



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	22 April 2025
TEITL YR ADRODDIAD: TITLE OF REPORT:	Digital Strategic Plan (PO9)
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 purpose of this paper is to provide the Committee with an overview of the future foundational digital systems required to ensure the Health Board can deliver the operational plans and the Health & Care Strategy, 'A Healthier Mid and West Wales: Our future generations living well'. This paper will also explain how these systems will fit into a strategic digital plan for the Health Board.

Cefndir / Background

The Digital Response published in 2020, presented 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 Health 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 used 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 4 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 5 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 Health Board's 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. The Digital Strategic Plan will be developed over the next five months, ensuring comprehensive stakeholder engagement with both staff and the public to incorporate all perspectives into the next version of the plan.

Approach

The approach to redrafting the Digital Response will involve a comprehensive assessment of the Health Board'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-centered 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.

Key Themes

The revised digital plan will focus on several key themes aimed at enhancing patient care and operational efficiency through the integration of advanced digital technologies. Central to this plan is the implementation of electronic health records (EHR), which will consolidate patient data from various sources into a single, unified system, thereby improving the accuracy of patient records and the coordination of care across different healthcare settings. Additionally, the plan emphasises the deployment of key foundational systems such as Patient Flow, Electronic Observations (e-Obs, and Electronic Prescribing and Medicines Administration (ePMA), which will enable the integration of a Patient Relationship Management (PRM) system to manage all patient interactions through a single-entry point. The establishment of a Patient Services Centre (PSC) aims to streamline and enhance patient care by providing a centralised point of contact for all healthcare needs, improving patient experience, care coordination, and operational efficiency.

Overall, the revised digital plan is a comprehensive and ambitious initiative that leverages digital technologies to create a value-based health system, ultimately leading to better patient outcomes and a more resilient healthcare system. The key developments will be centered around several strategic areas to ensure the successful implementation of the digital plan. These areas include enhancing patient care through digital solutions, empowering patients with digital tools, integrating national systems, and providing leadership and planning for digital initiatives. By focusing on these core areas, the Health Board aims to create a cohesive and comprehensive digital strategy that aligns with its overall objectives and operational plans.

Enhancing Patient Care through Digital Solutions

The implementation of EHR is a fundamental aspect of Hywel Dda University Health Board (HDdUHB) digital transformation strategy. By consolidating patient data from various sources into a single, unified system, we will be able access comprehensive and up-to-date information at the point of care. This integration not only enhances the accuracy of patient records but also improves the co-ordination of care across different healthcare settings. For example, a patient's medical history, laboratory results, and treatment plans can be readily available to all relevant healthcare professionals, reducing the risk of errors and ensuring continuity of care. Additionally, the EHR system will support advanced functionalities such as clinical decision support, which can assist clinicians in making evidence-based decisions, ultimately leading to better patient outcomes.

HDdUHB's approach involves implementing key foundational systems, such as Patient Flow, e-Obs, and ePMA that will enable the integration of a PRM system to manage all patient interactions through a single-entry point, managed by a Patient Services Centre. By implementing the outlined systems and PRM, we will effectively design an operational EHR. Therefore, we are adopting the use of medium-sized vendors whose systems, when combined with a robust integration layer, will create a digital health platform akin to a comprehensive EHR system.

To ensure a structured delivery framework, we will establish the HDdUHB Integrated Digital Care Programme, which includes foundational systems such as Electronic Patient Flow (e-Flow), Electronic Observation (e-Obs), and ePMA solutions. In collaboration with our new strategic partner, CGI, we are accelerating the deployment plan design and developing the technical integration layer required to implement these foundational systems.

Empowering Patients with Digital Tools

HDdUHB is committed to empowering patients by providing them with digital tools that facilitate active participation in their healthcare journey. The development of a mobile health app and utilising the NHS Wales App as a patient portal are key initiatives in this regard. These tools will enable patients to access their health records, schedule appointments, and communicate with healthcare providers from the convenience of their homes. Moreover, the integration of telehealth services will allow patients to receive remote consultations, reducing the need for travel and making healthcare more accessible, especially for those in remote areas. By promoting patient engagement and self-management, these digital tools can lead to improved adherence to treatment plans, better health outcomes, and increased patient satisfaction.

National Systems Adoption

HDdUHB is working with Digital Health and Care Wales (DHCW) to ensure plans are in place to flow data into the National Data Resource (NDR) and make fuller use of Application Programming Interfaces (APIs) available. Work is already underway to utilise the advance analytics capability of the NDR. As part of our approach the digital team are developing a local enterprise architecture will is in line with the national standards and alignment with the ongoing development of National Architecture. A clear plan is developed for technology-enabled virtual wards, Hospital@Home or care, supporting 100 individuals or proportionally equivalent by the end of 2025/26 remotely. There is an increase in the use and uptake of appropriate electronic testing referrals in the Welsh Clinical Portal for radiology and pathology.

Leadership and Planning for Digital

HDdUHB has an organisational-wide digital and data strategy underpinned by a sustainable financial plan. This strategy aligns with future national architecture, digital goals within national policies such as the Digital and Data Strategy and A Healthier Wales actions. We plan to phase

out unsupported systems in a timely manner, considering safety and risks associated with legacy systems. Regular Board development sessions will be conducted to enhance digital and data competence, and accountable digital leadership is embedded across the organisation to improve the quality and safety of care. This includes promoting a culture of digital-first thinking, involving clinicians in design and decision-making, and adopting user-centered design principles. We are also considering opportunities for convergence with neighbouring health boards to support the sharing of information and standardisation of care pathways. The pace of adoption is one the key barriers for the delivery of value from digital systems, so we have committed to undertake a digital skills program for all staff to support technology adoption and patient engagement.

Conclusion

In conclusion, the digital transformation plan for HDdUHB is a comprehensive and ambitious initiative that aims to leverage digital technologies to enhance patient care, improve operational efficiency, and support the overall strategic objectives of the Health Board. By implementing EHR, empowering patients with digital tools, leveraging data analytics and artificial intelligence, and ensuring robust cybersecurity measures, HDdUHB is committed to delivering transformative change and creating a value-based health system.

Furthermore, the plan will highlight the significance of national systems, AI and automation, and the introduction of a digital transformation partner to bring additional capacity and expertise. HDdUHB is committed to adopting innovative approaches to improving patient care, reducing waiting lists, and enhancing administrative processes using AI and automation technology.

Argymhelliad / Recommendation

The Committee are requested to:

- **NOTE** the proposed approach to the Digital Strategic Plan
- **NOTE** the timescale to finalise the Digital Strategic 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 Strategy 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 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:	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-centered system of care that aligns with national digital standards and local healthcare priorities. Each of the trenches, and projects will be subject to further business cases.
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-centered 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-centered organisation.
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	All business cases / projects will be subject to an equality assessment

Appendix A

High Level Programme 12-month view

