



GIG
CYMRU
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WALES

Iechyd a Gofal
Digidol Cymru
Digital Health
and Care Wales

Digital Health and Care Wales Clinical Informatics & Business Change Strategy 2023-2026

BACKGROUND

Digital Health and Care Wales (DHCW) is an expert national body within NHS Wales, with a role as the trusted partner for digital and data services, delivering some of the biggest healthcare information technology and data projects in the UK.

We are now in our third year as a Special Health Authority, constantly seeking ways to innovate and improve while continuing the consistent delivery of core services.

Our organisation's Integrated Medium-Term Plan (IMTP) has partnership and innovation at its heart. To deliver our strategic missions, the Clinical Directorate plays a vital role in ensuring the success of those partnerships with organisations providing front line clinical services to patients. The Clinical Directorate Operating Model is structured in three divisions to support the delivery of our business, including our digital products/services and data/information services:

- Information, Intelligence and Research (including eLibrary)
- Information Governance and Patient Safety
- Clinical Informatics Professionals and Business Change



OUR BUSINESS

What is Clinical Informatics in Digital Health & Care Wales?

'Clinical Informatics promotes the understanding, integration, and application of information in health care settings. Clinical Informatics Professionals ensure adequate and qualified support of clinician objectives and industry best practices.' (HIMMS).

Our Clinical Informatics Professionals are registered health professionals with professional responsibilities and practice guidance. They bridge the gap between clinicians and technical experts to create a shared understanding for development of digital products and services. This involves the capture, communication and use of data and clinical knowledge to support health professionals.

Our Clinical Informatics Team contribute to the safety, assurance and development of national systems using their clinical experience of being an end user and, through engagement with national clinical networks.

As digital leaders within specific clinical professions, the team play a role in working with higher education institutions and other organisations to teach and educate, developing digital knowledge and skills within those clinical professions in NHS Wales.

What is Business Change in Digital Health & Care Wales?

The Business Change team deploy Business Change Facilitators (BCF) pre, during and post implementations to help organisations transition to new ways of working.

