'Everyone in Wales should have longer, healthier and happier lives, able to remain active and independent, in their own homes, for as long as possible'
A Healthier Wales

How We Support That Vision

Integrated Medium Term Plan 2023-26

To provide world leading digital services, empowering people to live healthier lives

Foreword

As an expert national body and part of the NHS in Wales we are proud of our role as the trusted partner for digital and data services, delivering some of the biggest healthcare IT and data projects in the UK.

Now in our third year as a Special Health Authority, we constantly seek ways to innovate and improve while continuing the consistent delivery of core services.

This is why we are pleased to present our refreshed Integrated Medium Term Plan (IMTP) for 2023-2026, developed with partners across the health and care sector in Wales.

The current digital climate of growing cyber threats, supply chain issues, the NHS' recovery from the COVID-19 pandemic, variable digital resource availability and affordability issues does pose its challenges. That is why our plan increases the level of our ambitions, placing a strong focus on how digital and data can improve outcomes, help manage the significant pressure on healthcare services and the longer challenges of an ageing population and more people with multiple conditions.

We support more than 100 national products and services and our plan reiterates our commitment to maintaining high quality, available and secure services for our partners. We also set out our aims and objectives for quality, a diverse and flexible digital workforce and decarbonisation.

With partnership and innovation at the heart of the plan we have refocussed emphasis on the delivery of our five strategic missions to ensure alignment with national objectives and value in healthcare.

As a forward-thinking organisation our plan combined with the skills of our workforce sets out a pathway from objectives to activity, building on core services to deliver more for the citizens of Wales, including digital patient-facing apps, expanded digital diagnostics solutions, a maternity system, and digital medicines to improve patient outcomes.

We hope you find our refreshed plan informative.

Simon Jones (Chair)

Helen Thomas (CEO)

GRO-C   GRO-C

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FIND YOUR WAY AROUND OUR IMTP

Introduction
- Executive Summary
- Strategy on a Page
- Why are we Here – Our Purpose
- Where we Deliver

How we have Developed our Plan
- Strategic Context
- Missions, Portfolios and Enablers
- Welsh Government Priorities
- Planning Approach and Risks
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GIG CYMRU NHS WALES — Iechyd a Gofal Digidol Cymru / Digital Health and Care Wales

Mission 4 DRIVE better value and outcomes through innovation

Portfolios
- 4.1. Research and Innovation
- 4.2 Value from Data

Focus on:
- Research and Innovation
- Value in Health

Timelines
- 4.1. Research and Innovation
- 4.2 Value from Data

Mission 1 PROVIDE a platform for enabling digital transformation

Portfolios
- 1.1 Data Platform and Reference Services
- 1.2 Open Architecture and Interoperability
- 1.3 Protecting Patient Data
- 1.4 Sustainable and Secure Infrastructure

Focus on:
- National Data Resource
- Open Architecture
- Cyber
- Data Centre Move
- Transition to Cloud

Timelines
- 1.1 Data Platform and Reference Services
- 1.2 Open Architecture and Interoperability
- 1.3 Protecting Patient Data
- 1.4 Sustainable and Secure Infrastructure

Mission 2 DELIVER high quality digital products and services

Portfolios
- 2.1 Public Health
- 2.2 Primary, Community and Mental Health
- 2.3 Planned Care
- 2.4 Urgent and Emergency Care
- 2.5 Diagnostics
- 2.6 Medicines

Focus on:
- Welsh Community Care Information System
- Digital Maternity Cymru
- Welsh Intensive Care Information System
- Welsh Emergency Department System
- Digital Diagnostics Programmes
- Digital Medicines Transformation

Timelines
- 2.1 Public Health
- 2.2 Primary, Community and Mental Health
- 2.3 Planned Care
- 2.4 Urgent and Emergency Care
- 2.5 Diagnostics
- 2.6 Medicines

Mission 3 EXPAND the digital health and care record and the use of digital to improve health and care

Portfolios
- 3.1 Engaging with Users: Health and Care Professions
- 3.2 Engaging with Users: Patients and the Public

Focus on:
- Welsh Nursing Care Record
- Cancer Informatics Solution
- Digital Services for Patients and the Public
- Microsoft 365 Centre of Excellence

Timelines
- 3.1 Engaging with Users: Health and Care Professions
- 3.2 Engaging with Users: Patients and the Public

Mission 5 BE the trusted strategic partner and a high quality, inclusive and ambitious organisation
- The Well-being of Future Generations Act

Enablers
- 5.1 People and Culture
  - Focus on Welsh Language
- 5.2 Finance
  - Benefits Management Framework
- 5.3 Sustainability
- 5.4 Stakeholder Engagement
- 5.5 Quality and Safety
- 5.6 Governance, Performance and Assurance

Timelines

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Introduction

Strategic Context

The **health service in Wales** is operating in an extremely challenging environment. Digital can support and drive the NHS transformation needed.

The **digital landscape** is moving fast and has its own challenges: growing cyber threats, supply chain issues, variable digital resource availability and affordability, and tackling legacy technology.

That is why our plan has a strong focus on how digital and data can help manage the significant pressure on healthcare services and **improve outcomes**.

Approach

We are committed to working in the open. In our IMTP we seek to set out our plans clearly, and to be transparent in how we describe our risks and challenges. This supports our commitment to being a trusted strategic partner. Some of our key changes this year are:

We have **refined our missions and portfolios** to align more closely to Ministerial Priorities and the IMTP Framework. For example a previous portfolio is now separated into 'planned care' and 'urgent and emergency care'.

We are also using new and revised portfolios to highlight our commitment to **open architecture and standards** and **infrastructure investment.**

This year's IMTP shows our increased activity in **primary and community care**, for example through the NHS Wales App for patients, and appointing a Director for Primary, Community and Mental Health.

We have described our **key pressures and risks.** Examples include digital inflation, workforce, finance, cyber, legacy technology, supplier dependency, complexity.

We have identified areas wher**e funding / resources are not yet fully confirmed,** eg modernisation of major systems, transitioning into operational support. We will need to prioritise, and manage risks and expectations, throughout the IMTP period. We've also identified pipeline work.

Major Programmes

We run over 100 live services and integrate with many more. We deliver major national digital transformation programmes, several of which will reach significant milestones during this IMTP period.

We will deliver new **Digital Services for Patients and the Public** through the NHS Wales App and website. First an open / public beta and then a full live service, with a roadmap of new functionality to follow.

The **National Data Resource** will transition to a live cloud platform and publish standards based data products through a national API management platform.

We will deliver **Digital Medicines** across Wales, starting with a technical proof of concept for primary care prescription transfer to community pharmacies, supporting health boards and trusts to procure and implement electronic prescribing, developing a shared medicines record, and providing a patient view of medicines through the NHS Wales App and website.

We will work with supplier partners to deliver new **Diagnostics** systems for radiology and laboratory information management.

Our IMTP also shows roadmaps for other key national services: a new **national critical care system**, the **Welsh Patient Administration System**, expanding the use and content of the digital health and care record, particularly through the **Welsh Clinical Portal** and **Welsh Nursing Care Record**.

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Missions

PROVIDE A PLATFORM for enabling digital transformation
- Data Platform and Reference Services
- Open Architecture and Interoperability
- Protecting Patient Data
- Sustainable and Secure Infrastructure

DELIVER high quality digital products and services
- Public Health
- Primary, Community and Mental Health
- Planned Care
- Urgent and Emergency Care
- Diagnostics
- Medicines

EXPAND the digital health and care record and the use of digital to improve health and care
- Engaging with Users: Health and Care Professions
- Engaging with Users: Patients and the Public

DRIVE better value and outcomes through innovation
- Research and Innovation
- Value from data

BE the trusted strategic partner and a high quality, inclusive, and ambitious organisation
- People and Culture
- Finance
- Sustainability
- Stakeholder Engagement
- Quality and Safety
- Governance, Performance and Assurance

Digital Deliverables

Care Data Repository	Integration Hub
Open Architecture	Information Governance Framework
Cyber Plan	Cloud Transition
Analytics Platform	Data Standards

Vaccines	Screening systems
Primary and Community	Maternity system
Welsh Patient Administration	Eye Care
Welsh Emergency system	Intensive Care
Laboratory Mngt	Radiology Mngt
E-prescribing	Prescription Transfer
Medicines Record	

Electronic requesting	Cancer Informatics
NHS Wales App	

Academic partnerships	Industry Partnerships
Analytics Strategy	Strategic programmes analytics

Wellbeing	Welsh Language
Digital Workforce Review	Business Change Network
Financial Sustainability	Cloud finance
Decarbonisation	Foundational Economy
Digital Inclusion	Digital Maturity
Benefits Framework	Quality

Outcomes

OUR VISION is to *provide world leading digital services, empowering people to live healthier lives.*

The collaborative use of high-quality information, systems, and technologies supports patient care and delivers benefits throughout the NHS system.

Health system transformation and efficiency is increased as sustainable digital services support service re-design, and save time.

Patient Safety is increased as manual processes and paper are removed and more data is available for clinicians to make informed decisions and errors are reduced.

Positive health outcomes are seen as a result of increased availability of data and analysis and more time with the patient.

Health system costs decrease where digital supports automation, care closer to home and patient empowerment.

Patient experience improves as convenience of care increases when patients can interact with health professionals digitally and have more quality time spend with staff.

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DIGITAL HEALTH AND CARE WALES | STRATEGY ON A PAGE

GIG CYMRU NHS WALES | Iechyd a Gofal Digidol Cymru / Digital Health and Care Wales

OUR VISION....

To provide world leading digital services, empowering people to live healthier lives

OUR PURPOSE.... To transform health and care for everyone in Wales

Making a difference by putting the right digital tools in the hands of staff and patients, and building a core digital platform that will allow better use of data to put information to effective use. And to do so in close partnership with health staff and the people of Wales.

A Healthier Wales — DATA · PEOPLE · TECHNOLOGY · PROCESS

OUR MISSIONS....
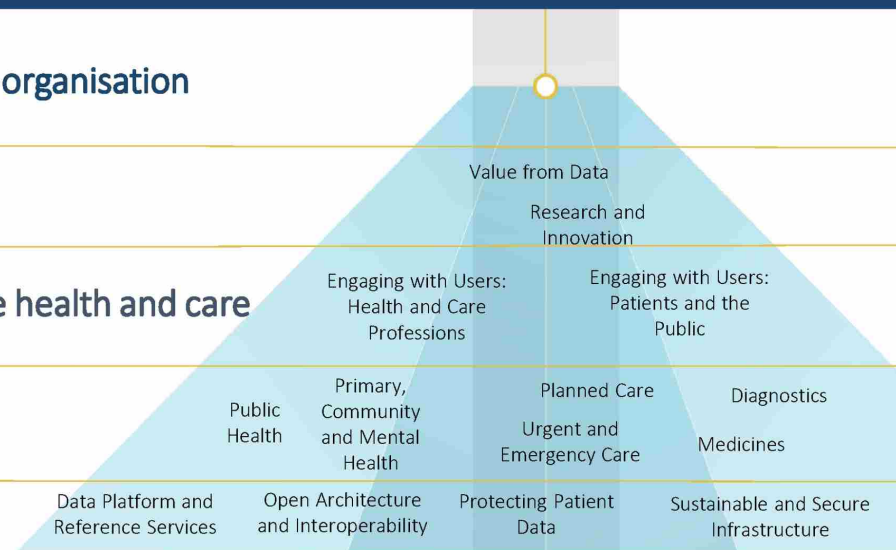
BE the trusted strategic partner and a high quality, inclusive and ambitious organisation

DRIVE better values and outcomes through innovation

EXPAND the digital health and care record and the use of digital to improve health and care

DELIVER high quality digital products and services

PROVIDE a platform for enabling digital transformation

Value from Data

Research and Innovation

Engaging with Users: Health and Care Professions

Engaging with Users: Patients and the Public

Public Health

Primary, Community and Mental Health

Planned Care

Urgent and Emergency Care

Diagnostics

Medicines

Data Platform and Reference Services

Open Architecture and Interoperability

Protecting Patient Data

Sustainable and Secure Infrastructure

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WHY ARE WE HERE?

OUR PURPOSE.... To transform health and care for everyone in Wales

INFRASTRUCTURE, CYBER SECURITY AND SUPPORT SERVICES

- Providing the infrastructure for national systems and services, including national data centres, cloud management, service management and the National Service Desk.
- Providing a fully managed PC management and support service to 16,000 users across NHS Wales, including GP Practices, HEIW and NWSSP.
- Managing the Microsoft 365 tenancy for 120,000 users in NHS Wales.
- Leading on Cyber Security matters on behalf of NHS Wales.

SYSTEM PROVISION AND DEVELOPMENT

- Delivering a range of national clinical systems to support and improve patient care.
- Designing and developing systems and tools to support and improve patient care.

INTEGRATION PLATFORM

- Providing the platform and building blocks that enable national and local systems to connect to the national patient architecture.

NATIONAL SUPPORT SERVICES

- Providing commercial, procurement and programme and project management services.
- Providing a wide range of digital support services for primary care.
- A range of advice and assurance services, including information governance, and patient safety.

DATA AND ANALYTICS

- Providing data and analytics services for national use including Welsh Government and Value in Health.
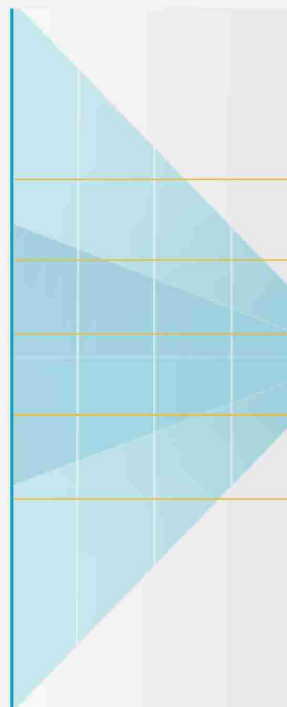
- Lead the professional development of the digital workforce for NHS Wales.
- Lead the development of strategic roadmaps for NHS Wales' national digital services.
- Lead the development of national business cases including benefits frameworks for new national digital initiatives.
- Influence and advise Welsh Government and partner organisations on the strategic direction for digital health and care services.
- Support partner and local organisations in the implementation of national systems.
- Support Welsh Government in the development of digital health policy including the Data Promise.
- Support the development and implementation of digital services to support regional health plans.
- Be a trusted strategic partner engaging widely with stakeholders.

WHERE WE DELIVER

HOSPITALS

In hospitals and clinics we provide a national patient administration system – essential for appointment booking, admission, discharge and more. Our systems receive and prioritise referrals from GPs and provide referral analytics, supporting outpatient modernisation. Our Welsh Clinical Portal and Welsh Nursing Care Record are used to record and access data from millions of documents and test reports across all Wales. Cancer and maternity services will be further supported with digital.

PRIMARY AND COMMUNITY – GPs, Dentists, Community staff

We provide digital public health and screening solutions used in community settings. We manage the contract for GP systems and we run systems for community pharmacists and dentists. Our community information system shares data between community staff, social care and mental health professionals.

AT HOME

We run the My Health Online service where patients can request services online with their GP. This will transfer into the NHS Wales Patient App to provide enhanced communication with more healthcare providers.

PHARMACIES

Our Welsh Clinical Portal and community pharmacy system share medicines information between hospitals and local pharmacies. We run a medicines stock management system. Our new digital medicines programme is focused on hospital e-prescribing, the transfer of prescriptions from GPs to the community pharmacy and a national shared medicines record.

URGENT AND EMERGENCY CARE

We plan to roll out systems for emergency departments and intensive care and we share key information with the Welsh ambulance service. Our information specialists help standardise the core datasets for emergency care.

DIAGNOSTICS DEPARTMENTS

We run a national laboratory information management system and will implement its replacement. We run a radiology information system and will programme manage a new enhanced system. Clinicians use the Welsh Clinical Portal to order millions of tests. We are working with the national endoscopy programme to help share testing data.

OUR FOUNDATIONS

We provide a national infrastructure of data centres and networking. We provide national repositories of health data , protect against cyber threats, protect privacy, and we join up national and local systems so data is available where needed.

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How we have developed our Plan

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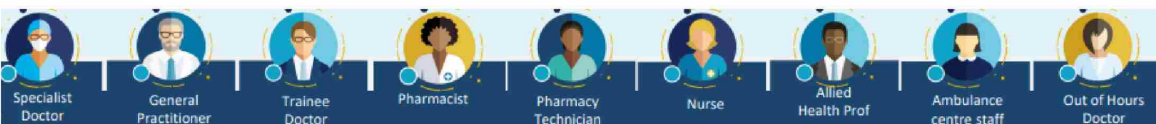
STRATEGIC CONTEXT

TRENDS IN HEALTH

The health service in Wales is operating in an extremely challenging environment. The ongoing demands of an ageing population, lifestyle changes, and public expectations have been compounded by:

- Post Covid-19 waiting lists at an all time high
- Reduced immunity seeing Winter surges in respiratory diseases and flu with a high demand on emergency services
- Staff shortages and sickness impacting all areas, including social care, resulting in patient discharge delays, a shortage of beds, and ambulances stacking up
- A challenging economic climate seeing the vulnerable unable to heat their homes due to rising energy costs, compounding existing health conditions.

The Minister for Health and Social Services, in issuing the NHS Planning Framework 2023-2026 says 'delivering efficiently, effectively, and optimising service delivery is how the improvements must be embedded in the DNA of the NHS in Wales.' Initiatives such as the setting up an NHS Executive function, the National Clinical Framework, and value-based healthcare are looking to optimise the experience patients have as they journey through the different clinical services.

Against this backdrop, the Framework stresses that 'digital, innovation, technology and transformation must underpin plans to deliver optimum care and services for patients'. Digital Health Care Wales must ensure that our work programmes complement and enable the delivery of the Planning Framework including national programmes, policy, and ministerial priorities.

