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Digital Health
and Care Wales

Digital Health and Care Wales Organisational Strategy 2024-2030 - Draft

CHAIR AND CEO'S INTRODUCTION



EXECUTIVE SUMMARY

The DHCW long-term strategy sets out the role we will play in the health and care system in Wales over the coming six years. It builds on our missions, the central pillars around which our Integrated Medium Term Plan (IMTP) is structured, describing our objectives and the transformational impact we expect to have on the delivery of health and care services.

The strategy will need to evolve over time; digital and data continually change and we must be responsive to the changing world around us, and to the needs of our partner organisations and the public.

Our IMTP describes in detail the milestones we will deliver against major programmes of work, with a high level of detail for the coming year, and a degree of flexibility within a pipeline of works that we expect to deliver in the following two years. Our IMTP is developed in partnership with our staff and is reviewed by the board before publication.

The IMTP is integral to how we work, giving a measure of our progress against key programmes of work, and is a publicly-shared commitment to our delivery. The IMTP will continue to play this role, however in future it will additionally be informed and steered by this strategy. The missions, objectives and principles set out in this strategy will be the levers we use to shift our future plans from iteration to innovation, and to delivering high-quality, user-centred services.

Our missions bring together the portfolios of work and the enabling functions within our organisation. Four of the missions centre on our delivery, describing how the adoption and evolution of digital and data products drive better value and outcomes for health and care staff, patients and the public.



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EXECUTIVE SUMMARY

The fifth mission centres on how we function; our ability to operate within our allocated finances, to effectively maintain an expert, motivated workforce, and to meet our obligations on quality and safety, governance and sustainability.

This strategy introduces our five strategic principles. These principles will guide how our organisation needs to change to be able to achieve the aims and objectives described through our missions. Our five principles are:

- **Put people first**
- **Simplify everything we do**
- **Design for more digital, more data**
- **Find more value**
- **Learn from the past, embrace the future**

These principles will be the levers we use through our sub-strategies, our strategic plans and the business cases we put forward to support digital transformation in health and care, and they are how we will support and deliver on the aims of the Welsh Government's Digital and Data Strategy for Health and Social Care in Wales.

Our vision will be realised through our principles. The principles act to guide the decisions we make in enacting our missions, ensuring they help us to realise our vision.

Our strategic objectives use the missions set out in our IMTP to take a long-term view of how digital and data will be used in Wales, over the coming 6 years of cycles of the IMTP. Many programmes of work extend beyond the horizon of the IMTP, and our delivery will fundamentally alter the landscape of digital health and care.

The National Data Resource will become the singular, comprehensive health and care data repository in Wales, providing health and social care staff, patients and the public with a shared view of the single health and care record. Prescribing and medicines management will be electronic, with appropriate, nationally-supported products and services in use in clinical areas. Most importantly, the public will have comprehensive digital tools to manage their own health and care needs through the NHS Wales App.

Our strategic objectives for our **future infrastructure, data platform, and open architecture** are to:

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

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 Patient Record application
- Our core social care services are consolidated into a single all-Wales Electronic Social Care Record application

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

- A comprehensive single 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

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

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

- An academy approach to developing staff through talent and leadership development programmes, aligned to DDAT job families
- A secure, long-term financially stable position
- A 34% lower carbon footprint with a clear route to achieving net-zero
- A managed pipeline of programmes and product roadmaps which is supported by stakeholders
- Top quartile staff and stakeholder engagement

Our purpose is underpinned by our missions, which in turn are delivered through portfolios and enablers. These portfolios and enablers are how we will deliver on our strategic objectives.



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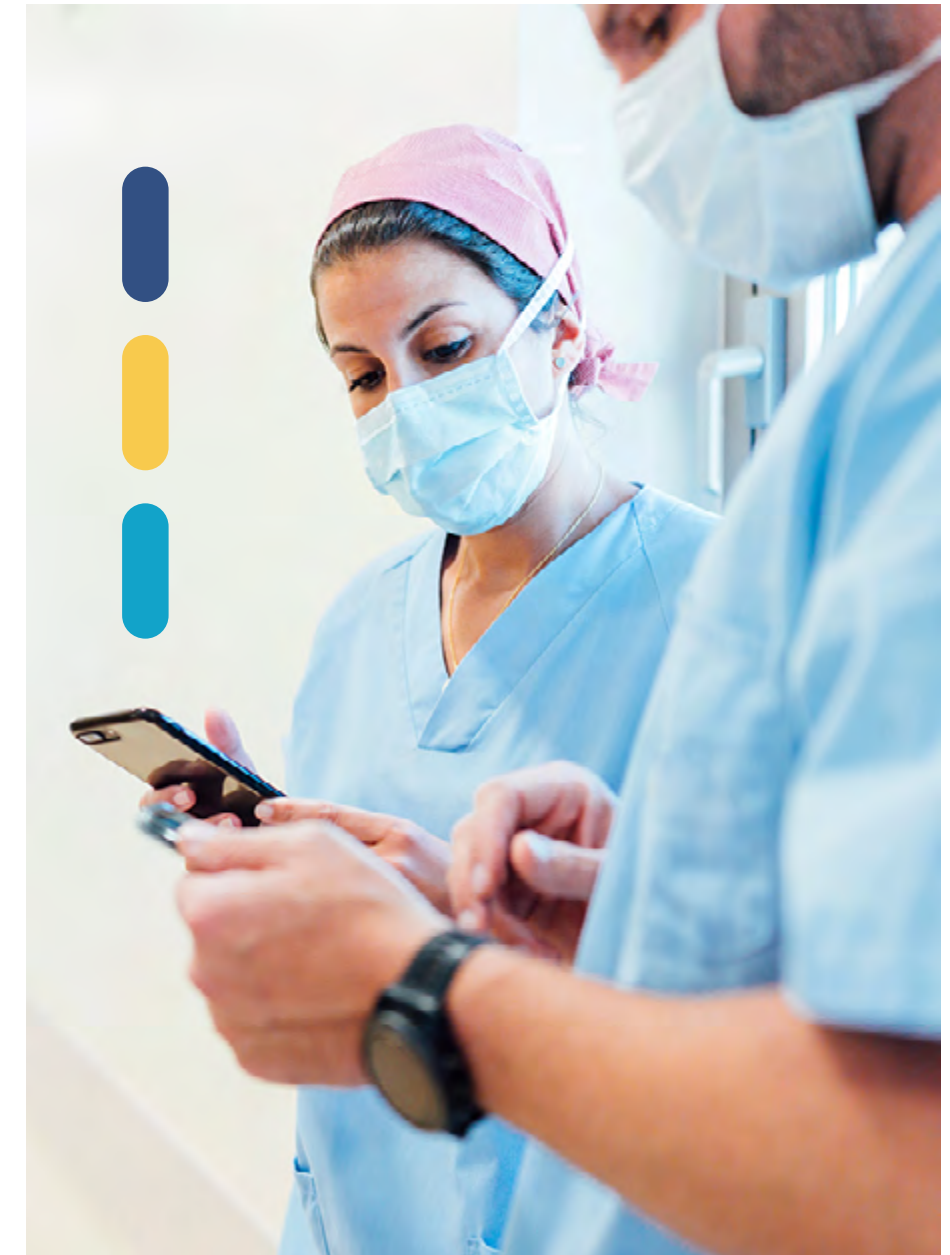
ABOUT DIGITAL HEALTH AND CARE WALES

Digital Health and Care Wales is an NHS Wales Special Health Authority (SHA). We work in partnership - with Welsh Government, other organisations, and users - to provide digital and data services which support the delivery of health and social care.

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For example, our digital applications enable health and care staff to see the information they need to make decisions about health and care, and to record the actions they have taken. We provide digital and data tools to help clinical staff care for patients across Wales, including new digital services for nurses, critical care units, hospital pharmacy and primary and community care. We operate two national data centres and we manage major national digital infrastructure, including cyber security. We deliver national digital transformation programmes including the National Data Resource, the NHS Wales App, Digital Medicines Transformation, two diagnostics change programmes, new digital systems for intensive care and maternity, national primary care, community and mental health, Choose Pharmacy and vaccines.

Everything we do depends on working well with our partners, and on supporting our staff. More than half of our people are technical, like software engineers, data analysts and digital architects. We are proud of our workplace, our teams, and our reputation as employers. We were recognised as the best place to work for IT professionals in the UK by the British Computer Society (BCS) in 2020 and again in 2022.



CONTEXT OF THIS STRATEGY

The NHS in Wales is at a turning point. The challenges we collectively face are complex and ever-changing; improving health and reducing inequalities against a backdrop of the ongoing impacts of the Covid-19 pandemic and limited funding. But the opportunity to transform health and care is also significant.

