approve the business case. The practicalities were still being worked through but it would be the role of the HSCIC to discuss and assess whether the organisation had the necessary resources, capacity and time to meet the requirements of the customer. It was noted that several of the ex-NHS Connecting for Health

contracts were due to end shortly – it was agreed that it would be useful to provide the Board, as soon as possible, with a timetable for approval of the various contract extensions/replacement arrangements and who would be involved. The Board also requested that a process was implemented as a matter of urgency to establish Service Level Agreement/Memorandum of Understanding arrangements with sponsors and SROs for the items in the HSCIC’s portfolio - to enable the Board to understand the responsibilities and risks associated with the services provided by the HSCIC.

**Action: CEO/ Director of Programme and Service Delivery**

- Southern Clinical Systems Community and Child Health programme: Securing approval of the business case for this programme was a significant milestone for the HSCIC as this was the first to receive cross-government approval, and to move into delivery, since the new NHS system and HSCIC came into force on 1 April. This heralded a new approach to delivery of the local programmes with providers each holding contracts with and paying the supplier directly. This aligned with the NHS localism agenda and would promote strong ownership of services within each provider organisation.
- Transition and Transformation Programmes: It had been agreed that the Informatics Transition Programme would be closed formally in April. The NHS Informatics Futures Board had considered the End Programme Review document at its final meeting on 24 April - residual activities and risks would be transferred to successor organisations and arrangements. The CEO would share the report with the Board for information.

**Action: CEO**

- The Transformation Programme for the HSCIC was also being established – including the first meeting of the Leadership Forum on 25 April. This had proved to be a very constructive event that had begun the process for building a consensus amongst the senior leaders of the HSCIC about the organisational future. The concept of a Performance and Health framework was introduced which would be used for the approach to organisational development. It would be important to maintain the momentum and to exploit the enthusiasm shown by the delegates. The next meeting had been arranged for 13 June.
- Communications and Media: The work in hand was noted but it was recognised that it would be useful for the Board to devote time at a future meeting to discussing the communications and marketing strategy for the organisation.

The CEO added that since his report had been prepared, a 12 month extension to the NHS mail contract had been approved, agreement had been secured to an extension of the current GP Systems of Choice (GPSoC) arrangements pending procurement of a replacement and it had been confirmed that the PAC hearing to discuss the CSC contract would be held on 12 June.

The Board thanked the CEO for the clear and comprehensive nature of the report and looked forward to regular updates at future meetings.

- 3.2 Development of Board performance pack: The Director of Finance and Corporate Services summarised Paper HSCIC 13 02 03(b) on the development of a Performance Pack that would be used for regular Board reporting. A Corporate Performance Pack would be prepared monthly to support the HSCIC Executive Team and the Board in monitoring the HSCIC’s delivery of statutory and corporate functions, as well as key performance information regarding services and programmes.

A “mock up” of the pack would be submitted to the Board meeting on 30 May for review and approval. This would comprise a mixture of real and sample data. The Board would also be provided with separate regular updates on performance against business plan objectives and priorities. Comments focused on the need to:

- include Information on diversity and on activity to comply with the equality agenda
- provide Information to enable the Board to be assured that money was being spent on the right

products and services and that value for money was being achieved

- undertake more work on how it was proposed to capture the views of customers and stakeholders as a whole on the performance of the organisation. It was noted that it was planned to base the performance pack information on a net promoter score but this was limited to end-users of web-based services and a wider ranging approach needed to be developed. The CEO would discuss this with the Executive Team.

**Action: CEO**

#### 4. Strategic/Policy items

- 4.1 HSCIC purpose, vision and values: The CEO referred to Paper HSCIC 13 02 04(a) and the accompanying slides on development of draft statements on the HSCIC purpose, vision and values - for the purpose of engagement with stakeholders. The statements were discussed at the HSCIC Leadership Forum on 25 April and some changes suggested.

The Board recognised the need for this preliminary work to give staff an indication of the potential direction of travel but it was essential that the Board steered and influenced the development of these critical statements. This would be a priority therefore for extensive Board discussion on appointment of a permanent Chair and would form part of the proposed strategic workshop early in July.