Specialist Doctor | General Practitioner | Trainee Doctor | Pharmacist | Pharmacy Technician | Nurse | Allied Health Prof | Ambulance centre staff | Out of Hours Doctor

TRENDS IN DIGITAL

With health services under more pressure than ever there is a huge opportunity to use digital products and services to drive efficiencies and improve patient outcomes. DHCW intends to be at the forefront of this. Trends include:

- The growing importance of data
- Digital services driving service transformation
- Moving to Cloud services
- Protecting against ever increasing sophistication of cyber attacks
- International technical and data standards
- Tackling a shortage of technology talent
- Cost optimisation – digital inflation and funding pressures
- A shift from capital funding to a recurrent revenue based model
- Organisations shifting from programme to 'product' based delivery models
- Continuous agility in delivering digital services, modular components and mix and match
- Automation, eg in testing
- Open architecture where data exchange is facilitated between public and private sector providers
- The increasing need to ensure robust, secure and solid digital foundations to enable successful digital delivery
- Patient empowerment Apps

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MISSIONS | PORTFOLIOS | ENABLERS

Our Approach: To focus our delivery on the challenges of our service partners, we have divided our work into Missions, Portfolios and Enablers. These reflect ministerial priorities and alignment with national programmes and describe our strategic objectives and outcomes.

1 PROVIDE A PLATFORM for enabling digital transformation

Portfolios
1. Data Platform and Reference Services NEW
2. Open Architecture and Interoperability NEW
3. Protecting Patient Data
4. Sustainable and Secure Infrastructure

2 DELIVER high quality digital products and services

Portfolios
1. Public Health
2. Primary, Community and Mental Health
3. Planned Care
4. Urgent and Emergency Care NEW
5. Diagnostics
6. Medicines

3 EXPAND the digital health and care record and the use of digital to improve health and care

Portfolios
1. Engaging with Users: Health and Care Professions
2. Engaging with Users: Patients and the Public

4 DRIVE better value and outcomes through innovation

Portfolios
1. Research and Innovation
2. Value from data

5 BE the trusted strategic partner and a high quality, inclusive and ambitious organisation

Enablers
1. People and Culture
2. Finance
3. Sustainability
4. Stakeholder Engagement
5. Quality and Safety
6. Governance, Performance and Assurance

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WELSH GOVERNMENT PRIORITIES | MAPPED TO DHCW PORTFOLIOS

Our Approach: The priorities from the Planning Guidance have been mapped to our portfolios of work and any gaps identified.

MINISTERIAL PRIORITIES - PLANNING FRAMEWORK

Delayed Transfers of Care

- 'Closer relationship with local government; reduction of backlog; early joint discharge planning and co-ordination; monthly reporting of Pathways of Care'

2.3 Planned Care

2.2 Primary Community Mental Health

Primary and Community Care

- 'Access to GP/ Community / Dental/ Optometry and Pharmacy Services'

2.2 Primary Community Mental Health

2.6 Medicines

Urgent and Emergency Care

- '24/7 Urgent Care service accessible via 111, Same Day Emergency Care (compliant with criteria), handovers'

2.4 Urgent and Emergency Care

Planned Care, Recovery, Diagnostics, Pathways of Care

- 'Outpatients and Follow Ups and Repurposing of activity; Treatment Recovery; RTT; Capacity gaps in specialties; delivery of targets; regional diagnostic hubs; pathway redesign, straight to test and onward referral'

2.3 Planned Care

2.5 Diagnostics

Cancer Recovery

- 'Reduce backlog; cancer treatment and pathways'

3.1 Health and Care Professions

Mental Health and CAMH Services

- 'Recover waiting time performance for all age LPMHSS assessment/ intervention and specialist CAMHS; implement 111 press 2 for urgent mental health'

2.2 Primary Community Mental Health

Core supporting functions and triangulation

Digital, innovation, technology and transformation

ALL

1.1 Data Platform and Reference Services

1.2 Open Architecture and Interoperability

1.3 Protecting Patient Data

1.4 Sustainable and Secure Infrastructure

4.1 Research and Innovation

4.2 Value from Data

Workforce and wellbeing

5.1 People and culture

Financial sustainability

5.2 Finance

5.3 Sustainability

Our Approach: The priorities from the Ministerial letters accompanying the Planning Guidance have been mapped to our portfolios of work and any gaps identified.

GENERAL REQUIREMENTS - DIRECTOR GENERAL AND MINISTERIAL LETTERS

Plans targeted to challenges
- ongoing response to pandemic
- demand pressures

Core health care
- universal services delivered in proportionate way

Recovery and sustainability
- building foundations for population health and wellbeing

Golden threads including
- quality of care

- prevention

- reducing health inequalities

- climate change

- health outcomes

- regional approaches

- reducing inequity and burden of disease longer term

Improving efficiency, effectiveness and optimising service delivery

Recognition of volatile planning environment and external factors

Plans to include in year priorities with roadmap to medium term, in 3 Year context, with longer term ambitions.

2.1 Public Health

2.3 Planned Care

1.1 Data Platform and Reference Services

ALL   *2.1 Public Health*

3.2 Patients and the Public

5.5 Quality, Safety

2.1 Public Health

5.3 Sustainability

4.2 Value from data

ALL

1.2 Open Architecture and Interoperability

4.2 Value from data

5.6 Governance , Performance & Assurance

- NHS Executive Structure and Governance context
- NHS as anchor institutions including Foundational Economy; response to cost of living crisis
- Future Generations Act including Decarbonisation; Net Zero; Social Value
- Working with Regional Partnership Boards (Area plans), Public Services Boards (Wellbeing Plans) - working with Partners, Third Sector and Community Involvement
- Alignment with Cluster Planning
- Pathway development, reducing waiting lists and improving patient experience
- Prevention and improvements on healthy weight, tobacco control, vaccination, screening, disease elimination
- National Clinical Framework, Quality Statements/ Six Domains
- Specific clinical areas such as Stroke, Cardiac and maternity and cross cutting such as women's health
- Value Based Healthcare
- Duty of Candour and Duty of Quality
- Covid 19 Prevention/ National immunisation framework/ response to surges in covid
- Other communicable diseases
- Contingency and business continuity planning for threats/ incidents / seasonal demands (including winter respiratory viruses / extreme weather)
- Strategic Equality Plan and Anti Racist Wales Action Plan
- More than just words (Welsh Language)

5.2 Finance

5.3 Sustainability

5.4 Stakeholder Engagement

2.2 Primary, Community & Mental Health

3.2 Patients and the Public

2.3 Planned Care

2.1 Public Health

3.1 Health and Care Professions

4.2 Value from Data

5.5 Quality, Safety

2.1 Public Health

5.6 Governance, Performance & Assurance

5.1 People and Culture

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Our Approach: We undertake regular stakeholder engagement, are members of transformational and service boards and regularly review policies to ensure priorities are right

Delayed transfers of care

- 'Optimising Pharmacy Service at Hospital Discharge to Improve Patient Flow' Welsh Government Nov 2022, calls out DHCW systems to help pharmacy services support safe and timely hospital patient discharge - particularly in this period of high demand. (NB: medicine transcription and e-discharge in the *Welsh Clinical Portal* and the medicines review features of the *Choose Pharmacy* system).
- '*Pathways of Care Delay Reporting*' will be facilitated by enhancing the former Delayed Transfers of Care reporting system.
- The Digital Medicines Transformation programme will make the prescribing, dispensing and administration of medicines everywhere in Wales, easier, safer, more efficient and effective through digital.

Urgent and Emergency Care

- We will deliver the digital and data initiatives as set out by the 6 Goals for Urgent and Emergency Care Programme, these include adoption of the *Emergency care data set,* the *Welsh Emergency Department* and the *Welsh Intensive Care systems*
- Implementation of a 24/7 urgent care service, accessible via NHS 111 Wales to support improved access and General Medical Services (GMS) sustainability is supported by DHCW *integrations* with – 111's SALUS call system

Primary and Community Care

- We aim to be the *Primary and Community Care Digital Partner,* supporting the Strategic Programme for Primary Care
- Improved use of optometry services –the *Eyecare Digitisation programme* will support this
- Improved access to GP and Community Service: *NHS Patient App* will support through digital communication
- *The Welsh Community Care Information System* will continue to work with health boards and local authorities to support the provision of community care
- Our *Primary Care Information Portal supports* the capture, reporting and Health Board monitoring of GP Practices' compliance with 'Access Standards' as defined within the GMS contract.

Mental Health services

- The *Welsh Community Care Information System* supports the delivery of Mental Health services across Wales. Collaborating with key stakeholders we will establish the centre of excellence for digital and data services for mental health with DHCW. We will also undertake a discovery to better understand the strategic opportunities across the services for digital to make an impact in this important area.

Cancer Recovery

- We will develop future phases of the Cancer solution, eg palliative care, screening, colposcopy
- Implement the agreed national cancer pathways within the national target – demonstrating annual improvement toward achieving targets
- *Value in Health Data Dashboard* work around Cancer recovery (Lung Cancer, Myeloma, Bowel Cancer)

Planned care, recovery, diagnostics, pathways of care

- Our *Welsh Patient Administration System* helps outpatient modernisation by the recording and reporting of key data
- We implement the *Welsh Patient Referral Service* and provide referral analytics, supporting outpatient modernisation by enhancing our *Welsh Patient Administration System* to a support single view of patient pathway.
- We will procure *a maternity system* and implement new *laboratory and radiology systems.*
- Making endoscopy results available in the *Welsh Results Report Service* will help with regional diagnostic hubs by making data available outside of organisational borders
- *Cardiology and endoscopy test requesting* planned for Welsh Clinical Portal will support waiting time ambitions
- *Waiting Times Dashboard* could be used to measure the reduction in secondary care waiting times.
- *Value in Health Data Dashboard* work around Planned Care (Hips, Knee, Spines, Hands)
- Planned Care and Pathways of Care *datasets and visualisations* for PROMS (Patient recorded outcomes)
- Supporting the *Digital Cellular Pathology business case* being submitted by the NHS Wales Collaborative
- Increased access to dental services. We will work to link up the dental referral system with our *Welsh Patient Administration* to get better oversight of demand

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PLANNING APPROACH AND RISKS

PLANNING APPROACH

- Year 2 and Year 3 are indicative.
- Delivery intentions are based on known funding availability and associated resource.
- Delivery timelines are colour coded depending on level of certainty and maturity.

Future Pipeline	Resource Not Confirmed	Funded
Anticipated requirements which are not in plan	Limited confidence in funding or budget allocation	Confidence in availability of funding or budget allocation

- The addition of new delivery commitments into the plan require additional or reallocated funding / budget.
- New delivery commitments are expected to progress in terms of detailed planning and maturity as they move from future pipeline through to the plan.
- We forecast and model our capacity across the organisation as part of our planning process taking into account factors such as recruitment timelines and absence.
- This plan has considered priorities from Welsh Government, Health Education and Improvement Wales (HEIW), the NHS Wales Health Collaborative, NHS Wales Shared Services Partnership, National Programmes, Health Boards/Trusts and Social Care Wales - gathered from meetings and peer groups during 2022 and 2023.
- Other organisational plans follow the same planning timeline as DHCW so confirmed detailed requirements may not have been available at time of drafting. We manage alignment of plans during the year as part of our strategic engagement.

MAIN AREAS OF RISK

Cyber. Optimising our protection against cyber attacks is critical to ensure continued availability and delivery of any of our digital solutions. Otherwise optimum, safe and timely patient care is at risk.

Suppliers. We are reliant on supplier capacity to support key systems over the course of this plan. We need to be confident that delivery timescales are not at risk, and suppliers are focussed on an NHS Wales roadmap and requirements.

Digital Inflation. Increased costs from suppliers of digital services will potentially impact on the organisation's ability to balance finances.

Sustainable Funding. There are key funding risks: additional funding needed in year 1 and sustainable funding for future years reflective of changing service models and growth. These could impact on delivery of new systems and ongoing operational services. There can be uncertainty about future service level agreement income from other NHS organisations, including the transition of major programmes from Welsh Government digital priority investments into business as usual.

Resourcing - There is a risk of not filling vacancies in a timely manner. Some digital skills are in short supply and posts are difficult to fill.

Legacy issues. There is still legacy infrastructure which needs upgrading across the estate. Any focus away from this means new systems could sit on sub-optimal infrastructure which could delay roll out and have a reputational impact due to instability.

Complex Interdependencies. The integrations between digital systems in health and social care are extremely complex and sometimes not well understood. This can result in unexpected delays which may be difficult to mitigate, for example, when systems are provided by third parties.

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TRIANGULATION OF DELIVERY, FINANCE AND WORKFORCE

Delivery Projection

Our extra investment activities include digital solutions for :
Data Centres services / Cloud (discretionary plus new business cases)
Cyber security investment plan
Cancer Care
Patients and the Public
Critical Care
National Data Resource
Digital Medicines
Community Care
Welsh Patient Administration System
Maternity
Diagnostics

Finance Projection

Extra activities over the planning term are projected to cost:

Revenue:
- Digital Prioritisation Investment Fund (DPIF): £35.5m
- Covid-19: £8.0m

Capital Investment :
- Digital Prioritisation Investment Fund (DPIF): £10.7m

Workforce Projection

See minimum data set return for extra staff over and above 'core'
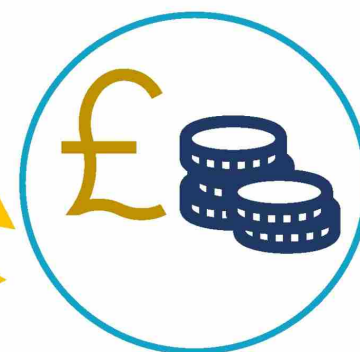
Maintaining our business as usual is a recurrent cost of £118.9m (in 2023/24) with an annual capital allocation of £2.6m and is undertaken by a 'core' funded establishment of around 850 staff (FTE) [1]. This covers over 100 products and services, our underpinning infrastructure and support departments. (Our total establishment will be significantly higher as it will include ongoing Covid and variable Digital Priority Investment initiatives.)

[1] As at end Feb 2023 including vacancies

DHCW staff

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Digital Health and Care Wales | PLAN ON A PAGE 2023-26

Portfolios	Qtr 1 Apr-Jun 2023	Qtr 2 Jul-Sep 2023	Qtr 3 Oct-Dec 2023	Qtr 4 Jan-Mar 2024	2024-2025	2025-2026
1.1 Data Platform and References Services	Establish Data and Analytics Platform	Care Data Repository				
		Data and integration Hub				
1.2 Open Architecture and Interoperability	API Roadmap	APIs into production				
	Platform and Product Roadmaps					
1.3 Protecting Patient Data	Data Promise Programme	National IG Governance Framework				
		National Audit System Award				
1.4 Sustainable and Secure Infrastructure	Cloud Plan and Business Case					
	Cyber Plan					
			Data Centre Move			
2.1 Public Health	Vaccine Transformation Discovery	Screening Programme Priorities				
2.2 Primary, Community and Mental Health	Digital Partner for Strategic Programme for Primary Care					
	Welsh Community Care Information System Strategic Review Recommendations					
			GP Systems Preferred Supplier(s)			
2.3 Planned Care	Welsh Patient Administration across North Wales	Welsh Patient Administration Health Board Boundary Change				
	Procure an All Wales Maternity system					
	Eye Care Gateway Review and transition arrangements					
2.4 Urgent and Emergency Care	Welsh Emergency system - review outputs of strategic review	Intensive Care System roll out				
2.5 Diagnostics	New laboratory management system readiness (LINC)				Start LINC roll out	Complete LINC roll out
	New radiology management system business case	New radiology management system readiness (RISP)			Start RISP roll out	Complete RISP roll out
2.6 Digital Medicines	Digital Medicines Transformation (DMTP) initial stages of: single medicines record, electronic transfer of prescriptions, hospital e-prescribing, patient access to meds				DMTP next stages	DMTP next stages
3.1 Health and Care Professions	Electronic requesting expanded across specialties					
	Future phases of Cancer Informatics Solution				Cancer Improvement Plan deliverables	
3.2 Patients and the Public	NHS Wales App launch GP services	Develop core functional services			Support and further development	
		Onboarding and connection of third party suppliers with NHS Wales App core services				
4.1 Research and Innovation	Rules of engagement with industry partners	Review of academic research partnership and develop a catalogue of commitments				
4.2 Value from Data	Analysis and modelling for Strategic Programmes and Public health					
	Information and Analytics Strategy		Implement 'Official Statistics' plan			
	Ongoing priority analytics in Value in Health and Primary and Community					

Key

Funded

Confidence in availability of funding or budget allocation

Resource Not Confirmed

Limited confidence in funding or budget allocation

RLIT0002415_0018

BUSINESS AS USUAL

The majority of DHCW's work can be classed as 'Business as Usual'. We maintain over 100 services which our users rely on 24/7 to help input and access crucial clinical and administration information needed to treat patients effectively and safety. Business as usual is the minimum resources and activities to keep the services up and running to provide existing users with assurance of safe and compliant delivery. Our plan has assumed the continued need for business as usual is a given and prioritised first.

CONTEXT

There are constantly increasing demands on our current services as users see the benefits of digital solutions. We have more users, who access more frequently 24/7, and who want to see more connections made between our systems. We have an increasingly complex technical landscape with opportunities for more automation and efficiency, but against a backdrop of an outdated legacy of technical debt which needs updating.

We are currently funded and structured around more traditional approaches to running business as usual. There is a need to transform into structures and sustainable funding approaches that enable continuous improvement of all digital services in line with industry best practice and reducing risk and driving value. Moving to a product approach and a shift to cloud native applications will provide fast, agile environments to realise value quickly. Users should be in the centre of all we do as we provide seamless, safe, systems and are responsive to incidents and constantly improving.

EVENT, INCIDENT AND PROBLEM MANAGEMENT

Service events and incidents occur within all systems, the vast majority being situations that have a minimal effect on service delivery, causing little disruption, but still often requiring logging, diagnosis and rectification. Occasionally IT service incidents have a greater effect on wider groups of users, and these are dealt with through our Major IT Service Incident process and are reported to our Board, as well as being included in our IT service availability management report.

Where we experience repeat incidents, or where we can see a potential trend of incidents, we deal with these through our problem management process.

A key differentiator between business as usual and service improvement is the resource need. Transformational change can include significant resource over and above BAU. 'Transformational' requests include:
- Significant new service requests
- Welsh Government funded new programmes
- DHCW strategic transformational agendas such as moving to an open architecture and cloud computing.