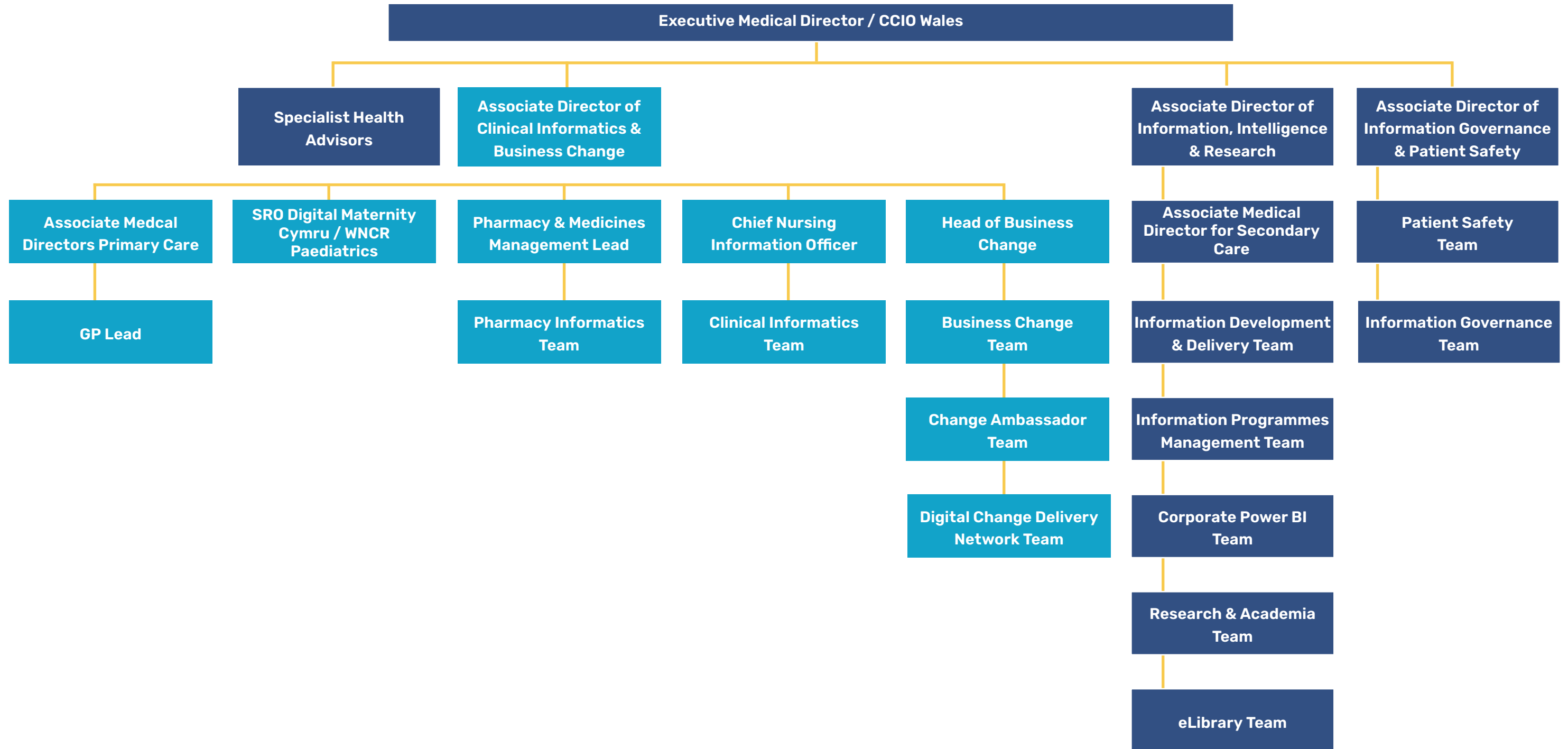
There are currently three types of BCF: those with an engagement bias, those with an eLearning bias, and those that focuses on the development of Change Ambassadors.

Business Change Facilitators work alongside our NHS colleagues, pre, during and post system implementations, ensuring the correct level of support is there to embed new ways of working.

Business Change eLearners engage with clinicians and project teams both nationally and on a regional basis. Together they create national user-friendly digital learning modules built 'with our customers, for our customers', that embed best practice ways of using our systems within established or new workflows.

We develop Business Change Facilitators in the 12-module Change Ambassador Programme, through the fostered understanding of how to influence and sustain change by exploring different methodologies that are relatable and have a practical application, whilst also focusing on the important humanistic aspects that underpin change management.

Our Structure within the Clinical Directorate - The current team are shown in **Blue** within the Clinical Directorate structure in the diagram below:



KEY STRENGTHS, WEAKNESSES & OPPORTUNITIES

Through the organisation's performance management arrangements and associated Clinical Directorate Reviews, we have identified key strengths, weaknesses, and opportunities of our current ways of working:

Strengths

- **Professional Subject Matter Experts (SMEs):** by bringing together SMEs into central teams we have created an innovative collaborative learning environment with peer support in both the Clinical Informatics and Business Change specialities.
- **Trusted Partnerships:** developing the knowledge and skills of our subject matter experts has enabled us to strengthen trusted strategic partnerships across NHS Wales, which plays a significant role in the development, implementation, adoption and benefits realisation of our digital products and services.

Weaknesses

- **Governance:** the recent Welsh Government commissioned 'Review of Governance for Digital and Data Initiatives for Health and Care', identified that there is variation in the governance approach to digital initiatives within NHS Wales – not all initiatives within our own organisation engage with, fund, or utilise Clinical Informatics and Business Change Services.
- **Mixed economy funding model:** the current team are funded in a mixed financial provision of historical (NHS Wales Informatics Service) permanent posts, temporary

fixed term positions for programmes sponsored through the Welsh Government Digital Priorities Investment Fund (DPIF) and Business as Usual (BAU) posts funded permanently at risk of DHCW where funding is negotiated annually as part of Service Level Agreements. This has a significant impact on staff morale, turnover, sustainability of services and retaining the variety of subject matter expertise who we have developed through our organisation's investment in them.

