

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

<b>DYDDIAD Y CYFARFOD:</b> <b>DATE OF MEETING:</b>	07 October 2025
<b>TEITL YR ADRODDIAD:</b> <b>TITLE OF REPORT:</b>	Digital leadership with Allied Health Professionals and Health Scientists
<b>CYFARWYDDWR ARWEINIOL:</b> <b>LEAD DIRECTOR:</b>	Huw Thomas, Executive Director of Finance
<b>SWYDDOG ADRODD:</b> <b>REPORTING OFFICER:</b>	Anthony Tracey, Digital Director Tony Smith, Chief Clinical Information Officer (CCIO)

**Pwrpas yr Adroddiad (dewiswch fel yn addas)**

**Purpose of the Report (select as appropriate)**

Ar Gyfer Penderfyniad/For Decision

**ADRODDIAD SCAA**

**SBAR REPORT**

**Sefyllfa / Situation**

The purpose of this report is to inform the Committee on the role and importance of digital leadership among Allied Health Professionals (AHPs) and Health Scientists, highlighting current engagement, opportunities for development, and recommendations to strengthen their contribution to the organisation's digital transformation.

**Cefndir / Background**

In many organisations, there has historically been a significant gap between clinicians and digital teams. Over recent years, this disconnect has diminished with the introduction of the Chief Clinical Information Officer (CCIO) role and informatics nurses, which has facilitated clinical discussions within digital initiatives. However, it has become evident that there is a lack of capacity to drive the entire digital transformation program.

Given that digital technology has become integral to routine clinical practice, there is a pressing need to invest in digital nurses, therapists, health scientists and allied health professionals (AHPs), who utilise technology and information daily. As these professionals keep the patient at the core of their processes, it is crucial that any technology used can be operated 'at the bedside,' and that nurses can effectively communicate this need.

It is essential to continue involving clinical informaticians and to further invest in them, not only because they understand the positive impact on patients but also because they excel in this role. Successful change and adoption of clinical systems are not about enforcing new practices but about inspiring clinicians to embrace them. Clinical Informaticians often lead innovation by observing daily practices and identifying more efficient methods

**Asesiad / Assessment**

In terms of our digital ambition, we are clear about where we need to focus our efforts to improve local health and wellbeing outcomes and address the challenging needs of our population. The areas of focus include prevention and self-care, integrated care delivery, high

quality information and improved outcomes. In order to achieve this ambition digital programmes, require clinical input and champions to drive the adoption of the systems, and or transformation change.

### **Engaging clinicians**

Clinical engagement is an important area in building links in a local, regional and national programme. Engaging clinicians in digital programmes is crucial for the successful implementation and adoption of new technologies within healthcare settings. Clinicians, including nurses, medics, and allied health professionals, are at the forefront of patient care and have a deep understanding of the practical challenges and needs within clinical environments. Their involvement ensures that digital solutions are designed with the end-user in mind, leading to more effective and user-friendly systems.

When clinicians are actively engaged in digital programmes, they can provide valuable insights and feedback that help shape the development and configuration of digital tools. This collaboration fosters a sense of ownership and acceptance among clinical staff, making them more likely to embrace and champion the new technologies. Moreover, clinicians can identify potential issues early in the development process, allowing for timely adjustments and improvements.

### **Clinical Informatics**

Clinical informaticians play a pivotal role in bridging the gap between clinical practice and digital innovation within healthcare systems. As medically trained professionals with expertise in information science, they ensure that digital tools and data systems are designed, implemented, and optimised to support safe, effective, and patient-centred care. Their unique position allows them to translate clinical needs into digital solutions, champion data-driven decision-making, and foster a culture of continuous improvement. In an era of rapid digital transformation, clinical informaticians are essential to aligning technology with frontline care delivery, ensuring that digital advancements truly enhance outcomes for patients and clinicians alike.