MAINTAIN AND RUN

- **Availability targets** are set at 99.9%
- **Security Patching** – to ensure that we can reduce the risk of security incidents on our services, regular and swift patching is a key operational requirement.
- **Management of service backups** – our services need to be regularly backed-up and their recovery capability tested to ensure that we can recover from deviations to normal service when necessary.
- **Disaster recovery planning** – we need to ensure that we have tested and resilient disaster recovery plans in place for all relevant services, so that they can be quickly restored should a serious technical incident occur.
- **Planned and unplanned changes** - DHCW has a daily schedule of planned changes to IT Services and we use insights into the wider NHS Wales to ensure that we minimise disruption, as well as avoiding times of high pressure where possible. Sometimes, emergency changes to IT systems need to take place to rectify IT incidents or to restore services.
- **Minor configuration management -** We also deal with issues such as resetting passwords, setting up new user accounts and modifying account details.
- **Daily service checks**
- **Training** – staff need to constantly be up to speed with developments in digital.

SERVICE IMPROVEMENT

We deal with numerous **new service requests** from our partners across Wales, often to enable greater functionality or to transform a manual process to a digital service. Changes originate from Service Management Boards, Project Boards, NHS Wales organisations, Welsh Government and more.

- Other improvements include Architecture component upgrades
- Major configuration management
- Significant risk factors originating out of problem management / incident reporting that require improvement to mitigate the risk

RLIT0002415_0019

Mission 1

PROVIDE A PLATFORM for enabling digital transformation

Portfolios

1. Data Platform and Reference Services
2. Open Architecture and Interoperability
3. Protecting Patient Data
4. Sustainable and Secure Infrastructure

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The portfolios in this mission underpin everything we deliver: information safely flowing between systems on a secure infrastructure.

CONTEXT

Wales collects large amounts of health and care data which has grown exponentially as the transition to digital matures. Data is often fragmented and siloed across systems, services and geographical boundaries as care pathways become more complex. The Welsh government has recognised the need for better data use to support decision making and improve care in its Information Statement of Intent 2017 and A Healthier Wales policy 2019.

A barrier to data sharing is a lack of technical standards for interoperability, security and infrastructure. DHCW plans to address this by implementing a cloud based 'open platform' architecture design, national standards, and a National Data Resource (NDR) to bring patient data together in one place. This will improve data storage and reusability, reduce dependence on certain suppliers, make data more portable and secure, and enable analytics and research to support value in healthcare.

PORTFOLIO 1.1 Data Platform and Reference Services

- We will store structured data in a **Care Data Repository**.

  This means that data collected across lots of systems, in different care settings and organisations can be stored to enable a single view of an individual's health and care record. This can prevent repeating the same questions to patients in different settings about their medications, symptoms etc.

- We will acquire care data into a **National Data and Analytics Platform** and provide modern tools and technologies to support data driven insights.

  This means data is supporting health decisions and service redesign, and spotting trends and bottlenecks to improve overall patient outcomes and experience.

- We will build a **data and integration hub** to allow data to move around securely and safely.

  This means data is available across organisational and geographical boundaries to the right person at the right time to enable better care.

PORTFOLIO 1.2 Open Architecture and Interoperability

- We will continue with extending our **architectural building blocks** and **Application Programming Interfaces** (APIs).

  This means our architecture will become available to partners and our suppliers in a controlled, secure, rules based approach.

- We will develop our **open architecture onboarding.**

  This means providing a clear and proportionate process to allow organisations to access the open architecture in a safe, secure and compliant way.

PORTFOLIO 1.3 Protecting Patient Data

DHCW plays a role in providing the Wales Accord for Sharing Personal Information (WASPI), the National Intelligent Integrated Audit Solution, providing Data Protection Officer advice to GPs and the IG Toolkit, and advising on data publication to ensure compliance with information governance standards.

- We will develop and promote a **National IG framework for Wales** to enable safe and secure sharing of patient information - through assurance, advice, the Data Promise, public engagement, and codes of conduct.

This means patients can be assured their private data is protected.

PORTFOLIO 1.4 Sustainable and Secure Infrastructure

DHCW provides an extensive national infrastructure across NHS Wales, including data centres, network infrastructure, cyber security services, end-user devices support and collaboration services.

- We will **transition services to the cloud**, subject to business case approval.
- We will replace and upgrade **aging infrastructure.**
- We will move into a **new data centre.**
- We will continue to monitor **cyber security** threats and implement the DHCW 3-Year Cyber Plan, subject to business case approval.

This means confidence that systems are protected and available when needed.

NATIONAL DATA RESOURCE

The National Data Resource (NDR) programme is a strategic imperative for health and care in Wales. It underpins delivery of the commitments made in *A Healthier Wales* with goals to deliver a more joined up approach to health and care data across Wales.

The vision is

- **Wales Leading the Way** - Supporting health and care in Wales to be innovative, modern and using data to drive decisions
- **Research, Data Sciences and AI** - To inform better care and projects
- **For Clinicians, Carers and Other Decision Makers** - Using the data to provide recommendations and insight
- **Key Enabler to Improve Our Services** - The NDR is a national initiative to better enable health and care to improve patient experience and service outcomes
- **Big Data Capability** - Cutting edge solutions
- **Faster, Easier Access to Data** - More automated, more open, linked data

In 2022, we defined our data strategy, and defined a data platform architecture to support the ambitions of A Healthier Wales. We have procured a Cloud platform and are implementing our first Application Programming Interfaces (APIs) via API management tooling.

Spotlight on 2023-26

- Implementing the *National Data Resource Data Strategy 2022*, through modernising and re-platforming our data architectures to cloud services, focusing on standards based interoperability and delivering analytics tooling and secure access to data.

Disease specific value based healthcare dashboards enable care providers to understand the needs of their patients
Which means: resources may be utilised more effectively to meet those needs.
Data Analyst Research and Education

I can see my patient, knowing their digital care record / data is stored in all Wales repositories. **Which means:** it doesn't matter where they were seen last I can see their clinical data to inform their care
Care Provider

OPEN ARCHITECTURE

The NHS Wales *Digital Architecture Review* 2019 highlighted the need to 'develop an open platform approach to digital innovation, through publishing national standards for how software and technologies work together, and how external partners can work with the national digital platform and national data resource.' *(A Healthier Wales)*

Our response was to develop roadmaps for our 'architecture building blocks' and application programming interfaces (APIs) to facilitate the open architecture. These can be thought of as the foundational components of our architecture, on which current and future digital applications and services are built. The building blocks include:

- National Data and Analytics Platforms
- Data and Integration Hub
- Care Data Repository (CDR)
- API Management (APIM)
- Standards and Profiling
- Reference Data and Terminology
- Patient Identity and Demographics
- Patient Encounters
- Clinical Data Engine (CDE)
- Diagnostics
- Clinical Documents

Spotlight on 2023-26

- Building additional blocks, implementing the API Management tool and engaging with partners on how to access the open architecture

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CYBER

DHCW procure and implement cyber threat monitoring tools and provide extensive security advice and guidance to our health partners. These tools and processes help detect and prevent cyber attacks, such as ransomware attacks, and protect sensitive clinical data from being stolen and/or permanently destroyed.

The DHCW base-level of security has been derived from the Security of Network and Information Systems Regulations (NIS Regulations), its associated Cyber Assurance Framework (CAF) and ISO27001 Information Security Management. The Cyber Assurance Framework (CAF) is a legislative requirement for DHCW and other health organisations.

We host the NHS Wales Cyber Resilience Unit on behalf of Welsh Government, with separate managerial and governance arrangements, to provide ongoing cyber security assurance and reporting on 'cyber posture'.

I have confidence that the dedicated Cyber team in DHCW monitor our wider network to reduce the likelihood and impact of Cyber attacks on the NHS in Wales. Which Means: The systems I need to help patients and colleagues remain safe and available.
Wider NHS

Spotlight on 2023-26

- Ongoing threat detection and preparedness

DATA CENTRE MOVE

The Data Centre Two Transition Project is a high-profile activity for DHCW. The aim is to transition the infrastructure currently held in our second Data Centre (DC2) to a replacement data centre hall prior to the expiration of the current contract. The procurement for a new datacentre supplier has concluded and been endorsed by our Board.

Future work will focus on the planning the various stages, eg the build and layout of the replacement hall, the connectivity, the build and test of the Software Defined Network and ongoing communications with service leads and suppliers.

- ### Spotlight on 2023-26

It is currently anticipated that infrastructure will transition early 2024.

As a patient/citizen I can be more confident my personal health information is in safe hands
Which means: I am happier to use technology for self care which broadens my options and access to services.
Citizen

TRANSITION TO CLOUD

All future solutions will be designed with the cloud as the target deployment destination for platform as a service (PaaS) and software as a service (SaaS) solutions. We will choose our providers based on analysis of capabilities in the marketplace. For infrastructure as a service (IaaS), we will identify a single provider.

Our services will be designed around user needs and delivered to the user more rapidly; available across multiple device types from multiple locations. When we don't buy SaaS we will develop and host applications on PaaS wherever possible, using provider-native services, only using IaaS when PaaS and SaaS solutions are not available.

We will accelerate business access to cloud innovation through user driven self-service consumption within pre-approved service offerings. We will equip our teams with the skills they need to take advantage of cloud and support their learning requirements.

We will ensure DHCW benefits from the flexibility and scalability of cloud – turning down or up resource.

Spotlight on 2023-26
- Adoption of Cloud – including cloud migration plans in application roadmaps
- FinOps – driving financial accountability in terms of Cloud technology and maximising value.
- Staff training
- Support National Data Resource requirements

RLIT0002415_0023

Mission 1
Provide a platform for enabling digital transformation

Drivers
- The Welsh Government Information Statement of Intent 2017 - Better use of health and care data for safe, effective care and efficient services
- A Healthier Wales 2019
- NHS Wales Digital Architecture Review 2019
- National Data Resource (NDR) Data Strategy 2022

Outcomes
- Joining up data in a standard way enables clinical comparisons leading to improved care
- Ensuring data is stored once and reused many times. This can prevent repeating the same questions to patients in different settings about their medications, symptoms etc.
- Supporting paperless working – Digitising the health and care record will make it easier to record accurate patient information, share this with the right providers and improve allocation of resources.
- Clinicians having access to national data so it doesn't matter where the patient was last seen, all the data is available.

Portfolio 1.1: Data Platform and Reference Services

QTR 1	QTR 2	QTR 3	QTR 4	2024/25	2025/26

Together with the National Data Resource Programme, developing the foundations of an open NHS Wales digital and data architecture

Care Data Repository. Establish a new cloud based national health and care data store with standards based APIs, supporting an open and interoperable architecture.

National Data and Analytics Platform. Establish a cloud platform to provide analytics tooling and secure access to data

Data acquisition into new **data and analytics platform**

Local Data Platforms. Enable the sharing of data between national and local data platforms through the National Data Resource programme.

Data and Integration Hub establish the hub on a Cloud Platform

Medical Devices Data. Build a data aggregator to gather Scan for Safety data at an all Wales level back into the National Data Resource

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Mission 1
Provide a platform for enabling digital transformation

Drivers
- The Welsh Government Information Statement of Intent 2017 - Better use of health and care data for safe, effective care and efficient services
- A Healthier Wales 2019
- NHS Wales Digital Architecture Review 2019
- Open Architecture Strategy

Outcomes
- Making it easier for software developers and suppliers to plug into DHCW digital solutions thus speeding up delivery of benefits from innovative digital care
- Avoiding dependencies on certain suppliers ensuring multiple suppliers can contribute to a rich patient record and provide innovative solutions more quickly

Pipeline
- Master Staff Index

Portfolio 1.2: Open Architecture and Interoperability

QTR 1	QTR 2	QTR 3	QTR 4	2024/25	2025/26
Platform and product roadmaps - continue to develop the strategy for priority platforms/ architecture building blocks [1], including a clinical data engine and patient identity and demographics, (Master Patient Index and Welsh Demographics Service). Product roadmaps to be defined for priority product lines and products (diagnostics and imaging, maternity, electronic test requesting and genomics)				Further priorities	Further priorities
Products and Platforms Assessment				Further priorities	Further priorities
Application Programming Interfaces [2] deliver an API priorities roadmap of entry points for customers into our architecture	**Application Programming Interfaces** – move existing APIs into production and on a live management platform	10 APIs in production and on live management platform		Further APIs	Further APIs
				Welsh Patient Administration System: Develop an API for appointment booking which will allow patients to see hospital appointments in the NHS Wales App.	
Open Architecture Standards. Work with stakeholders to publish and promote the open architecture standards					
Review future roadmap of **core integration technology**		**Transition** to the new integration technology			
Welsh Clinical Communication Gateway : Review options for alternative arrangements and new architecture for the system which sends primary care documents to secondary care and back		**Welsh Clinical Communication Gateway**: Implement preferred option			

[1] Architectural building blocks (ABBs) are the underlying components and interactions that make possible the Health and Care Record in Wales.
[2] Application Programming Interfaces is technology which allows systems to talk to each other and provides access to the Care Data Repository

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Mission 1
Provide a platform for enabling digital transformation

Drivers
- Information Sharing for patient care and information intelligence
- General Data Protection Regulations 2018 requires a strong protection of privacy.
- The Network and Information Systems (NIS) Directive 2018 - secure network and information systems.
- A Healthier Wales 2019 – patient empowerment and data in safe hands

Outcomes
Safe and equitable access to data at the point of care means:
- Increasing confidence from public that confidential patient data is protected so more likely to share their own data as part of Patient App.
- Increasing confidence that partners and providers of healthcare services comply with privacy requirements through the provision of an IG assurance framework (Our national audit tool has resulted in more data shared from primary care to other settings, eg WAST.)

Portfolio 1.3 Protecting Patient Data

QTR 1	QTR 2	QTR 3	QTR 4	2024/25	2025/26
National Information Governance Framework. Develop and promote a national IG framework for Wales to enable safe and secure sharing of patient information - through assurance, sharing, advice, access and training					
Wales Accord for Sharing Personal Information Code of Conduct Consultation Process	**National Audit System.** Award a contract for a tool which proactively detects unauthorised access to patient data in NHS IT systems.			**Wales Accord for Sharing Personal Information** Deployment of code of conduct for Public Services	
Information Governance Toolkit Development – Extend and expand the IG Toolkit to those organisations that want access to patient data in order to deliver efficient health and care services					
Establish programme to support Welsh Government identified actions in the wider engagement and communication activities of the Data Promise	**New IG Toolkit** Platform and question sets for HB/Trusts and General Practice	**IG Toolkit** for Community Pharmacies and to support Electronic Prescribing role out	Configure once for Wales **Digital tool for DPIA** [1] **and Information Agreements** for phase 2 into Health Boards and Trusts		
	Configure once for Wales Digital tool for **DPIA** [1] **and Information Agreements** for phase 1 into NDR data process				
A Once for Wales system for electronic capture of DPIAs [1], information flows and agreements for supporting the National Data Resource IG Framework – open to HB/Trusts and Local Authorities					

[1] Data Protection Impact Assessments

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Mission 1
Provide a platform for enabling digital transformation

Drivers
- The All Wales IT Infrastructure Review (AWIIR) 2020
- A Healthier Wales 2019
- DHCW Cloud Strategy 2022
- The Network and Information Systems (NIS) Directive 2018
- Cyber Assurance Framework (CAF)
- ISO27001 Information Security Management

Outcomes
- Increasing confidence and trust from our partners to provide quality, reliable digital services, particularly vital clinical systems
- Scaling up (or down) storage capacity very quickly with Cloud can mean adaptability to variable demand
- Saving capital cost with Cloud
- Shifting to high-value activities with Cloud rather than routine, low level maintenance
- Increasing reliability and availability of services with Cloud
- Increasing proactive cyber protection and prompt responses

Pipeline
- Cloud transitions
- Security solutions

Portfolio 1.4: Sustainable and Secure Infrastructure

QTR 1	QTR 2	QTR 3	QTR 4	2024/25	2025/26
Transition Services to the Cloud. Develop a Cloud plan and business case , prioritising 'fit for cloud' existing services and ensuring a 'cloud-first' approach to the design and development of future services. Migrate initial services where funding can be secured.				Move services to the Cloud as per plan	Move services to the Cloud as per plan
Implement processes for continuously monitoring and optimising **cloud** usage				Continuous optimisation and exploit opportunities to further embrace cloud services	
Establish a multi cloud **operational management team**					
Lifecycle management. Manage the migration of workloads from aging infrastructure and decommission aging systems					
Infrastructure strategy further developed to meet the growing needs of the service and reflect technological advances.					Firewall and windows replacements
Prepare to move to **new data centre move**		Move services to **new data centre**			Consider options for other data centre
Cyber security. Continue to assure, test and monitor live and developing services to ensure robust, secure and resilient services across NHS Wales. This includes Penetration Testing, Vulnerability Management and Supply Chain Assurance.					
Cyber Security. Support NHS Wales organisations to continually improve their cyber security controls and undertake a national assessment of NHS Wales's ability to respond to a major cyber incident					
Implementation of **Cyber** improvement solutions					
Network and Information Systems regulations (NIS). The independent Cyber Resilience Unit, as a delegated authority from Welsh Ministers will audit and support Health Boards in Wales along with reporting national adherence to the NIS Regulations.					
Client Services - GP computer replacement programme and implementation of the GP managed print service				GP Computer Replacement Programme	
Client Services - Implement the DHCW cloud-based telephony contact centre solution and deliver Cloud PC solution					

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Mission 2 DELIVER high quality digital products and services

Portfolios

1. Public Health
2. Primary, Community and Mental Health
3. Planned Care
4. Urgent and Emergency Care
5. Diagnostics
6. Medicines

RLIT0002415_0028

MISSION 2 : DELIVER HIGH QUALITY DIGITAL PRODUCTS AND SERVICES - Portfolios

The portfolios in this mission cover major clinical disciplines and care settings, and the key national specialist systems which DHCW builds or procures on behalf of NHS Wales.

CONTEXT

Across these settings and specialisms are many opportunities to 'design more person-centred, holistic and efficient pathways rather than patients being seen by many different teams focusing on only one aspect of their health need' (National Clinical Framework). Digital supports the key transformation programmes set up to deliver this vision.

PORTFOLIO 2.1 Public Health

The Public Health strategy in Wales aims to improve health and well-being and reduce health inequalities, particularly in light of challenges such as aging populations, long-term conditions, wealth disparities, and emerging threats such as antimicrobial resistance and infectious diseases.

