



**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 Strategic Plan
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)

Ar Gyfer Trafodaeth/For Discussion

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

The primary purpose of this document is to provide the Digital, Data and Innovation Committee (DDIC) with a comprehensive overview of the future foundational digital systems required to support the operational plans and strategic objectives of Hywel Dda University Health Board (HDdUHB). It outlines the vision, approach, and roadmap for digital transformation over the next five years and beyond, ensuring alignment with the Health & Care Strategy, “A Healthier Mid and West Wales: Our future generations living well.”

The document aims to:

- Set out the strategic direction for digital investment and transformation, building on lessons learned since the 2020 Digital Response.
- Identify the core digital capabilities and systems necessary to deliver integrated, patient-centred, and data-driven care.
- Address the challenges posed by demographic changes, climate imperatives, and rapid technological advancement.
- Present a phased roadmap for implementing digital solutions that improve patient outcomes, enhance operational efficiency, and support workforce development.
- Ensure that digital adoption is embedded as a cultural and organisational priority, not just a technical one.
- Engage stakeholders across HDdUHB, including staff and the public, in shaping the next iteration of the digital strategy.

In summary, the document serves as a strategic guide for HDdUHB’s digital journey, ensuring that digital transformation is purposeful, sustainable, and responsive to the evolving needs of the population and the health and care system.

Cefndir / Background

The Digital Response published in 2020, 20-yearated the future strategic vision for investment in digital services for the next five years, in order to meet the priorities outlined within our Health & Care Strategy, ‘A Healthier Mid and West Wales: Our future generations living well’ approved

by the Board in November 2018, and the 20 year vision for population health outcomes set out in our Health and Wellbeing Framework, 'Future Generations: Living Well'.

Having a strategic response to the health board's requirements provided clarity and forward momentum for digital transformation to help meet the strategic vision of working together to drive excellence in care for patients and communities. Key focus areas included:

- Integration with the partners to take forward the digital programmes and related population health initiatives.
- Unlocking the power of information to improve decision making at the point of care.
- Exploiting digital technologies to deliver patient centred solutions in neighbourhoods and communities.
- Keeping patient and service user's information safe, secure and up to date, and only using this data with appropriate governance and controls.
- Improving organisational digital maturity and user digital literacy to maximise the benefits of digital technologies.
- Delivering digital services which will be paper-free at the point-of-care.

Over the last four years we have made significant strides towards this vision, and we are now identifying future foundational systems that will enable to continue this journey over the next five years and beyond.

Asesiad / Assessment

Redrafting of the Digital Response

The Digital Response, initially published in 2020, landed during the COVID-19 pandemic, which necessitated immediate adjustments to the strategic direction of the HDdUHB digital plans. Some long-term strategic initiatives were temporarily shelved to prioritise the rapid rollout of Microsoft 365 tools, ensuring that the health board could respond effectively to the urgent needs of the pandemic. However, this period also provided valuable lessons and insights that have informed the redrafting of the Digital Response. The revised plan will incorporate these learnings and addresses newly identified key requirements that will enable digital service improvement and transformation across various directorates and communities.

Approach

The approach to redrafting the Digital Response will involve a comprehensive assessment of HDdUHB's digital needs and opportunities. This includes identifying areas where digital technologies can drive service improvement and transformation, such as enhancing decision-making at the point of care, delivering patient-centred solutions, and improving organisational digital maturity. The revised plan will emphasise the integration of digital programs with partners, ensuring that patient and service user information is kept safe, secure, and up to date with appropriate governance and controls. Additionally, the approach will focus on maximising the benefits of digital technologies by improving user digital literacy and delivering paper-free digital services at the point of care. By adopting this strategic approach, the health board aims to continue its journey towards digital excellence over the next five years and beyond.

Strategic

We have developed our thinking on Digital as detailed in the following text. Digital is the means by which we all interact with each other and with everything around us. In healthcare, using digital technology, citizens and patients will be able to receive and share information online about their health and well-being, communicate by audio, video, secure email and messaging, and participate in peer-to-peer patient support groups, in trials, and in health and care decision-

making with their clinicians. Health and care teams will use digital technology to become more data-driven and evidence-based, with a robust and ever-expanding decision-support capability.

Our digital vision continues to be ambitious, presenting the need for changing the culture through transformation enabled by digital combined with an opportunity for accelerated delivery and a focus on collaboration with our partners in Health and Social Care. The intent is to shape collective mindset and decision making rather than to prescribe products or platforms. In a society that is rapidly embracing and adopting technology, such as Artificial Intelligence (AI) the NHS cannot stand still. Our digital vision outlines how we intend to integrate digital solutions into every patient interaction and how, through clinical leadership, we will use these to improve the quality of care and experience of our patients and support our workforce providing safe and efficient tools.