The pace of technological change is accelerating, and we must adapt and flex our strategic direction accordingly. This strategy provides the guardrails of our strategic direction, but it is not a rigid plan. We will continue to monitor and evaluate the changing landscape, and we will be prepared to adjust our plans as needed.

We are always being asked to do more, and so we need to find new ways to deliver more. That means being more productive as an organisation. We can do this by refining the way we work, focusing less on bespoke work, and more on reusable components. Standards and rules have an important role to play too. Data standards help to simplify our products and services; similarly programme and portfolio management standards will help to simplify the way we run our portfolios programmes and projects.

Data and digital continue to grow. Data comes from more and more diverse places including remote monitoring and wearables, and all forms part of the digital health and care record of any given individual. Similarly, we are asked to do

more and more with digital, delivering a growing suite of portfolios and programmes. It is our responsibility to show how these programmes and products deliver value for staff, patients and the public.

We can only do this by simplifying what we do and how we do it, standardising the way we run our programmes and the ways in which we manage our products. In some cases the technology we are using is out of date. We will need to find new, innovative ways to deliver in these areas, embracing new ways of working that allow us to leave legacy products and ways of working behind.

Our workforce is central to helping us deliver on this. They hold the expertise and knowledge that will shape those new products and new ways of working. That expertise will be the foundations of new Centres of Excellence, ensuring that digital health and care services are sufficiently equipped for the future.

Digital and technology are essential for embedding and sustaining health and social care integration. It guarantees that people can interact seamlessly across health and care services, regardless of their location or who is providing their care. Health boards, local authorities, regional partnership boards, housing organisations, academia, third and independent sector organisations will all play a role in the design, development, and delivery of our ambitions.

OUR STRATEGIC PLAN

Our strategic plan is published in our Integrated Medium Term Plan (IMTP). We review this plan every year and present it to Welsh Government. In our IMTP we set out in detail our plans for the next three years, aligned to five strategic missions, and we show how we are meeting our legal obligations (like the Duty of Quality and the Wellbeing of Future Generations Duty), our statutory functions (set out in the legislation which established DHCW) and our policy remit. Our policy remit is set out by Welsh Government through various documents, including A Healthier Wales, the Welsh Government Digital and Data Strategy for Health and Care, and the annual IMTP Framework.

Our IMTP is developed with our staff and our partners, and is approved by our Board. In it, we set out our work against five strategic missions, each of which is supported by delivery portfolios or strategic enablers. There are 14 delivery portfolios and six enablers.

These strategic missions, portfolios and enablers align with our strategic goals as an organisation. We use them consistently in our three year IMTP, in our annual Business Plan, in our Board Assurance Framework, and across our transformation programmes and our live services. We also use our portfolios to align with Welsh Government Ministerial priorities, and with national service transformation programmes for Planned Care, Urgent and Emergency Care, and Diagnostics.

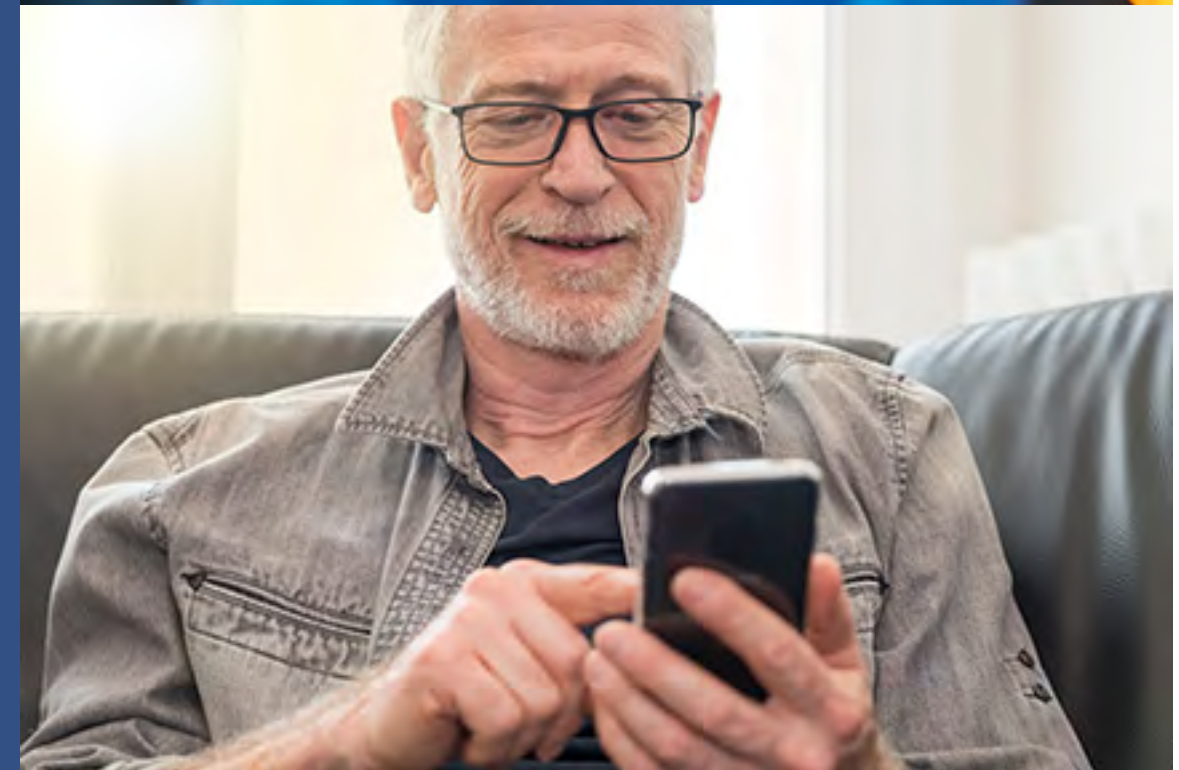


OUR VISION

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

DHCW does not itself deliver health and social care, so to achieve our vision we work closely with delivery organisations, and with the people who use our digital and data services. In recent years we have built on our collaboration with clinical and other professions in NHS Wales to increase our work with users in primary and community care, and through the NHS Wales App we are engaging with the public directly. We are also increasingly applying user-centred design approaches to more of our work.

We are focussed on our distinct role, which is to provide world leading digital and data tools, helping others to deliver better and more sustainable health and care services. Better because our technologies support clinical decision making, operational planning, and matching capacity to demand. More sustainable because our technologies drive effectiveness and efficiency and, to improve quality, safety and productivity.



OUR PURPOSE

To make digital a force for good in health and care

Digital and data technologies are the key to transforming health and care services, as set out in A Healthier Wales. For example, by enabling earlier and more accurate detection and treatment, encouraging a shift towards prevention and self-management, moving services from hospital into the community and home, and enabling the whole system to organise itself seamlessly around the needs of each individual.

We recognise that there are concerns about how artificial intelligence will develop. We know that health and care data is sensitive and that privacy is paramount. We understand that not everyone wants to or is able to use digital. We believe it is essential for digital and data to be used in ways that

complement the human aspect of health and care, and that we will need to use digital and data more, not less; and so we believe that investing in digital should be protected as a priority even in the current challenging financial circumstances.

Good digital tools drive improvements in how health and care services are delivered, and how people manage their own health and wellbeing. If we get data and digital technology right, and into the hands of users, and it makes their work easier or their life better, that will be an undeniably good thing. Digital is not an end in itself, it is a means to an end – improving health services and helping people to live healthier lives.



OUR VALUES

In our IMTP we set out the values which we use to focus how we work, and in particular to build trust with partners and to support the wellbeing and engagement of our staff. Our values have been co-produced by our people, and are embedded in all that we do.



COLLABORATION

- Teamwork
- Supporting and challenging
- Listening and valuing each other
- Reflecting
- Continuous learning



INNOVATION

- Creative thinking
- Courageous
- Transformational
- Embracing change
- Ambitious



INCLUSION

- Diversity
- Equality
- Respect
- Fairness
- Equity
- Celebrate success and achievements



EXCELLENCE

- Empowerment
- Quality
- Continuous improvement
- Drive for results
- Pride in what we do
- Accountability



COMPASSION

- Dignity
- Kindness
- Empathy
- Personal responsibility
- Trust

HOW WE DEVELOPED THIS STRATEGY

Early concepts of the themes discussed in this strategy were borne out of conversations between Executive team members and their peers in mid-2022. These concepts and ideas then became the foundation for further conversations, and early engagement on the strategy revolved around board development sessions within DHCW, and Executive team workshops to form the structure and key concepts. These were validated and complemented with 1:1 interviews across the Executive team, and engagement with the Digital Directors peer group.

