



GIG
CYMRU
NHS
WALES

Iechyd a Gofal
Digidol Cymru
Digital Health
and Care Wales

Integrated Medium Term Plan

2025-28



Message from the Chair and CEO

Foreword



Simon Jones (Chair)



Helen Thomas (CEO)

Digital Health and Care Wales put people at the heart of what we do, working to the highest standards to deliver quality and make digital a force for good in health and care.

We work in partnership with NHS Wales colleagues and other key stakeholders to provide national digital and data services which support the delivery of health and social care in Wales.

The NHS in Wales is at a turning point and the challenges it faces are complex and ever-changing. Improving health and reducing inequalities against a backdrop of unprecedented demands all bring major challenges, but the opportunities to transform health and care are also significant.

Therefore, we are pleased to present our refreshed Integrated Medium Term Plan (IMTP) for 2025-28. This has been developed in collaboration with our partners and outlines our key goals and milestones for the coming years.

The need for a digital and data revolution in the delivery of health and care has never been clearer. Achieving improved outcomes in safe and responsive health and care services are the goals we seek to achieve. Now, and in the future, digital and data are key enablers for this.

Modern health and care services depend on good digital tools, data and information. DHCW nurtures its staff, embraces change and supports continuous innovation and improvement. We run or work with more than 100 services and deliver major national digital transformation programmes to support this. In addition, we provide expert advice in relation to cyber security and information governance.

The establishment of a National Target Architecture will ensure we design all our digital systems to work together. High level rules, standards and designs will be in place for each of the layers that make up the NHS Wales architecture design – the data layer, the technical layer and the application layer. Each component supports integrated care through the availability of data services, technology and digital – underpinning the delivery of sustainable and responsive services.

Advanced analytics facilitated by the National Data Resource (NDR) will play a critical role in enabling preventative strategies, thereby aligning with broader objectives to improve population health. Additionally, the use of data-driven insights enhances value-based care delivery, contributing to the long-term sustainability of health and care services for the citizens of Wales.

We know there is much more to do and that's why our refreshed IMTP demonstrates our ambition to not only continue our delivery for partners and citizens but drive even more opportunities for digital and data to improve health and wellbeing, with partnership and innovation at the heart of the plan.

As a forward-thinking and ambitious organisation, our plan, combined with the skills of our workforce, sets out a clear pathway from objectives to activity, building on core services and delivering more to ensure digital and data supports citizens to receive better care and effectively manage their own health and wellbeing.

Contents

Introduction

- Executive Summary
- Our Role
- Our Strategic Framework

How we developed our plan

- Strategic Context
- Well-being of Future Generations Act
- Ministerial Priorities
- Planning Approach
 - NHS Wales
 - DHCW
 - Remit Letter – Changes to Our Plan
- Plan on a Page
- Business as Usual
- National Target Architecture

Mission 1 PROVIDE a platform for enabling digital transformation

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

Mission 2 DELIVER high quality digital products and services

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

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

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

Mission 4 DRIVE better value and outcomes through innovation

- 4.1. Research and Innovation
- 4.2 Value from Data

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

- 5.1 People and Culture
- 5.2 Finance
- 5.3 Sustainability
- 5.4 Stakeholder Engagement
- 5.5 Quality and Safety
- 5.6 Governance, Performance and Assurance
- 5.7 Commercial Services
- 5.8 Clinical Informatics and Business Change

Appendix

- Portfolios and Services



GIG
CYMRU
NHS
WALES

Iechyd a Gofal
Digidol Cymru
Digital Health
and Care Wales

Introduction

Executive Summary

Strategic Context

The health service in Wales continues to operate in an extremely challenging environment. Embracing digital adoption can support and drive the NHS transformation needed.

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

That is why our plan has a strong focus on how digital and data can help manage the significant pressure on healthcare services and improve outcomes, whilst taking into account the challenges for digital.

Approach

Our plan sets out how we will make progress on our long term Strategy.

We are committed to working openly and transparently, aligning our missions and portfolios to Ministerial priorities and the IMTP Framework. We have described our key pressures and risks and we have identified areas where funding/resources are not yet fully confirmed.

Target Architecture

This IMTP period sees the move towards a new target architecture and our commitment to digital and data standards and infrastructure investment – seeing a big shift to Cloud computing. Our target architecture will enable us to work as one across Wales. It will improve care using whole digital records, and improve services using whole digital pathways, making technology work for everyone using intelligence and good design. Digital development will be simpler, more consistent and resilient with data stored in one place, from all systems across Wales.

Operational Services

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

We deliver national clinical systems for various healthcare settings and provide platforms for national and local systems to connect to the national digital architecture. We provide data centre infrastructure, cloud platform management, and cyber security services for NHS Wales. We also provide infrastructure management services and a support desk for all GP practices, some national organisations and the NHS Executive. We will re-negotiate a new Microsoft 365 contract for Wales.

This period will see substantial work to tackle legacy and unsupported systems through decommissioning, re-platforming and rolling out modern replacement solutions.

Analytics and Research

We will expand our data and analytics services for national use, develop an AI roadmap for DHCW and extend our E library content.

Major Programmes

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

The National Data Resource is now delivering the health and care data and analytics capability in a live cloud platform, supporting data-driven insights and improving patient outcomes. Our focus during this period is moving into business as usual operations, acquiring more data into the platform and API management services so partners and suppliers can connect more easily to our architecture to share data.

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

We will work with supplier partners to deliver new Diagnostics systems. We will support the new approach in community and mental health services through the Connecting Care Programme and ensure ongoing provision of primary care services with the acceleration of the GP system migration programme.

We will continue to expand the use and content of the digital health and care record, particularly through the Welsh Clinical Portal and Welsh Nursing Care Record. We will collaborate with local and other national organisations on the preferred approach on Electronic Health Records (EHRs).

Our Role

Digital Health and Care Wales was established as a new Special Health Authority on 01 April 2021. Our statutory functions are to:

- design, develop and deliver digital platforms, systems and services
- support others in the design, development and delivery of digital platforms, systems and services
- support the development and implementation of common standards for digital platforms, systems and services
- advise and assist the Welsh Ministers in relation to the security of digital platforms, systems and services
- support the development of the digital workforce

We deliver national products and services:

- Manage the Microsoft 365 tenancy for 120,000 users in NHS Wales.
- Provide a fully managed PC support service to 17,000 users across NHS Wales, including GP Practices and national organisations.
- Lead the professional development of the digital workforce for NHS Wales.
- Lead the development of national business cases including benefits frameworks for new national digital initiatives.
- Advise Welsh Government and partner organisations on strategic planning, and support policy development.

To note: The majority of other NHS organisations (eg Health Boards and Trusts) manage their own infrastructure and connectivity to our systems.

We deliver national architecture, platforms and programmes.

The National Data Resource will transform data across health and social care

Collect data

Collect data relating to every care event, through the many digital systems used across NHS Wales. This includes patient care in primary, secondary and community and mental health settings, patients' homes, pharmacies and emergency care.

Store data

Provide modern cloud infrastructure which guarantees safe and secure storage of health and care data. This includes a single source of truth which can hold data in one place, enhancing privacy and security.

Share data

Ensure the safe and legal sharing of data along care pathways supporting better patient outcomes. This also includes information dashboards, reporting and statistics which support effective planning and improve how health and care services are delivered.

Where we Support the Delivery of Health and Care Services



HOSPITALS

In hospitals and clinics we provide a national patient administration system – essential for appointment booking, admission, discharge and more. Our systems receive and prioritise referrals from GPs and provide referral analytics, supporting outpatient modernisation. Our Welsh Clinical Portal and Welsh Nursing Care Record are used to record and access data from millions of documents and test reports across all Wales including cancer and diabetes data entry forms and workflow.

PRIMARY AND COMMUNITY

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

AT HOME

We run the NHS Wales Patient App to provide enhanced communication between patients and healthcare providers. This includes appointment booking and repeat prescriptions and more.

PHARMACIES

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

URGENT AND EMERGENCY CARE

We will support emergency departments with a digital module to record the Welsh Emergency Care Dataset. We have worked on the plan to roll out a system for intensive care.



OUR FOUNDATIONS

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

DIAGNOSTICS DEPARTMENTS

We run a national laboratory information management system and will implement its replacement. We run a radiology information system and will programme manage a new enhanced system. Clinicians use the Welsh Clinical Portal to order millions of tests.

Our Strategic Framework

Our Vision

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

Our Purpose

To make digital a force for good in health and care

Our Principles

PRINCIPLE

1

Put people first

PRINCIPLE

2

Simplify everything we do

PRINCIPLE

3

Design for more data, more digital

PRINCIPLE

4

Find more value

PRINCIPLE

5

Learn from the past, embrace the future

Strategic Objectives 2030

MISSION

1

Provide a platform for enabling digital transformation

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

MISSION

2

Deliver high quality digital products and services

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

MISSION

3

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

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

MISSION

4

Drive better values and outcomes through innovation

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

MISSION

5

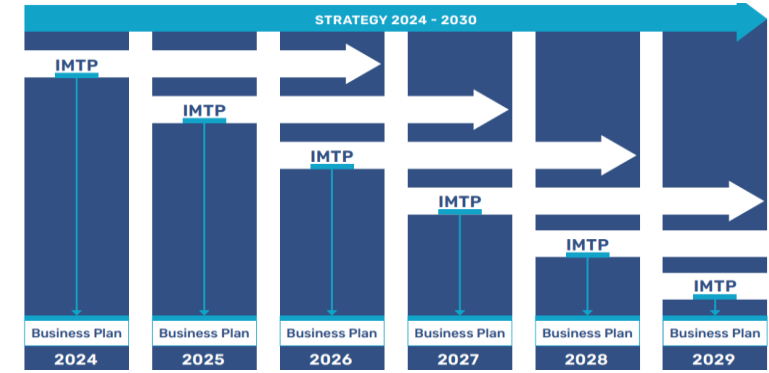
Be the trusted strategic partner and a high quality, inclusive and ambitious organisation

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

Missions and Portfolios

Our Missions are divided into portfolios – designed to meet our strategic objectives. There are 14 delivery portfolios and 8 enabling portfolios.

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



1 PROVIDE a platform for enabling digital transformation

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

2 DELIVER high quality digital products and services

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

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

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

4 DRIVE better value and outcomes through innovation

1. Research and Innovation
2. Value from Data

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

1. People and Culture
2. Finance
3. Sustainability
4. Stakeholder Engagement
5. Quality and Safety
6. Governance, Performance and Assurance
7. Commercial Services
8. Clinical Informatics and Business Change

Missions > Deliverables > Outcomes

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

Missions

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

Deliverables

Portfolios	Care Data Repository	Integration Hub
	Target Architecture	Information Governance Framework
	Shared Medicines Record	Cloud Transition
	Cyber Plan	Data Standards
	Analytics Platform	
	Systems to support: Vaccines	
Primary, Community, Mental Health	Emergency Care dataset	
Welsh Patient Administration	Eye Care	
Laboratory Management	Intensive Care	
Prescription Transfer	Radiology Management	
E-prescribing		
Welsh Clinical Portal / test requesting	M365 CoE outputs	
Nursing Informatics	Cancer Informatics	
NHS Wales App		
Academic partnerships	Industry Partnerships	
Analytics Strategy	Strategic Programmes analytics	
People and Culture	Welsh Language	
New Operating Model	Clinical Informatics Framework	
Financial Sustainability	Cloud Finance	
Decarbonisation	Foundational Economy	
Digital Inclusion	Digital Maturity	
Benefits	Quality	

Outcomes

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

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

Positive health outcomes are seen as a result of increased availability of data and analysis and joined up data across health board boundaries and settings.

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

Patient experience improves when patients can interact with health professionals digitally and have greater visibility of their healthcare journey.





GIG
CYMRU
NHS
WALES

Iechyd a Gofal
Digidol Cymru
Digital Health
and Care Wales

How we developed our plan

Strategic Context

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

- Aim 1: Transform digital skills and partnerships, through developing workforce skills and confidence plus partnership working to benefit the economy
- Aim 2: Build digital platforms fit for Wales, through data, collaboration and digital infrastructure and connectivity
- Aim 3: Make services digital first, through user-centred services, and maximising digital inclusion

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

Health Strategies. This IMTP is aligned with the Well-being of Future Generations (Wales) Act 2015, the Health and Social Care (Quality and Engagement) (Wales) Act 2020, and supports the delivery of the refreshed A Healthier Wales 2024 action plan for health and social care in Wales. This includes:

1. Deploy systems to standardise care pathways, improve productivity, and support decision-making.
2. Boost digital and data maturity to meet international standards, eg in cyber, data sharing and clinical safety.
3. Establish a National Enterprise Architecture to underpin health and care transformation.
4. Ensure deployment of key digital capabilities like diagnostic systems, the Wales NHS App, and electronic prescribing
5. Use data, insight, and analytics safely and securely to improve health and wellbeing outcomes.

Other recent relevant legislation includes the Duty of Quality and Duty of Candor 2023,(See Quality and Engagement Act above), the Social Partnership and Public Procurement (Wales) Act 2023, and the Health Service Procurement Act 2024. Compliance will be required with new legislation updating the Medical Devices Regulations 2002 (as amended).

NHS Wales Women's Health Plan 2025-35. This outlines the NHS Wales approach to improving the health outcomes for women. Our solutions will support data-driven decision making and drive equality in women's healthcare. Our Chief Executive Helen Thomas is Chair of the National Strategic Clinical Network for Womens' Health Leadership Group.

DHCW's Strategy. Published in 2024, this sets the organisation's ambitions up to 2030 listing 20 strategic objectives. The Strategy missions are underpinned in the IMTP by portfolios of work that contribute to the organisation's strategic objectives while supporting cross-mission collaboration. It is aligned with pressing health and digital challenges and trends through its value streams of collecting, storing, sharing and analysing data to support positive health and wellbeing outcomes.

Health Trends. The health service in Wales is facing challenges such as an ageing population, lifestyle changes, and public expectations. These have been compounded by long waiting lists, staff shortages, and a challenging economic climate. The Welsh Government has emphasised that 'digital, innovation, technology and transformation must underpin plans to deliver optimum care and services for patients'.

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

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



Wellbeing of Future Generations Act: Statement and Objectives

Statement

- The WFGA is central to our approach towards long-term planning within DHCW and is reflected in our purpose: 'To make digital a force for good in health and care'. Our vision is to provide world leading digital services empowering people to live healthier lives.
- Our wellbeing objectives are designed to address the key challenges with regards to achieving the wellbeing goals in a digital world, which include: (1) the impact of Artificial Intelligence and digital innovation; (2) Electronic waste; (3) Data security; (4) Data privacy and ethical issues in relation to the use of personal health data; (5) Environmental footprint of hardware infrastructure and supply chain; (6) Recruiting and managing a diverse and skilled workforce.
- Our organisational strategy affirms our commitment to sustainability including 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. As part of an integrated approach, our wellbeing objectives will deliver on wider sustainable development legislation and policy such as the Social Partnership and Public Procurement Act, which brings together four principles of Social Partnership; Socially Responsible Procurement; Fair Work and Sustainable Development. We have reviewed the priority areas within the Future Generations Commissioner's Cymru Can 2030 strategy, noting the focus area of Artificial Intelligence and broader priorities including the Foundational Economy, culture change, food, prevention and simplified partnership arrangements.
- Our stakeholder engagement plan forms the foundation for our approach to collaboration and involving people with an interest in achieving the wellbeing goals. Further, we have engaged with the Future Generations Office and collaborated with the Centre for Digital Public Services with an ability to demonstrate alignment between our wellbeing objectives.
- Our objectives have been developed with the sustainable principle at the forefront, having considered the long-term impacts, prevention and mitigation of future issues, integration and the existing strategies (both internally and externally), collaboration to strengthen approaches and involvement with our partners.
- In line with DHCW's Performance Management Framework, Objectives and Key Results have been set over the 3-year IMTP period to monitor short and medium-term performance against our long-term wellbeing objectives. Progress will be monitored and reported to the SHA Board and will form part of our Annual Report. A dedicated workstream has been established as part of the Building our Future programme to assure delivery and provide a focal point for monitoring funding and resources in support of our wellbeing objectives.

Wellbeing Objectives

By 2035, digital innovation will support a more sustainable and equitable future for all in Wales. To help realise this ambition, we aim to:

1. Achieve net zero emissions across all of our operations and supply chain by 2035 and apply circular economy principles to minimise electronic waste.
2. Provide digital and data services that deliver economic, social, environmental and cultural value and meet population needs now and in the future.
3. Leverage clinical data, in combination with a diversity of data sources, to identify actionable insights which support prevention, population health, equity and well-being.
4. Enable the safe, effective and ethical deployment of Artificial Intelligence and digital innovation more broadly across Wales.
5. Put people first as a diverse, equitable and inclusive employer by offering meaningful work, paying the real Living Wage as a minimum and developing digital skills.

In working towards these objectives, we will promote the 5 Ways of Working as outlined in the act, with our stakeholder engagement plan as the foundation for achieving this.



In achieving our wellbeing objectives by 2035, we have set out key results on the next page.

Well-being of Future Generations Act: Key Results

Plan and deliver digital services and systems that increase our contribution to reducing carbon to meet the NHS Wales target of a 34% reduction from baseline year by 2030.

Implement a 5 year Biodiversity Plan which will enable DHCW to encourage green travel and sustainability to limit the impact of climate change by 2030 evidenced by reductions in our carbon footprint.

See [Mission 1 and Mission 5 \(5.3 Sustainability\)](#)

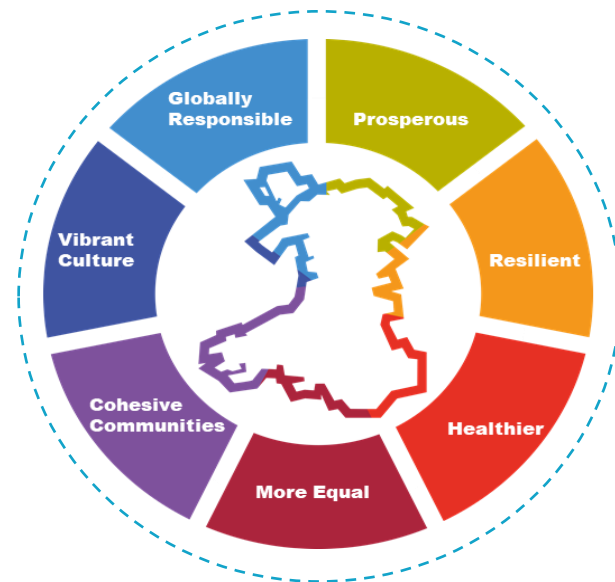
By 2028, embed an inclusive culture and a diverse workforce embedding our Values in everything we do, to ensure DHCW is a preferred digital employer of choice and continues to be a great place to work evidenced by staff survey results.

