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Digital Health
and Care Wales

Digital Health and Care Wales Annual Quality Report 2025

MESSAGE FROM SIMON JONES (BOARD CHAIR) AND HELEN THOMAS (CEO)

As an expert body and part of NHS Wales, Digital Health and Care Wales (DHCW) provides national digital and data services which support the delivery of health and social care in Wales.

We are proud of our role in giving frontline staff digital tools which help them provide safer and more efficient care while also empowering patients to better manage their own health and wellbeing.

Digital and data play a vital role in supporting and transforming the health and care system in Wales and, in a rapidly evolving landscape, we are constantly seeking new ways to learn, innovate and improve, putting quality at the heart of all we do.

This is why we are pleased to present our Annual Quality Report which reflects our commitment to excellence, quality, safety and continuous improvement across all areas of our organisation.

The report summarises the actions and achievements from April 2024 – March 2025, and demonstrates how we at DHCW are meeting the requirements of the Duty of Quality with the aim of improving the quality of health

services for the population of Wales. It also highlights how quality is helping us to achieve Mission 5 of our Integrated Medium-Term Plan (IMTP), 'to be the trusted strategic partner and a high quality, inclusive and ambitious organisation'.

Like many NHS organisations, we have faced new challenges and opportunities during the last 12 months. But quality is not simply a measure of performance, it is the foundation of trust with our staff, partners and the citizens of Wales. Centralising quality in our strategies, behaviours, systems and services means that we can reliably and sustainably improve the quality of health services for staff and patients across Wales, making digital a force for good in health and care.

This report demonstrates our actions to delivering digital and data services that meet the highest standards for those who use them. It delves into the achievements and challenges we have faced over the past 12 months and highlights our future objectives and areas for improvement.

Some of the key achievements, among many others, include:

- Placing quality at the heart of our new internal Building our Future (BoF) programme which aims to transform the way we design and deliver our digital products and services.
- The Introduction of the Quality Improvement Programme, which includes the creation of a dedicated function to standardise and share best practice across the organisation.
- The delivery of two Quality Improvement training courses for our staff with the aim of educating, supporting and empowering people to make their own improvements.
- Hosting Duty of Quality workshops with teams across the organisation to improve understanding of how this relates to our work.
- The launch of '5-Minute Improvements' and 'Fundamentals of Improvement' sessions to upskill and empower everyone to make meaningful improvement contributions in their areas of work.

- The development and publication of multiple dashboards leveraging secondary care data to drive quality improvement across NHS Wales.
- Taking a quality improvement approach for recent advancements in cancer and immunisation data accessibility.

Alongside these achievements, we have maintained our commitment to quality through internationally recognised specifications which outline best practices for key areas of our business. We are pleased to have received recertification in important National and International standards in quality management, environmental management, service management, information security, evidential weight and people and organisational development.

We are proud of our many achievements to date. Looking ahead, we will continue our focus on placing quality at the centre of all we do and fostering a culture of continuous learning, innovation and improvement.

We hope you find this year's report informative and engaging.

Simon Jones and Helen Thomas
Chair and CEO

PURPOSE OF THE REPORT

The purpose of the Annual Quality Report is to demonstrate how Digital Health and Care Wales (DHCW) quality management system has complied with the Duty of Quality (DoQ) with the aim to improve the quality of health services for the population of Wales. The Duty of Quality came into effect in April 2023 as part of the Health and Social Care (Quality and Engagement) (Wales) Act 2020. DHCW must consider the Health and Care Quality Standards when making strategic decisions to ensure improved outcomes which supports the Well-being of Future Generations (Wales) Act 2015 and A Healthier Wales.

The report also demonstrates how DHCW is achieving Mission 5 of the Integrated Medium-Term Plan (IMTP) “to be the trusted strategic partner and a high quality, inclusive and ambitious organisation” and Mission 2 to “deliver high quality digital products and services.”

The Duty of Quality aims are to improve the quality of health services and the health outcomes of the population of Wales. Quality is defined as working to ‘continuously, reliably and sustainably meet the needs of the population we serve’.

The report is a summary of what has happened between April 2024 – March 2025, what went well, what did not work well, what DHCW has learned and plans for improvements in the next year. The report describes progress and challenges that DHCW has faced in complying with the Duty of Quality.

OUR QUALITY MANAGEMENT SYSTEM

DHCW is committed to providing world-leading digital services, empowering people to live healthier lives. To support this vision, DHCW has built a quality management system with four core activities.



ORGANISATIONAL STRATEGY 2024-30

DHCW launched its' Organisational Strategy 2024-2030. Click [here](#) to read the strategy.

The strategy is framed around the same five missions as the IMTP and the annual business plan. Within the 5 missions are 20 strategic objectives which are measured and performance reported to Welsh Government, key partners and stakeholders.

MISSION 1	Provide a platform for enabling digital transformation
MISSION 2	Deliver high quality digital products and services
MISSION 3	Expand the digital health and care record and the use of digital to improve health and care
MISSION 4	Drive better values and outcomes through innovation
MISSION 5	Be the trusted strategic partner and a high quality, inclusive and ambitious organisation

DHCW has also set out 5 principles which are used alongside our values and our organisational mission – 'To provide world-leading digital services, empowering people to live healthier lives'.

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



THIS YEAR, THE DUTY OF QUALITY HEALTH AND CARE QUALITY STANDARDS HAVE BEEN EMBEDDED INTO DHCW'S STRATEGIC FRAMEWORK. THIS WILL ENABLE DHCW TO REPORT ON PROGRESS AGAINST EACH OF THE HEALTH AND CARE QUALITY STANDARDS.



Our Strategic Framework aligned with the Health and Care Quality Standards



- Safe
- Timely
- Effective
- Efficient
- Equitable
- Person Centred
- Workforce
- Culture
- Information
- Learning, Improvement and Research
- Whole Systems Approach
- Leadership

Strategic Objectives 2030

MISSION 1	Provide a platform for enabling digital transformation <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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 	

BENEFITS REALISATION FRAMEWORK

The strategic objectives alignment is supported by a benefits realisation framework. The framework outlines a project/ programmes benefits, how they align with strategic objectives, how they will be measured and achieved. It documents reporting arrangement e.g. frequency and format, who is accountable for what, and a detailed plan on identification, estimating, planning, tracking and reviewing. The benefits register will be linked to the Health and Care Quality Standards allowing DHCW to monitor and report on how benefits impact the standards.

