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Digital Health
and Care Wales

Escalation Plan – Phase 2 Draft For Discussion v3

Chris Darling, Director of Corporate Affairs / Board Secretary

WG Feedback on Escalation – January 2026

- Progress made against the escalation milestones – not translating into the level of change, improvement and transparency that WG expected
- Escalation framework is too transactional
- Focus needs to be on system leadership, engagement, stakeholder perceptions, programme planning/reporting
- There is a perception that risks and failure to deliver milestones are not being reported and escalation to WG in a timely and transparent manner
- DHCW must focus efforts to change stakeholder perceptions, and this will be aided by delivering on your core priorities
- Needs to be greater scrutiny and objective assurance in relation to programme delivery, risk and engagement
- As system leaders, you need to look beyond your own organisations and guide the health and care system across Wales in adopting appropriate digital solutions, including system oversight on those programs that you are not leading upon.

Escalation Future Focus

- De-escalation criteria
- Delivery of agreed **milestones**
- **Programme management**, risk and planning – revised approaches and procedures for planning, performance, risk and programme management agreed and implemented.
- Good progress against milestones in the action plan related to the recommendations from **stakeholder** survey.

Focus of draft Phase 2 Plan

- Fewer milestones for major programmes in escalation i.e. one per programme
- More emphasis on programme/system delivery of major programmes and what needs to change to make this effective
- More work on stakeholder engagement/perceptions – particularly measuring feedback
- Factor in Public Accountability Meeting formal feedback and draft Remit Letter priorities

Programme Milestone Delivery

	Performance Intervention Area	Specific Deliverable / Milestone	Timescale for Delivery / Lead	Notes
1.	National current and future target enterprise architecture development and design	NTA Strategic Investment Plan submitted to Welsh Government Applications Strategy submitted to Welsh Government	March 2026 (Ifan Evans) September 2026 (Ifan Evans)	Follow on from phase 1
2.	Digital Services for Patients and the Public Programme (DSPP) with a focus on delivering NHS Wales App that supports system recovery and improved patient outcomes.	Shift the NHS Wales App to a service approach way of working, focusing 2026/27 on discovery work to identify value from a service perspective to inform future priorities. Develop clear performance measures for the App based on this work.	October 2026 (Sam H) June 2026 (Sam H)	Cross referenced with PAM action
3.	Connecting Care to the agreed scope and business case, once agreed	Submit draft Integrated Care Record OBC to Welsh Government with Programme Board approval	March 2026 (Sam H)	Carry on from phase 1 plan
4.	Data Architecture including the National Data Resource and Data Standards.	Identify and implement two use cases to demonstrate the value from the NDR, the proposed use cases being: <ul style="list-style-type: none"> Clinical Coding App live (December 2026) Forecasting Dashboard live (December 2026) 	December 2026 (Ifan Evans) December 2026 (Ifan Evans)	Identify two used cases and confirm timescale for publicising impact
5.	Diagnostics programmes, specifically RISP and LIMS and health board deployment	Organizations in the LIMS Programme migrated to LIMS 2.0. All Health Boards transitioned to TCLE for Cell path, micro and Blood sciences. SBUHB,Cwm Taf Morgannwg,HDUHB & BCU and Velindre (WBS) transitioned to TCLE for Blood Transfusion. LIMS 2.0 Programme Closure Report. All Health Boards and relevant Trusts implement new RISP. All Health Boards and Trusts transitioned from Fuji to Philips. RISP Programme Closure Report.	September 2026 (Michelle Sell) December 2026 (Michelle Sell) December 2026 (Michelle Sell) September 2026 (Michelle Sell) December 2026 (Michelle Sell)	Follow on from phase 1

	Performance Intervention Area	Specific Deliverable / Milestone	Timescale for Delivery / Lead	Notes
6.	Primary care services; including the and ongoing migration to EMIS from INPS (Cegedim) VISION, and support to national primary care programme	Migration roadmap (GP practices from INPS to EMIS) regularly reported to WG. All practices to have migrated to EMIS. Post go-live support completed.	May 2026 (Sam H) September 2026 (Sam H)	Continuation from phase 1 plan
7.	Digital Medicines and prescribing including EPS roll out and development of shared medicines record.	EPS: All GP practices in Wales configured to send prescriptions digitally to a patients nominated pharmacy using the EPS, removing the need to print, wet sign and process paper prescriptions. EPS: All community pharmacies patient medication record systems in Wales configured to receive prescriptions digitally using the EPS. ePMA and SMR: National Secondary Care EPMA Programme Board re-purposed with a central focus to ensure system oversight and reporting on timelines for all suppliers on the multi-vendor framework integrating with the Shared Medicines Record.	Ifan Evans (December 2026) Ifan Evans (December 2026) Ifan Evans (June 2026)	EPS funding dependency Confirm the ePMA milestone reflects the final remit letter and needs WG support
8.	Intensive Care – undertake an assessment on the next steps for this programme, and how it should be resourced and led	Paper submitted to DDaT Leadership Board – 16 March 2026. Weekly reporting to WG against the agreed scope and specification up to 16 March 2026.	March 2026 (Michelle Sell) March 2026 (Michelle Sell)	Future milestones to be agreed after 19 March 2026.
9.	Agreement of core milestones Cancer product development Informatics Programme CANIS replacement	N/A – CANISC replacement programme complete.	N/A	To be agreed with WG

