



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	15 January 2026
TEITL YR ADRODDIAD: TITLE OF REPORT:	Digital Operational Plan Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Huw Thomas, Executive Director of Finance
SWYDDOG ADRODD: REPORTING OFFICER:	Anthony Tracey, Digital Director

Pwrpas yr Adroddiad (dewiswch fel yn addas) Purpose of the Report (select as appropriate)
Er Gwybodaeth/For Information

ADRODDIAD SCAA SBAR REPORT
<u>Sefyllfa / Situation</u> <p>The purpose of this paper is to present the Digital, Data and Innovation Committee (DDIC) with an update on timelines for the 2025/26 Digital Operational Plan, which represents the next phase of our digital transformation journey. This plan aims to strengthen our digital infrastructure, improve patient engagement, and maintain full compliance with regulatory standards.</p>
<u>Cefndir / Background</u> <p>Effective prioritisation of digital projects is critical to ensure that limited resources such as, funding, technical expertise, and staff time, are allocated to initiatives that deliver the greatest value. In today's complex digital landscape, organisations must make strategic decisions that align projects with corporate objectives, regulatory obligations, and user expectations. Prioritisation also plays a key role in risk management by focusing attention on essential systems that safeguard operational safety and continuity.</p> <p>However, this process presents significant challenges. Balancing competing stakeholder interests, managing resource limitations, and adapting to shifting priorities driven by external pressures or emerging technologies can make decision-making difficult. Without clear and consistent criteria, prioritisation risks becoming subjective or influenced by politics. Despite these obstacles, adopting a structured and transparent approach is essential to ensure that digital transformation efforts remain impactful, resilient, and sustainable.</p>
<u>Asesiad / Assessment</u> Project / Programme List Output <p>Following a detailed analysis of the "Must Do" projects from the uploaded project list, the initiatives have been logically grouped into four implementation phases. This phased approach enables structured delivery, supports effective resource planning, and ensures alignment with both strategic objectives and operational priorities.</p>

- **Phase 1: Foundational Infrastructure and Compliance**

These projects are critical for maintaining system security, operational continuity, and regulatory compliance. They form the backbone of the digital environment and must be prioritised for immediate action.

Project	Proposed Timeline	Project Status	
		Oct 25	Dec 25
Cyber Security – Audit Findings	April 2026		
Microsoft Enterprise Agreement Renewal	June 2026		
Cyber Resilient Unit Audit	September 2025		
Integration Layer & Application Programming Interface	August 2025		
Biztalk Decommissioning	December 2025		
Telecomms Modernisation – Phase 1	July 2026		
Wireless Application Protocol (WAP) Replacement	Begun – Nov 25 (18-month programme)		
Switchboard Alarm Digitisation	Begun – May 2025 - 24-month programme		
Paging Replacement	Contract Awarded – September 2025 – 12-month programme for delivery		
Laboratory Information Management System Replacement	June 2026		
Urgent and Emergency Care UEC Transformation Work (Planning the Unscheduled Care)	Ongoing		
Radiology Informatics System Programme (RISP)	December 2025		
Integrated Performance Assurance Report (IPAR)	On-going		
Patient Flow – Phase 1 – Partial Functionality	November 2025		
Patient Flow – Phase 2 – Full Functionality	May 2026		
eObservations – Phase 1 - Manual Entry	June 2026		
eObservations – Phase 2 - Full Electronic	September 2026		
Switchboard Modernisation	Linked to the Switchboard Alarm Digitisation		
Implementation of a Maternity System (BadgerNet)	March 2026		
Implementation of an Eye Care System (OpenEyes)	March 2026		

- **Phase 2: Core Service Enablement and Access**

These projects support essential service delivery and user access. While not as urgent as Phase 1, these are key to ensuring smooth operations and improved clinical workflows.