Promote opportunities to learn and use Welsh in the workplace by refreshing and implementing our Bilingual Skills Strategy in 2025/26 and measuring progress by monitoring Welsh Language Skills and Learning uptake

See [Mission 5 \(5.1 People and Culture\)](#)

DHCW will contribute to global wellbeing through developing international networks and sharing of expertise by increased annual attendance and speaking at conferences and events.

See [Mission 4 and Mission 5 \(5.4 Stakeholder Engagement\)](#)



Transform our communities through collaboration with people, communities and partners. ie user centred design, digital inclusion and joint initiatives commencing with the launch of a Digital Futures Space in 2025.

See [Mission 3 and Mission 5 \(5.4 Stakeholder Engagement\)](#)

By 2028, DHCW will have developed and embedded a target operating model that ensures the right people in the right roles to meet NHS Wales future and changing needs with modern digital solutions.

See [Mission 5 \(5.1 People and Culture\)](#)

Offer a diverse range of employment opportunities which support people to fulfil their potential including year on year increases in the number of student placement and apprenticeship opportunities over the next 5 years.

See [Mission 5 \(5.1 People and Culture\)](#)

By 2028, DHCW will see increased usage of our digital solutions and availability and sharing of health and care data improving health outcomes, and supporting people to live healthy and happy lives.

See [Missions 1-4 and Mission 5 \(5.5 Quality and Safety\)](#)

Delivery against Ministerial Priorities 2024- 25

Priorities	2024-2025 Plans	2024-2025 Delivery
<p>Enhanced Care in the Community</p> <ul style="list-style-type: none"> Focus on reducing delayed pathways of care <p>Primary and Community Care</p> <ul style="list-style-type: none"> Focus on improving access and shifting resources into primary and community care 	<ul style="list-style-type: none"> Commence national phased roll out of Electronic Prescriptions Service. NHS Wales App further roll out and extra features. Digital development for dentists and optometrists. Shared community and social care record. 	<ul style="list-style-type: none"> 1 million prescription items dispensed and claimed by the Electronic Prescriptions Service (EPS). NHS Wales App live and business case written. 3000 notifications sent to patients saying your prescription is ready. Dental access portal went live. Eyecare programme paused by Welsh Government. Community and mental health Outline Business Case drafted Sept 2024.
<p>Urgent and Emergency Care</p> <ul style="list-style-type: none"> Focus on delivering the 6 Goals Programme 	<ul style="list-style-type: none"> Rolling out the Welsh Intensive Care Information System. Data modelling for urgent and emergency care. 	<ul style="list-style-type: none"> Intensive Care system was paused while a WG commissioned independent review took place. New plan being worked through. Welsh Emergency Care Dataset Project initiated and data model established and agreed. Vanguard sites established. Data entry module being built.
<p>Planned Care and Cancer</p> <ul style="list-style-type: none"> Focus on reducing the longest waits 	<ul style="list-style-type: none"> Co-ordinate shared learning and technical inter-dependencies as organisations implement e-prescribing. Welsh Clinical Portal extend content through APIs and add new features. Welsh Nursing Care Record for Paediatrics. Welsh Patient Administration health board boundary change reconfiguration. New / enhanced diagnostics systems. 	<ul style="list-style-type: none"> E-prescribing – majority of health boards have signed their contracts and DHCW data integrations with national architecture progressing, such as diagnostics test results. Cancer features and integrations built with transition to service in planning. Paediatrics nursing digital assessments descoped from build to design only due to funding reduction. Extensive complex work completed on boundary change config. Diagnostics system readiness well underway.
<p>Mental Health, including CAMHS</p> <ul style="list-style-type: none"> Focus on delivery of the national programme 	<ul style="list-style-type: none"> Mental health digital discovery. Shared community and social care record. 	<ul style="list-style-type: none"> Recommendations from the mental health digital discovery, signed off by Strategic Programme for Mental Health. Community and mental health outline Business Case submitted in Sept 2024.
<p>Underpinned by</p> 	<ul style="list-style-type: none"> Cyber security enhancements. Move to the Cloud. Populating our platforms with more data. Accelerating APIs to provide an 'Open Architecture'. Implementing DHCW IG Strategy. 	<ul style="list-style-type: none"> Cyber 3 year plan – 52% of items complete, 22% well in progress, remainder subject to funding. National Data Resource business plan phase 4 submitted. Cloud business case submitted. Large volumes of data copied to the National Data Resource platform. APIs now in production.

Ministerial Priorities 2025-2028

Priorities	2025-2028 Plans
Timely Access to Care – waiting lists and handovers	<ul style="list-style-type: none"> • New diagnostic systems implementations • Welsh Clinical Portal enhancements such as digital waiting list card, operation note and outpatient outcome form – reducing administrative workload and managing waiting lists • Welsh Nursing Record extended to paediatrics • Planned and Emergency Care dataset definition, data entry and application to services
Population health and prevention – diabetes and vaccination targets	<ul style="list-style-type: none"> • NHS App extra features to help patient self care • Supporting digital requirements of the Vaccination Programme Wales • Further platform enhancement of diabetes digital solution
Building Community Capacity – delayed in hospital, access to GPs, Pharmacist prescribers, dental access, community capacity	<ul style="list-style-type: none"> • Further roll out of medicines solutions • Connecting Care- integrated care record business case • Establish a framework for procuring community health products • GP system migrations
Mental Health – assessments and interventions	<ul style="list-style-type: none"> • Mental health, community and social care digital and data designs • A framework for procuring community health products
Women’s Health – health hubs	<ul style="list-style-type: none"> • Maternity data set support. Connecting Care – sharing data with health visitors; perinatal mental health; analytics for women’s services improvement, NHS Wales App – carer access, personalised care plans
Digital Priorities as outlined in IMTP technical Guidance (Portfolios in brackets)	<ul style="list-style-type: none"> • National architecture definition (1.2) • Phase out unsupported systems (multiple) • Further cyber measures (1.4) • Electronic Health Record Collaboration – discovery and design (3.1) • Implement core digital standards (1.1, 1.2) <ul style="list-style-type: none"> • DHCW Artificial Intelligence (4.1) • Data Flows into National Data Resource via APIs (1.1, 1.2) • ↑ electronic radiology/pathology test requesting (3.1)

Well-being of Future Generations Act	Social and environmental value	Social Partnership and Public Procurements Act	Health Service Procurement Act	Medical Devices regulations	Value in Health	Duty of Quality	Reducing Health Inequalities	National Strategic Programmes / Clinical Frameworks
See 'How we developed our plan' WBFGA	Enabler 5.3 Sustainability	Enabler 5.7 Commercial Services	Enabler 5.7 Commercial Services	Enabler 5.5 Quality and Safety	Portfolio 4.2 Value from Data	Enabler 5.5 Quality and Safety and All Missions	Enabler 5.4 Stakeholder Engagement	Portfolios: 2.2 Primary, Community and Mental Health 2.3 Planned Care 2.4 Urgent and Emergency Care 2.5 Diagnostics

NHS Wales Planning Approach

Working with NHS Partners

DHCW will work with our partner organisations to ensure digital services help to address the current challenges in the NHS. We support the statement agreed by the Directors of Planning:

NHS Wales Directors of Planning Statement

Health organisations across Wales have come together over the last few months to consider the challenges facing the NHS in Wales and how we can collectively address these over the coming years. The aim is to build a service delivery blueprint which will describe what the NHS in Wales will look like in 10 years' time, and which will deliver improvements in health outcomes and performance and reduce inequalities. This will be a collaborative effort, bringing together the thinking from within NHS organisations in Wales and utilising external expertise and international insights, and will support and enhance the Welsh Government's work on a National Plan.

This will be a blueprint that describes an integrated primary and community care system focused on prevention and early intervention, a future model for hospitals, technology enabled care and a future-focussed and enabled workforce. It will also set out a plan for how these changes will be delivered.

As this national work develops, DHCW will commit to aligning the thinking into our plans for service change and improvement.

IMTP Technical Guidance

The IMTP Planning framework included the following guidance for NHS organisations in working with DHCW on national systems:

National Systems

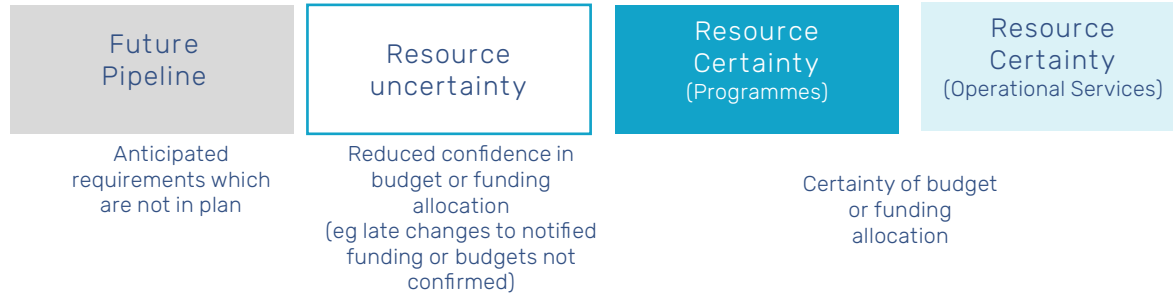
- Work with Digital Health and Care Wales to ensure that plans are in place to flow data into the National Data Resource and make fuller use of APIs associated with NDR.
- Business case to be developed and approved by end March 2025 for digital maternity system deployment during 25/26.
- Plan to be agreed by June 2025 for community care system deployment.
- Establish Local Enterprise Architecture governance to ensure compliance with national standards and alignment with ongoing development of National Architecture
- Clear plan to be developed for technology enabled virtual wards or care, working with NHS Executive, with plan to support 100 individuals or proportionally equivalent by end of 2025/26 remotely.
- Increase use and uptake of appropriate electronic testing referrals in Welsh Clinical Portal in radiology and pathology.



DHCW Planning Approach

Principles

- Year 2 and Year 3 are indicative.
- Delivery timelines are colour coded depending on level of certainty and maturity.



- The addition of new delivery commitments into the plan require additional or reallocated funding / budget. Future pipeline items may consume DHCW resource ahead of a firm position.
- New delivery commitments are expected to progress in terms of detailed planning and certainty as they move from future pipeline through to the plan.
- Capacity is forecast and constraints assessed across the organisation as part of the DHCW planning process taking into account factors such as business as usual, recruitment timelines and absence.
- This plan has considered priorities from partner organisations such as Welsh Government, strategic programmes, national organisations, Health Boards and Trusts gathered from regular planning meetings, peer groups and new service requests during 2024 /25.
- Other organisational plans follow the same planning timeline as DHCW so confirmed detailed requirements may not have been available at time of drafting. We manage alignment of plans during the year as part of our strategic engagement.

Main Areas of Risk

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

Suppliers. We are reliant on supplier capacity to support key systems over the course of this plan. We need to be confident that delivery timescales are not at risk, and suppliers are focussed on an NHS Wales roadmap and requirements. Supplier financial viability is a key risk, as is non compliance with national standards. Local contracts may be more attractive to health boards but less attractive to the market and interoperability.

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

Sustainable Funding. Major projects digital funding uncertainty may impact on delivery of new systems and ongoing operational services. There can be uncertainty about future service level agreement income from other NHS organisations, including the transition of major programmes from Welsh Government digital priority investments into business as usual.

Resourcing - There is a risk of not filling vacancies in a timely manner and losing key resources due to funding uncertainty. Some digital skills are in short supply and posts can be difficult to fill.

Legacy issues. There is still legacy infrastructure which needs upgrading across the estate. Any focus away from this means new systems could sit on sub-optimal infrastructure which could delay roll out and presents a risk to delivery of our services.

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

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

Remit Letter : Changes to Our Plan

We have an established approach to managing changes to our plan, which enables us to track complex interdependencies between teams across our organisation. As well as internal prioritisation, changes can be driven by external factors, such as supplier dependencies, delivery partner capacity and timelines, and changes to funding.

Background

The DHCW Remit Letter dated 14 Mar 2025 sets out detailed requirements against core deliverables and key milestones. There are 100 + deliverables and 70+ milestones in the remit letter which have not previously been considered as part of developing our IMTP.

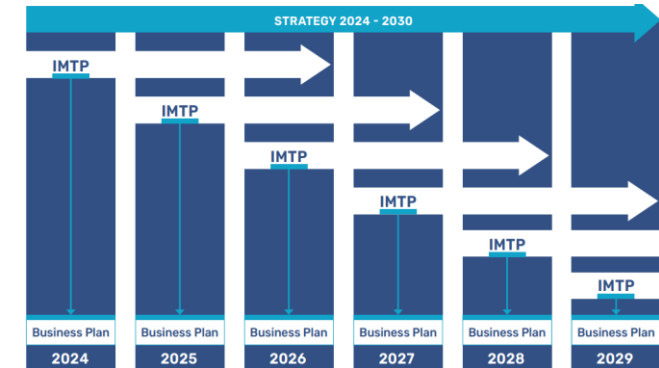
Our proposed approach is to reconcile the Remit Letter deliverables and milestones against the IMTP milestones, manage required changes through our regular change control process, and confirm a revised position with Welsh Government, as early as possible in the 2025-26 year. For comparison, a similar replanning process was required for major programmes in Q1 (which took 6-10 weeks to complete) and also at the end of Q2 (which took 4-6 weeks to complete) in both cases working closely with Welsh Government officials to confirm expectations and to agree revised milestones.

Remit Letter requirements will be prioritised over existing plans and it is to be expected that other milestones will therefore need to be de-prioritised, by stopping or slowing other planned work. We will involve programme boards in the revision of milestones and assessing the impact of changes on quality and delivery.

Our phased approach to applying the Remit Letter to our 2025-26 delivery plans is:

- Confirm requirements: schedule all requirements, confirm understanding with Welsh Government officials
- Reconciliation: review requirement against IMTP milestones; identify matches, amendments, and additions; confirm with Welsh Government officials
- Assess impact : work with programme and product teams across DHCW to assess resource impacts, expected to include the need to de-prioritise other milestones
- Assess options: discuss options with Welsh Government, programme boards, key stakeholders, and agree changes to other milestones, informed by consideration of quality, benefits and value for money
- Confirm changes: confirm the complete package of changes and report through regular arrangements (monthly DHCW Management Board and Welsh Government IQPD meetings)

We will work with all partners to progress through these phases as quickly as possible, balanced against properly assessing and documenting changes, and working transparently with teams and external stakeholders as partners.



Portfolios	Plan on a Page 2025-28					
1.1 Data Platform and References Services	QTR1	QTR 2	QTR 3	QTR 4	2026/27	2027/28
	Encounters available in the Care Data Repository (CDR) to consume via APIs	Commence early wave of Health Board/Trusts migrations into the national data and analytics platform	National data catalogue development Scope a Natural Language Processing solution to assist with clinical coding	Complete historical docs and results backload to care data repository	Trust / Health Board data migrations into national data and analytics platform	Decommission records and results services
1.2 Open Architecture and Interoperability	Publish draft target architecture in collaboration with NHS partners	Minimum viable product of cloud based integration service	Develop API roadmap	Publish final national target architecture and roadmap	Expansion and enhancements of API cataloguing, onboarding, management and monitoring Evolution of target architecture	
	Clinical Risk Mngt Stds – draft developed for formal consultation	Information Sharing Gateway operational		National IG Framework – Formal consultation on approved WASPI Code	Replacement solution to National Audit Tool	
1.4 Sustainable and Secure Infrastructure	Cyber improvement solutions			Deliver first wave of cloud migrations	Implement new Microsoft 365 Enterprise Agreement	Implement new Microsoft 365 Enterprise Agreement
2.1 Public Health		Support central procurement of Flu vaccines	Welsh Immunisation System move to Cloud			
2.2 Primary, Community and Mental Health	Discovery work for integrated care record	Develop plan for mental health, community and social care digital/data designs	Framework for procuring community health products	Modernise and patient centric re-design Choose Pharmacy	Decommission legacy community system	Integrate Choose Pharmacy with Shared Meds Record
					Conclude GP migrations	
2.3 Planned Care	Admissions, discharges and transfers APIs	Draft eyecare business case	Pipeline : Strategic Programme for Planned Care priorities			
2.4 Urgent and Emergency Care	Intensive Care (WICIS) Implementation Plan drafted	Welsh Emergency Care Data Set FHIR profile specification	Emergency Dept Module built	Support Welsh Emergency Care Data Set roll out	Further Dashboards of Emergency Care	
2.5 Diagnostics	Laboratory system early adopter go lives	Next wave of laboratory go lives	Next wave of laboratory go lives	Decommission legacy laboratory system	Start re-procurement of next laboratory system	
	Support early radiology system go lives	Support next wave of radiology system go lives	Support next wave of radiology system go lives	Support next wave of radiology system go lives	Start re-procurement of next radiology system	
2.6 Digital Medicines	Further Electronic Prescription Service roll outs	Electronic Prescriptions transitioned to service	Further Electronic Prescription Service roll outs	Further Electronic Prescription Service roll outs	Further Electronic Prescription Service roll outs	
	E-Prescribing integrations and connectivity	E-Prescribing integrations and connectivity	E-Prescribing integrations and connectivity	E-Prescribing integrations and connectivity		
3.1 Health and Care Professions	Further test requesting specialities	Cardiology Test Requesting form	Further test requesting specialities			
		Deliver the Cancer prioritised enhancements	Welsh Clinical Portal Single Instance	Further Nursing forms	Nursing Care Record to Cloud. Roll out of paediatrics forms	
3.2 Patients and the Public	Developing subsequent priorities from a requirements list including patient captured information, access to patient health record documents and test results, vaccinations summaries and booking online in the App.				Service transition to DHCW complete	
4.1 Research and Innovation	Roadmap for DHCW Artificial Intelligence adoption	Refresh R&I strategy		Clinical Trial 'Find, recruit, follow up' scoping	Increase E-library collections and usage	
					Open Access service (DHCW research deposits)	
4.2 Value from Data	Transition of data to the Cloud (with NDR programme)					
	Data Analysis and reporting for strategic programmes					
Mission 5 Enablers: People and culture, finance, sustainability, stakeholder engagement, quality and safety, governance, performance and assurance, commercial services, clinical informatics and business change.						

Business as Usual

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

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

There is a need to transform into structures and sustainable funding approaches that enable continuous improvement of all digital services in line with industry best practice and reducing risk and driving value. Moving to a product approach and a shift to cloud native applications will provide fast, agile environments to realise value quickly.

Ongoing running and maintenance aims for availability targets of 99.9%. Work includes security patching, management of service backups, disaster recovery planning, planned and unplanned changes, minor configuration management, daily service checks and ensuring our people are trained to constantly be up to speed with developments in digital.

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

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

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

Service Improvement. We deal with numerous new service requests from our partners across Wales, often to enable greater functionality or to transform a manual process to a digital service. Changes originate from Service Management Boards, Project Boards, NHS Wales organisations, Welsh Government, the NHS Executive and more. Other improvements include architectural component upgrades, major configuration management and technical risk mitigations.

