

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

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| <b>DYDDIAD Y CYFARFOD:</b><br><b>DATE OF MEETING:</b>  | 07 October 2025                           |
| <b>TEITL YR ADRODDIAD:</b><br><b>TITLE OF REPORT:</b>  | National and Regional Landscape           |
| <b>CYFARWYDDWR ARWEINIOL:</b><br><b>LEAD DIRECTOR:</b> | Huw Thomas, Executive Director of Finance |
| <b>SWYDDOG ADRODD:</b><br><b>REPORTING OFFICER:</b>    | Anthony Tracey, Digital Director          |

**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 provide the committee with a clear and collaborative process for developing a regional digital transformation approach that reflects the unique needs, opportunities, and challenges of both Health Boards and also reflects the current national approach. Digital transformation is not simply about technology it is about reimagining how care is delivered, accessed, and experienced. This requires a shared vision, strong leadership, and meaningful engagement across all levels of the organisation and its partners.

Cefndir / Background

Digital transformation in healthcare is no longer a future ambition it is a present necessity. As a regional we need to seek to evolve our services to meet the needs of a digitally enabled population, this paper outlines a preparatory framework for developing a comprehensive regional digital transformation approach. Rather than jumping directly into solution design or technology procurement, this approach emphasises the importance of strategic alignment, stakeholder engagement, and readiness assessment.

The proposed “plan to make a plan” is a structured, phased process that ensures the final strategy is co-produced, clinically led, and citizen centred. It recognises the diversity of digital maturity across the region and the need to harmonise efforts across health, care, and community services. By focusing first on governance, discovery, and co-design, the Health Boards can build a strong foundation for sustainable transformation.

This paper also acknowledges the importance of aligning with national frameworks such as “What Good Looks Like,” “A Healthier Wales,” and the Digital Services for Patients and the Public programme. It seeks to position the Health Boards as a proactive leader in digital innovation, capable of leveraging national investment and partnerships to deliver local impact.

Ultimately, this document is not the strategy itself, but a blueprint for how to create one. It sets out the rationale, objectives, phases, governance, risks, and next steps required to ensure that the eventual digital transformation strategy is robust, inclusive, and future proof.

## Asesiad / Assessment

To develop a robust and deliverable plan that fulfils the ambition of the Health Boards, the proposed planning process is designed to achieve several strategic objectives that will underpin the success of the eventual digital transformation strategy. First and foremost is stakeholder engagement. Transformation cannot be imposed from the top down it must be co-created with those who deliver and receive care. This includes clinicians, operational staff, digital teams, patients, carers, and community representatives.

Secondly, the process must assess the current state of digital maturity across the region. This involves understanding existing capabilities, infrastructure, systems, and workforce readiness. Tools such as the “What Good Looks Like” framework can provide a structured way to benchmark progress and identify gaps. This baseline will inform priorities and help tailor the strategy to local needs.

Third, the planning process must define shared outcomes. What does success look like for the region? Is it improved access to services, better use of data, reduced health inequalities, or enhanced staff experience? By agreeing on these outcomes early, the Health Board can ensure that the strategy remains focused and measurable.

Finally, the process must establish robust governance. This includes setting up a steering group, defining roles and responsibilities, and creating mechanisms for accountability and decision-making. Governance is not just about oversight it is about enabling progress, resolving conflicts, and ensuring that the strategy remains aligned with organisational and regional goals.

## **Proposed Phases**

The planning process is structured into four key phases: Mobilisation, Discovery, Co-Design, and Strategy Planning. Each phase builds on the previous one, creating a logical and inclusive pathway toward strategy development.