Project	Proposed Timeline	Project Status	
		Oct 25	Dec 25
Pyxis Upgrade	September 2025		
Citrix Hardware Replacement	December 2025		
Audit Wales Response	July 2026		
ePMA	May 2026 – March 2027		
PPH - MIU	October 2025		
Virtual Ward – remote monitoring H@H integration	March 2026		
UEC report rationalisation	August 2025		

Phase 3: Targets enhancements that improve efficiency, integration, and user Experience

Project	Proposed Timeline	Project Status	
		Oct 25	Dec 25
Single Sign On	September 2025	Red	Red
Carmarthen Hwb	October 2025	Yellow	Green
Picton Terrace	December 2025	Yellow	Green
Community Networks – Llandovery	December 2025	Yellow	Green
Planned Care Transformation Work (Waiting List Management)	March 2026	Yellow	Yellow
Dashboards	Ongoing	Yellow	Green
Information Services Data Platform Migration	February 2026	Orange	Green
Digital Response	Summer 2026	Orange	Yellow
Forcepoint / iBOSS	June 2025	Grey	Grey
Pentre Awel	August 2025	Grey	Grey
Community Networks – Llys Steffan	October 2025	Green	Grey
Community Networks – Elizabeth Williams	January 2026	Orange	Grey
CCTV Installation	March 2026	Red	Orange
Optimisation of Legacy / Existing Clinical Systems	Ongoing	Orange	Yellow
AI Commission	February 2026	Orange	Yellow
Centre of Excellence - Data Analytics	March 2026	Orange	Yellow

Key:

Delivered	Grey
Progressing Ahead of Schedule	Green
On Schedule	Yellow
Slightly Delayed (Within Acceptable Limits)	Orange
At Risk – Mitigation Required	Red

Summary

The Digital Operational Plan for 2025/26 marks a significant step in our digital transformation journey. By prioritising high-value projects and applying a structured implementation approach, the plan aims to strengthen digital infrastructure, enhance patient engagement, and ensure regulatory compliance. However, not all initiatives are progressing as scheduled. Some projects have experienced delays due to resource constraints, competing priorities, and the complexity of integration. These challenges highlight the importance of agile planning, proactive risk management, and ongoing reassessment to maintain momentum. Despite these pressures, the plan remains a critical framework for delivering a more efficient, responsive, and digitally enabled healthcare system.

Argymhelliad / Recommendation

The Committee are requested to:

- **NOTE** the Digital Operational Plan update and the projected timelines for 2025/2026 and in future years.

Amcanion: (rhaid cwblhau)
Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.1.2 That the organisation is discharging its responsibilities with regard to the quality and integrity; safety, security and appropriate access and use of information and data, to support health improvement and the provision of high-quality healthcare.
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
Amcanion Cynllunio Planning Objectives	All Planning Objectives Apply
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol:

Further Information:

Ar sail tystiolaeth: Evidence Base:	Not applicable
Rhestr Termau: 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:	The financial and service impacts of the digital plan are evident in the substantial investments made and the
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	<p>significant improvements in service delivery. These efforts reflect our commitment to creating a modernised, patient-centred system of care that aligns with national digital standards and local healthcare priorities.</p> <p>Each of the tranches, and projects will be subject to further business cases.</p>
Ansawdd / Gofal Claf: Quality / Patient Care:	The digital plan will bring about substantial improvements in the quality of care and patient outcomes. By leveraging advanced digital technologies, we have created a more efficient, safe, and patient-centred healthcare system that aligns with our commitment to delivering high-quality care to our communities.
Gweithlu: Workforce:	The digital plan has significantly transformed our workforce by enhancing productivity, fostering skills development, and improving overall well-being and engagement. These efforts reflect our commitment to creating a modernised, efficient, and supportive work environment that aligns with our strategic goals and enhances the quality of care we provide.
Risg: Risk:	The digital plan carries several risks, proactive risk management and mitigation strategies are in place to address these challenges. By continuously monitoring and managing these risks, the organisation aims to ensure the successful implementation of the digital plan and the achievement of its strategic objectives.
Cyfreithiol: Legal:	Not applicable
Enw Da: Reputational:	The successful execution of the digital plan can greatly enhance our organisations reputation as a leader in digital innovation within the healthcare sector. By integrating advanced digital tools and platforms, we demonstrate our commitment to improving patient care, operational efficiency, and data security. This proactive approach can attract positive media coverage, bolster public trust, and strengthen relationships with stakeholders, including patients, staff, and partners. The digital plan's emphasis on enhancing service delivery and patient outcomes aligns with our mission to provide high-quality, value-based healthcare, further solidifying our reputation as a forward-thinking and patient-centred organisation.
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	All business cases / projects will be subject to an equality assessment