Service re-platforming and de-commissioning. 2025-28 will see significant work to address technical debt and decommissioning any unsupported systems or systems due for replacement. This includes our cancer system, Windows 2012 and 2016, our messaging system and our clinical communications system sending referrals to secondary care. Any suppliers unexpectedly exiting the market is a key consideration especially in terms of immediate and also long term data retention.

Data feeds from legacy systems will increasingly move to the national data resource platform, such as from our data warehouses, and GP audit tooling. We will also in the 3 years see our reports and documents services being decommissioned and to start planning for audit tooling, diagnostics and community system decommissioning as they get replaced by new systems.

Operations / Programmes Split

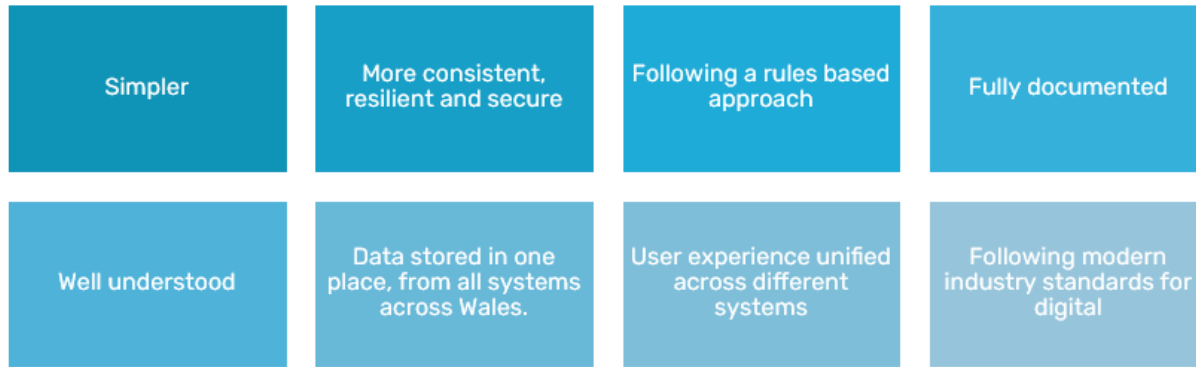
IMTP Portfolios are a mixture of operations and new programmes/projects. 80% of our resources are committed to operational services. This split varies per portfolio.

Operations



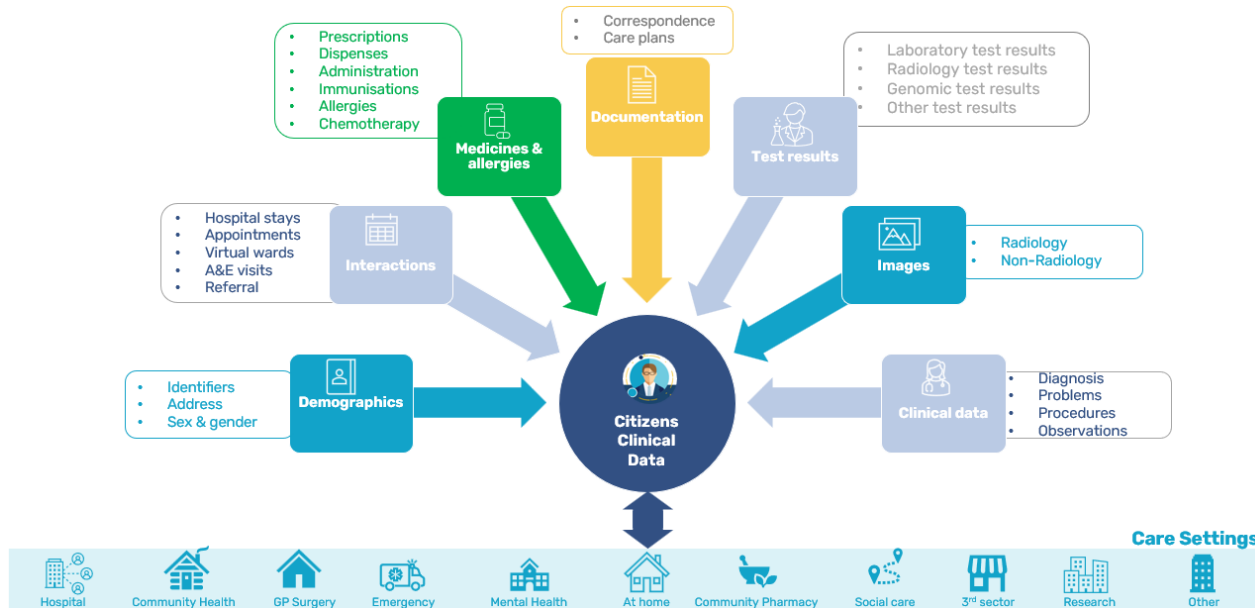
Programmes

Target Architecture



Working as one across Wales

Improve care using whole digital records, and improve services using whole digital pathways.
NTA/core assets/18-02-25



Developing a strategic case for a National Target Architecture

Welsh Government has commissioned DHCW to develop a national target architecture for health and social care in Wales, and to deliver a strategic investment case.

DHCW will work in partnership with key stakeholders and delivery partners to lead this work through 2025-26. Delivery milestones for future years will depend on the level of investment and prioritisation of options in the strategic case.

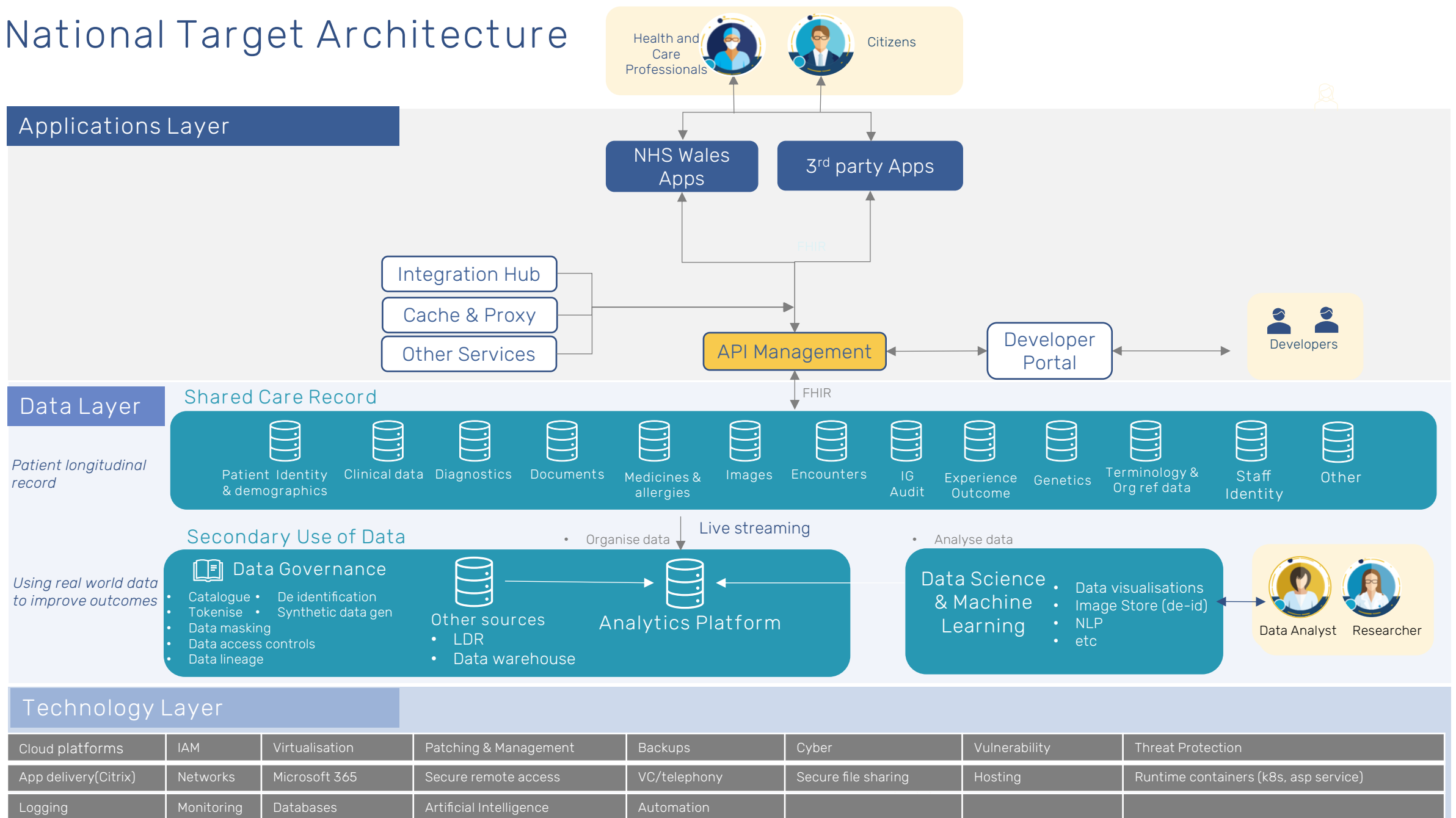
The target architecture will be a whole system design for how digital and data services will work together across health and social care in Wales.

Work in 2025-26 will focus on the following outputs, all of which need to be developed through a partnership approach:

1. A target state architecture supported by architectural designs, standards and principles
2. An assessment of current state architecture, at local and national level
3. A transition roadmap from current state to target architecture
4. A multi-year strategic investment case to support the transition roadmap

Our target architecture will enable us to work as one across Wales. It will improve care using whole digital records, and improve services using whole digital pathways, making technology work for everyone using intelligence and good design.

National Target Architecture





GIG
CYMRU
NHS
WALES

Iechyd a Gofal
Digidol Cymru
Digital Health
and Care Wales

Strategic Objectives

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

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

Mission 1

PROVIDE a platform for enabling digital transformation

Mission 1 :

provide a platform for enabling digital transformation

Key: Well-being of Future Generations Act

- Prosperous
- Resilient
- Healthier
- More Equal
- Cohesive Communities
- Vibrant Culture
- Globally Responsible

Wales collects large amounts of health and care data, but it is often fragmented. The Welsh Government recognises the need for better data use. A barrier to data sharing is a lack of data and technical standards. DHCW is establishing an open architecture through an all-Wales data platform, using interoperability standards to share data safely and securely, working with NHS Wales colleagues and with private sector partners.

1.1 Data Platform and Reference Services

Key Deliverables: Care Data Repository, National Data Analytics Platform, Secure Data Environment and Data Standards



1.2 Open Architecture and Interoperability

Key Deliverables: API Management, Integration Services and National Target Architecture.



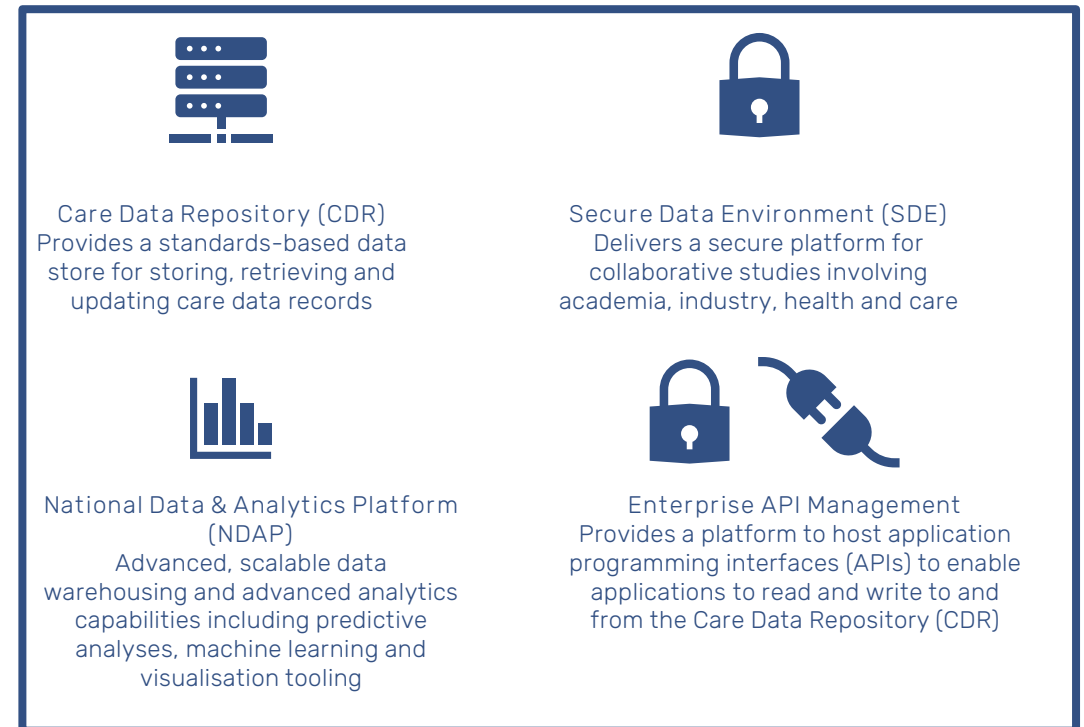
1.3 Protecting Patient Data

Key Deliverables : Advice, IG toolkit and audit tooling.



1.4 Sustainable and Secure Infrastructure

Key Deliverables: Cloud transition, Modernising infrastructure, Cyber, M365.



Mission 1 :

Portfolio 1.1: Data Platform and Reference Services

Objectives for 2025/28

Services

- National Care Data Repository (CDR): Engineer pipelines and expose data via FHIR APIs to enable a unified health and care record.
- National Data and Analytics Platform (NDAP): Migrate the national data warehouse, and Local Health Board and Trust data stores to NDAP starting with migration of the ABUHB and PHW data warehouses to decommission legacy hardware and infrastructure, transition to cloud, and utilise advanced analytics capabilities.
- Welsh Reference Data and Terminology Service: Ensuring the availability, compliance, and quality of reference data for National Systems, Health Boards, and the NHS, with a plan to design the current terminology platform to work with technical architecture developments which prioritise data interoperability.
- Data Standards: Service Continuous assessment of conformance of DHCW national systems with core reference data; execute a plan to increase adherence to improve standards at source

Programmes

- Welsh Care Records Service: Re-engineer and decommission national document service (WCRS) and transition to the national target architecture to remove legacy hardware and infrastructure from the estate and transition to cloud.
- Welsh Results Reports Service: Re-engineer and decommission diagnostic results and reports (WRRS) services and transition to the national target architecture to remove legacy hardware and infrastructure from the estate and transition to cloud.
- Data Exchange Standards: Ongoing development, testing and publication of Fast Healthcare Interoperability Resources (FHIR) to support the storage and availability of care data in the Care Data Repository.
- Integrated Care Record: Publish a draft architectural design and common data standards for a shared care record data layer, aligned to the Connecting Care programme.
- Secure Data Environment: Explore, design and build a Secure Data Environment for secure collaborative research studies with external partners.
- Supporting the Clinical Coding Improvement Initiative: Complete discovery of national tooling to improve coding completeness, timeliness and accuracy, and commence development/procurement of national solution.
- National Data Catalogue: Publish a national data catalogue for increased transparency, to ensure regulatory compliance and visibility of data provenance.
- Staff Demographics and Master Index: Publish a draft architecture design and data standard for a master staff index to maintain a single, up-to-date record for all staff in Wales.
- Shared medicines record: Ongoing development and onboarding of new electronic prescribing and medicines administration suppliers to enable the storage and retrieval of up-to-date medicines, allergies and adverse reactions statuses to improve patient safety.

Drivers

- The Welsh Government Information Statement of Intent 2017
- A Healthier Wales
- National Data Resource (NDR) Data Strategy 2022
- Digital and data strategy for Wales, Welsh Government 2023

DHCW Strategic Objectives

- Move all our data stores and services to the NDR platform to create a single national Clinical Data Repository
- Extend data standards and data components to social care and other partners
- Establish an all-Wales framework for sharing health and social care data
- An NDR Secure Data Environment which provides access for research while protecting privacy

Outcomes

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

Pipeline

- Supporting other portfolio requirements

1.1 Data Platform and Reference Services

Annual Plan

IMTP

	QTR1 2025/26	QTR 2 2025/26	QTR 3 2025/26	QTR 4 2025/26	2026/27	2027/28
National Care Data Repository	Encounters available in the Care Data Repository (CDR) to consume via APIs	Diagnostics available in the CDR to consume via APIs		Collect, store and share Welsh emergency care data using the CDR to support the delivery of the Welsh Emergency Care Dataset (WECDS)	Commence the storage and sharing of nursing care data	
National Data and Analytics Platform		Commence early wave of Health Board/Trusts migrations into the national data and analytics platform		Complete early wave of Health Board/Trusts migrations into the national data and analytics platform	Complete subsequent wave(s) of health board / trust migrations into NDAP	
Welsh Reference Data and Terminology Service				Assurance and implementation of redesigned national terminology service	Evaluate potential to replatform to National Data Resource (NDR)	National terminology service re-platformed to NDR
Data Standards		Support Welsh Patient Administration Service (WPAS) and integration services teams to implement core reference data standards, and to apply mapping to maintain data integrity during data exchange				
Welsh Care Records Service		Commence back loading, validation and assurance of historic documents and images to care data repository		Complete back loading, validation, assurance of historic documents and images to care data repository. Service management model in place.	Launch re-engineered documents and images service using CDR and future cloud document store	Decommission current Welsh Care Records Service
Welsh Results Service		Commence back loading, validation and assurance of historic results and reports to care data repository		Complete back loading, validation, assurance of historic results and reports to care data repository. Service management model in place.	Launch re-engineered results and reports service using CDR	Decommission current WRRS service
Data Exchange Standards		Develop, test and publish FHIR resources for care documents			Ongoing development, testing and publication of FHIR resources to enable ongoing population of the care data repository to enable a single record	
Integrated Care Record				Integration specification for local authorities to write to NDR standards		
Secure Data Environment	Explore and design a secure data environment making use of all relevant capabilities available in the NDR's Google Cloud platform				Launch the Secure Data Environment in the Google Cloud platform	
Clinical Coding		Complete evaluation of solutions and approaches to validation of outputs	Define scope for a Natural Language Processing solution to assist with clinical coding	Commence development/procurement of solution dependent on output of evaluation and agreement on solution	Complete development/procurement of solution	Implement solution in initial organisation(s) /specialties
National Data Catalogue			Complete development of National Data Catalogue v2	Assurance and publication of National Data Catalogue v2	Self-service capabilities	
Staff Demographics	Develop a plan to address the design of the architecture and data standards required to maintain a master staff index			Commence development of underlying reference data service to support master staff index	Test and assure master staff index	Support product owners to utilise the master staff index in line with roadmaps

Mission 1 :

Portfolio 1.2: Open Architecture and Interoperability

Objectives for 2025/28

Services

- Core Services API Catalogue: Identify and prioritise core health and care services to be made available through standardised APIs, creating a roadmap for consistent and interoperable access.