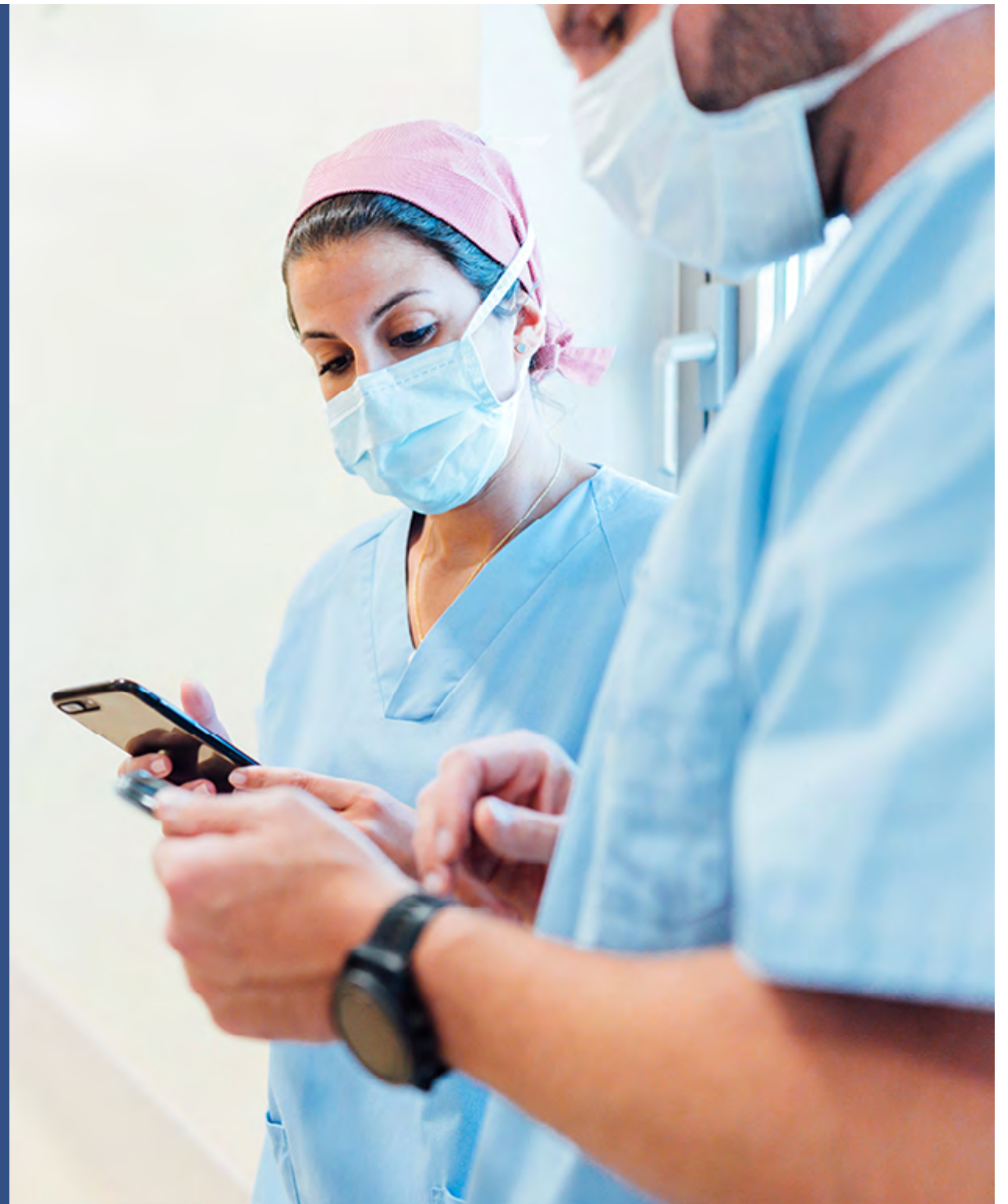
Opportunities

- **Product Operating Model:** delivering multi-million-pound, complex national digital programmes and critical software systems is challenging and a huge pledge for the leading organisation. The creation of a framework for clinical input and delivery of business change to support product development and deployment, will embed, enhance, and sustain the quality offering within our Product Operating Model and Portfolio Management Office.
- **Digital Change Delivery Network & Benefits Realisation:** the partnership arrangements between these two DPIF Programmes creates an excellent opportunity to evidence the value of our Clinical Informatics Professionals and Business Change functions which can be used to make the case for longer-term investment as part of the DHCW strategic partnership offering to support digital maturity.

VISION STATEMENT

To inspire and empower our partners, to shape and adopt our digital services to enhance patient experience, care, and outcomes.

Putting people at the heart of our digital services.



APPROACH

- To have clear **delivery frameworks** for our staff and stakeholders to communicate the services provided by Clinical Informatics Professionals and Business Change
- To be **adaptive** as this strategy involves an integrated approach within the organisation, we will be carefully reviewing and monitoring the delivery plan and the benefits to ensure our frameworks for delivery are effective, appropriate, and delivering our strategic aims as our organisation and product strategies are developed.
- To ensure that our strategy is **delivered in partnership** both internally within DHCW and externally collaborating with our stakeholders.
