



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

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	22 April 2025
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Digital Partner Update
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Huw Thomas, Executive Director of Finance
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	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 partner to support its digital transformation initiatives. This report outlines the spending and impact of the digital partner in line with Board-approved programmes.

Cefndir / Background

Following the approval of the Full Business Case (FBC) by the Board in September 2024 for Electronic Patient Flow (e-Flow) and Electronic Observations (e-Obs), and in March 2024 for Electronic Prescribing and Medicines Administration (ePMA), the Digital Team has been actively preparing the deployment plan approach. Stakeholders consisting of key individuals from nursing, pharmacy, service delivery, therapies, maternity, quality improvement, medical leadership, and those with acute, primary care, and community expertise have been included with varying levels of collaboration and consultation during the process.

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.

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.

Overall, these digital transformation initiatives are designed to modernise healthcare delivery, improve operational efficiency, and enhance patient care through the strategic use of technology.

## Asesiad / Assessment

### **Partnership Overview**

The partnership between CGI IT UK Ltd. and HDdUHB is a strategic 10-year collaboration aimed at transforming healthcare services across Mid and West Wales. The goal is to make HDdUHB a fully digitally enabled health board, empowering excellence in care for patients and communities across the region.

### **Purpose of the Partnership**

The purpose of this partnership is to establish CGI as the Digital Partner for HDdUHB, strengthening the existing relationship to deliver innovative, sustainable, safe, and impactful solutions that align with HDdUHB's vision for the future. This partnership aims to:

1. Enhance HDdUHB's digital capabilities to support efficient, patient-centred healthcare services.
2. Work with partner vendors to foster innovation and leverage digital technologies to achieve the strategic goals of the Health Board.
3. Promote a collaborative, outcomes-driven approach to improving health services across the region.

### **Guiding Principles**

CGI will be acting as a Trusted Advisor and work collaboratively towards the Health Board's strategic goals by applying the following guiding principles:

- **Joint Learning:** The relationship must be approached with a sense of mutual learning, where each party contributes beyond their own capabilities.
- **Long-Term Expectations:** Relationships should focus on a long-term view, with both sides motivated to do the best for each other.
- **Trust:** Trust is essential, with each party believing that the actions of the other will be beneficial.
- **Shared Success:** Both parties recognise that they have more to gain through the success of the other partner than individually.

### **Proposed Governance**

The collaboration with CGI will involve the creation of "Charters" to ensure that both organisations are aware of their responsibilities and deliverables. Each project within the charters will be aligned with benefits and clinical safety imperatives, linked to the enablement roadmap. CGI will provide tailored support to HDdUHB for each project, ensuring knowledge transfer and development opportunities for current clinical and digital staff. Additionally, CGI will integrate dedicated staff within the Digital Team to support the initiatives.

A RACI matrix has been developed specifically for patient flow/eObs and ePMA to clarify responsibilities and resource requirements for each project. This matrix will provide clarity to HDdUHB on the necessary resources to plan and execute each project safely:

Programme roles and responsibilities	Hywel Dda Integrated Digital Care Programme		
	EPMA	Patient Flow / eObs	Integration Layer
Clinical Involvement	HDdUHB (Overall delivery) / CGI (Support)	HDdUHB (Overall delivery) / CGI (Support)	-
Clinical Digital Safety	HDdUHB (Overall delivery) / CGI (Support)	HDdUHB (Overall delivery) / CGI (Support)	-

Project Management	HDdUHB (Support)/ CGI (Overall delivery) / Better (build & delivery)	HDdUHB (Support)/ CGI (Overall delivery) / Alcidion (Miya build & delivery)	CGI
Discovery and Functional Specifications	HDdUHB (support) / CGI / Better	HDdUHB (support) / CGI / Alcidion	CGI
Configuration / Implementation	HDdUHB (Delivery) / Better (Support)	HDdUHB (Delivery) / Alcidion (Support)	CGI / Third Party
User / System Testing	HDdUHB (Delivery) / Better (Support)	HDdUHB (Delivery) / Alcidion (Support)	CGI / Third Party
Integration and End to End testing	CGI	CGI	HDdUHB / CGI
User Acceptance testing	HDdUHB / CGI (Defect Management)	HDdUHB / CGI (Defect Management)	HDdUHB
Security / Safety Management	HDdUHB / CGI / Better	HDdUHB / CGI / Alcidion	HDdUHB / CGI
Training and delivery	HDdUHB (Delivery) / CGI (Delivery) / Better (Support)	HDdUHB (Delivery) / CGI (Delivery) / Alcidion (Support)	HDdUHB / CGI
Change management	HDdUHB (Deliver) / CGI (Deliver)	HDdUHB (Deliver) / CGI (Deliver)	HDdUHB / CGI
Stakeholder Management	HDdUHB (Deliver) / CGI (Support)	HDdUHB (Deliver) / CGI (Support)	-

### Impact to Date

The appointment of CGI IT UK Ltd. as a strategic transformation partner has been a significant step in HDdUHB's digital journey. CGI was selected based on their technical and financial capability, and their balanced offering to the Health Board. CGI's involvement is expected to bring a multi-disciplined approach to transformation within Hywel Dda, with an initial focus on the rollout of ePMA, e-Flow, and eObs. CGI's tailored strategic partnering approach aims to deliver sustainable value while respecting the unique challenges faced by HDdUHB.

Their partnership model includes a governance framework, positive communications, and a shared vision and values, which are expected to contribute to the success of the digital transformation initiatives.