- 4.2 HSCIC response to Francis report: The CEO referred to paper HSCIC 13 02 04 (b) describing the Government's response to the recommendations in the Francis report on the Mid-Staffs Public Inquiry and HSCIC activity on the emerging action plan. In recognition of the system-wide implications, the Government's initial response included a Statement of Common Purpose, which 14 national organisations – including the HSCIC – had signed as a demonstration of collective commitment.

The Government had highlighted the role of the HSCIC, as the single national hub for health and social care data and emphasised the importance of the role in managing and reducing the bureaucratic burden on the health and care system. The paper:

- provided an update on the issues and implications for the HSCIC relating to the HSCIC's statutory role and functions and also its role as a corporate body working in the NHS
- set out a proposed suite of activities (with assigned leads) for addressing the issues raised.

- 4.3 During the ensuing discussion the key points made were:

- it was good that the role of the HSCIC as the single national hub for health and social care data had been highlighted but it was known that other bodies were already collecting or had plans to collect data – a strategy to tackle this would need to be developed
- there was a need for information and data services areas to take a leading role for and provide input on many of the activities listed
- the requirement under the Health and Social Care Act for the HSCIC to undertake an assessment of the burden of data collections should be referenced as a key activity
- it would be important to strengthen the references to development of a coherent strategy for engaging with patients and the public. The CEO advised that there were some challenging issues to be addressed and the Executive Team was considering the outputs from some initial consultancy work – commissioned by Dr Mark Davies - to help inform an engagement strategy. It was noted that Sir Nick Partridge would be willing to input to this work.

The Board would be provided with regular progress reports.

- 4.4 Caldicott Information Governance Review: The Director of Solution Design, Standards & Assurance referred to the publication on 26 April of the Caldicott information governance review *Information: to share or not to share?*. This far-reaching review was set up to identify the right balance between protecting health and social care information and the use and sharing of information to improve patient care. It helped to put into context the Department of Health's Information Strategy, the

Health and Social Care Act 2012, the Open Data White Paper and the review of the NHS Constitution. The review also acknowledged:

- the HSCIC's role as an accredited safe haven for linking patient identifiable data to support clinical, social care and public health research
- the HSCIC's responsibility for developing a Code of Practice for the use of confidential information. The Director of Solution Design, Standards & Assurance reported that the code was being finalised and reflected wide consultation with stakeholder groups – including the BMA, patient groups, the Information Commissioner's Office, NHS England and the Caldicott review panel itself. This detailed the practice to be followed for the collection, analysis, publication and other dissemination of confidential information concerning, or connected with, the provision of health services or of adult social care in England. It was expected that, subject to approval by the Secretary of State and NHS England, the code would be published at the end of May. A comprehensive communications plan was being drawn up.

The Secretary of State had welcomed the Caldicott review and advised that the Department of Health would be providing a comprehensive response in the summer.

## 5. Governance Issues

- 5.1 Appointment of HSCIC Vice-Chair: The Chair advised that, following consultation with Board members, she had asked Tony Allen to take up the post of Vice-Chair until 31 March 2014 and he had accepted.

**The Board ratified** the appointment of Tony Allen as the Vice-Chair.

- 5.2 Appointment of Caldicott Guardian/Senior Information Risk Officer: The CEO referred to Paper HSCIC 13 02 05(b)) about the need to appoint a Caldicott Guardian and Senior Information Risk Officer for the organisation. The CEO recommended that:

- Dr Mark Davies, Director of Clinical and Public Assurance, was appointed as the Caldicott Guardian
- Clare Sanderson, Director Solution Design, Standards and Assurance was appointed as Senior Information Risk Officer.

**The Board approved** the recommendations.

- 5.3 Draft Forward Board Business Schedule 2013-14 (Paper HSCIC 13 02 05(c): The Board noted the first draft of the Board forward business schedule for 2013-14. This would be kept under review and fleshed out in the light of developments.

## 6. Background paper – for information

- 6.1 The Board noted the background paper on forthcoming statistical publications

- 6.2 There being no other business the Chair closed the meeting of the HSCIC Board.

7. The date of the next meeting was 30 May 2013

As ratified at the Board meeting on 30 May

.....Chair