- We will continue to deliver any **planned Covid-19** requirements as they arise through the Welsh Immunisation System
- We will undertake **discovery work around digital options** for the national Vaccine Transformation Programme.
- We will support Public Health Wales **screening service** requirements

This means digital will support consistent, standardised data collection for scheduling appointments, recording activity, etc which in turn means earlier, faster diagnosis to improve survival outcomes.

PORTFOLIO 2.2 Primary, Community and Mental Health

The Strategic Programme for Primary Care, aims to provide people with access to seamless services delivered as close to home as possible, with a focus on community-based services and activities, building on local community clusters. DHCW manage the GP systems contract, and have built, procured or and/or programme managed systems for community pharmacists, dentists and community health, mental health and social care staff.

- We will integrate systems with the **Welsh Community Care Information System**
- We will work on **GP data standards**
- We will continue to work on the **GP systems call off** contract
- Be the **digital partner for primary and community care**

This means the safe sharing of quality data between community health and social care nationally and the opportunities for analysis and insight into primary care trends and bottlenecks.

PORTFOLIO 2.3 Planned Care

The vision for planned care in Wales aims to better meet the clinical need of the patient from effective referral through to accessing appropriate treatment at the right time and place. DHCW plays a role in this by supporting the administration of patients along their journey of care, through systems such as our Welsh Patient Administration System and electronic prioritisation of referrals, plus standardisation of core datasets and provision of analysis and insight for service re-design.

- We will implement our **Welsh Patient Administration System roadmap**
- We will procure a national **maternity system**
- We will work with partners on an **eyecare system**
- We will **join up data across the border** with England

This means a better joined up view of care activity, including maternity and eye care.

Measure what's important: Transforming care to better meet the clinical need of the patient.

Effective referral: Ensure that referral guidance and thresholds are in place to ensure that those most in clinical need are referred to the appropriate setting.

Advice and guidance: Develop access to high quality advice and guidance to enable informed decision making for individuals as well as primary and secondary care clinicians.

Treat accordingly: Access to appropriate care at the right time at the right place.

Follow up prudently: Giving individuals more choice and control over their care.

5 Goals for Planned Care

PORTFOLIO 2.4 Urgent and Emergency Care

The Six Goals for Urgent and Emergency Care Programme has been prioritised by Welsh Government to gain an understanding of *'what good looks like'* for patients accessing an Emergency Department.

This requires the creation of a Welsh Emergency Care Data Set (WECDS) to agree care standards, a uniform approach to measuring activity and a nationally agreed model of care for emergency departments to enable optimisation of clinical outcomes and patient and staff experience. DHCW has been supporting the roll out of a system called the Welsh Emergency Department system.

- We will develop the **Welsh Emergency Care Data Set**
- We will work on the next steps for the **Welsh Emergency Department System**
- We will join up data with the **Welsh Ambulance Service**
- We will roll out an **intensive care information system**

This means emergency care clinicians have access to the right information to help triage and direct patients to the right services. Intensive care clinicians will use less paper and have a better view of capacity and variation across Wales.

PORTFOLIO 2.5 Diagnostics

The diagnostic services in Wales are facing challenges due to increasing demand, changes in clinical care, lack of standardisation and scarce expertise. NHS Wales aims to improve service efficiency and effectiveness by reconfiguring services and providing diagnosis closer to the patient. Digital technology is being used to realise improvements in service delivery, patient safety, communication, error rates, costs and use of data which in turn supports artificial intelligence.

Digital Health and Care Wales is working to support the integration of new laboratory and radiology informatics solutions, expanding electronic requesting functionality, and enhancing the national availability of diagnostic results and reports into national repositories.

- We will roll out the **new laboratory information system** (LINC), while dual running and planning to decommission the current services (WLIMS)

- We will support the configuration and roll out of the **new radiology system** (RISP).

- We will support the development of the business case for **Digital Cellular Pathology**.

- We will continue to make available **new diagnostics reports via our national repositories**

This means Better access to test results improving patient care and clinical safety. Improved information sharing across boundaries and solutions for storage and distribution of imaging.

PORTFOLIO 2.6 Medicines

Pharmacy Delivering a Healthier Wales 2019, describes 'A transformation which is required to maximise the health gain the citizens of Wales derive from their interactions with the pharmacy profession.' This is coupled with a drive for greater value and finding cost-saving efficiencies. DHCW through the Digital Medicines Portfolio will make the prescribing, dispensing and administration of medicines everywhere in Wales, easier, safer, more efficient and effective through digital.

DHCW provides the Choose Pharmacy solution for community pharmacists which supports the objective of relieving pressure on GP services. It provides digital reconciliation of medicines between primary and secondary care, together with modules on common ailments, flu vaccination, emergency medicines and more.

We also run a medicines stock control system, and many of our systems record and share medicines data, eg Welsh Clinical Portal – Medicines Transcribing and Electronic Discharge.

See also: Spotlight on **Digital Medicines Transformation** for key deliverables in this major programme.

This means enabling modernisation of medicines management, reducing dispensing errors and improving outcomes.

WELSH COMMUNITY CARE INFORMATION SYSTEM

The Welsh Community Care Information System (WCCIS) is a joint system for health and social care. It gives community nurses, mental health teams, social workers and therapists the digital tools they need to work better together. It allows access to relevant information on the care provided to other professionals, to show where a patient is with their treatment.

When fully implemented across Wales it will overcome the obstacles posed when organisations use different IT systems by securely storing important information covering a range of activities such as community nursing, health and social care visits, mental health, learning disabilities, substance misuse, complex care needs or social care therapy. 19 of 29 organisations are now live on the system and seeing the benefits of joined up working. Of seven health boards, four are live (Powys, Hywel Dda, Betsi Cadwalader, Aneurin Bevan); 15 Local Authorities are live.

The programme is working through recommendations from a strategic review including simplifying programme governance mechanisms, transitioning ownership of operational management into DHCW, creating a technology roadmap, setting design principles and improving collaboration between stakeholders using the skills and experience across Wales to strengthen future design and delivery of the programme.

The Programme has won awards for visualisations of health and social care data including Look After Children (LAC) data design. Other dataset work includes Mental Health, Substance Use, and District Nursing.

> I can start to see data about our community health and social care services across Wales much of which is currently on paper or only available locally. **Which Means:** I can identify trends and intelligence from data, which allows me to improve the service and share concerns about vulnerable citizens.
> **Manager**

Spotlight on 2023-26

- Deliver the strategic review recommendations including a new service management model
- Determine the programme's strategic roadmap
- Integrations with other national systems
- Implement, improve, and expand the solution
- Further data set development

DIGITAL MATERNITY CYMRU

Currently many maternity services still primarily use paper. This means little visibility of the clinical record as women move across organisational and national boundaries. This results in a reduced partnership between clinicians and women in their care, and a lack of consistent, accurate, and reliable management reporting. Patients cannot be assured that their care is as safe and effective as it needs to be, and maternity clinicians are not as supported as they could be, to deliver the quality of care they know is needed.

The vision of the Digital Maternity Cymru programme is 'to improve the safety, effectiveness, consistency and quality of maternity services wherever women choose to access care' and this will be achieved through the procurement and implementation of a national single instance maternity system and a personal maternity record and application via mobile devices.

The new maternity system will integrate with the core Welsh NHS digital infrastructure and form part of the single clinical record for Wales.

Spotlight on 2023-26

- A programme and governance structure will be established from April 2023 with procurement, clinical framework standardisation and integration workstreams to follow with implementation envisaged from 2024/25.

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MISSION 2 : FOCUS ON …

WELSH INTENSIVE CARE INFORMATION SYSTEM

Together for Health – A Delivery Plan for the Critically ill provides a strategic framework for Local Health Boards. It sets out the Welsh Government's expectations of NHS Wales in delivering high quality critical care, ensuring that the right patient has the right care at the right time. Digital will support the plan's objectives through elimination of paper charts, improving business intelligence around bed capacity and availability and developing standard practices to reduce variation. Increasing data quality and improved monitoring of patients helps with timely discharge from intensive care.

DHCW managed the procurement of a national critical care information system for NHS Wales for a seven-year period. It will enable staff across Wales' 14 adult critical care units to electronically manage care.

The project will continue to work with stakeholders to increase engagement and collaborative working with the critical care community and system supplier to implement a robust clinical ITU system.

Spotlight on 2023-26

- Finalise development and testing in order to launch a suitable solution against a minimal viable product
- Commence Go live at Early Adopter Site followed by all adult critical care units across Wales
- Provide training and assurance to critical care colleagues and increase awareness

I'm looking forward to less paper charts and a better idea of bed capacity and variation across Wales
Which Means I can share my knowledge and findings with colleagues to help improve efficiency of services and improve outcomes for patients.
Intensive Care Specialist

WELSH EMERGENCY DEPARTMENT SYSTEM

The National Programme for Urgent and Emergency Care is a national programme prioritised by Welsh Government to gain an understanding of 'what good looks like' for patients accessing an Emergency Department. Key data and digital deliverables are the creation of a Welsh Emergency Care Data Set (WECDS) to agree care standards and an emergency department system.

NHS Wales is implementing the Welsh Emergency Department System (WEDS). DHCW is responsible for hosting the infrastructure, integration with other national systems and managing the national contract. The system has gone live in the first site in Swansea Bay. Key benefits are:

- Improving the ability to record structured clinical data and re use that data for better operational management, audit and planning purposes
- Emergency Department live patient tracking and triage status
- Supporting an efficient integrated patient pathway through the emergency department
- Improving the clinical and operational information available

Spotlight on 2023-26

- Considering the conclusions from a review of progress and functionality to date

Access to data will make my Emergency dept efficient by supporting the patient flow through the health care system
Which Means I can appropriately direct care services and improve outcomes for patients
A and E doctor

WICIS

RLIT0002415_0032

DIGITAL DIAGNOSTICS PROGRAMMES

Laboratory system: The Laboratory Information Network Cymru (LINC) programme has concluded a laboratory system procurement to replace the current system which is coming to the end of its contract. This is a transformational programme to support delivery of a modern, sustainable and safe pathology service as part of the Pathology Statement of Intent.

The LINC programme transferred over to DHCW from the NHS Wales Health Collaborative in Jan 2023.

Spotlight on 2023-26

- The Programme is now in its design phase ahead of readiness and rollout completion in 2025/26.

Radiology system: Modern diagnostic imaging is key to diagnosis and treatment in modern patient care. Radiology services have always been provided from a wide range of healthcare settings, in all health boards and trusts across Wales, but the future development of regional diagnostic hubs will expand the range of services provided outside of typical hospital environments.

The aim of the Radiology Informatics System Procurement programme (RISP) is to buy and implement a new system which combines picture archive and communication, patient dose management and radiology information management functionality into one system rolled out across Wales by 2026. The RISP programme transferred to DHCW from the NHS Wales Health Collaborative in Jan 2023 and planning and roll out will follow.

Spotlight on 2023-26

- To complete the procurement phase, plan the programme activity and roll out nationally

I will share images with colleagues across Wales which will support alternative ways of working for clinicians **Which Means** less travel, helping with staff shortages and patients needing less radiation **Diagnostics Specialists**

I can see all the medicines prescribed for the patient **Which Means** I am better informed when making decisions on their treatment **Clinician**

I can see where and when patients have had blood tests **Which means** I may not have to take more blood from the patient and can start treating sooner **Clinician**

DIGITAL MEDICINES TRANSFORMATION

This portfolio aims to make the prescribing, dispensing and administration of medicines everywhere in Wales, easier, safer, more efficient and effective, for patients and professionals, through digital.

'Through ePrescribing we can improve and digitise the way patients, clinicians and pharmacists access and manage the provision of medicines across the health system. This will include: patients' access to medicines, prescribing of medication by clinicians, the assurance and dispensing of prescriptions by pharmacists, and the auditing and pricing of medicines by monitoring authorities.' Eluned Morgan MS, Minister for Health and Social Services. Putting patients and healthcare professionals at the heart of our design is essential to delivering effective services that work for the people who use them. This exciting work will transform prescribing in Wales.

The portfolio coordinates four distinct areas of work, each a key element of achieving the vision:

Primary Care Electronic Prescription Service

Electronic signing and transfer of prescriptions from GPs and non-medical prescribers to the community pharmacy or appliance dispenser of a person's choice.

Secondary Care Electronic Prescribing and Medicines Administration
Implementing e-prescribing and medicines administration in every hospital in NHS Wales. Sending outpatient prescriptions to the person's pharmacy of choice.

Patient Access
Using the NHS Wales App to order repeat prescriptions, nominate a person's pharmacy of choice and share and collect medicines information.

Shared Medicines Record
Building a single record of medicines for every patient in Wales so all information is in one place and easily shared when needed.

Spotlight on 2023-26

- Technical Proof of Concept for sending GP prescriptions digitally to a patient's nominated community pharmacy
- Supporting health boards/trusts to procure hospital electronic prescribing and medicines administrations systems from the multi-vendor framework
- Developing the Shared Medicines Record

Mission 2
Delivering high quality digital products and services

Drivers
- Public Health Wales' Strategic Plan 2022-2025
- Together for a Safer Future: Wales' long term COVID-19 transition from pandemic to endemic in March 2022
- National Immunisation Framework for Wales 2022 / Vaccination Transformation Programme

Outcomes
- Ensuring a responsive and sustainable technology platform which users can rely on
- Providing digital and data services to screening programmes which aim to diagnose faster to improve survival outcomes
- Helping to evidence how public health actions are impacting on viral transmission

Portfolio 2.1: Public Health

QTR 1	QTR 2	QTR 3	QTR 4	2024/25	2025/26
Vaccine Transformation. Undertake discovery work for how digital can support the requirements of the national vaccine transformation programme		Implementation outcomes of vaccine transformation programme discovery work, subject to funding			

Covid. Support routine and planned Covid requirements

Digital platforms modernisation. Upgrade new born screening systems.

*See also **Portfolio 3.2 Engaging with Users: Patients and the Public** for health and well being self management objectives*

Digital Platform Modernisation: Child Health System functionality upgrades.

National Screening Recovery. Support Public Health Wales to execute their priorities, such as extending bowel screening testing age range, integrating with the Public Health Wales cervical screening solution and supporting the abdominal aortic aneurysm screening programme

RLIT0002415_0034

Mission 2
Delivering high quality digital products and services

Drivers
- The Strategic Programme for Primary Care and the Primary Care Model for Wales
- NHS Primary Care Contract Reform

Outcomes
- Deriving intelligence from data through integrated and enhanced analytics
- Enabling the transfer and sharing of data rich patient records and eliminating the need for paper medical record transfer between GP practices
- Enabling optimum decision making based on shared, standardised information between community health and social care
- Maximising value of primary health services - Choose Pharmacy supporting moving activity from GPs

Portfolio 2.2: Primary, Community and Mental Health

QTR 1	QTR 2	QTR 3	QTR 4	2024/25	2025/26
National community system. Initiate the delivery of the recommendations from the Strategic Review				Strategic Review actions for system replacement / procurement	Strategic Review actions for system replacement / procurement
National community system: Deliver integration between the Welsh Community Care Information System and other national systems					
National community system: Define national digital standards for community including looked after children and mental health services					
Choose Pharmacy. Modernise the technology platform of the Choose Pharmacy solution for community pharmacies		See also *Portfolio 2.6 Medicines* for electronic transfer of prescriptions from GPs to community pharmacists			
Choose Pharmacy. Maintain system.					
Primary Care Digital Partner - mapping our full service offering across data, information governance, infrastructure and digital systems and services to support delivery of the Digital and Data workstream and Accelerated Cluster Development across primary care in Wales, in partnership with the Strategic Programme for Primary Care				Primary Care Digital Partner	Primary Care Digital Partner
Community Care Digital Partner. Design the joining up of data across integrated community based and mental health services to develop data insights through enhanced analytics.				Community Care Digital Partner	Community Care Digital Partner
See also *Portfolio 1.2 Open Architecture and Interoperability* for Welsh Clinical Communications Gateway review and roadmap					
	All Wales GP systems call off development- supporting a choice of primary care systems and alignment with the open digital health platform		All Wales GP systems preferred supplier identified	GP systems migration	GP systems migration
GP Data Terminology standards – Transition from legacy Read coding within GP practice clinical systems to SNOMED CT. Ensure minimal impact on integrated national applications and information services.		GP Data Standards Readiness		GP data standards Implementation	GP data standards Implementation

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Mission 2
Delivering high quality digital products and services

Drivers
- Five Goals for planned Care / Transforming and modernising planned care and reducing NHS waiting lists
- NHS Wales eye health care future approach for optometry services

Outcomes
- Supporting the NHS to focus on those with greatest clinical need
- Supporting an increase in the capacity of the health service, eg regional centres, care closer to home
- Supporting the transformation of services to be sustainable for the longer term, eg transformation of outpatients, equitable approaches to patient prioritisation
- Digitising and prioritising GP referrals improves speed and safety
- A fuller picture of Wales/England cross border patient health
- Increasing visibility of the maternity record as women move across organisational and national boundaries

Pipeline
- Digital Audiology for Wales

Portfolio 2.3: Planned Care

	QTR 1	QTR 2	QTR 3	QTR 4	2024/25	2025/26
Planned care						
Welsh Patient Administration System **data modernisation** to support outpatient transformation (dermatology)						
		Standardise **patient administration data** such as treatment function codes for all the patient administration systems across Wales.				
Welsh Patient Administration System: Join up separate versions of our patient administration system across North Wales		**Boundary change.** Support Cwm Taf Morgannwg and Swansea Bay health boards with configuring systems affected by a health board boundary change				
Welsh Patient Administration System: Roll out of Multi Disciplinary Team functionality					**Welsh Patient Administration System** – Letters functionality	
Hospital to hospital referrals. Ensure pathway efficiencies by maximising output from our patient referral solution						
Specialty systems						
Maternity. Procure an All Wales system and collaboratively plan to deliver digital maternity services					**Maternity** implementation and support	
			Teledermoscopy: Gather requirements for image storage			
National Eye Care System. Work with partners to review outputs of Gateway review and confirm transition arrangements		Implement eyecare gateway review transition arrangements				
Cross Border sharing of patient record from Powys with and from England						

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Mission 2
Delivering high quality digital products and services

Drivers
- Six Goals for Urgent and Emergency care
- Quality Statement for Care of the Critically Ill (2021)

Outcomes
Better access, availability and analysis for unscheduled care data between care settings supports the Six Goals Programme, ie:

- Supporting people at more risk of needing urgent and emergency care
- People are told where they can get the help they need
- Other choices than hospitals
- Reacting quickly in a health emergency
- People get the best care in hospital and when they leave
- Home where possible

Examples include WAST data viewable for other clinicians via the Welsh Clinical Portal and setting up the mechanism to allow GP data to be shared with WAST helping to reduce unnecessary conveyances.