We are in the process of reframing our Digital Response, however the four pillars previously outlined are still the cornerstone of the digital transformation approach for HDdUHB.

- 1) **Citizen engagement**, allowing a citizen or carer to have a single digital front door through which to access and interact with health and care services. This will allow citizens and their carers to manage their own condition, receive tailored and personal information and interact with services.
- 2) **Health and care co-ordination and collaboration**, ensuring that colleagues across health and care services have access to data, schedules and actionable work. This will allow colleagues to refer, request and track patients and service users across services; collaborate across the system and access the right information at the right time.
- 3) **Digital operations and control centre**, supporting new models of care through scaled remote monitoring, availability of resources and regional case and system management. This will allow us to release and direct scarce resources to deliver services appropriately; supporting the direction of the right care at the right time with the right resources; and establish a foundational element of integrated health and care delivery.
- 4) **Regional data fabric**, supporting the integration and interoperability and improving data sharing through an integrated health and care record. This will allow us to drive insight into service delivery and population health; direct improved service outcomes; and create a bridge between current and new solutions for improving health and care across our region.

Progress Towards Foundational Clinical Systems: Digital as a Driver and Enabler

Digital transformation has been at the heart of our progress towards establishing foundational clinical systems across HDdUHB. Recognising the critical role that digital plays in modern healthcare, we have made it a central driver for change, shaping our strategy, guiding our investments, and accelerating the adoption of new ways of working.

Over the past year, our digital programme has delivered significant progress in modernising and consolidating our core clinical platforms. A key achievement has been the development of the thinking towards a unified digital health record, designed to bring together data from primary, secondary, and community care into a single, accessible view. This integration is fundamental to improving continuity of care, reducing duplication, and enabling clinicians to make informed decisions quickly and safely.

Alongside this, we have introduced electronic patient flow and electronic observation systems, which are already transforming how clinical teams manage patient journeys and monitor vital signs. Looking ahead, the planned implementation of electronic prescribing in 2026 will complete a suite of foundational tools that underpin safe, efficient, and digitally enabled care delivery.

These developments are not just incremental improvements; they represent the building blocks of a truly digital health board. By creating a connected ecosystem of clinical systems, we are accelerating our ability to reimagine how care is delivered, optimise workflows, and harness data for better outcomes. This work positions us to move beyond digitisation towards innovation, where technology actively shapes the future of patient care across our organisation.

This integration, powered by digital solutions, is reducing fragmentation and providing clinicians with a comprehensive, real-time view of patient information at the point of care. The digitisation of key clinical workflows, such as electronic prescribing, order communications, and results reporting, is now embedded in daily practice, improving efficiency and patient safety.

Current Future Demands affecting Digital.

Health and care services within our health board are entering a period of unprecedented change. We are operating at the crossroads of major demographic, environmental, and technological shifts that will redefine how care is delivered and experienced. These forces are not abstract, they are already shaping the expectations of patients, the workflows of clinicians, and the resilience of our systems.

Over the next two decades, we face three interconnected transitions:

- **Demographic pressures**, driven by a rapidly aging population and increasing complexity of health needs.
- **Climate imperatives**, as we work toward ambitious sustainability targets while ensuring continuity of care.
- **Digital acceleration**, with emerging technologies transforming clinical practice, patient engagement, and operational efficiency.

This section explores how these transitions intersect and how systems thinking, combined with digital megatrends, can be harnessed to meet these challenges head-on. By understanding the interplay between these forces and identifying key leverage points, we can design a health and care ecosystem that is future-ready, adaptive, and resilient, one that not only responds to change but actively shapes it for the benefit of our communities.

Demographic and Climate Transitions: A Dual Challenge for Health and Care

Our health and care system is entering a period of profound transformation, shaped by two powerful and interconnected forces: demographic change and climate imperatives. These transitions will define the next two decades and require us to rethink how we deliver care, allocate resources, and build resilience.

On the demographic front, the challenge is clear. By 2044, the baby boomer generation will reach peak life expectancy, driving a sharp rise in the number of people aged over 85—up by nearly 80% in some communities such as Pembrokeshire. This surge begins well before the peak, accelerating in the early 2030s. At the same time, the working-age population will decline significantly, with areas like Ceredigion projected to see a reduction of more than 10%. This imbalance between rising care needs and shrinking workforce creates a demographic care deficit that demands a step change in productivity and innovative supply-side solutions. These pressures are already visible today, with increasing multimorbidity, complex frailty, and chronic conditions intensifying demand per person. Without a fundamental redesign of how we sense need, allocate resources, and support self-management, these trends will compound year on year.