- **Phase 1: Mobilisation** involves establishing a Regional Digital Steering Group. The mobilisation phase also includes securing initial resources, defining the scope of the strategy, and setting up programme management structures (see later section for progress)
- **Phase 2: Discovery** focuses on understanding the current landscape. This includes conducting a digital maturity assessment, mapping existing initiatives, and identifying gaps. The discovery phase should also explore national frameworks and best practices to inform local thinking. The partnership with CGI will be utilised to facilitate and accelerate this work.
- **Phase 3: Co-Design** is where the vision and priorities begin to take shape. Regional workshops should be held to define guiding principles, shared outcomes, and transformation themes. This phase should also identify key enablers such as data, workforce, infrastructure, and governance. Co-design ensures that the strategy reflects the voices of those who will implement and benefit from it.
- **Phase 4: Strategy Planning** involves developing a detailed project plan for the strategy itself. This includes defining deliverables, timelines, engagement milestones, and evaluation methods. Communications and change management plan will also be prepared to support implementation. By the end of this phase, the Health Boards will be

ready to begin drafting the full digital transformation strategy ready for adoption and implementation.

### **Risks and Mitigations**

There is a risk of misalignment with national priorities, which could result in missed funding opportunities or duplication of effort. To mitigate this, the planning process should include regular liaison with Digital Health and Care Wales (DHCW), Welsh Government, and other national bodies. This will ensure that the strategy complements and contributes to broader digital health ambitions.

Resource constraints are also a potential challenge, particularly in terms of time, funding, and capacity. The Health Boards will seek to leverage existing programmes, partnerships, and funding streams to support the planning process. This includes exploring opportunities for joint investment with local authorities, universities, and third sector organisations.

Finally, scope creep can undermine focus and delay progress. To mitigate this, the planning process must have a clearly defined scope, with phased delivery and regular checkpoints.

### **Progress to Date (Mobilisation Phase)**

Digital teams from across the Health Boards convened to explore opportunities for deeper collaboration and alignment in support of regional transformation. The meeting brought together colleagues from operational digital services, innovation, infrastructure, and data, creating a space for open dialogue and shared learning. The session was designed to foster a collective understanding of current priorities, challenges, and opportunities for joint working.

A key focus of the discussion was identifying areas where teams could work more closely together. Participants highlighted several domains ripe for collaboration, including shared data platforms, digital inclusion initiatives, workforce development, and citizen-facing services. There was strong consensus that siloed working must be replaced by integrated planning and delivery, particularly as regional programmes increasingly span organisational boundaries.

The meeting also surfaced the strengths within the digital teams. Attendees recognised the depth of technical expertise, the commitment to service improvement, and the growing culture of innovation across the region. Examples were shared of successful cross-team projects, such as the rollout of remote monitoring tools and the integration of digital triage systems. These successes demonstrate the potential for scaling collaborative efforts and embedding digital transformation into everyday practice.

Local and regional programmes were discussed in detail, with attention given to both opportunities and issues. While national initiatives such as the NHS Wales App and LIMS 2.0 offer valuable infrastructure, participants noted the need for local flexibility and responsiveness. Concerns were raised about programme overlaps, resource constraints, and the pace of change. There was agreement that clearer governance and communication channels are needed to ensure alignment and avoid duplication.

The meeting concluded with a set of proposed task and finish groups to guide future collaboration (**Appendix 1**) each with a realistic timeline. These included the development of a shared digital roadmap, the establishment of thematic working groups (e.g. data, inclusion, infrastructure), and the creation of a regional digital forum for ongoing engagement. Teams

also committed to co-developing a digital maturity baseline and exploring joint funding opportunities.

**1. Develop a Shared Digital Roadmap**

A working group will be established by end of August 2025 to begin drafting a regional digital roadmap. This will align local and national priorities and identify key transformation themes. A first draft is targeted for October 2025, with final sign-off by December 2025.

**2. Establish Thematic Working Groups**

Thematic groups (e.g. Data & Intelligence, Infrastructure, Digital Inclusion, Clinical Systems) will be launched by August 2025. Each group will have a clear remit and reporting structure, with initial outputs expected by December 2025.

