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Iechyd a Gofal
Digidol Cymru
Digital Health
and Care Wales

Integrated Medium Term Plan

2024-27



Message from the Chair and CEO

Foreword



Simon Jones (Chair)



Helen Thomas (CEO)

- Digital Health and Care Wales plays a unique role, providing the national digital and data systems underpinning health and care services in Wales. As the expert national body and part of the NHS Wales family we are committed to fulfilling our role as a trusted strategic partner, delivering some of the biggest healthcare digital and data projects in the UK.
- As we enter our fourth year as a Special Health Authority, we are constantly seeking ways to learn, innovate and improve while continuing the delivery of our core services. This is why we are pleased to present our refreshed Integrated Medium Term Plan (IMTP) for 2024-27, developed with partners across the health and care sector in Wales. Our IMTP is set within the strategic context of Welsh Government's 'Digital and Data Strategy for Health and Social Care in Wales 2023' and reiterates our commitment to maintaining high quality and secure services for our partners.
- These are challenging times for NHS Wales – both for patients and staff – but there are many opportunities for digital and data to help with these challenges. The Minister for Health and Social Services has set out her digital expectations in the planning framework – 'digital developments are essential to transforming efficiency, access and care'. Digital transformation will allow for the delivery of better and safer care for patients, support the system by mitigating the unrelenting pressures on services and help to deliver vital longer-term preventative work. Our plans must make the most of these opportunities by increasing our ambitions and placing a strong focus on how our systems and services can improve care and patient outcomes.
- Last year saw us make significant achievements including the introduction of the NHS Wales App into public beta, the launch of the Electronic Prescription Service rollout, major developments in the National Data Resource platform and progress in key areas such as cancer, diabetes and electronic testing requests. DHCW also took over the management of national digital diagnostic programmes. We are proud of the early progress we are making in our approach to user-centred design, working collaboratively with partners to develop services to best meet their needs, and being awarded Digital Inclusion Charter Accreditation by Digital Communities Wales, which recognised our approach as 'exemplary'.
- But we know there is much more to do and that's why our refreshed IMTP demonstrates our ambition to not only continue our delivery for partners and citizens but drive even more opportunities for digital and data to improve health and wellbeing. With partnership and innovation at the heart of the plan we have focused on our five strategic missions to ensure alignment with national objectives and value in healthcare. We also set out our aims and objectives for quality, a diverse and flexible digital workforce and decarbonisation.
- As a forward-thinking and ambitious organisation, our plan, combined with the skills of our workforce, sets out a clear pathway from objectives to activity, building on core services and delivering more to ensure digital and data supports citizens to receive better care and effectively manage their own health and wellbeing.

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- 1.3 Protecting Patient Data
- 1.4 Sustainable and Secure Infrastructure

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- National Data Resource
- Open Architecture
- Cyber
- Cloud Transition
- WASPI

Timelines

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- 1.4 Sustainable and Secure Infrastructure

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- 2.3 Planned Care
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- 2.5 Diagnostics
- 2.6 Medicines

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- 3.2 Engaging with Users: Patients and the Public

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- Innovation
- Value

Timelines

- 4.1. Research and Innovation
- 4.2 Value from Data

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Introduction

Executive Summary

Strategic Context

The health service in Wales continues to operate in an extremely challenging environment. Embracing digital adoption 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 have aligned our plan with our newly drafted DHCW long term Strategy.

We are committed to working openly and transparently, aligning our missions and portfolios to Ministerial Priorities and the IMTP Framework.

We are highlighting our commitment to open architecture, standards, and infrastructure investment.

We have increased activity in primary care, community and mental health.

We have described our key pressures and risks.

We have identified areas where funding/resources are not yet fully confirmed.

Major Programmes

We run 100+ live services and deliver major national digital transformation programmes.

We will continue to deliver Digital Services for Patients and the Public through the NHS Wales App and website.

The National Data Resource is now delivering the health and care data and analytics capability in a live cloud platform, supporting data-driven insights and improving patient outcomes.

We will continue the delivery of Digital Medicines across Wales, rolling out primary care electronic transfer of prescriptions to community pharmacies. We will build a shared record of medicines and help co-ordinate lessons and dependencies in secondary care e-prescribing local projects.

We will work with supplier partners to deliver new Diagnostics systems.

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

Our Strategic Framework

Our Vision

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

Our Purpose

To make digital a force for good in health and care

Our Principles

- PRINCIPLE

1

Put people first
- PRINCIPLE

2

Simplify everything we do
- PRINCIPLE

3

Design for more data, more digital
- PRINCIPLE

4

Find more value
- PRINCIPLE

5

Learn from the past, embrace the future

Strategic Objectives 2030

- MISSION

1

Provide a platform for enabling digital transformation
 - Move all our data stores and services to the NDR platform to create a single national Clinical Data Repository
 - Redesign our applications and services to a clean architecture which is secure by design and is based on open standards
 - Extend data standards and data components to social care and other partners
 - Establish an all-Wales framework for sharing health and social care data
 - Move all our live services to the cloud and close our datacentres
- MISSION

2

Deliver high quality digital products and services
 - All prescribing and medicines management in Wales is digitally enabled
 - All our digital health systems and major social care systems flow data to and from the NDR platform
 - Our core health services are consolidated into a single all-Wales Electronic Health Record application
 - Our core social care services are consolidated into a single all-Wales Electronic Social Care Record application
- MISSION

3

Expand the digital health and care record and the use of digital to improve health and care
 - A comprehensive single digital health and care record is used across all settings throughout Wales
 - The NHS Wales App is used regularly by over a million people
 - Users report a top-quartile satisfaction for our products and services
- MISSION

4

Drive better values and outcomes through innovation
 - An NDR Secure Data Environment which provides access for research while protecting privacy
 - A national information and data insights service which demonstrates net benefit and value
 - Deploy AI and automation, safely and ethically, to deliver year-on-year productivity improvements across NHS Wales
- MISSION

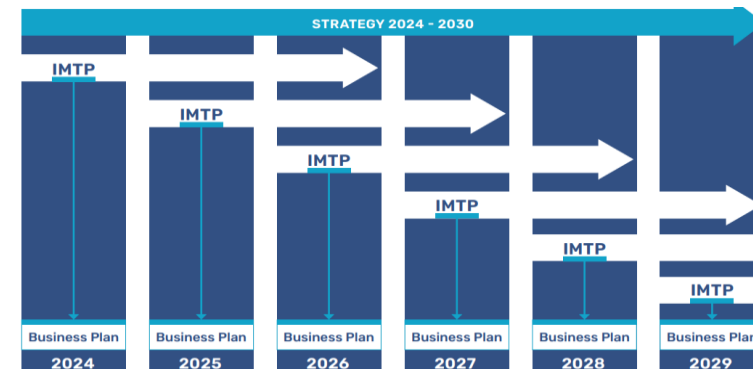
5

Be the trusted strategic partner and a high quality, inclusive and ambitious organisation
 - An academy approach to developing people through talent and leadership development programmes, aligned to Digital and Data Profession Capability Framework
 - A secure, long-term financially stable position
 - At least a 34% lower carbon footprint with a clear route to achieving net-zero
 - Work with partners and stakeholders to deliver a prioritised pipeline of future programmes and projects
 - Top quartile staff and stakeholder engagement

Missions and Portfolios

Our Missions are divided into portfolios – designed to meet our strategic objectives. There are 14 delivery portfolios and 7 enabling portfolios.

Our strategy covers 6 years, our IMTP covers three years and is supported by a detailed annual business plan.



1 PROVIDE a platform for enabling digital transformation

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

2 DELIVER high quality digital products and services

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

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

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

4 DRIVE better value and outcomes through innovation

1. Research and Innovation
2. Value from Data

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
7. Commercial Services

Missions > Deliverables > Outcomes

Each Mission's Portfolio has key areas of delivery shown below. These digital deliverables support transformative, clinical and efficiency outcomes for patients and NHS Wales staff.

Missions

- 1. PROVIDE a platform for enabling digital transformation
- 2. DELIVER high quality digital products and services
- 3. EXPAND the digital health and care record and the use of digital to improve health and care
- 4. DRIVE better value and outcomes through innovation
- 5. BE the trusted strategic partner and a high quality, inclusive and ambitious organisation

Deliverables

Care Data Repository	Integration Hub
Open Architecture	Information Governance Framework
Cyber Plan	Cloud Transition
Analytics Platform	Data Standards
Vaccines system	Screening systems
Primary and Community	Maternity system
Welsh Patient Administration	Eye Care
Laboratory Management	Intensive Care
Shared Medicines Record	Radiology Management
E-prescribing	Prescription Transfer
Welsh Clinical Portal / test requesting	M365 CoE outputs
Nursing Informatics	Cancer Informatics
NHS Wales App	
Academic partnerships	Industry Partnerships
Analytics Strategy	Strategic programmes analytics
Wellbeing	Welsh Language
Digital Workforce	Business Change Network
Financial Sustainability	Cloud finance
Decarbonisation	Foundational Economy
Digital Inclusion	Digital Maturity
Benefits Framework	Quality

Portfolios

Outcomes

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 when patients can interact with health professionals digitally and have more quality time spend with staff.





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How we developed our plan

Strategic Context

Digital Strategy. The Welsh Government 'Digital and Data Strategy for Health and Social Care in Wales 2023' has the following strategic aims:

- Empower people to access and use digital services that meet their needs and preferences, and enable them to manage their own health and well-being.
- Enable health and social care professionals to access and use digital tools and data that support them to deliver safe, effective and efficient care.
- Support health and social care organisations to adopt and scale up digital and data solutions that improve quality, productivity and sustainability.
- Develop a digital and data ecosystem that fosters collaboration, innovation and research across health and social care and beyond.

DHCW plays a key role with all NHS Wales organisations in delivery of actions from the strategy, eg developing a national digital platform, implementing a national data resource, establishing a national digital and data governance framework, investing in digital and data infrastructure, standards and interoperability, and supporting digital and data innovation and research.

Our Role. We provide the data centre infrastructure and cloud platform management for national systems and services, including the national service desk and service management capabilities. Similarly, we provide cyber security services and lead on cyber security matters on behalf of NHS Wales. We also provide infrastructure management services (PCs, Printers, Networking, Microsoft 365, etc) for all GP practices, Health Education and Improvement Wales, NHS Wales Shared Services Partnership and the NHS Executive. Other organisations (eg Health Boards and Trusts) manage their own infrastructure and connectivity to our systems.

We deliver a range of national clinical systems used in hospitals, primary, community and mental health settings, patients' homes, pharmacies, emergency care and diagnostics departments. We also provide the platform and building blocks that enable national and local systems to connect to the national digital architecture and provide data and analytics services for national use.

Health Trends. The health service in Wales is facing challenges such as an ageing population, lifestyle changes, and public expectations. These have been compounded by post Covid-19 waiting lists, staff shortages, and a challenging economic climate.

Welsh Government has emphasised that 'digital, innovation, technology and transformation must underpin plans to deliver optimum care and services for patients'.

Health Strategies. This plan is aligned with the Well-being of Future Generations (Wales) Act 2015, the Social Services and Well-being (Wales) Act 2014, and the Health and Social Care (Quality and Engagement) (Wales) Act 2020, and supports the delivery of A Healthier Wales, the long-term plan for health and social care in Wales.

Digital Trends. We are seeing the following shifts and needs:

- Growing importance of data
- Digital services transforming healthcare
- Transition to cloud services
- Enhancing cybersecurity against rising threats
- Adoption of international technical and data standards
- Addressing technology talent shortages
- Cost optimisation amid digital inflation and funding challenges and the shift from capital to recurrent revenue models
- Adoption of 'product' based delivery with emphasis on continuous agility and modular components in digital services
- Automation, particularly in testing
- Open architecture promoting data exchange
- Integration of patient empowerment apps
- The expansion of Artificial Intelligence



Statutory requirement for approvable plans (Integrated Medium Term Plan/ IMTP) which comprises the duty to break-even, whilst setting out the improvements to services and their future sustainability within the resources available to reduce inequalities and to improve the health outcomes of the population served.

General Requirements (Director General and Minister's Letters)

- Plans targeted to pressures:
- Challenging financial outlook
 - Impact on Children and Young Persons and other disadvantaged sectors
- Recovery and sustainability
- Optimisation of resources to deliver the best care and treatment for the people of Wales
 - Reduction in inequalities and improving health outcomes – focus on gaps in service provision
 - Stabilisation of the NHS.

- ### Golden Threads
- Recognition of external factors being the most challenging circumstances since the inception of the NHS; recognition that this is likely to continue
 - Improving population health outcomes – impact of burden of disease modelling and focus on prevention – including weight management and diabetes
 - Children's access to specific and universal care and services
 - Quality and value-based approaches to care – reduction in waste, harm and unwarranted variation
 - Shift to primary and community focused care
 - Role of the NHS as an **Anchor institution**
 - Foundational economy
 - Wellbeing of Future Generations (5 Ways of Working)
 - Climate change
 - Plans to show clarity of delivery commitments – assessment and aggregation against *A Healthier Wales*.

Plans to include 'in year' priorities with route map to medium term, in 3 years context, with longer term ambitions.