Alongside this, the climate transition introduces equally profound challenges. Current policy commits us to reducing net carbon emissions by 63% by 2030, 89% by 2040, and achieving net zero by 2050. While early progress has been encouraging, the next phase will require

transformational change. Large-scale renewable energy projects, such as floating offshore generation in the Celtic Sea and associated transmission infrastructure in Carmarthenshire, will reshape our regional energy landscape. Homes will become more efficient and interconnected through insulation, heat pumps, and solar technologies, while transport systems adapt to electric vehicles. At the same time, we must prepare for the realities of a changing climate, warmer, wetter winters and hotter, drier summers, bringing more frequent extremes that will impact health and care demand.

Together, these transitions represent both risk and opportunity. They compel us to adopt systems thinking and leverage digital innovation to create an adaptive, resilient health and care ecosystem, one that not only responds to change but actively shapes it for the benefit of our communities.

Future Challenges

The digital transition is the opportunity to address, at least partly, the challenges posed to health and care over the coming 20 years. Over the coming decade we can expect at least five of these digital megatrends to accelerate:

- Artificial intelligence (AI) to become more pervasive into every layer of systems and processes. Generative AI will move from text and image reasoning to multimodal, including video and voice. Agentic AI will create autonomous digital workers acting across systems. Adaptive or Edge AI will increasingly operate on-device as personal computing power continues to increase. Neurosymbolic or Explainable AI will combine reasoning with learning for decisions which will move beyond the black-box and create greater transparency in our interactions.
- Quantum and advanced computing will become widely available. A traditional computer uses 'bits,' which are either 0 or 1 to calculate. A quantum computer uses quantum bits 'qubits' which can be 0, 1 or both. This superposition allows many possible solutions to be determined simultaneously; and probabilities determine the correct solution. Google, for example, in 2019 conducted an experiment using quantum computing which took 200 seconds to complete, a task which would have taken the Summit Supercomputer 10,000 years.
- Connectivity and the internet of everything. Transitions from 4G to 5G and on to 6G will reduce latency, increase bandwidth, and allow any object to become a data node. It will allow spatial computing, merging the digital and physical through augmented reality, virtual reality, holographic and sensors. Real time models could then be created at scale: we may all have a personal digital twin or have a system digital twin. Global coverage and resilience will be enabled through satellite communication, providing greater resilience to data collection.
- Infrastructure. Mesh computing will replace centralised models. We will need to transition from cyber controls to quantum security (cyber controls could easily be overcome by malign quantum actors). This will require a zero-trust approach, where every device, user and application are continually authenticated. Data will be transferred using blockchain technology to provide tamper-evident audit trails for data transfers.
- Interface. Increasingly ambient computing will mean that tech fades into the environment and responds to our voices, our gestures, our context. Extended reality will merge augmented and virtual reality with the real world. Wearables, even implantables, will continuously collect biometric information. We may even transition to brain-computer interfaces.

While these trends offer significant opportunities, our ability to benefit from them is currently constrained by the underlying condition of our digital estate. Legacy platforms, fragmented data flows and limited interoperability create friction that reduces the impact of even well-designed

innovations. The megatrends described above must be understood in relation to this starting point. Our priority is not to chase the most advanced technologies but to build the foundations that allow us to absorb these trends safely and at pace.

These megatrends will themselves result in a multitude of enabling trends which will both increase the expectations of our citizens, and the opportunities for the health and care sector.

Developing the roadmap – “From Vision to Action”

To deliver this, we must undertake digitally enabled transformation, redesigning care models, empowering our workforce, and activating our population through the intelligent, ethical, and effective use of digital technology and data. This means going beyond the digitisation of existing processes to build an intelligence-led, learning health and care system that connects people, services, and insights.

Our transformation must be approached in phases, ensuring that each stage builds upon the foundations of the previous. No amount of innovation can succeed without the underlying infrastructure, data, and digital capabilities in place to support it. This means prioritising establishing robust architecture, shared standards, reliable infrastructure, and a digitally confident workforce before scaling more advanced solutions.

Our first stage requires us to standardise the way we work, our clinical workflows, care protocols, documentation and data capture, bringing a new consistency to pathways and administrative processes. While digitising our current service model is essential, it is only the first step. We must then look beyond this and reimagine and rearchitect how care is delivered from reactionary to where proactive, participatory, personalised and preventative care becomes the norm.

We also recognise that currently many patients have limited access to their health data or the tools to manage their conditions; our vision is to empower individuals with access, personalised care plans, and connected technologies.