LOOK BACK AT 2024-25

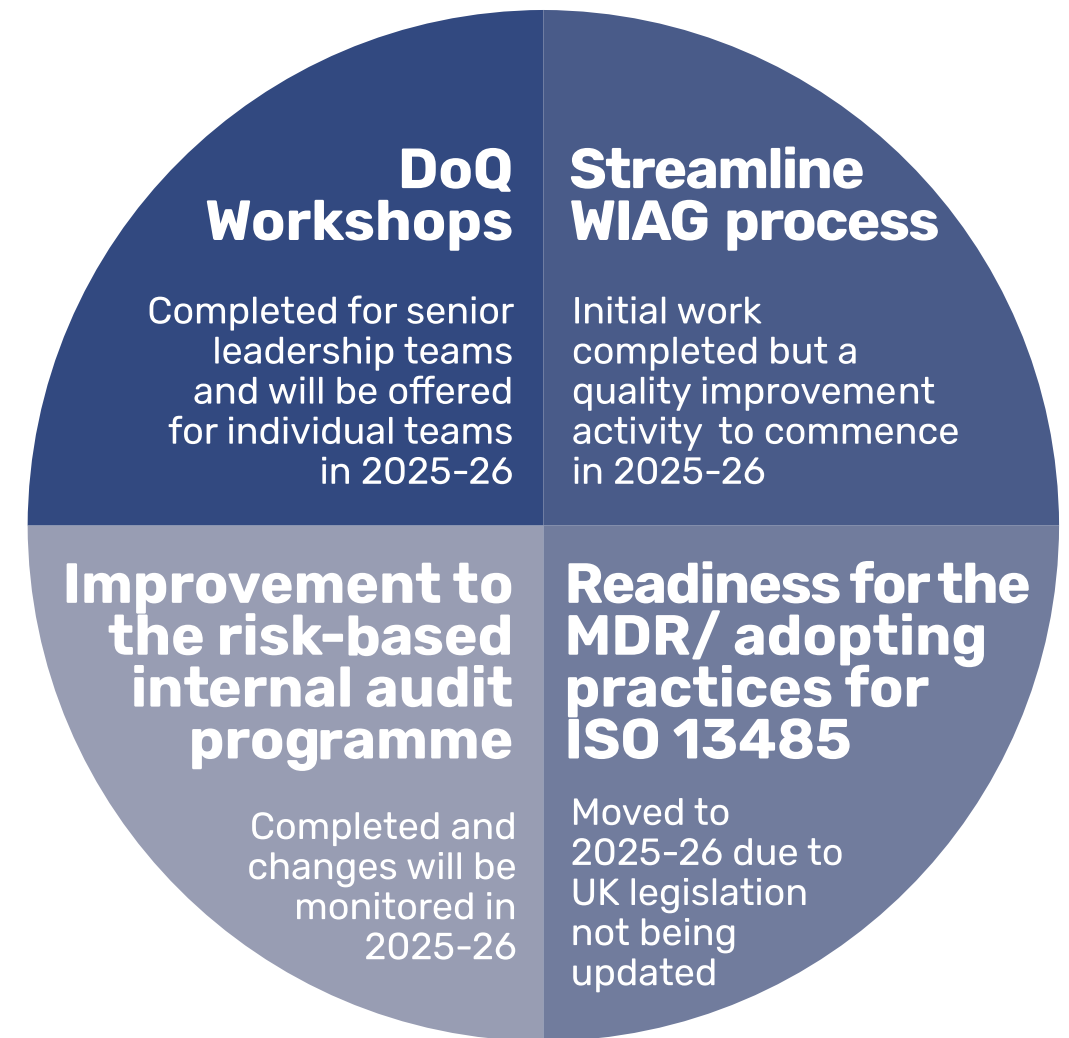
DHCW provides information on successes and challenges it has faced through its' committee and Board reports. Click [here](#) for more information.

DHCW also provides information through always on reporting. The need for frequent reporting is a requirement of the Duty of Quality and the term 'always on' reporting was used in the [Statutory Guidance](#). Click [here](#) for more information.

There are Case Studies in the Annual Report that demonstrate how DHCW is improving the quality of health services in Wales. Click [here](#) for more information.

ANNUAL QUALITY PLAN ACHIEVEMENTS

Each year, the Quality team plan and report on their objectives. This is a summary of the key objectives for 2024-25.



DUTY OF QUALITY WORKSHOPS

As a non-patient facing NHS organisation, DHCW faced the challenge that the Duty of Quality (DoQ) guidance focused on direct patient care and was not easily relatable to a digital organisation. To support DHCW in better understanding how it could comply with the DoQ, a programme of workshops was planned to map the Health and Care Quality Standards 2023 to the work of each directorate and to understand how DHCW could achieve the DoQ aims.

Workshop actions were split into themes – Future improvements, Internal Processes and Reporting Evidence and in total 50 actions were captured and worked on.

The general themes of planning, control, assurance and improvement coming from the workshops and details are summarised as follows:

1. Quality Planning

Process Alignment.

Adapting existing processes to fit the DoQ requirements.

Ongoing – will keep pace with DHCW operational changes.

Expanding DoQ training.

Widen DoQ training beyond the senior leadership teams.

Ongoing – planned for 2025-26 to help all staff

understand how DoQ applies to their roles in DHCW.

2. Quality Control

Report Compliance with the DoQ.

Ensure that reports for Board approval have fully consider the Health and Care Quality Standards.

Improving.

2023-24 63% (10/18 reports) fully completed.

2024-25 5% (12/16 reports) fully completed

KPI Register Integration

Linking the KPIs to the Health and Care Quality Standards will support more effective monitoring and reporting.
In progress – Target completion 2025-26

3. Quality Improvement.

Bi-lingual Quality Management
Welsh language integration into iPassport
Completed – Cover sheets now include Welsh language content

Standards Mapping

Aligning quality standards to DHCW principles, values and BS/ISO standards.
In progress – completion planned for 2025-26.

Report Integration

Better linking between the Annual Report, Performance Report and the Annual Quality Report

Ongoing – case studies and the Performance Report link to the reference DoQ standards. Work planned to review the 2025-26 report format.

4. Quality Assurance

Strengthening the Internal Audit
Enhancing the audit programme with risk assessments now included in the process to enhance the scrutiny of areas to be audited based on risk, and training has been reviewed and improved to provide a better understanding of the audit process.

Completed – Updated programme rolling out in 2025-26

Compliance Monitoring

Improving document and non-conformance compliance.
Ongoing – achieved 90% across all areas. Quality Business Partners will continue to support directorates to maintain this standard.

BUILDING OUR FUTURE PROGRAMME

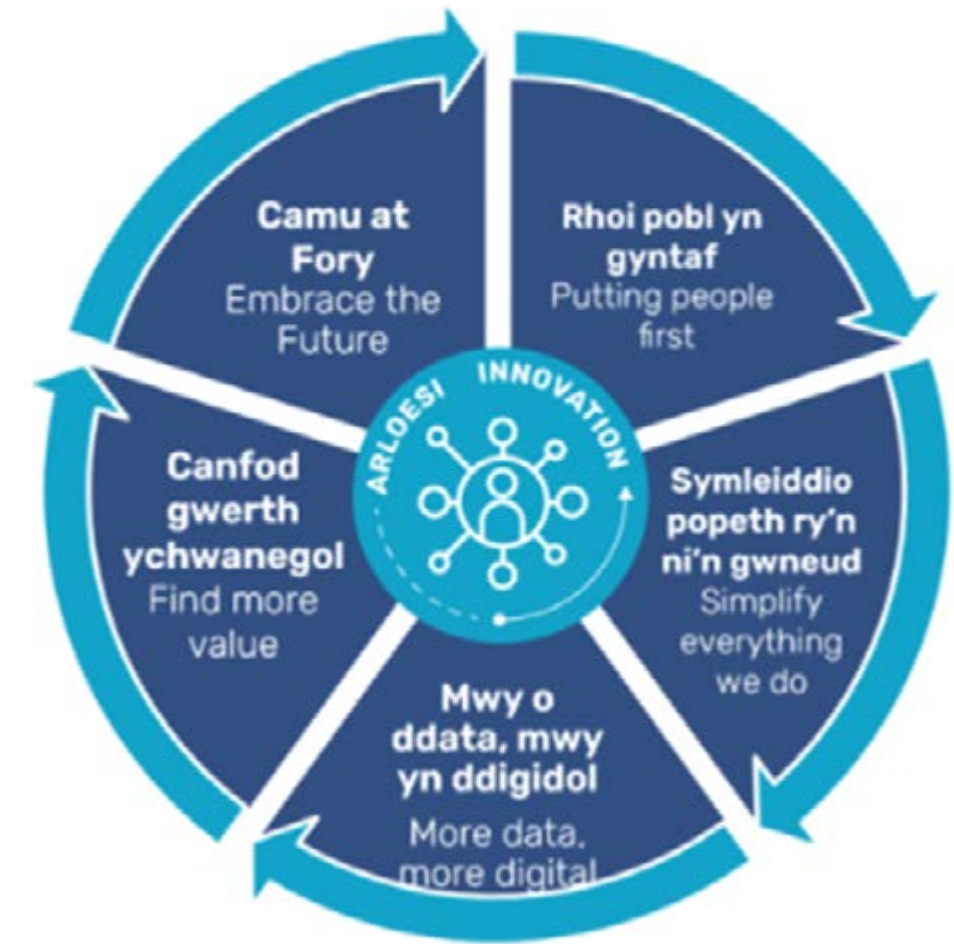
DHCW also introduced the Building our Future (BOF) programme with Quality as the central thread, which aims to transform the way in which its digital products and services are designed and delivered, through the development of user-centred approach.

