



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	07 October 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)

Er Gwybodaeth/For Information

ADRODDIAD SCAA
SBAR REPORT

Sefyllfa / Situation

The purpose of this report 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) 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) 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 & Impact to Date

Since the latest meeting, **no further expenditure** has been committed to CGI. However, we have initiated the process of requesting several proposals from CGI to be scoped in detail. These proposals are currently under review and will be considered as part of a forthcoming investment proposal. This approach ensures that any future financial commitment is fully

informed by a clear understanding of the scope, anticipated benefits, and alignment with our strategic objectives before any additional resources are allocated.

Proposals requested

To support ongoing digital transformation and ensure alignment with strategic objectives, a number of new proposals have been requested for detailed scoping. These proposals are designed to address emerging needs, optimise service delivery, and maximise the benefits of future investment. The following are those proposals that are under development:

- **A review of artificial intelligence (AI):** across the region will identify key opportunities for development and areas where adoption can be accelerated. This assessment will provide a strategic overview of current capabilities, highlight best practices, and recommend priority areas for investment and implementation to maximise the benefits of AI for regional healthcare services.
- **Workforce Proposal – Digital:** The workforce proposal aims to strengthen digital capability across the organisation by investing in targeted training, upskilling, and support for staff at all levels. By equipping the workforce with the necessary digital skills and confidence, the proposal will enable staff to fully engage with new technologies, drive innovation, and adapt to evolving service needs. This approach supports a culture of continuous improvement, enhances staff wellbeing and retention, and ensures the organisation is well positioned to maximise the benefits of digital transformation.
- **Business Change Support:** Effective business change support is essential to ensure the successful adoption and realisation of benefits from digital transformation initiatives. This proposal focuses on providing structured change management, stakeholder engagement, and communication strategies to help staff adapt to new ways of working. By supporting teams through the transition, addressing concerns, and building digital confidence, business change support will maximise the impact of digital investments, minimise disruption, and foster a culture of continuous improvement across the organisation.
- **Accelerating Digital Operations:** To support the organisation's digital transformation, we are prioritising the acceleration of key digital operations initiatives. This includes advancing our migration to Azure cloud services, enhancing system integration capabilities, and completing the deployment of Windows 10 across the estate. These actions will strengthen our digital infrastructure, improve security and interoperability, and ensure staff have access to modern, reliable technology to deliver high-quality care and services.
- **End User System Performance:** Ensuring high levels of end user system performance is critical to the success of digital transformation initiatives. Reliable, responsive, and well-optimised systems enable staff to work efficiently, reduce frustration, and minimise downtime. We will be asking CGI to critically assess our infrastructure to ensure that it is optimal and the ongoing monitoring and proactive management of system performance will help identify and address issues quickly, supporting a positive user experience and maintaining productivity across the organisation.

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 is 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	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 Termiau: 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:	Finance and Performance 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:	<p>The implementation of the transformation and digital enablement plan, will provide the following positive impact on quality and patient care:</p> <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