To ensure successful deployment and adoption of the e-Flow, e-Obs, and ePMA systems, it is crucial to have sufficient dedicated clinical staff due to their in-depth knowledge of patient needs, clinical practice, clinical informatics and real-world healthcare challenges. This will allow them to support with design and implementation that are directly relevant, effective, and aligned with patient care standards - ultimately improving quality and safety of care and patient outcomes.

Alongside the clinical staff a "core" local digital and technical team will be required for the programme, supported by CGI. Our strategic partner will be undertaking a majority of the programme management, and technical tasks, however there will still be a requirement for local resources to broker conversations with the service and operational colleagues, thus supporting CGI in navigating the Health Board.

Since January 2025, CGI has been instrumental in accelerating the Programme plans for HDdUHB. Their involvement has significantly advanced the integration of various systems and facilitated numerous supplier discussions, ensuring that the foundational systems are deployed in line with the previously outlined timescales.

CGI's strategic approach has included the development of the technical integration layer required for the deployment of ePMA, e-Flow, and eObs. This has involved close collaboration with HDdUHB's Digital Team to ensure that the integration is seamless and effective.

In addition to technical integrations, CGI has actively engaged in supplier discussions to secure the necessary resources and support for the Programme. These discussions have been crucial in aligning the suppliers' capabilities with the Health Board's strategic goals, ensuring that the solutions provided are both innovative and sustainable.

CGI has also facilitated a series of workshops aimed at enhancing stakeholder engagement. These workshops have brought together key individuals from various departments, including nursing, pharmacy, service delivery, therapies, maternity, quality improvement, and medical leadership. The collaborative nature of these workshops has ensured that all stakeholders are well-informed and actively involved in the digital transformation initiatives.

Overall, CGI's involvement since January 2025 has been pivotal in accelerating the Programme plans, integrating systems, engaging suppliers, and fostering stakeholder engagement. Their tailored support and strategic partnering approach have contributed significantly to the progress and success of HDdUHB's digital transformation initiatives.

### **Expenditure**

CGI has been assigned several critical work packages as part of the strategic partnership. These work packages are designed to support the digital transformation initiatives and ensure the successful deployment of foundational systems such as ePMA, e-Flow, and eObs.

One of the primary work packages involves the development of the technical integration layer required for the deployment of these systems. This integration layer is crucial for ensuring seamless communication between different digital platforms and enhancing the overall efficiency of healthcare delivery.

The costs associated with these work packages are necessary for achieving the desired outcomes. The investment in CGI's services is expected to bring significant value to HDdUHB by enhancing digital capabilities, improving patient care pathways, and ensuring the successful deployment of foundational systems. The financial commitment reflects the Health Board's dedication to modernising healthcare delivery and leveraging technology to improve operational efficiency and patient care.

The costs associated with the work packages assigned to CGI are as follows:

- **Work Package 1** for CGI involves the initial *readiness and support activities* for the digital transformation programme at HDdUHB. Regular weekly governance meetings are held to discuss progress and any issues related to the work packages. Formal project status reports per work order will be introduced to provide greater granularity in progress reporting

**Cost = £200k**

- **Work Package 2** – Technical integration layer to support for the delivery the eObs and e-Flow and ePMA solutions and the existing Digital Healthcare Wales (DHCW) systems, enhancing interoperability for HDdUHB, and provide the foundational infrastructure for a Regional Data Fabric for data-driven decision-making across the healthcare ecosystem

**Cost = £489k**

- **Work Package 5** - support to manage and assure the implementation and rollout of the Better Meds Electronic Prescription and Medication Administration (ePMA) solution, ensuring that the benefits outlined within the business case are realised through a comprehensive change and implementation programme.

**Cost = £450k**

- **Work Package 6** – the project management, business change and assure the implementation and rollout of the Alcidion, eObs and e-Flow solution within HDdUHB.  
**Cost = £751k**

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 **NOTE** the content of the Digital Partner Update Report

### Amcanion: (rhaid cwblhau)

#### Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.1.3. Seek assurance that the digital, data and information governance implications and risks arising from the development of the Health Board's corporate strategies and plans or those of its stakeholders and partners are considered and mitigated.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Parthau Ansawdd: Domains of Quality <a href="#">Quality and Engagement Act (sharepoint.com)</a>	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: <a href="#">Quality and Engagement Act (sharepoint.com)</a>	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: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a>	9. All HDdUHB Well-being Objectives apply
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<b>Gwybodaeth Ychwanegol: Further Information:</b>	
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:	Sustainable Resources Committee Executive Team

<b>Effaith: (rhaid cwblhau) Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	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 health board.
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	The implementation of the transformation and digital enablement plan, will provide the following positive impact on quality and patient care: <ul style="list-style-type: none"> <li>• Patient safety increased - Increased timeliness and availability of relevant clinical information decreased transcription errors and decreases risk to patients' safety</li> <li>• Positive patient outcomes increased - Easy access increases speed and of diagnosis, care, treatment plan and onward referral</li> <li>• Patient confidence increased - The availability and targeting of accurate and relevant information at the point of contact</li> </ul> Reducing delay, improving waiting times and access to treatment
<b>Gweithlu: Workforce:</b>	Having a modern digital system, will attract and retain the workforce within the Health Board. A key component of this work is the assessment of operational readiness for organisational and digital change, 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.
<b>Risg: Risk:</b>	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 Health Board has progressed and urgently needs.
<b>Cyfreithiol: Legal:</b>	Not applicable
<b>Enw Da: Reputational:</b>	The ambitious transformation and digital enablement plan will progress the Health Board forward to becoming a fully integrated digital organisation, and propelling Hywel Dda to become the first system-wide digital exemplar within NHS Wales.
<b>Gyfrinachedd: Privacy:</b>	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.
<b>Cydraddoldeb: Equality:</b>	Not applicable