BOF is structured around the 5 strategic principles:

- Putting People First – redesigning our future operating model and capability based on the GDAD professional framework. Motivating, engaging and empowering our people through a new Digital Futures Space and Digital Learning Portal.
- Simplify everything we do – Equipping teams with an enterprise toolkit to support product and service delivery.
- More data, more digital – Understanding and embedding Artificial Intelligence within DHCW.
- Find more value – Finance sustainability, including social value and developing stronger stakeholder relationships.
- Embrace the future – Quality and service improvements.

Within section 5 we have focused on enhancing the quality culture of DHCW. We have championed the 5 minute improvement work.

[Click here to read the Building Our Future Programme Update Report](#) which was presented at DHCW’s Board meeting on 27 March 2025



LOOKING FORWARD



Key Priorities for The Quality Management System In 2025-26 And Beyond

We have split our key priorities across the Quality Management System, which consider the planning, control, improvement and assurance.

1. Quality Planning

Within the planning are we are focusing on the quality framework and a benchmarking exercise to self-assess what improvements we can make, as indicated below:

Quality Framework – will be launched in 2025-26. The Framework provides a structured approach to ensuring and enhancing the quality of our products and services. The Framework incorporates Quality by Design and User-Centred Design principles and the Digital Service Standards for Wales which guide the design and delivery of digital services.

A Self-Assessment – against standards will be conducted in 2025-26 to ensure that DHCW continues to align itself with the Duty of Quality and to identify areas for improvement.

2. Quality Control

Improving quality control through the application of AI and integrating quality in Directorate Reviews

Improve the understanding of Artificial Intelligence

Artificial intelligence (AI) is no longer an emerging technology, but a key global enabler that has the potential to create significant societal benefits, whilst also acting as a catalyst for wider economic growth and prosperity. DHCW's ambition is to act in a "system leadership role of AI", demonstrating best practice in the assessment, procurement, management, integration and adoption of AI tools, and we have established a focussed leadership group to define what changes need to be made to the DHCW operating model, both strategically as well as tactically, to achieve our ambition as system leader in AI, and identify potential use cases for internal use and external applications in clinical or other settings.

This ambition is embedded into our organisational strategy as a key strategic objective and fits alongside our focus on delivering high quality products and services, data, innovation and user centred approach.

DHCW is at the start of its AI development and adoption journey and there is a significant list of changes that need to be made across the operating model of DHCW, in specific areas of our capability e.g. information governance or digital products, and generally, as part of wider evolution of DHCW's operating model, to deliver AI safely, ethically

and sustainably. These changes are being integrated into existing change plans to ensure a sustainable, quality assured outcome. There is considerable opportunity to deliver value from AI-powered products and services across a range of primary and secondary clinical settings, and this will help build the maturity of DHCW's AI capability and improve the quality of the outcomes we can enable.

Directorate Reviews

DHCW holds Directorate Reviews every 6 months, they are an NHS-wide management process which are designed to support the CEO in being able to hold directorates to account on their performance against strategic and statutory objectives, plans and KPIs. In 2025-26, the DoQ enablers are being included to support directorates to map them to any key concerns and to allow for better reporting of data against the DoQ.

3. Quality Improvement

Our improvement efforts are concentrated around changes to digital professional frameworks and improving the culture of DHCW, along with work on User Centred Design and Wider Quality Improvement work.

Digital professional and cultural changes in DHCW

DHCW is adopting Government Digital and Data (GDaD) role profiles to standardise and strengthen the Digital, Data,

and Technology (DDaT) profession within our organisation. This ensures clarity in roles, career pathways, and skills development, aligning with national best practices.

By embedding GDaD frameworks, we are enhancing capability, consistency, and workforce planning, directly supporting our Duty of Quality. This approach ensures that digital solutions are delivered safely, effectively, and in a way that improves outcomes for both staff and service users.

User-centred Design

Following the appointment of a Head of User-Centred Design (UCD) for DHCW, our focus now turns to growing and maturing our UCD capability across the organisation.

Building of existing pockets of good practice we will be:

- Recruiting more UCD professionals (service designers, content designers, interaction designers, and user researchers) to support the delivery of our products and services
- Establishing standard hardware and software for each profession to ensure that our UCD practitioners can work efficiently and consistently
- Embedding our UCD principles
- Building learning and career pathways for the UCD family of professions
- Formalising our design system, and
- Identifying exemplar products and services to showcase the value of UCD.

Operationalising Quality Improvement Culture

Our '5-Minute Improvements' and 'Fundamentals of Improvement' sessions are designed to upskill and empower everyone to make meaningful improvement contributions in their area of work. These sessions provide practical tools and techniques that can be applied immediately, making it easy for anyone to get involved and start making a difference. By investing in our people, we ensure that everyone can grow and develop, contributing to our collective success.

We also prioritise celebrating, recognising, and rewarding the impact of continuous improvement. Success stories inspire us and help to build a positive culture where everyone feels valued for their contributions. Recognition programs and awards are just a few of the ways we highlight the achievements of our teams, encouraging others to follow suit. When we celebrate our wins, no matter how small, we reinforce the importance of continuous improvement and motivate everyone to keep striving for excellence. We aim to do this through building an accessible database of improvements where staff can review and adopt relevant improvements to their area of work, learning and scaling improvements from their peers.

Our Quality Improvement Group (QIG) will be a sub-group of the Quality and Regulatory Group (QRG) and will aim to further develop, support, and implement Quality Improvement (QI) initiatives, projects, and training opportunities at Digital Health & Care Wales (DHCW). The group will consist of QI coaches from each directorate.

The main objectives of the group are to: -

- Create a culture that generates interest and involvement to drive QI
- Develop the relevant skills to underpin QI activity
- Identify areas for QI and empower staff to make changes

4. Quality Assurance

Our assurance efforts have focussed on preparation for compliance with UK Medical Devices regulations to ensure the safety and compliance of our products. We have also implemented a quality impact assessment toolkit to ensure strategic decisions are taken through a quality lens.

Medical Devices Over the past year, DHCW have continued to strengthen our commitment to the safety, quality, and reliability of our products by aligning our working practices with UK regulatory requirements for Software as a Medical Device (SaMD).

Our team has worked diligently to ensure compliance with the current UK Medical Devices Regulations (UK MDR 2002, as amended), which govern the safety and performance of medical technologies used across healthcare services in the UK.

In support of our long-term quality objectives, we are also progressing toward achieving certification to ISO 13485:2016 - the internationally recognised quality management standard for medical devices. This will ensure our systems and processes are designed to meet rigorous regulatory and customer expectations.

Looking ahead, we are actively preparing for the introduction of the new UK Medical Device Regulations, anticipated in 2026, by reviewing and updating our procedures, monitoring official guidance, and engaging with the wider industry.

These efforts reflect our ongoing dedication to quality and transparency as we continue to support safe and effective care for patients and healthcare professionals across the UK.

Quality Impact Assessments (QIAs)

These were introduced in 2023-24 using a template adapted from the NHS Executive. QIAs support DHCW in reviewing strategic decisions through a quality lens, considering who will be affected, the benefits and risks and if it will impact on strategic objectives. The QIA analyses how the decision impacts on the health and care quality standards.