- To **harness evolving technology and opportunities** as the digital landscape and our organisation matures during the lifetime of this strategy.
- To adapt to **work within the developing environment** as the Digital Strategy from Welsh Government and our own DHCW Organisational Strategy are published and implemented.
- To **build our capacity** to provide clinical subject matter expertise, provision of education and professional development.
- To **increase our capability** by strengthening the knowledge, abilities and skills of individuals implementing professional standards and processes
- To **build sustainability** of these functions, working within a structured portfolio management processes within the organisation, supporting the Welsh Government backed move to a product-based approach, with enhanced user/clinical focus.
- To **build cultural value** with our unique delivery of professional qualifications and by promoting the use of the Welsh language within the delivery of this strategy.

STRATEGIC AIMS

To deliver our vision, we will place our focus on four key strategic aims:

HEALTH & CARE

AIM One

To maximise our support for health & care provision

- Safe
- Timely
- Effective
- Efficient
- Equitable
- Person-Centred

LEARNING

AIM Three

To establish a learning hub to invest in people

- Our Brand
- Our Reputation
- Our Customers
- Our Sustainability

QUALITY

AIM Two

To adopt a quality approach with professional standards

- Leadership
- Workforce
- Culture
- Information
- Learning, Research & Improvement
- Whole-Systems Approach

ENABLING TRANSFORMATION

AIM Four

To enable acceleration of digital transformation & realisation of benefits

- Value
- Role Modelling &
- Change Ambassadors
- Quality & Governance
- Product Training, Deployment & Adoption
- Benefits Realisation