Portfolio 2.4: Urgent and Emergency Care

QTR 1	QTR 2	QTR 3	QTR 4	2024/25	2025/26

Unscheduled initiatives. Deliver **integration requirements for the 111** service.

Welsh Emergency Care Data set: Produce the Welsh data set ahead of implementation into national systems

Welsh Emergency Department System: Review the outputs of the WEDS strategic review

Welsh Emergency Department System (WEDS) : Implement agreed recommendations across Wales

Intensive Care: Implement a clinical system to digitise and transform ICU departments across Wales

RLIT0002415_0037

Mission 2
Delivering high quality digital products and services

Drivers
- Pathology Statement of Intent- Development of high quality, effective and resilient Pathology services
- Imaging Statement of Intent - New strategic approach to the development of high quality, effective and sustainable imaging services for NHS Wales

Outcomes
- Better access to test results improving patient care and contributing to earlier and preventative diagnosis
- Improving clinical safety
- Improving service performance.
- Improving information sharing across boundaries and single solution for storage and distribution of imaging.

Pipeline
- Point of care integrations
- Respiratory health Integration: secondary care lung function tests, primary care lung function tests (Spirometry), secondary care lung function test reporting
- Genetics integrations
- Digital cellular pathology
- Cardiac PACs proposal
- National image store

Portfolio 2.5: Diagnostics

	QTR 1	QTR 2	QTR 3	QTR 4	2024/25	2025/26
New national Laboratory Information Management System (LINC). Configure, build, test and readiness for national rollout.					Start LINC rollout	Complete LINC rollout
Existing laboratory management system (WLIMS). Maintain and plan to decommission including provision of legacy data.					Dual Run WLIMS with LINC	Decommission WLIMS
New Radiology Informatics Solution (RISP). Complete procurement and full Business Case	**New Radiology Informatics Solution.** Configure, build, test and readiness for national rollout of the new system including new Picture Archiving (PACS), Radiology Information System (RIS) and Radiology Dosage Management Solutions.				Start RISP rollout	Complete RISP rollout
Radiology management system (Radis). Maintain, and plan to decommission existing system including provision of legacy data					Dual Run RISP with Radis	Decommission Radis
Support the development of the **Digital Cellular Pathology** Business Case	Electronic test requesting - See *Portfolio 3.1 Engaging with Users: Health and Care Professions*		Enhance the national availability of diagnostic results and reports into national repositories *See Portfolio 3.1: Engaging with Users: Health and Care Professions. See Portfolio 1.2 Open Architecture and Interoperability*			
Endoscopy. Support the National recovery programme						

Drivers
- Welsh Government Review of E-prescribing 2021
- Pharmacy Delivering a Healthier Wales - Apr 2019
- Optimising pharmacy services at hospital discharge to improve patient flow 2022

Outcomes
- enabling modernisation of medicines management, reducing dispensing errors and improving outcomes.
- accessing medicines information regardless of where this originated
- better access to medicines data and safer prescribing
- improving patient empowerment and self care.

Pipeline
- Support Systemic Anti Cancer Treatment system procurement
- Transform Access to Medicines – procure, assure and host a digital system to support customer ordering medicines from regional manufacturing hubs

Portfolio 2.6: Medicines

QTR 1	QTR 2	QTR 3	QTR 4	2024/25	2025/26

Making the prescribing, dispensing and administration of medicines everywhere in Wales, easier, safer, more efficient and effective through digital

Digital Medicines Transformation: Respond to the Welsh Government commissioned E-Prescribing Review by defining and delivering a major transformation, business change portfolio — *Continue* **Digital Medicines Transformation**

Building a **single record of medicines** for every patient in Wales so all information is in one place and easily shared when needed.

Electronic transfer of prescriptions technical proof of concept and implementation across early adopter sites in primary care and community pharmacies covering electronic signing and transfer of prescriptions from GPs and non-medical prescribers to the community pharmacy or appliance dispenser of a person's choice. — *Continue* **Electronic transfer of prescriptions**

E-prescribing in secondary care – supporting local procurements, requirements definition, and managing technical dependencies (eg APIs) across Wales as they implement e-prescribing and medicines administration in every hospital in NHS Wales and send outpatient prescriptions to the person's pharmacy of choice. — *Continue* **E-prescribing in secondary care**

Patient access to medicine information – initial phases of using the NHS Wales App to order repeat prescriptions, nominate a person's pharmacy of choice and share and collect medicines information. — *Continue* **Patient access to medicine information**

RLIT0002415_0039

Mission 3

EXPAND the digital health and care record and the use of digital to improve health and care

Portfolios

1. Engaging with Users: Health and Care Professions
2. Engaging with Users: Patients and the Public

MISSION 3 : EXPAND THE DIGITAL HEALTH AND CARE RECORD AND THE USE OF DIGITAL TO IMPROVE HEALTH AND CARE - Portfolios

The portfolios in this mission are about improving and expanding the content, availability and functionality of the Digital Health and Care Record for clinicians and patients, agnostic of health board and geographical boundaries and supporting evidence based decision making and connectivity using NHS Wales e-library and the Microsoft 365.

CONTEXT

The collaborative use of high-quality information, systems, and technologies supports patient care.

However, patient data is often scattered across paper and digital formats, making it difficult for healthcare professionals to access and use. This can lead to lost information, incorrect decisions, and harm to patients. NHS Wales aims to expand the accessibility and use of digital information to improve health and care. From the patient's perspective, *A Healthier Wales* set the ambition to provide an online digital platform for citizens, to give people 'greater control and enable them to become more active participants in their own health and well-being'. They can contribute to and share information about their health and care and manage appointments and communications with professionals.

PORTFOLIO 3.1 Engaging with Users: Health and Care Professions

In DHCW we have developed a system available to health professionals through a single application - the Welsh Clinical Portal. It shares, delivers and displays patient information from a number of sources with a single log-on, even if that information is spread across health boards, together with key electronic tasks.

The Welsh Clinical Portal has the following functionality: pathology tests and image requesting/reporting, viewing patient lists, referrals prioritisation, creation of discharge letters and medicine transcribing, clinical notes, document creation and viewing, mobile access. Digital documents have been built for nursing (Welsh Nursing Care Record), diabetes, cancer and hepatology specialties so far. It is the view through to millions of test results and clinical documents on an all Wales basis.

- We will expand **electronic test requesting.**
- We will add new forms to our **Nursing Care Record.**
- We will develop future phases of the **Cancer solution** delivered in the Welsh Clinical Portal.
- We will continue to work with NHS Wales partners as hosts of the **Microsoft Centre of Excellence.**

This means more electronic data from other health boards and clinical colleagues ensures more informed decisions.

PORTFOLIO 3.2 Engaging with Users: Patients and the Public

Digital Health and Care Wales is establishing a core platform of digital services for patients in Wales, which will put digital at the heart of patient care. The goal is to provide an online digital platform for citizens that allows them to take control of their own health and well-being, make informed choices about their own treatment and find the most appropriate service for their needs across all settings not just primary care. My Health Online, an existing service, will transition to this new platform in its first phase.

The platform will also enable enhanced communication and advice between patients and healthcare providers, increase efficiency and convenience, allow patients to give feedback on their care, and enable self-monitoring of health and sharing of data with clinicians. Digital Health and Care Wales has supported the set up of the Digital Services for Patients and the Public Programme and is working to develop the data and information architecture required to open up access to NHS held data in a safe, secure, and auditable fashion.

Also see Spotlight on : **Digital Services for Patients and the Public.** for key deliverables in this new major programme.

This means empowering patients to better manage their health

I will be able to see more clinical information in relation to cancer diagnosis along with other conditions.
Which means: I have a better overall picture for clinical decision making
Oncologist

WELSH NURSING CARE RECORD

The All Wales Digitisation of Nursing Documentation project has informed the development of the Welsh Nursing Care Record (WNCR) (adult inpatients). The project has standardised nursing information across Wales, that has resulted in the digitisation and implementation of WNCR across adult wards in all Health Boards and Velindre Trust. This aligns with the Healthier Wales Strategy and nursing and midwifery priorities set by the Chief Nursing Officer (Wales). This provides organisations with data to monitor compliance with the Quality and Engagement Act (2020) requirements with their Duty of Quality and Candour.

The transition from paper to digital has reduced the burden of documentation releasing time for nurses to care for patients back at the bedside. WNCR ensures accurate, complete and up to date patient information which is visible to the wider members of the multidisciplinary team. WNCR supports care provision that has the potential to improve patient safety, quality and care experience resulting in better patient outcomes. It is:

- transforming nursing documentation by standardising information and creating a national nursing language that reduces duplication and gives back time to care at the bedside
- intuitive for nurses as it has been developed by nurses
- designed for nurses to complete assessments at the patient bedside on tablet computers or other hand-held devices.
- providing standardised national data to meet auditing needs and reporting requirements and used to drive improvements and learning across NHS Wales organisations.

- *Nursing Times Award (2020) for Technology and Data in Nursing*
- *British Computing Society UK IT Industry Award for Best Healthcare IT Project in the UK (2021)*
- *Health and Social Care Judges Award from MediWales (2022)*

Recording assessments about my patient in a nationally accessible nursing system removes the need for so much paper and all the problems with locating it and filing it
Which means: I will not need to repeat the same questions to the patient and will be able to spend more time back at the bedside caring for them
Nurse

Spotlight on 2023-26

- Continue the WNCR roadmap with standardisation and digitisation of nursing information standards.
- Increase and optimise functionality and enhancements within WNCR based on feedback from the nursing community and wider multidisciplinary team.
- Complete the implementation of WNCR (adult inpatient) across NHS Wales and extend into the Paediatric in-patient wards (including the standardisation of paediatric documentation).

CANCER INFORMATICS SOLUTION

DHCW is working with NHS Wales to modernise cancer informatics to support service delivery, quality improvement, and greater integration of care and data to guide service development in cancer services.

The Wales Cancer Network has launched the Cancer Improvement Plan for NHS Wales 2023-2026, which emphasises the need for DHCW to work with NHS Wales to develop the new cancer information system that will allow information to be shared between organisations. This will mean that the information about patients with cancer is more widely available to the professionals looking after them. Data will also be collected to show how well cancer services are being delivered and where there is variation in quality of care across Wales.

Monitoring of the single cancer pathway and its underpinning nationally optimised pathways is the vehicle that will support the delivery of consistent, high quality care and improved cancer outcomes. Data recording of the patient along that journey is essential from which to derive intelligence and insights for further action.

The legacy national cancer system (CaNISC) is at end of life and is being replaced with the DHCW cancer informatics solution, through development of our Welsh Clinical Portal functionality and the implementation of the Welsh Patient Administration System in Velindre.

Overall, considerable progress has been made to mitigate the critical risks posed by the legacy CaNISC system and replace with a modern, resilient, accessible national software for Velindre Cancer Centre and other CaNISC users. Velindre Cancer Centre went live on the new solution in November 2022.

Spotlight on 2023-26

- Rollout the Multi disciplinary team and dataset forms to all Health Boards in Wales
- Development and Implementation of the palliative care, screening and colposcopy modules across Wales
- Support the submission of new Cancer audits
- Expansion of the radiotherapy and SACT treatment repositories
- Further development of an infrastructure to support intelligence through the National Data Resource

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DIGITAL SERVICES FOR PATIENTS AND THE PUBLIC

Gwasanaethau Digidol
ar gyfer Cleifion ar Cyhoedd
Digital Services
for Patients and Public

Digital Services for Patients and Public (DSPP) is a new programme to revolutionise how people in Wales access care and manage their own health and well-being. Initially, the programme will develop a gateway application (App), allowing people to select the digital health and care services they wish to use from their smartphones and other mobile devices, mirroring their experience of other aspects of everyday life and replacing outdated paper-based and system-centred processes. For example, being able to receive correspondence in the way they wish and to see and change their healthcare appointments online to a more convenient time or day.

Patients and the public will also be able to share decision making and information seamlessly with care staff through digital technology so that they can become more active participants in important decisions and be empowered to look after their own health and wellbeing. Patients will be able to provide feedback, complete questionnaires, update their details and communication preferences making it easier to manage their own healthcare

The Approach for the NHS Wales App is based on the delivery of comparable functionality as the NHS England App but with Welsh Language integration. There are several phases including private beta testing, soft launch then a live release to the public when delivery and support is assured.

> I will have access to my own health information **Which Means**: I feel more empowered to support my own health and wellbeing and find out more about how I can keep healthy
> **Patient**

Spotlight on 2023-26

- Deploy NHS Wales App to all GP practices in Wales
- Promote adoption of the App / website by patients and the public
- Collaborate with health and care partners on integration of wider features / functionality that are valued by the public

MICROSOFT 365 CENTRE OF EXCELLENCE

DHCW Centre of Excellence
Microsoft 365

The NHS Wales Microsoft Enterprise Agreement is a major investment, providing nationally managed access to Microsoft 365 platform and products.

This brings significant opportunity to enable digital transformation across the whole system. DHCW, with health boards and trusts have entered into a three (plus one plus one) year contract with Microsoft to provide their latest products, tools and services to NHS Wales.

Over 120,000 members of NHS Wales staff have access to Microsoft 365, with over 120 million documents stored, millions of messages sent each month and many thousands of meetings held in Teams.

Since delivery of key Microsoft 365 functionality across Wales, the focus in 2023 and moving forward is on maximising this investment. The NHS Wales Microsoft 365 Centre of Excellence has been launched to drive creative digital innovation across NHS Wales and support staff using Microsoft 365 (M365) software.

The Microsoft 365 platform offers a breadth of opportunities:

Secure access to services – Microsoft 365 is a key component of NHS Wales's defence against cybercrime, providing management of digital identities to help fend off suspicious login attempts and protect user credentials.

Communication, collaboration, and mobility – the platform provides features that help individuals and teams work efficiently and effectively, with mobility capabilities that help staff stay productive and connected, regardless of their location or device.

Innovation and automation – the platform offers a wealth of opportunities to digitise and automate business processes, delivering value quickly and driving digital transformation at pace.

A target operating model and service catalogue has been agreed and a benefits management framework has been put in place in preparation for the hard launch in Spring 2023.

Spotlight on 2023-26

- Developing the support arrangements
- Demonstrate benefits
- Launch the Centre of Excellence's full range of services
- Identify solutions and prioritise opportunities to drive user-centred digital transformation

RLIT0002415_0043

Mission 3

Expand the digital health and care record and the use of digital to improve health and care

Drivers
- A Healthier Wales 2019
- Cancer Improvement Plan 2022
- Quality Statement for Cancer 2022
- National Clinical Framework 2021

Outcomes

Clinically led development of digital solutions to support clinicians to deliver effective care means:
- More electronic data from other health boards and clinical colleagues ensures more informed decisions
- Spending less time on the phone awaiting results from GP, hospital and other settings
- Recording nursing assessments in a single system reduces the need for so much paper and the problems with locating and filing it
- Improving access to diagnostic investigations means patients can be treated earlier and with less duplicated procedures such as taking blood, having X-rays.
- In conjunction with a digital phlebotomy service, streamlining processes and enabling earlier blood sample testing
- Ensuring the cancer patient record is delivered on a modern and resilient IT platform that enables greater integration of care and provides the relevant data to guide service development. (Quality Statement for Cancer)

Pipeline

Velindre Cancer Centre: Digital First Hospital

Portfolio 3.1: Engaging with Users: Health and Care Professions

QTR 1	QTR 2	QTR 3	QTR 4	2024/25	2025/26

Content of digital health care record. Increase clinical information by working with specialty health solution suppliers.

Welsh Clinical Portal in the Cloud. Meet the ongoing needs of clinicians by improving the performance, availability, usability and timeliness of Welsh Clinical Portal enhancements, by way of a re-engineered single Cloud hosted implementation.

Electronic requesting expanded across secondary and primary care, to cover specialties such as Cardiology, Endoscopy, Spirometry alongside the wider rollout of pathology and radiology.

Nursing Care Record. Continue to improve nursing digitisation in secondary care by feeding in an increasing number of standardised forms and aligned improvements to the Welsh Nursing Care application.

Cancer Solution. Develop future phases of the Cancer solution, eg palliative care, screening, colposcopy

Cancer improvement plan. Future years' deliverables

Remote and mobile working. Develop priorities from the Welsh Clinical Portal Delivery Group, such as the mobile version.

Launch of Microsoft 365 Centre of Excellence | **Microsoft 365** Deliver the workplan agreed with service management board, with a sustainable team and service model (CoE)

Business Change. Addressing business change for the end user through establishment of a business change network, Change Ambassador programme and on demand training centre

Grow uptake and usage of the NHS Wales **E-library** service

RLIT0002415_0044

Mission 3

Expand the digital health and care record and the use of digital to improve health and care

Drivers
- A Healthier Wales 2019

Outcomes
- empowering patients to better manage their health
- a safe, secure, inclusive platform to empower patients in their health and wellbeing and enable integration of products and systems to support service transformation
- patients across Wales have the opportunity to interact with a tool that will help them manage their health and care needs while promoting diversity and inclusivity
- current and future suppliers adhere to DSPP's accreditation and onboarding process in order to integrate with the NHS Wales App by demonstrating how they meet the conditions for alignment

Portfolio 3.2: Engaging with Users: Patient and the Public

QTR 1	QTR 2	QTR 3	QTR 4	2024/25	2025/26

Patient facing health and social care applications. Driving forward service transformation to empower patients to manage their health via the Digital Services for Patients and the Public Programme (DSPP)

NHS Wales App. Continue to develop by adding to the core functional services for patients and the public supported by data interoperability and information governance

NHS Wales App. Test and Launch digital patient and public access to GP services

User research with patients and the public to test new features in discovery and public beta

Support and further development including transition to DHCW

Feedback from patients and practices to build into further developments

Work with Digital Communities Wales to support digital inclusion by training community hub leads to help people use the App

Work with public sector, third sector and patients and the public to support service redesign

Onboarding and connection of third party suppliers with the NHS Wales App core services

RLIT0002415_0045

Mission 4

DRIVE better value and outcomes through innovation

Portfolios

1. Research and Innovation
2. Value from data

RLIT0002415_0046

CONTEXT

Research and innovation in the digital and data sense is about the introduction and application of new processes and ideas to solve problems and bring service improvements across the NHS in Wales. The need to derive insight and knowledge from the vast quantities of data which the NHS records is essential in recovering from the Covid-19 pandemic and bringing solutions to deal with the resultant challenges. NHS Wales collects vast amounts of data on patients, operational services, finances and more. The Value from Data Portfolio is all about the processing, analysis and application of that data to solve real health problems and ultimately derive value from that data.

