



PWYLLGOR DIGIDOL, DATA AC ARLOESI
DIGITAL, DATA AND INNOVATION COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	21 July 2026
TEITL YR ADRODDIAD: TITLE OF REPORT:	Digital Inclusion
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Huw Thomas, Executive Director of Finance
SWYDDOG ADRODD: REPORTING OFFICER:	Anthony Tracey, Director of Digital, Data and Technology Carolyn Williams, Head of Digital Innovation & Transformation

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA
SBAR REPORT

Sefyllfa / Situation

This report provides an update on the Digital Inclusion Programme, highlighting progress to date and ongoing efforts to support digital projects. The Digital Inclusion Support Service plays a vital role in preparing the workforce for digital transformation across the Health Board as new systems such as Electronic Prescribing and Medicines Administration (ePMA), Electronic Patient Flow (e-Flow), and Electronic Observations (e-Obs) are introduced where emphasis is placed on the staff's need for basic and essential digital skills and confidence to use digital effectively. Without this readiness, the full benefits of these systems, such as improved patient care, streamlined workflows, and better data, cannot be realised.

The Digital Inclusion Service addresses this by offering:

- A referral process to help individuals access tailored digital support
- Resources for self-directed learning to empower staff in building digital skills
- Digital skills assessments to identify individual and team needs
- Tailored training and one-to-one support to build confidence
- Ongoing guidance to support digital adoption

This support is essential to ensure that all staff can engage with digital systems confidently and consistently, enabling the Health Board to meet its strategic goals.

Cefndir / Background

Hywel Dda University Health Board's (HDdUHB) Digital Inclusion Programme supports a coordinated approach to digital inclusion across the organisation and its partners. It aligns with the Health Board's digital response and focuses on:

- Embedding digital inclusion in daily workforce activities
- Supporting new digital programmes and population health initiatives
- Empowering patients through digital engagement
- Developing community-based digital support opportunities
- Improving digital literacy and digital health literacy to maximise technology benefits and support health and wellbeing

Launched in May 2023, the Digital Inclusion Support Service plays a key role in preparing the workforce for digital transformation. Digital inclusion ensures everyone can access and benefit from digital tools, helping to reduce inequalities and support safe, effective, person-centred care.

The service is delivered by a dedicated team working closely with internal departments and external partners, including Digital Communities Wales. Their collaborative approach ensures digital inclusion is embedded across the organisation and wider community.

To further support and strengthen the foundation of the service and improve digital capability, the programme has now introduced a Digital Readiness approach and a Digital Skills and Confidence Development Pathway, aligned with national frameworks, to promote continuous digital development across all levels

The Digital Skills and Confidence Development Pathway provide the support required to build capability at all levels and support continuous digital learning. The Team Digital Skills and Confidence Readiness Framework supports leaders to guide their teams through the digital changes ahead.

Asesiad / Assessment

The Digital Inclusion Programme has made positive and sustained progress against the Health Board's planning goal and the eight identified pillars. Since its establishment, the programme has developed from an initial support offer into a more mature, structured and proactive service that is increasingly embedded within digital transformation activity across the organisation. The journey to date demonstrates clear improvement in how digital inclusion is understood, promoted and applied, with stronger links now established between workforce readiness, patient engagement, accessibility, community partnership and successful digital adoption.

The Digital Inclusion Support Service continues to provide targeted, personalised support to staff who are digitally excluded or lack confidence, helping to reduce capability gaps, improve equitable access to development opportunities, and build the confidence required for staff to engage positively with new digital ways of working.

The following section summarises progress against the eight agreed pillars, demonstrating how the programme has developed from early engagement and awareness-raising into a broader, more embedded approach that supports workforce capability, patient engagement, accessibility, community partnerships and digital adoption across the Health Board.

