



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	21 April 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)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

This paper provides the Digital, Data and Innovation Committee (DDIC) with an update on the direction of travel of the Health Board's Digital Strategic Plan, reflecting learning and progress from work undertaken during 2025, and outlines the proposed approach to external partnership with CGI to support the next phase of delivery.

The Digital Strategic Plan previously presented to the committee sets out a clear and ambitious roadmap for digital transformation across Hywel Dda, moving from strategy design into staged, executable delivery. This update confirms how the work undertaken during 2025 has shaped that plan, strengthened its realism, and informed a deliberate shift toward a capabilities-led, phased transformation approach.

The paper also explains why, as the organisation transitions from planning and early implementation into more complex system-wide delivery, there is a need for time-limited specialist delivery and architectural support, and how a proposed engagement with CGI would complement internal capacity rather than replace it.

Cefndir / Background

The original **Digital Response (2020)** provided the first cohesive strategic view of digital investment for the Health Board. However, its early implementation coincided with the COVID-19 pandemic, requiring rapid reprioritisation toward business continuity, Microsoft 365 enablement, and urgent operational response.

Over the subsequent four years, and particularly during **2025**, the Health Board has:

- Delivered significant elements of foundational digital capability
- Gained a far clearer understanding of the constraints within the current digital estate
- Identified the organisational, data and architectural prerequisites for safe transformation

During 2025, work focused on:

- Consolidating learning from patient flow, eObservations (eObs), and core clinical systems

- Testing assumptions around workforce readiness and digital maturity
- Assessing the impact of fragmented data, legacy platforms, and interoperability gaps
- Strengthening alignment between digital ambition and service redesign

This learning has directly informed the redrafting of the Digital Strategic Plan, which will now place greater emphasis on:

- Foundations before acceleration
- Capabilities rather than technology alone
- Sequential, phased delivery aligned to organisational readiness

Asesiad / Assessment

Direction of Travel of the Digital Strategy

The Health Board's digital strategy is entering a new phase, moving decisively from ambition and planning into structured, outcome-focused delivery. Building on the progress achieved since the original Digital Response in 2020 and informed by the learning and assurance gained through work undertaken during 2025, the direction of travel now reflects a more mature, realistic and capability-led approach. The digital strategy is explicitly aligned to the Health Board's Health & Care Strategy, *A Healthier Mid and West Wales: Our Future Generations Living Well*, and is a key enabler of delivery against the Integrated Medium-Term Plan (IMTP) planning objective for digital.

The emphasis is no longer on digital as a collection of individual systems or technical programmes, rather as a core enabler of service transformation, workforce productivity and system sustainability. This approach recognises that successful digital transformation depends on strong foundations, sequenced investment, organisational readiness and the embedding of digital into everyday clinical and operational practice, ensuring the Health Board is well positioned to safely adopt more advanced digital, data and Artificial Intelligence (AI)-enabled capabilities over time in support of IMTP delivery and long-term population health outcomes.

The strategic direction is now clear and consistent:

- Digital is positioned as a core enabler of service transformation, not an isolated technical function
- The focus has shifted from digitising existing models to redesigning how care is delivered
- Investment priorities are aligned to building enduring organisational capabilities
- Advanced technologies (AI, real-time analytics, integrated records) are explicitly dependent on foundational readiness

The strategy continues to be anchored around **four strategic pillars**, which remain valid but are now underpinned by a more realistic delivery model:

1. Citizen engagement and a single digital front door
2. Coordinated health and care delivery across settings
3. Digital operations, flow and system control
4. A regional data fabric enabling insight, intelligence and population health

This direction reflects both national expectations and local operational reality.

Learning and Progress from Work Undertaken During 2025

The work undertaken during 2025 represented a critical period of learning, consolidation and assurance for the Health Board's digital agenda. During this time, the organisation moved beyond strategy formulation and early implementation into a more informed understanding of what is required to deliver sustainable digital transformation at scale. Progress made across

foundational clinical systems, data, and digital operations provided tangible benefits, but equally exposed the practical constraints associated with legacy platforms, fragmented data flows, workforce readiness and adoption. This experience has been instrumental in shaping a more grounded and deliverable digital strategy, ensuring that future ambition is matched with organisational capability, realistic sequencing and a clearer focus on foundations, standardisation and benefits realisation. The learning from 2025 now underpins the revised direction of travel, the phased roadmap, and the approach to delivery set out in the Digital Strategic Plan.

Work during 2025 has provided critical insight in three key areas:

a. Foundational Clinical Systems

- Progress toward a more integrated digital health record has demonstrated tangible benefits in safety, flow and clinical decision-making
- Patient flow and eObs implementations have shown that digital capability must be matched by pathway standardisation and operational ownership
- Preparation for electronic prescribing (2026) has reinforced the need for sequencing and readiness

b. Data, Architecture and Interoperability

- Fragmented data flows and legacy platforms are now the primary constraint on transformation
- Consistent information standards, integration and architecture are prerequisites for AI, automation and real-time insight
- Without these foundations, further innovation introduces risk rather than value

c. Organisational Readiness

- Digital success depends on workforce capability, clinical leadership, and adoption
- Technology deployment without corresponding change management limits benefit realisation
- Digital transformation is increasingly recognised as an organisation-wide change programme

These lessons are explicitly reflected in the phased roadmap set out in the Digital Strategic Plan.