Ministerial Priorities (Planning Framework): The national programmes will continue to support the delivery of services, whilst reinforcing best practice (quality, efficiency and patient experience) and not driving costs. *Accountability Conditions for these programmes were issued in September 2023 and will provide continuity between 2023/24 Plans.*

Enhanced Care in the Community

- Focus on reducing delayed pathways of care

Primary and Community Care

- Focus on improving access and shifting resources into primary and community care

Urgent and Emergency Care

- Focus on delivering the 6 Goals Programme

Planned Care and Cancer

- Focus on reducing the longest waits

Mental Health, including CAMHS

- Focus on delivery of the national programme

Thematic Workstreams (Value and Sustainability Board)
To support and provide guidance, the Board has agreed five workstreams to **maximise resource utilisation** across the system. These thematic areas cover:

- **Workforce** – continue reduction on reliance of high-cost agency staff; 'Once for Wales' arrangements for recruitment I strengthened
- **Medicines Management**
- **Continuing Healthcare (CHC) / Funded Nursing Care (FNC)**
- **Procurement** and non-pay, and
- **Clinical Variation / Service Configuration** – reduction in unwarranted variation and low-value interventions

The Board has already issued a range of requirements in relation to low value interventions, prescribing and continuing health care that must be implemented to ensure a consistent approach across Wales.

Further Requirements and Considerations (Director General and Minister's Letters)

- Process and governance arrangements**
- Consolidation of plans and ensuring collective progression against sustainability agenda and delivery of **'A Healthier Wales'**
 - More detailed expectations are being produced – ie.. PHW mandate letter – follow in 2024
 - Three-year plan – including **Firm, indicative, Outline** levels of detail with clear progression captured
 - Detail of operational delivery, management of risk and financial sustainability
 - Agile and dynamic planning to adapt to changing environment.

- Inclusions**
- Quality, prevention, health inequity, impacts on CYPs particularly;
 - Anti-Racism Action Plans – employment and service delivery;
 - Duty of Quality – 12 Health and Care Quality Standards.

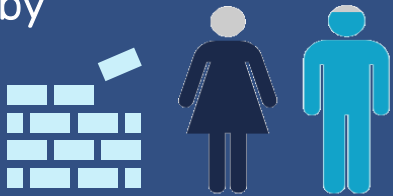
- Financial**
- Unprecedented level of financial deficit – continue to reduce funding deficits and ensure financial sustainability – driving down financial risk.

- Integrated Arrangements**
- Performance Framework will be issued ASAP and will reflect **key performance information**, complementing the Minimum Data Set (MDS)
 - Templates – focus on areas of risk
 - Collaboration across HB and public sector boundaries.

- Enablers and Influencers**
- A Healthier Wales – Accountability Review
 - NHS Wales Joint Commissioning Committee
 - Value and Sustainability Board
 - NHS Executive – phase two
 - Social Partnership and Public Procurement (Wales) Act 2023
 - Health Service Procurement (Wales) Bill
 - Duty of Quality and Duty of Candour

- Core Supporting Functions and Triangulations**
Plans must take advantage of transformation, innovation, partnership/regional working and **digital opportunities**.
- ✓ Embrace the Accelerated Cluster Development and Regional Partnership Board Plans
 - ✓ **Strengthen 'Once for Wales' arrangements for digital**
 - ✓ Maximise opportunities for regional working;
 - ✓ Redistribution of resources to community and primary care;
 - ✓ Maximise opportunities offered by **key policies** – ie **Further Faster**;
 - ✓ Increasing administrative efficiency, to enable a reduction in administrative/management costs as proportion of the spend base.

Ministerial Priorities

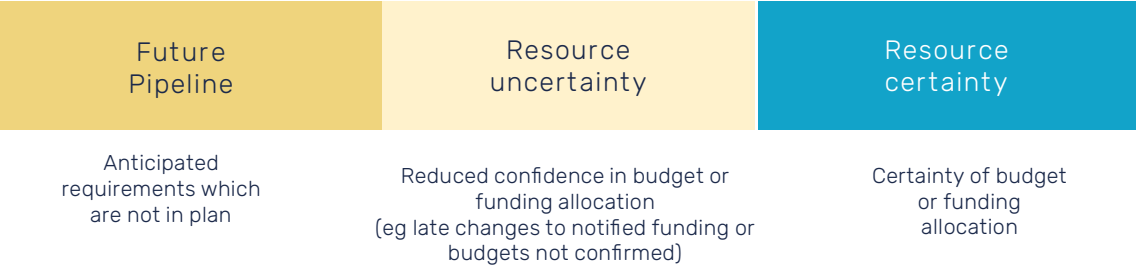
Priorities	2023-2024 Achievements	2024-2027 Plans
Enhanced Care in the Community - Focus on reducing delayed pathways of care Primary and Community Care - Focus on improving access and shifting resources into primary and community care	- First go live of Electronic Prescription Service (EPS) in Primary Care (GPs to community pharmacists) - NHS Wales App for patients – All GP surgeries onboarded, >100k users	- Commence national phased roll out of EPS - NHS Wales App further roll and extra features - Digital development for dentists and optometrists - Shared community and social care record
Urgent and Emergency Care Focus on delivering the 6 Goals Programme	- Testing the Welsh Intensive Care Information System - Developing emergency care dashboards - Developing emergency care data set	- Rolling out the Welsh Intensive Care Information System - Data modelling for urgent and emergency care
Planned Care and Cancer Focus on reducing the longest waits	- E-prescribing in secondary care – all health boards have issued invitations to tender - Welsh Clinical Portal enhancements– radiology and cardiology test requesting, - Welsh Nursing Record in 80% of adult wards - Cancer replacement solution – built palliative care module - BCU single instance of Welsh Patient Administration System	- Co-ordinate shared learning and technical inter-dependencies as organisations implement e-prescribing - Welsh Clinical Portal extend content through APIs and add new features - Welsh Nursing Care Record for Paediatrics - Welsh Patient Administration health board boundary change reconfiguration - New / enhanced diagnostics systems
Mental Health, including CAMHS Focus on delivery of the national programme	Looked after Children, Mental Health National dataset work and substance misuse project underway	- Mental health digital discovery - Shared community and social care record
Underpinned by 	- Cyber Leadership Role - Data Centre Moves - Care Data repository and national data and analytics platform - Initial standard 'plug ins' into our systems (APIs) - Information Governance	- Cyber security enhancements - Move to the Cloud - Populating our platforms with more data - Accelerating APIs to provide an 'Open Architecture' - Implementing DHCW IG Strategy

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Planning Approach

Principles

- 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.



- 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 partner organisations such as Welsh Government, National Programmes, Health Boards/Trusts and Social Care Wales, Health Education and Improvement Wales, NHS Wales Shared Services Partnership – gathered from meetings, peer groups and new service requests during 2023 and 2024.
- 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 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. Late changes to the final DPIF allocation 2024/25 has created uncertainty around Yr 1 deliverables and medium term roadmaps which is reflected in the submitted IMTP. This will 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 can be 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 presents a risk to delivery of our services.

Complex Interdependencies. The integrations between digital systems in health and social care are extremely complex. This can result in unexpected delays which may be difficult to mitigate, for example, when systems are provided by third parties.

Information Governance – Without a legal gateway that is fully transparent for the use of identifiable Welsh resident information, DHCW, Programmes such as the NDR and Value in Health, will not be able to derive the full benefits of their assigned responsibilities to collect, process and disseminate information for service improvement, innovation and research.

Portfolios	Plan on a Page 2024-27					
	QTR1	QTR 2	QTR 3	QTR 4	2025/26	2026/27
1.1 Data Platform and References Services	Care Data Repository population					
	National Data and Analytics Platform population					
1.2 Open Architecture and Interoperability	Implement and establish product and platform roadmaps				Future priorities are subject to sustainable funding confirmation	
	Staff Identity Approach – single lifetime digital identity					
	Onboarding and Implement APIs					
1.3 Protecting Patient Data	Welsh Accord for Sharing Personal Information accreditation					
		Clinical risks standards implementation planning				
1.4 Sustainable and Secure Infrastructure	Transition to Cloud					
	Cyber Improvements Plan					
2.1 Public Health		Prioritised product roadmap for National Immunisation Framework for Wales				
2.2 Primary, Community and Mental Health	Procure replacement products for national community system				Future priorities are subject to sustainable funding confirmation	
	Mental Health Digital – initial business case	Shared Care record for social care, community and mental health – initial phases				
2.3 Planned Care	Welsh Patient Administration Boundary Change configuration (other national systems not funded)					
		Maternity System procurement				
2.4 Urgent and Emergency Care	Intensive Care system implementation					
2.5 Diagnostics		Laboratory Information Management System implementation				
		Deliver national elements and support implementation of a new radiology system				
2.6 Digital Medicines	Roll out of electronic transfer of prescriptions from GPs to community pharmacies				Future priorities are subject to sustainable funding confirmation	
	Support readiness of organisations to implement a secondary care e-prescribing system					
3.1 Health and Care Professions	Electronic requesting expanded across specialties				Future priorities are subject to sustainable funding confirmation	
	Future phases of Cancer Informatics Solution					
3.2 Patients and the Public	NHS Wales App. Continue to develop and enhance by adding to the core functional services for patients and the public across care settings					
4.1 Research and Innovation	Support clinical trials – Find recruit, follow up service		Ongoing agreements with academic research and industry partners		Ongoing agreements with academic research and industry partners	
4.2 Value from Data	Data analysis and reporting for strategic programmes and public health		Explore natural language processing opportunities	Data analysis and reporting for strategic programmes and public health	Future priorities are subject to sustainable funding confirmation	

Mission 5 Enablers : People and culture, finance, sustainability, stakeholder engagement, quality and safety, governance, performance, assurance and commercial services

Business as Usual

A substantial part of DHCW's work falls under 'Business as Usual' (BAU), encompassing the maintenance of 100+ essential services that operate around the clock. These services are critical for users, ensuring seamless input and access to vital clinical and administrative information for safe and effective patient treatment.

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.

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.

Ongoing running and maintenance aims for availability targets of 99.999%. Work includes security patching, management of service backups, disaster recovery planning, planned and unplanned changes, minor configuration management, daily service checks and ensuring our people are trained to constantly be up to speed with developments in digital.

Business as usual activities are undertaken by our application support, service desk, cyber resilience and data teams and supported by enablers such as finance, people and organisational development and specialist commercial teams.

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.

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 architectural component upgrades, major configuration management and technical risk mitigations.

Managing Changes to Our Plan

We have an established approach to managing changes to our plan, which enables us to track complex interdependencies between teams across our organisation. As well as internal prioritisation, changes can be driven by external factors, such as supplier dependencies, delivery partner capacity and timelines, and changes to funding. For 2024-25 there have been late changes to some funding assumptions which we will need to manage through change controls during the year.

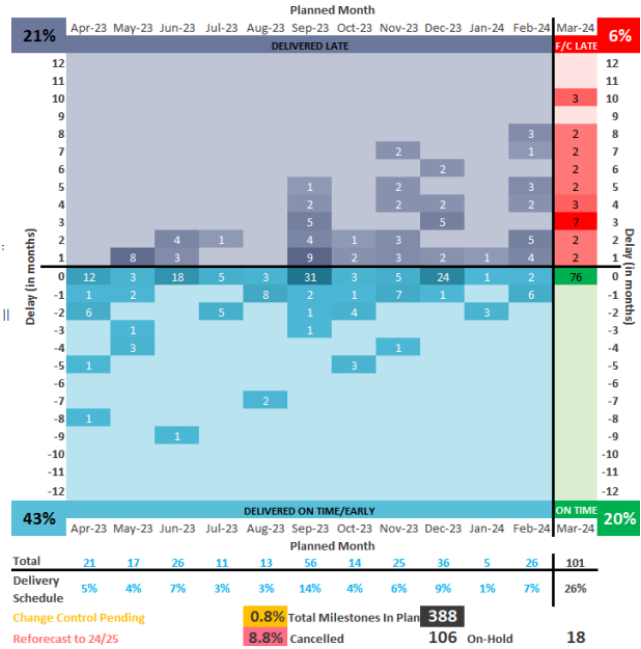
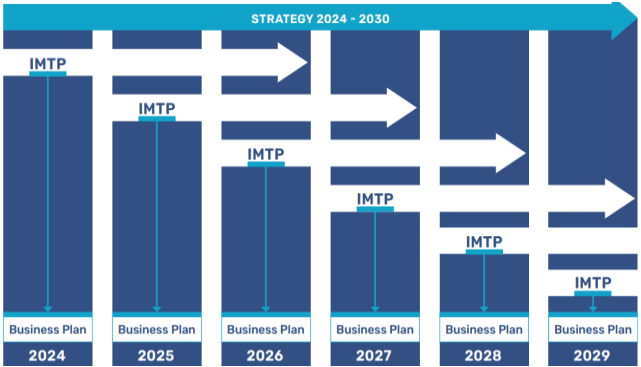
Background

2024-25 Funding Allocations: We receive several funding streams from Welsh Government. Our Core, COVID and Primary Care funding has been formally confirmed and is consistent with the published planning assumptions, which included an anticipated 3.67% uplift in Welsh Government and Service Level Agreement funding. Our IMTP includes several digital transformation programmes which are funded by Welsh Government through the Digital Priorities Investment Fund. Our IMTP has been drafted on anticipated funding of £36.4m for these programmes, but following dialogue through February, Welsh Government has confirmed a controlled total of £28m, which is a reduction of £8.4m, or around 23%.

Planning process: Our IMTP planning process starts in October. Over several months we undertake a structured and detailed process, involving hundreds of people across our organisation, to confirm our prioritised delivery plans against anticipated resources. We assure and manage the delivery plans in our IMTP through 500+ delivery milestones. We work with more than 30 resource teams in our organisation to assess and confirm resource requirements, which are then fixed into team work plans. This gives us assurance that we are able to deliver against our IMTP, and against programme plans. Our partners also rely on this process, since we work very closely with them to deliver national programmes and live services.

Managing changes: Work plans are highly interdependent – making changes means reassessing architectural, operational and cross organisational dependencies. Our six month planning process concludes in March with formal submission to the SHA Board for approval, prior to submitting our IMTP to Welsh Government. It is therefore very difficult to quickly adjust our IMTP delivery roadmaps, especially following significant changes to funding allocations and assumptions. Given the scale of the reduction to DPIF funding, there will inevitably be an impact on delivery of our IMTP plan, on programme delivery plans, and our partners’ plans.