**3. Create a Regional Digital Forum**

A quarterly digital forum will be launched in November 2025 to support ongoing engagement, knowledge sharing, and innovation. The forum will include representatives from all digital teams, clinical leads, and external partners.

**4. Co-develop a Digital Maturity Baseline**

A digital maturity self-assessment will be conducted using the “What Good Looks Like” framework, starting in September 2025. Results will be analysed and shared by November 2025, informing the roadmap and investment planning.

**5. Explore Joint Funding Opportunities**

A task-and-finish group will be formed by October 2025 to identify and pursue regional funding bids, including opportunities through Welsh Government.

These timelines are intended to balance ambition with deliverability, ensuring that momentum is maintained while allowing for meaningful engagement and quality outputs. Progress will be reviewed monthly by a digital leadership group, with updates shared through the regional digital forum.

**Progress to Date (Discovery Phase)**

The Health Boards are not starting from scratch, they are building on a solid base of digital initiatives, many of which are already delivering value. The approach reflects a clear understanding of the challenges and opportunities, and a commitment to inclusive, patient-centred, and data-driven care.

By positioning ourselves as a ‘fast follower,’ we can leverage proven models to accelerate safe adoption and scale innovation effectively. Our strong focus on governance, ethics, and collaboration reinforces our role as a trusted digital leader within NHS Wales.

**National Versus Regional Approach: Working Together for Digital Transformation**

NHS Wales’ digital transformation is underpinned by a strong national vision, with frameworks and programmes such as the Digital Health and Care Strategy, Welsh Clinical Portal, National Data Resource, and the NHS Wales App providing a consistent foundation for all health boards. The national approach ensures alignment on standards, interoperability, and investment, enabling the scaling of successful innovations and the delivery of equitable, high-quality care across Wales.

At the same time, regional collaboration is essential to ensure that national ambitions are translated into meaningful local impact. Health boards within the region are working closely together to align priorities, share expertise, and coordinate the implementation of digital initiatives. This includes the establishment of regional steering groups, thematic working groups, and digital forums that bring together operational, clinical, and technical leaders to co-design solutions and address shared challenges.

By maintaining regular liaison with Digital Health and Care Wales (DHCW), Welsh Government, and other national bodies, the region ensures that its digital strategy both complements and contributes to national objectives. Regional working enables the tailoring of national programmes to local needs, such as digital inclusion, workforce development, and service redesign, while avoiding duplication and maximising the value of collective investment. This integrated approach, where national direction is balanced with regional delivery and innovation, strengthens the ability of NHS Wales to deliver sustainable digital transformation. It ensures that patients, staff, and communities benefit from both the scale of national programmes and the responsiveness of local action, positioning the region as a proactive partner and leader within the wider NHS Wales digital landscape.

### **Digital Infrastructure and Platforms**

A key element of the national strategy is the development and deployment of shared digital infrastructure and platforms. Notable national programmes include:

- **Welsh Clinical Portal (WCP):** A unified digital platform providing clinicians with access to patient records, test results, and clinical documentation across Wales.
- **National Data Resource (NDR):** A centralised data platform designed to enable secure sharing and analysis of health and care data, supporting population health management and research.

### **Workforce and Digital Skills**

The national approach also recognises the importance of developing digital skills and leadership across the workforce. Programmes such as the **Digital Capability Framework** and the establishment of clinical informatics roles (e.g., Chief Clinical Information Officers) are being rolled out to ensure that all professionals can confidently use new technologies. This focus on workforce development is critical to maximising the benefits of digital transformation and ensuring that change is embraced at every level.

### **Patient-Centred Innovation**

Central to the national digital strategy is a commitment to patient-centred care. Digital tools are being used to empower patients, improve access to services, and support self-management.

Examples include:

- **Patient Knows Best (PKB):** A digital platform enabling patients to access their health records, communicate with care teams, and manage their own health.
- **NHS Wales App:** The NHS Wales App provides secure, bilingual access to key NHS services, including appointment booking, repeat prescriptions, and parts of the health record. It empowers patients to manage their healthcare digitally, supports self-care, and reduces administrative workload for staff, making it a central part of NHS Wales' digital transformation.