APPENDIX

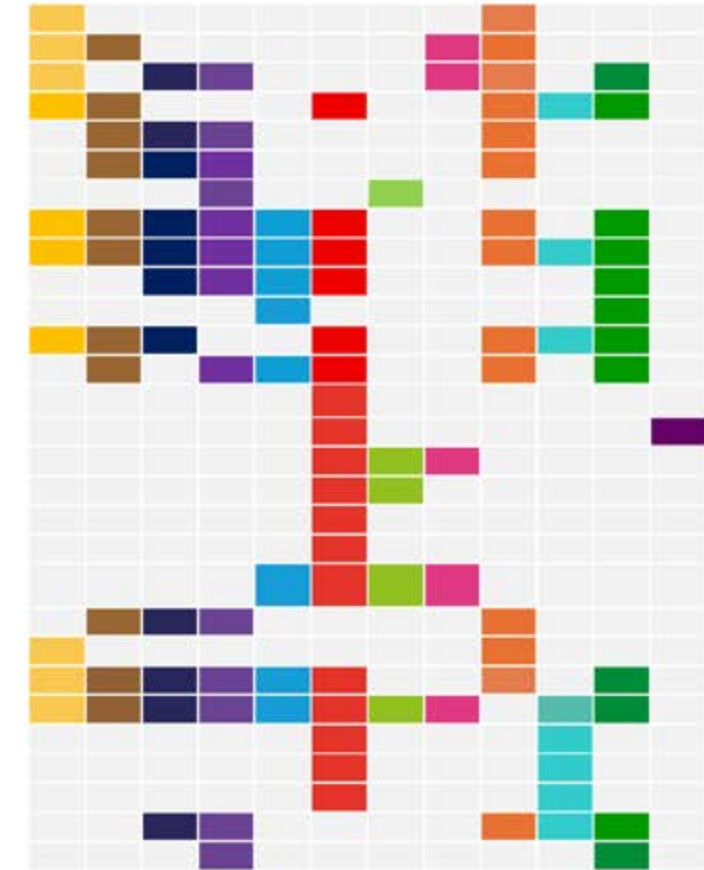
Our Key Achievements aligned with the Health and Care Quality Standards



- Safe
- Timely
- Effective
- Efficient
- Equitable
- Person Centred
- Workforce
- Culture
- Information
- Learning, Improvement and Research
- Whole Systems Approach
- Leadership

Key Achievements 2024 -25

- Welsh government paper due to increased cyber security threats
- Cyber live seminars
- Approval of the document management strategy
- National Data Resource (NDR)
- Improving cancer and immunisation data for better healthcare outcomes
- Enhancing Quality Through Data- Driven Improvements
- User experience monitoring tool
- Urgent and Emergency Care
- Diagnostics
- Engagement and Strategic Partnerships
- Dental access portal (DAP)
- Digital Medicines Programme
- NHS Wales Mobile Application
- Senior leadership development programme
- Quarterly senior leadership development events
- Employee assistance programme (EAP)
- Talent cohort for band 6-Bb
- Emerging talent programme for band 3-5
- Career events and apprentice recruitment
- Fostering a culture of belonging, promoting wellbeing and providing development opportunities
- Primary care information portal- providing real-time insights into performance
- Strengthening data sharing and digital governance for quality improvement
- EPMA (electronic prescription and medicines administration)
- Introduction of the QI programme
- Wales institute of digital information (WIDI) training programme
- Professional development integration in performance appraisal and development reviews
- Strategic workforce planning process
- Quality improvement through data, research and innovation
- Enterprise service management initiatives



ACHIEVEMENTS IN 2024-25

Our achievements during the year have been mapped against the Health and Care Quality Standards 2023, a description of the standards can be found here [Health and Care Quality Standards - NHS Wales Executive](#)



Diogel Safe

To strengthen the safety and security of patient data and NHS Wales systems, DHCW rapidly implemented Multi-Factor Authentication in response to increased cyber threats, delivered cyber awareness seminars to over 600 staff, and advanced secure data management through the National Data Resource and improved document control.

Welsh Government Paper Due To Increased Cyber Security Threats

In December 2024, due to increased national Cyber threats and advice from the National Cyber Security Centre and NHS England, DHCW submitted a paper to Welsh Government recommending the immediate enforcement of Multi Factor Authentication for all remote users of Microsoft services throughout NHS Wales. The paper was approved with the instruction to implement within 24 hours.

DHCW implemented the change within four hours with no significant impact to users. Implementing MFA for remote users is a key protection against malware attacks, particularly ransomware, and significantly improves the security posture of NHS Wales.

Cyber Live Seminars

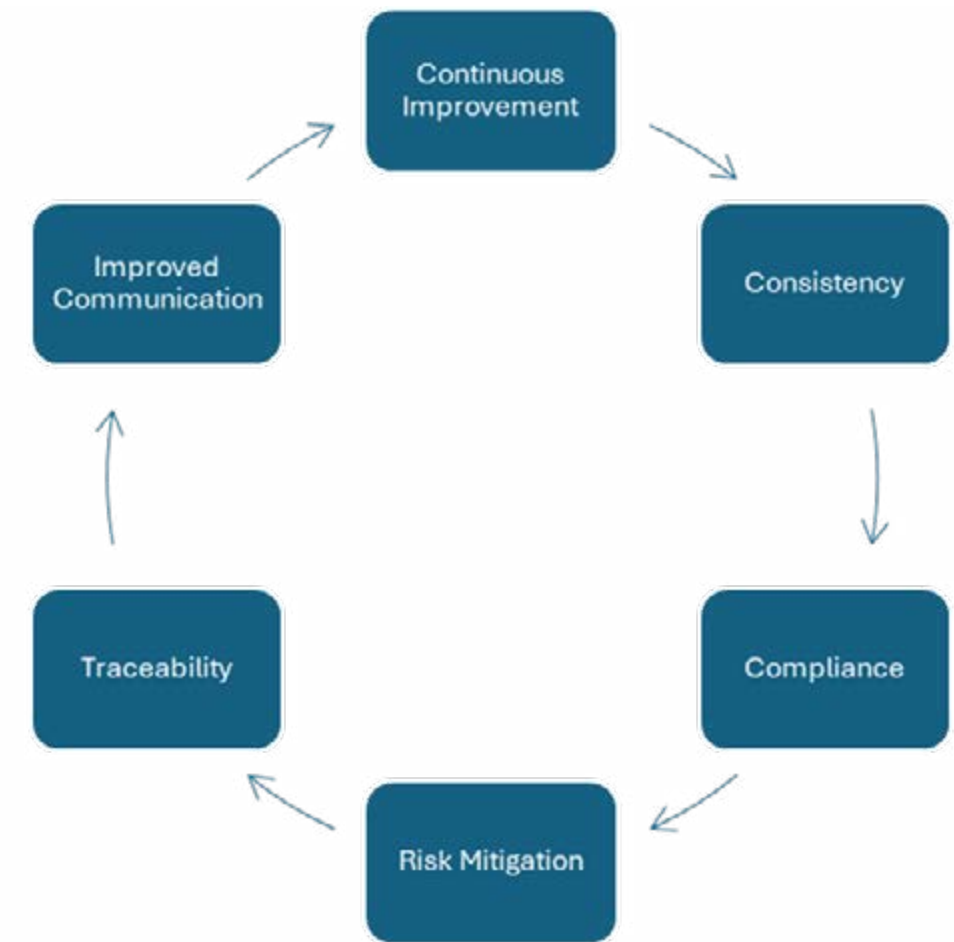
To improve the cyber security culture at DHCW and the awareness of security threats and best practice, the cyber security team have run a series of three 'Cyber Live' seminars open to all members of DHCW. The seminars were extremely well attended by over 600 staff members in total covering topics such as cyber threats to the NHS and patient data, how DHCW protect systems and patient data, regulation compliance, and cyber security best practice for users. This knowledge will improve the cyber security posture of DHCW and therefore NHS Wales.

Approval of the Document Management Strategy

DHCW approved the Document Management Strategy (DMS) which aims to examine the current state of document management, identifying any issues or areas for improvement and suggest solutions. Document management is essential for compliance, quality assurance and continuous improvement.

Phase 1 of the strategy has been completed with all document types listed in the DMS migrated from the Integrated Management System (IMS) to iPassport.

Phase 2 will be completed in 2025-26 and consists of discovering document saved outside of the IMS and identifying their appropriate storage location.



NATIONAL DATA RESOURCE (NDR)

The National Data Resource (NDR) is a collaborative programme, led by the Strategy Directorate in Digital Health and Care Wales and funded by Welsh Government, which will provide a modern cloud-based data platform across Wales. It was launched in August 2023 and supports the creation of a single digital health and social care record, providing information to the right person at the right time by enabling seamless data sharing between national and local platforms. The NDR platform will ensure that health and social care data is stored safely and securely, reducing data management costs and improving collaboration. National and local teams will have access to reliable patient information and trends when needed, including at the point of care.