Approach for 2024-25: We have established mechanisms for managing changes to delivery plans and milestones, which we will use to manage impacts and to prioritise resources. We will use the submitted IMTP as our baseline document, as we do each year, but there will be a much greater volume of change controls in Q1 than is usual, as we work through the impact of reduced funding. These changes will be reported through our regular governance arrangements, as will any further adjustment as teams become more or less constrained.





GIG
CYMRU
NHS
WALES

Iechyd a Gofal
Digidol Cymru
Digital Health
and Care Wales

Strategic Objectives

To deliver our future infrastructure and architecture by 2030, we will:

- Move all our data stores and services to the NDR platform to create a single national Clinical Data Repository
- Redesign our applications and services to a clean architecture which is secure by design and based on open standards
- Extend data standards and data components to social care and other partners
- Establish an all-Wales framework for sharing health and social care data
- Move all our live services to the cloud and close our datacentres

Mission 1

PROVIDE a platform for enabling digital transformation

Mission 1 : provide a platform for enabling digital transformation

Wales collects large amounts of health and care data, but it is often fragmented. The Welsh Government recognises the need for better data use. A barrier to data sharing is a lack of technical standards. DHCW plans to address this by implementing a cloud-based 'open platform' architecture design and national standards, through the National Data Resource (NDR) programme. This will improve data storage and reusability, reduce dependence on certain suppliers, make data more portable and secure, and enable analytics and research.

1.1 Data Platform and Reference Services

- We will store structured data in a Care Data Repository to enable a single view of an individual's health and care record.
- We will acquire care data into a National Data and Analytics Platform to support data-driven insights and improve patient outcomes.

1.2 Open Architecture and Interoperability

- We will extend our architectural building blocks and application programming interfaces (APIs) , making our architecture available to partners and suppliers in a secure, rules-based approach
- We will develop our approach to managing a life long NHS staff digital identity.
- We will publish new APIs allowing more clinical data of a better quality to be available to enhance clinical decision making.
- We will develop our open architecture onboarding, providing a clear process for organisations to access it safely and compliantly.
- We will build a data and integration hub to allow data to move securely and safely across organisational and geographical boundaries.

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 (NIIAS), providing Data Protection Officer (DPO) advice to GPs and delivering compliance via the IG Toolkit for Wales.

In addition, we advise on data law and publication to ensure compliance with information governance standards.

- We will develop a strategy that defines the National IG framework for Wales to enable safe sharing of patient information. Patients can be assured that Health and Social Care data held about them is protected.

1.4 Sustainable and Secure Infrastructure

DHCW provides an extensive national infrastructure across NHS Wales.

- Services will transition to the cloud, subject to business case approval.
- We will replace and upgrade aging infrastructure.
- DHCW 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.

Mission 1 :

Focus on :

The **National Data Resource (NDR)** programme aligns with 'A Healthier Wales' policy commitments for a more integrated approach to data. The vision involves Wales leading innovation in health and care, utilising data for decision-making, and supporting clinicians, carers, and decision-makers with insightful recommendations.

The NDR serves as a key enabler to enhance patient experience and service outcomes, with big data capabilities and ensuring faster, more accessible data through cutting-edge solutions.

We are focussing on populating our new national cloud data platform, migrating data from our current datawarehouses, maintaining the platform data catalogue, embedding operational maintenance processes, supporting local data platforms and extending data standards.

The NHS Wales **open architecture** will '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'. (Digital Architecture Review.) We have developed architecture building blocks as the foundational components of our architecture, on which current and future digital applications and services are built. We have also made available our initial tranche of APIs and will extend this over the next few years.

We will onboard and implement APIs to link more system data, eg appointment booking, admissions data and those linking to the NHS Wales App. We will establish product roadmaps, such as a new integration hub and further adopt open standards. This will help incorporate more patient data into the shared health and care record and our structured approach to onboarding will help ensure data quality, patient safety, and data protection.

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

Cyber Security. DHCW procures and implements cyber threat monitoring tools, offering extensive security advice to health partners. These tools and processes detect and prevent cyber attacks, safeguarding clinical data from theft or destruction.

DHCW's security framework is based on the Security of Network and Information Systems Regulations (NIS Regulations), the Cyber Assurance Framework (CAF), and ISO27001. CAF is a legislative requirement for DHCW.

We host the NHS Wales Cyber Resilience Unit, operating with distinct managerial and governance structures, to provide continuous cyber security assurance and report on the 'cyber posture.' We will continue to protect our NHS data and introduce cyber solution improvements.

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



WASPI. We will develop the Wales Accord on the Sharing of Personal Information (WASPI) into an approved Information Commissioner's Office (ICO) Code of Conduct. The (WASPI) framework provides a range of tools, including an established information sharing assurance process to help organisations providing public services share personal information effectively and lawfully.



Cloud Transition. All future solutions prioritise the cloud as the deployment destination for Platform as a Service (PaaS) and Software as a Service (SaaS). Provider selection is based on marketplace capabilities, with a single provider identified for Infrastructure as a Service (IaaS). Services are user-centric, aiming for rapid delivery across various devices and locations. In the absence of SaaS, applications will be developed and hosted on PaaS, utilising IaaS only when PaaS and SaaS options are unavailable.

Business access to cloud innovation will be expedited through user-driven self-service consumption within approved offerings. Teams will be equipped with cloud skills, supporting ongoing learning. DHCW will leverage cloud flexibility and scalability to optimise resource usage.

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 and symptoms.
- 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.

1.1 Data Platform and Reference Services 2024-27

QTR1	QTR 2	QTR 3	QTR 4	2025/26	2026/27
Care Data populating into the Care Data Repository with standards-based APIs, supporting an open and interoperable architecture. <i>(Priorities below.)</i>					
Medicines and Allergies	Patient Reported Outcome Measures	Encounters and Diagnostics		Further priority data acquisition into care data repository	
Care data populating into the National Data and Analytics Platform (NDAP)					
Provide toolkit for supporting data acquisition / migration into National Data and Analytics Platform	Deliver national data catalogue	Data migration from existing DHCW national data warehouse into the National Data and Analytics Platform	Enable use of AI tooling in production	Further data acquisition/migration into the National Data and Analytics Platform	
Supporting Local Data Resource work. Enable the sharing of data between national and local data platforms through the National Data Resource programme.					
FHIR interoperability - ongoing development and publication of the NHS Wales FHIR implementation guide					
NHS Wales Terminology Reference Service infrastructure redesign					
Discovery, plan development and definition of a national secure data environment (SDE) solution (research analysis platform)		Launch an SDE managed service to enable interorganisational data collaboration		Ongoing delivery of governed, secure and ethical collaborative data study capabilities	

Pipeline

- Uk medical device data requirements
- Moving to the ICD 11 coding system

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 multiple software developers and suppliers to plug into DHCW digital solutions thus speeding up delivery of benefits from innovative digital care
- Avoid lock-in to a few suppliers ensuring multiple suppliers can contribute to a rich patient record and provide innovative solutions more quickly
- More structured data populating our repositories means better quality information for clinicians to make optimal decisions

1.2 Open Architecture and Interoperability 2024-27

QTR1	QTR 2	QTR 3	QTR 4	2025/26	2026/27
Architecture Development					
Establish product and platform roadmaps non radiology imaging storage Welsh Results Reports Service Welsh Care Records Service				Future priorities are subject to sustainable funding confirmation	
Implement product and platform roadmaps Integration Hub: implementation of the new data and integration hub Clinical Data Engine: operationalise a 'Clinical Data Engine' including any transition from relevant services					
Implement initial phase of patient identity and demographics roadmap Establish business case for transformation of Welsh Clinical Communication Gateway and primary care gateway services					
Open standards development Develop FHIR profiles for Shared Medicines Record and paediatric nursing Clinical data modelling to support cancer programme, colposcopy and paediatric nursing					
Staff Identity Complete discovery and begin developing our staff digital identity approach to improve staff experience and enable a single lifetime digital identity					
Develop our Enterprise Architecture - Through the new Technical Design Authority, commission and develop our enterprise architecture assets including architecture principles, standards, patterns and catalogues.					
Upgrade existing middleware platform					
API products					
Onboard APIs for Digital Services for Patients and the Public				Future priorities are subject to sustainable funding confirmation	
Develop additional APIs for national products					
Publish prioritised roadmap APIs via the API Gateway					
Onboarding products					
Launch Wales Digital Platform	Iterate and improve our Wales Digital Platform, our outward facing website for consumers of APIs and interested public, including a developer portal				
Iterate and improve our onboarding processes for API consumers and providers					

Mission 1

Provide a platform for enabling digital transformation

Drivers

- Information sharing for patient care and information intelligence
- UK 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.)

1.3: Protecting Patient Data 2024-27

QTR1	QTR 2	QTR 3	QTR 4	2025/26	2026/27
Business as Usual					
Primary Care Information Governance Support – supporting Data Protection Impact Assessments, tool kits, auditing and monitoring for strategic primary care programmes, such as eyecare, dental, community pharmacy, GPs using the Welsh Clinical Portal, and primary cluster development initial agreed priorities.					
GP Data Protection Offi cer Service – ongoing provision					
Information Governance Toolkit – maintaining the toolkit for use by organisations that want access to patient data in order to deliver efficient health and care services					
Wales Accord for Sharing Personal Information (WASPI) ongoing provision as current					
Standards Compliance (BS10008) – Legal admissibility and retention of electronic information					
National Intelligent Integrated Audit Solution ongoing operations					Establish Funding Model prior to end of contract in 2026
Information Services – continue to support DHCW to deliver its responsibilities for data acquisition, data warehousing and information services while seeking opportunities to rationalise and streamline governance and assurance processes.					

New (DHCW Information Governance Strategy 2023 to 2026)

Wales Accord for Sharing Personal Information. Deployment of code of conduct for Public Services accredited by the Information Commissioners Office (ICO)		WASPI – Code Owner and Monitoring Body Established	WASPI – Application for Code Membership set up and Public Services onboarded
Policy and Governance – Establish DHCW's role and responsibilities for data policy development.		Delivery of a data policy programme.	
IG Toolkit – extend toolkit to support other NHS contracted service providers, such as eyecare, dentists and prisons		Further IG Toolkit launches	
	Data Protection Offi cer Service – Implement any agreed service model for community Pharmacies		
Information Sharing Gateway – develop a digital tool whereby IG data collections and workflows are recorded digitally, such as Data Protection Impact Assessments, Information Sharing Templates and Agreements,			
Information Governance Training- expand training provision into structured layers		Design and Build All Wales IG Training Framework	
Clinical Risk Management Standards. Preparatory work ahead of implementation of standards DCB 0129 and DCB0160 aimed at organisations that deliver and maintain Health IT Systems and the need to evidence clinical safety			
DCB Standards Draft sent out for consultation to Health Boards/Trusts	Planning for DCB standards implementation		

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

1.4: Sustainable and Secure Infrastructure 2024-2027

QTR1	QTR 2	QTR 3	QTR 4	2025/26	2026/27
Transition Services to the Cloud. Develop detailed plan and move services to the Cloud as per plan and associated change in skills and working practices				Move services to the Cloud as per plan	
Migrate Test and Development systems onto cloud native infrastructure platforms					
Cloud Centre of Excellence. Develop a proposal to set up a Cloud CoE and develop standards and controls which other organisations can use.					
Cloud Team. Embedding the cloud operational management team		Continuous optimisation and exploit opportunities to further embrace cloud services			
Data Centres Complete Data Centre 2 migration including decommissioning legacy data hall				Consider options for rationalising data centre provision	
Lifecycle management. Manage the migration of workloads from aging infrastructure and decommission aging systems.				Lifecycle management. Manage the migration of workloads from aging infrastructure and decommission aging systems	
Cost Avoidance. Explore and implement cost saving and cost avoidance options for large infrastructure contracts. eg server virtualisation, application delivery, and multi factor authentication.					
Infrastructure strategies: Cloud Networking Strategy and High Availability/Disaster Recovery Strategy for Cloud.					
Internet and Remote Working Solutions. Develop options for alternative / improved provision for NHS Wales				Firewall replacements	
Cyber. Onboard NHS Wales systems to a replacement security information and event management system					
National Public Key Infrastructure (PKI) procurement	PKI national implementation				
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					
		Cyber incident response exercise (DHCW)	Cyber incident response exercise (All Wales)		
Implementation of remaining Cyber improvement solutions as per Cyber 3 year plan					
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. Continual refresh of user devices (including 3000 GP computers) and further adoption of Cloud services				Continual refresh of user devices	
Implement User Experience Management solution and use this to explore options for reducing our carbon footprint					
M365 Centre of Excellence. Migrating all email security infrastructure to Cloud				Decommission on-premise email infrastructure	



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Strategic Objectives

To provide world-leading digital services, by 2030 we will ensure that:

- All prescribing and medicines management in Wales is digitally enabled
- All our digital health systems and major social care systems flow data to and from the NDR platform
- Our core health services are consolidated into a single all-Wales Electronic Health Record application
- Our core social care services are consolidated into a single all-Wales Electronic Social Care Record application

Mission 2

DELIVER high quality digital products and services

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). The sharing of data through digital supports the key transformation programmes set up to deliver this vision.

2.1 Public Health

Our systems support public health screening and vaccines programmes in particular.

- We will work with the national Vaccine Programme Wales on implementing funded digital transformation requirements identified during discovery including new priority vaccines
- We will continue to run our existing systems for vaccines, child health and screening services - supporting consistent, standardised data collection which helps protect against infections and, for screening, means earlier, faster diagnosis to improve survival outcomes.