Programme

- Integration Service: Develop a cloud-based integration service with APIs to enable secure data exchange between health and care systems in Wales.
- API Management: Optimise the API Management platform to provide a seamless experience for developers, fostering API adoption and innovation in the health and care ecosystem.
- National Architecture: Define and publish a national target architecture for NHS Wales, including a roadmap for transitioning to the future state, fostering collaboration across health boards and trusts to ensure effective implementation.

Pipeline

- Staff Identity and Access Management
- Referrals Service
- Migrations of legacy integration flows to new service

Drivers

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

DHCW Strategic Objective - Redesign our applications and services to a clean architecture which is secure by design and based on open standards

Outcomes

- Making it easier for multiple software developers and suppliers to plug into DHCW digital solutions thus speeding up delivery of benefits from innovative digital care.
- Avoid lock-in to a few suppliers ensuring multiple suppliers can contribute to a rich patient record and provide innovative solutions more quickly.
- More structured data populating our repositories means better quality information for clinicians to make optimal decisions.
- A simpler, more consistent, resilient, secure, rules based architecture – well documented and well understood. Data stored in one place with a user experience unified across systems, following modern industry standards for digital.

1.2 Open Architecture and Interoperability

Annual Plan

IMTP

	QTR1 2025/26	QTR 2 2025/26	QTR 3 2025/26	QTR 4 2025/26	2026/27 2027/28
Core Services API Catalogue	Core Service APIs - Complete an initial assessment of core health and care services, identifying candidates for API development. Prioritise by clinical impact, frequency of use, and potential for interoperability improvements.	Define and document standardised API specifications for the prioritised services, ensuring consistency with national and international standards (eg HL7 FHIR).	Develop a roadmap for API implementation, outlining timelines, resource allocation, and key dependencies. Begin pilot implementations of selected APIs in collaboration with early adopter health boards or trusts.	Begin expanding the catalogue with additional services based on ongoing needs assessments and feedback.	Further expansion of API Catalogue based on user needs
	Staff Identity and Access Management (IAM) Complete Staff IAM discovery. Demonstrate prototype solutions with real clinical staff.				
	Document Service. Complete Document Service Alpha phase based on outcomes from Discovery in previous quarter. Demonstrate prototype solutions with clinical staff.				
	Workflow Service start Discovery into workflow service to understand user needs and requirements		Undertake Discovery into AI orchestration and deployment engine (AIDE) capability to understand requirements and user needs.	Commence Workflow Service Beta phase based on outcomes from Discovery	Prototype AI Orchestration and Beta Workflow Service delivery.
	Demographics Service. Complete Demographics Service Discovery, providing user needs and requirements for Alpha.			Beta of Demographics Service available as Minimum Viable Product (MVP) for at least one production service.	Incremental integration of Demographics Service into production systems
Integration Services	Develop and test the core of the integration service: authentication, authorisation, message routing, and data transformation.	Officially launch the MVP cloud-based integration service, making it available to a wider range of healthcare systems in Wales.			
API Management	Establish API strategy working group which prioritises APIs for production and publication - Governance established	NHS Wales Digital Platform formal launch - actions complete	User based authentication - aligned with Staff Identity and Access Management Service (IAM). Discovery complete	User based authentication - demonstrating authorised access to trial APIs utilising staff credentials from the Staff IAM Service. Alpha release	Incremental delivery of new API management capabilities based on user needs
	Outline Business case for Sandbox API service to enhance developer experience - submitted business case approved	Commence Sandbox API Alpha based on approved business case - Alpha Release	API Consumer Onboarding Process Improvements - Discovery complete	API Consumer Onboarding Process Improvements - Alpha release	Beta release of API Consumer Onboarding
	API Consumer Onboarding Process consultation improvements - e-Form (Phase 1) - actions complete	API Monitoring - Discovery Complete	API Monitoring - Prototype service available. Alpha Release	API Monitoring - Beta underway to develop MVP monitoring solution. Beta complete.	Continuous improvements & updates to API Monitoring
National Architecture	Publish a draft of future 'target' architecture for NHS Wales.	Publish a draft of existing 'current state' architecture at local and national level.	Release the first version of the roadmap for transitioning to the target architecture.	Publish an agreed national target architecture and roadmap for NHS Wales.	Ongoing maintenance, evolution and design of National Architecture

Mission 1 :

Portfolio 1.3 Protecting Patient Data

Objectives for 2025/28

Services

- Information Governance Service: Lead the development and strengthening of an Information Governance compliance framework for the health and care system in Wales including advice and audit tooling - giving confidence that data is used lawfully and safely.

Programmes

- Wales Accord on the Sharing of Personal Information: Publish a code of conduct for public services accredited by the Information Commissioners Office and set up a monitoring body to enable the strengthening of standards of information sharing in the public sector.
- Policy and Governance: Provide expert advice to Government and other stakeholders, to support establishment of a legal and policy framework for data sharing across health and care in Wales.
- Information Sharing Gateway: Develop a digital tool whereby IG data collections and workflows are recorded digitally, such as data protection impact assessments, information sharing templates and agreements - to introduce efficiencies and digitise a manually intensive process.
- Information Governance Training: Review the existing national IG training provision to enhance and improve staff's understanding of information governance responsibilities across Wales.
- Clinical Risk Management Standards: Managing the consultation process and responses from suppliers and health organisations regarding the implementation of standards DCB0129 and DCB060 to assure clinical safety in health IT systems.

Drivers

- Information sharing for patient care and information intelligence
- UK General Data Protection Regulations 2018 and common law duty of confidence requires a strong protection of privacy
- The Network and Information Systems (NIS) Directive 2018 - secure network and information systems
- A Healthier Wales 2019 - patient empowerment and data in safe hands
- Digital and Data Strategy for Health and Social Care in Wales 2023
- Data Protection and Digital Information Bill (new legislation)

DHCW Strategic Objectives

- Establish an all-Wales framework for sharing health and social care data
- The NHS Wales App is used regularly by over a million people

Outcomes

Safe and equitable access to data at the point of care means:

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

Pipeline

- Other / emerging Ministerial priorities

1.3 Protecting Patient Data

Annual Plan

IMTP

	QTR1 2025/26	QTR 2 2025/26	QTR 3 2025/26	QTR 4 2025/26	2026/27	2027/28	
Information Governance Service	IG services include advice and tools such as: - Primary Care Information Governance Support - Supporting Primary Care Services with relevant IG Support and Guidance. - Data Protection Officer Service - Maintain and improve the DPO Service for subscribers. - Information Governance Toolkit - maintaining the toolkit for use by organisations that want access to patient data in order to deliver efficient health and care services, extend toolkit to support any other NHS contracted service providers. - Wales Accord for Sharing Personal Information (WASPI) - Providing a framework of information sharing principles and standard templates to help public service providers in Wales document their information sharing arrangements. - Standards Compliance (BS10008) - Legal admissibility and retention of electronic information (see Quality section in Mission 5). - National Intelligent Integrated Audit Solution - Monitoring access to national applications and repositories. - Support DHCW to deliver its responsibilities for data acquisition, data warehousing and information services while seeking opportunities to rationalise and streamline governance and assurance processes. - Statutory governance and compliance - Continue to assure the Board that DHCW continues to meet its statutory obligations under information rights legislation and to ensure our IG function applies latest policy developments and good practice.						
		IG Toolkit - Future platform developments delivered			Statutory Governance and Compliance - Review of current processes and artifacts to account for the introduction of AI		
	Define procurement activity to replace the National Intelligent Integrated Audit Solution				Implement replacement solution to National Audit tool - contract expiry Nov 2026		
Wales Accord on the Sharing of Personal Information	Wales Accord on the Sharing of Personal Information (WASPI) - Submission of code (Phase 3) to the Information Commissioners Office	WG Policy Lead to define priority data sharing areas, reflected within a WASPI Strategy and communication plan with stakeholders	National IG Framework - Formal approval of the WASPI Code Monitoring Body arrangements	National IG Framework - Formal consultation on the approved WASPI Code of Conduct and intended operational implementation			
Policy and Governance		Policy and Governance - Confirm DHCW's role and responsibilities for data policy development with Welsh Government		Delivery of an agreed data policy programme			
Information Sharing Gateway	Information Sharing Gateway (ISG) data sharing workflow features to be developed and tested with regional pilot organisations	ISG data sharing function to be operational across all Wales (WASPI) regions	Data Protection Impact Assessment templates function to be developed within the ISG with pilot workshops testing the functions	Sustainable funding model to support license costs with tooling beyond 2027 to be agreed			
Information Governance Training	Initial IG training review delivered	Development of draft alternative training materials and complete stakeholder consultation	Engagement and Consultation with users to evaluate/review training requirements and develop future workplans				
Clinical Risk Management Standards	Draft standards developed and ready for formal consultation	Agree next steps with Welsh Government on implementation of clinical risk management standards					

Mission 1 : Portfolio 1.4: Sustainable and Secure Infrastructure

Objectives for 2025/28

Services

- Cloud and Data Centre Services: Providing secure, reliable and optimised cloud and data centre infrastructure to deliver a digital service availability of >99.9% to our end users.
- Modernising Infrastructure: Developing technical and commercial roadmaps to modernise and secure our infrastructure to meet the latest and future demands, while minimising the impact of digital inflation with large infrastructure contracts.
- Cyber: Ensure the security of the solutions and systems of DHCW and the data held within, and support NHS Wales organisations to continually improve their cyber security controls and resilience against Cyber threats.
- Digital Workplace (DHCW and clients): Deliver improved user experience and security scores through equipment replacement, and improved management, monitoring and security for DHCW managed end-user computing devices.
- Microsoft 365 Services: Lead on a new Microsoft Enterprise Agreement for NHS Wales and support organisations to maximise usage and benefits.

Programmes

- Cloud Transition Programme : Develop and execute a detailed plan to move national digital services to the Cloud to accelerate service delivery and drive operational efficiencies. Deliver associated change in skills and working practices.
- Enterprise Monitoring: Develop a comprehensive enterprise monitoring strategy and service for DHCW for gathering enhanced telemetry to improve service.

Drivers

- The All Wales IT Infrastructure Review (AWIIR) 2020
- A Healthier Wales 2019
- DHCW Cloud Strategy 2022
- The Network and Information Systems (NIS) Directive 2018
- Cyber Assurance Framework (CAF)
- ISO27001 Information Security Management
- Digital and data strategy for health and social care in Wales 2023

DHCW Strategic Objectives

- Move all our live services to the cloud and close our datacentres
- At least a 34% lower carbon footprint with a clear route to achieving net-zero

Outcomes

- Increasing confidence and trust from our partners to provide quality, reliable digital services, particularly vital clinical systems.
- Accelerated service delivery and increased agility to manage unpredictable demands.
- Shifting to high-value activities with Cloud rather than routine, low level maintenance.
- Increasing reliability, availability and security of services through Cloud.
- Increasing proactive cyber protection and prompt responses to threats.

Pipeline

- Future Wide Area Networking requirements (PSBA network re-procurement)
- Roadmap for future of DNS (domain name system) services in NHS Wales
- Improved password management

1.4 Sustainable and Secure Infrastructure

Annual Plan

IMTP

	QTR1 2025/26	QTR 2 2025/26	QTR 3 2025/26	QTR 4 2025/26	2026/27	2027/28
Cloud and Data Centre Services	Continuous cost and security optimisation and exploit opportunities to further embrace cloud services				Continuous cloud optimisation	Continuous cloud optimisation
	Confirm preferred option for Datacentre 1 (post contract expiry)				Implement preferred option	
		Develop alternative application delivery solution	Develop roadmap for backup systems			
Modernising Infrastructure		Undertake discovery and develop plan for an alternative load balancer solution	Implementation of new firewalls			
	Upgrading and replacing/decomissioning on-premises infrastructure as required to maintain supportability and security				Upgrading and replacing /decomissioning	Upgrading and replacing /decomissioning
	Develop and implement automation actions and AI-driven analytics within the Security Information and Event Monitoring (SIEM) system to enhance threat detection and response, reducing cyber risk and improving overall security resilience across NHS Wales					
Cyber	Define the automation scope and configure the SIEM system	Develop and implement key automated workflows to address high-priority security events	Test and optimise automated responses in a controlled environment,	Deploy and monitor the automated workflows across DHCW and NHS Wales, processes.		
			Cyber Incident Response exercise (DHCW)	Cyber Incident Response exercise (All Wales)		
	Implementation of remaining Cyber improvement solutions as per Cyber 3 year plan					
	Cyber Compliance: Network and Information Systems regulations (NIS). The independent Cyber Resilience Unit, as a delegated authority from Welsh Ministers will audit and support Health Boards in Wales along with reporting national adherence to the NIS Regulations.					
	Ongoing cyber assurance for new systems					
	Cyber Compliance: Prepare DHCW and NHS Wales organisations for the forthcoming Cyber Security and Resilience Bill, which will improve UK cyber defences and protect our essential public services.					
Digital Workplace	Continual refresh of user devices for DHCW and supported clients, including 2000 (500 per qtr) of GP computers and further adoption of Cloud services				Ongoing PC replacement	Ongoing PC replacement
	Migrate on-premises file stores to cloud solution for DHCW and GP practices					
		Develop plan for further securing DHCW endpoints whilst supporting agile development activity	Fully cloud-managed solution available for supported users and devices		Migrate end-users and devices to the fully cloud managed solution	Migrate end-users and devices to the fully cloud managed solution
Microsoft 365 Services	Complete true-up process for the Microsoft Enterprise Agreement	Develop requirements for new Enterprise Agreement for NHS Wales		Finalise negotiations with Microsoft for new Enterprise Agreement	Implement new Enterprise Agreement	Implement new Enterprise Agreement
	Undertake discovery to determine future strategy for email routing services	Complete NHS Wales Active Directory (CYMRU) Domain design review	Complete annual security assessment for NHSmail accreditation			
Cloud Transition Programme	Establish mechanisms for third party support and implement new cloud connectivity solution		Procure and implement multi cloud management tools, including security monitoring			
			Delivery of new/upgraded landing zones to support cloud migrations	Deliver first wave of cloud migrations	Subsequent migrations	Subsequent migrations and programme closure
Enterprise Monitoring	Undertake discovery and develop plan for monitoring cloud services		Develop new enterprise monitoring strategy for DHCW National Services	Procure new tooling as required	Deliver new monitoring strategy	Deliver new monitoring strategy

[Back to Contents](#)



GIG
CYMRU
NHS
WALES

Iechyd a Gofal
Digidol Cymru
Digital Health
and Care Wales

Strategic Objectives

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

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

Mission 2

DELIVER high quality digital products and services

Mission 2 :

deliver high quality digital products and services

Across these settings and specialisms are many opportunities to 'design more person-centred, holistic and efficient pathways rather than patients being seen by many different teams focusing on only one aspect of their health need' (National Clinical Framework). The sharing of data through digital supports the key transformation programmes set up to deliver this vision. Digital requirements are fed by clinical networks and national strategic programmes covering planned, urgent and primary care.

- Prosperous
- Resilient
- Healthier
- More Equal
- Cohesive Communities
- Vibrant Culture
- Globally Responsible

2.1 Public Health

Key Deliverables: Welsh Immunisation System, public health screening services.

2.2 Primary, Community and Mental Health

Key Deliverables: GP Systems, Integrated Care Record, community services – dental, pharmacy, eyecare, mental health

2.3 Planned Care

Key Deliverables: electronic referrals, patient administration, datasets

High Quality Digital Services



We continue to enhance our operational services across clinical settings. This includes replacing older versions of diagnostics systems, joining up community health, mental health and social care data, and rolling out and integrating medicines digital services.

2.4 Urgent and Emergency Care

Key Deliverables: Welsh Emergency Care Data Set, Welsh Intensive Care Information System

2.5 Diagnostics

Key Deliverables: Laboratory and Radiology information management systems

2.6 Medicines

Key Deliverables: Pharmacy stock control, electronic prescription service, e-prescribing and medicines administration integrations

Mission 2 : Portfolio 2.1 Public Health

Objectives for 2025/28

Services

- Vaccines services: continuing the iterative development of our Welsh Immunisation System product by expanding our core platform to manage all winter respiratory vaccines and support the central procurement of flu, to underpin the main tenet of the prevention agenda.
- Other public health services: Support routine and planned requirements such as adult screening digital services (AAA and bowel), and public health promotion websites. This work will support the early detection of some health conditions, creating opportunities for early intervention and improved outcomes.

Outcomes

- Ensuring a responsive and sustainable technology platform for vaccinations which users can rely on and enable faster onboarding of new products or campaigns.
- Providing digital and data services to screening programmes which aim to diagnose faster to improve survival outcomes.
- Helping to evidence how public health actions are impacting on viral transmission.
- Improved uptake of vaccinations means better vaccination intelligence to enable education and public confidence.

Drivers

- Public Health Wales Strategy 2023-2035
- National Immunisation Framework for Wales 2022
- HL7 FHIR foundational standard (All NHS Wales bodies)

DHCW Strategic Objectives

- 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

Pipeline

- Priorities to build programme/project specific websites
- Priorities to use the corporate applications form builder (Caforb) eg dental quality assurance self-assessments (QAS)
- Childhood Immunisations into the Welsh Immunisation System
- Making vaccine booking available within the NHS Wales App

2.1 Public Health

Annual Plan

IMTP

	QTR1 2025/26	QTR 2 2025/26	QTR 3 2025/26	QTR 4 2025/26	2026/27	2027/28
Welsh Immunisation System			Welsh Immunisation System move to Cloud			
			Welsh Immunisation System - migrate to a FHIR data model			
Flu Vaccines		Support the central procurement of flu vaccines.				
Other Public Health	Support and deliver agreed priority requirements on Abdominal Aortic Aneurysm Screening Information Management System (ASIMS)					
	Support and deliver agreed priority requirements on Bowel Screening Information Management System (BSIMS)					
			Priority enhancements to Add to your Life website	Priority enhancements to Healthy Weight Healthy You website		



Objectives for 2025/28

Services

- Choose Pharmacy: Begin platform modernisation and a new user centred replacement, ensuring a stable service, built to modern standards for interoperability to give clinicians access to all available information for patients in one centralised hub.
- GP Systems: Provide effective digital systems and services that support primary care service users to clinical care, to be measured by improved user satisfaction and meeting the service key performance indicators.
- Dental Access Portal: To support the digital application providing access to NHS dental care delivering a better patient experience and providing data at a national level to inform policy decisions.