The NDR programme consists of five main areas of work that all have connections with each other:

- Care Data Repository (CDR)
- National Data Analytics Platform (NDAP)
- Advanced Analytics
- Application programming Interface (API) Management
- Secure data Environment (SDE)

The implementation of the Google Apigee Application Programming Interfaces (API) management product has streamlined communication with our supplier's products. Enterprise API management is crucial for securely delivering an open architecture and interoperability, while a terminology service ensures consistent use of code systems and terminologies and distributes all-Wales administrative reference resources.

The NDR is our future data platform and part of our shift to cloud and open architecture. It will enable us to do more with data in a safe and secure way and, through the NDAP, deploy new technologies including artificial intelligence and advanced analytics.

We are supporting health boards and trusts to use the NDR platform and services to integrate new functionality into their plans and align national and local roadmaps.



Amserol Timely

Recent improvements in cancer and immunisation data in Wales prioritise timely access to accurate, real-time information, enabling faster decision-making and more responsive patient care to improve healthcare outcomes.

Improving Cancer and Immunisation Data for Better Healthcare Outcomes

A quality improvement approach has been embedded in recent advancements in cancer and immunisation data accessibility, ensuring greater accuracy, usability, and integration to enhance patient care and system performance.

Enhancing Cancer Data Quality and Accessibility

- Tier 4 Cancer Dataset Reports ('Patients Diagnosed' & 'Patients Treated') – Provide real-time, user-friendly cancer data, empowering clinicians and Health Boards to make informed decisions that enhance patient care.
- Welsh Cancer Intelligence and Surveillance Unit (WCISU) Reports – Support the CATRIN cancer registry system, serving as a key data source for cancer registrations, improving data standardization and reporting accuracy.

- Systemic Anti-Cancer Therapy (SACT) Data Integration – Enables comprehensive performance monitoring by linking SACT data with central datasets, generating Key Performance Indicators (KPIs), and integrating with the Secure Anonymised Information Linkage (SAIL) databank. This ensures equitable access to cancer treatment insights for Health Boards and policymakers, driving service improvements.
- Optimising Immunisation Data for Public Health Impact
- Daily Immunisation Data Flow – Provides real-time immunisation uptake data, enabling proactive decision-making for Health Boards and Vaccine Programme Wales, supporting targeted interventions to improve vaccination coverage.

By embedding quality improvement principles, these initiatives promote data-driven healthcare, ensuring more accurate reporting, better patient outcomes, and enhanced service planning across Wales.



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Effeithiol Effective

The development and use of data-driven dashboards across NHS Wales enhance effectiveness by improving data accuracy, supporting evidence-based clinical decisions to enhance patient care and service planning.

Enhancing Quality Through Data – Driven Improvements

The development and publication of multiple dashboards leveraging secondary care data are driving quality improvement across NHS Wales by enhancing data accuracy, accessibility, and decision-making. These tools support continuous monitoring, benchmarking, and targeted interventions to improve patient care.

Strengthening Clinical Decision-Making & Patient Outcomes:

- Spinal Dashboard – Identifies variations in spinal procedures, enabling clinicians to address factors affecting patient outcomes, such as comorbidities and complications.
- Colposcopy Follow-Ups Dashboard – Supports data validation and refinement, improving follow-up efficiency and reducing missed appointments.
- Vascular Dashboard (Phase 2) – Incorporates updated insights, supporting evidence-based vascular care improvements.
- Cancer Reports Dashboards – Facilitate data validation across multiple cancer types, ensuring more accurate, standardised reporting and better clinical decision-making.

Improving Data Quality and Benchmarking:

- Benchmarking Dashboard – Enables Health Boards to compare key performance metrics against the rest of Wales, fostering a culture of continuous improvement.
- Cancer Dataset Data Quality Dashboard – Enhances data accuracy and completeness, improving cancer dataset reliability. A data quality tracker has been introduced to strengthen engagement with Health Boards and improve overall data quality for Welsh Cancer Intelligence and Surveillance Unit (WCISU) and Wales Cancer Network (WCN).
- Clinical Coding Tool – Mitigates coding discrepancies, ensuring datasets are comprehensive and accurate for analysis and reporting.

Enhancing Accessibility and Service Planning:

- Digital Inclusion Survey Dashboard – Helps assess public needs for digital inclusion, informing inclusive service development, support programmes and schemes to aid public access to digital health services where possible, and get the information to individuals that are required to access the support needed.
- Drive Time National Dataset – Provides insights into patient travel times, aiding in service planning and accessibility assessments.

By embedding quality improvement principles, these dashboards empower clinicians, drive system-wide efficiencies, and enhance patient care through data-driven insights and continuous refinement.





Effeithlon Efficient

DHCW is driving efficiency across NHS Wales by implementing digital tools that streamline diagnostics, urgent care data, and user experience monitoring, while fostering strategic partnerships to co-produce smarter, faster, and more integrated healthcare solutions.

User Experience Monitoring Tool

This tool proactively monitors the end-user experience when using our managed desktop service. It provides statistics relating to the user's experience and identifies issues for the support team to proactively resolve. It helps drive efficiency in our organisation

Urgent and Emergency Care

The urgent and emergency care data standards service ensures consistency of a unified data set and secures standardised reporting to improve patient flow.

The Urgent and Emergency Care portfolio consists of several services, programmes and projects. The Programmes/Projects which sits within the Service Transformation area for this portfolio are the: Welsh Emergency Care Data Set (WECDs) and Welsh Intensive Care Information System (WICIS)

The purpose of the WECDs is to develop a solution to capture and make emergency care data available to enable consistent benchmarking of quality, outcome and experience measures.

WECDs will support the linkage of data across healthcare and social care services ensuring that it is possible to understand the complete patient journey through Urgent and Emergency Care (UEC) Services. The initial focus of this phase of WECDs implementation is on Type 1 Emergency Departments (24-hour, consultant lead ED's), Minor Injury Units (MIU's), and Same Day Emergency Care (SDEC).

WICIS will collect real-time information from monitoring devices, pumps and respiratory equipment used inpatient care. The system will provide frontline staff with easy access to vital data and insights, offering a quick and clear overview of patient and device statuses across the ward. The new digital solution aims to replace all paper charts and hand-written observations of vital signs. With over 10,000 patients admitted to critical care in Wales every year, this digital system will help reduce the burden on frontline staff. It will include medicines management and will be integrated into NHS Wales digital systems, ensuring information is available when and where it is needed.



Diagnostics

Diagnostic services in Wales are facing challenges due to increasing demand, changes in clinical care, a 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 enhance service delivery, patient safety, communication, error rates, costs and data usage.

To address this, DHCW are working to integrate new laboratory and radiology informatics solutions, expand electronic requesting functionality, and enhance the national availability of diagnostic results and reports. This means better access to test results, and improving patient care and clinical safety. Better information sharing across boundaries and improved storage and distribution of imaging are also key goals.

Modern diagnostic imaging is essential for diagnosis and treatment in modern patient care. Radiology services are being provided in a wide range of healthcare settings across all health boards and trusts in Wales. In future, regional diagnostic hubs will expand the range of services provided outside of typical hospital environments.

The Radiology Informatics System Procurement programme (RISP) is implementing a new system that integrates picture archive and communication, patient dose management and radiology information management functionality. The RISP team in DHCW are working with all the Health Boards and Trusts in Wales, and the chosen supplier - Philips Healthcare, with a plan to roll-out the new integrated system in 2025 and 2026.

The Laboratory Information Management System (LIMS2.0) Programme supports delivery of a modern, sustainable and safe pathology service, delivering against Welsh Government's Pathology Statement of Intent. The new system will provide better and faster access to the results of pathology tests processed in NHS Wales laboratories, and integrate with other health record systems.