2.3 Planned Care

The vision for planned care in Wales aims to meet the clinical need of the patient from effective referral through to treatment. DHCW supports this 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 work on datasets supporting outpatient modernisation
- We will support the digital systems implications of a local health board boundary change
- We will act on the outcome of a maternity system business case
- We will decouple modules from our patient administration system for a cleaner applications roadmap

2.2 Primary, Community and Mental Health

DHCW manage the GP systems contract, and have built, procured and/or programme managed systems for community pharmacists, dentists, community health, mental health and social care staff. This allows 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.

- We will plan our move to a new community care solution and develop requirements for a shared record for community and social care. We will focus also on mental health digital and data requirements.
- In primary care we will prioritise GP clinical system migrations, aiming to minimise the impact to practices and patients and work with the Strategic Programme for Primary Care around modelling demand and capacity in support of their aim to provide people with access to seamless services delivered as close to home as possible.
- We will work on an Eyecare system procurement
- We will develop a Dental Access Portal to help patients seeking routine services

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.

- We will finish developing the Welsh Emergency Care Data Set
- We will respond to requirements from the Welsh Ambulance Service and Six Goals programme
- We will roll out an intensive care information system

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. 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.

- We will roll out the new laboratory information system (LIMS2.0), while dual running and planning to decommission the current services (WLIMS). This means better access to test results improving patient care and clinical safety through improved information sharing across boundaries.
- We will deliver national integrations and data migrations and support the configuration and roll out of the new radiology system (RISP). This combines picture archive and communication, patient dose management and radiology information management functionality into one system rolled out across Wales by 2026.
- We will support the outcome of a business case for a digital cellular pathology system and look to procure a replacement point of care testing solution
- We will continue to make available new diagnostics reports via our national repositories



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 Specialist

2.6 Medicines

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.

The portfolio brings together four national programmes and projects that will deliver the benefits of a fully digital prescribing approach:

1. Electronic Prescription Service (EPS) in primary care – delivering the electronic transfer of prescriptions without the need for a paper form
2. Electronic Prescribing and Medicines Administration (ePMA) – implementing new digital systems in every ward in every hospital in NHS Wales
3. Shared Medicines Record – building a single record of medicines for every patient in Wales that is easily accessed and shared when needed
4. Patient Access – developing medicines functionality within the NHS Wales App including ordering repeat prescriptions and nominating a pharmacy of choice.

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



Mission 2 :

Focus on :

Primary Care Strategy

In primary, community and mental health settings we manage the national contract for GP systems, and we provision community systems such as choose pharmacy and dental referrals. We are expanding to provide enabling services such as M365 to community optometrists, as well as using new technologies to develop services such as building a platform for patients to enrol for an NHS dentist, to receive routine services.

We have published our Primary Care Strategy that sets out how we will build the organisational platform from which we can deliver digital products and services with improved value and benefits to our stakeholders. While we build on existing services, we will also expand to become more than a digital delivery organisation; this includes developing a health informatics research and reporting capability, enabling access to information and analysis to inform decision making, as well as establishing a digital futures team to help shape technology choices, seeking out good practice and innovation. Our focus will be on the end user and providing products that meet their needs, are compliant and safe, and ready at the time they are required. We are committed to working with our stakeholders from creation of the delivery plan to achieving the planned outcomes.

We are working with local authorities and health boards across Wales to lead a digital transformation programme for community and social care information, which completed a strategic review in 2023, setting a new direction of travel. The Connecting Care programme will deliver replacement applications for social care, community care and mental health practitioners, and join up data and information through a shared care record.

We have established a new primary, community and mental health directorate to drive our work in this area.

Planned Care Modernisation

Planned care modernisation starts with effective referral management to ensure that those most in clinical need are referred to the appropriate setting, treated appropriately at the right time, at the right place, whilst giving more choice to the patient and measuring what's important.

Our services such as the Welsh Patient Referral Service and the Welsh Patient Administration System play a key part in planned care modernisation and support delivery of appropriate, timely treatment by recording where the patient is on their route from primary through to secondary care. This includes sending electronic referrals and the administration of outpatient appointments and hospital admissions. Digital services can be used to identify where patients are facing unacceptable delays in treatment and support the planning of NHS services to meet the needs of patients. Our services also help through:

- building new pathway datasets into systems to record what's important and supporting improved decision making
- automating referral workflows including the prioritisation of referrals and feeding back metrics to support service re-design decisions
- reconfiguration and joining up of systems to support health board boundary changes.
- a fuller picture of Wales/England cross border patient health
- increasing visibility of the maternity record as women move across organisational and national boundaries

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



Mission 2

Delivering high quality digital products and services

Drivers

- Public Health Wales Strategy 2023-2035
- National Immunisation Framework for Wales 2022

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
- Improved uptake of vaccinations means better vaccination intelligence to enable education and public confidence.

2.1: Public Health 2024-27

QTR1	QTR 2	QTR 3	QTR 4	2025/26	2026/27
Business as Usual					
Vaccines – Support routine and planned vaccine requirements such as HPV, Covid, flu.				Support routine and planned vaccine requirements	
Child Health – Maintain system and undertake a Child Health requirement review					
New					
Newborn Screening Services – Stabilising the Newborn Screening System (blood spot and hearing)					
National Immunisation Framework for Wales – digital discovery	Prioritised product roadmap for National Immunisation Framework for Wales				

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
- DHCW Primary Care Strategy
- NHS Wales eye health care future approach for optometry services

Outcomes

- Service transformation through digital opportunities.
- Delivery of products and services that support end users in their day-to-day work delivering patient care, informed by user-centred design
- A focus on primary care data to inform population health planning
- Deriving intelligence from data through integrated and enhanced analytics
- 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

Pipeline

- Digital solutions for district nursing
- Digital solutions for Allied health Professionals
- GP data standards – Transition from legacy Read coding within GP practice clinical systems to SNOMED CT standards.

2.2: Primary, Community and Mental Health 2024-27								
QTR1		QTR 2		QTR 3		QTR 4	2025/26	2026/27
Choose Pharmacy. Maintain system.								
Choose Pharmacy. Modernise the technology platform of the Choose Pharmacy solution for community pharmacies								
Electronic transfer of prescriptions from GPs to community pharmacists - See <i>Timeline 2.6 Medicines</i>								
National Community System. Initiation of the plan to replace the current community application. Completion of procurement activities for social care replacement and implementation underway. Completion of discovery and requirements gathering for health products with procurement activities delivered.							Completion of implementation for first adopters of social and health care products	Completion of implementation of social and health care products
Shared Care Record Develop requirements for shared care record for social care, community care and mental health		Shared Care Record Initiation and delivery of the plan to develop a shared care record for social care, community care and mental health.				Ongoing implementation of shared care record for social care, community care and mental health		
				Mental Health Data Evaluation of mental health and substance misuse pilots				
Mental Health Digital Development Develop a business case for mental health digital development		Planning and further phases of discovery for mental health digital development working up to a full business case				Initiation of programme of work to deliver outstanding developments not included in National Community System.	Ongoing programme of work to deliver outstanding developments not included in National Community System.	
All Wales GP systems migration - Safely migrate practices to new GP systems, aiming to minimise impact to practices and patients								
Primary Care Capacity Working in partnership with the Strategic Programme for Primary Care and the NHS Executive to deliver a national demand and capacity modelling tool for General Medical Services							The majority of this portfolio has been commissioned by Welsh Government and is dependent on a sustainable funding model	
Dental Access Portal -to provide a digital central allocation list for patients seeking routine services from an NHS dentist								
Dental e-referrals: building integration to enable referrals to be sent to secondary care								
Eye Care system procurement								
Community Optometrists - implementing Microsoft 365 as an enabler for future digital initiatives								

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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

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

- Wider sharing of data with England - request health care record data from other NHS healthcare organisations
- Lymphoedema

2.3: Planned Care 2024-27					
QTR1	QTR 2	QTR 3	QTR 4	2025/26	2026/27
Business As Usual					
Publication of further data sets to support outpatient modernisation eg around waiting lists, discharge and pathways					
Hospital Initiated Referrals. Ensure pathway efficiencies by maximising output from our patient referral solution					
New					
Outpatient data modernisation- Application of data changes to all relevant systems					
Boundary change. Support Cwm Taf Morgannwg and Swansea Bay health boards with configuring WPAS (patient administration)				Boundary change	
Boundary change. Support Cwm Taf Morgannwg and Swansea Bay health boards with configuring other national systems					
Welsh Patient Administration System - rearchitect for cloud hosting.					
Maternity: Consider outcome of Digital Maternity Cymru Outline Business Case	Maternity System Procurement			Maternity implementation and support	
Finalising Cross Border sharing of patient information from Powys with and from England					

Mission 2

Delivering high quality digital products and services

Drivers

- Six Goals for Urgent and Emergency care (2021 – 2026)
- Quality Statement for Care of the Critically Ill (2021)

Outcomes

Better access, availability and analysis for urgent and emergency 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

Pipeline

Welsh Emergency Care Data Set Programme

2.4: Urgent and Emergency Care 2024-27

QTR1	QTR 2	QTR 3	QTR 4	2025/26	2026/27
Respond to future digital requirements from Welsh Ambulance Service, including the 111 service					
Emergency Care : Welsh Emergency Care Data set published					
Respond to future digital requirements from the 6 Goals for Urgent and Emergency Care - for emergency department IT system(s).					
Intensive Care: Implement a clinical system to digitise and transform ICU departments across Wales				Further implement a clinical system to digitise and transform ICU departments across Wales	

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

- Respiratory health Integration: secondary care lung function tests, primary care lung function tests (Spirometry), secondary care lung function test reporting
- Digital cellular pathology
- Cardiac PACs

2.5: Diagnostics 2024-27

QTR1	QTR 2	QTR 3	QTR 4	2025/26	2026/27
NEW					
	Laboratory Management Product available – much enhanced laboratory information management system		Laboratory Management. Rolling out laboratory information management system (LIMS 2.0)		Laboratory System – start re-procurement
				Decommission previous laboratory management information system infrastructure	
Radiology system. Work with health boards and the National Imaging Academy Wales to support the implementation of a new radiology system across Wales. The system will include picture archiving, radiology information, obstetrics and patient dose management.					
			Radiology System. New product available		Radiology System – start re- procurement
				Decommission existing radiology management system (Radis)	
		Welsh Point of Care Testing – reprocurement business case		Welsh Point of Care Testing – contract award	Welsh Point of Care Testing – readiness and implementation
Diagnostics artificial intelligence – Contribute and collaborate on opportunities					
Electronic test requesting – See Timeline 3.1			Enhance the national availability of diagnostic results and reports into national repositories <i>See Timelines 1.2 and 3.1:</i>		
Endoscopy – endoscopy electronic test results in national repositories in remaining health boards					

Mission 2

Delivering high quality digital products and services

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

- Pharmacy Stock Control System procurement
- Closed Loop Medicines Administration
- Systematic Anti-Cancer Therapies

2.6: Medicines 2024-27

QTR1	QTR 2	QTR 3	QTR 4	2025/26	2026/27
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 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. Working with all systems which record medicines data to adopt the medicines, allergies and intolerances data standard which is necessary for populating the single record of medicines and allergies.				Building a single record of medicines and allergies.	
Electronic transfer of prescriptions: Commence national phased roll out covering electronic signing and transfer of prescriptions from GPs to the community pharmacy or appliance dispenser of a person's choice.	Further roll out of electronic transfer of prescriptions			Continue electronic transfer of prescriptions roll out – dependent on sustainable funding	
Assurance of community pharmacy systems suppliers – working with suppliers to enable the electronic transfer of prescriptions.				Assurance of independent prescribers patient medical record systems	
E-prescribing in secondary care – Managing technical dependencies (eg APIs) across Wales as local organisations implement e-prescribing and medicines administration on every ward, in every hospital in NHS Wales.				Continue Managing technical dependencies for E-prescribing in secondary care	
E-prescribing in secondary care - Coordinate the sharing of experiences, knowledge, lessons learned and best practice with Health Boards through communities of practice, forums of learning and events				Continue co-ordinate lessons learnt for E-prescribing in secondary care	
E-prescribing in secondary care - To support the readiness activities of health boards and trusts to implement an ePMA solution				Continue readiness support for E-prescribing in secondary care - dependent on sustainable funding	
Patient access to medicine information – implement prescription ready notifications and nominated pharmacy feature in the NHS Wales App					



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Strategic Objectives

To maximise use of the digital health and care record in 2030, and ensure digital services are being used everywhere, we will ensure that:

- A comprehensive single digital health and care record is used across all settings throughout Wales
- The NHS Wales App is used regularly by over a million people
- Users report a top-quartile satisfaction for our products and services

Mission 3

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

Mission 3 :

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

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

We will:

- continuously add more clinical content and drive access and uptake through development of APIs
- expand and increase uptake of electronic test requesting and results notifications and electronic sign off
- add new forms to our Nursing Care Record
- develop any future funded phases of the Cancer solution delivered in the Welsh Clinical Portal
- continue to work with NHS Wales partners as hosts of the Microsoft Centre of Excellence
- prioritise user centre design principles to improve and test user satisfaction and drive digital maturity

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, 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.

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 has set up the data and information architecture required to open up access to NHS held data in a safe, secure, and auditable fashion.

We will:

- continue to develop the NHS Wales App by adding to the core functional services for patients and the public supported by data interoperability and information governance
- conduct user research with patients and the public to test new features and provide feedback to enable continuous improvement of the NHS Wales App
- transition support of the NHS Wales App to DHCW
- onboard and connect third party suppliers
- work with partners including NHS organisations, Welsh Government, social care, third sector, industry partners and patients and the public to support service redesign

Mission 3 :

Focus on :

Cancer. DHCW are working alongside our key partners to develop any future funded phases of the Cancer solution in support of the Cancer Improvement Plan.

