

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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	22 July 2025
TEITL YR ADRODDIAD: TITLE OF REPORT:	Digital Operational Plan 2025/26
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 an update on the Digital Operational Plan for 2025/26, which outlines the next phase of our digital transformation journey. This plan is designed to strengthen our digital infrastructure, enhance patient engagement, and ensure continued compliance with regulatory requirements. At its core, the plan supports the development of a more efficient, responsive, and integrated healthcare system. It is underpinned by an agreed approach to aligning priorities and assigning resources effectively, ensuring that digital initiatives are strategically coordinated and deliver maximum value across the organisation.

Cefndir / Background

Prioritising digital projects is essential in ensuring that limited resources, such as funding, technical capacity, and staff time is allocated effectively to initiatives that deliver the greatest value. In increasingly complex digital environments, organisations often experience competing demands and must make strategic decisions about which projects to pursue. Prioritisation helps align digital initiatives with organisational goals, ensures compliance with regulatory requirements, and supports the delivery of services that meet user needs. It also enables better risk management by focusing attention on critical systems and services that underpin operational continuity and safety.

However, prioritising digital projects is not without its challenges. One of the most common difficulties is balancing the interests of multiple stakeholders, each with their own priorities and expectations. Limited resources can further complicate this process, requiring difficult trade-offs between equally valuable initiatives. In some cases, the absence of clear prioritisation criteria can lead to subjective or politically influenced decisions, rather than those based on measurable impact or strategic alignment. Additionally, external factors such as policy changes, emerging technologies, or integration with legacy systems can shift priorities mid-project, requiring flexibility and ongoing reassessment. Despite these challenges, a structured and transparent prioritisation framework is critical to ensuring that digital transformation is effective and sustainable.

Asesiad / Assessment

Approach Taken

To effectively manage scope, resources, and stakeholder expectations, the MoSCoW prioritisation method has been adopted, which is a structured framework that categorises project requirements into four levels: Must Do, Should Do, Could Do, and Won't Do. This approach was selected to bring clarity and focus to the decision-making process, especially in a complex environment with multiple stakeholders and competing priorities.

Using MoSCoW allows the project team to clearly distinguish between critical deliverables and those that are desirable but not essential. By identifying Must Do items, the core objectives of the project are met and that any dependencies — such as regulatory compliance, system integration, or patient safety — are addressed without compromise. The Should Do and Could Do categories provide flexibility, enabling the team to adapt to changes in timelines or resources without jeopardising the overall success of the project. Meanwhile, the Won't Do category helps manage scope creep by explicitly stating which items are out of scope for the current phase, reducing ambiguity and helping to maintain focus.

This method also supports transparent communication with stakeholders by providing a shared understanding of priorities and trade-offs. It enables informed discussions about what can be delivered within the available time and budget, and what may need to be deferred. Ultimately, the MoSCoW approach helps ensure that the project delivers maximum value while remaining realistic and achievable.

Further Refinement

To enhance clarity and manageability within the plan, the "Must Do" priorities have been further refined into four distinct phases. This phased approach allows for a more structured and realistic delivery plan, ensuring that critical elements are addressed in a logical sequence while maintaining momentum and alignment with strategic objectives. Each phase builds upon the previous one, enabling incremental progress and early realisation of benefits, while also allowing for adjustments based on emerging insights or operational feedback.

- Phase 1 focuses on the absolute essentials required for system functionality, regulatory compliance, and patient safety, and these are the non-negotiables that must be in place before any further development can proceed.
- Phase 2 includes high-priority features that support core workflows and user adoption but are not immediately critical to go-live.
- Phase 3 targets enhancements that improve efficiency, integration, and user experience.
- Phase 4 addresses optimisation and futureproofing, including scalability and long-term sustainability. This structured breakdown ensures that resources are allocated effectively, risks are managed proactively, and stakeholders have a clear understanding of what will be delivered and when.

Before finalising the phased breakdown of the "Must Do" priorities, stakeholder engagement is a critical step to ensure alignment, transparency, and shared ownership of the delivery plan. Engaging with key stakeholders, including clinical leads, and operational teams, provides valuable insights into practical needs, potential risks, and interdependencies that may not be immediately visible from a technical or strategic perspective. This collaborative approach helps validate the proposed phasing, ensuring that it reflects real-world workflows and organisational priorities.

Stakeholder feedback also plays a vital role in identifying any unintended consequences of deferring certain elements to later phases. By involving stakeholders early and consistently, the project team can build trust, manage expectations, and foster a sense of collective responsibility for successful delivery. This engagement will be facilitated through structured workshops, targeted consultations, and regular update forums, allowing for iterative refinement of the plan before it is formally approved and implemented.

Project / Programme List Output

Following a detailed analysis of the "Must Do" projects from the uploaded project list, the initiatives have been logically grouped into four implementation phases. This phased approach enables structured delivery, supports effective resource planning, and ensures alignment with both strategic objectives and operational priorities. While a full breakdown of the projects considered is provided in Appendix 1, it is important to note that this is not an exhaustive list of all digital projects or programmes. Rather, it represents those initiatives that the Digital Team has assessed as having the most significant impact in the current context.

- **Phase 1: Foundational Infrastructure and Compliance**

These projects are critical for maintaining system security, operational continuity, and regulatory compliance. They form the backbone of the digital environment and must be prioritised for immediate action.

