



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 Partner Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Huw Thomas, Executive Director of Finance
SWYDDOG ADRODD: REPORTING OFFICER:	Anthony Tracey, Director of Digital, Data and Technology

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

The purpose of this report is to provide the Digital, Data and Innovation Committee (DDIC) with an update on the digital partner to support its digital transformation initiatives. This report outlines the spending and impact of the digital partner in line with Board-approved programmes.

Cefndir / Background

Working with our new strategic partner (CGI Inc) we are in the process of accelerating the project plans towards deployment, as well as developing the technical integration layer required to deploy the foundational systems in line with the timescales previously outlined to the Executive Team. The digital transformation initiatives are part of Hywel Dda University Health Board's (HDdUHB's) strategic plan to enhance patient care and operational efficiency through technology.

In addition to those listed above, HDdUHB has also invested in various digital programmes aimed at improving patient care pathways, data accessibility, and patient safety. These programmes include the Hybrid Print and Post, and Digitalisation of Records, which are part of the broader strategy to digitise healthcare services.

Overall, these digital transformation initiatives are designed to modernise healthcare delivery, improve operational efficiency, and enhance patient care through the strategic use of technology.

Asesiad / Assessment

Digital Service Partnership

Under the Digital Services Partnership, the Health Board is continuing to explore with CGI Inc the potential development of a managed service operating model supporting both the stabilisation of core digital services and the acceleration of digitally enabled transformation. This work is being considered within the wider strategic partnership framework and is focused

on understanding how a future operating model could provide greater service reliability, clearer accountability, improved supplier and service management, and additional capacity to support priority transformation programmes.

The emerging proposal is being shaped around a rolling three-year transformation and service improvement cycle, with an initial emphasis on safe transition, baseline assessment, service stabilisation, and early delivery of measurable value. Areas under consideration include service desk and end-user computing support, application performance management, supplier control, cyber resilience, data and integration foundations, AI productivity, patient flow and command centre capability, and support for care closer to home. The intent is to move from reactive operational pressure towards a more stable, evidence-led and value-measured delivery model.

The NHS Wales Shared Services Partnership (NWSSP) element of this work is being considered as part of the wider partnership operating model, rather than as a single transfer of responsibility. The Partnership Charter describes a range of potential delivery options, including services retained fully by HDdUHB, blended services led by the Health Board with CGI Inc support, blended services where CGI Inc has delegated delivery responsibility, and services that could be delivered externally by CGI Inc while HDdUHB retains governance, accountability and decision-making. This provides a framework for assessing where shared service arrangements may add value, where Health Board capability must be retained, and where a more blended model could improve resilience, consistency and pace of delivery.

The current exploration is therefore focused on identifying which services, capabilities or functions could benefit from a NWSSP approach, including opportunities to standardise processes, strengthen supplier management, improve service performance, reduce duplication, and provide access to specialist capacity that may not be sustainable to maintain in full internally. Any future model would need to be carefully designed to ensure clear boundaries between retained Health Board responsibilities and partner-delivered activity, with defined service levels, performance measures, clinical safety, information governance, cyber security, workforce implications, financial controls and exit arrangements. This approach is intended to support a more resilient and value-led digital operating model, while ensuring that strategic control and accountability remain with the Health Board.

This work remains at the discovery, options appraisal and business case development stage. It is intended to inform future Executive Team, DDIC, Strategy and Performance Committee (SPC) and Board consideration, rather than representing an approved change in scope or financial commitment at this stage. Any progression to a managed service arrangement would require a clear articulation of retained Health Board responsibilities, CGI responsibilities, service levels, performance measures, benefits realisation, financial implications, transition risks, workforce impacts and exit arrangements.

Expenditure

Since the last reporting period, no new expenditure has been committed, and no additional financial commitments have been entered into in respect of the digital partner arrangements. All activity undertaken during this period has remained within the scope of previously approved programmes, existing contractual arrangements and agreed financial governance controls. Any future requirement to extend scope, increase expenditure or commit additional funding will be subject to the appropriate business case, financial scrutiny and approval route before any commitment is made.

Argymhelliad / Recommendation

The Committee is requested to:

- **RECEIVE ASSURANCE** that the Digital Partner arrangements, the continued use of CGI to support Board-approved digital transformation activity and Digital Services Partnership remain subject to appropriate governance, financial scrutiny and approval processes, with no new expenditure or additional financial commitment incurred since the last reporting period.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.1.3 Seek assurance that the digital, data and information governance implications and risks arising from the development of the Health Board's corporate strategies and plans or those of its stakeholders and partners are considered and mitigated.
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)	6. All Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Nodau Cynllunio 2026/27 Planning Goals 2026/27	All Planning Goals Apply
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:	Included within the main body of the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Digidol, Data ac Arloesi Parties / Committees consulted prior to Digital, Data and Innovation Committee:	Sustainable Resources Committee Executive Team

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Value cases will be assessed for each individual business cases prior to utilising the supplier. A wider strategic benefit will be that the healthcare systems will be more efficient, processes are faster, and wasteful processes can be decreased or eliminated supporting longer-term sustainability for the health board.
Ansawdd / Gofal Claf: Quality / Patient Care:	The implementation of the transformation and digital enablement plan, will provide the following positive impact on quality and patient care: • Patient safety increased - Increased timeliness and availability of relevant clinical information decreased transcription errors and decreases risk to patients' safety • Positive patient outcomes increased - Easy access increases speed and of diagnosis, care, treatment plan and onward referral • Patient confidence increased - The availability and targeting of accurate and relevant information at the point of contact • Reducing delay, improving waiting times and access to treatment
Gweithlu: Workforce:	Having a modern digital system, will attract and retain the workforce within the Health Board. A key component of this work is the assessment of operational readiness for organisational and digital change, the digital roadmap required and recommended service redesign principles for a whole system approach, which will enable the change the workforce urgently need. As part of the transformation plan there will be a change management, service redesign

	and digital enablement programme designed to co-produce and design services for people through a professional integrated and upskilled workforce across health and care.
Risg: Risk:	Without the necessary investment in transformation and digital there is a risk that the current complex system will become even slower stifling innovation that the Health Board has progressed and urgently needs.
Cyfreithiol: Legal:	Not applicable
Enw Da: Reputational:	The ambitious transformation and digital enablement plan will progress the Health Board forward to becoming a fully integrated digital organisation, and propelling Hywel Dda to become the first system-wide digital exemplar within NHS Wales.
Gyfrinachedd: Privacy:	At the centre of the transformation and digital enablement plan is inclusivity, and the requirement to ensure that staff, patients, and the people of our region are included in the development of any service with strong information governance and cyber security.
Cydraddoldeb: Equality:	Not applicable