Supported by a Communications plan, the strategy and its principles were shared with senior leads from across DHCW directorates with forms used to gather feedback; similarly a staff engagement sessions were held, which approximately 200 of our staff attended and further feedback was gathered; the strategy has also featured in a Staff briefing session. As it matured and became more coherent, the strategy was discussed with Digital Directors Peer Group and the Directors of Planning.

Feedback gathered through forms has been incorporated into the strategy over time and a steering group was established, with people from across DHCW reviewing specific portions of the strategy that are relevant to their area of expertise.

Alongside active engagement activity, the strategy development has taken cues from the strategies of our partner organisations and from policy documents such as “A Healthier Wales”.

In addition, Welsh Government published its “A Digital and Data Strategy for Health and Social Care in Wales”, which sets out ambitions at the whole system level. Because of our important role as the national digital services organisation for health and care in Wales, we will be working closely with partners to achieve the aims in this over-arching strategy, and have ensured that our strategic missions and objectives are strongly aligned with it.



A Healthier Wales



A Digital and Data Strategy for Health and Social Care in Wales



OUR MISSIONS: SUMMARY

Our five missions provide a structured view of our activity, and what we are doing to improve digital and data technologies to support better health and care services. We use these missions as a framework to manage delivery across our organisation, and to prioritise investment and resources across live services and transformation programmes.

The first four of our strategic missions are focussed on what we do, with activities grouped thematically into fourteen delivery portfolios.

The fifth strategic mission is focussed on how we work as an organisation, and those activities are grouped as six strategic enablers.

In this strategy we use these missions, portfolios and enablers to describe where we are now, and where we want to be by 2030.

OUR PURPOSE: To make digital a force for good in health and care

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

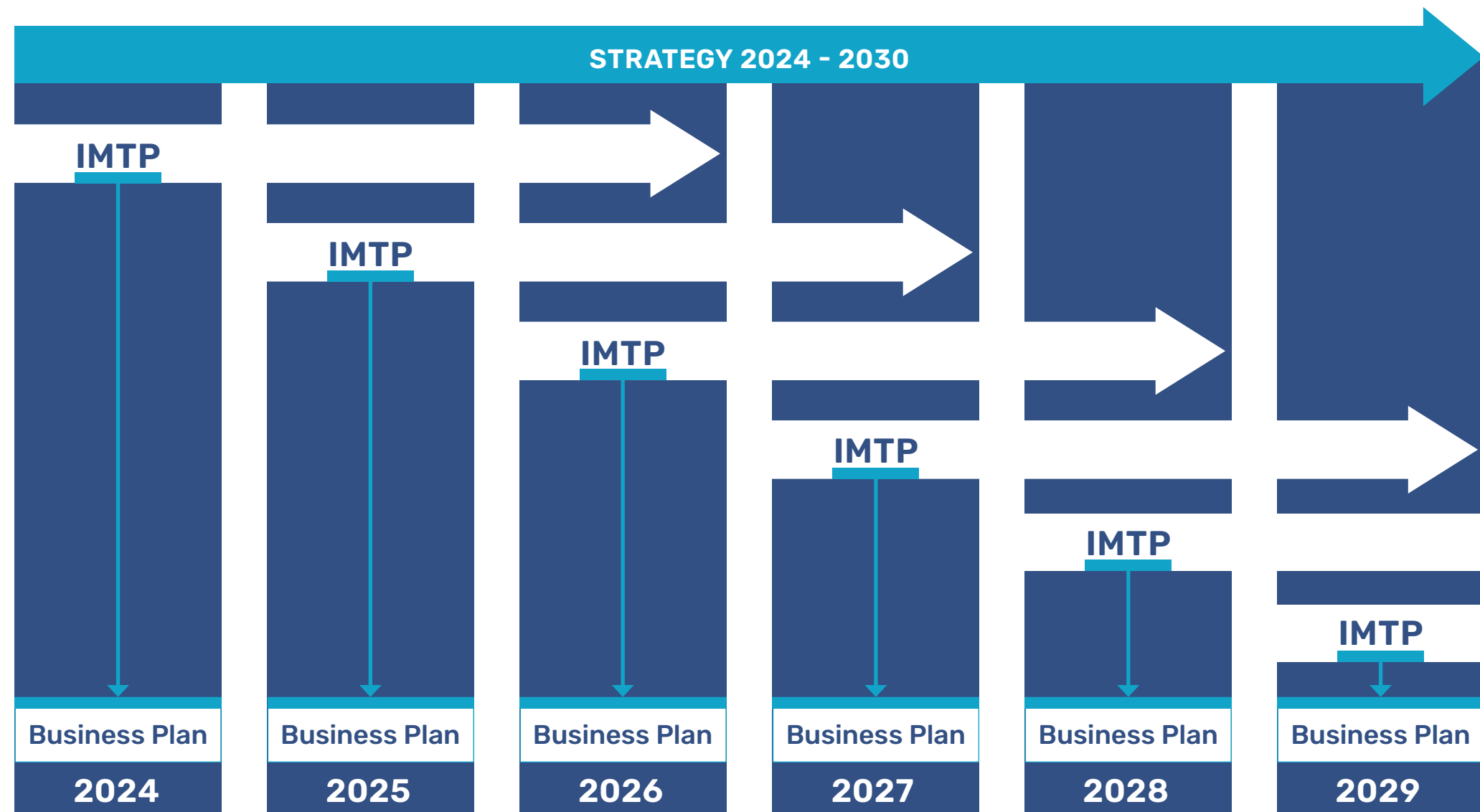
MISSION
5

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

OUR MISSIONS

The five missions are the structure we use in our **Integrated Medium Term Plan** to organise our activity. The IMTP is a three-year plan, providing a window into the **roadmaps** for the programmes and portfolios that sit within each of the missions.

By focussing on year one of the IMTP and adding the detail of the work and the milestones associated with each piece of work, we build up our **Annual Business Plan**. The milestones are how we measure our progress against the plan and the IMTP. The IMTP is the implementation plan for this **Strategy**.



MISSION 1

Provide a platform for enabling digital transformation

Established in 2019 the National Data Resource (NDR) is a ten year programme which will deliver a scalable, secure, standards based **data platform** for health and social care in Wales. We need this new data infrastructure to enable new data analytics and artificial intelligence technologies, and to bring the data we currently hold in many separate places together. Other health systems are addressing the same challenges through investing in shared and federated care records. We have used a messaging fabric to synchronise the data we hold in different places. Our future model is a single data platform and a single digital health and care record, which will become the foundation for all digital services and applications in Wales. The NDR Platform has been live since August 2023. In our roadmap we are now prioritising local datastores, and reference, demographics and medicines data.

The way that our products and services are put together is our **digital architecture**. When we build our own products we have more of an opportunity to influence this architecture. We ensure our products are 'open', allowing data to be passed between products and services, and to be reused. Application Programming Interfaces (APIs) are the tools we build that allow us to move data around safely and securely between products in standardised ways. This open architecture is the cornerstone of the products and services we support.

We try to set out how we want this architecture to work when we buy products, however there is often little motivation for suppliers to change the way that their products work. We lead on the development of data standards for health and care in Wales, and we play an active part in the UK networks that are developing health data standards such as FHIR and OpenEHR. In 2023 we published our new API Management platform and our first 'Open APIs' linked to NDR data.