This ensures technology supports cancer information quality and visibility across Wales, acting as a key enabler to reduce harm and support integrated working and ensuring flexibility to meet changing service requirements. Our latest development is the build of palliative care functionality.

The Cancer solution is:

- improving access to cancer information along complex patient pathways and enabling cancer services redesign
- replacing the legacy CANISC system and putting cancer informatics onto a safer and more technologically resilient software and hardware
- improving national cancer data standards datasets – effective, efficient and timely world-class cancer health information
- exploiting opportunities for Big Data and further development of an infrastructure to support intelligence through the National Data Resource

Digital Maturity. Digital maturity is a measure of the value that digital and data bring to an organisation, encompassing the products and services that are available for use, how well used they are, and how valued they are by end users.

In the NHS in Wales we have supported health boards and trusts in understanding their level of digital maturity through an assessment using the Health Information Management Systems Society's (HIMSS) Electronic Medical Record Adoption Model (EMRAM), and through a usability survey conducted by KLAS research. These assessments form a baseline from which to continue measuring the digital maturity of the NHS in Wales. They also provide the foundations of the business cases underpinning future investment in Wales's Clinical Data Repository and Electronic Health Record.

Welsh Clinical Portal. The Single Record brings together digital projects and services through the Welsh Clinical Portal (WCP), including test requesting, results reporting, patient referrals, and management of patient information and assessments.

We plan to further increase access and usage of the Welsh Clinical Portal over the next three years and provide new functionality and more clinical data for users. Over a 12 month period* we have seen significant growth:

- Over 35,000 unique users WCP – an 11% increase
- Over 2.5 million patient care documents viewed – a 44% increase
- Over 194k Welsh GP Records viewed within the Welsh Clinical Portal – a 14% increase
- The last six months** saw 1.6mill pathology tests requested, 6.5 mill pathology results viewed, 2 mill radiology reports viewed and 400k images viewed.

Recent achievements include:

- Radiology electronic requesting extended to almost all health boards, with fast adoption to the first GP practices
- Cardiology electronic requesting launched in the first and second health boards
- GP Portal allows access to secondary care functionality and information at a patient level without needing to re-login.



Mission 3 :

Focus on :



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

The Welsh Nursing Care Record (WNCR) went live in April 2021, and is now live in all Health Boards and Velindre Trust across Wales – available in 80% of adult in-patient wards. With collaborative working between clinical professionals and DHCW, WNCR now has nine risk assessments, nursing notes and adult in-patient assessments digitised and will extend into paediatric wards over the next year. It has

- transformed nursing documentation by standardising forms and making them digital
- used the same standardised nursing language to reduce duplication and give back time to care for patients
- enabled nurses to complete assessments at the patient bedside on mobile devices
- met auditing needs and reporting requirements
- captured centrally information so data can be accessed anywhere irrespective of health board boundaries.

The Digital Services for Patients and the Public Programme (DSPP) is delivering an NHS Wales App, website, and technical platform, which enables patients and the public in Wales to access services digitally. This will support self-management and more efficient and sustainable delivery of health and care services.

The NHS Wales App was launched as 'public beta' in April 2023. Technical validation of GP systems continued during the summer, followed by accelerated onboarding of all GP surgeries since October 2023.

We have >100k users as at Mar 2024.



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

The Microsoft 365 Centre of Excellence helps NHS Wales organisations to be more productive by unlocking capabilities and maximising adoption of M365. This includes building solutions within the centre and helping organisations build their own solutions. The benefits include releasing cash back to NHS Wales, modernising and replacing legacy systems and improving cyber security and information protection. It also unlocks value through effective use of licencing through improving user lifecycle management and optimising licence allocation to avoid unnecessary license costs

Mission 3

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

Drivers

- A Healthier Wales 2019
- A Cancer Improvement Plan for NHS Wales 2023 - 2026
- 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.
- 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

3.1: Engaging with Users: Health and Care Professions 2024-27

QTR1	QTR 2	QTR 3	QTR 4	2025/26	2026/27
Business As Usual					
Content of digital health care record. Increase clinical information content and adoption by working with clinical networks and policy leads to prioritise clinical data storage and develop arrangements to source that data from suppliers.					
Remote and mobile working. Develop priorities from the Welsh Clinical Portal Delivery Group, such as the mobile version.					
Electronic requesting expanded across secondary and primary care, to cover specialties such as gynaecology, cytology, primary care, phlebotomy cloud hosting, spirometry, and integration with the new radiology system.					
Diagnostics test results notifications and electronic sign off - increase uptake across Wales					
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 including backlog improvements such as cross boundary records, multidisciplinary notes, allergies and adverse reactions.					
M365 Centre of excellence - derive value and efficiency from continuing to build M365 solutions with NHS Wales partners					
NEW					
Electronic Health Record roadmap - establish our strategy and roadmap for Electronic Health Record (EHR) provision including assessing existing national capabilities against a functional baseline for EHRs.				Welsh Clinical Portal in the Cloud.	
Nursing Care Record: Further digitisation across the patient lifespan in secondary care by developing paediatric forms.					
Cancer Solution. Finalise the development and implementation of cancer screening and colposcopy functionality.		Cancer Solution. Independent system review ahead of further development	Cancer improvement plan. Future years' priority deliverables .	Cancer improvement plan. Future years' priority deliverables .	
Cancer Solution. Continued roll out of cancer data sets, multiple disciplinary teams and palliative care functionality to all Health Boards					
Support paperless design for Radiotherapy treatments & improved connectivity for national patient data sharing		Decommission legacy cancer solution			
Microsoft 365 Centre of Excellence/Client Services - Establish a task force to explore how DHCW can leverage the use of AI in the workplace					
M365 Centre of Excellence -wider engagement with other public sector bodies including a public sector best practice sharing forum					
Commence re-negotiations for M365 contract					
Complete the M365 CoPilot early adopter trial					

Mission 3

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

Drivers

- A Healthier Wales
- Digital and Data Strategy for Health and Social Care in Wales 2023

Outcomes

- 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
- Enables the health and care system to be more efficient in the provision of care when and where it is needed
- 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

3.2: Engaging with Users: Patients and the Public 2024-27

QTR1	QTR 2	QTR 3	QTR 4	2025/26	2026/27
Patient facing health and social care applications. Driving forward service transformation to empower patients to manage their health and wellbeing via the Digital Services for Patients and the Public services supported by data interoperability and information governance				Patient facing health and social care applications. Driving forward service transformation to empower patients to manage their health and wellbeing via the Digital Services for Patients and the Public services supported by data interoperability and information governance	
NHS Wales App. Continue to develop and enhance by adding to the core functional services for patients and the public across care settings					
NHS Wales App. Continue to raise awareness of the NHS Wales App.					
User research with patients and the public to test new features and provide feedback to enable continuous improvement of the NHS Wales App				Continued user research and implementation of patient feedback	
Commence transition of NHS Wales App to DHCW operations				Support and further development including continuing the transition to DHCW	
Work with partners including NHS organisations, Welsh Government, social care, third sector, industry partners and patients and the public to support service redesign					
Onboarding and connection of third party suppliers via the Welsh Accreditation Process for Suppliers and Systems					



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Strategic Objectives

To support more research and innovation activity and to demonstrate its value, by 2030 we will have:

- An NDR Secure Data Environment which provides access for research while protecting privacy
- A national information and data insights service which demonstrates net benefit and value
- Deploy AI and automation, safely and ethically, to deliver year-on-year productivity improvements across NHS Wales

Mission 4

Drive better outcomes and value through innovation

Mission 4 : DRIVE better outcomes and value through innovation

4.1 Research and Innovation

- We will continue to deliver the four aims of our Research and Innovation Strategy 2022-25. 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. This includes a robust, transparent and assured R&I governance process for the prioritisation and management of all proposals, requests, programmes and collaborations - along with the resources, engagement mechanisms and support systems required. We will:
- maximise ongoing agreements with academic research and industry partners
- target strategic priority areas for R&I
- develop our e-Library collections
- look to support national research infrastructure to aid recruitment and data use in clinical trials

4.2 Value from data

This work focuses on the full life cycle of data from the acquisition and curation of data, the analysis of data to provide intelligence for informed decision making, to initiating actions that provide value through improvement in service delivery and population health. Our aims are described in our Information and Analytics Strategy and 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.

We will:

- continue to develop prioritised information dashboards and visualisations, with supporting analytics
- collaborate with the National Data Resource Programme to transition from the current data acquisition and warehousing to the cloud platform
- drive use of Natural Language Processing (NLP) and artificial intelligence
- deliver our Information and Analytics Strategy



Mission 4 :

Focus on :

Innovation

We have set up a more robust, transparent and assured R&I governance process for the prioritisation and management of all proposals, requests and collaborations. As part of the processes we have embedded, we are able to review our capacity and capability in the context of required resources, engagement mechanisms, costing of our input, and information governance support. 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 these well-established and emerging new data, infrastructure and skills support services and secure platforms for R&I provided by DHCW, to external agencies.

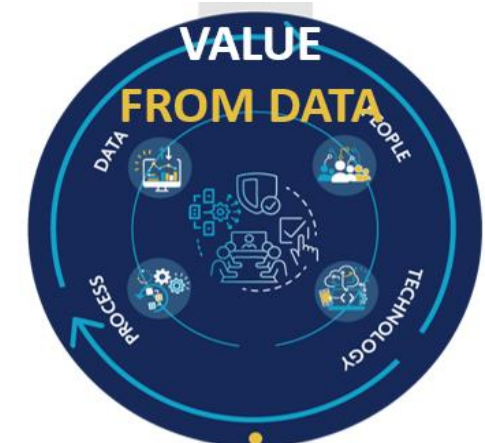
With information dashboards and analytics, data becomes intelligence which I can apply to my decisions and actions.
Which Means: I can see whether my policy is working on the ground and modify to the needs of the nation
Policy Lead

Value

We deliver information and analytics services to partners across Wales. As an Official Statistics Producing Body, we also publish official statistics relating to health and care in Wales. This helps our partners, like NHS delivery organisations, to deliver more value from data, using information tools which we co-developed with users. We have started moving our analytics data store to the NDR platform, and we have used low code tools from Microsoft and others to accelerate our development of dashboards, forecasting and modelling.

Through the advanced analytics learning programme we are investing in the future skills we will need to use new data and artificial technologies. We also work closely with the Value in Health programme, by co-developing dashboards which combine system and patient provided outcomes data to focus on specific clinical areas.

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 Planner



"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.



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
- NHS Wales e-Library Service Board

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
- Increased usage of e-Library resources for knowledge sharing

4.1: Research and Innovation 2024-27

QTR1

QTR 2

QTR 3

QTR 4

2025/26

2026/27

Business As Usual

Ensure a sustainable funding model including delivery funding, income generation opportunities and grants

Ongoing agreements with academic research and industry partners, including the Bevan Committee to collaborate on R&I projects - linked to prioritised commitments including monitoring of outcomes and impact

Ongoing review against wider R&I strategies and policies to target priority areas

Supporting the Secure Data Environment and linking to our existing R&I governance arrangements including a centralised front door for DHCW R&I activities

Develop collections and increase uptake and usage of the NHS Wales e-Library

New

Clinical Trials Data Element: Agreement and implementation plan for scoping of a 'Find, Recruit, Follow up' service to support clinical trial scoping, recruitment and data provision in Wales

DHCW as a Sponsor: Option appraisal to consider DHCW Sponsorship of studies.

R&I Learning: develop a learning plan for NHS Wales linking with academia and assess impact

National Innovation Infrastructure support: representation on Innovation Leads Group, supporting WG innovation action plan delivery and developing innovation training

Mission 4

Drive better value and outcomes through innovation

Drivers

Strategic Programmes:

- Six Goals – Urgent and Emergency Care
- Five Goals for Planned Care/ Transforming and Modernising planned care and reducing NHS waiting lists
- Welsh Value in Health programme
- The Strategic Programme for Primary Care and the Primary Care Model for Wales
- National Data Resource programme
- DHCW Information and Analytics Strategy

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.

4.2: Value from Data 2024-27

QTR1	QTR 2	QTR 3	QTR 4	2025/26	2026/27
Business As Usual					
Public Health. Continue to deliver the funded 'business as usual' data analysis and reporting for Public Health initiatives.					
Strategic Programmes. Deliver the funded 'business as usual' analysis and modelling of data in relation to major strategic programmes. These include Six Goals for Urgent and Emergency Care, planned and primary care and the population of data into a Health Intelligence Portal					
Official Statistics. Delivery of the Official Statistics publication plan					
Information and Analytics Strategy. Delivery of the 3 yr Information and Analytics Strategy					
		Build feedback and evaluation mechanisms into dashboards and the ad hoc request process to demonstrate value and aid ongoing system improvement			
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 and community care data. Ensure continued delivery of data and analytics to the wider stakeholder community for system recovery				Primary Care Data Quality Roadmap	
New					
Public Health. Consider new data analysis and reporting requirements for public health initiatives, including vaccines, subject to funding					
Strategic Programmes. Consider new data analysis and reporting requirements in relation to major strategic programmes including the Six Goals for Urgent and Emergency Care, the Cancer informatics programme and single cancer pathway, and a systemic anti cancer treatment dashboard.					
Clinical System dashboards: continued development of national dataset dashboards which have originated from DHCW clinical applications					
Natural Language Processing: explore, with partners, the possibilities of deriving value from electronic documents using natural language processing					



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Strategic Objectives

By 2030 we will have affirmed our position as a trusted partner and a high-performing organisation, by having:

- An academy approach to developing people through talent and leadership development programmes, aligned to Digital and Data Profession Capability Framework
- A secure, long-term financially stable position
- At least a 34% lower carbon footprint with a clear route to achieving net-zero
- Work with partners and stakeholders to deliver a prioritised pipeline of future programmes and projects
- Top quartile staff and stakeholder engagement

Mission 5

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

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 continue to implement our People and Organisational Development strategy and focus on leadership, talent and succession, recruitment pipelines, equality and diversity, and collaborative digital professional workforce planning with partners across NHS Wales. We will demonstrate our commitment to the Welsh Language scheme and encourage our people to learn Welsh. We will support the implementation of the cloud and a product approach by upskilling our people.