## Next Steps

The immediate priority is to complete mobilisation activities, including finalising governance structures, establishing the Regional Digital Steering Group, and launching thematic working groups focused on data, infrastructure, inclusion, and clinical systems. Work will continue on developing a shared digital roadmap, informed by a regional digital maturity assessment, to ensure alignment with both national and local priorities. In parallel, the region will advance its AI strategy, forming an AI Oversight Committee and prioritising pilot projects that deliver measurable benefits. Ongoing engagement with national bodies and partners will be maintained to ensure our regional approach complements and contributes to the wider NHS Wales digital transformation agenda.

## Conclusion

By working collaboratively at both national and regional levels, we are building a robust foundation for sustainable digital transformation. Our approach balances the consistency and scale of national programmes with the flexibility and responsiveness of regional delivery. Through strong governance, stakeholder engagement, and a commitment to continuous improvement, we are well positioned to deliver meaningful digital change that benefits patients, staff, and communities across Wales. The next phase will focus on turning strategic plans into action, ensuring that our digital ambitions are realised and that the region remains a proactive leader within NHS Wales.

## Argymhelliad / Recommendation

The Committee are requested to:

- **SUPPORT** the phased approach to developing a regional digital transformation approach, ensuring alignment with national priorities and local needs.
- **SUPPORT** governance structures, including the Regional Digital Steering Group and thematic working groups, to drive collaboration and accountability.
- **SUPPORT** the advancement of AI as a strategic enabler by establishing an AI Oversight Sub-Committee, defining governance standards, and prioritising pilot use cases.

## Amcanion: (rhaid cwblhau)

### Objectives: (must be completed)

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| Committee ToR Reference:<br>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:<br>Datix Risk Register Reference and Score:                 | Not applicable   |
| Parthau Ansawdd:<br>Domains of Quality<br><a href="#">Quality and Engagement Act (sharepoint.com)</a>      | 7. All apply   |
| Galluogwyr Ansawdd:<br>Enablers of Quality:<br><a href="#">Quality and Engagement Act (sharepoint.com)</a> | 6. All Apply   |

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| Amcanion Strategol y BIP:<br>UHB Strategic Objectives:  | All Strategic Objectives are applicable         |
| Amcanion Cynllunio<br>Planning Objectives   | 9 Digital plan<br>All Planning Objectives Apply |
| Amcanion Llesiant BIP:<br>UHB Well-being Objectives:<br><a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a> | 9. All HDdUHB Well-being Objectives apply       |

| <b>Gwybodaeth Ychwanegol:<br/>Further Information:</b>  |   |
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| Ar sail tystiolaeth:<br>Evidence Base:  | Not applicable                              |
| Rhestr Termau:<br>Glossary of Terms:  | Included within the main body of the report |
| Partion / Pwyllgorau â ymgynhorwyd<br>ymlaen llaw y Pwyllgor Digidol, Data<br>ac Arloesi<br>Parties / Committees consulted prior<br>to Digital, Data and Innovation<br>Committee: | Not applicable                              |

| <b>Effaith: (rhaid cwblhau)<br/>Impact: (must be completed)</b> |   |
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| <b>Ariannol / Gwerth am Arian:<br/>Financial / Service:</b>     | The coordinated national and regional approach to digital transformation enables more effective use of resources by reducing duplication, leveraging collective investment, and maximising economies of scale. Joint planning and delivery of digital initiatives support cost efficiencies and ensure that services are optimised to meet both national standards and local needs. This approach not only delivers better value for money but also enhances service quality, resilience, and accessibility for patients and staff across the region. |
| <b>Ansawdd / Gofal Claf:<br/>Quality / Patient Care:</b>        | The integrated national and regional digital approach enhances the quality and safety of patient care by enabling better access to information, supporting more coordinated and efficient clinical workflows, and empowering patients through digital tools. This leads to improved patient outcomes, greater consistency in care delivery, and a more responsive, patient-centred health service across the region.  |
| <b>Gweithlu:<br/>Workforce:</b>                                 | The coordinated national and regional digital strategy supports workforce development by promoting shared   |

