



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 Partner 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 Sicrwydd/For Assurance

ADRODDIAD SCAA
SBAR REPORT

<p><u>Sefyllfa / Situation</u></p> <p>The purpose of this paper is to provide the Digital, Data and Innovation Committee (DDIC) an update on the digital strategic partner to support its digital transformation initiatives. This report outlines the spending and impact of the digital partner in line with Board-approved programmes.</p>
<p><u>Cefndir / Background</u></p> <p>Working with our new strategic partner CGI, 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.</p> <p>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.</p> <p>Overall, these digital transformation initiatives are designed to modernise healthcare delivery, improve operational efficiency, and enhance patient care through the strategic use of technology.</p>
<p><u>Asesiad / Assessment</u></p> <p>Partnership Charter</p> <p>At our last meeting, we discussed the importance of demonstrating how we are operating as an intelligent client in our partnership with CGI, ensuring that both parties derive maximum value from the relationship. In response, we have been collaborating closely with CGI to develop a formal "Partnership Charter" that sets out our shared approach and commitments.</p>

The Partnership Charter between CGI and HDdUHB will set out the ten-year strategic collaboration aimed at transforming healthcare services across mid and west Wales. The vision is to enable HDdUHB to become a fully digitally enabled health board, empowering excellence in care for patients and communities. This long-term partnership is designed to leverage digital innovation, enhance operational efficiency, and deliver patient-centered healthcare solutions.

The partnership establishes CGI as the Digital Partner for HDdUHB, with a focus on delivering innovative, sustainable, and impactful digital solutions. The guiding principles underpinning this relationship include collaboration, innovation, transparency, accountability, patient-centricity, and simplicity. Both organisations commit to fostering a culture of mutual respect, open communication, and teamwork, ensuring that all initiatives prioritise the well-being and experience of patients.

The Partnership Charter outlines a broad scope of collaboration, covering digital transformation initiatives, data integration and analytics, training and capacity building, innovation projects, cybersecurity, and social value. The partnership aims to co-create and deliver technology solutions that improve healthcare delivery, optimise operational efficiency, and contribute to the local economy by putting people at the heart of partnership activities.

Roles and responsibilities will be clearly defined, with CGI providing technical expertise, programme management, and ongoing transformation governance, while HDdUHB sets strategic objectives, facilitates access to data and stakeholders, and ensures organisational readiness. The governance structure includes monthly executive steering groups and weekly project updates, supported by robust reporting, risk management, and escalation protocols. Key artefacts such as programme definition documents, plans, blueprints, and benefits realisation plans are used to ensure alignment and transparency.

The Partnership Charter emphasises shared values, such as partnership, quality, integrity, respect, and outlines expected behaviours including openness, professionalism, cooperation, and continuous improvement. Success is measured through periodic reviews, satisfaction surveys, and formal assessments against agreed principles and behaviours. Both parties are committed to resolving differences through discussion and negotiation, making efficient use of resources, and providing early warnings of any issues that could impact shared objectives. This structured approach ensures that the partnership remains dynamic, responsive, and aligned with the evolving needs of the Health Board and the communities it serves.

Proposals requested

Following the latest meeting, we have committed an additional £825k across several work packages previously highlighted to the committee.

To support ongoing digital transformation and ensure alignment with strategic objectives, a number of new proposals have been requested for detailed scoping. These proposals are designed to address emerging needs, optimise service delivery, and maximise the benefits of future investment. The following are those proposals that are under development:

- **A review of artificial intelligence (AI)** across the region will identify key opportunities for development and areas where adoption can be accelerated. This assessment will provide a strategic overview of current capabilities, highlight best practices, and recommend priority areas for investment and implementation to maximise the benefits of AI for regional healthcare services.

- **Workforce Proposal – Digital:** The workforce proposal aims to strengthen digital capability across the organisation by investing in targeted training, upskilling, and support for staff at all levels. By equipping the workforce with the necessary digital skills and confidence, the proposal will enable staff to fully engage with new technologies, drive innovation, and adapt to evolving service needs. This approach supports a culture of continuous improvement, enhances staff wellbeing and retention, and ensures the organisation is well positioned to maximise the benefits of digital transformation.
- **Business Change Support** - Effective business change support is essential to ensure the successful adoption and realisation of benefits from digital transformation initiatives. This proposal focuses on providing structured change management, stakeholder engagement, and communication strategies to help staff adapt to new ways of working. By supporting teams through the transition, addressing concerns, and building digital confidence, business change support will maximise the impact of digital investments, minimise disruption, and foster a culture of continuous improvement across the organisation.
- **Accelerating Digital and Cyber Operations:** - To support the organisation’s digital transformation, we are prioritising the acceleration of key digital operations initiatives. This includes advancing our migration to Azure Cloud Services, enhancing system integration capabilities, and completing the deployment of Windows 10 across the estate. These actions will strengthen our digital infrastructure, improve security and interoperability, and ensure staff have access to modern, reliable technology to deliver high-quality care and services.

Overall, the work packages assigned to CGI encompass a wide range of responsibilities, from technical integration and programme management to stakeholder engagement and supplier discussions. The costs associated with these packages are justified by the anticipated benefits and the strategic importance of the digital transformation initiatives.

Argymhelliad / Recommendation

The Committee are requested to consider:

- **RECEIVE ASSURANCE** from the content of the Digital Strategic Partner Update Report.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference:
Cyfeirnod Cylch Gorchwyl y Pwyllgor:

3.1.1 Seek assurance on the direction, development and delivery of the Health Board’s digital, data and information governance strategies to drive change and transformation in line with the Health Board’s Annual Plan/Integrated Medium Term Plan (IMTP) that will support modernisation through the use of information, data and digital technology.

3.1.2 Seek assurance on the direction, development and delivery of the Health Board’s research and innovation strategies to drive change and transformation in line with 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	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:	Included within the main body of 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:	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 HDdUHB.

Ansawdd / Gofal Claf: Quality / Patient Care:	<p>The implementation of the transformation and digital enablement plan, will provide the following positive impact on quality and patient care:</p> <ul style="list-style-type: none"> • Patient safety increased - Increased timeliness and availability of relevant clinical information decreased transcription errors and therefore decreased risk to patients' safety • Positive patient outcomes increased - Easy access increases speed and of diagnosis, patient care, treatment plan and onward referrals. • 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:	<p>Having a modern digital system, will attract and retain the workforce within HDdUHB. A key component of this work is the assessment of operational readiness for organisational and digital change and 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.</p>
Risg: Risk:	<p>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 HDdUHB has progressed and urgently needs.</p>
Cyfreithiol: Legal:	<p>Not applicable</p>
Enw Da: Reputational:	<p>The ambitious transformation and digital enablement plan will progress the HDdUHB forward to becoming a fully integrated digital organisation propelling HDdUHB to become the first system-wide digital exemplar within NHS Wales.</p>
Gyfrinachedd: Privacy:	<p>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.</p>
Cydraddoldeb: Equality:	<p>Not applicable</p>