Pillar 1 – Recognise Digital Access and Skills as a Social Determinant of Health

- The Digital Inclusion Manager provides regular updates at the Professional Nursing Forum, engaging Ward Managers across all sites to raise awareness, share resources, and address digital barriers and offer a point of contact and link to the larger digital innovation and transformation team.
- Welsh Government has confirmed and allocated funding, in partnership with the University of Wales Trinity Saint David (UWTSD), to develop the Digital Divide research project for the region. This initiative aims to provide a deeper understanding of community needs and commenced on 1 August 2025.

Pillar 2 – Co-Design Digital Health Services

- The Digital Inclusion Team supports the co-design of digital health services across HDdUHB, working with digital project teams to embed digital inclusion from the start.

- The Digital Inclusion Manager represents HDdUHB on the Digital Health and Care Wales (DHCW) NHS Wales App Patient and Public Assurance Group.
- The team collaborates with stakeholders such as Royal National Institute of the Blind (RNIB) to ensure usability and accessibility of new systems and strives to ensure that digital inclusion is considered in all engagement and development activities.
- The Regional Digital Inclusion Steering Group, developed to bring stakeholders and key partners together across the region, continues to grow in strength and influence, with new stakeholders joining and identifying funding opportunities for community-based digital inclusion projects and accessing information from our health service that contributes and supports patient engagement and community engagement.

Pillar 3 – Improve Digital Health Literacy in the Population

- Collaboration with Ceredigion County Council's Independent Living Hub is progressing well with positive steps. Joint efforts are focused on enhancing digital skills and confidence among service users.
- Through ongoing engagement, a new **Digital Inclusion Alliance Group** has been developed in partnership with Ceredigion County Council, bringing together key stakeholders and providers to explore support needs and develop digital inclusion opportunities across the county.

Pillar 4 – Develop 'Digital Health Hubs' to Improve Inclusion

- The Digital Inclusion Team has been asked to offer advice and guidance on incorporating digital inclusion activity into the development of an Independent Living Centre with Pembrokeshire County Council.
- Digital Inclusion input will help ensure the hub provides appropriate access, support, and opportunities for individuals to build digital skills and confidence.
- This collaboration aims to create a space that supports inclusive digital engagement and meets the needs of the local population.

Pillar 5 – Build Trust and Relationships with Poorly Served Groups

- A strong partnership with the RNIB is helping improve accessibility for people with sight loss, particularly in projects such as Hybrid Print and Post.
- The team is supporting departments and teams working with patients to help identify and signpost individuals who may benefit from digital support.
- Patients are directed to local community-based opportunities that can help them build digital skills and confidence.
- Collaboration with the Benefits Realisation Manager is ensuring that communication and change management strategies are embedded into digital project rollouts.

Pillar 6 – Harness the Benefits of Digital for Health and Wellbeing

- Digital projects are regularly shared at Regional Steering Group meetings, encouraging stakeholder engagement and wider dissemination.
- Positive feedback from staff highlights the impact of digital inclusion support:

"Just wanted to feedback how helpful and insightful I have found previous sessions and that I will be sharing some of the resources I have learnt about at my next team meeting..."

"Your support was invaluable ... the wider issues we had are beyond your team's support."

"Presented in a really friendly way using easy to understand language so I didn't get left behind!"

“Following assessment, I realised my skills were better than I had realised, and confidence was more of the issue.”

“We now have a more efficient way of working within the team.”

Pillar 7 – Improve digital skills in the health and care workforce

Digital Inclusion Champions Network

- The network continues to grow, with Champions playing a vital role in supporting peers, promoting digital change, and embedding inclusion into everyday practice. Efforts are underway to expand the network, particularly in clinical areas to strengthen sustainability and address barriers to engagement.
- Understanding and addressing barriers to engagement will remain a key priority to ensure long-term sustainability.

Building Digital Readiness and Capability

- Engaging departments to identify Digital Inclusion Champions who support digital adoption and peer learning.
- Piloting the Digital Readiness Manager’s Toolkit to help teams assess preparedness and access targeted support.
- Developed the Digital Skills and Confidence Development Pathway, offering a structured, inclusive framework aligned with national standards.