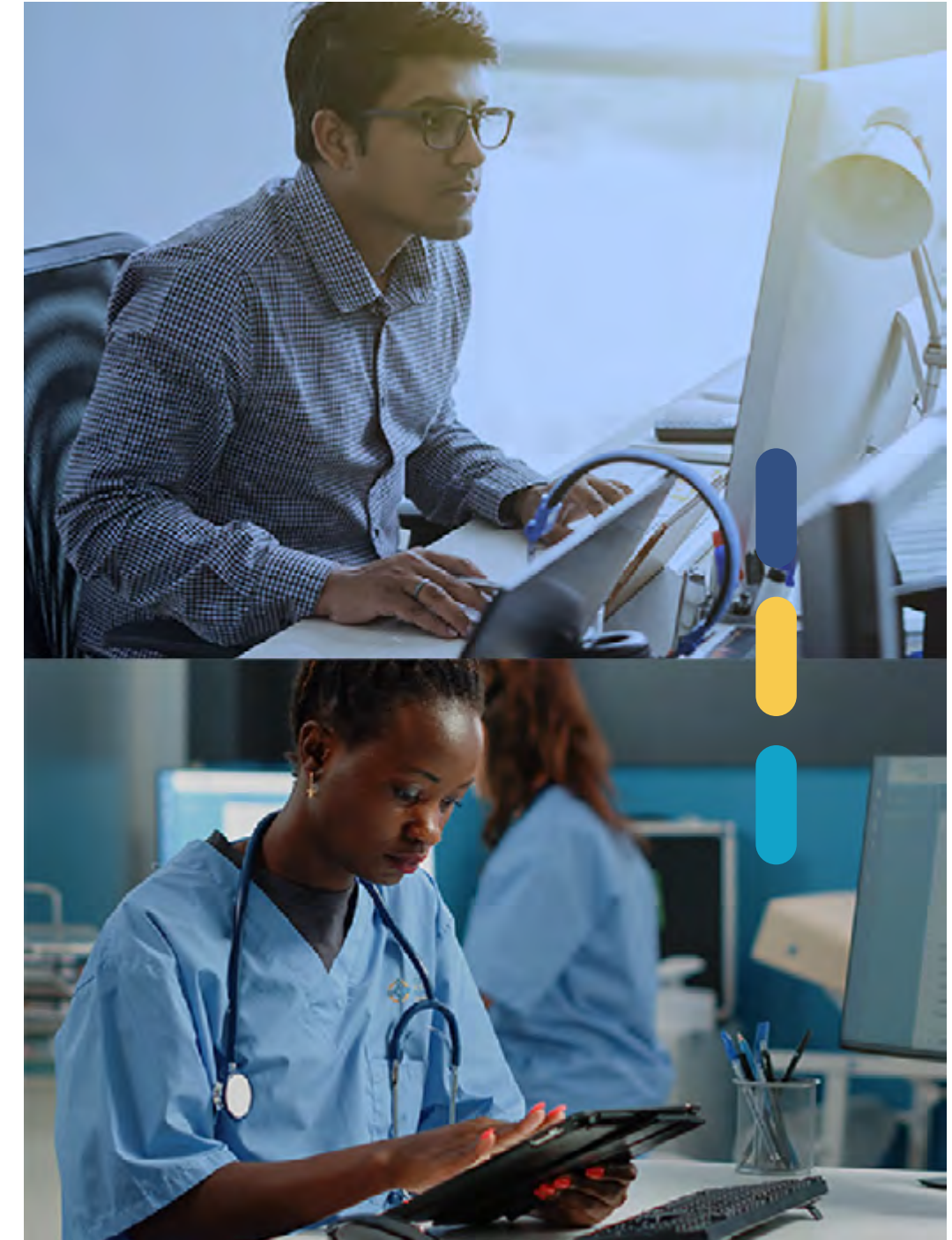
In everything we do, we are **protecting patient data**. We are the system leader in NHS Wales for information governance, providing expert advice and guidance on privacy, data security, and access to sensitive patient information. We work closely with the UK Information Commissioner's Office and are piloting the first Code of Conduct for sharing personal information, using the long established Welsh Accord on Sharing of Personal Information. We are building on our experience of sharing data safely and effectively to deliver world leading digital response to the Covid pandemic.

MISSION 1

Provide a platform for enabling digital transformation

We manage national digital infrastructure, including two datacentres and a comprehensive digital service to General Practice in primary care, which covers all devices and software. We host the NHS Wales Cyber Resilience Unit and we are the NHS Wales system leader for cyber security and response. We lead the NHS Wales Microsoft 365 Centre of Excellence, provisioning a single tenant for the whole of NHS Wales, and licensing over 120,000 NHS Wales users for email and associated office products. We manage cloud providers and are leading the shift to cloud services. This enables us to deliver a **sustainable and secure infrastructure** across Wales.

These four delivery portfolios bring together our activities around infrastructure, data, and system architecture, with a strong focus on stability, resilience, and cyber security. Alongside core live services we also have major digital transformation programmes like the NDR, and through everything we have a determination to transition to a modern open architecture, built in the cloud, based on standards, optimised for security scalability and efficiency.



MISSION 2

Deliver high quality digital products and services

This mission is the core of what we do, covering most of our digital systems, services and applications. Some of these systems are developed and supported in-house by our own teams (for example the Welsh Patient Administration Service, Welsh Clinical Portal, Choose Pharmacy). Others are purchased from suppliers and configured to our requirements in Wales. In the same way, local delivery organisations also manage in-house and purchased systems.

Across Wales there are hundreds of separate digital applications, systems and services. Historically, getting these systems to work together has been very difficult, for example because they use different hardware, different data standards, different digital architectures. Some systems are built on very old technologies, some systems are unable to export data, some systems are designated 'end of life' by their developer or the supplier. Sometimes local bandwidth is limited, or devices are very old and slow. Many of these systems were transformational in their impact when first deployed, and most of them are still useful and valued by their users. But this situation leads to complexity and fragmentation, and a legacy burden which is known as 'technical debt' – the necessary cost of servicing and maintaining old systems takes priority over investing in future technologies, especially when resources are under pressure.

Across our delivery portfolios, we are addressing this challenge through several major digital transformation programmes, alongside sustainable investment in our core live services.

We have significantly increased our **public health services**, especially in response to the covid pandemic, during which we provided national systems for contact tracing and vaccine delivery, and worked closely with UK partners on vaccine booking and data sharing. Our work on the covid digital pandemic response was ground breaking: the Welsh contact tracing system was used by every NHS organisation and every local authority in Wales to achieve UK leading follow up rates; the Welsh vaccine system was used in every setting to deliver the lowest vaccine wastage in the UK and at one point the fastest vaccine rollout in the world. We are currently developing a new digital vaccine system and working closely with Public Health Wales on a new digital screening service.

MISSION 2

Deliver high quality digital products and services



In **primary, community and mental health** settings we manage the national contract for GP systems and we run systems including Choose Pharmacy, which was developed in-house. 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. We have established a new Primary Community and Mental Health directorate to drive our work in this area.

We provide many systems to support the delivery of **planned care**, including the Welsh Patient Administration System and the Welsh Clinical Portal, each of which is used daily by tens of thousands of users across Wales. These applications are supported by important 'back end' services like the Welsh Patient Referral Service, Welsh Care Records Services, Welsh Results Reporting Service. Alongside our core live services, we lead delivery of several national digital transformation programmes, including the Welsh Nursing Care Record, Digital Maternity Cymru, and Cancer Informatics.

In **urgent and emergency care** we are working closely with the national service transformation programme to improve data and information. In 2023 we confirmed a new Welsh Emergency Care Data Set, and we developed a new operational dashboard to provide a national real time view of unscheduled care data. We are supporting health boards to implement a new digital system for intensive care across Wales, and supporting the Welsh Emergency Department System programme.

MISSION 2

Deliver high quality digital products and services

Since 2023 we have managed two major **digital diagnostics** replacement programmes, which will replace our existing all-Wales systems for laboratory diagnostics, imaging and radiology. We are working with Welsh Government and national networks to develop a business case for a new digital pathology transformation programme. For example, every day our diagnostics systems process an average of over 8,700 pathology test requests.

In 2021 a **digital medicines** programme was established to transform the way we manage medicines across Wales. It covers new hospital ePrescribing and Medicines Administration (EPMA) systems in each health board, digital transfer of prescriptions in primary care, patient access to their prescriptions through the NHS Wales App, and a single shared medicines record which will receive data from every prescribing system. Health boards are making good progress with selecting their preferred EPMA suppliers, and the first end-to-end digital prescription was made in November 2023.



MISSION 3

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

One of our key strategic priorities is to deliver a single digital health and care record, which holds comprehensive up to date information, and is routinely used to deliver care, and to manage health and wellbeing. Using the record is essential: an enabling platform and high quality digital services do not achieve anything on their own, they are tools that people use to improve health and care services and outcomes.

We already **engage with health and care professionals**, through all our live services and transformation programmes. This includes structured clinical engagement, clinical representation on programme boards and service management boards, a business change team, user feedback, and recently a national survey of clinical users using the KLAS international benchmarking methodology. Clinical engagement drives every procurement specification, and our feature roadmaps for each application. Alongside our direct engagement with users we are working with partner organisations and suppliers to connect local systems to the single record, through our messaging fabric, so that data flows across regional boundaries.

In 2021 we established the Digital Services for Public and Patients programme, which leads our direct **engagement with patients and the public**. The programme has used the digital standards for Wales to deliver a new NHS Wales App to private

testing in 2022, to public testing in 2023, and is on track to connect every GP surgery in Wales to the App by early 2024. Positive user feedback on the App through the last two years reflects our user-centred design approach. Through the App, and by working with users, we will enable people to access their personal health records and make informed decisions about their treatment, find the most appropriate healthcare services for their needs regardless of location or setting, communicate effectively with healthcare providers, provide feedback on their care experiences, self-monitor their health and share data with clinicians as needed.