The formal establishment of roles such as the Chief Clinical Information Officer (CCIO) and Chief Nursing Information Officer (CNIO) reflects the growing recognition of clinical informatics as a strategic function within healthcare organisations. These leadership positions empower clinicians to shape digital strategy, champion user-centred design, and drive improvements in patient outcomes through data-driven innovation. As digital maturity advances, clinical informaticians will continue to play a key role in embedding technology that enhances care quality, safety, and efficiency.

While the roles of CCIOs and CNIOs have helped embed clinical informatics leadership within medicine and nursing, a significant gap remains in the representation of Allied Health Professionals (AHPs) and Healthcare Scientists. These groups play a critical role in patient care and service delivery, yet their voices are often underrepresented in digital transformation programmes. Without their input, digital solutions risk overlooking key aspects of multidisciplinary care, innovation in diagnostics, and rehabilitation pathways. Addressing this gap by developing dedicated informatics leadership roles for AHPs and Healthcare Scientists is essential to ensuring that digital health strategies are inclusive, comprehensive, and reflective of the full spectrum of clinical expertise within the NHS.

### **The Role of AHPs and Health Scientists in Digital Transformation**

Allied Health Professionals (AHPs) and Health Scientists play a critical role in delivering patient care across a wide range of clinical pathways. Their unique position, working at the interface of diagnostics, rehabilitation, and therapeutic services, gives them a deep understanding of

patient needs and service workflows. This makes them ideally placed to identify opportunities where digital solutions can enhance care quality, streamline processes, and improve patient outcomes. By engaging in digital leadership, these professionals can influence the design and implementation of technologies that are clinically relevant and user-friendly.

Embedding digital leadership within these professions brings significant benefits. Firstly, it ensures that digital initiatives are clinically informed and aligned with real-world practice, reducing the risk of solutions that fail to meet frontline needs. Secondly, it empowers AHPs and Health Scientists to champion innovation within their services, fostering a culture of continuous improvement and adaptability. This leadership also supports workforce development, equipping teams with the skills and confidence to adopt new technologies effectively.

Digital leadership among AHPs and Health Scientists directly contributes to improved patient outcomes. For example, the use of digital tools for remote monitoring, virtual consultations, and data-driven decision-making can enhance access to care, reduce waiting times, and support personalised treatment plans. Additionally, digital solutions can optimise resource allocation, automate routine tasks, and enable better data sharing across multidisciplinary teams, leading to more efficient and integrated care pathways.