1. Health & Care

Strategic Aim: To maximise our support for health & care provision

Health & Care Standards ⁽¹⁾ Domains of Quality	Where do we want to be? (Aligned with the Health & Care Standards)	How will we do it?
Safe	To be the trusted and safe, health technology solutions provider of choice for our health and social care partners.	Support the implementation of Clinical Risk Management Standards to ensure high quality, high reliability, clinically safe digital products (in-house or off the shelf) are maximising opportunities for the best patient outcomes.
Timely	To be aligned with national clinical priorities in the timing and availability of our new products and services.	Support the DHCW Product Strategy by aligning a clinical lead to each of the DHCW digital clinical products to ensure that clinical network priorities are considered in development roadmaps.
Effective	To provide digital information to healthcare professionals to facilitate clinical decision-making, care, and treatment for optimal outcomes that matter to patients, carers, and their families.	Work with clinical networks and the DHCW Data Standards & Information Services teams to standardise digital processes and data collection, to develop and apply national data standards to clinical software systems developed in house or procured with our support for NHS Wales.
Efficient	To evidence clinical digital products and services are designed to enable a values-based approach that improve outcomes that matter most to people, in a sustainable way that avoids waste.	To develop a best practice framework for Clinical Informatics Professionals to support in the identification of requirements for products and services, ensuring they are an effective element of clinical workflows and patient pathways.
Equitable	Our digital clinical products and services are designed for national use to provide all our health and care partners with equal opportunity to realise the intended benefits from the solutions.	To have a core funded Clinical Informatics and Business Change Team with working partnerships with all organisations across NHS Wales.
Person-Centred	Our digital clinical products are developed to meet the needs of people using them, ensuring that consideration is given to patients' preferences, needs and values .	Our digital clinical products are developed with using a clinical engagement toolkit and with the adoption of formal UX and user centred design standards within our product operating model.

⁽¹⁾ Health & Social Care (Quality & Engagement) (Wales) Act 2020 www.gov.wales/duty-quality-healthcare

2. Quality

Strategic Aim: To adopt a **quality approach** with professional standards

Duty of Quality Enablers	Where do we want to be? (Enacting our Duty of Quality)	How will we do it?
Leadership	To have visible and focussed leadership within our Clinical Informatics and Business Change Service offering to our public sector partner organisations	Increase our visibility and role within the DHCW Product Operating Model, to champion the DHCW vision and values across Wales as leaders in the field of digital health and care.
Workforce	To recruit, retain and develop roles to ensure that we have enough, confident people with the right knowledge and skills to deliver quality systems for health and care.	Support the DHCW People and OD Strategy to develop our job families within the Digital, Data and Technology Plus Profession Capability Framework for the organisation (DDaT Plus) aligning professional registration with digital skills. Work with HEIs to deliver digital education externally.
Culture	To live our organisational values in an inclusive workplace where people feel psychologically safe to raise concerns and try new collaborative ideas and approaches.	To clarify our role, responsibilities and deliverables within collaborative digital initiatives and increase our visibility, focus and accountability.
Information	To ensure that clinical information is available and shared appropriately for health and care professionals who need it.	To triangulate information requirements from information standards, information services and clinical requirements to ensure that we can produce intelligent information on outcome measures to improve clinical products and services
Learning, Research & Improvement	To promote continuous learning, quality improvement and innovation within the team and education of health professionals, students and other users through our partnerships.	To support research with our partners, to inform clinical product development and training to reflect clinical workflows, in line with the KLAS Research, digital systems usability survey outcomes.
Whole Systems Approach	To support the new DHCW Portfolio Management Office with a consistent approach with professional standards, clinical leadership, clinical governance, engagement, and learning within projects, programmes and product development.	Create a consistent framework for Clinical Informatics and Business Change best practice and accountability in projects, programmes and products that enhances current assurance processes including the New Service Request process and the Wales Informatics Assurance Group process.

3. Learning

Strategic Aim: To establish a **learning hub** to invest in people

Our Mission	Where do we want to be?	How will we do it?
Our Brand	To have clear brand and remit within the NHS Wales learning and development landscape.	We will develop an NHS Wales Learning Hub in our DHCW brand with accredited training courses through our partnership with WIDI. Collaborating with our partners to deliver accredited courses to support digital transformation and digital maturity across the public sector in Wales.
Our Reputation	To have a reputation for delivering high quality accredited training courses for all levels of professionals.	We will attract strong endorsement from our graduates and the Welsh Government for our courses. Evidence the impact and benefits of our training courses for those organisations sponsoring students. Create a professional team to harness both the national and local successes to date and work with key stakeholders across NHS Wales including local planning, service transformation and digital teams to supplement any current activity and embed professional routes and additional career pathways.
Our Customers	To attract a wider customer base for accredited courses across the public sector.	We will increase the courses that we offer and their relevance to a wider customer base, beyond NHS Wales, in the public sector. To standardise the way that tailored accredited business change courses are developed and delivered using our 'template for success' developed with WIDI and our university partners.
Our Sustainability	To create a long-term, sustainable learning & development resource to work collaboratively in strong partnerships.	We will develop a business plan for cost recovery and new courses to secure an affordable and sustainable future of the Learning Hub beyond the life of the Digital Change Delivery Network funding. Increase the number of qualified trainers within the team to deliver an increased number of courses which support the development of digital capabilities within the HEIW Digital Capabilities Framework.