Engagement and Strategic Partnerships

The DHCW engagement team work across many areas of the NHS. This ranges from collaborating with NHS partners, commercial partners, and internally across the various directorates of DHCW. Engagement activities can be in the form of workshops or helping develop engagement plans, or conducting surveys with stakeholders and patients and the public.

In order to be a trusted strategic partner and fulfil our ambitions to lead delivery of national digital systems for better health and social care for the people of Wales, we need to work collectively and engage with a range of stakeholders. Effective Engagement is essential to create an ongoing dialogue and build relationships that support the implementation of improvements in digital and data in health and care.

As we grow and develop more national programmes and initiatives, having a sound structure underpinning our engagement activities becomes even more important. By creating effective partnerships with DHCW we can enable co-production of solutions that will put people at the heart the next generation of services that are needed to transform healthcare delivery. Fostering relationships of trust and learning from each other are essential.

We have set out our approach to engagement with a series of commitments through our engagement principles.

The four engagement principles are as follows:

- 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

These Principles are the framework which underpins, informs, and guides our stakeholder engagement and they embrace the National Principles for Engagement, Digital Inclusion for Health and Care in Wales and Welsh Language Scheme.



Teg Equitable

The Dental Access Portal (DAP) promotes equality by ensuring all patients have equal access to NHS dental services through fully bilingual communications that comply with Welsh language standards and regulations.

Dental Access Portal (DAP)

The Welsh Government plan to strengthen the provision of Welsh language as a medium of communication on a level with English in health and social care. Being able to access services in the Welsh language makes a significant positive difference to the quality of the overall experience and health and well-being outcomes for many Welsh speakers.

The Welsh Government asked DHCW to design and develop a Dental Access Portal (DAP) to enable patients in Wales to register their interest in routine NHS dental services. Health Board dental administration teams would use the DAP to allocate patients waiting for an NHS dentist to dental practices with available space.

The DAP service has been live in all health boards, and therefore available to all citizens of Wales, since 20th February 2025.

The Welsh Language (Wales) Measure 2011 created the Welsh language standards for promotion and facilitation of the Welsh language so as to ensure that it is not treated less favourably than the English language in Wales, i.e. treat those who speak Welsh equally with those who speak English.

Acting on behalf of health boards and working collaboratively in cross-functional teams, DHCW designed and developed the DAP service for use by prospective patients. To determine which standards were applicable and how to comply with them,

the User-Centred Design team consulted the Digital Service Standards for Wales and followed the guidance which called for Welsh language content to be made central to the development of this service from the start.

To follow and comply with this guidance DHCW Primary Care Planning realised that for each patient-facing English language artefact such as a letter, set of options or web page, it was necessary to have a corresponding Welsh language artefact.

A professional translation service from English to Welsh was facilitated by DHCW's Welsh Language Team.

Every page on the DAP patient-facing website has a Cymraeg/English selector that indicates to the user that the page they are viewing is available in both Welsh and English and they can toggle seamlessly between the two languages. This coupled with the mirroring of English/Welsh artefacts ensures that the website complies with all these standards.

On enrolling on the DAP, the patient is asked for their preferred method of communication, English or Welsh. This preference is held in the DAP patient record and is used to select the appropriate language when sending communications to patients by e-mail or text message.

User testing was an important aspect, and the User Research/ User Experience team ensured that Welsh speaking testers participated in final User Testing.

For the first time, citizens of Wales have a fair means of accessing routine NHS dental services. We at DHCW are proud to have designed a service that Welsh-speaking users can use with confidence.



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PERSON-CENTRED

DHCW is enhancing person-centred care by delivering digital medicines and the NHS Wales App, empowering patients across Wales to manage their prescriptions, access personal health information, and make informed choices about their care.

Digital Medicines

The Pharmacy Delivering a Healthier Wales 2019 plan outlines 'A transformation which is required to maximise the health gain the citizens of Wales derive from their interactions with the pharmacy profession.' This plan also focuses on providing greater value and finding cost-saving efficiencies.

Digital Medicines combines programmes that will deliver the benefits of a fully digital prescribing approach in all care settings in Wales. Responding to an independent review, In September 2021 the Minister for Health and Social Services set out an ambition for a comprehensive digital medicines plan for Wales and asked Digital Health and Care Wales to establish the programmes.

There are four interconnected areas of work:

- Primary Care Electronic Prescription Service (EPS)
- Secondary Care electronic Prescribing and Medicines Administration

- Shared Medicines Record
- Patient Access (NHS Wales App)

The Patient Access Project, connecting the EPS to the NHS Wales App has been delivered. EPS is now live and in its roll-out phase. It replaces paper prescription forms with a digital system that allows GPs to electronically send a prescription directly to a pharmacy of the patient's choosing.

Since the EPS Programme launched, 164,000 patients have received digital prescriptions and 2.3 million prescription items have been issued so far. EPS is currently in use across all health boards areas and in 66 (18%) GPs practices, 372 (54%) Community Pharmacies and 3 (75%) Dispensing Appliance Contractors (DACs).

For the Secondary Care ePMA Programme, six health boards have signed contracts with their chosen ePMA supplier and each are now planning their hospital implementations. ePMAs will replace the paper prescription and medicine charts and are planned to read and write data with the Shared Medicines Record (SMR) to deliver a consolidated medicines, allergies and intolerances record for every patient in Wales. Readiness work is also continuing to integrate ePMAs with the national architecture, to allow information to follow the patient, with the first go live planned for Summer 2025.

The Shared Medicines Record (SMR) project has delivered the platform for a comprehensive and consolidated medicines, allergies and intolerances record for every patient in Wales. Its Application Programming Interface (API) with GP Medicines, GP Allergies and Discharge Medicines capabilities has been developed and made available for ePMA suppliers; allowing them to start testing the ability to read and reuse digitally recorded medicines, allergies and intolerances information without the need to transcribe from one system to another. This is of particular benefit when reconciling medicines during patient hospital admissions.

These efforts demonstrate an ongoing commitment to overcoming challenges and ensuring successful implementation for the benefit of patients and healthcare providers across Wales.

NHS Wales App

DHCW is developing a core platform of digital services for patients in Wales through the Digital Services for Patients and the Public programme. The Programme puts digital tools at the heart of patient care. It includes the NHS Wales App which allows patients and the public 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.

Significant progress has been made over the year in developing and deploying the NHS Wales App, highlighting a commitment to improving healthcare access for patients across Wales.

The App had a soft launch via Public Beta, marking a significant milestone. Key developments included completing a GP search function, adding the option to choose a preferred pharmacy, displaying organ donation preferences, appointment history, prescriptions (acute and repeat), ordering of repeat prescriptions, booking appointments, and testing integration with suppliers. Software tools were acquired to support technical delivery, and Azure subscriptions were migrated to new contractual arrangements to ensure continued support and delivery of the app during transition.

All 373 GP practices were successfully onboarded through a comprehensive rapid deployment plan for both GP system suppliers.

Overall, the NHS Wales App has made substantial progress, with ongoing efforts to expand functionality, increase adoption and ensure sustainability for the future. The commitment to delivering a comprehensive digital healthcare solution for Wales remains strong, with continuous efforts to address key issues, develop new features and ensure the App's successful rollout.



Arweinyddiaeth Leadership

The Senior Leadership Development Programme and quarterly events foster collaborative problem-solving, knowledge sharing, and alignment with organisational priorities to strengthen leadership and promote a unified leadership culture.

Senior Leadership Development Programme:

Focuses on collaborative problem-solving, knowledge sharing, and professional networking to drive better outcomes for staff and stakeholders.

Quarterly Senior Leadership Development Events:

Dedicated sessions to align leaders with organisational priorities, promoting a 'one team' culture.



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Gweithlu Workforce

The Employee Assistance Programme and targeted development initiatives support workforce wellbeing, skill enhancing and career growth through accessible, professional support and tailored training resources.