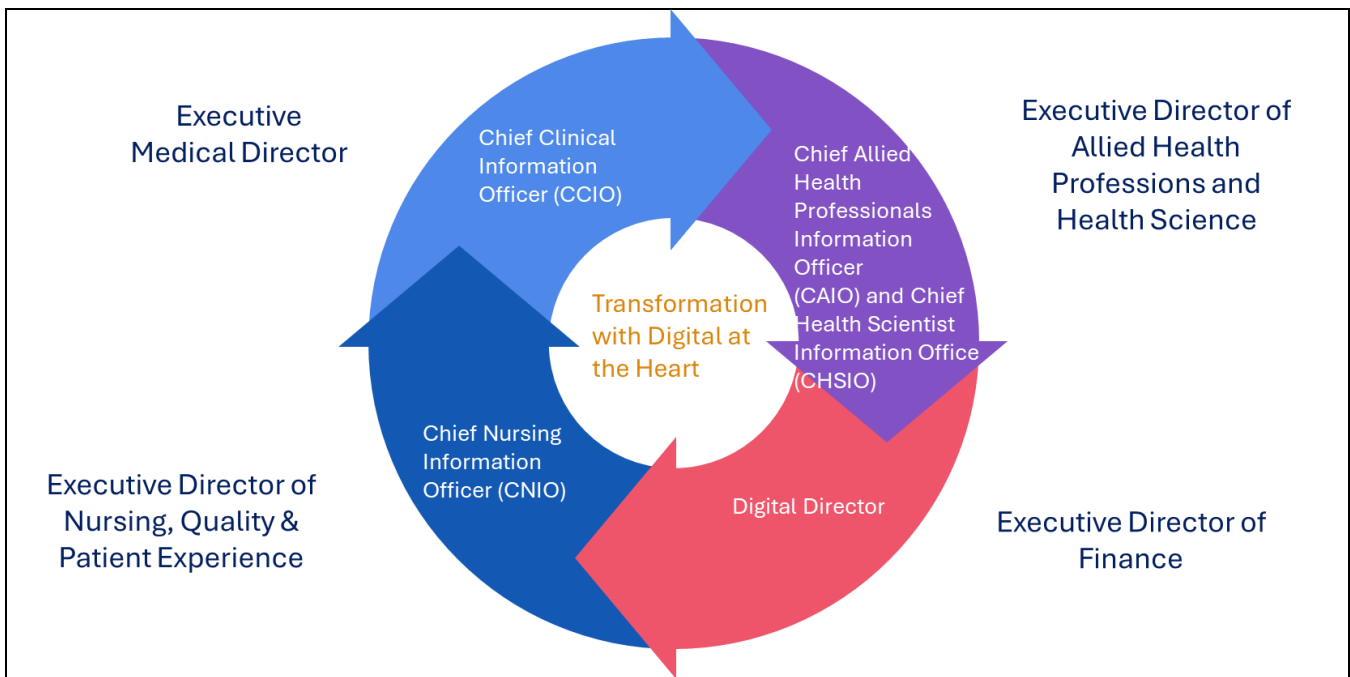
Strengthening digital leadership within these professional groups aligns with national and organisational strategies for digital health. It supports the ambition to create a digitally enabled workforce, capable of leveraging technology to deliver safe, effective, and sustainable healthcare. By investing in this area, the organisation ensures that AHPs and Health Scientists are embedded in the digital transformation.

### **Proposed Approach**

Given the extent of the digital programmes, and also the pace of change required, evidence suggests that clinical informaticians work well within the new culture within digital, where we concentrate on People, Process rather than Technology. However, evidence shows that clinical informaticians working their sessions away from Digital highlights that communications and knowledge transfer can be lost. The future will see successful roles integrated with digital as well as clinical communities, working with mutual respect and communicating across boundaries.

The creation of a Clinical Digital Scrutiny and Assurance Group will fit into the wider governance of digital programmes and projects with a link to the ongoing Digital Programmes Group. This group will provide advice and assurance to the Health Board that from a Clinical perspective that the projects and programmes are consignment of clinical requirements. They will also provide input into the programme design and implementation, always ensuring that the clinical / patient requirement is at the heart of the strategic digital plan.

The diagram below provides an illustration on how the clinical informaticians would look to work together:



### Proposed Funding

To support the expansion of clinical informatics within the Health Board, it is essential to allocate appropriate funding to ensure the successful implementation and sustainability of the proposed roles and initiatives. The funding will be directed towards the following key areas, as all other posts outlined above are already funded within the Health Board clinical and digital structures.

- Chief Allied Health Professional Information Officer (CAIO) and a Chief Health Scientist Information Officer (CHSIO)**, Funding will be provided via the Digital Directorate for 2 posts at 0.4 WTE for a Chief Allied Health Professional Information Officer (CAIO) and a Chief Health Scientist Information Officer (CHSIO). These roles will involve developing and implementing a digital strategy for therapy services and AHPs, ensuring alignment with the Health Board's overall digital transformation goals. Initial research indicates that these positions are typically classified as Band 8d or similar on a national level.

### Conclusion

In conclusion, the development of clinical informatics within the Health Board represents a significant opportunity to enhance patient care and improve clinical workflows through the integration of digital technologies. By investing in these roles and establishing a Clinical Digital Scrutiny and Assurance Group, the Health Board aims to ensure that digital solutions are effectively integrated into clinical practice, fostering a collaborative environment where technology enhances patient outcomes and operational efficiency.