4. Enabling Transformation

Strategic Aim: To enable acceleration of digital transformation and realisation of benefits

Our Mission	Where do we want to be? (Aligned with Digital Change Network Plan)	How will we do it?
Value	To be recognised in our contribution to significant economic value through increasing digital skills and inclusion among health care partners in Wales.	Establish a Digital Change Delivery Network, with a focus on developing skills & competencies, engagement & implementation and service improvement & benefits realisation. Evidence our value to increase the range of products being developed that Business Change and Clinical Informatics resources are funded to support.
Skills & Competencies	To create a culture of role models for the skills and competencies that are key to delivering successful business change, creating a wider NHS Wales understanding of the skills and methods required to deliver high quality digital change at pace.	Support the DHCW Portfolio Management Office to standardise and document best practice in all Wales methodology for implementing business change. Engagement and branding of clinical informatics and business change services and support available. Development of the Change Ambassador Graduates Peer Network for implementing change.
Engagement & Implementation	To have capacity and capability to lead on national product training, deployment & adoption.	Measure the value added by Business Change in the deployment, adoption, and effective utilisation of current products, to make the case for investment in Business Change resources as part of the organisation’s product-based approach and Integrated Medium-Term Planning.
Service Improvement & Benefits Realisation	To champion the national benefits realisation framework , supporting its adoption across NHS Wales to evidence the value from digital.	Support the development and adoption of a Digital Benefits Realisation Toolkit for NHS Wales and continuous improvement tools to maximise the value from Microsoft 365 applications for business change activity across Wales.

OUTCOME

The outcomes of the delivery of this strategy are:

- **Stronger Partnerships:** Our status as a trusted strategic partner is stronger with inclusion of clinical leadership and business change expertise, recognising that although we do not provide frontline clinical services, we can contribute significantly with support for our partners who do.
- **Maximising Value from Services:** The clinical engagement and user engagement services provided by the Clinical Directorate are exploited to gain maximum value within our trusted partnerships.
- **Maximising Benefits within the Product Operating Model:** Clinical Informatics and Business Change Services within our organisation's Product Operating Model are used effectively to maximise the benefits realisation and economic impact of digital technology to the Welsh health and care economy.
- **Enabling the Product Approach:** The benefits of our DHCW Product approach are realised and enhanced significantly with clinical input, training, and deployment of digital products across NHS Wales
- **Our Staff and Stakeholders are Well Informed:** People are engaged in the services provided by Clinical Informatics and Business Change.
- **We are Exemplar:** We learn from best practice to become exemplar for the development and deployment of digital software solutions.
- **We are Empowered and Attract Talent:** Our clinical and business change people are empowered to lead transformational change and to attract talent to our organisation.



EVALUATION AND MEASUREMENT

We will evaluate and measure this work in a variety of ways, including

- Benefits realisation of our work, using the new benefits realisation framework and Microsoft Centre of Excellence Tools to develop a benefits realisation plan to report on measurable benefits to demonstrate value.
- Monitoring of the accompanying Strategy Implementation Plan
- Engagement and feedback from stakeholders and validation from them
- Evaluation and impact case studies from our accredited professional programmes
- Feedback from our staff about our frameworks for delivery work
- Feedback about our products in NHS Wales surveys e.g., KLAS Research usability survey
- Feedback from our partners on deployment and adoption activities
- Continuation of our monitoring of engagement activities

Our approach will be regularly reviewed and adapted to respond to any changing needs and ensure learning and continual improvements are made to deliver best practice.