Programmes

- Connecting Care: To work with Welsh Government to define the Connecting Care programme and initiate the delivery of the DHCW elements against an agreed delivery plan, supporting the replacement of the Care Director system through the provision of Mental and Community Health products improving standardisation, usability and interoperability through data standards and integration.
- Integrated Care Record View: support integrated patient pathways through the development of the digital capability to access data from multiple systems across mental health, community and social care sectors to make available at the point of care the data and information necessary to work collaboratively across teams, improve care decision making, reduce risk to the citizen and improve their experience.
- GP Systems Migration: To deliver the transition of GP practices to a single supplier executing against agreed targets to ensure sustainable GP services.
- GP Data Standards: Transition from Read Codes to SNOMED CT to align GP practice coding to wider healthcare settings,

Drivers

- The Strategic Programme for Primary Care and the Primary Care Model for Wales
- NHS Primary Care Contract Reform
- DHCW Primary Care Strategy
- Digital and Data Strategy for Health and Social Care 2023

DHCW Strategic Objectives

- All our digital health systems and major social care systems flow data to and from the NDR platform
- Establish an all-Wales framework for sharing health and social care data
- A comprehensive single digital health and care record is used across all settings throughout Wales

Outcomes

- Service transformation through digital opportunities.
- Delivery of products and services that support end users in their day-to-day work delivering patient care, informed by user-centred design
- Deriving intelligence from data through integrated and enhanced analytics
- Enabling optimum decision making based on shared, standardised information between community health and social care
- Maximising value of primary health services - Choose Pharmacy supporting moving activity from GPs

Pipeline

- Priorities coming from Primary Care strategy
- Dental referrals
- Discovery: GP digital needs

2.2 Primary, Community and Mental Health

Annual Plan

IMTP

	QTR1 2025/26	QTR 2 2025/26	QTR 3 2025/26	QTR 4 2025/26	2026/27	2027/28
Choose Pharmacy				Modernisation and user-centred redesign - development	Continue modernisation and user centred redesign	Integration with Shared Medicines Record (SMR)
GP Systems	Ongoing operational support to primary care through management of GP systems contracts					
Dental Access Portal	Ongoing support of dental access portal					
Connecting Care	Develop the DHCW exit strategy for existing community supplier	Develop plan to deliver mental health, community and social care digital and data designs	A framework for procuring community health products established and support HBs to develop their local business cases to draw from the framework	Initiation of plan to deliver the mental health, community and social care digital and data design plan	Act upon decommissioning strategy	
Integrated Care Record View	Conclude discovery work for integrated care record		Integrated care record outline business case first draft produced	Initiate any procurements for the integrated care record as defined in the Outline Business Case	Implement paired organisations proof of concepts (sharing between adjacent local authorities and health boards)	
			Initiate the plan following the outcome of the Integrated Care Record Outline Business Case			
GP System migrations		Commence migration of GP practice systems to GP systems suppliers Cloud platform				
	Complete 10+ migrations of GP practices to new systems	Complete 20+ migrations of GP practices to new systems	Complete 15+ migrations of GP practices to new systems	Complete 15+ migrations of GP practices to new systems	Conclude GP systems migration	
GP Data Standards				SNOMED implemented in parallel with GP migrations	SNOMED implemented in parallel with GP migrations	

Mission 2 :

Portfolio 2.3 Planned Care

Objectives for 2025/28

Services

- Hospital Initiated Referrals: implement wider, with user agreed improvements towards removing up to 50,000 paper and email referrals across NHS Wales each month, improving the quality and safety of care by making progress towards whole health and care records for everyone in Wales.
- Planned care data standards: Supported by Welsh Government, develop and publish datasets to support outpatient modernisation.
- Welsh Patient Administration System: Support outpatient modernisation - through applying new data sets to the DHCW patient administration systems and downstream systems with data and capabilities exposed as APIs so that information including clinic appointments, ward attendance and next-actions can be updated by NHS staff using clinical products including WCP and e-prescribing, improving data quality and timeliness.

Programmes

- Digital Maternity Cymru: Supported by Welsh Government maximise effective clinical decision making and safe care in maternity services through the definition and adoption of common maternity data sets.
- Strategic Programme for Planned Care: Supporting the delivery of digital initiatives from the Strategic Programme for Planned Care to transform and modernise planned care and reduce waiting lists in Wales.
- Eyecare: To implement and support the recommended way forward for the Digital Eyecare Programme as directed by Welsh Government following the outcome of the options analysis to provide a solution for ophthalmologists and optometrists.

Drivers

- Planned Care / Transforming and modernising planned care and reducing NHS waiting lists
 - NHS Wales eye health care future approach for optometry services
- DHCW Strategic Objective. Move all our data stores and services to the NDR platform to create a single national Clinical Data Repository

Outcomes

- Supporting the NHS to focus on those with greatest clinical need
- Supporting an increase in the capacity of the health service
- Supporting the transformation of services to be sustainable for the longer term, eg transformation of outpatients, equitable approaches to patient prioritisation

Pipeline

Data Standards , such as

- Modernisation Outpatient Dataset – Phase 1, Regional Centres, Audiology Wait Times, NHS Wales Concerns Data, Referral To Treatment Weekly patient Level (PTL) Data Set , Single Point of Contact (SPOC), Assessment Unit Activity, Reason for Cancellation - postponed admitted procedure (PAPS)

Cross Border

- Wider sharing of data with England

Other

- Strategic Programme for Planned care requirements, eg pre-op assessment, theatre optimisation, reasons for clinic cancellations
- Spirometry business case
- E-consent

2.3 Planned Care

Annual Plan

IMTP

	QTR1 2025/26	QTR 2 2025/26	QTR 3 2025/26	QTR 4 2025/26	2026/27	2027/28
Hospital Initiated Referrals	Support uptake of remaining practices to use GP referral prioritisation functionality		Hospital Initiated Referral functionality made available to remaining health boards and Velindre Trust.			
Planned care datasets	Further development to the Outpatient data set to include, activity, new patient waiting list and follow-up waiting list datasets					
Welsh Patient Administration System	Applying waiting list datasets - phase 2,3,4 of Outpatient Modernisation programme				Applying waiting list datasets	Applying waiting list datasets
	Boundary change. Support Cwm Taf Morgannwg and Swansea Bay health boards with configuring WPAS (patient administration) and other national systems					
	Discovery work for citizens to use the NHS Wales App to change or cancel secondary care appointments and referrals.					
	Modernise web services to WelshPAS eg Admission, Discharge and Transfer (ADTs) APIs.			Simplify WelshPAS architecture		
Digital Maternity Cymru		Finalising data standards for agreed phase 1 priority patient maternity pathways (Priority to be agreed as part of 25/26 scoping)				
Strategic Programme for Planned Care	Pre-Operative Assessment - Development of Business Case for digital solution			Secondary Care Respiratory Results into WRRS/WCP		
	Digitally recording of outpatient outcomes and waiting list cards for electronic processing					
	Digitally recording operation notes including scan for safety (implants/ medical devices)					
Eyecare		Draft Outline Business Case including procurement strategy for Ophthalmology EPR and Optometry E referrals for review by stakeholder organisations				

Mission 2 :

Portfolio 2.4 Urgent and Emergency Care

Objectives for 2025/28

Services

- Urgent and emergency care data standards service: Ensuring consistency of a unified data set, securing standardised reporting to -improve patient flow.

Programmes

- Welsh Emergency Care Dataset (WECDs) Programme: Develop a solution to capture and make available the Welsh Emergency Care Data Set (WECDs) to enable consistent benchmarking of quality, outcome and experience measures.
- Welsh Intensive Care Information System: Improve the collation and access to clinical information as well as real time data capture from bedside devices in ICUs by implementing a fully managed electronic solution, capable of replacing all paper charts currently used for recording patient observations.

Outcomes

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

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

Drivers

- Six Goals for Urgent and Emergency care (2021 – 2026)
- Quality Statement for Care of the Critically Ill (2021)
- Critical Care, Trauma and Emergency Medicine Network – Medium Term Plan, October 2024
- Quality Statement for Care in Emergency Departments (2024)
- Serious Violence Duty Statutory Guidance (2022)

DHCW Strategic Objective. Move all our data stores and services to the NDR platform to create a single national Clinical Data Repository

Pipeline

- 111, 999 and Out Of Hours data standardisation requirements
- Welsh Ambulance Service Trust System integration with the ED Module
- Feed into WAST Electronic Patient Clinical Record re-procurement
- E-triage system integration with ED Module
- WCP changes to support integration with ECGs
- Emergency dept attendance letter to be electronically sent to primary care
- Integrated shared care records
- Directory of Services
- Virtual wards - integration with Welsh Clinical Portal
- Digital support for Urgent Treatment Centre development

2.4 Urgent and Emergency Care

Annual Plan

IMTP

	QTR1 2025/26	QTR 2 2025/26	QTR 3 2025/26	QTR 4 2025/26	2026/27	2027/28
Welsh Clinical Portal		Hospital initiated referrals system workflow enhancements				
Urgent and emergency data set maintenance	Maintaining the Welsh Emergency Care Data Set (WECDS) through regular updates, quality checks, and enhancements to ensure its accuracy, relevance, and ability to meet evolving urgent and emergency Care needs.					
	Overseeing the implementation of unplanned care dataset changes					
Welsh Emergency Care Dataset Programme	Vanguard site dataflows established into NDR and NDAP	FHIR Profile / API specification for WECDS transactional data flow available	FHIR standards profile to be developed to support data interoperability	Support the readiness of four health boards to implement the WECDS data set, mandated by the Six Goals for Urgent and Emergency Care Programme.	Further dashboards of emergency data	
		Emergency Dept Module available in user acceptance test environment	Emergency Dept Module ready	Support all sites in scope to implement WECDS, establish data flows to the NDR and adopt an updated ED module		
	WECDS reference resources available for consumption from Welsh Reference Data and Terminology Service			Development of secondary uses measures based on the WECDS	Review data stds work after implementation.	
Welsh Intensive Care Information System	WICIS Implementation Plan drafted					

Mission 2 : Portfolio 2.5 Diagnostics

Objectives for 2025/28

Services

- Laboratory Information Management System: Ensure that the LIMS system continues to function reliably until it has been replaced by LIMS 2.0, supporting daily lab operations without disruption.
- Radiology Systems: Ensure that RADIS remains fully operational, supporting the daily workflow of radiology departments without interruption.

Programmes

- Laboratory Information System (LIMS2.0): Implement the LIMS 2.0 System across NHS Wales and safely decommission the previous LIMS system as the current LIMS commercial contract expires in Dec 2025.
- Radiology and Picture Archiving Programme: Support local implementation of a new radiology system across Wales including picture archiving, radiology information, obstetrics and patient dose management in addition to local data migrations and decommissioning.
- Welsh Point of Care Testing: Agreeing the right approach (build/buy/hybrid), design and costing, securing funding, and initiation of work towards the replacement point of care system for both secondary care and consideration of any requested scope extension to include primary care which will provide immediate access to up to date clinical data.

Drivers

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

DHCW Strategic Objectives

- Move all our data stores and services to the NDR platform to create a single national Clinical Data Repository
- All our digital health systems and major social care systems flow data to and from the NDR platform

Outcomes

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

Pipeline

- Cardiac PACs
- Digital cellular pathology
- WHAIS (replacement for WTAIL) decommission h/w and some interfaces

		2.5 Diagnostics					
		Annual Plan				IMTP	
		QTR1 2025/26	QTR 2 2025/26	QTR 3 2025/26	QTR 4 2025/26	2026/27	2027/28
Laboratory Information Systems support		Laboratory Information Management System(s): ongoing operational support of the legacy system and new system in parallel				product support for new laboratory system	
Radiology Information Systems support		Legacy radiology system: ongoing operational support and exit activities. Plus parallel running with new radiology system				product support for new radiology system	
Laboratory Information System (New)	Programme Management of early adopters' new laboratory information management system goes live (Swansea Bay and Hywel Dda)	Programme management of further new laboratory information management system goes live (Public Health Wales, Cardiff and Vale Screening, Microbiology, Betsi Cadwaladr)	Programme management of further new laboratory information management system goes live (Cwm Taf Morgannwg, Welsh Blood Service and Aneurin Bevan)	Decommission legacy laboratory information management system - software and hardware	Laboratory System - start re-procurement		
			Complete migration of over 40 years worth of data to the cloud hosted Pathology Data Retention Repository				
Radiology Information System (New)*	Support organisations to go live with a new radiology system, in particular integration and migration. (Betsi Cadwaladr, Powys, Velindre)	Support organisations to go live with a new radiology system, in particular integration and migration. (Hywel DDa)	Support organisations to go live with a new radiology system, in particular integration and migration. (Swansea Bay, Aneurin Bevan)	Support organisations to go live with a new radiology system, in particular integration and migration. (Cardiff and Vale, Cwm Taf Morgannwg, Imaging Academy)	Radiology System - start re-procurement		
	17 data migrations and decommissioning 10 instances of the legacy radiology system						
				Decommission PACS mobility viewer in Welsh Clinical Portal	Final legacy radiology system decommission		
Welsh Point of Care Testing			Commence procurement of new Welsh Point of Care Testing solution		Solution in place for Welsh Point of Care Testing contract expiry		
	Electronic test requesting - See Timeline 3.1			National availability of diagnostic results and reports into national repositories See Timelines 1.2 and 3.1			

Mission 2 : Portfolio 2.6 Medicines

Objectives for 2025/28

Services

- Welsh Hospital Pharmacy Stock Management System: to ensure that the Welsh Hospital Pharmacy Stock Management System continues to function reliably in a secure environment with timely contract re-procurement, and is interoperable with the digital architecture supporting wider pharmacy services.
- Other Medicines Services: To ensure that DHCW medicines services continue to function reliably supporting timely and effective supplementary medicines administration activities.
- Electronic Prescription Service: Successfully transitioning into a business as usual operating model for EPS prescriptions sent digitally from GP practices to a community pharmacy/dispenser.
- E - prescribing and medicines administration: provision of integrations and ongoing support to organisations implementing EPMA systems to enable use and to allow medicines, allergies and intolerances information to be shared across settings and national/local systems.

(See also Portfolio 2.2 for community pharmacy and 3.2 for digital services for patients and the public)

Programmes

- Electronic Prescription Service (EPS): Increasing the number of GP practices using EPS to digitally send prescriptions between GP practices and community pharmacies/dispensers.
- E - prescribing and medicines administration: Delivering the national technical integrations and Application Programming Interfaces (APIs) to enable ePMAs procured from the national framework to integrate with the national architecture including reading and writing data into the Shared Medicines Record.

Drivers

- Welsh Government Review of E-prescribing 2021
 - Pharmacy Delivering a Healthier Wales Apr 2019
 - Optimising pharmacy services at hospital discharge to improve patient flow 2022
 - Independent Review of Clinical Pharmacy Services at NHS Hospitals in Wales – WG response Sept 2023
 - Welsh Government – Programme for Government
- DHCW Strategic Objective - All prescribing and medicines management in Wales is digitally enabled

Outcomes

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

Pipeline

- Closed Loop Medicine dispensing - EPMA interfacing with stock control system for medicines orders not stocked on ward
- TRAMS - transfer and access to meds (manufacturing hubs)
- Systematic Anti-Cancer Therapies e-prescribing
- Digital Medicines Roadmap opportunities to be defined
- Electronic Prescription Service for GP Out of Hours

2.6 Medicines

	Annual Plan				IMTP	
	QTR1 2025/26	QTR 2 2025/26	QTR 3 2025/26	QTR 4 2025/26	2026/27	2027/28
Pharmacy Stock Control	Assessing options for end of Welsh Hospital Pharmacy Stock Management System contract	Review the use of citrix for the deployment of the hosp pharm stock management system	Give consideration to the rollout of a new version of the Welsh Hospital Pharmacy Stock Management System contract ie appetite to rollout version 9.0 (or later)	Review current hospital pharmacy stock control infrastructure support arrangement		
Other Medicines Services	Rewrite of Inform in house formulary management system to tackle technical debt.	Refactoring Welsh Medicines Service (Wmeds) for the Cloud ahead of transition -an in house portal to other medicines apps	Incident Reporting Management Information System (IRMIS)- decommission	Individual patient funding requests application (IPFR) rewrite to tackle technical debt		
	Ongoing business as usual for other medicines systems : Qpulse - document system (3rd party); COPPS - computerised outpatient printing service; IRMS - incident reporting management system; Medicines Information Databank (3rd party). Citrix replacement - see Portfolio 1.4, Impact of WPAS boundary change - see Portfolio 2.3.					
Electronic Prescription Service		Electronic Prescription Service (prescriptions from GP practices to pharmacy/dispenser) transitioned to service	Ongoing Electronic Prescription Service support		Ongoing Electronic Prescription Service support	
E - prescribing and medicines administration Service		Providing operational support for ePMA integrations			Ongoing EPMA integration support	
Electronic Prescription Service (Programme)	Electronic Prescription Service live in phase 1 GP sites across Wales	Electronic Prescription Service live in phase 2 GP sites across Wales	Electronic Prescription Service live in phase 3 GP sites across Wales	Electronic Prescription Service live in phase 4 GP sites across Wales	Further roll out of electronic prescription service	
				Annual benefits realisation review completed		
	Respond to feasibility of rolling out electronic prescription service to other communities, including independent prescribers, and out of hours settings					
E - prescribing and medicines administration (Programme)	Q1 Integrations and connectivity with the national architecture built with EPMA implementing organisations	Q2 Integrations and connectivity with the national architecture built with EPMA implementing organisations	Q3 Integrations and connectivity with the national architecture built with EPMA implementing organisations	Q4 Integrations and connectivity with the national architecture built with EPMA implementing organisations		
	E-prescribing in secondary care - Coordinate the sharing of experiences, knowledge, lessons learned and best practice with Health Boards through communities of practice, forums of learning and events to support readiness and roll out activities					
				Initial benefits realisation review completed		



GIG
CYMRU
NHS
WALES

Iechyd a Gofal
Digidol Cymru
Digital Health
and Care Wales

Strategic Objectives

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

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

Mission 3

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

- Prosperous
- Resilient
- Healthier
- More Equal
- Cohesive Communities
- Vibrant Culture
- Globally Responsible

Mission 3 :

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

The 'Digital and Data Strategy for Health and Social Care in Wales 2023' included strategic aims to enable health and social care professionals to access and use digital tools and data that support them to deliver safe, effective and efficient care as well as 'Empower people to access and use digital services that meet their needs and preferences, and enable them to manage their own health and well-being'.

This mission looks at providing electronic front doors to data which may be locked in specialist systems or in different health boards and settings. Predominantly the Welsh Clinical Portal and the Welsh Nursing Care Record provide this for clinicians in secondary care and the NHS Wales App for citizens. (See GP systems for primary care – Portfolio 2.2.)

