Strategic Update
Q1 – 2026/27

Our Strategic Priorities?

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

2 Deliver high quality digital products and services for health and care professionals

- 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
- 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

3 Deliver high quality digital products and services for patients and the public

- The NHS Wales App is used regularly by over a million people

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

5 Be the trusted partner and a high performing, inclusive 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

Delivery Priorities

- Care Data Repository
- National Data Analytics Platform
- National Collaboration Platform
- AI Clinical Coding
- API catalogue
- Results and documents to Cloud
- Integration Service
- Master Patient Index
- Terminology Service
- Data Standards
- Shared Medicines Record
- Information Governance Framework
- Cloud Transition
- Cyber compliance and operations

- Prevention – Vaccines and Screening
- Primary, Community, Mental Health data
- Community Pharmacy
- Emergency Care dataset module
- Intensive Care
- Single Record -patient administration, test requesting, cancer, diabetes and palliative care
- Eye Care Referrals
- Nursing Care Record
- Laboratory Management
- Radiology Management
- Welsh Point of Care Testing
- Cardiac PACs
- Pharmacy Stock Control
- Prescription Transfer / E-prescribing

- NHS Wales App
- Dental Access Portal

- Research and Innovation Strategy
- Academic Partnerships
- Industry Partnerships
- NHS Wales e-library
- Open Access Service
- Analytics Service eg for Strategic Programmes
- Official Statistics
- Artificial Intelligence

- People and culture programmes
- Welsh language delivery
- Digital Inclusion
- Stakeholder partnerships
- Clinical informatics framework

Ministerial Priorities 2026-2029

Priorities	2026-2029 Plans	NHS Wales Planning Framework
Timely Access to Care – reducing waiting times, patient communication, improve patient flow	• New **diagnostic systems** implementations will speed up test turnaround and reduce delays in pathways • Expansion of electronic **test requesting** and results reporting across primary and secondary care will help cut errors and workflow delays. • Expansion of digital **referrals**, replacing paper/email will enable smoother patient transitions between services. • Our work on outpatient modernisation **datasets** will support reduced waiting times and better flow management • We further develop appointment notifications and waiting list visibility in the **NHS Wales App** to reduce DNAs and keep patients informed. • We will help with waiting list management and **operational intelligence** by building waiting list dashboards and reports • **Emergency care** module and digital handover solutions to reduce delays and improve clinical readiness • Our **medicines** deliverables will improve medicines turnaround, safety and pathway efficiency	
Population health and prevention – supporting vaccines, obesity and diabetes prevention and becoming a Marmot nation	• Expansion of the Welsh **Immunisation** System including migration of school-age vaccines and provide digital services for **screening** programmes • Enhancing the **Diabetes** solution • Leveraging clinical and population data to generate actionable insights that **reduce inequalities** and support **prevention** strategies • Consider any **weight management** digital requirements as they arise	
Community by design – integrated services in the community and primary care	• Collaborate on developing a service design and a digital and data plan to support service transformation across community and primary care settings. The **Connecting Care** programme will support the replacement of the Care Director system. Work on an Integrated Care Record View will support integrated patient pathways. Our **Choose Pharmacy** system is being redeveloped – the public have further choice on where to access care in the community	
Mental Health Access – seamless, person centred care	• Collaborate with the Strategic Programme for Mental Health and Welsh Government on the delivery of the **Mental Health** Digital and Data plan.	
Women's Health – health hubs	• Support the ongoing development of **the Women's Health** Hubs, expanding provision of information via the website and developing approaches for better data linkages – Women's Health Network	
Quality and Safety – addressing unwarranted clinical variation. Cancer, circulatory diseases, diabetes and end of life care quality	• Expand the speciality healthcare functionality to optimise secondary healthcare operations across cancer, diabetes and palliative care. • Deliver new cancer data set forms aligned to audit and clinical network requirements • Cancer dashboard development	
Digital Priorities as outlined in additional Planning Technical Guidance 2026-29 and the Refreshed Healthier Wales actions	Mandatory digital strategy alignment with national architecture. ***See Portfolio 1.1 Integrated Data Platform*** Cardiac PACs – ***See 2.6 Diagnostics***, Systemic Anti Cancer Treatment – ***See 2.7 Medicines*** Mandatory cyber-security standards (CAF), IG training ≥85%. Mandatory phasing out of legacy systems. Mandatory adoption of national digital programmes and AI-supported coding. Requirement for 2-year assessment against NHS R&D Framework. Mandatory inclusion of R&D in IMTPs consistent with national standards	

Enablers

System Leadership and Transparency – wellbeing, streamline reporting, innovation, regional solutions	**Cross Government Priorities –** decarbonisation, anti racism, Welsh Language, WBFGA, Value Based Care
Improving Value, Optimising Outcomes Eradicate unsupported systems and devices and ensure a clear cyber response plan for the organisation	**Financial Framework** – within existing resources, savings for non core, GMS investment, Value and Sustainability Board recommendations, estates rationalisation