Alongside areas of progress, the work undertaken during 2025 also highlighted where it was necessary to pause, reset or defer elements of the digital agenda in order to protect value, reduce risk and ensure readiness. In particular, activity that assumed higher levels of data maturity, interoperability or workforce adoption than currently exist was deliberately slowed or re-sequenced. This included deferring the large-scale deployment of advanced analytics, automation and AI-enabled use cases until stronger data foundations, governance and architectural standards are in place. Similarly, some digital solutions that risked reinforcing existing service models or introducing additional complexity without clear benefits were stopped or reset, with emphasis redirected toward standardisation, pathway consistency and core system optimisation. These decisions reflect increased organisational maturity, recognising that sustainable digital transformation depends not on doing more, but on doing the right things in the right order. This disciplined approach has directly informed the phased roadmap within the Digital Strategic Plan and ensures future investment is aligned to readiness, benefit realisation and long-term deliverability.

Proposed Role of CGI

As the Digital Strategic Plan moves from strategic articulation into sustained delivery at scale, there is a clear requirement to strengthen the Health Board's capacity to design, sequence and deliver complex, interdependent digital change while maintaining operational stability. Future

working with CGI is therefore proposed as a targeted partnership to support the Health Board's digital approach, providing specialist expertise in enterprise architecture, data integration, and large-scale transformation delivery. This support is intended to complement strong internal leadership and clinical ownership, accelerate delivery of agreed priorities, and reduce delivery risk as the organisation progresses through successive tranches of the digital roadmap. The partnership model is aligned to the strategic pillars of the digital strategy and is focused on building sustainable capability within the organisation, ensuring that digital investment translates into tangible improvements in patient care, workforce experience and system efficiency.

As the programme moves into sustained, multi-year delivery, the Health Board faces constraints in:

- Specialist digital architecture and integration capacity
- Managing interdependencies across complex programmes
- Scaling delivery pace while maintaining operational stability

The proposed engagement with CGI is intended to:

- Provide enterprise architecture and capability design support, aligned to the strategic pillars
- Strengthen delivery assurance and roadmap sequencing, reducing programme risk
- Support data integration and interoperability design to enable the regional data fabric
- Augment internal teams during periods of peak delivery demand

The proposed partnership model is deliberately:

- Outcomes-focused
- Designed to build internal capability but also provide support with managed partnerships
- Accountable through Health Board governance and programme controls

Conclusion

The work undertaken during 2025, together with the development of the Digital Strategic Plan throughout 2026, marks a clear point of transition in the Health Board's digital journey. The organisation has moved from articulating digital ambition to establishing a realistic, phased and capability-led approach to delivery that is explicitly aligned to the Health & Care Strategy and the Integrated Medium-Term Plan. Learning from recent implementation has strengthened the focus on foundations, sequencing and organisational readiness, ensuring that future investment is directed toward sustainable change rather than isolated technological solutions.

The revised direction of travel recognises that digital transformation is inseparable from service redesign, workforce development and data maturity, and that success depends on doing the right things in the right order. The phased roadmap provides clarity on priorities, dependencies and timing, while maintaining flexibility to respond to emerging system pressures and opportunities. Importantly, the strategy reflects increased organisational maturity, demonstrated through informed decisions to pause, reset or defer activity where readiness or value could not yet be assured.

As the Health Board moves into the next phase of delivery, the proposed approach to working with CGI represents a pragmatic and proportionate response to the scale and complexity of the transformation agenda. Targeted external support is intended to complement strong internal leadership, reduce delivery risk and accelerate progress against agreed priorities, while building sustainable capability within the organisation. Collectively, this approach positions the Health Board to deliver meaningful digital transformation that supports safe, high-quality care, improves workforce experience, and enhances system sustainability for the population of Mid and West Wales.

Argymhelliad / Recommendation

The Committee is requested to:

- **RECEIVE ASSURANCE** from the direction of travel of the Digital Strategic Plan and the shift to a phased, capabilities-led delivery model
- **NOTE** the learning from work undertaken during 2025 and how this has informed strategic priorities and sequencing
- **ACKNOWLEDGE** that delivery will continue to be underpinned by strong benefits realisation, cyber security, information governance and clinical leadership

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	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
Partïon / 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:	<p>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 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 trenches, and projects will be subject to further business cases.</p>
Ansawdd / Gofal Claf: Quality / Patient Care:	<p>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.</p>
Gweithlu: Workforce:	<p>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</p>
Risg: Risk:	<p>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.</p>
Cyfreithiol: Legal:	Not applicable
Enw Da: Reputational:	<p>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</p>

	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