3.1 Engaging with Users: Health and Care Professions

Key Deliverables: the Welsh Clinical Portal, the Welsh Nursing Care Record, M365



3.2 Engaging with Users: Patients and the Public

Key Deliverables: The NHS Wales App



Digital Health and Care Record



During 2025-26 DHCW will work with NHS delivery partners to support Welsh Government to develop the business case for national elements of an EHR solution across Wales

Mission 3 :

Portfolio 3.1 Engaging with Users : Health and Care Professions

Objectives for 2025/28

Services

- Welsh Clinical Portal: Improving positive health outcomes, informed decision making and patient safety by increasing the availability of clinical content and clinical functionality and simplifying architecture to enable faster rollout of enhancements and ease of maintenance.
- Test requesting: Continue to develop new electronic test requesting capabilities using modern web-forms, FHIR data persistence and integrated departmental receipt and booking solutions, for specialist services including endoscopy and cervical screening, removing significant numbers of rejected samples and delayed retests through improved data quality and availability.
- Welsh Nursing Care Record: Modernise and build additional functionality and digital patient assessments to further reduce paper on wards and make important health information more readily available, supporting patient movement across geographical boundaries.
- Clinical Forms and Workflow: Maintain and modernise existing functionality and build new inpatient and outpatient clinical solutions that incorporate FHIR Care Data Repository integration that resolve secondary care workflow problems, reducing paper, improving patient safety and enabling easier reuse of information in future care, alongside data analysis towards improving health outcomes.
- M365 Consultancy Service: Continue supporting integrations and building M365 solutions with NHS Wales partners, focusing this year on maximising the adoption of the current M365 contract across NHS Wales and aligning the Centre of Excellence (CoE) capacity with local priorities.
- Electronic Health Record (EHR): Support Welsh Government as they develop a business case for national elements of an EHR solution across Wales.

Drivers

- A Healthier Wales
- A Cancer Improvement Plan for NHS Wales 2023 - 2026
- National Clinical Framework 2021

DHCW Strategic Objectives

- Users report a top-quartile satisfaction for our products and services
- Work with partners and stakeholders to deliver a prioritised pipeline of future programmes and projects

Outcomes

Clinically led development of digital solutions to support clinicians to deliver effective care means:

- Additional electronic information provided by health organisations ensures informed healthcare decisions.
- Spending significantly less time on the phone awaiting information such as current medications from the GP helps hospital and health staff in other settings.
- Recording nursing assessments in a single digital solution reduces the need for vast volumes of paper and the problems with filing and ensuring accessibility, particularly when the patient is seen in another NHS Wales organisation.
- Improving access to diagnostic investigations means patients can be treated earlier and with less repeat procedures such as taking blood and additional radiation through duplicate x-rays.
- Ensuring the cancer patient record is delivered on a modern and resilient IT platform, enabling greater integration of care and providing the relevant analytics to guide cancer service development.

Pipeline

- Opportunities identified by Welsh Clinical Portal users and clinical networks
- PROMS outputs
- Authentication to Medical Certificate Cause of Death system

3.1 Engaging with Users: Health and Care Professions

Annual Plan

IMTP

	QTR1 2025/26	QTR 2 2025/26	QTR 3 2025/26	QTR 4 2025/26	2026/27	2027/28	
Welsh Clinical Portal	Expand the content of the health and care record with data from 3 rd party supplier systems, eg secondary care respiratory, cardiology, radiotherapy and chemotherapy						
	Welsh Clinical Portal mobile - release new functionality based on user research						
			Simplifying Welsh Clinical Portal configuration to single instance				
	Complete Swansea Bay Hospital Initiated Referrals pilot	<i>See also Hospital initiated referrals including cancer referrals under Portfolio 2.3.</i>	<i>Welsh Clinical Portal Dashboards - see Portfolio 4.2</i>	<i>Move Welsh Clinical Portal to Cloud - see Portfolio 1.4</i>			
Electronic Test Requesting	Electronic test requesting expanded across secondary and primary care, to cover specialties such as cardiology, gynaecology, cytology, radiology into primary care, endoscopy, histology, phlebotomy, spirometry, and integration with the new radiology system.						
	Diagnostics test results notifications and electronic sign off - enhance and increase uptake across Wales working with users to address business change and variations in clinical culture						
		Cardiology Electronic Test Requesting form with workflow management					
Welsh Nursing Care Record	Welsh Nursing Care Record (Paediatric Inpatients). Commence the digitisation of paediatric specific nursing documents including falls, manual handling, nutrition, cot/bed rails, mouthcare, skin and Child Sexual Exploitation Risk Questionnaire and multi-disciplinary team note keeping, adopting approved national standards and architectural strategy including Care Data Repository integration.					Complete rollout of standardised WNCR (Paediatrics) forms to 100% of all eligible paediatric wards across NHS Wales	
	Nursing Care Record (Adult Inpatients). Continue to improve nursing digitisation in secondary care by feeding in an increasing number of forms and aligned improvements to the Welsh Nursing Care application including backlog improvements such as cross boundary records, allergies and adverse reactions, integration with CDR. Aligned to user needs and prioritisation.						
	Cannula new form release	Food new form release	Allergies and Adverse reactions from the Clinical Data Repository	Short stay new form release	<i>Move Welsh Nursing Care Record to Cloud - Portfolio 1.4</i>		
Clinical Forms and Workflow	Decommission legacy cancer solution	Deliver the Cancer and Palliative Care Network prioritised enhancements	Improve the software service and data capture for oncology and palliative care	Rebuild the Diabetes Consultation Note on a new platform, with consideration for integration with the Care Data Repository			
M365	Support NHS Wales partners to deploy M365 solutions						
	Relaunch M365 development community of practice	Finalise M365 development strategy					
Electronic Health Record (EHR)	EHR project team established (to support Welsh Government business case)	EHR project engagement phase (working with NHS delivery partners and Welsh Government)	EHR project delivery options and planning (in line with Welsh Government business case)				

Mission 3 :

Portfolio 3.2 Engaging with Users : Patients and the Public

Objectives for 2025/28

Services

- NHS Wales App: Transition the service to DHCW, onboarding patient app suppliers and continuous improvements based on user feedback to support maintainability and future enhancements which drives service transformation and empowers patients to manage their health and well-being.

Programmes

- Digital Services for Patients and the Public: Develop priority features in the NHS Wales App, and onboarding patient app suppliers to drive forward service transformation and empower patients to manage their health and well-being.

Pipeline

- Future opportunities prioritised and funded
- PROMS inputs

Drivers

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

DHCW Strategic Objectives

- The NHS Wales App is used regularly by over a million people
- Users report a top-quartile satisfaction for our products and services
- All prescribing and medicines management in Wales is digitally enabled

Outcomes

- Improved patient empowerment by providing patients with easy access to their health records and services, the App encourages active participation in their own health and care and wellbeing, leading to better health outcomes.
- Enhanced communication as the App facilitates better communication between patients and health and care providers, improving the overall patient experience and satisfaction.
- Support for remote care as the App supports telehealth services, allowing patients to consult with health and care providers remotely, which is especially beneficial in rural or underserved areas.
- Integration with Other Services Over time - the App will integrate with social care and other health services, providing a more holistic approach to patient care.
- Data-driven insights with more data being collected digitally. NHS Wales can gain valuable insights into patient behaviours and healthcare trends, aiding in better decision making and policy development.
- Enhanced efficiency as the App streamlines administrative tasks such as appointment bookings and prescription orders, reducing the workload on health and care staff.
- Cost savings as digital interactions can reduce the need for in-person visits and paper-based processes, leading to significant cost savings for the health and care system.
- Better resource management as the App helps in managing patient flow and reducing no-show rates for appointments, optimising the use of health and care resources.

3.2 Engaging with Users: Patients and the Public

Annual Plan

IMTP

		QTR1 2025/26	QTR 2 2025/26	QTR 3 2025/26	QTR 4 2025/26	2026/27	2027/28
Digital Services for Patients and the Public			Software development capability in-house		Increased uptake and continued usage of NHS Wales App	Service transition to DHCW complete	
	Work with partners including NHS organisations, Welsh Government, social care, third sector, industry partners and patients and the public to support service redesign						
	Onboarding and connection of accredited third-party suppliers and systems						
	Developing subsequent priorities from a requirements list including patient captured information, access to patient health record documents and test results, and booking online in the App.						
	Development complete of Priority Patient Pathway Features	Updated NHS Wales App web and mobile software	Digital Medicines - end to end service available	Testing and Beta of Patient Provisioned Information			
		Alpha phase clinical letters development complete		Testing and Beta of test results secondary care			

Mission 5 :

Focus on: Alignment with Partners (1)

Digital Health and Care Wales Alignment with Partners	Health Education and Improvement Wales	NHS Wales Shared Services Partnership	NHS Wales Executive	Aneurin Bevan	Betsi Cadwaladr	Cardiff And Vale	Cwm Taf Morgannwg	Hywel Dda	Powys	Swansea Bay	Velindre	WAST	Public Health Wales
Enablers								Key	Intended Availability	In readiness	In Use	Other linkage	
Data Platform and Reference Services													
National Data Resource			Use of platform						Use of platform	Use of platform		Use of platform	
Open Architecture and Interoperability													
APIs				WCRS	SMR	SMR							
Protecting Patient Data													
Information Governance Toolkit													
National Intelligent Integrated Audit Solution													
Sustainable and Secure Infrastructure													
Core Infrastructure e.g. Public Sector Broadband Aggregation (PSBA)													
Security Information and Event Management (SIEM)													
Vulnerable Monitoring Service (VMS)													
Products													
Public Health													
Screening Services													
Primary, Community and Mental Health													
Choose Pharmacy													
Child Health (CYPrIS)													
Dental E Referrals													
Dental Access Portal													
GP Test Requesting													
GP Systems													
Welsh Clinical Communications Gateway													
Welsh Community Care Information System							LA Instance			LA Instance			
Planned Care													
Digital Maternity Cymru				Local solution	Local Solution	Local Solution	Local Solution	Local Solution	Local Solution	Local Solution	Local Solution		
Powys/England Cross Border													
Welsh Patient Administration System						Local solution							
Welsh Patient Referral Service				Local solution									

Mission 5 :

Focus on: Alignment with Partners (2)

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



GIG
CYMRU
NHS
WALES

Iechyd a Gofal
Digidol Cymru
Digital Health
and Care Wales

Strategic Objectives

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

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

Mission 4

Drive better outcomes and value through innovation

Mission 4 : drive better value and outcomes through innovation

Working across teams and with external R&I partners, we will deliver and refresh our Research and Innovation Strategy . We aim to help develop the knowledge, innovation and insight required for service improvement, transformation and better health outcomes. This includes a robust, transparent and assured R&I governance process for the prioritisation and management of all proposals, requests, programmes and collaborations - along with the resources, engagement mechanisms and support systems required.

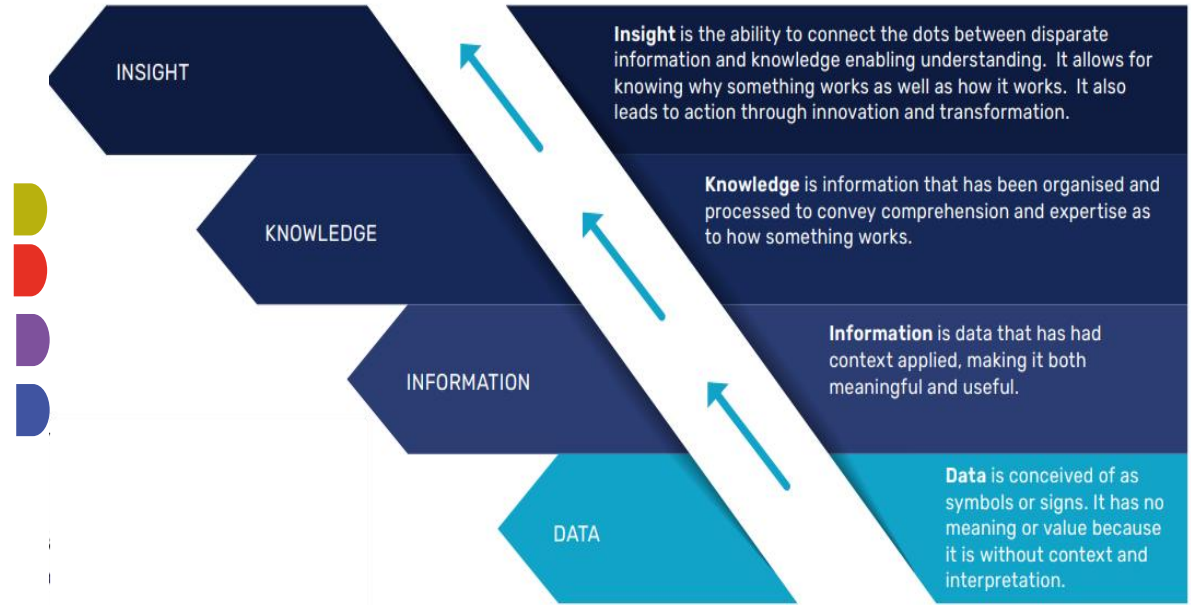
Our value from Data portfolio focuses on the full life cycle of data from the acquisition and curation of data, the analysis of data to provide intelligence for informed decision making, to initiating actions that provide value through improvement in service delivery and population health. Our Information and Analytics Strategy aims are aligned with, and remain responsive to, the requirements of major stakeholders and strategic programmes.

Key: Well-being of Future Generations Act

- Prosperous
- Resilient
- Healthier
- More Equal
- Cohesive Communities
- Vibrant Culture
- Globally Responsible

4.1 Research and Innovation

Key Deliverables: NHS Wales e-Library, DHCW Open Access Service, industry and research partner collaborations



4.2 Value from Data

Key Deliverables: national data analytics and dashboards

Mission 4 :

Portfolio 4.1 Research and Innovation

Objectives for 2025/28

Services

- DHCW Research and Innovation Strategy: To deliver the DHCW Research and Innovation Strategy by working with strategic partners, embedding a culture of R&I and delivering the assets through the enablement and contribution to high-quality data and digital research and innovation.
- NHS Wales e-Library: To provide a high-quality, user-led service to promote evidence-based practice and empower NHS Wales to improve and innovate.
- DHCW Open Access Service: To support DHCW authors and co-authors to make works openly available in accordance with copyright and licence agreements thereby making DHCW led research available publicly at no cost to the reader.
- Artificial Intelligence: Deploy AI and automation, safely, ethically and sustainably to deliver year-on-year productivity improvements across NHS Wales*

Pipeline

- Voluntary Scheme for branded medicines pricing, access and growth
- Pathfinder projects - Find, recruit, follow up
- Open Access feasibility study working in collaboration with Wales Higher Education Libraries Forum (WHELF) and NHS Wales to identify need for a Health and Social Open Press for Wales

Drivers

- A Healthier Wales
- DHCW Research and Innovation Strategy
- WG Innovation Strategy
- UK Clinical Research Vision
- UK Life Sciences Vision
- NHS Wales e-Library Service Board

DHCW strategic Objective - Deploy AI and automation, safely and ethically, to deliver year-on-year productivity improvements across NHS Wales

Outcomes

- A culture promoting R&I evidenced through increased engagement and activities.
- Increased partnerships focused on R&I.
- Improved quality and impact.
- Participation in all Wales projects to support national priorities.
- Increased usage of e-Library resources for knowledge sharing.
- Optimised processes enabled by AI such as co-pilot.

* Transition to NDR data architecture is a key dependency for implementing artificial intelligence at scale across the NHS Wales national architecture.

4.1 Research and Innovation

Annual Plan

IMTP

	QTR1 2025/26	QTR 2 2025/26	QTR 3 2025/26	QTR 4 2025/26	2026/27	2027/28
R&I Strategy	Embed the DHCW R&I function and operational governance and continue the ongoing generation of new income sources.					
		Implementation of R&I learning and development framework (including digital fellowships)				
	Maintain ongoing agreements with academic research and industry partners, including the Bevan Commission (<i>cohort 9</i>) to collaborate on R&I projects - linked to prioritised commitments including monitoring of outcomes and impact					
		Refresh R&I Strategy		Deliver new Bevan exemplar project on health inequalities associated with ageing		
	Delivery of R&I engagement plan including publications and events					
	Delivering insights and analytics from the Secure Data Environment acting as a service provider of oversight, governance and assurance. (<i>see Portfolio 1.1 for Secure Data Environment as a platform</i>)					
		SAIL Databank Annual preparation and enhanced capabilities to meet Digital Economy Act re- accreditation.	Clinical Trials Data Element: Agreement and implementation plan for scoping of a 'Find, Recruit, Follow up' service to support clinical trial scoping, recruitment and data provision in Wales through the VPAG ^[1] funding		[1] VPAG = Voluntary scheme for Branded Medicines Pricing and Access	Sept 2027 - SAIL Digital Economy Act re- accreditation
NHS E-Library	Develop collections and increase uptake and usage of the NHS Wales e-Library				Develop collections and increase uptake and usage of the NHS Wales e-Library	
Open Access Service	Continue to deposit DHCW published content to the institutional repository and deliver the Open Access Service maximising public access to DHCW research and knowledge				Continue to deposit DHCW published content to the institutional repository and deliver the Open Access Service maximising public access to DHCW research and knowledge	
				Increase the number of DHCW authored and co-authored works published Open Access by 50%	Increase the number of DHCW authored and co-authored works published Open Access by 50%	Increase the number of DHCW authored and co-authored works published Open Access by 50%
Artificial Intelligence	A Roadmap for AI development and adoption within DHCW signed off by the DHCW Management Board			Proof of concept pilots identified across internal services enabled by Co-pilot, Machine learning in Analytic Services and GEN-AI in Clinical Settings		

Mission 4 :

Portfolio 4.2 Value from Data

Objectives for 2025/28

Services

- Information and Analytics Service: Continued provision of a national information and analytics service in line with our Information and Analytics Strategy.

Programmes

- Information and Analytics Projects: Delivery of projects to enhance our information and analytics service offering, focusing on new and innovative approaches to analytics.

Pipeline

- New PROMS visualisations in Welsh Clinical Portal (WCP)
- Lymphoedema network data capture form - proof of concept
- Expand national datasets to provide added value, eg Welsh Emergency Care Data Set (WECDS)
- Welsh Clinical Portal data for auditing
- Benchmarking dashboard solution including English data

Drivers

Strategic Programmes:

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

DHCW strategic Objective - A national information and data insights service which demonstrates net benefit and value

Outcomes

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

4.2 Value from Data

	Annual Plan				IMTP	
	QTR1 2025/26	QTR 2 2025/26	QTR 3 2025/26	QTR 4 2025/26	2026/27	2027/28
Information, Intelligence and Research Service	National data analytics. Deliver the national data analysis and reporting service as required for all-Wales health data.					
	Clinical system dashboards. Develop national dashboards and reporting from DHCW clinical applications, such as those held within Welsh Clinical Portal.					
	Official Statistics. Deliver and extend the range of Official Statistics in line with the code of practice.					
	Value in Health. Support the requirements of the Value in Health Programme, including dashboards, customised data requests, the acquisition of new data sets and standardised PROMs.					
	National Data Warehouse. Maintain daily operations, including validating data accuracy and consistency, ensuring timely extract, transform, load processes, and managing data access.					
	Primary Care: Support information and reporting requirements from GMS contract 2025/26					
	Primary Care : Support practices through the provision of data visualisations and reports within the Primary Care Information Portal					
	Information and Analytics NEW	Transition of data to Google Cloud Platform. Maximise the offering and resilience of our data through transition to a new platform and tooling to supersede the All Wales NHS Wales Switching Service. In conjunction with NDR Programme.				
Cancer. Develop further the data sets, reports and dashboards for Cancer, Colposcopy and Palliative Care, and support existing products and services.						
Natural Language Processing: explore, with partners, the possibilities of deriving value from electronic documents using natural language processing. <i>(See Portfolio 1.1 for clinical coding)</i>						
Primary Care: support implementation of a solution(s) that will assist GP practices with the delivery of their GMS contractual requirements.						
User Feedback and Evaluation. Develop further user feedback mechanisms for our dashboards and customised requests.						