Appendix 1: Organisational Fit with other Strategies & Plans

Strategic Driver	Purpose (applicable areas)	Strategic Fit
Welsh Government: A Digital Strategy for Health & Social Care in Wales 2023	<p>WG AIM1: Transform Digital Skills and Partnerships</p> <p>WG AIM2: Building Digital Platforms fit for Wales.</p> <p>WG AIM3: Make Services Digital First</p>	<p>Learning Hub will provide digital skills and the teams will support Product Deployment, Training and Adoption. We will have Clinical Informatics partnerships in clinical networks. Within our 'Effective Care' domain, understanding and promoting standardisation of data and interoperability, ensuring systems are appropriately connected, safe and clinically relevant for enhancing person centred care.</p>
The Future Generations Act 2015 Wellbeing Objectives	<p>Attract, develop skills and provide opportunities for the existing and future generations (Prosperous Wales)</p>	<p>Aim 3 Learning Hub - our customers and our sustainability will support development of skills. Outcomes of this strategy include to attract talent. Aim 2 - Information standards and whole systems approach, supports a more resilient, cohesive, and prosperous Wales, by identifying and supporting the correct, appropriate and safe use of data standards and information.</p>
DHCW Business Plan 2023/24	<p>Mission 2: Deliver high quality products and services</p> <p>Mission 3: Expand the use of the digital health and care record and the use of digital to improve health and care</p> <p>Mission 4: Drive better values and outcomes through innovation</p> <p>Mission 5: To be the trusted strategic partner</p>	<p>Aim 1 – aligned to mission 2 - we will provide clinical informatics and business change services to all the programmes we have a focus on, to bring the health & care domains of quality within a clinical focus in the programmes.</p> <p>Aim 4 – aligned to mission 3 - as part of enabling transformation we have a significant focus on engaging with users from health and care professions in the design, development, training, and deployment of our products. This aim also has alignment to mission 4 with a focus on how we will demonstrate the value we add through our service provision.</p> <p>Aim 2 and Aim 4 – align to mission 4 and 5 - through our focus on quality, culture through our Welsh language, and enablement services that we offer through the Digital Change Delivery Network and accredited training courses.</p> <p>We will also make a significant contribution to aim 5 through our Aim 1, by maximising our support for health and care through the provision of digital products and services.</p>

APPENDICES

Strategic Driver	Purpose (applicable areas)	Strategic Fit
<p>DHCW POD Strategy 2022-2025</p>	<p>A great place to work where our people are fully engaged, high performing and embody our values and behaviours.</p> <p>To develop extraordinary leadership; To develop and grow our own. To create a great organisation to work; To support wellbeing and engagement; To implement new ways of working</p>	<p>Aim 3, supports investment in people through learning to grow our own and adopt new ways of working to develop, deploy and encourage effective adoption of digital solutions. Aim 2: supports our workforce plan with the duty of quality elements for workforce quality activities.</p>
<p>DHCW Primary Care Strategy 2023- to be approved</p>	<p>Priorities:</p> <ul style="list-style-type: none"> 1 – Creation of a Product, Project & Programme Transition Team 2 – Development of health informatics capability 3 – Development of a Digital Futures Team 4 – Extension of systems development capability 5 – Focus more development activity on building connectivity 6 – Development of standards and capability 7 – Process for transition into business as usual 8 – Attendance at clinical and managerial expert user groups 	<p>Our collaborations:</p> <ul style="list-style-type: none"> 1 – Support from clinical leads, business change in deployment and adoption. Adoption of the national benefits realisation framework for Primary Care initiatives. 2 – Opportunity to provide clinical researchers to answer problem statements e.g. as we do for Choose Pharmacy now 3 – Provision of support from Associate Medical Director for Primary Care to the Digital Futures Team 4 – Clinical Informatics Leads support for product/system development, business change resources to identify emerging requirements and opportunities on the front line 5 – Collaborating support on gateway processes including New Service Requests and Welsh Clinical Informatics Assurance 6 – Clinical input into standards 7 – Support from business change team with deployment, learning, adoption and benefits realisation framework and tools 8 – Collaboration on clinical expert groups