MISSION 4

Drive better value and outcomes through innovation

In 2023 we published the first DHCW **Research and Innovation** Strategy which describes our current work and our strategic aims: support research and innovation in health and care in Wales; focus on quality and impact; develop effective partnerships; promote innovation. We work with other NHS organisations, universities, the Life Sciences Hub, and industry partners to support research assets like the SAIL databank. In 2023 we created a new research and innovation function within our organisation to implement our new strategy, adopted a new IP Policy, and established a research and innovation pathway which we will use to prioritise and manage proposals, projects and partnerships.

We deliver information services, data insights and dashboards to partners across Wales and we 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-develop with users. We have started moving our analytics datastore 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 intelligence technologies. We also work closely with the Value in Health Programme, for example by co-developing dashboards which combine system and patient provided outcomes data; to focus on specific clinical areas and what matters to patients, as set out in A Healthier Wales



MISSION 5

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

People and culture is the most important thing for us as an organisation. As an organisation, we cannot achieve our strategic aims without the support of our staff. We are recognised as a great place to work, and we will maintain that reputation. In 2022 we published our first DHCW People and Organisational Development Strategy, which structures our work in this area around priorities: a great organisation to work for, strategic workforce planning, growing our own talent, wellbeing and engagement, new ways of working, and extraordinary leadership.

In 2023 we strengthened our apprenticeship, graduate and leadership development programmes. We published an equality and diversity strategy and we have made progress on using and promoting the Welsh Language in our organisation. We have updated our Board on our plans to change the way we work, in particular a 'shift to product' of small agile teams organised around particular digital services, which is supported by the Digital Standards for Wales.

Finance is a key priority and challenge for us. We have worked with Welsh Government and delivery partners to find efficiency savings and to prioritise digital investment, ensuring we meet our statutory duty to deliver financially.

We are benchmarking digital spend across NHS Wales and will use this to respond to digital cost pressures, and to support our transition from capital to revenue funding, driven by the shift to cloud. With support from Welsh Government, we are transitioning from a project to a product based approach to delivering digital services, which will need a shift to longer term funding certainty.

Our funding model is complex, and we are working with Welsh Government to explore how we could streamline and simplify this. Through our finance function we are also developing our approach to benefits management, for example through a new benefits framework which we will use to support digital business cases and to track benefits realisation.

Our commitment to sustainability includes our duties under the Well-Being of Future Generations Act, our decarbonisation strategy, and our work to support the foundational economy through our recruitment, partnerships and supply chain.

MISSION 5

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

In 2023 we updated our **stakeholder engagement** plan, recruited to a new stakeholder engagement team, created a new strategic partner supplier framework, and entered into a formal partnership agreement with the Centre for Digital Public Services. Being a trusted strategic partner is essential because we depend on our supplier partners and our delivery partners to achieve our strategic aims, without them we cannot deliver a platform for digital transformation and high quality digital services, nor will our services deliver benefits, improve health and care services, or promote health and wellbeing.

We drive **quality and safety** in our own organisation, in the digital services we provide, and through how those services are used by partners to deliver health and care. We have an internal quality framework and we maintain certification against ISO and other quality standards. We implement and report annually against the statutory Duty of Quality, which strengthens the voice of citizens, introduces a duty of candour, and reinforces the existing duty of quality on NHS bodies.

As a new organisation, established in 2021, we have made strong **governance, performance and assurance** an early priority. We have received positive endorsement from our Board, evidenced by independent internal audit and Audit Wales reports.

In 2023 we have strengthened our oversight and assurance of programmes in response to the number and scale of new digital transformation initiatives – we have established a new Digital Programmes Management Office, reconfigured our portfolio oversight arrangements, and established a new assurance sub-committee of the Board, which meets in public.



OUR STRATEGIC OBJECTIVES: SUMMARY

This strategy sets out our longer term strategic objectives for 2030, covering two full IMTP cycles. For each of our five strategic missions we describe high level objectives, which build on what we are already doing, and go beyond what we can achieve in a single three-year IMTP cycle. We support these with the tangible outcomes which result from achieving those strategic objectives, the resulting benefits, sometimes in our own organisation but mostly for our partners and people in Wales.

Aligned to our strategic approach, in 2024 we will publish our framework approach to managing performance and reporting on benefits, and we will work with Welsh Government and our delivery partners to ensure that digital transformation programmes are also aligned. We will explore ways in which we can make business cases and investment proposals more directly aligned to strategic priorities, and to agile digital delivery.



OUR STRATEGIC OBJECTIVES: SUMMARY

MISSION

1

Provide a platform for enabling digital transformation

- Move all our data stores and services to the NDR Data platform to create a single national Clinical Data Repository
- Redesign our applications and services to a clean open architecture based on standards which is secure by design
- Extend data standards and data components to social care and other partners
- 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 Patient 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 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

MISSION

5

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

- An academy approach to developing staff through talent and leadership development programmes, aligned to DDAT job families
- A secure, long-term financially stable position
- A 34% lower carbon footprint with a clear route to achieving net-zero
- A managed pipeline of programmes and product roadmaps which is supported by stakeholders
- Top quartile staff and stakeholder engagement

OUR STRATEGIC OBJECTIVES

MISSION 1

Provide a platform for enabling digital transformation

Our strategic objectives for our future infrastructure, data platform, and open architecture are to:

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

We are already making progress towards achieving these aims, which will deliver important outcomes, most of all the decommissioning of legacy infrastructure and a reduction in 'technical debt'.

This will reduce the cost of infrastructure, reduce dependencies on third party systems, reduce complexity, and improve cyber security.

A modern infrastructure and architecture, which is secure by design, will enable us to streamline assurance processes and automate testing, speeding up development and enabling an agile product approach.

A standards-based architecture will accelerate integration and make it easier for different applications to work together. Cloud based data stores and services will be scalable, will have more capability, and will enable us to combine large datasets and to use new AI technologies. Establishing a Cloud Centre of Excellence will bring together expertise, accelerating this adoption both within DHCW and in our partner organisations, facilitating new ways of working, sharing knowledge and experience and building a community of experts.

OUR STRATEGIC OBJECTIVES

MISSION 1

Provide a platform for enabling digital transformation

These outcomes are industry standard priorities for the majority of digital organisations, because they deliver significant benefits. In particular they reduce the cost of delivering and maintaining services, and they reduce the cost and time it takes to go from user-centred design to value-adding products and features.

A modern infrastructure and standards based architecture will help us to recruit and retain staff in a very competitive market for digital talent, and will help us to attract and to work with partner organisations. More secure data, more controls on data privacy and sharing, and stronger cyber security are also important quality and safety benefits.

Standing still is not an option. If we do not move on from our legacy infrastructure and architecture we will continue to manage 'technical debt', running existing services will cost more, developing new digital products will cost more and take longer, we will not be able to take advantage of promising new technologies like AI. Our infrastructure and architecture will be slower than it could be, less accessible, and will not scale easily, having a negative impact across the health and care system.



OUR STRATEGIC OBJECTIVES

MISSION 2

Deliver high quality digital products and services

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 Patient Record application**
- **Our core social care services are consolidated into a single all-Wales Electronic Social Care Record application**

As described earlier in this document, we deliver many digital services and applications, as core live services and as digital transformation programmes, across six thematic delivery portfolios. Historically we have adopted a 'best of breed' approach, selecting the best application for each specialty (e.g. cancer, maternity) or clinical setting (e.g. emergency department, intensive care).

We have a system to manage patient administration and a separate system to manage clinical records and referrals. Some health boards have a system to manage the flow of patients through their hospitals, others have systems to collect patient observations digitally. This environment of differing configurations, logins and user interfaces ultimately increases the risk of harm to patients.

Our ambition now is to work with our delivery partners and suppliers to consolidate this fragmented 'applications estate' in health, and in social care. The outcome of this will be an improved user experience, modern fully featured digital applications, and a more streamlined experience for users and digital teams. Fewer separate systems will make it easier to train and support users, easier to manage and maintain systems, easier to engage with users to understand their needs, and quicker to deliver new features they want. As a key outcome measure we will use internationally recognised assessments to benchmark our digital maturity.

