



**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 Partner Update
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 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

Working with our new strategic partner (CGI) the Hywel Dda University Health Board (HDdUHB) is 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 HDdUHB 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 designed 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 & Impact to Date

Since the previous Committee meeting, significant progress has been made across several key areas of the digital transformation programme. Notably, **deep dive sessions into Radiology and Urgent and Emergency Care (UEC)** have provided valuable insights into current workflows, system dependencies, and opportunities for digital enhancement. These sessions have assisted identifying critical pain points and informed the prioritisation of future digital

initiatives, ensuring that transformation efforts are aligned with clinical needs and operational realities.

In parallel, there has been **further deployment and adoption of key digital tools**, including Flow, Observations (Obs), and the Electronic Prescribing and Medicines Administration (EPMA) system. These tools are now being more widely used across clinical settings, contributing to improved data capture, enhanced patient safety, and more efficient care coordination. The increased uptake reflects growing confidence in digital solutions and highlights the importance of continued support and training to embed these tools into everyday practice.

Additionally, the programme has secured **agreement for expanded support in Eye Care and Maternity services**, recognising the unique challenges and opportunities within these specialties. This additional support will enable tailored digital interventions that address specific clinical workflows and patient pathways, ultimately improving service delivery and outcomes in these areas.

Finally, **proposals for business case support** have been advanced to ensure that future digital investments are underpinned by robust planning and clear value propositions. This will help streamline the approval process for new initiatives and ensure alignment with strategic priorities and available resources. Together, these developments mark a meaningful step forward in the digital transformation journey, reinforcing the commitment to delivering safer, smarter, and more connected care across the region.

Expenditure

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:

	2024-25 (£'000)	2025-26 (£'000)	Total
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	£200		£200
Work Package 2 – technical integration layer to support for the delivery the eObs and Patient Flow and ePMA solutions and the existing Digital Health and Care Wales (DHCW) systems, enhancing interoperability for the Health Board, and provide the foundational infrastructure for a Regional Data Fabric for data-driven decision-making across the healthcare ecosystem	£489		£489
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	£450		£450

realised through a comprehensive change and implementation programme.			
Work Package 6 – the project management, business change and assure the implementation and rollout of the Alcideon eObs and Patient Flow solution within the Health Board.	£751		£751
Work Package 1.5 – Programme Readiness Acceleration Support business case production for the following initiatives: <ul style="list-style-type: none"> • Patient Service Centre • 360° view & Customer Relationship Management (CRM) • eForms • Virtual wards 		£220	£220
Work Package 1.6 – Digital Strategy Support CGI will support HDdUHB by reviewing and contributing to the draft Digital Response and developing a Digital Roadmap informed by existing programme charters, ongoing transformation efforts, and budget priorities. They are also maintaining key strategic artefacts—such as charters and blueprints—to ensure alignment with the organisation’s evolving digital direction and to support communication with delivery teams. Stakeholder engagement is being facilitated around Tranche One and Tranche Two transformation efforts, including socialising these artefacts. In the area of Enterprise Architecture (EA), the Contractor is delivering a recommended Application Portfolio Management (APM) approach that incorporates findings from a Shadow IT review and previous application cataloguing work, using frameworks like TIME to manage complexity and risk. Additionally, proposing an iterative EA adoption roadmap to enhance EA maturity through consistent principles, standards, and governance practices. Governance support will also be provided across the Strategic Advisory workstream, including representation at internal and external forums, supporting the Digital Director in strategic engagement, and participating in regular programme reviews		£78	£78
Work Package 9 - Shadow IT —unauthorised or unmanaged digital tools within the organisation. Key goals include: <ul style="list-style-type: none"> • Eliminating redundant tools to cut costs. • Improving interoperability by standardising systems. • Reducing IT support burden from unauthorised apps. • Minimizing data breach risks by avoiding insecure tools. • Encouraging innovation through secure, scalable official channels. 		£84	£84
Work Package 25 – Programme Management Support - This work package will be based on a call off order as part of daily live service operation, providing access to a named project manager resource for the full 6-month period.		£59	£59
Total	£1,890	£441	£2,331

Key:

	Agreed and in Progress
	Pending Approval
	Not Approved

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. The Digital Director is currently developing a pipeline of upcoming work packages, which will be presented to future meetings for review and discussion.

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:	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:	Included within the main body of the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Digidol, Data ac Arloesi Parties / Committees consulted prior to Digital, Data and Innovation Committee:	Digital, Data and Innovation Committee Sustainable Resources Committee Executive Team

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	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.
Ansawdd / Gofal Claf: Quality / Patient Care:	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"> • Patient safety increased - Increased timeliness and availability of relevant clinical information decreased transcription errors and decreases risk to patients' safety • Positive patient outcomes increased - Easy access increases speed and of diagnosis, care, treatment plan and onward referral • Patient confidence increased - The availability and targeting of accurate and relevant information at the point of contact • Reducing delay, improving waiting times and access to treatment
Gweithlu: Workforce:	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.

Risg: Risk:	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.
Cyfreithiol: Legal:	Not applicable
Enw Da: Reputational:	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.
Gyfrinachedd: Privacy:	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.
Cydraddoldeb: Equality:	Not applicable