Programme Co-ordination / System Oversight

	Performance Intervention Area	Specific Deliverable / Milestone	Timescale for Delivery / Lead	Notes
10.1	Major programmes - revised approaches and procedures for planning, performance, risk and programme management agreed and implemented.	<p>Develop a portfolio benefits management framework and realisation plan to underpin the approach to benefits management reporting.</p> <p>Articulate realized benefits across NHS Wales / measurable improvements for citizens and clinicians.</p>	<p>Oct 2026 (Ifan Evans)</p> <p>December 2026 (Ifan Evans)</p>	Cross referenced with PAM ask
10.2	Major programmes - revised approaches and procedures for planning, performance, risk and programme management agreed and implemented	Implement at a system level the major programme typology, commercial framework, once for Wales playbook working with WG, including the process for addressing disputes.	June 2026 (Ifan Evans)	Needs agreement/DDaT engagement on how to implement and introduce this approach
10.3	Major programmes - revised approaches and procedures for planning, performance, risk and programme management agreed and implemented.	Develop NHS Wales cyber resilience and security dashboard for NHS Wales with KPIs to monitor system oversight. Establish national governance board setting minimum cyber standards, in order to monitor adherence across NHS Wales organisations.	June 2026 (Sam Lloyd)	Cross reference with PAM ask
10.4	Major programmes - revised approaches and procedures for planning, performance, risk and programme management agreed and implemented.	<p>Commission external independent assessment, in partnership with Welsh Government, of major programme delivery with recommendations for system wide improvements (taking into account DHCW's role, other NHS body roles, WG role) to address:</p> <ul style="list-style-type: none"> DHCW Board scrutiny and objective assurance in relation to programme delivery, risk, and engagement. How risks and failure to deliver milestones are escalated to Welsh Government in a timely and transparent manner As systems leaders in digital healthcare, how DHCW best look beyond your own organisation and guide the health and care system across Wales in adopting appropriate digital solutions, including system oversight on those programmes that you are not leading upon. <p>The external assessment should suggest recommendations to improve DHCW in the areas set out above.</p>	October 2026 (Chris Darling)	<p>WG suggestion.</p> <p>Needs to build on digital blueprint /ways of work</p>

Stakeholder Perceptions

	Performance Intervention Area	Specific Deliverable / Milestone	Timescale for Delivery /Lead	Notes
11.1	Good progress against milestones in the action plan related to the recommendations from stakeholder survey.	OD plan developed for DHCW and the WG digital policy team	June 2026 (Sam Morgan)	Initial DHCW orientation day set for 20 March 2026
11.2	Good progress against milestones in the action plan related to the recommendations from stakeholder survey.	Facilitated session with the DHCW Stakeholder Advisory Group to gather feedback on perceptions of working with DHCW	June 2026 (Ifan Evans)	Session currently planned for 28 April 2026
11.3	Good progress against milestones in the action plan related to the recommendations from stakeholder survey.	User satisfaction on DHCW products, services reported routinely - Embed consistent tooling across DHCW products and services to user feedback.	December 2026 (Sam Hall / Sam Lloyd)	To be routinely reported in DHCW performance report
11.4	Good progress against milestones in the action plan related to the recommendations from stakeholder survey.	Annual feedback from clinicians on digital useability across NHS Wales	December 2026 (Ifan Evans)	Links to DHCW LT strategy objective
11.5	Good progress against milestones in the action plan related to the recommendations from stakeholder survey.	Publish engagement rates and user feedback on DHCW events and digital activities.	December 2026 (Ifan Evans)	
11.6	Good progress against milestones in the action plan related to the recommendations from stakeholder survey.	Deliver all of the Stakeholder Survey Action Plan actions relating to DHCW	July 2026 (Ifan Evans)	Follow on from phase 1 plan
11.7	Good progress against milestones in the action plan related to the recommendations from stakeholder survey.	Undertake Stakeholder Pulse Survey	September 2026 (Ifan Evans)	WG suggestion
11.8	Good progress against milestones in the action plan related to the recommendations from stakeholder survey.	DHCW Board stakeholder engagement with Welsh Government, the P&I Unit	October 2026 (Ruth Glazzard)	RG suggestion

What escalation action will ensure:

- Delivery is consistent
- Governance is transparent
- Expectations are shared across all levels of the system.