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|   | <p>training, upskilling, and collaboration across health boards. This approach empowers staff to adopt new technologies confidently, enhances digital capability, and fosters a culture of innovation and continuous improvement throughout the organisation.</p>   |
| <p><b>Risg:<br/>Risk:</b></p>             | <p>A coordinated national and regional digital strategy helps to identify, manage, and mitigate risks associated with digital transformation. By aligning governance, sharing best practices, and maintaining clear communication channels, this approach reduces the likelihood of duplication, system incompatibility, and project failure—ultimately supporting safer, more resilient, and sustainable digital services.</p> |
| <p><b>Cyfreithiol:<br/>Legal:</b></p>     | <p>A coordinated national and regional digital strategy supports compliance with statutory, regulatory, and data protection requirements. By aligning with national frameworks and standards, and ensuring robust governance, this approach reduces the risk of legal or regulatory breaches and helps the organisation meet its legal obligations in delivering digital health services.</p>                                   |
| <p><b>Enw Da:<br/>Reputational:</b></p>   | <p>A coordinated national and regional digital strategy demonstrates the organisation’s commitment to innovation, collaboration, and high standards of care. By delivering visible improvements and aligning with national priorities, this approach enhances the organisation’s reputation as a leader in digital health, building trust and confidence among patients, staff, partners, and the wider community.</p>          |
| <p><b>Gyfrinachedd:<br/>Privacy:</b></p>  | <p>Not applicable</p>   |
| <p><b>Cydraddoldeb:<br/>Equality:</b></p> | <p>Not applicable</p>   |

## **Appendix 1:**

### **Strategic Outputs – Leads (Anthony / Matt)**

#### Regional Digital Operating Model

- Define a clear model that balances local innovation, regional collaboration, and national infrastructure.
- Ensure interoperability, subsidiarity, and shared accountability across all levels.

#### Governance Framework

- Establish a regional governance structure to align priorities, manage shared resources, and oversee joint initiatives.
- Include representation from clinical, digital, and operational leadership across health boards.

### **Operational Outputs (Digital Ops Teams)**

#### Shared Digital Infrastructure Plan

- Develop a roadmap for shared platforms, data centres, and support models.
- Hosting strategy
- Include timelines for implementing systems like Digital Pathology, Radiology Transformation and BadgerNet.

#### Joint Cybersecurity and IG Strategy

- Create virtual centres for cybersecurity training and governance.
- Pool resources to enhance resilience and compliance.

#### Regional Support Model

- Design a scalable support model supports cross-board operations and remote support.

### **Transformation & Innovation (Transformation Teams)**

#### Shared Transformation plan

- Include timelines for implementing systems like Digital Pathology, Radiology Transformation, BadgerNet, and DECP.
- Develop a business case pipeline as a region to move us towards and EHR.

#### Digital First Principle

- Design services that are digital by default, but not digital only.
- Ensure all new service developments are assessed for digital delivery potential before considering traditional models.
- Promote self-service, remote monitoring, and virtual care where clinically appropriate.
- Removal of “Paper”

### **Analytical & Innovation Outputs (Data Teams)**

#### Data Science & AI Collaboration Framework

- Define shared goals for AI development, dashboarding, and data analytics.
- Identify opportunities for joint investment and innovation.

### **Engagement & Enablement Outputs (Business Leads)**

- Map digital expertise across health boards.
- Create a model for smart resourcing and knowledge exchange.
- Engage clinicians, patients, and digital teams in co-designing regional solutions.
- Ensure consistent communication and change management support.
- Business Case Writing / Procurement