Looking to the future, we envision a system where individuals can view and contribute to their health records, have personalised interactive and responsive care plans, access high quality digital therapeutics, monitor their conditions with connected technologies (such as wearables), and share data with their care teams to support better, more responsive care.

By maximising the use of data including predictive analytics and taking an intelligence led, risk-based approach with a focus on prevention, we will enable a shift towards precision health which uses data and insights to tailor care, prevention, and interventions to individuals based on their unique risk factors, behaviours and needs. This will optimise resources, enable earlier interventions, reduce the burden of avoidable illnesses and help people stay healthier longer.

The roadmap also recognises that the future of health care is deeply connected with social care, public health, and community support. We will work to strengthen these connections digitally, enabling integrated, person-centred journeys across the system.

Success requires a profound cultural shift, reshaping mindsets, practices and ways of working across our entire system. Without this transformation, even the best technologies and investments will fall short of their potential.

With this roadmap we are building towards that more personalised, equitable, and sustainable health and care system for the future, one where the people of mid and west Wales are supported to live longer, healthier, and more independent lives.

We will build a future where data is ubiquitous, connected, and trusted, and use real-time insights to achieve the ambition of “better data, better care, better lives”. We will mature towards an environment where we harness AI and advanced analytics to turn information into action, predicting needs and personalising care and use data to power every decision be it clinical, operational or strategic.

Moving to a Capabilities Approach in Digital Transformation

Digital transformation is no longer about implementing isolated technologies or chasing the latest trends; it is about building sustainable capabilities that align with the organisation’s strategic objectives. A capabilities-based approach focuses on developing the skills, processes, and platforms that enable the business to adapt and thrive in a rapidly changing environment. Rather than viewing digital initiatives as one-off projects, this approach embeds digital thinking into the core of the organisation, ensuring long-term resilience and agility.

By linking digital capabilities directly to business needs, organisations can prioritise investments that deliver measurable outcomes. For example, instead of deploying a new analytics tool simply because it is innovative, the focus shifts to building a data capability that supports better clinical decision-making, operational efficiency, and patient experience. This alignment ensures that technology serves as an enabler of strategic goals rather than a standalone solution.

A capabilities based approach also emphasises scalability and interoperability. In healthcare, for instance, creating a robust digital capability means ensuring systems can share data seamlessly across departments and with external partners. This not only improves care coordination but also supports compliance and governance requirements. The result is a digital ecosystem that grows with the organisation’s needs rather than becoming fragmented over time.

Finally, adopting this approach fosters a culture of continuous improvement. Capabilities are not static; they evolve as business priorities shift and technology advances. By embedding capability development into the transformation roadmap, organisations can remain agile, respond to emerging challenges and leverage new opportunities without starting from scratch each time.

Core Capabilities as the Foundation

Digital transformation succeeds when it is built on a foundation of core capabilities rather than isolated technology projects. Core capabilities represent the essential organisational strengths—spanning people, processes, data, and platforms, that enable a consistent delivery of business outcomes. This approach shifts the focus from “what systems do we buy?” to “what abilities do we require to achieve our strategic goals?” By defining and investing in these capabilities, organisations create a scalable, interoperable, and future-ready digital ecosystem that directly supports priorities such as improving patient care, enhancing operational efficiency, and ensuring financial sustainability. In short, a capabilities-based approach ensures that digital investment is purposeful, outcome-driven, and adaptable to changing needs. The following core capabilities will form the foundation of our health board’s digital plan. Together with our digital design principles, they will serve as the cornerstone of our transformation journey.

- **Health Information & Data:** Stores comprehensive patient info (vitals, allergies, history, social determinants) in one place.
- **Result Management:** Manages laboratory results, imaging, and reports, making them quickly accessible to all providers.
- **Order Management:** Digitally creates and manages orders for prescriptions, laboratory diagnostics, and referrals, reducing errors.

- **Decision Support:** Provides alerts for drug interactions, reminders for screenings, and evidence-based guidelines.
- **Electronic Communication & Connectivity:** Facilitates secure messaging and information exchange between providers and patients.
- **Patient Support:** Offers portals for patients to access records, educational materials, and self-monitoring tools.
- **Administrative Processes:** Streamlines hospital admissions, scheduling, booking, and reporting functions.
- **Reporting & Population Health:** Tracks health trends, manages chronic diseases, and supports public health initiatives.

Proposed Roadmap for Digital Transformation

Our digital transformation roadmap is designed to provide a clear, structured path for delivering meaningful change across the HDdUHB. Built around four strategic pillars, outlined above, the roadmap translates vision into action through ten previously agreed focused workstreams. Each workstream represents a critical capability area, ensuring that investments are aligned with business priorities such as improving patient outcomes, enhancing staff experience, and driving financial sustainability. This phased approach enables us to deliver early wins, scale proven solutions, and embed continuous improvement, creating a digital ecosystem that is resilient, interoperable and future-ready.