Employee Assistance Programme (EAP)

Through a collaborative partnership between DHCW, Velindre University NHS Trust and NHS Wales Shared Services Partnership (NWSSP), a contract commenced with Vivup in March 2024, for a 2-year period, to provide a comprehensive EAP which includes Your Care” platform. Employees can access a wealth of resources ensuring that they can develop their wellbeing skills and health, including taking 12 data-driven assessments over a period of time to track their wellbeing.

The EAP provides 24-hour access to professional support for any personal or work-related issue. Counselling calls can be single sessions or continued with the same counsellor for an agreed number of sessions within a structured framework.

Talent Cohort for Band 6–8b

Tailored workshops providing reflection, development, and focused support.

Emerging Talent Programme for Band 3–5

Digital training designed to address skill gaps and support career development.

Career Events and Apprentice Recruitment

Engagement in six career events to strengthen the employer brand and recruit apprentices in key areas like Cyber Security and Information Services.



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Diwylliant Culture

DHCW cultivates a culture of belonging by prioritising diversity, inclusion, and wellbeing through dedicated networks and development initiatives that empower staff, enhance engagement, and improve the quality of care and services.

Fostering A Culture of Belonging, Promoting Wellbeing and Providing Development Opportunities

DHCW fosters a culture of belonging, promotes wellbeing, and provides tailored development opportunities to staff. The initiatives prioritise the diverse needs of employees and the approach not only enhances staff engagement but also helps create an environment where people are empowered to contribute fully, ultimately improving the quality of care and services delivered.

There are several activities in DHCW, including the Equality, Diversity and Inclusion (EDI) Network, Health and Wellbeing Network, and targeted talent development initiatives, collectively creates a culture to ensure that individuals feel valued, supported, and included.

EDI Network Activities:

- Actively contributes to embedding diversity, equality, and inclusion principles across DHCW.
- Supports initiatives that align with the Strategic Equality Plan to promote inclusivity in the workplace and within the communities DHCW serves.

Participation In the NHS All Wales Staff Survey:

- Provides insights into engagement, wellbeing, and psychological safety, helping the EDI Network/ Health and Well-Being Network identify areas for improvement.

Health And Wellbeing Network:

- Includes initiatives like the Autumn Step Challenge, Dog Walking Competition, and Cuppa Catch Ups to promote staff wellbeing.
- Involves 32 dedicated employees driving engagement and wellbeing efforts.



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Gwybodaeth Information

The Primary Care Information Portal delivers real-time, comprehensive performance data and supports secure, ethical sharing of information to enable informed healthcare improvements across Wales.

Primary Care Information Portal – Providing Real-Time Insights into Performance

The latest disease register data, in line with General Medical Services (GMS) contractual year-end reporting requirements and Quality Improvement Framework (QIF) specifications for 2022/23 (as of October 2023) and 2023/24 (as of April 2024) has been published in the Primary Care Information Portal (PCIP).

These registers track chronic condition prevalence, highlighting trends to help GP Practices, Health Boards, and Welsh Government identify areas for targeted improvement.

The Access Standards module tiles are now live in PCIP, supporting General Practice submissions for GMS contract. These submissions play a key role in monitoring and improving patient access, benefiting Practices, Clusters, Health Boards, and Welsh Government.

- Key reports, including GMS Contract Assurance Framework indicators, Q2 Access Standards submissions, and GP Practice Annual Returns, have been completed and integrated into PCIP.

This provides Practices and Primary Care teams with real-time insights into their performance, supporting data-driven quality improvements across Wales

Strengthening Data Sharing and Digital Governance for Quality Improvement

Efforts to enhance data privacy, transparency, and digital governance are underway:

- Engagement with the Information Commissioner's Office to ensure best practices in secure and ethical data sharing under the Welsh Accord for Sharing Personal Information.
- Task identification and uploads to support the Welsh Accord, improving clarity and consistency in data-sharing processes.
- Welsh Government consultation guidance received for the Digital Change Board, ensuring a structured and inclusive approach to digital transformation.
- These steps help build trust, efficiency, and accountability in handling personal information while supporting digital improvements across Wales.

ePMA (Electronic Prescription and Medicines Administration)

DHCW has worked in partnership with Health Boards and Trusts across Wales in designing and procuring a new electronic system for prescribing and managing medications, called ePMA. We are currently supporting data sharing between ePMA with the national systems as Health Boards and Trusts prepare for the live rollout. This system replaces paper-based prescriptions and medication charts.

We carefully planned how the different systems provided by various suppliers would work together safely and reliably with the existing systems used across NHS Wales. This ensures that doctors, nurses, and pharmacists have the right information at their fingertips when making decisions about a patient's medication.

ePMA is directly contributing to safer, more effective, timely, and efficient medication management. By enabling a seamless flow of information between different systems, ePMA minimises the risk of medication errors, provides healthcare professionals with instant access to crucial patient data and decision support tools, speeds up the prescribing and administration process, and reduces

administrative burdens. This eliminates paper-based inefficiencies, leading to improved patient safety, better clinical outcomes, and a more streamlined healthcare experience for both patients and staff.

Safe: ePMA significantly reduces the risk of medication errors caused by:

- Illegible handwriting on paper prescriptions.
- Misinterpretation of medication orders.
- Lost or misplaced paper charts.

Effective: ePMA ensures that prescriptions are based on the latest guidelines and best practices. It also provides information access to aid decision support, leading to safer prescribing

Efficient: ePMA reduces waste and improves efficiency by:

- Eliminating the need for paper prescriptions and charts.
- Reducing the time spent searching for information.
- Automating tasks like dose calculations and allergy checks.

Equitable: ePMA helps ensure that all patients, regardless of their location within a health board/trust, receive the same high standard of prescribing and medicines.



Gwella, dysgu ac ymchwil
Learning, improvement and research

DHCW's Quality Improvement programme fosters a culture of learning, innovation, and research by empowering staff with training and promoting data-driven improvements to continuously improve the services we provide to our users.

Introduction Of the QI Programme

Quality Improvement (QI) is about giving the people closest to issues affecting care quality the time, permission, skills and resources they need to solve them. It involves a systematic and coordinated approach to solving a problem using specific methods and tools with the aim of bringing about a measurable improvement. At DHCW, Quality Improvement is a core part of who we are and is embedded in our organisational values. It helps us to shape how we work, innovate, and deliver the best outcomes for our staff and the communities we serve.

To support this mission, we have established a dedicated function to standardise best practices across the organisation. This ensures that great ideas don't just stay local but are shared and scaled, benefiting the entire organisation. By making this commitment, we aim to elevate the quality of our services and create a culture where innovation thrives.

One of the key ways we foster a culture of improvement is through our comprehensive training programs. Over the past 6 months we have developed two QI training courses for our staff. The aim of the training is to educate, support and empower people to make their own improvements and not wait to be told to improve something, it's about being proactive in improving your own issues. We have delivered this training to almost 150 people at DHCW so far, and plan to deliver a session every week next year. We are demonstrating the value of this training by collecting the number of improvements being completed by our attendees within their own area of work. The improvements are categorised in line with the Domains of Quality; Safe, Timely, Efficient, Effective, Equitable and Person-Centred. The collection of this data will assist us to share ideas and best practices across the organisation.



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Wales Institute of Digital Information (WIDI) Training Programme

- Provides bespoke digital learning interventions to build skills in Agile Delivery, AI and Machine Learning, and Software Development.
- Professional Development Integration in Performance Appraisal and Development Reviews
- Ensures learning goals align with organisational values and strategic objectives.
- Strategic Workforce Planning Process:
- Annual review to reassess upskilling priorities, succession planning, and workforce sustainability.
- Quality Improvement Through Data, Research and Innovation

Enhancing Predictive Capabilities in Vascular Care:

A hackathon with vascular clinicians explored developing a prognostic tool for amputations, fostering collaboration between analysts and clinicians across NHS Wales. This initiative enhanced data transformation processes, improving modelling accuracy and enabling data-driven decision-making to optimize patient outcomes.