PORTFOLIO 4.1 Research and Innovation

This portfolio focuses on supporting, adding value to and putting on a more secure footing established and new R&I resources and programmes whilst taking forward an ambitious, expansive and clinically rich digital strategy for R&I. Working across teams and with external R&I partners, we aim to help develop the knowledge, innovation and insight required for service improvement, transformation and better health outcomes. Our four strategic aims are described in the DHCW Research and Innovation Strategy 2022/23 following requirements gathering, stakeholder engagement and strategy review.

THE FOUR STRATEGIC AIMS

R&I Strategic Aim 1 — Deliver the assets and resource to facilitate the Research and Innovation environment across Wales

R&I Strategic Aim 2 — Focus on quality and the impact of our research and innovation

R&I Strategic Aim 3 — Identify, develop and nurture effective partnerships

R&I Strategic Aim 4 — Develop a culture of innovation that promotes creativity, learning, encouragement and support

GOVERNANCE - PROCESS - ENGAGEMENT - DELIVERY - EVALUATION - INSIGHT - OUTCOMES

PORTFOLIO 4.2 Value from Data

This Portfolio focuses on the full life cycle of data from the acquisition of existing and future data, the analysis of data to provide intelligence for informed decision making, through to initiating actions that provide value through improvement in service delivery and population health.

The initial focus will be on the development of the Information and Analytics Strategy which will inform both business as usual activities as well as ongoing and future development. This will be aligned with, and remain responsive to, the requirements of major stakeholders and national programmes such as Value in Health, Six Goals for Urgent and Emergency care, and the Cancer improvement plan.

Using safe, secure, sharing within current information governance requirements we will look to make available the wealth of data that is currently acquired to achieve this mission

Collaboration with the National Data Resource Programme will enable the transition from the current data acquisition and warehousing established processes to the cloud platform and associated processes. The intention to include unstructured data alongside the current structured data sets will be considered as part of the longer-term strategy, providing additional value from data that is currently recorded and stored, although not readily accessible, potentially using Natural Language Processing (NLP) of free text fields.

This means data gets processed, analysed, communicated and applied to real health service problems, allowing informed decision making and actions to be taken which ultimately bring value.

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RESEARCH AND INNOVATION

The coming years will see the establishment of a more robust, transparent and assured R&I governance process for the prioritisation and management of all proposals, requests, programmes and collaborations - along with those resources, engagement mechanisms, templates and support systems required to enable this objective. As part of this, where DHCW is looking to support or lead R&I activities, prior consideration will be given to the benefits that the activity will realise, aligned to the DHCW benefits management framework.

We will review, rationalise and formalise current R&I partnerships and agreements with academia and industry, moving away from doing things on a best endeavours basis.

We will also continue to develop and promote the use of those well-established and emerging new data, infrastructure and skills support services and secure platforms for R&I provided by DHCW, to external agencies.

Spotlight on 2023-26

- Governance process, capturing benefits upfront.
- Formalising requests, partnerships, processes and financial sustainability.
- Maximising DHCW service, platforms and skills.

With dashboards, data becomes intelligence which I can apply to my decisions and actions.
Which Means: I can see whether my policy is working on the ground and modify to the needs of the nation
Policy Lead
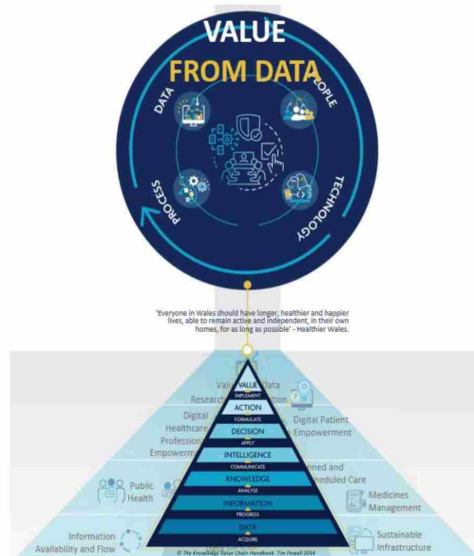
VALUE IN HEALTH

DHCW supports the Value in Health Programme providing health boards with the mechanism to implement a value-based approach to service planning, through the development and implementation of dashboards on specific clinical areas. These dashboards bring together data from a wide range of data sources providing insight on efficiency and outcomes.

Future work will focus on the development of additional dashboards and enhancements to those already published, prioritised through clinical engagement within the Value in Health programme. Additionally, we will look at further 3rd party patient reported outcome measures (PROMs) data acquisition from Health Boards and additional PROMs visualisations, including Heart Failure, within the Welsh Clinical Portal.

Proposed dashboards include:

- Hand surgery Phase 1
- Hip Arthroplasty Phase 3 (GIRFT metrics)
- Spinal Surgery Phase 1
- Knee Replacements Phase 4 (GIRFT Metrics)
- Hip Arthroplasty Phase 4 (NJR Data)
- Knee Replacements Phase 5 (NJR Data)
- Inflammatory Bowel Disease Atlas of Variation

I can start to see where patients are on their journey through the health system, identifying trends and sub optimal activities
Which Means: we can focus on problem areas and optimise or redesign the patient pathway
Clinical Planners

Spotlight on 2023-26

- Additional prioritised dashboards and visualisations
- PROMS and audit data acquisitions

VALUE **FROM DATA**

DATA / PEOPLE / TECHNOLOGY / PROCESS

'Everyone in Wales should have longer, healthier and happier lives, able to remain active and independent, in their own homes, for as long as possible' - Healthier Wales.

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Mission 4
Drive better value and outcomes through innovation

Drivers
- A Healthier Wales
- DHCW Research and Innovation Strategy
- WG Innovation Strategy
- UK Clinical Research Vision
- UK Life Sciences Vision

Outcomes
- A culture promoting R&I evidenced through increased engagement and activities
- Increased partnerships focused on R&I
- Improved quality and impact
- Participation in all Wales projects to support national priorities

Portfolio 4.1: Research and Innovation					
QTR 1	QTR 2	QTR 3	QTR 4	2024/25	2025/26
R&I Governance. Establish robust R&I governance, including embedding a new R&I Board and mechanisms to facilitate effective partnership working			Review and finalise governance structure and secure long-term R&I funding	Report activity and funding in annual report	
Research Commitments. Review of formal academic research partnership agreements and development of a catalogue of commitments including record of outcomes and impact				Ongoing partnership groups established	Review of activities and impact assessment
			Full record of agreements and MoUs with partners and establishment of any required		
Industry Partners. Develop clear rules of engagement and process for working with industry partners to support R&I activities					
	R&I Priorities. In line with newly established R&I governance, develop a prioritisation framework and action/monitoring plan for all R&I activities supported and led by DHCW			Review and monitor framework	Update framework to reflect priorities
	Funding. Review and update charging policies to ensure that R&I work is supported and that capacity is sufficiently developed within the organisation			Increase funding applications by 5% from previous year	
Secure research platform (SeRP). Operationalise SERP to enable the provision of secure access to anonymised data sets to support R&I projects.				Ongoing monitoring and report of activities and impact on health and care benefits in R&I annual report	

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Mission 4
Drive better value and outcomes through innovation

Drivers
Strategic Programmes:
- Six Goals for Urgent and Emergency care
- Five Goals for planned Care/ Transforming and modernising planned care and reducing NHS waiting lists
- The Strategic Programme for Primary Care and the Primary Care Model for Wales
- Value in health

Outcomes
- Better health outcomes through the ability to target health promotion activities and self care
- Increased visibility of health intelligence to support programme delivery to target health strategies
- Data can be transferred across solutions to reduce repetitive questioning and improve clinician and patient experience
- Identifying service bottlenecks and sub-optimal activities to help redesign the patient pathway and make sure patients get seen when needed in the right place.

Portfolio 4.2 Value from Data

QTR 1	QTR 2	QTR 3	QTR 4	2024/25	2025/26

Public Health. Continue to deliver data analysis and reporting for Public Health initiatives.

Strategic Programmes. Deliver the analysis and modelling of data in relation to major strategic programmes for emergency (Six Goals), planned and primary care and populate info into a Health Intelligence Portal.

Official Statistics. Plan the schedule for Official Statistics publication, to improve the availability of data in the public domain | Implement the Official Statistics publication plan

Information and Analytics Strategy. Development of a formal Information and Analytics Strategy | Delivery of the Information and Analytics Strategy

Data Engineering. Work shifting from data acquisition and storage to data re-engineering as part of National Data Resource move to the cloud

Primary and Community. Provide analytics outputs for Primary and Community Care programme - reviewing requirements, including Primary Care QI initiative

Value in Health. Utilise our systems to support the Value in Health Programme, including developing standards for PROMS and PREMS. | Continue to support stakeholders in delivery of priority developments

Primary care data quality system reprocurement.

Primary and community care data. Ensure continued access to data and analytics to the wider stakeholder community for system recovery

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Mission 5

BE the trusted strategic partner and a high quality, inclusive and ambitious organisation

1. People and Culture
2. Finance
3. Sustainability
4. Stakeholder Engagement
5. Quality and Safety
6. Governance, Performance and Assurance

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MISSION 5 : BE THE TRUSTED STRATEGIC PARTNER AND A HIGH QUALITY, INCLUSIVE, AND AMBITIOUS ORGANISATION - Enablers

CONTEXT

This is our third year as a Special Health Authority. We have set ourselves an ambitious vision and programme of work, and Mission 5 describes the enablers which underpin all that we do.

ENABLER 5.1 People and Culture

Our vision is to be a great place to work where our people are fully engaged, high performing and embody our values and behaviour. For the period of this plan we will implement our People and Organisational Development strategy and focus on leadership, succession, recruitment pipelines, equality and diversity, and collaborative digital workforce planning with partners in NHS Wales. We will demonstrate our commitment to the Welsh Language scheme and encourage staff with learning the language. We will develop a product centric target operating model and associated skills.

ENABLER 5.2 Finance

Our main financial objective is financial sustainability. We also want to automate processes more, look at what it means for finance in a Cloud environment, benchmark, horizon scan and lead on cloud accounting guidance, benefits management and financial analytics.

ENABLER 5.3 Sustainability

Our sustainability enablers include our statement publication for the Well-Being of Future Generations Act, building on our decarbonisation strategy , biodiversity and the foundational economy ambitions.

Best place to work in IT 2022

British Computing Society's UK IT Industry Awards

ENABLER 5.4 Stakeholder Engagement

Our stakeholders and partners are key to the delivery of our Vision and we will continue to work closely with our patient groups, health boards and trusts and other delivery partners. The setting up of a Business Change network will see an increase in collaborative working to accelerate effective adoption of digital solutions.

ENABLER 5.5 Quality and Safety

Quality and safety are at the core of all we do. The Health and Social Care (Quality and Engagement) (Wales) Act 2020 is coming into force in 2023 and strengthens the voice of citizens, introduces a duty of candour and strengthens the existing duty of quality on NHS bodies. We will be addressing the requirements, producing an annual report and developing training and processes in support of the Duty of Quality. Other legislative focus is on new regulations around medical devices.

ENABLER 5.6 Governance, Performance and Assurance

This enabler includes the assurance we provide to our Board through risk management, business continuity, service management, performance and planning frameworks. We also host the cyber resilience unit.

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WELL-BEING OF FUTURE GENERATIONS ACT

The enablers in Mission 5 reflect a strong alignment to the objectives of the Well-being of Future Generations (Wales) Act 2015. Although DHCW did not fall under the WBFG Act in 2022/23, we continued to follow our principles aligned to the Act and formally become subject to the Act on 01 Apr 2023. Our enablers are mapped to the Act below.

A globally responsible Wales improves the economic, social, environmental and cultural well-being of Wales. DHCW has established a sustainability strategy based on the ISO 14001 Environmental Management System requirements and a decarbonisation strategic delivery plan. Our procurement processes align with foundational economy principles.

A prosperous Wales uses resources efficiently in an economy which generates wealth and employment opportunities. This is supported by our focus on financial sustainability, efficiency, benefits management and our decarbonisation strategy.

A resilient Wales maintains healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change. Our Digital Services for Patients and the Public programme helps citizens to engage in better co-productive dialogue with their healthcare provider.(See portfolio 3.2).Our organisational resilience is tested through various quality initiatives such as ISO accreditation.

A Wales of vibrant culture and thriving Welsh language is a principle adopted in the development of our strategic equality plan and our commitment to being a bilingual organisation including Welsh language training.

A Wales of cohesive communities encourages attractive, safe, viable and well-connected communities. Our stakeholder strategy and appointment of an engagement lead will provide focus to developing and reinforcing our strategic relationships with patients, users and wider stakeholder communities in an inclusive and collaborative style.

A healthier Wales wants everyone to have long, healthy, happy lives, with access to the right health and social care services. Our 14 portfolios of delivery show how our services can contribute to this through providing the right data at the right time to clinicians irrespective of where the patient presents. We will also comply with the new Health and Social Care (Quality and Engagement) (Wales) Act 2020, strive for excellence by ISO standards compliance and prepare for the new Medical Device Regulations legislation.

A more equal Wales with a socio-economic duty, tackles inequality at the heart of decision making, and enables people to fulfil their potential no matter what their background or circumstances. We are prioritising talent and succession planning, aligning to more standardised skills frameworks such as the Digital, Data and Technology Profession (DDAT) framework, and developing our strategic equality plan.

Our actions to deliver all of these WBFGA principles are subject to oversight via governance, planning, performance, assurance and risk management arrangements in our role as a Special Health Authority, working with our Board.

Diagram labels: Sustainability (5.3), Finance (5.2), People and culture (5.1), Quality and Safety (5.5), Quality and Safety (5.5), Stakeholder Engagement (5.4), People and culture (5.1), Governance, Performance and Assurance (All) (5.6)

Wheel segments: Globally Responsible, Prosperous, Resilient, Healthier, More Equal, Cohesive Communities, Vibrant Culture

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MISSION 5 : FOCUS ON ...

PEOPLE

our vision

A great place to work where our people are fully engaged, high performing and embody our values and behaviours. We will achieve this by joining these six themes to shape our workforce.

Extraordinary Leadership

New Ways of Working

Great Organisation to Work

shaping our WORKFORCE

Well-Being and Engagement

Strategic Workforce Planning

Grow Our Own

Spotlight on 2023-26

- **Resourcing** – to be the employer of choice by attracting the best people reflecting the communities we work in and maximising the advantages of diversity. Utilising innovative methods of on-boarding whilst maximising flexible and competitive benefits.

- **Leadership** – talent and succession planning to ensure critical talent within a compassionate culture of diversity, equality and inclusion to future proof workforce. Identify, develop and grow next generation of talent.

- **Values and Behaviours** – embedded in everything we do to support evolution of DHCW culture.

- **Maximise New Ways of working** opportunities to support recruitment, retention, resilience and wellbeing of our people.

- **Grow our Own** – create continuous pipeline and career pathways for people to meet growing demand in key roles through integrated workforce planning, partnership working and collaboration.

- **Strategic Equality Plan** – sign off and implement action plan to enable all our people to thrive and work and continue to feel empowered to be the best they can be.

- Establish Digital Profession Group to deliver action plan to embed recommendations from the Welsh Governement **Digital Profession Workforce Review.**

Y GYMRAEG

Mae strategaeth Cymraeg 2050 Llywodraeth Cymru yn disgrifio'i huchelgais i gyrraedd targed o 1 filiwn o siaradwyr Cymraeg erbyn y flwyddyn 2050. Cymdeithas sy'n hyrwyddo ac yn gwarchod diwylliant, treftadaeth a'r iaith Gymraeg, ac sy'n annog pobl i gymryd rhan yn y celfyddydau, a chwaraeon a hamdden.

Mae gennym ni fel sefydliad gyfrifoldeb i greu'r amgylchedd cywir i ddysgwyr newydd gaffael a defnyddio'r iaith. Mae'n bwysig rhoi cyfle i siaradwyr rhugl gynnal sgyrsiau, neu o leiaf rhan o'u bywyd gwaith, o ddydd i ddydd yn y Gymraeg. Mae ein Cynllun Iaith Gymraeg yn amlinellu ein hymrwymiad i sicrhau bod y Gymraeg a'r Saesneg yn gyfartal wrth gynnal busnes cyhoeddus yng Nghymru, a hynny ar sail cydraddoldeb

Dyma enghreifftiau o'r gweithgareddau sy'n cael eu cynnal ledled y sefydliad i hyrwyddo defnyddio'r Gymraeg yn weithredol:
- Mae ystyried y Gymraeg yn rhan o'r broses ddylunio a datblygu yn enwedig mewn cymwysiadau ar gyfer cleifion a'r cyhoedd (Ap GIG Cymru)
- Byddwn yn parhau i fireinio galluoedd iaith Gymraeg ein systemau cenedlaethol i gefnogi gofynion Sefydliadau GIG Cymru.
- Byddwn yn parhau i weithio gyda Phartneriaeth Cydwasanaethau GIG Cymru ar gyfer gwasanaethau cyfieithu a bydd gennym wasanaeth cyfieithu ar y pryd i'w gynnig yn ein cyfarfodydd a digwyddiadau cyhoeddus.
- Rydym yn ymgysylltu'n barhaus â Chomisiynydd y Gymraeg a Llywodraeth Cymru.
- Byddwn yn parhau i annog pobl i ddysgu Cymraeg drwy gynnig gwersi Cymraeg i bobl o bob lefel gan gefnogi presenoldeb ar gyrsiau preswyl dwys er mwyn magu hyder wrth ddefnyddio'r Gymraeg yn y gweithle.
- Byddwn yn cymryd rhan weithredol yn y Grŵp Rheolwyr Cymraeg (MWG) sydd newydd ei ffurfio i sicrhau bod arferion gorau yn cael eu rhannu ar draws GIG Cymru.