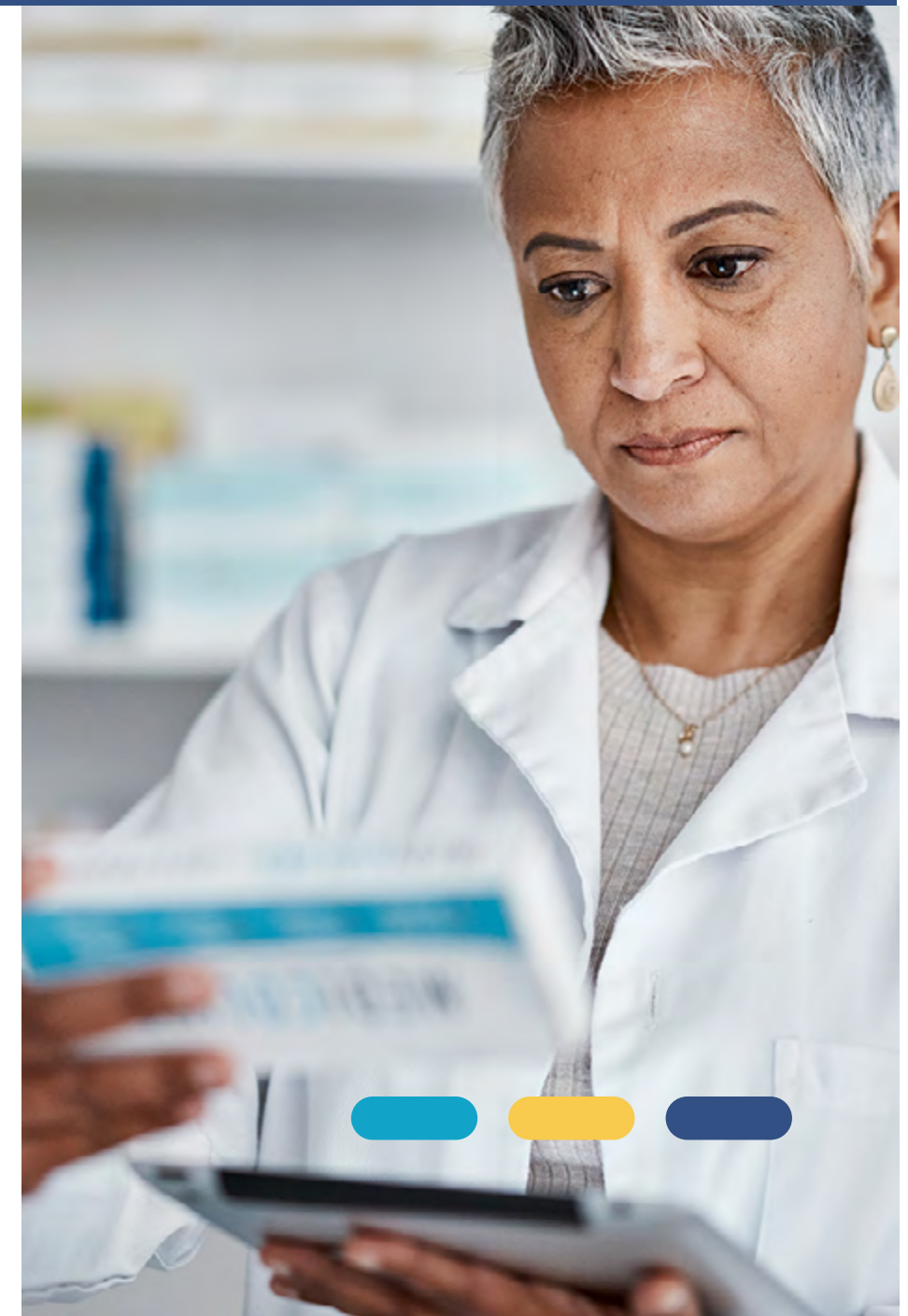
OUR STRATEGIC OBJECTIVES

MISSION 2

Deliver high quality digital products and services

Enabling new models of seamless local health and care is a headline priority in A Healthier Wales, which also describes how “digital technologies will bring information from different providers together, so that they can model and predict the demand for health and social care services.” Bringing health and social care data together in the NDR Platform, and ensuring it can be used safely and securely to improve the delivery of integrated services is therefore a key outcome.

We delivered a world leading digital response to Covid at a relatively low cost, compared to other health systems. We worked with partners as a whole system, delivering all-Wales applications and safely sharing patient data across health and social care. We can do this again, reducing costs across our estate by having fewer applications, less complexity, less variation, less duplication. We will deliver benefits from completing our move to digital prescribing and medicines management, which will reduce costs but more importantly will improve quality and safety, through better prescribing and digital tracking of drug allergies and adverse reactions. Data insights from a comprehensive shared medicines record will help us focus on delivering outcomes which matter to patients, potentially reducing our overall costs. Decision support and assistive tools embedded in applications will help professionals to apply prudent and value-based health and care principles, with more emphasis on prevention, early detection and diagnosis, streamlined patient pathways, optimal interventions, and personalised treatments.



OUR STRATEGIC OBJECTIVES

MISSION 3

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

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

- A comprehensive single 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**

We will have a digital health and care record for each person in Wales that will follow that person for their lifetime. This data will be the source of truth for all a person's health data, regardless of where it was originally stored or who it was created by. This will give a complete and coordinated view of a person's health, help people to make better decisions about their care, improving the quality of care provided,

Information about a person from across those products and services will be recorded in standardised ways, feeding into a personal digital health and care record.

People will have comprehensive access to their health data through the app. This will allow them to see their test results, medications, and other health information, resulting in easier access to the right care, resulting in better outcomes. It will also allow them to share their data with their healthcare providers, and to participate in research. For health boards and trusts this will reduce the need to invest in local solutions, giving a joined-up patient experience and improving appointment attendances.

OUR STRATEGIC OBJECTIVES

MISSION 3

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

Health and social care workers will have access to relevant, appropriate records, when they need them; they won't need to search for information from across multiple sources, and they will be able to make accurate, informed decisions, faster. Digital tools and Artificial Intelligence will be able to use those same records to give personalised recommendations about the treatment of patients to clinicians (Clinical Decision Support). Social services will have the information to plan services appropriately. People will have access to their own record to make informed choices about their health and care. Feedback from those using our products and services will be in the top quartile for user satisfaction.

The digital health and care record will take information from many different places, including electronic health records (EHRs) used in GPs, hospitals and community services, personal health records (PHRs) that might be recorded by patients themselves, and wearable devices. This will ensure that clinicians and carers have a comprehensive view of high-quality information about a person's health.

The digital health and care record will follow a person across their health and care journey. This means that their data will be available to all of their health and care providers, regardless of where they receive care. This will ensure that everyone involved in a person's care has appropriate access to the same information, and that they can make informed decisions about their care.



OUR STRATEGIC OBJECTIVES

MISSION 4

Drive better value and outcomes through innovation

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**

The foundational data layer will inform clinical process design, local and national management reporting, innovation and research, and government-level decision making. This will allow us, and our partners, to improve the quality of care, identify trends, and make better decisions about how to allocate resources.

The digital health and care record will ensure that patient data is available at the point of care, irrespective of the setting or location. Making real-time information, modelling and forecasting available to health and care providers will allow them to make informed decisions about patient care, and to provide a more coordinated and seamless experience for patients.

The digital health and care record will make Wales the geography of choice for whole-system health and care research. This is because the data layer will provide a comprehensive view of patient data, and it will allow researchers to conduct research that is more accurate and timely through funded research partnerships and projects.

The value generated through research and innovation will be shared back into the health and care system, ultimately benefiting the people of Wales. This will ensure that the benefits of research are felt by patients and healthcare providers alike.

Alignment with other UK health and care administrations may serve to increase the appeal and value of Welsh data. This is because it will allow researchers to conduct research across a larger population, and it will facilitate the aggregation of data sets.

OUR STRATEGIC OBJECTIVES

MISSION 5

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

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

- **An academy approach to developing staff through talent and leadership development programmes, aligned to DDAT job families**
- **A secure, long-term financially stable position**
- **A 35% lower carbon footprint with a clear route to achieving net-zero**
- **A managed pipeline of programmes and product roadmaps which is supported by stakeholders**
- **Top quartile staff and stakeholder engagement**

We will be able to measure how successful we are in achieving our vision by measuring how well our products and services are used by health and care organisations and the general public in Wales, and assessing their quality, how valuable they are to health and care staff, and how safe they are. Understanding this will also help us to pre-empt demand for new digital tools and services.

It will be reinforced through recognition from industry bodies and stakeholder organisations.

Our staff will be empowered and motivated to innovate within a culture that rewards delivery. This will allow them to be creative and find new ways, supporting our organisational performance, making effective use of the digital tools available to them, whilst helping us to retain a focus on delivering to our commitments. We will use value-based decision making to set our priorities to ensure that we are always making the best use of our resources, maintaining our financial sustainability and agility.

Digital transformation will be seen as an integral part of the wider transformation agenda, and DHCW teams must work with partners to deliver the capabilities that underpin it. The value created through our mission “Providing a platform that enables digital transformation” will be realised through the actions of service transformation in health and care organisations, with requirements flowing back into DHCW teams, and new functionality and features being provided back. This can only work if the platform itself is flexible and scalable in the ways described here.