- Cyber Security – Audit Findings
- Microsoft Enterprise Agreement Renewal
- Cyber Resilient Unit Audit – September 2025
- Integration Layer & **Application Programming Interface**
- Biztalk Decommissioning
- Telecomms Modernisation
- Wireless Application Protocol (WAP) Replacement
- Switchboard Alarm Digitisation
- Paging Replacement
- Laboratory Information Management System Replacement
- Urgent and Emergency Care (UEC) Transformation Work (Planning the Unscheduled Care)
- Radiology Informatics System Programme (RISP)
- Integrated Performance Assurance Report (IPAR)
- Patient Flow and eObservations
- Switchboard Modernisation
- Implementation of a Maternity System (BadgerNet)
- Implementation of an Eye Care System (OpenEyes)

- **Phase 2: Core Service Enablement and Access**

These projects support essential service delivery and user access. While not as urgent as Phase 1, they are key to ensuring smooth operations and improved clinical workflows.

- Pyxis Upgrade
- Citrix Hardware Replacement
- Audit Wales Response
- ePMA
- Prince Phillip Hospital – Minor Injuries Unit
- Virtual Ward – remote monitoring H@H integration
- UEC report rationalisation

Before finalising the phased implementation, stakeholder engagement is being undertaken to validate the proposed sequencing and ensure alignment with clinical, operational, and strategic priorities. Input from service leads, digital teams, and governance groups is essential to confirm

dependencies, identify risks, and ensure that the phasing reflects real-world needs. This collaborative process will help refine the plan, build consensus, and ensure that the delivery roadmap is both achievable and impactful.

Summary

The Digital Operational Plan for 2025/26 represents a significant step forward in our digital transformation journey. By prioritising critical projects and adopting a structured approach to implementation, this should enhance our digital infrastructure, improve patient engagement, and ensure regulatory compliance. This plan supports the development of a more efficient, responsive, and integrated healthcare system, ultimately delivering maximum value across the organisation.

Argymhelliad / Recommendation

The Committee are requested to:

- **NOTE** the Digital Operational Plan 2025/26

Amcanion: (rhaid cwblhau)	
Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.1.2 That the organisation is discharging its responsibilities with regard to the quality and integrity; safety, security and appropriate access and use of information and data, to support health improvement and the provision of high-quality healthcare.
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-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</p>

	<p>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.</p>
<p>Gyfrinachedd: Privacy:</p>	<p>Not applicable</p>
<p>Cydraddoldeb: Equality:</p>	<p>All business cases / projects will be subject to an equality assessment</p>

Appendix 1

MUST DO				SHOULD DO	COULD DO	PAUSE	FURTHER DISCUSSIONS
Group 0	Group 1	Group 2	Group 3				
Cyber Security – Audit Findings	Pyxis Upgrade	Single Sign On	Forcepoint / iBOSS	Board Assurance Framework (BAF)	National Target Architecture	Weight Loss Drug Analyses	Readmission Prediction Model – Frailty Score Feature
MS EA Renewal	Citrix Hardware Replacement	Carmarthen Hwb	Pentre Awel	Data Quality Roadshow	Digital Support Requests	Fracture Liaison Service Benefits	Contract Renewals
CRU Audit – September 2025	Audit Wales Response	Picton Terrace	Community Networks – Llys Steffan	WECDS Implementation	Digital Signage	Managed Print Service	Tenders: EDRMS PKB Digital Dictation Virtual Consultations Orcha
Integration Layer & API	ePMA	Community Networks – llandoverly	SARC	Benefits Realisation & Tracking to Charters	Radio BGM	ITU Bed Commissioning Forecasts	Business Cases: eForms SPOC CRM/PRM Critical Care EDRMS Community
Biztalk Decommissioning	PPH - MIU	Planned Care Transformation Work (Waiting List Management)	Community Networks – Elizabeth Williams	Outpatient DNA Prediction – UI Prototype	Automated Coding - Potential with Chemocare		Digital Inclusion Programme
Telecomms Modernisation	Virtual Ward – remote	Dashboards	Cross Hands	NHS Wales App – P3F	Wales Weather Data		

MUST DO				SHOULD DO	COULD DO	PAUSE	FURTHER DISCUSSIONS
Group 0	Group 1	Group 2	Group 3				
	monitoring H@H integration						
WAP Replacement	UEC report rationalisation	Information Services Data Platform Migration	WICIS	INFRAM Audit	Capital Bids Process		
Switchboard Alram Digitisation		Digital Response	CCTV Installation	Hybrid Print and Post			
Paging Replacement			Optimisation of Legacy / Existing Clinical Systems	Mental Health Reporting			
LIMS			AI Commission	Shadow IT			
UEC Transformation Work (Planning the Unscheduled Care)			Centre of Excellence - Data Analytics	IQPD and TI meetings with WG			
RISP			Booking Systems	Heart Failure Pathway Redesign Impact			
Integrated Performance Assurance Report (IPAR)			Fols	T-Pro Phase 3 - integration with WCRS			

MUST DO				SHOULD DO	COULD DO	PAUSE	FURTHER DISCUSSIONS
Group 0	Group 1	Group 2	Group 3				
Patient Flow and eObservations			Clinical Safety	Pilot taking data directly from the data warehouse into the IPAR			
Switchboard Modernisation			Innovation	Regional Pathology			
Maternity System (BadgerNet)							
Eye Care System (OpenEyes)							