Sbotolau ar 2023-26
- Canolbwyntio ar sicrhau bod staff yn cyrraedd lefel cwrteisi yn y Gymraeg fel yr amlinellir yng Nghynllun Pum Mlynedd Mwy Na Geiriau 2022-2027
- Rhoi strategaeth Sgiliau Dwyieithog newydd ar waith, gan sicrhau bod swyddi'n cael eu hysbysebu'n ddwyieithog a bod gofynion sgiliau iaith yn cael eu hasesu'n briodol
- Asesu ac ymateb i ofynion penodol y Gymraeg mewn perthynas â systemau digidol a argymhellir gan Lywodraeth Cymru yn ei Chynllun Pum Mlynedd Mwy Na Geiriau 2022-2027

Spotlight on 2023-26
- Focus on ensuring staff achieve a courtesy level of Welsh as outlined in the More Than Just Words five year plan 2022-2027
- Implement a new bilingual skills strategy, ensuring jobs are advertised bilingually and language skills requirements are assessed appropriately
- Assess and respond to the specific Welsh language requirements relating to digital systems recommended by the Welsh Government's More Than Just Words five year plan 2022-2027

WELSH LANGUAGE

The Welsh Government's Cymraeg 2050 strategy describes an ambition to reach a target of 1 million Welsh speakers by the year 2050. A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

As an organisation we have a responsibility to create the right environment for new learners to acquire and use the language, and for fluent speakers to converse and conduct at least part of their day-to-day working life in Welsh. Our Welsh Language Scheme outlines our commitment to ensuring, in the conduct of public business in Wales, the Welsh and English languages should be treated on a basis of equality.

Activities being undertaken throughout the organisation to actively promote use of the Welsh Language include:
- Welsh language considerations are part of the design and development process particularly with patient and public facing applications (NHS Wales App).
- We will continue to refine the Welsh language capabilities of our national systems to support the requirements of NHS Wales Organisations.
- We will continue to work with NHS Wales Shared Services Partnership for translation services and provide interpretation at our public meetings and events.
- We have ongoing engagement with the Welsh Language Commissioner and Welsh Government.
- We will continue to encourage Welsh learning by providing Welsh lessons for all abilities and support attendance at intensive residential courses to build confidence in using the Welsh language in the workplace.
- We will take an active role in the newly formed Managers of Welsh Group (MWG) to ensure best practice is shared across NHS Wales.

THE FINANCIAL STRATEGY

The Financial Strategy of the organisation both supports and underpins the service and investment strategy set out within the plan. It translates the objectives, activity and consequential resource requirements to form a fully integrated financial plan with accompanying mitigating actions to ensure a balanced position can be delivered.

The financial challenge for the IMTP period is significant and will require mitigation in order to ensure a balanced position over the planning term.

For 2023/2024 funding amounting to £162.408m is forecast to underpin the resource requirement with capital investments totalling £13.3m planned to be made throughout the year.

The key financial objective is to provide quality and value for money services whilst ensuring a sustainable underpinning financial baseline for the organisation. It is recognised that this is no easy task with the impact of increasing service growth; identifying opportunities for savings/income generations take on greater importance.

Spend Area	Revenue				Capital			
	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Core SHA Operations	106.071	118.952	124.274	128.160	2.012	2.614	2.614	2.614
Digital Priority Investments	33.300	35.456	24.157	2.531	6.231	10.720	2.248	0.000
COVID-19 Digital Services	9.128	8.000	8.060	8.221	0.370	0.000	0.000	0.000
Total	148.499	162.408	156.491	138.912	8.613	13.334	4.862	2.614

KEY PLANNING ASSUMPTIONS

The IMTP financial plan is predicated upon all Wales guidance and assumptions whilst remaining agile in respect of COVID-19 developments.

Whilst **the current plan presents an unbalanced position**, there are will be ongoing focus to identify mitigating actions to meet increasing challenges as a consequence of pressures within all service portfolios.

SUPPORTING VALUE

The finance team in partnership with service leads and stakeholders Wales wide will look to initiate a review of organisational funding flows to ensure the most effective mechanism is in place to support efficient planning and provide the best outcomes.

RESOURCE AND INVESTMENT INITIATIVES OUTLINED WITHIN THE PLAN:

Cloud Adoption
The financial plan is reflective of the organisation's cloud adoption roadmap and cloud first approach to data hosting services for new applications and services. One of the key impacts of this change in supporting technology are shifts in expenditure items from Capital (CAPEX) to an Operating (OPEX) model.

A 'Product Centred' organisational structure
The move to dedicated multidisciplinary resource centred teams assigned to a specific product or service is supported within the financial plan. It is intended for this change to generate efficiency through improvements in workforce productivity and facilitate improved development pace and performance.

Digital Priority Investment
Over the planning term confirmed Welsh Government funded investments to support strategic digital priorities (such as Digital Medicines Transformation, National Data Resource, Digital Services for Patients and Public and Cyber Security Investment plan etc) are included.

COVID-19
Ongoing service provision for supporting Test, Trace and Protect (TTP) and vaccines digital solutions are included within the plan for the full planning term.

RISKS AND OPPORTUNITIES

The organisation will continue to closely monitor any risks associated with its financial plan to ensure activity is delivered within financial resources and achieve a break-even position. At present additional mitigating actions are required to support this requirement.

Financial risk is managed as an integral part of the overall risk management strategy. The risks identified as part of the planning process surround themes such as assumed funding, increased energy costs and digital cost inflation. Whilst recruitment to vacancies within the establishment will be progressed at pace, there is the potential for slippage in expenditure against the budgets set – this has not been reflected within budgets.

REVENUE OVERVIEW

The organisation is required to break even on its revenue allocation. In order to achieve this a challenging mitigation plan has been constructed. Key to this is the construction and implementation of an effective funding flow mechanism to support the changing nature of development and provision of digital services. DHCW is currently estimating a further requirement for £1.9m of mitigating actions in order to address identified pressures for 2023/24. The key financial objective is to provide quality and value for money services whilst ensuring a sustainable underpinning financial baseline for the organisation. It is recognised that this is no easy task with the impact of increasing service growth; identifying opportunities for savings/income generation take on greater importance.

DHCW IMTP 3 Year Recurrent Profile (£000's)
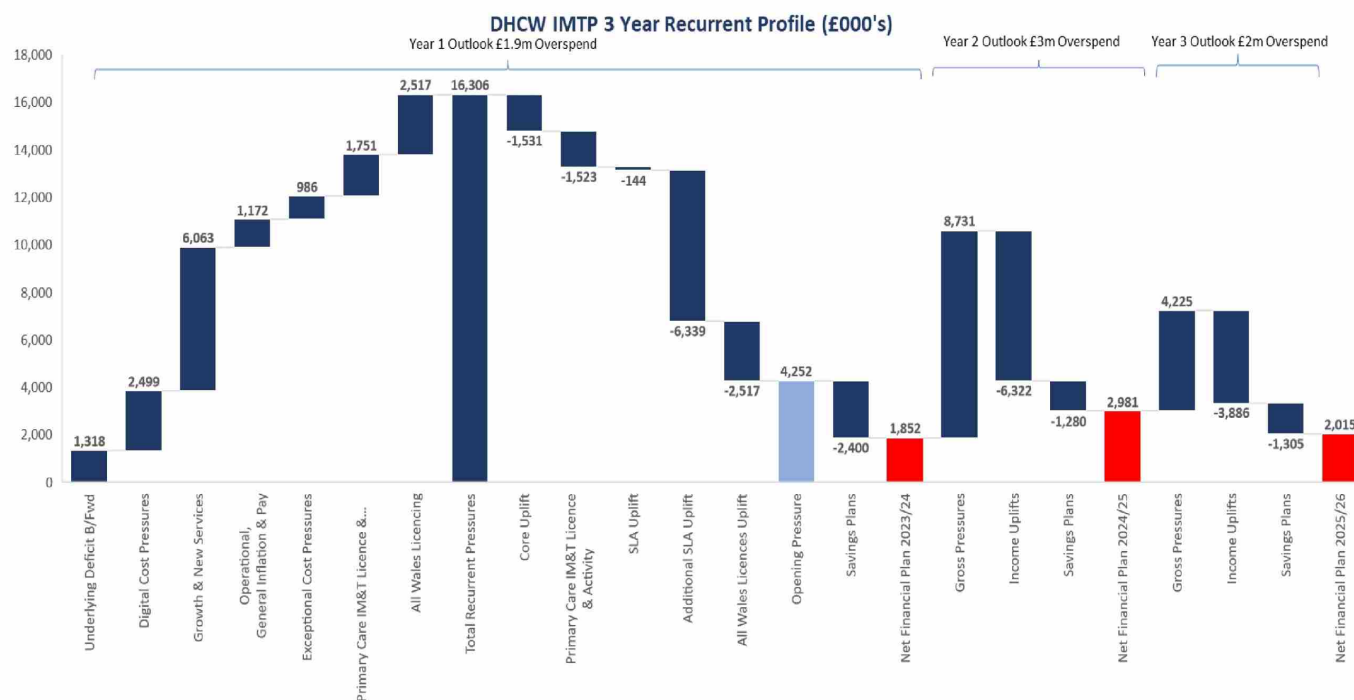
FINANCIAL PLAN

The organisation has identified new national/local inflationary and growth pressures assessed as £16.3m, £8.7m and £4.2m respectively. These assessed costs place a significant pressure on DHCW. In year pressures include pay and non pay inflation whilst exceptional items reflect recent significant increases in energy prices.

Incorporated within the forecast pressures are additional costs as a consequence of resources required to support the provision of new services resulting from a completed digital investment, general inflation as well as sector specific digital cost pressures. Focus over the IMTP period will be the implementation of a revised funding model which supports current and future service delivery models and growth.

To offset these increases DHCW has identified savings and efficiencies to be delivered via recurrent cost improvement programmes including the reduction of travel and estates related expenditure which will contribute to a decreased carbon footprint. DHCW has also increased the funding requirement from NHS Wales organisations to support growth within the services they consume.

REVENUE SOURCE AND APPLICATION OF FUNDING

Source of revenue funds

The source of the majority of the organisation's recurrent revenue income supporting core services is directly sourced from Welsh Government (circa 75% of the current financial plan for 2023/2024) including an allocation for capital charges (depreciation). All other anticipated income relates to the payment for a range of services provided to NHS Wales and Northern Ireland. Typically, income streams have more of a 'trading' relationship (via service level agreements) and consequently can be more volatile in nature due to changes in service levels/terminations. It should be noted that a substantial amount of organisational funding is linked to ring fenced expenditure such as the provision of All Wales contracts (eg all Wales Digital licensing, specific schemes/initiatives such as digital priority initiatives (DPIF) or services such as primary care IM&T Support). Non recurrent Welsh Government allocations have increased significantly over the last three years as a consequence of the pandemic digital response and additional support for digital priority investment.

Source of Funds	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Recurrent				
Welsh Government - Core	47.095	50.805	51.186	52.210
Welsh Government - Primary Care IM&T	15.817	16.967	17.094	17.436
Welsh Government - Depreciation	10.122	9.484	9.484	9.484
NHS Wales - SLA	9.380	15.686	17.684	18.335
All Wales Digital Licensing	23.657	26.010	28.826	30.695
Total	**106.071**	**118.952**	**124.274**	**128.160**
COVID-19 Response				
Test, Trace and Protect	3.603	1.500	1.511	1.541
Vaccination	5.525	6.500	6.549	6.680
Total	**9.128**	**8.000**	**8.060**	**8.221**
Digital Priority investment Fund				
Allocation	33.300	35.456	24.157	2.531
Total	**33.300**	**35.456**	**24.157**	**2.531**
Grand Total Funding	**148.499**	**162.408**	**156.491**	**138.912**

Application of revenue funds

The projected application of funds to support IMTP deliverables are identified below.

Application of Funds	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Core				
SHA and Core Operational Services	56.475	66.491	68.870	70.545
All Wales Digital Licensing	23.657	26.010	28.826	30.695
Primary Care IM&T	15.817	16.967	17.094	17.436
Depreciation Charges	10.122	9.484	9.484	9.484
Total Core Allocation	**106.071**	**118.952**	**124.274**	**128.160**
COVID-19				
Test, Trace and Protect	3.603	1.500	1.511	1.541
Mass Vaccinations	5.525	6.500	6.549	6.680
Total COVID Allocation	**9.128**	**8.000**	**8.060**	**8.221**
Digital Priorities				
Investment Schemes	33.300	35.456	24.157	2.531
Total Digital Priorities Funding	**33.300**	**35.456**	**24.157**	**2.531**
Total Allocation of Funds	**148.499**	**162.408**	**156.491**	**138.912**
Unmitigated Cost Pressures	**0**	**1.852**	**2.981**	**2.015**

Notes:
- 22/23 forecast breakeven position.
- All Wales Digital licensing figure excludes primary care.
- Future allocations will be assessed annually in line with plan requirements.
- Unmitigated cost pressures reflects an assessment of overspend position after allocating current funds

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MISSION 5 : FOCUS ON ... FINANCE

PLANNED CAPITAL INVESTMENT

The organisation's plan is underpinned by investment to support infrastructure lifecycle management, investments in digital solutions, and a general asset refresh in order to achieve the organisational goals and maintain standards of service and resilience.

Capital funds are received exclusively from Welsh Government and are grouped by:
- Discretionary Capital Funding: Available for the organisation to allocate to support internally prioritised schemes
- Digital Prioritisation Investment Funding (DPIF) (single purpose funding subject to confirmation)
- No capital funding to support COVID digital systems has been allocated.
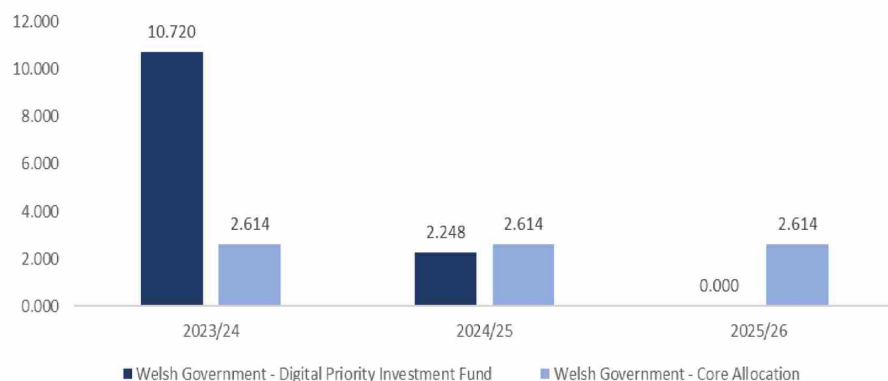
The capital plan assumes funding of £13.3m in 2023/24, £4.9m in 2024/25 and £2.6m in 2025/26 to support key plan deliverables. The plan supports the procurement of hardware and software and where applicable the cost of internally developed assets.

Capital Investment - Source of Funds (£m)

■ Welsh Government - Digital Priority Investment Fund   ■ Welsh Government - Core Allocation

Application of IMTP Capital Investment Funds (£ms)

■ 2023/24   ■ 2024/25   ■ 2025/26
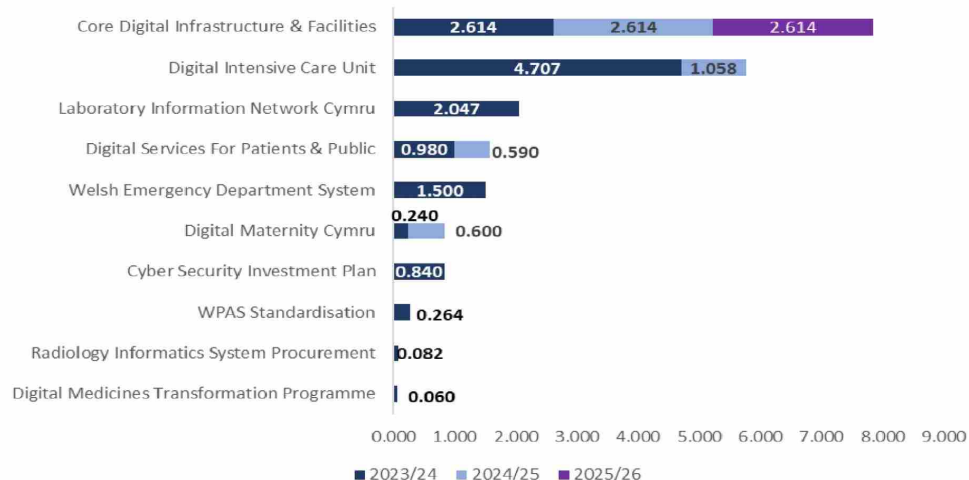
Throughout the year capital disbursements may be allocated to NHS organisations in line with conditions of digital priority funding projects (DPIF).

The organisation requires significant capital investment in order to refresh underpinning data centre services and networks. At present a major proportion of discretionary capital funding has been ring fenced to support some of the immediate requirements.

As part of the plan and route map to cloud adoption, additional requirements will be submitted to Welsh Government via business cases .

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BENEFITS MANAGEMENT FRAMEWORK

In Wales there is a clear commitment to value-based healthcare. Benefits realisation is an integral part of delivering that strategy - maximising the outcomes that matter to people as well as using resources most effectively.

A benefits realisation approach needs a clear framework, as well as being culturally embedded across all parts of a health system. [1] DHCW has developed a benefits realisation framework in 2022/23 in consultation with partner organisations and Welsh Government and will be used as a national guide sitting alongside local frameworks where in existence.

The benefits plans for digital schemes following the national framework are being worked up , such as Microsoft 365 Centre of Excellence, and others aligned such as Digital Medicines Transformation programme and National Data Resource. Benefits are also a key feature of our Research and Innovation, and Value from Data Portfolios.