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.

5.3 Sustainability

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

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5.4 Stakeholder Engagement

Our stakeholders, partners and people are key. We will continue to work closely with our patient groups, health boards and trusts and other partners, to take forward the next generation of services needed to transform health and care delivery for the people of Wales. Through our joint plans and listening and learning approach, we will regularly review our partnership working and develop an engagement toolkit to support effective collaboration with all our partners.

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 came into force on 1st April 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 regular reports and developing training and processes in support of the Duty of Quality. Other legislative focus is on new regulations around medical devices.

5.6 Governance, Performance and Assurance

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

5.7 Commercial Services

DHCW run specialist complex procurement and contracting services to support the delivery of Digital Transformation across NHS Wales. This ranges from contracts to maintain national central hosted services including people-based contracts and the procurement of replacement or new national clinical solutions which underpin patient care and any new policy initiatives. A Commercial Services strategy will be developed. This will focus amongst other things on key government policy and good practice including the foundational economy, health transformation, decarbonisation, and digitalisation VFM and compliance with procurement legislation.

Mission 5 :

Focus on: 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 which DHCW formally comes under from 30 June 2024. 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 **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.

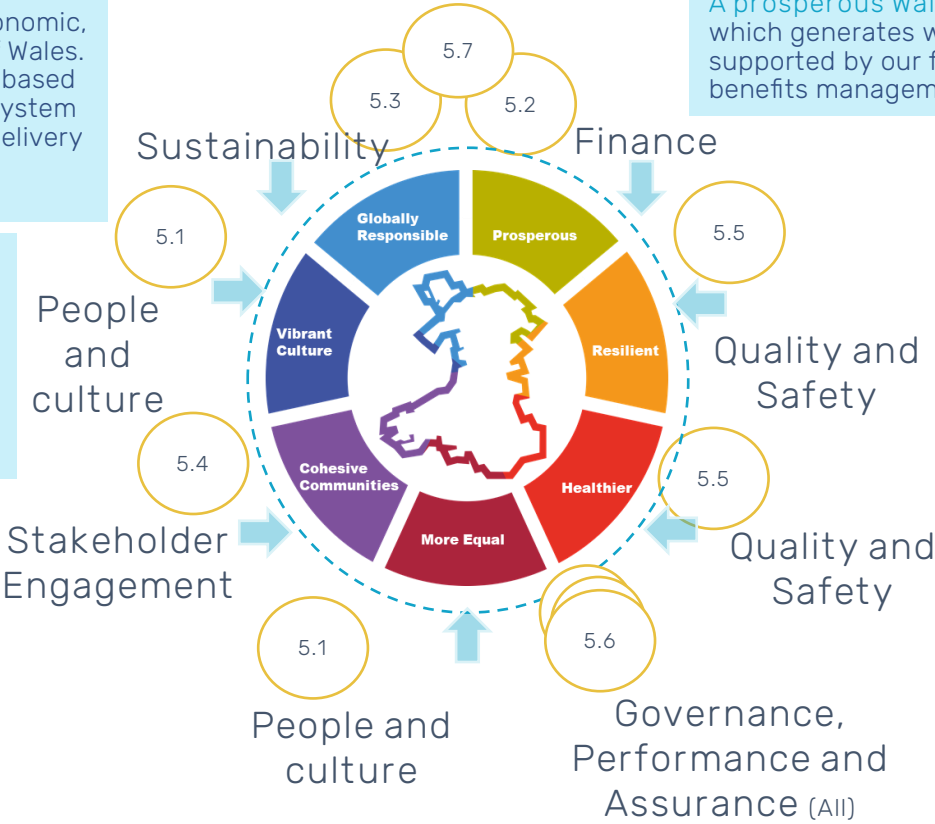
A **Wales of cohesive communities** encourages attractive, safe, viable and well-connected communities. Our stakeholder strategy will provide focus to developing and reinforcing our strategic relationships with patients, users and wider stakeholder communities in an inclusive and collaborative style. We have a Community Projects volunteer scheme where our staff actively help those in need.

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 embedding our EDI commitments as outlined in our Strategic Equality Action Plan

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 **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.

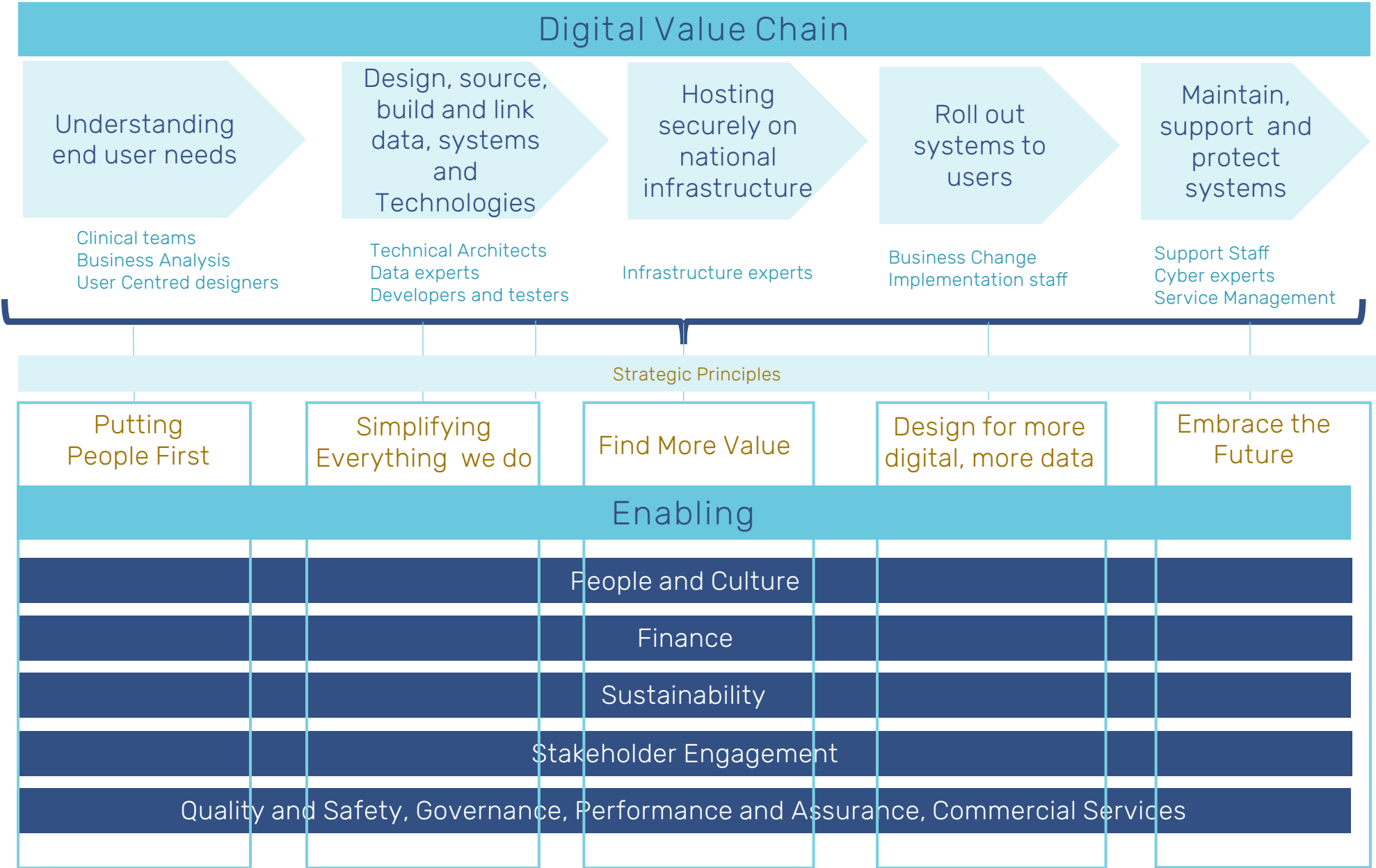


Our actions to deliver all of these WBFGA principles are subject to oversight via governance, planning, performance, assurance and risk management arrangements in our role as a Special Health Authority, working with our Board.

Mission 5 : Making the linkages – Maximising Digital Value and Sustainability

Mission 5
Demonstrates the value and fit of the enabling teams in the delivery objectives of our IMTP and our DHCW Strategy.
The team will focus on the transformation DHCW will need to make to its operating model to embrace products and programmes using cloud and by adopting the strategic principles.

Our teams will focus their planning objectives to match our 5 Strategic Principles.



Mission 5 : Focus on: People and Culture

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.



Spotlight on 2024-27

- Resourcing – to be the employer of choice by attracting the best talented people reflecting the diverse communities we work in. 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 leaders.
- Values and Behaviours – embedded in everything we do to support evolution of the transformational DHCW culture.
- Maximise New Ways of working – developing flexible workforce models to support recruitment, retention of talent, 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 to support cloud and product approach strategies.
- Strategic Equality Plan (SEP) – evaluate the SEP action plan to ensure all our people continue to thrive and feel empowered to be the best they can be.
- Collaborating with professional partners to implement the Digital Data and Technology Plus Profession Framework to ensure consistency in Digital roles across NHS Wales

Mission 5 :

Ffocws ar: Y Gymraeg Focus on: Welsh

Fel sefydliad dwyieithog, rydyn ni wedi ymrwymo i greu amgylchedd ar gyfer dysgwyr a siaradwyr rhugl, fel yr amlinellir yn ein Cynllun Iaith Gymraeg ar gyfer trin y Gymraeg a'r Saesneg yn gyfartal mewn busnes cyhoeddus yng Nghymru.

Mae ein hymdrechion yn cynnwys y canlynol:

- Dylunio, datblygu a lansio Ap GIG Cymru sydd â swyddogaethau dwyieithog i gleifion a'r cyhoedd.
- Brandio dwyieithog newydd
- Integreiddio ystyriaethau Cymraeg yn y broses dylunio systemau
- Datblygu a lansio Ap Asesu'r Gymraeg i gefnogi asesu swyddi
- Cydweithio â gwasanaethau cyfeithu
- Ymgysylltu ag awdurdodau iaith
- Cymryd rhan weithredol yn Rhwydwaith y Gymraeg ar gyfer arferion gorau yn GIG Cymru
- Creu gwefan arfer gorau'r Gymraeg i'w defnyddio ar draws GIG Cymru
- Annog yr holl staff yn weithredol i ddefnyddio eu sgiliau Cymraeg, waeth beth fo'u lefel. Gall staff gyrchu ystod o gyrsiau hyfforddi rhad ac am ddim ar gyfer pob lefel o Gymraeg a chysiau magu hyder.

- Erbyn 2024-27, byddwn yn:
- Canolbwyntio ar sicrhau bod staff yn cyrraedd lefel cwrteisi yn y Gymraeg fel yr amlinellir yng Nghynllun Pum Mlynedd Mwy Na Geiriau 2022-2027
- Gwreiddio a rhannu Ap Asesu'r Gymraeg ar draws GIG Cymru i gefnogi recriwtio siaradwyr Cymraeg
- 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
- Parhau i adeiladu ar ein hamgylchedd a'i wella ar gyfer yr holl staff i ddefnyddio eu Sgiliau Cymraeg, waeth beth fo'u lefel
- Parhau i ddatblygu a rhannu arfer gorau iaith Gymraeg ar draws GIG Cymru drwy'r wefan fel yr amlinellir yng Nghynllun Pum Mlynedd Mwy na Geiriau

As a bilingual organisation, we are committed to creating an environment for language learners and fluent speakers, as outlined in our Welsh Language Scheme for equal treatment of Welsh and English in public business in Wales.

Our efforts include:

- Designed, developed and launched the NHS App which has bilingual functionality for patients and the public
- New bilingual branding
- Integrating Welsh considerations in the system design process
- Developed and launched a Welsh Language Assessment App to support the assessment of jobs
- Collaborating with translation services
- Engaging with language authorities
- Actively participating in the Welsh Language Network for best practices in NHS Wales
- Creating a Welsh Language best practice website for use across NHS Wales
- Actively encourage all staff, regardless of level to use their Welsh language skills. Staff have access to a range of free training courses for all levels of Welsh and confidence building courses.

In 2024-27 we will :

- focus on ensuring staff achieve a courtesy level of Welsh as outlined in the More Than Just Words five year plan 2022-2027
- embed and share the Welsh Language Assessment App across NHS Wales to support Welsh Language recruitment
- 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
- continue to build on and enhance our environment for all staff, regardless of level to use their Welsh Language Skills
- continue to develop and share Welsh Language best practice across NHS Wales via the website as outlined in the More than Just Words five year plan

Mission 5 :

Focus on: Finance

The Financial Context

Planning Context:

In a resource constrained environment, the best allocation of those scarce resources to deliver the best outcomes requires a robust financial strategy. For DHCW, addressing historic growth, emerging digital cost inflation alongside increased integration demands provides a challenging outlook when added to significant funding and macroeconomic pressures.

- **Financial Objectives:** 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.
- **Key Planning Assumptions:** The IMTP financial plan is predicated upon all Wales guidance and assumptions and current Bank of England forecasts. There is further work to clarify future Digital Priorities Investment fund allocations and profiles, whilst any developments DHCW 'chooses' to make (such as the pace of cloud transition) will meet affordability requirements and be managed to meet financial objectives.
- **Financial Sustainability:** The finance team in partnership with Welsh Government policy leads and stakeholders Wales wide will look to complete a review of organisational funding flows to ensure the most effective mechanism is in place to support efficient planning and provide the best outcomes. Alongside this, DHCW will establish a new Finding More Value workstream charged with identifying and delivering strategic efficiency programmes.