Key focus areas of the pathway include:

- Core digital competency domains (e.g., communication, collaboration, problem solving) Skill levels from beginner to expert to support personalised development.
- Assessment tools such as internal audits, Health Education and Improvement Wales (HEIW) self-evaluation, and a management checklist
- Learning resources including internal training, self-learning, and digital induction for new starters.
- Working to embed digital capability into the Performance Appraisal and Development Review (PADR) process as a formal objective (awaiting confirmation).

Pillar 8 – Embed Digital Inclusion in Health, Care, and Wellbeing Strategies

- Significant progress has already been made in engaging pilot areas, and priority teams with the rollout of e-Obs and Patient Flow across the Health Board through the Digital Readiness approach.
- A pilot of the Digital Readiness Manager’s Toolkit has already been launched, enabling team leaders to assess digital preparedness, identify gaps, and access targeted support from the Digital Inclusion team.
- The Digital Readiness Checklist continues to support a management-led approach to embedding digital capability within teams.
- The Digital Inclusion Manager is working with the Head of Digital Business and Engagement to include a Digital Capability and Confidence section within the PADR process. This is currently under review, with confirmation awaited on embedding it as a formal objective.
- The Digital Inclusion Manager and Head of Digital Business and Engagement continue to work closely with Learning and Development to explore opportunities of developing further digital skills development training opportunities within the Health Board’s learning and development catalogue.
- Work continues to raise awareness of digital accessibility, including device functionality and assistive applications, to support both staff and patients.

Mitigating Risks to Digital Project Rollout from Low Digital Readiness

Low levels of digital readiness present a material risk to the successful rollout of digital projects across the Health Board. Where staff do not have the confidence, skills, access or support required to use new digital systems effectively, there is a risk of delayed implementation, inconsistent adoption, increased pressure on operational teams, reduced productivity during transition, and limited realisation of the intended benefits. This is particularly important as major digital programmes such as ePMA, e-Obs, e-Flow and patient-facing digital services require staff to engage with new ways of working safely and consistently. If these risks are not proactively managed, the Health Board may not fully achieve the anticipated improvements in patient safety, care quality, workflow efficiency, data quality, and patient and staff experience. To reduce the risk of delays, low adoption or uneven implementation arising from limited staff digital skills and confidence, the following actions are in place:

- **Digital Readiness Toolkit** - Supports managers in assessing team preparedness and identifying capability gaps early.
- **Digital Inclusion Champions** - Champions embedded in teams promote digital engagement and peer support, with a focus on expanding into clinical areas.
- **Digital Skills and Confidence Development Pathway** - A structured framework aligned with national standards to support skill development across all roles.
- **Targeted Training and Induction** - Tailored training, self-learning resources, and a digital induction for new starters address specific needs.
- **PADR Integration (Pending)** - Plans to embed digital capability objectives into the PADR process to support long-term workforce development.
- **Collaborative Engagement** - Working with internal teams and informatic nurses to ensure inclusive, accessible digital solutions.
- **Proactive Walkarounds** - Direct engagement with less digitally engaged teams and non-engaging teams to understand barriers, offer support, and identify Digital Inclusion Champions.

Conclusion

The Digital Inclusion Programme has made clear and sustained progress in developing a more structured, proactive and embedded approach to supporting digital inclusion across the Health Board. The programme has moved beyond initial awareness-raising and individual support to a broader model that is increasingly aligned with workforce readiness, patient engagement, accessibility, community partnership and digital transformation delivery. Through the Digital Inclusion Support Service, Digital Readiness approach, Champions Network, Skills and Confidence Development Pathway and strengthened partnership working, the Health Board is building the capability and confidence required to support safe, consistent and inclusive adoption of digital services.

