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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	23 November 2021	Agenda Item	4.5
Report Title	Controlled Drug Governance and Assurance (Progress Report)		
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Presented by	Rhys Howell (Advanced Pharmacist – Governance, Improvement and Transformation)		
Freedom of Information	Open		
Purpose of the Report	This paper provides a progress report on the strengthening of controlled drug governance arrangements across the Health Board in line with the approach agreed at Senior Leadership Team on the 5 th November 2020.		
Key Issues	<p>The Controlled Drugs (Supervision of Management and Use) (Wales) Regulations 2008 place a statutory responsibility on the Health Board and its Controlled Drug Accountable Officer to ensure the safe management and use of controlled drugs. As previously agreed with the Senior Leadership Team in early 2019, controlled drug governance requires strengthening across the Health Board in order to provide the necessary assurance regarding compliance with this legislation.</p> <p>Service Groups have, over recent months, undertaken significant work to strengthen CD governance through an agreed three-phased approach. When viewed within the context of the continuing COVID-19 pandemic and associated service pressures, progress made to date is encouraging.</p>		
Specific Action Required <i>(please choose one only)</i>	Information	Discussion	Assurance
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Recommendations	Members are asked to receive this progress report detailing the actions taken to strengthen controlled drug governance across the Health Board.		

Controlled Drug Governance and Assurance (Progress Report)

1. INTRODUCTION





The Controlled Drugs (Supervision of Management and Use) (Wales) Regulations 2008 place a statutory responsibility on the Health Board and its Controlled Drug Accountable Officer (CDAO) to ensure the safe management and use of Controlled Drugs (CDs). It has been identified by the CDAO that CD governance needs to be strengthened across the Health Board in order to provide the Board with the necessary assurance regarding compliance with this legislation. This paper documents progress made to date.

2. BACKGROUND


As discussed in previous update papers, agreement was sought and received from the Health Board Senior Leadership team in November 2020 to work with Service Groups to strengthen CD governance through a 3-phased approach. The intention of this methodology was to provide a flexible and practical structure via which Service Groups could make improvements alongside severe service pressures caused by the COVID-19 pandemic. Through a mixture of short-term actions and long-term planning, Service Groups would be enabled to strengthen CD governance commensurate with the nature of CD management undertaken together with any controls already in place.

When viewed within the context of the continuing COVID-19 pandemic and associated service pressures, progress made to date by Service Groups is encouraging. A significant amount of work has been undertaken over recent months, which whilst showing the scale of the challenge ahead, has taken the important step of seeking to articulate the issues and improve their visibility amongst Service Group senior teams. Progress against the 3 phases is summarised below:

Phase 1: Service Group sign up to a 'Controlled Drug Governance and Assurance Charter' to outline commitments by the Service Group to strengthen CD governance in key areas including the creation of a senior Service Group CD lead.

	NPT/S	Morrison	PCT	MH&LD
Charter	 00206B9BAAD52102 16110056.pdf	 Morrison_Governan ceAssurance_Charter_	 Service Group Governance and Assu	 Service Group Governance and Assu
CD Lead	Dr Martin Bevan	Dr Gordon Staple	Karl Bishop	Dr Richard Maggs

Phase 2: Six monthly CD governance and assurance meetings held between the Service Group CD lead and CDAO.

	NPT/S	Morrison	PCT	MH&LD
1st meeting  Example Agenda.docx	15/10/21	23/09/21	30/09/21	27/09/21

Phase 3: Development of a Service Group CD management and assurance plan.

	NPT/S	Morrison	PCT	MH&LD
Plan status	Each Service Group has developed a plan which will enable them to capture actions required to strengthen controlled drug governance.			

In keeping with the ethos of the above model, each Service Group has progressed through the 3 phases at their own pace, in pursuit of strengthened CD governance.

The meetings held between the CDAO and Service Group CD Leads were helpful for the CDAO to gain an indication of progress, any outstanding concerns and current degree of assurance around CD governance. These meetings also highlighted the need for further work to better understand the aspects of CD governance that may be more efficient to strengthen at a corporate level e.g. resources to support staff training on corporate CD policy. The CDAO will continue to work with Service Group CD Leads over the coming months to facilitate strengthening of CD governance at both corporate and Service Group levels.

Each of the initial CD management and assurance plans received to date, whilst focused around a set of common principles, have their own style of approach, which it is hoped will make them more meaningful to individual Service Groups and more useable as an instrument of change. It is anticipated that these plans will evolve over the coming months to support all aspects of CD governance that require strengthening.