The proposed funding allocation will support the establishment and sustainability of these roles, ensuring that clinical informaticians are equipped to lead the adoption of digital solutions within their respective fields. Engaging clinicians in digital programmes is crucial for the successful implementation and adoption of new technologies, as their insights and feedback help shape user-friendly and effective systems.

Ultimately, the Health Board's commitment to expanding clinical informatics and involving clinical informaticians in digital initiatives will drive positive change, improve health outcomes, and address the challenging needs of the population. By fostering a culture of innovation and

collaboration, the Health Board can achieve its digital ambitions and enhance the quality of care provided to patients.

### Argymhelliad / Recommendation

The Committee are asked to:

- **SUPPORT** the appointment of a Chief Allied Health Professional Information Officer (CAIO) (0.4 WTE) and a Chief Health Scientist Information Officer (CHSIO) (0.4 WTE), who professional reports to the Executive Director of Allied Health Professions and Health Science, who would then operationally report to the Digital Director.
- **SUPPORT** the establishment of a Clinical Digital Scrutiny and Assurance Group.

### 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 <a href="#">Quality and Engagement Act (sharepoint.com)</a>	2. Timely 3. Effective 4. Efficient
Galluogwyr Ansawdd: Enablers of Quality: <a href="#">Quality and Engagement Act (sharepoint.com)</a>	6. All Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	Not Applicable
Amcanion Cynllunio Planning Objectives	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a>	10. Not Applicable

### Gwybodaeth Ychwanegol:

#### Further Information:

Ar sail tystiolaeth: Evidence Base:	Not applicable
Rhestr Termau:	Included within the report

<b>Glossary of Terms:</b>	
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Digidol, Data ac Arloesi Parties / Committees consulted prior to Digital, Data and Innovation Committee:	Not applicable

<b>Effaith: (rhaid cwblhau) Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	The creation of 0.4 WTE CAIO and CHSIO roles will require targeted funding from the Digital Directorate. This investment will strengthen digital leadership among AHPs and Health Scientists, supporting more effective adoption of digital solutions, improved patient care, and greater operational efficiency across services.
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	Strengthening digital leadership among AHPs and Health Scientists will ensure that digital solutions are clinically relevant, user-friendly, and aligned with frontline practice. This will lead to safer, more effective, and integrated patient care, improved outcomes, and a better experience for both patients and staff.
<b>Gweithlu: Workforce:</b>	Introducing dedicated digital leadership roles for AHPs and Health Scientists will empower these professionals, support workforce development, and foster a culture of innovation. This will enhance digital skills, improve staff engagement, and ensure the workforce is better equipped to adopt and optimise new technologies in clinical practice.
<b>Risg: Risk:</b>	Expanding clinical informatics leadership to include AHPs and Health Scientists will reduce the risk of digital solutions failing to meet the needs of all clinical groups. It will also help mitigate risks related to poor adoption, ineffective workflows, and missed opportunities for innovation, supporting safer and more resilient service delivery.
<b>Cyfreithiol: Legal:</b>	Expanding clinical informatics leadership to include AHPs and Health Scientists will help ensure that digital solutions comply with relevant clinical, data protection, and governance standards. This reduces the risk of legal or regulatory breaches and supports the organisation in meeting statutory and professional obligations.
<b>Enw Da: Reputational:</b>	Expanding digital leadership to include AHPs and Health Scientists will demonstrate the Health Board's commitment to inclusive, multidisciplinary digital transformation. This proactive approach will enhance the organisation's reputation for innovation, collaboration, and delivering high-quality, patient-centred care.
<b>Gyfrinachedd: Privacy:</b>	Not Applicable
<b>Cydraddoldeb: Equality:</b>	Not Applicable