Strengthening Data Consistency and Accessibility:

The DHCW Research & Innovation (R&I) team supported two key research grants aimed at improving data quality, integration, and accessibility:

- AI4Data Project (King’s College London – The Medical Research Council (MRC) / National Institute for Health and Care Research grant) seeks to standardise Secure Data Environment (SDE) technologies across the UK, ensuring consistency and reliability in health data access.
- UK Medicines & Devices Data Foundation (University of Liverpool – UK Research and Innovation / MRC grant) aims to unify and standardise NHS data on medicines and medical devices, linking datasets to patient outcomes and improving data-driven healthcare decisions.

Advancing Knowledge and Resource Accessibility

DHCW’s Open Access policy has been approved, reinforcing equitable access to high-quality digital health resources. The launch of an institutional repository during Open Access Week (21st October 2024) further promotes knowledge sharing. A workshop with Social Care Wales supported staff in utilising e-Library resources effectively, and a £15k capital bid was submitted to update the e-Book collection. Additionally, benchmarking against other NHS nations is underway to identify gaps and enhance service offerings.

These initiatives align with Quality Improvement principles, focusing on data-driven decision-making, accessibility, standardisation, and continuous learning to enhance healthcare outcomes across Wales.





Ymagwedd systemau cyfan Whole systems approach

Enterprise Service Management adopts a whole systems approach by integrating and coordinating IT services across healthcare departments to ensure reliable, efficient, and a collaborative digital infrastructure that supports seamless patient care, reduces disruptions, and improves health outcomes across NHS Wales.

Enterprise Service Management Initiatives

Enterprise Service Management (ESM), encompassing both the Service Fulfilment (Service Desk) and Service Management areas, has undertaken several initiatives to ensure that our activities align with the DoQ aims. Our approach focuses on delivering efficient, high-quality and customer-centric IT services that contribute to better patient outcomes and organisational effectiveness.

Enterprise Service Management plays a crucial role in improving the quality of health services by ensuring that healthcare professionals have access to reliable, efficient and high-performing IT services. A well-functioning IT infrastructure directly impacts patient care by minimising delays, reducing administrative burdens and ensuring the seamless operation of critical healthcare systems. We continue to provide a stable digital environment where healthcare professionals can focus on patient care without IT-related disruptions. Furthermore, when IT-related issues do occur, they are resolved swiftly, reducing the risk of

prolonged service downtime that could impact frontline healthcare delivery. These measures enhance service reliability, reduce inefficiencies and contribute to an overall improvement in healthcare service quality.

Beyond improving service quality, ESM also plays a vital role in enhancing health outcomes for the population of Wales. By ensuring the continuity and effectiveness of IT services, we help maintain uninterrupted access to digital health records, platforms and clinical systems – all of which are essential for modern digitised patient care.

A well-integrated whole system approach allows for better coordination between different healthcare departments, leading to more efficient patient referrals, reduced waiting times and improved clinical decision-making. Additionally, we help prevent IT failures that could disrupt time-sensitive healthcare services, such as emergency response systems or patient monitoring tools. By enabling healthcare professionals to work more efficiently and with greater confidence in their IT systems, we indirectly contribute to better patient experiences, reduced medical errors and ultimately improved health outcomes across Wales.

The activities within Enterprise Service Management have been designed to optimise resource use, enhance responsiveness and reduce downtime for critical healthcare systems.



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The following key initiatives contribute to efficiency and describe how they met the DoQ in the ESM:

- **KPI Reporting:** Regular KPI tracking ensures proactive monitoring of IT services, highlighting trends and areas for improvement. This enables us to resolve issues before they impact frontline healthcare services.
- **Customer Reporting & Service Level Agreements (SLA):** Transparent reporting mechanisms and adherence to SLAs ensure accountability and continuous service improvement. This guarantees that healthcare professionals receive the IT support they need to deliver patient care without disruptions.
- **SDI-Certified High-Quality Service Desk:** Our Service Desk meets SDI (Service Desk Institute) standards, demonstrating our commitment to best practices in IT service management. This ensures a consistent, high-quality support experience for healthcare staff, improving response and resolution times.
- **Major Incident Management:** A structured major incident response framework ensures that critical service disruptions are handled swiftly and efficiently. This reduces potential risks to patient safety and healthcare operations.
- **Change Management:** A robust change management process minimises risks associated with IT system modifications. By ensuring that all changes are thoroughly assessed, tested and communicated we prevent unplanned disruptions to healthcare services.

The Whole System Approach is central to our Enterprise Service Management strategy, ensuring that IT services are integrated, collaborative and designed to support the broader healthcare ecosystem.

Key contributions include:

- **Cross-Departmental Collaboration:** ESM works closely with clinical, operational and administrative teams to align IT service delivery with healthcare needs. This ensures that digital infrastructure supports the overall patient care pathway.
- **Proactive Problem Management:** By analysing trends and conducting root cause analysis, we prevent recurring IT issues that could disrupt services across the healthcare system.
- **IT Service Integration:** Our services are designed to seamlessly integrate with other digital health initiatives, ensuring a cohesive IT environment that enhances overall efficiency.

By implementing these initiatives, Enterprise Service Management will continue to contribute directly to the efficiency of health care services while ensuring a whole-system approach to IT service delivery. Our commitment to continuous improvement and adherence to best practices supports the DoQ by enhancing the reliability, responsiveness and effectiveness of IT services within NHS Wales.

EXTERNAL QUALITY CERTIFICATION

DHCW has maintained all its' external quality certifications with external audits conducted to assess its' suitability to retain BS and ISO certificates. These certificates demonstrate DHCW's commitment to quality improvement.

■ Indicates alignment with the relevant standard

	ISO 9001:2015 Quality Management System	ISO 14001:2015 Environmental Management System	ISO 20000-1:2018 Information Technology Service Management	ISO 27001:2013 Information Security Management System	ISO 30415:2021 Human Resource Management - Diversity and Inclusion	BS 76000:2015 Human Resource - Valuing People - Management System	BS 10008-1:2000 Evidential Weight and Legal Admissibility of Electronically Stored Information	Service Desk Institute (SDI)
Safe	■	■	■	■	■	■	■	■
Timely	■	■	■	■	■	■	■	■
Effective	■	■	■	■	■	■	■	■
Efficient	■	■	■	■	■	■	■	■
Equitable					■	■		
Person-centered					■	■		
Leadership	■	■	■	■	■	■	■	■
Workforce	■	■	■	■	■	■	■	■
Culture					■	■		
Information	■	■	■	■	■	■	■	■
Learning, Improvement and Research	■	■	■	■	■	■	■	■
Whole systems approach	■	■	■	■	■	■	■	■



DHCW is committed to delivering high-quality, safe and user-centred digital solutions and the table explains how the standards that DHCW has chosen to be certified to align with the DoQ.

The certificates are displayed on the DHCW website. Click [here](#) for more information.

ISO 9001:2015 Quality Management System	Promotes consistent quality management practices across healthcare services.
ISO 14001:2015 Environmental Management System	Encourages sustainable practices in healthcare.
ISO 20000-1:2018 Information Technology Service Management	Ensures efficient IT service delivery in healthcare settings.
ISO 27001:2013 Information Security Management System	Directly supports the Information standard by establishing robust information security protocols.
ISO 30415:2021 Human Resource Management – Diversity and Inclusion	Reinforces Equitable and Culture standards by promoting inclusive practices within healthcare organisations.
BS 76000:2015 Human Resource – Valuing People – Management System	Aligns with Workforce and Culture standards by emphasising the importance of valuing employees.
BS 10008-1:2000 Evidential Weight and Legal Admissibility of Electronically Stored Information	Supports Information and Safe standards by ensuring the integrity and legal admissibility of electronic health records.
Service Desk Institute (SDI)	Provides best practice for IT service desks in healthcare settings.

LINKS

[Duty of Quality - Digital Health and Care Wales](#)

- Duty of Quality page

[Board, Committee and Advisory Boards - Digital](#)

[Health and Care Wales](#) - link to Performance Report, DGSC reports

[Digital Service Standard for Wales | Centre for Digital](#)

[Public Services](#) - Digital Service Standards for Wales