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Strategic Driver	Purpose (applicable areas)	Strategic Fit
DHCW R&I Strategy 2022-2025	Aim 2: Improve the quality and impact of research and innovation activities Aim 3; Strong partnerships	By involving Clinical Informatics Professionals to support the national clinical research strategy and clinical safety framework activities will add value to this work from in-house professional clinical expertise. Clinical Network relationships already held by the Clinical Informatics Team can be used to support strengthening partnerships in research activities.
DHCW Information Governance Strategy 2023-26 (to be approved)	Aim 1: SHA Board Assurance Aim 2: IG advice services & products Aim 3: Policy Aim 4: Duty of Quality	Provision of training courses in the learning hub will include Information Governance and Digital Clinical Safety courses that will contribute towards formal assurance.
DHCW Information & Analytics Strategy 2023-26 (to be approved)	Aim 1: National Analytics Service Aim 2: Quality and Impact of Services Aim 3: Effective collaboration Aim 4: Invest in people	By linking Clinical Informatics professionals with the data and information teams we can support the development of insights to be used in the development of clinical services and then into the technology required to support theses to support the Quality-of-Care Standards.
DHCW Product Strategy (in development)	In development to implement an agile product operating model within the organisation.	The elements of clinical informatics and business change specialities are applicable directly to the product operating model with our clinical leadership, clinical risk management and quality in requirements, development, training, deployment, and adoption of our products.

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Strategic Driver	Purpose (applicable areas)	Strategic Fit
DHCW Risk Management & Board Assurance Framework Strategy 2021-2024	Outlines the organisational approach to the management of strategic and operational risks and the Board Assurance Framework within the organisation.	Aim 1 sets out our intention to increase Clinical Informatics support for formal Clinical Risk Management. Aim 2 sets out our quality intentions which will enable the Standard Operating Procedures and frameworks for our services to be clear in the support we provide for the identification and management of clinical and operational risks within the organisation's Board Assurance Framework.
DHCW Strategic Equality Plan 2023-2027	Sets out our DHCW commitment to becoming a truly inclusive Employer of Choice by supporting our people, ensuring that everyone continues to feel valued and treated with dignity and respect in the course of their employment.	Aim 3 - culture - we support our organisations' five equality, diversity and inclusion commitments set out within the Plan through our people focussed strategy and pledge to uphold our organisational values.
HIMMS Assessment Outcome 2023	Pharmacy workflow reviews Centralisation of hospital systems & data repository Clinical data repository	The elements of workflow, centralisation of systems and clinical data repositories are considered in the work undertaken by Clinical Informatics to translate clinical requirements for technical designers.
KLAS Survey Outcome 2023	System House of Success	Our aims promote shared ownership, education/training and meeting unique user requirements.
HEIW - Our Workforce Strategy for Health & Social Care 2020-30	Sets out an ambition that we will have a motivated, engaged and valued, health and social care workforce, with the capacity, competence, and confidence to meet the needs of the people of Wales.	Our strategy broadly supports all seven themes of the HEIW strategy with a particular focus on seamless workforce models through our clinical informatics work, building a digitally ready workforce though and excellent education and learning though our learning hub.

DHCW VALUES

We believe that values are integral to everything we do and will reflect in all interactions with colleagues, stakeholders, and current and prospective customers.



COLLABORATION

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



INNOVATION

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



INCLUSIVE

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



EXCELLENCE

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



COMPASSIONATE

- Dignity
- Kindness
- Empathy
- Personal responsibility
- Trust