Key Planning Considerations:

- **Cost Pressure Management:** The IMTP incorporates assessed unavoidable pressures over the planning term (both national and local).
- **Cloud Adoption:** The financial plan continues to reflect the organisation's cloud adoption roadmap and cloud first approach to data hosting 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) has been incorporated within the financial plan. This results in a tapered investment profile over the IMTP timeline.
- **COVID-19:** Now reflected within DHCW Core operations, the financial plan reflects the in-year activity to decommission the Test, Trace and Protect (TTP) service provision whilst continuing support for vaccines digital solutions and the newly formed National Immunisation Framework requirements.

Mission 5 :

Focus on: Finance

The Financial Outlook

The Financial Strategy for 2024/25 presents a breakeven position 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. It has been cross referenced with output from the IMTP Portfolio review exercise and workforce plan to ensure congruence with stated deliverables. For 2024/25 funding amounting to £169.6m supported by a savings target of £1.5m is forecast to underpin the resource requirement with capital investments totalling £21.1m planned to be made throughout the year. The current DPIF funding control total has been incorporated within 2024/25 forecast with future years reflecting known allocations.

Activity Area	Revenue				Capital			
	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
Core SHA Operations	121.233	131.876	137.759	141.656	2.614	2.969	2.969	2.969
Digital Priority Investments	34.060	30.305	3.602	0.846	15.719	18.159	9.62	1.176
COVID-19 Digital Services	7.350	7.380	7.527	7.678	0	0	0	0
Savings Target	0	(1.468)	(2.010)	(2.277)	0	0	0	0
Total	162.643	168.093	146.878	147.903	18.333	21.128	12.589	4.145
Outlook	0	0	0	0	0	0	0	0

The key financial objective is to provide quality and value for money services whilst ensuring a sustainable underpinning financial baseline for the organisation. [Back to Contents](#)

Financial Pressures

As part of the 2024/25 financial planning process DHCW has identified opportunities to mitigate ongoing unavoidable financial pressures, in the following areas:



Service Growth & Underlying Position.... At present there is no mechanism to keep funding at pace with growth whilst being experienced across the portfolio this is being particularly experienced within Choose Pharmacy.



Digital Inflation.... Reflects sector specific cost increases and pressures.



Sustaining Key Digital products....DHCW will continue to support and sustain key initiatives such as the Cancer Programme, National Data Resource and NHS App. Programme continuity remains a significant issue.



Energy Costs.... Whilst energy costs have contributed to the underlying position, there remains a risk that there may be cost increases due to developing geopolitical issues.



Cyber Security Improvements.... Costs to support the requirement for a strengthened Cyber Security posture.



Sustaining Key Digital Core Services.... A number of services required funding in order to provide a sustainable service, such as Integrated Intelligent Audit Solution – now a cloud recurrent service and Wales Accord on the Sharing of Personal Information (WASPI). COVID WIS and the National Immunisation Framework.

Avoidable costs, such as service/product development choices (eg transition to cloud) or digital investment fund activity are excluded from the financial plan and will be subject to affordability (the associated deliverables will be colour coded as per this text).

Mission 5 :

Focus on: Finance

Source and Application of Funds

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 70% of the current financial plan for 2024/25) 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 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 (£86.9m/52%) 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) resulting in a decreased scope for internally benefiting savings.

Source of Funds	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
Recurrent				
Welsh Government – Core	54.592	56.462	57.591	58.742
Welsh Government – Primary Care IM&T	16.968	19.176	19.560	19.950
Welsh Government – Depreciation	8.067	8.067	8.067	8.067
NHS Wales – SLA/Other	14.713	16.623	18.450	18.820
All Wales Digital Licensing	26.893	30.081	32.081	33.800
Total	121.233	130.409	135.749	139.379
COVID-19 Response				
Test, Trace and Protect	1.550	0.554	0.000	0.000
Vaccination	5.800	6.826	7.527	7.678
Total	7.350	7.380	7.527	7.678
Digital Priority investment Fund				
WG Allocation	32.357	28.07	1.368	0.846
NHS Allocation	1.703	2.234	2.234	0.000
Total	34.06	30.304	3.602	0.846
Grand Total Funding	162.643	168.093	146.878	147.903

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

Application of Funds	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
Core				
SHA and Core Operational Services	68.605	73.415	76.612	78.413
All Wales Digital Licensing	27.593	31.218	33.246	34.972
Primary Care IM&T	16.968	19.176	19.834	20.204
Depreciation Charges	8.067	8.067	8.067	8.067
Total Core Allocation	121.233	131.876	137.759	141.656
COVID-19				
Test, Trace and Protect	1.550	0.349	0.000	0.000
Mass Vaccinations	5.800	7.031	7.527	7.678
Total COVID Allocation	7.350	7.380	7.527	7.678
Digital Priorities				
Investment Schemes	34.060	30.305	3.602	0.846
Total Digital Priorities Funding	34.06	30.305	3.602	0.846
Total Allocation of Funds	162.643	169.561	148.888	150.180
Savings Target	-	(1.468)	(2.010)	(2.277)
Grand Total Funding	162.643	168.093	146.878	147.903

- Notes:
- 23/24 forecast breakeven position.
 - All Wales Digital licensing figure excludes primary care (directly charged to the ringfenced budget).
 - 2023/24 savings delivered and netted off SHA and Core Operational Services expenditure.
 - Unmitigated cost pressures reflects an assessment of overspend position after allocating current funds and applying savings target.

Mission 5 :

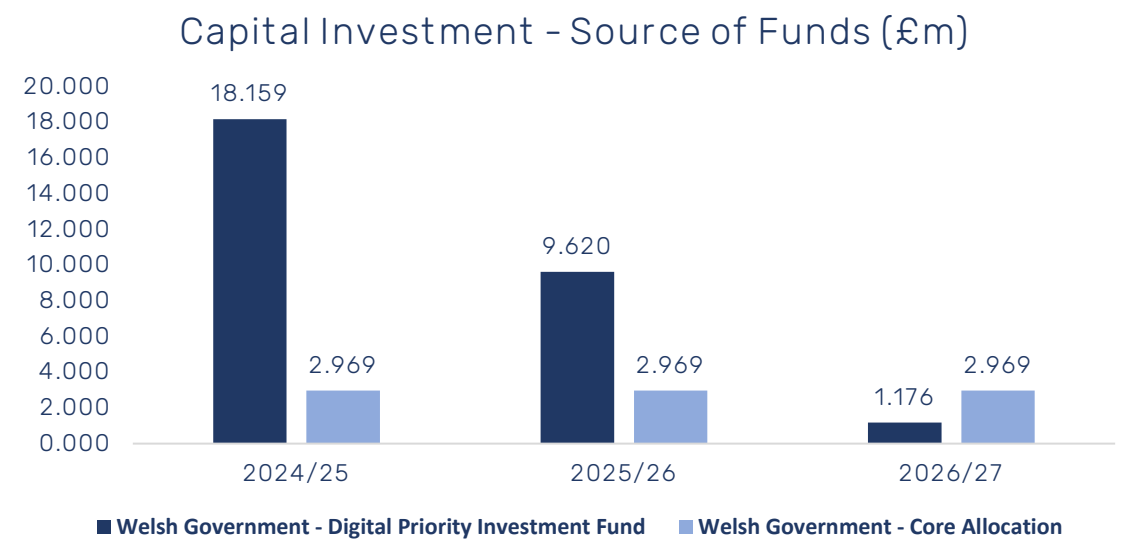
Focus on: Finance

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.

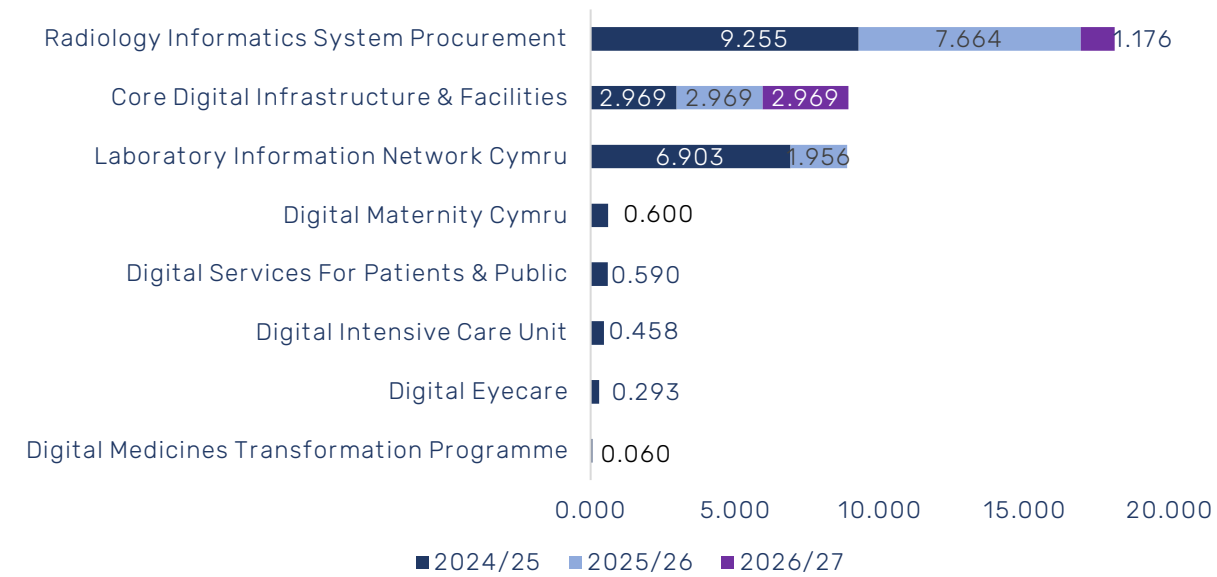
Capital funds are received exclusively from Welsh Government and are grouped by:

- Discretionary Capital Funding: Available for the organisation to allocate to support internally prioritised schemes.
- Digital Prioritisation Investment Funding (DPIF) (single purpose funding). Note, the profiled decrease in funding reflects current approved position.



The capital plan assumes funding of £21.2m in 2024/25, £12.6m in 2025/26 and £4.1m in 2026/27 to support key plan deliverables. The plan supports the procurement of hardware and software and where applicable the cost of internally developed assets.

Application of IMTP Capital Investment Funds (£ms)



Throughout the year capital disbursements may be allocated to NHS organisations in line with conditions of digital priority funding projects (DPIF).

DHCW will prioritise the discretionary capital investment on refreshing data centre and internet firewalls together with point of care testing systems.

Mission 5 :

Focus on: Finance

The Financial Strategy – Finding More Value

DHCW will continue to develop practical short-term savings initiatives but in order to meet medium/long term organisational ambitions and provide and support financial sustainability going forward, DHCW finance team will lead the Finding more Value workstream in the transformation project to be established on April 1st, led by senior executive representatives with the objective of identifying and delivering on strategic efficiency programmes within the organisation.

Key Deliverables:

- To motivate, communicate and engage the DHCW team in understanding the financial impact of the new operating model including an essential tool kit and workforce to move us forward.
- To create a transformational financial plan to ensure an affordable operating model which delivers £5m savings in 3 years.
- To knit together the key pieces of the directorate initiatives held in the Mission 5 to an overarching transformational plan. Alignment of the Missions 1-4 so that the supporting functions enable the financial delivery (priority and fit) and the redesign of the finance model to support the delivery.
- To oversee the value and change through being part of a transformation project that is overseen by the Portfolio Oversight part of Management Board
- To create a roadmap/timeline on the financial delivery of the transformational change delivered through 5 workstreams.

Contributing Workstreams:

- Putting people first
 - Workforce and structure redesign.
 - Tool kit enabling (maximising current & new assets).
 - Quality culture promotion.
- Simplifying everything we do
 - Architecture and system simplification.
- Find more value
 - Development and programme efficiencies.
 - Demonstrating value both social, environmental and financial.
- Design for more digital, more data
 - Shift to an efficient and effective product - based delivery underpinned with cloud.
 - Efficient and effective governance and assurance processes
- Embrace the future
 - Putting users at the centre of innovative design.

Mission 5 :

Focus on: Benefits

Benefits 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. DHCW has developed a benefits realisation framework in 2022/23 in consultation with partner organisations and Welsh Government and this 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 24/25 there will be focus on further developments leading to consistent benefits management across NHS Wales including benefits identification, measurement and tracking. We expect 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.



Mission 5 :

Focus on:

Sustainability

DHCW's Sustainability Strategy integrates existing processes with ISO 14001:2015, serving as a structured tool to fulfil our environmental protection mandate. It guides the establishment, implementation, maintenance, and continuous improvement of our environmental management performance.

In 2021, we developed the DHCW Decarbonisation Strategic Delivery Plan, which we report against regularly. There are some ongoing challenges which we are working through when creating our adaptation plans.

Our commitment to the Foundational Economy involves collaboration with stakeholders, commercial suppliers, recruitment practices, and research partners, coordinated by a Foundational Economy Group for a cohesive, sustainable approach.

Foundational Economy

Procurement activity is continuing to be structured using the underpinning principles of the foundational economy in line with government policy. Key contractual documentation includes foundational economy requirements and 10% evaluation criteria. Recent data centre replacement contracts were awarded to companies located in South Wales and also included requirements around the development of local apprenticeships.