Finally, the NWSSP Audit and Assurance Team are currently concluding an internal audit of the Health Board's progress in strengthening CD governance. A draft report has been shared with the CDAO and an audit debrief held between the CDAO and Audit and Assurance Team to discuss preliminary findings. The audit team have agreed to review this report in line with this discussion and subject to the final report and any recommendations it is anticipated further work will be required in line with the CDAO's expectations to ensure ongoing strengthening of CD management.

3. GOVERNANCE AND RISK ISSUES

The Controlled Drugs (Supervision of Management and Use) (Wales) Regulations 2008 place a statutory responsibility on the Health Board and its CDAO to ensure the safe management and use of CDs. Strengthening of CD governance is required across the Health Board in order to move towards a fully compliant position against these statutory responsibilities. The actions taken to date and future plans outlined in this paper will mitigate this risk of non-compliance through strengthening the Health Board's CD governance and allowing an efficient and comprehensive approach to application of remedial action.

4. FINANCIAL IMPLICATIONS

The Controlled Drugs (Supervision of Management and Use) (Wales) Regulations 2008 state that the Health Board must provide its CDAO with the funds and other resources necessary to enable the CDAO to carry out their responsibilities as its CDAO. It goes on to say that those other resources may include access to and use of information systems, accommodation and staff. Inevitably this proposal will require a significant amount of time from both staff supporting the CDAO, Service Groups and corporate colleagues. Without specific new investment, this additional time will need to be found from within the existing establishment and managed against other high priority areas. In recognition of this, the phased approach to implementing strengthened CD governance is designed to deliver improved governance within a context of existing service pressures and competing priorities.

5. RECOMMENDATION

Members are asked to receive this progress report detailing the actions taken to strengthen controlled drug governance across the Health Board.

Governance and Assurance		
Link to Enabling Objectives <i>(please choose)</i>	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input checked="" type="checkbox"/>
	Partnerships for Care	<input checked="" type="checkbox"/>
	Excellent Staff	<input type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>	
Health and Care Standards		
<i>(please choose)</i>	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input checked="" type="checkbox"/>
	Effective Care	<input type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input type="checkbox"/>
	Individual Care	<input type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
Action taken to strengthen CD governance across the Health Board will include improvements in the quality and safety of care provided, as it relates to CDs and hence the patient experience.		
Financial Implications		
No additional funding has been secured for the strengthening of CD governance. The implementation will require a significant amount of time from both staff supporting the CDAO, Service Groups and corporate colleagues. Without specific new investment, this additional time will need to be found from within the existing establishment and managed against other high priority areas. In recognition of this, the phased approach being taken is designed to deliver improved CD governance within a context of existing service pressures and competing priorities.		
Legal Implications (including equality and diversity assessment)		
The Controlled Drugs (Supervision of Management and Use) (Wales) Regulations 2008 place a statutory responsibility on the Health Board and its CDAO to ensure the safe management and use of CDs. Strengthening of CD governance is required across the Health Board in order to move towards a fully compliant position against these statutory responsibilities.		
Staffing Implications		
The strengthening of CD governance will require a significant amount of time from both staff supporting the CDAO, Service Groups and corporate colleagues. In recognition of this, the phased approach being taken is designed to deliver improved CD governance within a context of existing service pressures and competing priorities.		

Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)

- **Long Term** – The health board will have strengthened CD governance in line with requirements of, ‘The Controlled Drugs (Supervision of Management and Use) (Wales) Regulations 2008.’
- **Prevention** – Strengthened CD governance will help to prevent CD incidents.
- **Integration** – Integrating the requirements of, ‘The Controlled Drugs (Supervision of Management and Use) (Wales) Regulations 2008,’ with the existing governance mechanisms of the Health Board will strengthen overall CD governance.
- **Collaboration** – The approach being taken will encourage collaboration between Service Groups in the development of strengthened CD governance.
- **Involvement** – Health Board wide involvement in the development of strengthened CD governance will produce a synergistic effect at a whole system level.

Report History

- Presentation made to the SLT in March 2019 regarding concerns about controlled drug governance.
- Paper presented to SLT on the 6th November 2019 entitled ‘Controlled Drug Governance: Update Report’ – this paper outlined the previous concept of a Health Board CD Governance Framework.
- Paper presented to SLT on the 5th November 2020 entitled, ‘Controlled Drug Governance and Assurance’ – This paper set out the new phased approach to strengthening CD governance.
- Paper presented to Quality & Safety Committee on 27th April 2021 entitled ‘Controlled Drug Governance and Assurance (Progress Report)

Appendices

N/A