GIG
CYMRU
NHS
WALES

Iechyd a Gofal
Digidol Cymru
Digital Health
and Care Wales

Strategic Objectives

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

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

Mission 5

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

Mission 5 :

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



Mission 5 covers key enablers of our IMTP delivery. It ensures our people are fully engaged, high performing and embody our values and behaviour, we have sustainable funding, listen to our stakeholders and ensure quality in all we do.

Building our Future is an organisation-wide initiative aiming to develop an engaged, empowered and fulfilled workforce which will contribute to the delivery of high-quality products and services which will empower people to live healthier lives. Building our Future aims to modernise our ways of working, tools and processes. Through this we can further develop our workforce's shared skillset, allowing DHCW to better support the delivery of exceptional health and care in Wales.

[5.1 People and Culture](#)

[5.2 Finance](#)

[5.3 Sustainability](#)

[5.4 Stakeholder Engagement](#)

[5.5 Quality and Safety](#)

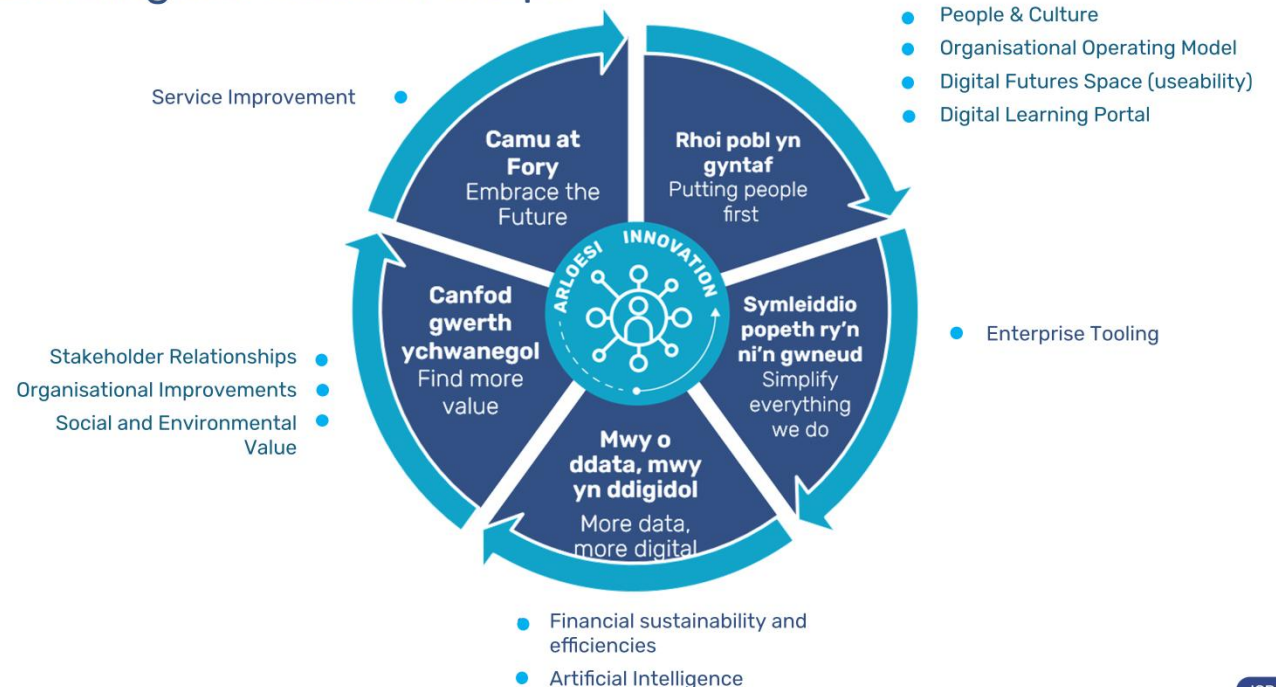
[5.6 Governance, Performance and Assurance](#)

[5.7 Commercial Services](#)

[5.8 Clinical Informatics and Business Change \[New\]](#)

Key milestones part of the Building our Future initiative

Building Our Future: Scope



Mission 5 : Enabler 5.1 People and Culture

Objectives for 2025/28

- Target Operating Model: Enhance user satisfaction and product adoption by developing and embedding a target operating model that supports the shift to a service and product-focused methodology.
- Organisational Design: Establish clear organisation design principles that guide how roles, teams, and processes are structured to support delivery, fostering collaboration, inclusivity, adaptability, and sustainable success.
- Talent Development: Strengthen strategic resourcing and talent development to ensure the right people are in the right roles by aligning resources to priorities including the Strategic Equality Plan and investing in talent development to build skills and capabilities for future success.
- Culture: Embed a culture rooted in shared values by fostering a workplace culture that reflects and reinforces the organisation's values, promoting collaboration, innovation, inclusivity and a shared commitment to delivering exceptional outcomes.
- Welsh Language: Promote opportunities to learn and use Welsh in the workplace by refreshing and implementing our Bilingual Skills Strategy in 2025/26 and measuring progress by monitoring Welsh Language Skills and Learning uptake.

Outcomes

- A great place to work – people fully engaged, high performing and embodying DHCW values and behaviours and a top quartiles engagement score as measured by the All Wales Staff Survey.
- Right people, right place, right skills.
- Establish DHCW as a bilingual organisation.
- An agile approach to delivery with a faster route to market, increased functionality and features.
- Improved user experience through usability of our product designs such as ease, learnability and consistency of user experience.
- Identify and mitigate competence gaps by regular monitoring and trend analysis.
- A digital platform to map different career progression levels outlining skills, knowledge and associated learning requirements.
- A culture of Continued Professional Development.

Drivers

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

DHCW Strategic Objective - An academy approach to developing people through talent and leadership development programmes, aligned to Digital and Data Profession Capability Framework

Welsh Language

DHCW continue to encourage staff to learn Welsh.

We will continue providing a mentoring scheme (with DHCW fluent speakers offering support plus Coleg Cambria), and training such as online courses from the Centre for Learning Welsh and in house DHCW courses.

We will continue to work collaboratively across NHS Wales for the Use your Welsh Campaign and we will extend the delivery of engagement sessions in Welsh following the success of one covering the National Data Resource programme.

Welsh Language continues to play a key role in the assurance of all new services and systems to identify if they meet the needs and preferences of users.

Mission 5 :

Workforce Focus

Our Workforce

Our People and OD Strategy focuses on aligning skills, capabilities, and culture to meet strategic goals, with workforce insights shaping our approach.

Key Workforce Insights

Enhanced data capture has resulted in better workforce oversight, improving the accuracy of key workforce planning data and helping DHCW achieve its strategic objectives.

- Millennials and Gen Z (ages 16–40) make up over half (56%) of the workforce at DHCW.
- 60% of our roles are within Digital Data and Technology disciplines
- Since the establishment of DHCW, the female-to-male ratio has increased by 2%.
- The percentage of minority ethnic communities in Wales is 2.9% (ONS, 2021). At DHCW, this percentage is currently 13%, compared with 9.55% NHS Wales (2024). We continue our focus on driving forward the commitments in the Strategic Equality Plan.
- In 2024 we improved retention of digital talent by 5.8%, enabled by the introduction of 'Stay' Interviews.

Our Areas of Focus

- Building internal talent pipelines: Developing future leaders through career mapping, apprenticeships, and mentoring.
- Upskilling: Focus on cloud computing, python, SQL, and scrum to close skills gaps.
- Strengthening leadership capabilities to drive culture and change.
- Creating a culture for success: We are committed to an inclusive, supportive environment through health and wellbeing and equality, diversity and inclusion networks, flexible working, and high performance.

Looking Ahead

- Focus on emerging skills, talent strategies, upskilling, and leadership succession.
- Continuing to build a diverse, agile workforce aligned with our new operating model.
- Prioritising employee engagement and diversity in recruitment and career development.

By embedding these approaches, we aim to make DHCW an employer of choice, ensuring our workforce is equipped to meet strategic objectives.

Our Workforce Profile

(Feb 2025)



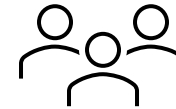
Staff in Post
1257 headcount



Gender
43% Female
57% Male



Declared Minority Ethnic
13%



Declared Disability
8.6%



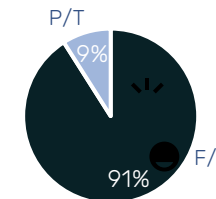
Sickness Absence
3.4%



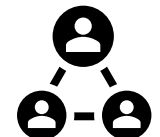
Turnover Rate
9.07%



Permanent/Fixed Term Employee
89% Permanent
11% Fixed



Full Time/Part Time
91% Full time
9% Part time



Engagement Score
76%

5.1 People and Culture

Annual Plan

IMTP

	QTR1 2025/26	QTR 2 2025/26	QTR 3 2025/26	QTR 4 2025/26	2026/27	2027/28
Target Operating Model	Develop and launch the new target operating model, identifying criteria against which impact can be measured	Embed the new target operating model by mapping current processes, improving workflows and defining key metrics, and establishing feedback loops to assess and refine the model's impact.		Commence evaluation of the effectiveness of the operating model		
Organisational Design	Establish design principles to guide decisions on organisational structure, working collaboratively with stakeholders to develop them	Apply these principles when undertaking any structural changes	Evaluate impact of applying the design principles			
	Establish Heads of Profession framework	Conduct a skills gap analysis to help to determine development needs and inform content on Digital Learning Platform				
	Map current roles to GDaD Framework					
Talent Development	Develop a Leadership Programme that equips managers and leaders with the skills to inspire teams, role model values, drive engagement, and support organisational goals		Launch Leadership Development Programme	Evaluate Leadership Development Programme		
		Pilot Leadership Programme with a small cohort and adapt where required, based on feedback				
	Determine requirements and source a digital learning portal ensuring it supports personalised learning paths, progress tracking, and integration with existing systems.	Develop content, including courses, assessments, and certifications, tailored to the identified needs.		Rollout and training of the portal across the organisation, with regular communication to encourage engagement.		
			Soft Launch the portal with a select group of users to gather feedback and refine the user experience.	Ongoing evaluation		
Culture	Develop a Culture Framework which aligns values, behaviours, and ways of working to drive excellence, guide decisions, and sustain change.	Measure existing culture against the desired culture using a reliable and reputable tool	Develop targeted initiatives to close any gaps between desired culture and current culture.	Evaluate impact of initiatives via NHS All Wales Staff Survey and other methodology		
Welsh Language		Launch the Courtesy Level Cymraeg Course in DHCW supporting the Active Offer principle				

Mission 5 : Enabler 5.2 Finance

Resilient

Cohesive
Communities

Prosperous



Objectives for 2025/28

- Deliver a balanced financial position with a focus on grip and control to achieve financial statutory duties.
- Improve finance service delivery by developing product based reporting and intelligence, reviewing the Finance Operating Model and establishing an AI roadmap for finance.
- Enable value and sustainability by leading on benefits realisation and digital value opportunities nationally.
- Lead the transformation workstream 'Finding more value' including development of a financial model to sustain the organisation over the long term.
- Develop an end-to-end digital investment appraisal process and play a system leadership role in digital business case development across NHS Wales.

Drivers

- Managing Welsh public money
 - NHS Finance (Wales) Act 2014
 - Well-being of Future Generations (Wales) Act 2015
 - DHCW Cloud Strategy 2022
 - National Data Resource (NDR) Data Strategy 2022
 - WG DHCW Accountability Conditions
 - Ministerial Priority 7: NHS Finance and managing within resources
 - NHS Wales Financial Planning Principles and Approach
- DHCW Strategic Objective - A secure, long-term financially stable position

Outcomes

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

5.2 Finance

Annual Plan

IMTP

	QTR1 2025/26	QTR 2 2025/26	QTR 3 2025/26	QTR 4 2025/26	2026/27	2027/28
Deliver a balanced financial position	Produce and deliver unqualified financial accounts to deadline	Completion of grip and control procedure assessment and improvement plan	Deliver balanced financial position			
Improve finance service delivery	Review of current dashboard estate and establish priority developments to support the new Target Operating Model and business requirement.		Work with users to define requirements and pan DHCW resourcing			
	Deliver a series of projects designed to improve financial intelligence to support decision making, financial performance and product based reporting.					
	Function assessment and redesign to support the needs of the organisation's Target Operating Model and aligned with the Finance Academy Finance Operating Model outcomes (where appropriate).		Implementation of revised function arrangements.			
	Support delivery of the Building our Futures AI workstream discovery and analysis phase.		Implementation of chosen AI use case proof of concept			
Enable value and sustainability	Assessment of benefits management alignment with performance and quality frameworks		Benefits realisation tracking and roll out to health boards and processes streamlined			
	Measuring the value from digital in the NHS - research and publication		Benefits validation gateway - assessment of stated measures and outcomes (consistency and reasonableness check)			
Lead the transformation workstream 'Finding more value'	Publish approach for continued savings/efficiency identification, management and delivery.	Publish approach for decommissioning of services	Finalise 26/27 savings plan			
	Agree scope review of SLA charging and programmatic funding approach	Internal publication of SLA Charging and programmatic funding options assessment (supportive of transition to Cloud)	Stakeholder engagement to agree next steps and any planning / transition arrangements			
	Establish national Finance Digital Value sub-group of Deputy Directors of Finance to identify and exploit opportunities in relation to digital spend and driving digital solution value, grip and control.		Publication of local and national digital opportunities (eg consolidated procurement, scalable local projects) to Value and Sustainability Group			
Develop end-to-end digital investment appraisal process	Establish DHCW Function and our role in the investment governance structures and supporting DHCW Functions		Establish a common approach (All Wales) to business case development			

Mission 5 :

The Financial Outlook

The Financial Plan for 2025/26 presents a breakeven position. It translates the objectives, activity and consequential resource requirements to form a fully integrated financial plan. It has been cross referenced with output from the IMTP Portfolio review exercise and workforce plan to ensure congruence with stated deliverables. For 2025/26 overall revenue funding will fall from £176.3m to £174.0m as a result of reductions in national digital programme spends. Within the result, initiatives are targeted to deliver £4.9m of in year gains (with a cumulative total of £9.2m by 2027/28). Capital investments totalling £12.3m are planned.

The current Programmatic (previously DPIF) funding control total has been incorporated within 2025/26 forecast (future year allocations are unknown) with an additional requirement to support GP software supplier migrations, the final number of in year migrations and resourcing is to be confirmed with a consequential impact upon funding need.

Activity Area	Revenue				Capital			
	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Anticipated Funding								
Core SHA Operations	142.421	149.657	154.310	156.265	2.969	3.250	3.250	3.250
Programmatic Activity	33.865	21.432	0.000	0.000	15.235	9.000	0.000	0.000
GP Migrations	0.000	2.935	0.000	0.000	0.000	0.000	0.000	0.000
Total	176.286	174.024	154.310	156.265	18.204	12.250	3.250	3.250
Forecast Expenditure								
Core SHA Operations	145.127	154.548	160.377	168.554	2.969	3.250	3.250	3.250
Programmatic Activity	33.865	21.432	0.000	0.000	15.235	9.000	0.000	0.000
GP Migrations	0.000	2.935	0.000	0.000	0.000	0.000	0.000	0.000
Savings & Efficiency	-3.056	-4.891	-6.067	-9.246	0.000	0.000	0.000	0.000
Forecast Spend	175.936	174.024	154.310	159.308	18.204	12.250	3.250	3.250
Outlook Under/-Overspend	0.350	0.000	0.000	-3.043	0.000	0.000	0.000	0.000

The key financial objective remains to provide quality and value for money services whilst ensuring a sustainable underpinning financial baseline for the organisation.

The future position is reflective of targeted efficiencies and the shift in spend from Capital Expenditure to Revenue as a result of completion of the Cloud Transition Programme.

Programmatic funding is issued non recurrently on a 'one year' basis; consequently, future years are excluded from the financial profile until agreed.

The key financial objective is to provide quality and value for money services whilst ensuring a sustainable underpinning financial baseline for the organisation.

Mission 5 :

Underpinning Financial Planning Assumptions

Workforce: The plan triangulates operational delivery, workforce and financial impact/anticipated funding. Any deliverables not incorporated within the financial plan secured resources are shaded white (noting resource uncertainty) or grey (noting a pipeline deliverable).

Pay Assumptions:

- The plan incorporates forecast pay costs (inclusive of increments but excluding 2025/26 pay awards). As outlined in the Welsh Government planning assumptions, it is anticipated that funding for the 2025/26 pay award will be held centrally within Welsh Government allocated to DHCW once awards and costs are confirmed.

Funding:

- DHCW's funding assumptions sit in the context of the draft remit letter issued by Welsh Government.
- The Welsh Government DHCW baseline allocation will be subject to an uplift of 1.77% in recognition of digital inflation and priority given to national digital solutions supporting required service plans and change. The Primary Care IM&T budget will also attract a baseline uplift totalling £0.3m with Intra NHS Service Level Agreements also attracting a 1.77% increase.
- NHS Wales SLA's have also had an uplift of 1.77% applied with material changes reflecting digital inflation cost pressure recharges, All Wales licencing obligations and decommissioning of services (such as NHAIS).
- Funding to support GP Migration activity is currently predicated upon 2 practices per week with any acceleration requiring additional resource and funding.
- Non recurrent funding for digital priority schemes has been assumed as per draft remit letter for 25/26 only.

Financial Pressures

As part of the 2025/26 financial planning process DHCW has identified £3.7m in emerging cost pressures for the financial year, in the following areas:



Pay (£0.6m): This pressure represents pay elements not covered by the centrally funded pay award (such as the cost of staff increments) and are anticipated to be covered from the general allocation.



Service Growth and Organisational Pressures (£1.7m): These cost pressures recognise DHCW's requirement to support multiple initiatives including:

- The improvement of stakeholder engagement and investment in key supporting customer relationship management tooling to support delivery improvement.
- The Building Our Future programme also represents a non recurrent cost pressure as processes develop and mature pending anticipated outcomes.
- Support of the strategic transition to the new organisational target operating model and service transformation.
- Cyber, Networking and Information Governance increased requirements and strengthening.



Inflation (£0.9m): DHCW has reflected an assessment of forecast financial pressures related to the application of indexation levied by suppliers to appropriate non pay expenditure items at a rate of 3.5%.



Contractual & National investment Decisions (£0.5m): These cost pressures reflect specific cost increases as a result of agreed embedded contractual obligations and national decisions.

Mission 5 :

Creating more Value - Improving Efficiencies

Through the Building Our Future Programme the IMTP transparently demonstrates DHCW's approach to maximising resource utilisation through improved productivity and efficiency aligned to the strategic term to 2030. This programme has identified a roadmap within its workstreams to identify gains and any underpinning investment requirement.