Our longer terms plans include:

- The development of a foundational policy and action plan
- Working in a more focussed way with the NHS Wales Shared Services Partnership procurement function
- Greater market engagement/campaigns in advance of appropriate procurement activity
- Measuring actual benefits coming out of contractual activity – hard and soft measures

Stakeholder Engagement

People are central to transformation. Collaborating with national and local partners, we anticipate healthcare's future and facilitate transformation through data and technology.

DHCW engages various stakeholders, including patients, the public, clinicians, administrative staff, and others. We align priorities with Welsh Government policies, partnering with health boards, trusts, Special Health Authorities, Local Authorities, and suppliers to enhance our digital infrastructure collaboratively.

Engaging academia fosters innovative partnerships and develops the digital workforce.

Our stakeholder engagement strategy supports effective collaboration, improving understanding, and is vital for ensuring NHS Wales obtains necessary digital health solutions.

ENGAGEMENT PILLARS



Foster a culture of effective engagement, enhancing DHCW's capability and capacity



Develop effective strategic partnerships, networks, and forums to enable successful collaborative working



Be recognised as a system leader in the development of high-quality technology, data products and services for the NHS



Operate as an agile and responsive organisation, listening and responding to stakeholders

Mission 5 :

Focus on: Alignment with Partners (1)

Digital Health and Care Wales Alignment with Partners	Health Education and Improvement Wales	NHS Wales Shared Services Partnership	NHS Wales Executive	Aneurin Bevan	Betsi Cadwaladr	Cardiff And Vale	Cwm Taf Morgannwg	Hywel Dda	Powys	Swansea Bay	Velindre	WAST	Public Health Wales
Enablers								Key	Intended Availability	In readiness	In Use	Other linkage	
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 Infrastructure e.g. Public Sector Broadband Aggregation (PSBA)													
Security information and event management (SIEM)													
Vulnerable 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			LA Instance			
Planned Care													
Digital Maternity Cymru				Local solution									
Eye Care Digitisation - Not DHCW project. Integration role						CAV solution	CAV solution						
Powys/England Cross Border													
Welsh Patient Administration System													
Welsh Patient Referral Service				Local solution									

Mission 5 :

Focus on: Alignment with Partners (2)

Digital Health and Care Wales Alignment with Partners	Health Education and Improvement Wales	NHS Wales Shared Services Partnership	NHS Wales Executive	Aneurin Bevan	Betsi Cadwaladr	Cardiff And Vale	Cwm Taf Morgannwg	Hywel Dda	Powys	Swansea Bay	Velindre	WAST	Public Health Wales
Urgent and Emergency Care													
WAST Electronic Patient Care Record - Integration													
Welsh Emergency Department System													
Welsh Intensive Care Information System													
Diagnostics													
Laboratory Information Management System (LIMS) 2.0													
Endoscopy (HB systems consuming eMPI and WRRS)													
Radiology Informatics Solution Procurement New													
Welsh Laboratory Information Management System (current)											W/TAI		Micro
Welsh Radiology Information System (current)													
Welsh Point of Care Testing													
Medicines													
E-prescribing and Medicines Management (Secondary Care)													
Electronic Transfer of Prescriptions (GP to Community Pharmacy)													
Patient Access to Medications													
Shared Medicines Record													
Welsh Hospital Pharmacy Stock Management System													
Engaging with Users: Health and Care Professionals													
Cancer Informatics Programme													
NHS Wales eLibrary for Health													
Microsoft 365													
Welsh Clinical Portal													
Electronic Test Requesting (Radiology)													
Electronic Test Requesting (Pathology)													
Electronic Test Requesting (Cardiology and new request types)					Cardiology & Histo	Cardiology	Cardiology						
Welsh Nursing Care Record (Hospital)													
Welsh Information System for Diabetes Management													
Engaging with Users: Patients and the Public													
Digital Services for Patients and the Public													
Research and Innovation													
Value from Data													
See National Data Resource above													
Data and Analytical Services													
PROMS and PREMS / Value in Health													

Mission 5 : Focus on:

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 reporting to 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 our Quality Management System (QMS). All policies, standard operating procedures, templates and other guidance can be found in our QMS.

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

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.

Product Approach

We are transitioning to a product centric operating model which will:

- Establish sustainable structures, resources and funding streams for the continuous and quality delivery of our products.
- Ensure our resources are directed to the most critical activities.
- Optimise software engineering and delivery capability to minimise the time to value for new developments.
- Adopt value metrics to measure the ongoing realisation of the positive health outcomes enabled by our products.
- Improve stakeholder engagement and focus on user experience.

Project Mindset	Product Mindset
Temporary teams	Long-lived teams
Build-once mentality	Test and learn mentality
Customer feedback at the end	Customer feedback throughout the product
Release once	Release continuously
Success is measured by delivery of scope within time and budget	Success is measured by customer satisfaction and value created
Scope is determined by stakeholders	Scope guidelines are set with stakeholders and teams learn through experimentation and customer feedback

Optimising our operations for digital delivery

Mission 5

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

Drivers

- Well-being of Future Generations Act 2015
- DHCW People and Organisational Development Strategy 2022-2025
- A Healthier Wales Workforce Strategy for Health and Social Care
- DHCW Welsh Language Scheme
- DHCW Cloud and Product Strategies

Outcomes

- A great place to work – people fully engaged, high performing and embodying DHCW values and behaviours
- Right people, right place, right skills
- Establish DHCW as a bilingual organisation

Mission 5 Enablers 2024-27

QTR 1	QTR 2	QTR 3	QTR4
5.1 People and Culture (Vibrant Culture, more equal)			
Develop plans as part of the transformation programme, to move to a product approach way of working, to support organisational design, people transformational change and organisational development.		Commencement of implementation of a transformation programme, to move to a product approach way of working, to support organisational design, people transformational change and organisational development.	
Launch and engage the DHCW strategic workforce plan for 2024 (short term/medium term/long term)	Analyse and report on the DHCW strategic workforce plan findings	Develop and begin delivery to support the outcomes in line with strategic drivers and change	Continue with delivery to address critical skills/skills gap analysis, succession planning, talent management and refresh the model for 2025-26 in conjunction with the Strategic Resourcing Group
Implementation of DDaT Framework including development of standardised format to ensure a uniform approach across the NHS Wales and UK			
Drive the commitments under the Health and Wellbeing and Equality, Diversity and Inclusion commitments outlined in the Strategic Equality Action Plan and People and OD Strategy approach and evaluate in partnership in Q3 and Q4 to develop new provision for future years			
Drive a planned approach to recruit, retain and develop Welsh language skills across the organisation identifying new opportunities to embed our language.			Evaluate the successes and challenges in order to develop new approaches for future years.
Ongoing engagement with directorates to ensure Welsh Language skills are recorded accurately			
New Welsh Language assessment app rolled out across DHCW			
Establish a quality approach to Clinical Informatics and Business Change Services, including alignment of services into our product operating model, development of DDaT Plus professional capability profiles, collaboration on clinical information and supporting NHS Wales digital maturity.			
Establish a Digital Change Delivery Network Accredited Learning Hub to deliver accredited courses including: Change Ambassador Programme, Coaching For Change and Delivering Service Excellence Course			
Product Centric Target Operating Model			
Confirm product-centric target operating model design			
Confirm operational teams organisational change phase 2 design	Pilot implementation of product teams	Phased Implementation of product teams	
Confirm Implementation Plan			
Develop Product Tooling Strategy			

Mission 5

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

Drivers

- DHCW Cloud Strategy 2022
- National Data Resource (NDR) Data Strategy 2022
- WG DHCW Accountability Conditions
- Ministerial Priority 7: NHS Finance and managing within resources
- NHS Wales Financial Planning Principles and Approach

Outcomes

- Evidenced allocative efficiency of digital to NHS Wales.
- Enhanced transparency and product insights.
- Sustainable digital service provision.
- DHCW leadership and recognised centre of expertise in digital technical accounting, toolkits and cloud governance.
- Enhanced organisational financial governance and controls.
- Strengthened business partnering aligned to insights and value improvement.

Mission 5 Enablers 2024-27

QTR 1	QTR 2	QTR 3	QTR4
5.2 Finance (Prosperous)			
Develop a quality aligned service improvement plan including improving, embedding and automating financial processes			
Implementation of new all Wales Finance Business Intelligence solution			
Define quality in terms of finance governance			
Business partnering focus on the strategic value of product delivery			
Completion of DHCW sustainable funding recommendations			
Lead Finding more Value workstream as part of the transformation project			
Establish the FinOps finance function for Cloud			
		Migration of Oracle E-business Suite Infrastructure from On-Premise to Cloud	
		Research and develop an action plan to create a Digital finance function and toolset	
		Design and Implement Enhanced Business Intelligence Product Cost Dashboards (linking costs with resource management systems/flow)	
Integration of benefits realisation in DHCW programmes			
Visualise the value of digital to NHS Wales: Establishment of benefits reporting mechanism			
Establish and complete Digital Technical Accounting workplan			
Strengthened Business partnering service improvement exercise			
All Wales leadership - IMTP/Minimum Data Set strengthening of the Digital Agenda			
Strengthening of staff analytical capabilities via NDR Advanced Analytics Learning Programme			

Mission 5

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

Drivers

- Well-being of Future Generations Act 2015
- NHS Wales Decarbonisation Strategic Delivery Plan
- DHCW Decarbonisation Strategic Delivery Plan 2021-2030
- DHCW Stakeholder Engagement Strategy
- Health and Social Care (Quality and Engagement) (Wales) Act 2020 requirements and annual quality report
- Medical Device Regulations 2024
- Audit Wales Structured Assessment 2022

Outcomes

- A reduced carbon footprint
- Increase in DHCW collaborative working with partners to accelerate effective adoption of digital solutions
- Increased safety compliance of systems
- A strong risk culture that meets the needs of the organisation

Mission 5 Enablers

QTR 1	QTR 2	QTR 3	QTR4
5.3 Sustainability (Globally responsible)			
Ongoing transformation of DHCW offices to a modern workplace.			
	Applying sustainable development principle to new projects		
Meeting decarbonisation roadmap objectives			
Maintain ISO14001 certification			
Continue to drive and measure low carbon activities relate to procurement			
5.4 Stakeholder Engagement (Cohesive communities)			
Mature our User-Centred Design (UCD) focus and capability across the organisation and embed an holistic set of UCD standards, practices and tools to ensure that all of our products and services are developed in collaboration with our users and stakeholders			
Strategic approach to ongoing digital maturity and usability assessments			
Engagement series: Plan and deliver an engagement series with stakeholders			
Digital Inclusion: Build on DHCW Digital inclusion action plan, define reporting structures and further opportunities to lead with NHS Wales partners			
Strategic Partnerships: Develop and nurture core set of DHCW strategic partnerships, agreeing joint plans and programmes of work. Define internal ownership and objectives.			
Engagement Toolkit: Create Stakeholder engagement toolkit accessible for all DHCW teams including stakeholder maps and templates.			
Undertake Independent Stakeholder review		Communicating with stakeholders: Refine DHCW communications focused to stakeholders including updating website with overview of our partnerships.	
Stakeholder Relationship Management System – launch pilot and review		Stakeholder Relationship Management System – commission and embed	
NHS Wales Partnership Workshops: Undertake workshops to continuously improve partnership working			
	Introduce user satisfaction measures		
5.5 Quality and Safety (Healthier)			
Programme of workshops across all directorates to map Health and Care Quality Standards 2023 to the work of each directorate			
Create a Clinical Informatics Framework to maximise our support for health and care provision			Embed the Clinical Informatics Framework
Publication of first Annual Quality Report as required by the Health and Social Care (Quality and Engagement Act)(Wales) 2020			
Implement a power app to modernise the Welsh Informatics Assurance process			
Review of and improvements to risk based internal audit programme			
Adopt practices to meet ISO 13485 – Quality Management for Medical Devices		Certification to ISO 13485 – Quality Management for Medical Devices	
Readiness for Medical Device Regulations (MDR) implementation in anticipation of new UK MDR legislation.			
Adopt practices to meet ISO 22301 – Business Continuity Management		Promote the role of DHCW emergency planning in terms of the wider civil contingency resilience and preparedness	

Mission 5

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

Drivers

- Network and Information Systems (NIS) Directive 2018
- Well-being of Future Generations Act 2015

Outcomes

- Effective enhanced programme governance arrangements
- A strong risk culture that meets the needs of the organisation

Mission 5 Enablers

QTR 1	QTR 2	QTR 3	QTR4
5.6 Governance, Performance and Assurance (Resilient , All)			
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. (See Portfolio 1.4)			
Develop DHCW's corporate performance capabilities			
Embed and develop the Portfolio Management Office (PMO) to support new portfolio governance, and deriving value from standards, consistency and analytics.			
Create a Digital Change Delivery Network including launching the DCDN platform and toolkits for engagement, benefits and service improvement, better business change guidance, development of the Change Ambassador Peer Network.			
Agree baseline national systems delivery plan with partner organisations			
Agreement of business case and funding for service management tooling	Procure and implement new service management tooling		
Review of Board Assurance Framework		Review of Board Assurance Framework	
Risk Appetite and Statement Review			
		Annual Corporate Risk Trending Analysis	
Deliver and monitor internal Exec engagement programme			
Deliver DHCW's first hybrid staff conference	Evaluation of action plan from first year of Comms Strategy		
Promote comms toolkit	Devise forward plan for public and political awareness raising events	Develop new action plan to deliver Communications Strategy	
Review outcomes of stakeholder communications survey and make changes to stakeholder communications	Support delivery of DHCW presence at Eisteddfodd		
Re-design of DHCW's website			
5.7 Commercial Services (Globally responsible, Prosperous)			
Publish a DHCW Commercial Services Strategy	Continued extension of Foundational Economy principles	Support the aims of the Social Partnership and Public Procurement (Wales) Act 2023 to enhance well-being through socially responsible procurement. Comply with new Procurement legislation which is replacing PCR2015.	