

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 Annual 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 update on the Digital Annual Plan which provides our transformation journey 2025/26. Building on local healthcare priorities and aligning with national digital standards, our overarching goal is to create a patient-centred, modernised system of care.

Cefndir / Background

Hywel Dda University Health Board (HDdUHB) is undertaking an ambitious 12-month digital transformation journey that underpins our Annual Plan for 2025/26. Building on local healthcare priorities and aligning with national digital standards, our overarching goal is to create a patient-centred, modernised system of care. This means delivering strong digital tools that improve everyday clinical workflows, bolster organisational resilience, and ultimately make a tangible difference to the quality of care received by our communities.

Our approach is divided into four defined phases running from early 2025 through to early 2026. Each phase has been designed to ensure momentum, build on prior achievements, and tackle the practical challenges that come with introducing new technologies at scale. A 10-year transformation partnership underpins our efforts, providing additional capacity, expertise and strategic insight, especially as we adopt complex tools such as patient flow and electronic prescribing (ePMA), electronic observations (eObs), and emerging innovations in artificial intelligence (AI) and predictive analytics.

Aseiad / Assessment

Crucially, this plan also places a strong emphasis on governance, workforce engagement, and clinical safety. We recognise that successful transformation involves more than rolling out new software; it requires a culture of constant improvement, clear accountabilities, and ongoing risk management. By February 2026, HDdUHB intends to have delivered a suite of fully integrated, secure, and user-friendly systems from virtual wards to a comprehensive patient engagement

platform, alongside the processes and skills needed to ensure that our digital investments continue to deliver long-term benefits. Appendix A provides the high-level annual plan

February to May 2025 – Laying the Foundations

During these early months, to concentrate on establishing the essential building blocks for digital transformation. This phase includes refining our strategic direction with our 10-year transformation partner CGI, ensuring robust governance, and defining clear roles and responsibilities. Alongside this, start developing a new integration layer so that multiple clinical systems—like ePMA and eObs can share data securely and consistently. Early engagement with clinical teams is fundamental; ensuring these are clinically driven, by including them in scoping these systems to ensure they are user-friendly, safe, and truly beneficial to patient care.

Concurrently, the Health Board begins assessing the requirements for ePMA so that a detailed rollout plan can be finalised well before the summer. Staff training schedules and supporting infrastructures are also planned, ensuring that once we move past May 2025, implementation can gain momentum without unnecessary delays.

May to August 2025 – Accelerating Progress

From late spring into the summer, shift the focus from planning to action. By May 2025, revalidate each project's "charter" (or formal scope) to confirm that our objectives remain aligned with both Board and clinical needs. Once these charters are updated, our teams can accelerate readiness activities, which includes signing off technical designs, finalising contracts, and initiating staff training sessions.

Within this timeframe, advance our Data Strategy and Approach, creating a framework to capture and analyse real-time data across the Health Board. This work underpins future innovations in areas such as artificial intelligence (AI) and predictive analytics. Further undertaking a review and consolidation of any "Shadow IT" services, streamlining our digital landscape for better security and cost-effectiveness. Meanwhile, initial design work on the Patient Services Centre (sometimes called the Single Point of Contact) takes shape, laying the groundwork for a single point of patient contact that will integrate appointments, test results, and communications under one roof.

August to November 2025 – Roll Out / Adoption of Core Systems

Late summer to early winter marks the period when several foundational solutions move from pilot or planning mode to wider deployment. One of the most significant steps is the start of the Patient Flow, eObservations, and ePMA rollout, bringing electronic prescribing and medicines administration into everyday use. This helps reduce medication errors and streamlines pharmacy operations. At the same time, we begin piloting virtual wards and telehealth systems, enabling some patients particularly those with chronic or long-term conditions to receive care in the comfort of their homes (which links to both the Six Goals Programme and wider strategic direction).

In addition, progress the Patient Services Centre, translating our earlier designs into a functional service management structure. By aligning staff training with system go-live dates, the Health Board ensures a smoother transition for both clinical teams and patients. Alongside these activities, service management protocols are formalised to guarantee that once systems are live, they operate reliably and benefit from ongoing support.

Continue to work with Digital Health and Care Wales 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 is developing a local enterprise architecture which is in line with the national standards and alignment with the ongoing development of National Architecture. A clear plan will be 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.

November 2025 to February 2026 – Completing Platforms & Sustaining Benefits

As we move towards early 2026, finish rolling out eObs), making real-time vital sign monitoring a standard of care across our hospitals. In tandem, the Patient Engagement Platform reaches a mature stage, offering patients direct access to appointment bookings, results, and secure messaging channels. This platform will be integral to self-management and patient empowerment, both of which are vital aspects of our broader strategy.

During this period, the team will undertake the discovery of our 360-Degree View or Patient Relationship Management (PRM) programme, enabling a more holistic perspective on patient interactions. This consolidated view assists clinical and administrative teams, improving the accuracy of appointments, referrals, and care plans. AI initiatives that have proven safe and beneficial; for example, AI-assisted clinical coding or stroke assessment are explored in conjunction with national partners like Health Technology Wales and NICE. Throughout every stage, the Health Board continues to prioritise cyber security, data protection, and clinical governance.

February 2026 – Onwards – Modular Electronic Health Record

By consolidating patient data from various sources into a single, unified system, will enable access to 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. The integration of a Patient Relationship Management (PRM) system to manage all patient interactions through a single-entry point, managed by a Patient Services Centre, will effectively design an operational EHR.

Ongoing Governance, Security, and Benefits Realisation

Throughout these 12 months, maintaining a strong emphasis on governance, clinical safety, and robust risk management. A new dedicated committee oversees digital, data, and innovation decisions, ensuring any emerging risks especially around AI are thoroughly assessed. Equally important is tracking benefits realisation: monitoring key indicators such as waiting times, prescribing error rates, and staff/patient feedback to verify that the programme delivers the intended improvements.

Our 10-year strategic partnership remains a crucial support mechanism, helping the Health Board sustain momentum and draw on external expertise. By February 2026, having established a suite of integrated digital systems, an empowered and digitally skilled workforce, and a patient focused suite of tools that markedly enhance healthcare experiences for our communities.

Summary

The Health Board's 12-month digital transformation plan represents a major step forward in modernising patient care, strengthening operational efficiency, and meeting evolving health

service demands. By integrating foundational technologies, adopting a patient engagement platform, and responsibly embracing AI, HDdUHB will be better placed to deliver timely, safe, and innovative healthcare. Our commitment is to align people, processes, and technology in pursuit of a sustainable, value-based health system one that fully supports our clinicians and consistently meets the needs of the people we serve.

Argymhelliad / Recommendation

The Committee are requested to consider:

- **NOTE** the proposed Digital Annual Plan for 2025/2026

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 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:	<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-centered 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-centered 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</p>

	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