OUR PRINCIPLES: SUMMARY

Our principles describe how we need to behave, and what we need to change to be able to fulfil our missions. We will use them to guide the choices we will make throughout the period of this strategy to achieve our strategic objectives.

First and foremost is to accept that we must change. As a change-enabling organisation, it is incumbent on us to be part of the change. With the scale and scope of change described in this strategy, it is also clear incremental change and small adjustments to what we do, and how we do it will not suffice either.

We will need to make bold, cross-cutting changes to ensure our digital products and services are fit for the Welsh NHS of the future.

OUR VISION: 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

OUR PRINCIPLES

PRINCIPLE

1

Put people first

At the heart of our organisation lies a commitment to placing our people, partners, and users at the forefront of everything we do. We recognise that our people are our greatest asset, and our ability to realise our vision and achieve our missions is inextricably linked to their talent, expertise, and dedication. Our approach builds upon our existing Values, our People and Organisational Development strategy, our Mission 5, and Aim 1 of the Welsh Government's Digital and Data Strategy for Health and Social Care in Wales strategy.

This principle will guide the decisions we make and the priorities we set in relation to our people, including how we remain a rewarding and engaging place to work, how we offer career paths and development opportunities, how we recruit new people to our teams, and how we engender digital inclusion throughout our work. In a rapidly evolving, competitive landscape, as an employer, our ability to retain, develop and attract excellent people is crucial to our continued success.

The rapid pace of technological change means that we don't know all of the different skills our staff will need in the future. New technologies bring with them a change of vocabulary and new types of complexity. In order to remain competitive, we must foster a culture of continual learning and development, to ensure that our staff have the skills and knowledge they need to succeed.



OUR PRINCIPLES

PRINCIPLE

1

Put people first

As the breadth of skills needed in digital health and care is increasing, so is the depth of specialisation within those skillsets. This means that we need to be constantly evolving our approach to talent management, in order to ensure that we are attracting and retaining the best people. We will invest in the development of our experts by establishing Centres of Excellence, developing teams with deep expertise that can help to facilitate change across the health and care system.

The way we use data and interact with AI tools is set to change drastically in the relatively near future. The nature of work, especially in digital and data services, will change and we expect AI and robotics to play a role in some of the mundane, repetitive work and tasks. The use of AI as a coding and development tool is as applicable in healthcare as any other software development environment. AI will give our staff the opportunity to focus on the more complex, but rewarding challenges that health and care faces.

This needs us to provide our staff with opportunities to learn and develop, and to be promoted within our organisation. When our staff feel that they have opportunities to grow and advance their careers, they are more likely to be engaged and productive. We will empower our staff to drive digital change by creating the conditions for them to use their digital expertise and knowledge to the fullest extent. This will help to minimise our staff turnover, and recruitment costs. In doing all of this, we understand that we will be asking a lot of our people, and that is why this is our first strategic principle.



OUR PRINCIPLES

PRINCIPLE

2

Simplify everything we do

The complexity of what we do is a challenge that slows us down, creates waste, failure, demand, friction, delay, and cost. By reducing complexity, we can drive simplification of how we deliver, including our architecture, applications estate, programmes, and processes.

- We can reduce the complexity of what we do by focusing on the following:
- Using standard technologies and processes;
- Eliminating unnecessary steps and processes;
- Automating repetitive project, programme and portfolio management tasks;
- Consolidating our products and services.

By simplifying what we do and how we do it, we can become a more efficient and effective organisation enabling us to deliver better outcomes.

Taking an open architecture approach is central to making our products more simple, resilient and flexible. We will be able to innovate faster and respond to the needs of staff, patients and the public quickly and effectively. The products and services built within this architecture will be quicker to use, more reliable and more flexible to people's needs. We have already started to work in this open architecture way, however transitioning everything we do to this way of working will be one of the largest pieces of work to come from this strategy. Making changes within this open architecture needs effective and efficient assurance processes. The products and services we provide must meet the highest quality standards, and need to be readily available when staff, patients and the public need them.



OUR PRINCIPLES

PRINCIPLE

2**Simplify everything we do**

We have well-established internal assurance groups that provide many of these functions, however they were designed and established to support traditional products and services. Our assurance groups and boards remain critical to validating the work we do, and to be effective within our new ways of working they need to work in a simplified way. We will do this by establishing clear rules and specifications around what needs to be assured, when and how – but more importantly where we should not seek additional layers of assurance when there is no further added value. In doing this, our assurance process will be more streamlined, focussing only on the assurance work that is needed, and providing that assurance swiftly and effectively, supporting us in delivering value to staff, patients and the public.

Our Portfolios, Programmes and Projects are another area where we will simplify how we work. This starts with the governance which is already being simplified by ensuring there is a clear route through which responsibility is delegated. External Portfolio and Programme Oversight Chairs will remain essential to assuring and guiding the work of teams and our portfolios, programmes and projects can be orchestrated more efficiently.

This also gives us the opportunity to bring all portfolios, programmes and projects together within a single Portfolio Management Office (PMO). Using a singular PMO will allow us to standardise the way Portfolios, Programmes and Projects are run, working to a single 'playbook' of rules for starting up, running and closing down pieces of work.

This will simplify the task of starting up new Portfolios, Programmes and Projects, with pre-established governance mechanisms, document templates, reporting schedules and tools to support the successful delivery of the work.

Establishing a PMO will help to reduce the complexity of our Portfolios, Programmes and Projects, minimising waste and delays, and will support those Portfolios, Programmes and Projects in rapidly delivering value to staff, patients and the public, whilst also developing our reputation for delivering on our work.

Putting users – whether they are staff, patients or the public – of our products at the centre of the way we design them, will make our products and services enjoyable, effective and intuitive to use. By adopting a user-centred design approach throughout the organisation we will be stepping beyond our traditional boundaries of product development, and looking more at how our products and services are used, the environments that people use them in, the types of devices they use them on, and the whole experience they have of using them.

Working with Welsh Government and our partners to establish a user-centred design Centre of Excellence, we will develop much closer relationships with users of all our products and services. It will also help us in the delivery of our missions, particularly in expanding the use of the digital health and care record and the use of digital to improve health and care, but also in our delivery of high-quality products and services.

OUR PRINCIPLES

PRINCIPLE
3
Design for more data, more digital

Every interaction between a member of the public and health and care services generates new data. As we introduce new ways of capturing data electronically, in more comprehensive ways, that volume of data will continue to grow. It is our responsibility to design for more data and more digital. This means that we will need to invest not just in new skills, technologies and in developing new processes to improve the way we deliver services, but also invest in high quality data that is both useful and usable.

The data that is used in the health and care of people in Wales all forms part of the **digital health and care record**. We already have the foundations of this digital health and care record in place, and the work we do next will transform it into a thriving data ecosystem. Our NDR data strategy sets out how we will bring data together from across the health and social care system creating a complete, holistic record of the information relevant to a person’s health and care.

Our **data and analytics** strategy already sets out how we will invest in upskilling our staff on new tools and technologies, as well as in training and support for digital and informatics staff. By ensuring data is shared in ways that protect privacy and security we will become a more data-driven and digitally enabled organisation that is better equipped to serve our partners, patients and the public.

The future of the digital health and care record will be central to a person’s interactions with health and social care services, wherever they are in Wales. Staff will have the pertinent information about the person available to them, helping them to make swift and informed decisions, irrespective of where the person has previously received care. The person will not need to repeat information that they have already given about their health and care needs, and will be sufficiently well informed, through the NHS Wales App, to play an active role in their own care.