While further work is required to fully embed digital capability within routine workforce development, service planning and project implementation, the progress to date provides a strong foundation for continued improvement. Maintaining this focus will help reduce the risks associated with low digital readiness, strengthen adoption of new systems, and ensure that staff, patients and communities are better able to benefit from digital innovation in a way that is equitable, accessible and sustainable.

Argymhelliad / Recommendation

The Committee is asked to:

- **RECEIVE ASSURANCE** on the progress made in embedding of digital inclusion across the Health Board, including actions to improve the Digital Readiness approach,

Champions Network, Skills and Confidence Development Pathway and targeted support for teams.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.1.11 Seek assurance on delivery against all Planning Goals aligned to the Committee, in accordance with the Board approved timescales, as set out in the Health Board's Annual Plan, considering, and scrutinising the plans and programmes that are developed and implemented, supporting and endorsing these as appropriate.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	7. All apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Nodau Cynllunio 2026/27 Planning Goals 2026/27	5. People First, Digital Always
Hypergyswllt i Amcanion Llesiant HDdUHB 2026 Hyperlink to HDdUHB Well-being Objectives 2026	9. All HDdUHB Well-being Objectives apply
Model Cymdeithasol ar gyfer Iechyd a Llesiant: (wedi'i gwblhau ar gyfer newid strategol a/neu newidiadau sylweddol i wasanaethau)	7. All Apply

A Social Model for Health and Wellbeing : (complete for strategic change and/or significant service changes)	
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Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Not Applicable
Rhestr Termiau: Glossary of Terms:	Contained within the Report
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Digidol, Data ac Arloesi Parties / Committees consulted prior to Digital, Data and Innovation Committee:	Not Applicable

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	There are no immediate additional financial implications arising from this report. The Digital Inclusion Programme supports value for money by improving digital confidence, reducing barriers to adoption, supporting benefits realisation from existing and planned digital investments, and helping ensure that new systems are used effectively and consistently across services.
Ansawdd / Gofal Claf: Quality / Patient Care:	Digital inclusion supports quality and patient care by helping staff and patients access, understand and use digital services confidently. Improved digital readiness will support safer and more consistent adoption of systems such as ePMA, e-Obs, e-Flow and patient-facing digital services, contributing to improved communication, patient experience, data quality, workflow efficiency and care delivery.
Gweithlu: Workforce:	The programme has a positive workforce impact by supporting staff to develop the skills, confidence and capability required to engage with new digital ways of working. The Digital Inclusion Support Service, Champions Network, Digital Readiness Toolkit and Skills and Confidence Development Pathway provide structured support for teams, helping reduce variation in digital capability and supporting a more confident, inclusive and digitally enabled workforce.
Risg: Risk:	The principal risk is that low digital readiness could delay implementation, reduce adoption, increase operational pressure and limit benefits realisation from digital programmes. This is being mitigated through the Digital Readiness approach, targeted support, Digital Inclusion

	Champions, training resources, partnership working and continued engagement with teams and services.
Cyfreithiol: Legal:	There are no specific legal implications arising from this report. The programme supports wider statutory and organisational responsibilities relating to accessibility, inclusion, equitable access to services and safe implementation of digital change.
Enw Da: Reputational:	The programme has a positive reputational impact by demonstrating that the Health Board is taking an inclusive, proactive and person-centred approach to digital transformation. Supporting staff, patients and communities to access and use digital services confidently will help strengthen trust, reduce exclusion and reinforce the Health Board's commitment to equitable and accessible care.
Gyfrinachedd: Privacy:	There are no direct privacy implications arising from this report. Any future digital inclusion activity involving personal information will continue to be managed in line with information governance, data protection and confidentiality requirements.
Cydraddoldeb: Equality:	Digital inclusion has a positive equality impact by helping reduce barriers for staff, patients and communities who may be digitally excluded or lack confidence in using digital services. The programme supports equitable access, accessibility, inclusive engagement and targeted support for groups who may otherwise be disadvantaged by digital transformation.