Key areas of focus include:

Cost Removal via:

- Divestment, rationalisation or contract re-negotiation.

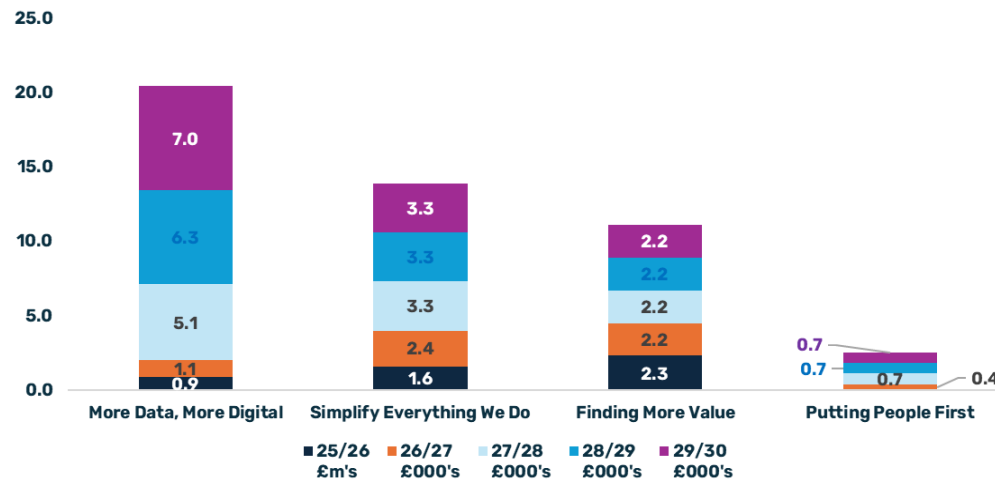
Efficiency Gains via:

- Improved efficiency, increased productivity or spend shifts.

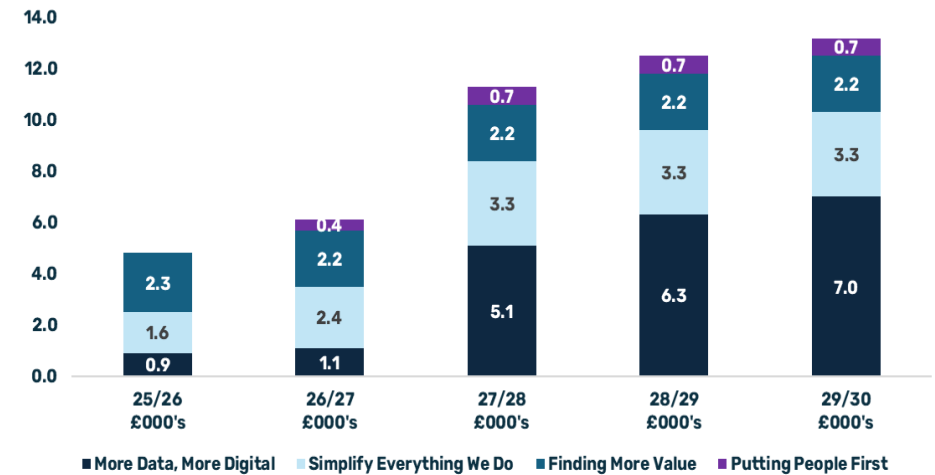
These will be delivered through the following key initiatives:

- Data integration hub development resulting in a reduced 3rd party requirement.
- Implementation of the Single Record product road map providing efficiency gains by product simplification.
- Cloud migration
- Product centric operating model
- Estates rationalisation

Efficiencies by BoF Theme (£000's)



Efficiencies Profiled By Year (£000's)



BoF Theme	25/26 (£000's)	26/27 (£000's)	27/28 (£000's)	28/29 (£000's)	29/30 (£000's)	5 Year Total
More Data, More Digital	0.9	1.1	5.1	6.3	7.0	20.4
Simplify Everything We Do	1.6	2.4	3.3	3.3	3.3	13.9
Finding More Value	2.3	2.2	2.2	2.2	2.2	11.1
Putting People First	0.0	0.4	0.7	0.7	0.7	2.5
Total	4.8	6.1	11.3	12.5	13.2	47.9

Underlying Deficit :

At the beginning of the 2024/25 financial year DHCW reported an opening underlying deficit of £2.7m. As part of the in-year mitigating actions this has been reduced to £0.9m. The further actions identified as part of the Building our Future programme has enabled DHCW to forecast a breakeven underlying position by the end of 2025/26.

Mission 5 :

Source and Application of Funds

Source of revenue funds: The source of the majority of the organisation's recurrent revenue income supporting core services is directly sourced from Welsh Government (circa 68% of the current financial plan for 2025/26) including an allocation for capital charges (depreciation). All other anticipated income relates to the payment for a range of services provided to NHS Wales and Northern Ireland via 'Service Level Agreements' and consequently can be more volatile in nature due to changes in service levels/terminations. It should be noted that a substantial amount of organisational funding (£85.1m/49%) is linked to ring fenced expenditure such as the provision of All Wales contracts (eg all Wales digital licensing, specific schemes/initiatives such as digital priority initiatives (DPIF) or services such as Primary Care IM&T Support) resulting in a decreased scope for internally benefiting savings.

Source of Funds	Revenue			
	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Recurrent				
Welsh Government - Core	67.524	74.398	75.606	76.742
Welsh Government - Primary Care IM&T	19.636	19.679	21.107	21.749
Welsh Government - Depreciation	10.124	8.067	8.067	8.067
NHS Wales SLA/Other	14.431	14.511	14.744	14.921
All Wales Digital Licencing	30.706	33.002	34.786	34.786
Total Recurrent	142.421	149.657	154.310	156.265
Programmatic				
Welsh Government - Core	31.987	20.161	0.000	0.000
NHS Wales Contributions	1.878	1.271	0.000	0.000
Total Programmatic	33.865	21.432	0.000	0.000
GP Migraton Funding*	0.000	2.935	0.000	0.000
Grand Total Income	176.286	174.024	154.310	156.265

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

Application of Funds	Revenue			
	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Recurrent				
SHA & Core Operational Services	83.530	92.456	95.058	102.593
All Wales Licences	31.950	34.346	36.145	36.145
Primary Care IM&T	19.523	19.679	21.107	21.749
Depreciation	10.124	8.067	8.067	8.067
Total Recurrent	145.127	154.548	160.377	168.554
Programmatic & Non Recurrent Activity				
Programmatic Activity	33.865	21.432	0.000	0.000
GP Migrations	0.000	2.935	0.000	0.000
Total Programmatic & Non Recurrent	33.865	24.367	0.000	0.000
Total Allocation of Funds	178.992	178.915	160.377	168.554
Savings Requirement	-3.056	-4.891	-6.067	-9.246
Net Application of Funds	175.936	174.024	154.310	159.308

Notes:

- 24/25 forecast a small underspend position of £0.350m.
- Savings are presented cumulatively and will be allocated to Directorates after approval of the IMTP and expenditure reduced.
- All Wales Digital licensing figure excludes primary care (directly charged to the ringfenced budget).

Mission 5 : Enabler 5.3 Sustainability

Globally responsible

Objectives for 2025/28

- Sustainability: Working collaboratively to improve our environmental performance to positively future proof impacts on future generations.
- Social and Environmental Value: Develop an approach that maximises DHCW's social and environmental value in line with the requirements of the Foundational Economy, the Well-being of Future Generations Act and other associated social and environmental guidelines within the Welsh context.

Pipeline

- Estates rationalisation
- Development of Social and Environmental strategy to deliver on Wellbeing Objectives

Drivers

- Well-being of Future Generations (Wales) Act 2015
- Foundational Economy policy
- Social Partnership and Public Procurement Act 2023
- NHS Wales Decarbonisation Strategic Delivery Plan
- DHCW Decarbonisation Action Plan 2024-27

DHCW Strategic objective - At least a 34% lower carbon footprint with a clear route to achieving net-zero

Outcomes

- A reduced carbon footprint – 34% lower carbon footprint with a clear route to achieving net-zero by 2035
- Ability to communicate the impact of digital on sustainable development
- A diverse, skilled and motivated workforce

Mission 5.3 Sustainability						
	QTR1 2025/26	QTR 2 2025/26	QTR 3 2025/26	QTR 4 2025/26	2026/27	2027/28
Sustainability	Ongoing transformation of DHCW offices to a modern workplace, including further rationalisation and sharing of space					
	Continue to drive and measure low carbon activities related to specific procurement activities	Creation of Digital Futures space	Continuation of estates rationalisation	Supporting the path towards net zero by measuring the benefits of digital solutions		
Social and Environmental Value	Develop an approach to delivering against DHCW's well-being objectives			Review performance against agreed well-being objectives		

Mission 5 : Enabler 5.4 Stakeholder Engagement

Objectives for 2025/28

- **Stakeholder Engagement:** Increasing our stakeholder reputation and user satisfaction through clear and embedded ways of engaging and developing and nurturing a core set of DHCW strategic partnerships with a focus this period on actions from the Stakeholder Review of 2024.
- **User Centred Design:** Mature our User-Centred Design (UCD) focus and capability across the organisation and embed a holistic set of UCD standards, practices and tools.
- **Digital Maturity:** To conduct Digital Maturity assessments in DHCW and across NHS Wales and to use the outputs of these assessments to drive the strategic development of digital maturity across NHS Wales organisations.

Drivers

- DHCW Stakeholder Engagement Strategy
- Digital Inclusion Charter

DHCW Strategic Objective - Top quartile staff and stakeholder engagement for our products and services

Pipeline

- A customer relationship management (CRM) system
- Development of enhanced partnership metrics to support better insight and understanding of partnership maturity.

Outcomes

- Consistent approach to engaging with stakeholders across DHCW.
- Increase in DHCW collaborative working with partners to accelerate effective adoption of and satisfaction with digital solutions.
- Greater awareness of the Digital Inclusion Charter and the methods for supporting different stakeholder groups to adopt digital health and care solutions.

5.4 Stakeholder Engagement

	QTR1 2025/26	QTR 2 2025/26	QTR 3 2025/26	QTR 4 2025/26	2026/27	2027/28
Stakeholder Engagement	Publish a public engagement Toolkit	Develop and launch initial framework for internal engagement training	Define our clinical strategic engagement approach	Complete discovery for a CRM system		
	Deliver series of strategic sessions with NHS Wales partners to support joint working					
		Formalise joint working with Llais (Welsh citizen voice body) to support engagement with patients and the public		Formally launch female Digital Leaders Network		
		Recruit and embed digital inclusion manager	Develop digital inclusion work plan			
	Develop an action plan to support the findings of the Stakeholder Review	Delivery of Stakeholder Action Plan				
User Centred Design	Ratify User Centred Design principles and standards for DHCW products and services					
Digital Maturity			Complete all Wales Infrastructure Adoption Model (INFRAM)	Begin Electronic Medical Record Adoption Model (EMRAM) assessment	Complete EMRAM	

Mission 5 : Enabler 5.5 Quality and Safety

Objectives for 2025/28

- Establish and implement an integrated Quality Improvement framework that enhances the quality culture within DHCW while ensuring compliance with the Quality Management System (QMS) and meeting our legislative requirements under the Duty of Quality and Medical Devices Regulations aligning with our performance framework.

Outcomes

- Increased safety compliance of systems
- Maintenance of external Quality Standards certifications
- A strong quality culture to meet the Duty of Quality

Drivers

- Health and Social Care (Quality and Engagement) (Wales) Act 2020 requirements and annual quality report (Duty of Quality)
- Medical Device Regulations 2002 SI 618 (As amended)
- External Quality Standards audits
- Audit Wales Structured Assessment 2022

DHCW Strategic Objective - Top quartile staff and stakeholder engagement for our products and services

5.5 Quality and Safety

QTR1 2025/26	QTR 2 2025/26	QTR 3 2025/26	QTR 4 2025/26	2026/27	2027/28
Quality framework implementation	Provide an enhanced Annual Quality Report in line with Duty of Quality requirements	Achieve ISO 13485 certification in readiness for updated UK Medical Devices Regulations implementation	Finalise alignment with New UK Medical Devices Regulations		
-	Quality Improvement programme - roll out DHCW board, coach and enhanced QI toolkit training	-	Quality Improvement programme - develop longer term QI strategy based on year one data		

Our Strategic Framework aligned with the Health and Care Quality Standards

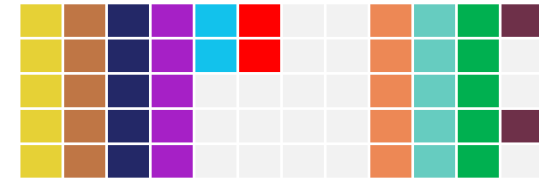
Strategic Objectives 2030



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

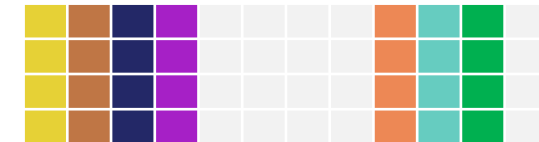
MISSION 1 Provide a platform for enabling digital transformation

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



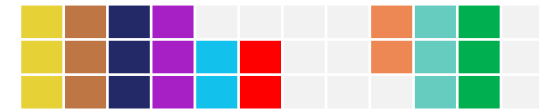
MISSION 2 Deliver high quality digital products and services

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



MISSION 3 Expand the digital health and care record and the use of digital to improve health and care

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



MISSION 4 Drive better values and outcomes through innovation

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



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

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



Mission 5 :

Enabler 5.6 Governance, Performance and Assurance



Objectives for 2025/28

- Ongoing enhancement of the governance culture within DHCW whilst ensuring compliance with statutory reporting, planning and performance frameworks and PMO standards.

Outcomes

- Effective enhanced programme governance arrangements.
- A strong risk culture that meets the needs of the organisation.
- A benefits led organisation.
- A culture of performance improvement which empowers DHCW to achieve its vision through data driven actionable insights, ultimately improving patient outcomes and adding value for our stakeholders.

Drivers

- Well-being of Future Generations Act 2015
- Portfolio management deriving value from strategic alignment, standards, consistency and analytics.
- NHS oversight and escalation framework

DHCW Strategic Objective - Work with partners and stakeholders to deliver a prioritised pipeline of future programmes and projects

5.6 Governance, Performance and Assurance						
	QTR1 2025/26	QTR 2 2025/26	QTR 3 2025/26	QTR 4 2025/26	2026/27	2027/28
Governance, Performance and Assurance	Re-platform planning milestones tooling		Roll out of digital PMO tooling to priority projects	Undertake Quality impact assessment to consider adoption / alignment of ISO 22301 - Business Continuity Management		
	Define product/service-based performance for the future operating model aligned to quality					
	Build the culture, and the skills to facilitate successful performance					
	Business case for IT service management (ITSM) tooling submitted		Develop a prioritised pipeline of future programmes and project in collaboration with delivery partners and Digital governance			
			Develop an integrated tooling strategy to support key disciplines such as design, development, planning, performance and capacity tools			

Mission 5 :

Enabler 5.7 Commercial Services

Objectives for 2025/28

Services

- Understand, apply and embed the Procurement Act across DHCW and the wider national stakeholders in Wales along with working in collaboration with our stakeholders meeting foundational economy objectives and enhancing reporting and analysis capability through tooling.
- Development of a Skills Framework for Commercial professionals to aid professional development and capabilities to retain and ensure that we meet business objectives and continuously improve our services to our stakeholders.

Pipeline

- continued provision of robust commercial services to NHS Wales in accordance with procurement law and policy, striving to be world class and continuously seeking to improve in line with quality initiatives

Drivers

- Procurement Act 2023
- Social Partnership and Public Procurement (Wales) Act 2023
- Well-being of Future Generations Act 2015
- Health Service Procurement Act 2024

DHCW Strategic Objectives

- work with partners and stakeholders to deliver a prioritised pipeline of future programmes and projects
- top quartile staff and stakeholder engagement

Outcomes

- procurement of digital goods and services to stimulate the Welsh economy in accordance with the IMTP and other initiatives.
- ensure that the digital goods and services procured align with procurement best practice and value for money in accordance with procurement law and WG policy.

5.7 Commercial Services

	QTR1 2025/26	QTR 2 2025/26	QTR 3 2025/26	QTR 4 2025/26
Procurement Act 2024	Procurement Act - readiness activities, training, impact on procurement planning and delivery and contract management	Rolling out and embedding the requirements of the Procurement Act across the organisation.	Working on a cross functional basis to develop the procurement strategy, policy and action plan	Finalising and embedding the Strategy, policy and action plan. Reporting the outputs from procurement and contracting activity to Welsh Government and to the market as required by the Procurement Act
Procurement Skills Framework	Skills framework development, drafting and embedding. Identifying skills gaps and then embedding into appraisal process			

Mission 5 :

Enabler 5.8 Clinical Informatics and Business Change

Healthier
Cohesive
Communities
More
Equal

Objectives for 2025/28

- To enhance the quality, efficiency and safety of patient care, by leveraging information technology through the development and embedding of our new Clinical Informatics (CI) Framework.
- To create sustainable core funded Clinical Informatics and Business Change Services in a proposal for a new Clinical Informatics and Business Change Operating Model that dovetails into our organisational operating model.

Outcomes

- Increased quality, efficiency and safety through clinical informatics services.
- More patient-centred solutions and enhanced collaboration between multidisciplinary teams through inclusion of the DHCW clinical voice.
- A Clinical Informatics and Business Change Operating Model designed to enhance efficiency and dovetail into the organisational model.

Drivers

- DHCW Clinical Informatics and Business Change Strategy strengths, weaknesses and opportunities
- Developing our core capacity and capability to deliver clinical and business benefits and value
- Research by the Faculty of Clinical Informatics on a Core Competency Framework for Clinical Informatics
- New digital clinical safety standards being developed for Wales

DHCW Strategic Objectives

- work with partners and stakeholders to deliver a prioritised pipeline of future programmes and projects
- top quartile staff and stakeholder engagement
- a comprehensive single digital health and care record is used across all settings throughout Wales
- users report a top-quartile satisfaction for our products and services

5.8 Clinical Informatics and Business Change

	QTR 1 2025/26	QTR 2 2025/26	QTR 3 2025/26	QTR 4 2025/26	2026/27	2027/28
Clinical Informatics Framework	Discovery and gap analysis of Clinical Informatics Framework against current practice		Standardisation and implementation of existing Clinical Informatics Framework practices and tools	Development of new CI Framework practices and tools	To embed and evaluate the CI Framework	To develop the CI Framework and evaluate benefits
Clinical Informatics / Business Change future operating model	Current operating model appraisal		Assessment of current model against DHCW organisational strategy and operating model	Future state recommendations in a costed operating model for clinical informatics and business change services	To recruit to the new model	To evaluate the benefits

Appendix Portfolios and Services

IGDC • DHCW