OUR PRINCIPLES

PRINCIPLE
3

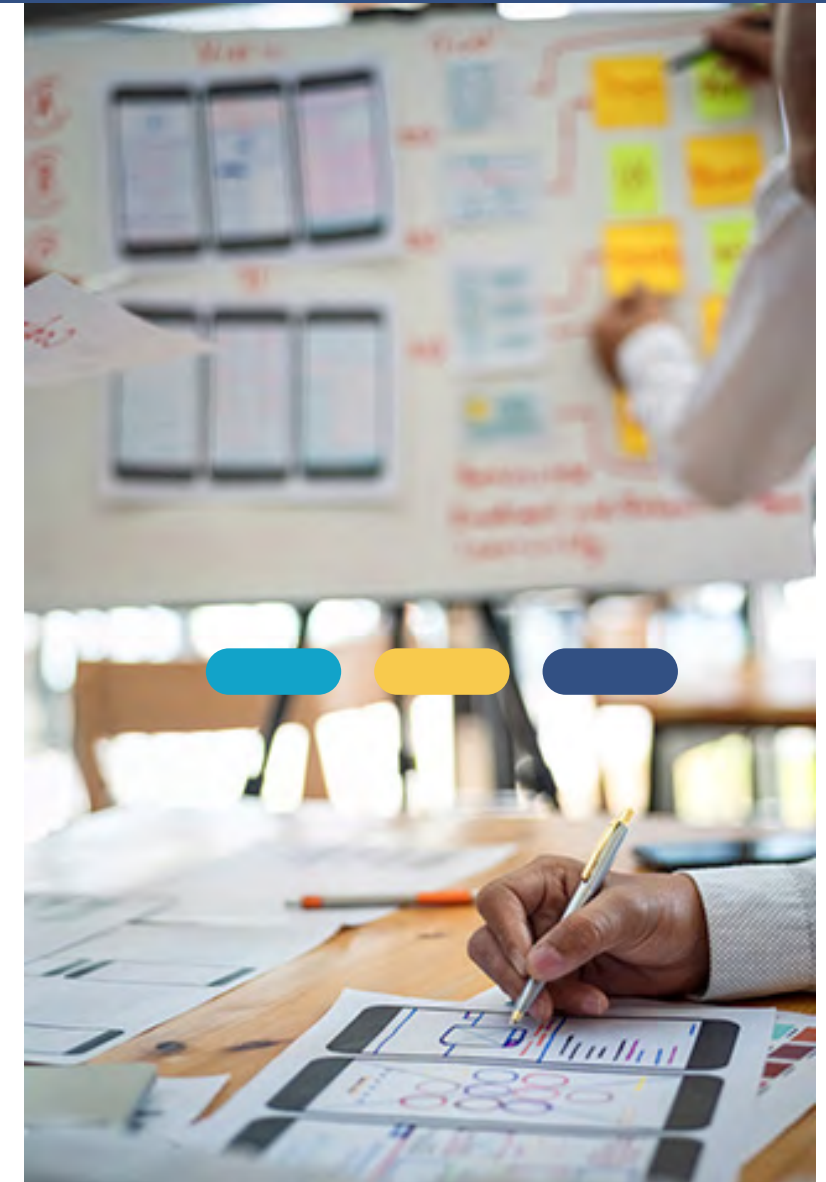
Design for more data, more digital

Our third mission is to expand the **digital health and care record**, and to expand the use of digital to improve health and care. The increasing number of products and services that we provide and support is resulting in an increasing flow of data from local health board and trust platforms, but also data generated by patients themselves. Expanding the use of digital to improve health and care, is demonstrated through the many portfolios, programmes and projects that we are responsible for delivering at any given time. All those portfolios, programmes and projects will deliver new products and services, resulting in value for staff, patients or the public, and improving health and care.

We will also continually explore the evolving ways in which we can use artificial intelligence (AI) and to solve problems and deliver better services. AI has the potential to improve the efficiency and accuracy of decision-making, automate repetitive tasks and personalise services. We are already working with our partners and stakeholders to foster a community of practice around the adoption and implementation of AI solutions.

We will need ways to measure the impact of the increasing use of digital and data. **Digital maturity** is a metric we can use to illustrate this. Understanding where there is common ground across partner organisations will help to focus our limited resources on delivering value across the health and care system. Similarly where there are areas in which single organisations are more digitally mature than others, we can work with our partner organisations to scale initiatives up for the rest of NHS Wales.

Usability is another useful metric for understanding how people make use of our products and services. Iterating these usability assessments over time will indicate where the changes we make are improving the experience of staff, patients and the public. These changes may be small, but cumulatively can be extremely valuable.



OUR PRINCIPLES

PRINCIPLE

4

Find more value

We are most valued when we deliver new things into the hands of end users. Our focus should therefore be on delivering solutions to the problems that matter most to our partners. We also create value when we help staff, patients and the public to get the most out of what they already have. We need to partner closely with local organisations when new products are being implemented. This will help us to identify where we can optimise our products and services so that end users get the best experience and will ensure that our work is more visible and valuable to the end user. This will ultimately lead to greater satisfaction and adoption of our products and services.

The value generated by our products aggregates with partner organisations, their staff, patients and the public. We can illustrate the value of digital services by showing how they help our partners to deliver more with less, simplifying services, improving the experience, and delivering better for less overall.

We will do this by developing and implementing a robust benefit management framework. Benefits are usually linked to individual projects or programmes, are pre-planned, and delivered linearly from the piece of work they are connected to. Working with our partners, we will be looking beyond the boundaries of what we deliver – the products and services themselves – to understand the environments they are used in, the people using them and how they are used in ways that are useful and valuable.



OUR PRINCIPLES

PRINCIPLE
4
Find more value

We also generate value away from frontline services. The data that forms the digital health and care record presents rich opportunities for research and innovation. Our research and innovation is founded on strong partnerships with health and care organisations, industry and academia, and we have a role to play by expanding our research and innovation efforts in line with the increasing digital and data that this strategy describes. We need to be proactively demonstrating and communicating the benefits of these activities so that the value to the health and care system is clear.

The way we measure what we do needs to reflect the value we are delivering to the health and care system, and the way we measure value will need to mature over the lifetime of this strategy. We already measure delivery of milestones and the quality of our products and service. Milestones give us a way of ensuring progress is being made against set objectives, while quality measures give us assurance that our products are fit for purpose.

To measure the value of our work, we need to focus on three key areas:

- **Delivery performance:** This is about ensuring that we are working on the right objectives.
- **Productivity performance:** This is about ensuring that we are working effectively and efficiently on those objectives.
- **Value delivery:** This is about measuring the impact of our products on the health and care system.

By describing the value of our products and services, we can help to move health and care organisations in Wales to reach a more digitally mature position. This will also help us to build the case for future investment in national digital services, reinforcing our mission five objective to be the trusted partner. We will embed this concept of the value story throughout our delivery to ensure that we are constantly evaluating the value of our products and services, and making improvements where necessary.



OUR PRINCIPLES

PRINCIPLE
5

Learn from the past, embrace the future

Embracing new ways of working, with new technologies and tools, makes for an exciting future for our organisation. We can't keep adding to our old technologies and products because doing this makes those things more complex and more expensive, and results in us being less adaptable as an organisation. New technologies and ways of working offer ways for us to deliver more value.

It will mean that we need to find new road maps for our older, legacy products that ultimately steer us towards their decommissioning. The teams that support, maintain and develop these products will be critical to delivering on this principle. We will need to take the best parts of what we have, and build them into newer products that deliver value to users.

This will be difficult; we will need to make tough decisions on products that we have extensively invested in over the years, however we will need to balance this against an understanding of whether we are meeting our second mission, to deliver high quality digital products and services.



OUR PRINCIPLES

PRINCIPLE
5

Learn from the past, embrace the future

To do this, we must become change-native, building on our recent work to evolve our product portfolios and develop new, better, effective, efficient, and safer products that benefit our partner organisations, staff, patients and the public. We can only achieve this by having a clear direction and expertise in the technologies that we wish to use. Our cloud strategy already sets out how we will move many of our products and services out of data centres and into cloud services, reducing the amount of effort and money we spend on maintaining, upgrading and managing infrastructure. Adopting these new ways of operating, we will rapidly deliver product and services, automating their testing, enabling them to be iteratively developed and built up, and getting them into the hands of end users as quickly as possible.

The NDR will be central to this approach, for the data and standards ‘core’ of our work. In parallel we must invest in, and drive value from the Cloud Centre of Excellence, finding new, innovative ways to deliver increasing value, and being agile to the adoption of new technologies and tools as they become available to us. This will include artificial intelligence – in a myriad of guises – both as tools for front line staff, and for our own people.

We will know we are realising this principle when we are able to begin turning off our legacy products in favour of new, adaptable products that deliver more functionality, better usability and more value for less cost.



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| OUR PURPOSE is fulfilled through our missions and strategic objectives. | OUR VISION will be realised through our principles. | OUR VALUES underpin everything we do. |
|--|--|--|

OUR PURPOSE: To make digital a force for good in health and care

| | |
|---------------------|---|
| 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 |

OUR VISION: 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 |

| | | | | | |
|--------------------|---------------|------------|-----------|------------|------------|
| OUR VALUES: | COLLABORATION | INNOVATION | INCLUSION | EXCELLENCE | COMPASSION |
|--------------------|---------------|------------|-----------|------------|------------|

CONCLUSION

This strategy sets out a bold view of where we need to get to as an organisation and asks our workforce to make significant changes to the way we work, as individuals, as an organisation, but also in how we interact with our partner organisations. We must consciously change what we do and the way we do it to be able to realise the changes described in this strategy.

The biggest risk to achieving this strategy is our organisational momentum. We cannot achieve the vision in this strategy by continuing on our current path. Our future IMTPs will be informed by this strategy, but the strategy itself must also evolve with the world around us, to meet the digital needs of the continually changing health and care landscape.



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delivering digital healthcare to the people of Wales