To ensure we deliver the right things at the right time, our roadmap is grounded in a proven framework used to manage transformation over time. It helps us to plan for the future while delivering meaningful improvements in the present.

The model ensures that our efforts are sequenced, prioritised, and resourced in a way that allows each tranche to overlap, reinforce, and build on the one before.

Whilst distinct in focus, the tranches are not strictly linear; activities from different tranches may run in parallel, but always with a clear understanding of what we must do *now* to enable what comes *next*.

The table below illustrates how this approach applies to our digital and data transformation:

Tranche	Focus	Timeframe	Purpose	Programme
Tranche 1:	Establishing the foundations	2026–2027	Fix the basics: modernise infrastructure, close critical gaps including critical systems, improve data quality, and prepare the organisation for the Acute and Community Hospital for a digital record.	<ul style="list-style-type: none"> • Finalise Phase 2 of Patient Flow • eObs Rollout • ED Replacement • Digital Response Redesign • AI adoption
Tranche 2:	Deployment a modern digital health record	2027–2028	Connect care: roll out our Acute and Community digital health record as the anchor for integrated, real-time, patient-centred care across settings.	<ul style="list-style-type: none"> • Readiness Patient Services Centre • Deploy Patient Services Centre – Phase 1 • Patient Relationship Management (PRM) • Real Time Data Management
Tranche 3:	Unlocking intelligence, innovation, and proactive care models	2028–2029	Optimise and personalise use data, automation, further AI and citizen-generated inputs to redesign care and drive sustainable system change.	<ul style="list-style-type: none"> • Hospital at home • Virtual Wards • Removal of Shadow IT • Improved Patient engagement platforms • Employee wellbeing • Workforce and Asset Scheduling and Tracking

At the foundation of our approach lies the essential “business as usual” activities. These include ensuring robust benefits realisation and tracking, driving continuous improvements in business change and promoting effective user adoption across all initiatives.

Security remains paramount, every action we take will be underpinned by strong cybersecurity measures and adherence to information governance standards, safeguarding our systems and data at all times.

In parallel, the Digital Team will continue to deliver a range of in-flight projects, manage capital refurbishments, and support ongoing operational priorities. These efforts will ensure that while we innovate and transform, we maintain stability and resilience in our digital infrastructure.

Appendix A provides a high-level plan for the coming three years

Conclusion

The Digital Strategic Plan sets out a clear and ambitious roadmap for transforming health and care delivery across HDdUHB. Building on the progress made since the original Digital Response in 2020, the plan recognises the need to move beyond technology implementation towards a culture of digital adoption, capability-building, and continuous improvement. By focusing on four strategic pillars; citizen engagement, care coordination, digital operations, and regional data integration, the plan aims to create a connected, resilient, and future-ready digital ecosystem.

The phased approach outlined in the roadmap ensures that foundational infrastructure and digital literacy are prioritised, enabling the safe and effective adoption of advanced technologies such as AI, real-time data management, and integrated digital health records. The plan also acknowledges the significant demographic, environmental, and technological changes facing the region, and positions digital transformation as a key enabler for addressing these challenges.

Ultimately, the successful delivery of this plan will depend on strong leadership, stakeholder engagement, and a relentless focus on outcomes, improving patient care, supporting the workforce and ensuring financial and operational sustainability. By embedding digital thinking into every aspect of the organisation, HDdUHB is well-placed to deliver high-quality, equitable, and sustainable healthcare for the communities of mid and west Wales, both now and in the future.

Argymhelliad / Recommendation

The Committee are requested to:

- **NOTE** the proposed approach to the Digital Strategic Plan
- **NOTE** that the final Digital Strategic Plan will be developed over the next five months, ensuring comprehensive stakeholder engagement with both staff and the public to incorporate all those perspectives into the next version of the plan.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference:

Cyfeirnod Cylch Gorchwyl y Pwyllgor:

2.1.1 That the direction, development and delivery of the Digital Strategic Plan is to drive continuous

	improvement and support digitally enabled health care through a digitally enabled workforce to achieve the objectives of the Health Board's Annual Plan/Integrated Medium-Term Plan (IMTP).
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	9 Digital plan 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 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:	The financial and service impacts of the digital plan are evident in the substantial investments made and the significant improvements in service delivery. These efforts
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	<p>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

Appendix A - Transformation Programmes: High-Level Three-Year Roadmap