In 23/24 there will be focus on further developments leading to consistent benefits management across the country including benefits identification, measurement and tracking. The general plan is to:

- Implement the benefits realisation framework and create a local benefits model for all digital schemes led by DHCW.

- Integrate the local organisations benefits models to deliver a master register of agreed benefits, metrics to measure successful delivery, ownership and accountability.

- Create a national digital benefits office to record and store all benefits plans, ensure continuity of tracking, report on national results and provide advice and benefits resources for all organisations.

[1] HFMA briefing on Benefits Realisation June 2021

Spotlight on 2023-26

Consistent and appropriate approach to benefits management across NHS Wales with national reporting

I'm looking forward to less paper charts and a better idea of bed capacity and variation across Wales **Which Means** I can share my knowledge and findings with colleagues to help improve efficiency of services and improve outcomes for patients.
Intensive Care Specialist

I will share images with colleagues across Wales which will support alternative ways of working for clinicians **Which Means** less travel, helping with staff shortages and patients needing less radiation
Diagnostics Specialists

I can see all the medicines prescribed for the patient **Which Means** I am better informed when making decisions on their treatment
Clinician

I will have access to my own health information **Which Means**: I feel more empowered to support my own health and wellbeing and find out more about how I can keep healthy
Patient

I can see my patient, knowing their digital care record / data is stored in all Wales repositories. **Which means**: it doesn't matter where they were seen last I can see their clinical data to inform their care
Care Provider

I can see where and when patients have had blood tests **Which means** I may not have to take more blood from the patient and can start treating sooner
Clinician

SUSTAINABILITY

DHCW has established a Sustainability Strategy based on combining current processes with ISO 14001:2015 Environmental Management System requirements, as a structured and systematic tool, to deliver our mandate to protect the environment and its natural resources. The Sustainability Strategy is the guiding principle setting out how we establish, implement, maintain and continually improve our performance in managing environmental aspects and compliance obligations, in order to control the risk of threats and opportunities, and to satisfy the needs and expectations of interested parties.

In late 2021 we developed the DHCW Decarbonisation Strategic Delivery Plan and have made significant progress in decarbonising our estate. However, we recognise that there is more to do. This delivery plan takes a fresh look at our building and energy needs, as well as procurement, travel, and other emissions sources. Some of these emissions are beyond our direct control; highlighting the challenge we have in working collaboratively to influence the decisions of others. We intend to refresh our Delivery Plan in 2025.

Our current and future approach to supporting the Foundational Economy is through our relationships with key stakeholders, our spend with commercial suppliers, our recruitment and employment activity, and our work with research and innovation partners. To ensure that we have a joined-up, long-term, sustainable approach, this work is co-ordinated by a Foundational Economy Group.

Spotlight on 2023-26

- Meeting decarbonisation goals and a refresh of our Plan in 2025
- Publish Well-being of Future Generations Act statement and objectives
- Biodiversity requirements
- Procurement considerations around the foundational economy, decarbonisation and sustainability agendas will be taken forward. These include:
  - a development of Strategy and Policy for the organisation, together with a toolkit for the organisation when undertaking their procurement and contract management activities.
  - Benefits Measurement

STAKEHOLDER ENGAGEMENT

People are at the heart of transformation. By working at the start with our national and local partners we can understand the future direction of healthcare and help enable transformation through data and technology solutions.

DHCW has many stakeholders – starting with the ultimate beneficiaries of our work – the patient and the public. We work with our users – clinicians, administrative and managerial staff, and other public bodies to ensure we provide the digital solutions they need. We check our priorities back against the policies and priorities of Welsh Government, and we work with our digital colleagues in health boards and trusts, Special Health Authorities, Local Authorities, other partners and suppliers, to collaboratively modernise our digital infrastructure and offerings, plan jointly and increase our level of digital maturity. We work with academia to arrive at innovative partnerships both in terms of technology and building the digital workforce of the future.

Our stakeholder engagement strategy supports and enables effective engagement with a broad range of stakeholders, improving our understanding and is crucial to ensuring NHS Wales has the digital health solutions it needs.

Spotlight on 2023-26

- Refine and publish the DHCW Engagement Strategy
- Identify and develop a core set of strategic partnerships, agreeing joint plans and programmes of work
- Achieve Digital Inclusion Charter accreditation and deliver an action plan to embed the six pledges
- Establish the DHCW professional network for engagement and communications and develop an engagement toolkit
- Set up business change delivery network

Citizens · Local Health Boards · Patients · Users · NHS Trusts · NHS Wales Health Collaborative · Life Sciences Hub · Audit Wales · Industry · Communities Wales · Third Sector · NHS Wales Shared Services · Office of National Statistics · Partnership · Academia · Health Education and Improvement Wales · UK Four Nations · Local Government · Tec Cymru · Social Care · Welsh Government

Digital Health and Care Wales
Alignment with Partners

	Health Education and Improvement Wales	NHS Wales Shared Services Partnership	NHS Wales Health Collaborative	Anuerin Bevan	Betsi Cadwaladr	Cardiff And Vale	Cwm Taf Morgannwg	Hywel Dda	Powys	Swansea Bay	Velindre	WAST	Public Health Wales
								Key	Intended Availability	In readiness	In Use	Other linkage	

Enablers

Data Platform and Reference Services

| National Data Resource | | | | | | | | | | | | | |

Open Architecture and Interoperability

| Digital Architecture Review Response including APIs, CDE and Product and Platform Strategies | | | | | | | | | | | | | |

Protecting Patient Data

| Information Governance Toolkit | | | | | | | | | | | | | |
| National Intelligent Integrated Audit Solution | | | | | | | | | | | | | |

Sustainable and Secure Infrastructure

Core Infrasructure e.g. Public Sector Broadband Aggregation (PSBA)													
Security information and event management (SIEM)													
Vunerable Monitoring Service (VMS)													

Products

Public Health

| Test, Trace and Protect | | | | | | | | | | | | | |
| Screening Services | | | | | | | | | | | | | |

Primary, Community and Mental Health

Choose Pharmacy													
Child Health (CYPRiS)													
Dental E Referrals													
GP Test Requesting													
GP Systems													
Welsh Clinical Communications Gateway													
Welsh Community Care Information System							LA Instance						

Planned Care

Digital Maternity Cymru													
Eye Care Digitisation – Not DHCW project. Integration role													
Powys/England Cross Border													
Welsh Patient Administration System													
Welsh Patient Referral Service		Local solution											

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Digital Health and Care Wales
Alignment with Partners

Key: Intended Availability (pale yellow) · In readiness (light gold) · In Use (dark olive) · Other linkage (grey)

Products	Health Education and Improvement Wales	NHS Wales Shared Services Partnership	NHS Wales Health Collaborative	Anuerin Bevan	Betsi Cadwaladr	Cardiff And Vale	Cwm Taf Morgannwg	Hywel Dda	Powys	Swansea Bay	Velindre	WAST	Public Health Wales
Urgent and Emergency Care													
111 – Not DHCW project. Integration only		Other linkage		Other linkage								Other linkage	
WAST Electronic Patient Care Record – Integration													
Welsh Emergency Department System				Intended Availability	Intended Availability	Intended Availability	Intended Availability	Intended Availability		In Use			
Welsh Intensive Care Information System			Other linkage	Intended Availability	Intended Availability	Intended Availability	Intended Availability	Intended Availability		Intended Availability	Intended Availability		
Diagnostics													
Laboratory Information Network Cymru (LINC) New													Intended Availability
Endoscopy (HB systems consuming eMPI and WRRS)	Other linkage	Other linkage	Other linkage	Intended Availability	In readiness		In Use	In Use	In Use				
Radiology Informatics Solution Procurement New			Other linkage										
Welsh Laboratory Information Management System				In Use	In Use	In Use	In Use	In Use		In Use	In Use (WTAIL)		In Use
Welsh Radiology Information System (current)			Other linkage	In Use	In Use	In Use	In Use	In Use	In Use	In Use	In Use		
Welsh Point of Care Testing				In Use	In Use	In Use	In Use	In Use		In Use	In Use		
Medicines													
E-prescribing and Medicines Management (Secondary)				Intended Availability	Intended Availability	Intended Availability	Intended Availability	Intended Availability	Intended Availability	Intended Availability			Intended Availability
Electronic Transfer of Prescriptions (GP to Community)		In Use		Intended Availability	Intended Availability	Intended Availability	Intended Availability	Intended Availability	Intended Availability	Intended Availability	Intended Availability		Intended Availability
Patient Access to Medications				Intended Availability	Intended Availability	Intended Availability	Intended Availability	Intended Availability	Intended Availability	Intended Availability			Intended Availability
National Medicines Repository				Intended Availability	Intended Availability	Intended Availability	Intended Availability	Intended Availability	Intended Availability	Intended Availability			Intended Availability
Welsh Hospital Pharmacy Stock Management System		Other linkage		In Use	In Use	In Use	In Use	In Use		In Use	In Use		In Use
Engaging with Users: Health and Care Professionals													
Cancer Informatics Programme			In Use	In Use	In Use	In Use	In Use	In Use	In Use	In Use	In Use	TBC	In Use
NHS Wales eLibrary for Health	In Use		In Use	In Use	In Use	In Use	In Use	In Use	In Use	In Use	In Use		In Use
Office 365	In Use	In Use	In Use	In Use	In Use	In Use	In Use	In Use	In Use	In Use	In Use		In Use
Welsh Clinical Portal		In Use	In Use	In Use	In Use	In Use	In Use	In Use	In Use	In Use	In Use		In Use
Electronic Test Requesting (Radiology)				In Use	In Use	In Use	In Use	In Use	In Use	In Use	In Use		In Use
Electronic Test Requesting (Pathology)				In Use	In Use	In Use	In Use	In Use	In Use	In Use	In Use		In Use
Electronic Test Requesting (new request types)			Other linkage	Intended Availability	In readiness		In Use						In Use
Welsh Nursing Care Record (Hospital)	Other linkage	Other linkage		In Use	In Use	In Use	In Use	In Use	Intended Availability	In Use			
Welsh Information System for Diabetes Management				In Use	In Use	In Use	In Use	In Use	Intended Availability	In Use		Other linkage	
Engaging with Users: Patients and the Public													
Digital Services for Patients and the Public				Other linkage									
Research and Innovation													
Value from Data													
See National Data Respository above													
Data and Analytical Services				In Use	In Use	In Use	In Use	In Use	In Use	In Use	In Use	In Use	
PROMS and PREMS / Value in Health													

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QUALITY AND SAFETY

Quality is at the heart of all we do and from the strategic objectives, we have identified key international standards that support quality definition and direction.

- Controls – through the governance framework and Quality and Regulatory Group forming part of the Audit and Assurance Committee.

- Planning - Annual Quality and Regulatory Plan and measurements - integrated across the directorates and supported by the internal audit programme.

- Improvements – The organisation has a strong culture of organisational learning and improvement with focus on measurements, analysis and controls.

Our internal Quality Framework is supported by the Integrated Management System (IMS). All policies, standard operating procedures, templates and other guidance can be found in our IMS.

We maintain certification to the following Standards:
- ISO 9001:2015 Quality Management Systems
- ISO 14001:2015 Environmental Management Systems
- ISO 20000-1:2018 IT Service Management Systems
- ISO 27001:2013 Information Security Management Systems
- BS 76000:2015 Valuing People Standard
- BS10008:2014 Evidential weight and Legal admissibility
- Service Desk Institute

Spotlight on 2023-26

- Maintain existing ISO and British Standard certification and review other appropriate standards
- Further embed a culture of quality and continuous quality improvement to demonstrate compliance with Duty of Quality requirements
- Compliance with updated UK Medical Device Regulations

GOVERNANCE, PERFORMANCE AND ASSURANCE

The Welsh Government define Corporate Governance as ' the way in which public service bodies ensure that they are doing the right things, in the right way, for the right people, in a manner that upholds the values set for the Welsh public sector'. The effectiveness of governance arrangements has a significant impact on how well organisations meet their aims and objectives.

This enabler focuses on ensuring good governance and assurance arrangements are in place to underpin all that we do. In addition to ensuring the performance framework and reporting arrangements it drives ongoing operational improvement.

Spotlight on 2023-26

- Our risk, performance and planning frameworks
- Hosting the Cyber Resilience Unit
- Digital maturity collaboration
- New service management model for 'product' based operations
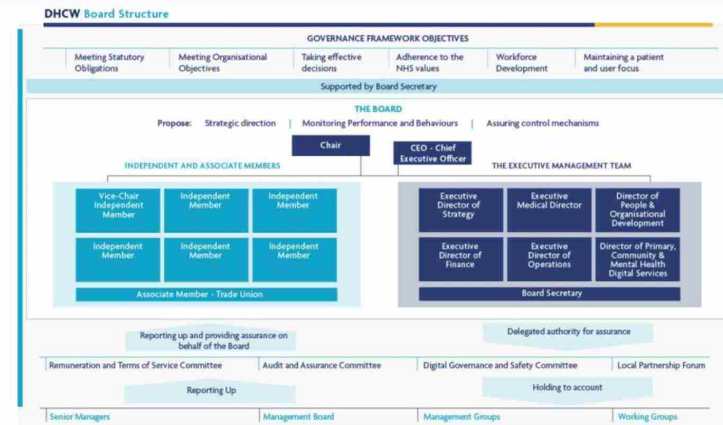
DHCW Board Structure

Mission 5
BE the trusted strategic partner and a high quality, inclusive and ambitious organisation

Drivers
- DHCW People and Organisational Development Strategy 2022-2025
- A Healthier Wales Workforce Strategy for Health and Social Care (NHS Wales)
- DHCW Welsh Language Scheme
- DHCW Cloud Strategy
- DHCW Decarbonisation Strategic Delivery Plan 2021-2030
- DHCW Estates Plan
- Well-being of Future Generations Act 2015

Outcomes
- A great place to work – people fully engaged, high performing embodying DHCW values and behaviours
- Right people, right place, right skills
- Stronger financial footing
- Establish DHCW as a bilingual organisation
- Estates Rationalisation
- All new services/products considered under the Sustainable Development Principle

Mission 5 Enablers

QTR 1	QTR 2	QTR 3	QTR 4

5.1 People and Culture (Vibrant Culture, more equal)

QTR 1	QTR 2	QTR 3	QTR 4
Extraordinary leadership programme development and wellbeing commitments			
	Implement talent and succession planning (Grow our own)		
Develop and publish the strategic equality plan		Develop digital profession resourcing strategy	Develop recruitment pipeline with academic institutions
Collaborate with the digital profession across NHS Wales to implement the 'Digital Workforce Review' recommendations to develop a national immediate and long-term workforce plan aligned to digital strategies and DDaT plus framework			
	Bi-lingual recruitment (Welsh/English)	Welsh language skills assessment	50% of staff at Level 1 Welsh (Courtesy)
Develop a product centric target operating model and high-level implementation plan			
	Run the change ambassador programme		

5.2 Finance (Prosperous)

QTR 1	QTR 2	QTR 3	QTR 4
Improving and automating financial processes			
Financial Sustainability : Establish new funding models		Financial sustainability: implementation of efficiency schemes	
Develop a FinOps finance function for Cloud			
Digital investment guidelines, horizon scanning and benchmarking			
Lead and publish technical accounting guidance – internal software development	Publish FinOps best practice and guidance	Lead and publish technical accounting guidance - cloud accounting	
Implement a benefits management framework			
Implement national financial analytics programme			

5.3 Sustainability (Globally responsible)

QTR 1	QTR 2	QTR 3	QTR 4
Transform DHCW offices to a modern digital workplace			Publish Well-being of Future Generations Act statement and objectives
Achieve key goals in decarbonisation plan			
Foundational economy requirements delivered via procurement and contract management processes and benefits to Welsh economy measured			
	Low carbon ICT procurement principles in new contracts		Implement biodiversity recommendations

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Mission 5

BE the trusted strategic partner and a high quality, inclusive and ambitious organisation

Drivers
- DHCW Stakeholder Engagement Strategy
- Health and Social Care (Quality and Engagement) (Wales) Act 2020 requirements and annual quality report
- Well-being of Future Generations Act 2015
- Medical Device Regulations 2024
- Network and Information Systems (NIS) Directive 2018
- Audit Wales Structured Assessment 2022

Outcomes
- Increase in DHCW collaborative working with partners to accelerate effective adoption of digital solutions
- Effective enhanced programme governance arrangements
- Increase safety compliance of systems
- A strong risk culture that meets the needs of the organisation

Mission 5 Enablers

QTR 1	QTR 2	QTR 3	QTR 4

5.4 Stakeholder Engagement (Cohesive communities)

QTR 1	QTR 2	QTR 3	QTR 4
Refine and publish our engagement strategy		Develop comms plan to support our engagement activities	
Identify and develop a core set of strategic partnerships, agreeing joint plans and programmes of work			
Achieve Digital Inclusion Charter accreditation and deliver action plan to embed the six pledges			
Establish DHCW Professional Network for Engagement and comms		Scope and develop an engagement toolkit	
Set up Business Change Delivery Network			

5.5 Quality and Safety (Healthier)

QTR 1	QTR 2	QTR 3	QTR 4
'Always on Quality' Initial reports.			
Health and Social Care (Quality and Engagement) (Wales) Act 2020 requirements			Annual quality report preparation (Due Q1 2024/25)
	Develop training and processes to support formal quality improvement tools in support of the Duty of Quality requirements.		
	Preparation for the implementation of ISO 22301 – Business continuity management.		
Readiness project plan for Medical Device Regulations (MDR) implementation in anticipation of new UK MDR legislation in July 2024.			

5.6 Governance, Performance and Assurance (Resilient, All)

QTR 1	QTR 2	QTR 3	QTR 4
Support Digital Maturity assessments with Health Boards and Trusts			
Cyber Resilience Unit plan delivery			
Digital transformation of DHCW enterprise performance management data			
Work with WG on the outcome of the independent review of digital programmes hosted by DHCW – simplifying accountability arrangements			
Establish a DHCW Digital Programmes office and professional projects and programmes network			
Review the board assurance framework and reporting	Develop risk profiling, appetite and analysis of trends		
Business continuity and major incident training programme and audit			
Implementation of the future enterprise model of service management supporting a product based operating model			
Develop DHCW brand management			

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