See Mission 5 and our Finance and Legal and Statutory Obligations Sections

Mission 1 Provide a platform for enabling digital Transformation

Executive Lead Sam Lloyd - Executive Director of Operations

Objectives	Why is this important	How will we measure if we have achieved this objective	Baseline Position	When do we aim to deliver this objective	What are the main change actions we will take to deliver this objective(s)	What are the measures of delivery
Move all our data stores and services to the NDR platform to create a single national clinical data repository	Creates a single clinical repository; enables a shared record, analytics and AI.	Priority stores and services live on NDR; legacy stores decommissioned.	NDR live since Aug 2023; local stores plus reference, demographics and medicines data prioritised.	By 2030, via annual Business Plan / IMTP milestones.	Migrate local data stores; load priority data; build NDR-linked Open APIs.	% stores/services on NDR; decommissions completed; data quality and API milestones.
Redesign our applications and services to a clean architecture which is secure by design and is based on open standards	Reduces technical debt and complexity; improves security, integration and speed to value.	Applications meet secure-by-design, open standards architecture requirements.	Mixed legacy estate with differing standards, interfaces and supplier systems.	By 2030, sequenced through portfolio roadmaps.	Apply architecture standards; expand API platform; work with suppliers on open integration.	% apps conforming to standards; Open APIs published; automated assurance/security checks.
Extend data standards and data components to social care and other partners	Makes health and social care data interoperable across partners and care settings.	Reusable standards / components adopted by social care and partner organisations.	DHCW leads health data standards and participates in FHIR/OpenEHR networks.	By 2030, aligned to partner adoption plans.	Co-design standards; publish reusable components; support partner conformance and uptake.	Standards/components published; partner adoption; conformance and reuse measures.
Establish an all-Wales framework for sharing health and social care data	Enables safe, consistent sharing while protecting privacy and patient data.	National framework approved and used for health and social care data sharing.	IG leadership in place; Code of Conduct pilot and WASPI experience to build on.	By 2030, with framework development started in strategy period.	Develop framework with Welsh Government, ICO and partners; align privacy, access and controls.	Framework sign-off; participating organisations; live sharing agreements/use cases.
Move all our live services to the cloud and close our datacentres	Improves resilience, scalability, cyber security and sustainability; lowers infrastructure cost.	Live services migrated to cloud; legacy datacentres closed.	Two datacentres currently managed; cloud providers in place and shift to cloud underway.	By 2030, with staged migration milestones.	Establish Cloud Centre of Excellence; migrate services; retire datacentre infrastructure.	% live services cloud-hosted; datacentre closure milestones; cost, carbon and resilience metrics.

Mission 1	Provide a platform for enabling digital transformation

Portfolio

1.1 Integrated Data Platform

The National Data Resource programme continued to deliver key national data and analytics capabilities despite ongoing funding uncertainty and workforce constraints. Significant progress was made in expanding the Care Data Repository, completing the Clinical Coding Prototype, supporting the BadgerNet maternity go-live, advancing federated partner migrations to the National Data Analytics Platform, progressing the National Data Catalogue and developing the NDR Onboarding Plan. The programme also continued to strengthen analytical capability across NHS Wales through delivery of the Analytics Learning Programme and Analytics Learning Programme for Leaders, which received exceptionally positive participant feedback. These achievements further support DHCW's strategic ambitions for a digitally enabled, data-driven health and care system in Wales.

1.2 Sharing Data Safely

A final version of the Wales Accord on the Sharing of Personal Information Code of Conduct has been submitted to the Information Commissioner's Office (ICO) and is now subject to its review and amendments. The IMTP milestone has been change-controlled to July '26 to reflect the ongoing consultation process and dependency on regulatory approval. The Extended Data Protection Officer Service for optometry contractors is now live and fully operational, providing information governance support across the sector. Stakeholder engagement through the Information Governance Management Advisory Group has informed future national information governance training requirements. A strategic roadmap will now be developed to support delivery of the identified improvements and the continued development of the national training programme. Procurement for the National Intelligent Integrated Audit Solution has progressed as planned, supporting the requirement to secure a new contract before November 2026 and enabling delivery of the associated IMTP milestone. Q2 plans include the contract award for the NIIAS and agreement of the next steps of clinical risk management standards DCB standards

1.3 Sustainable Infrastructure

The new Cloud Landing Zone (in Azure) for the Cloud Transition Programme has been completed and assured. Migrations are now able to begin. A new Microsoft Enterprise Agreement has been signed which will save more than £30m over 5 years. This will provide Microsoft 365 services (Email, Teams, OneDrive, etc) to all staff in NHS Wales. Training for Copilot chat (AI) has been delivered to over 5000 staff with and was used by approximately 35,000 in the last month. A replacement cloud-based enterprise monitoring solution has been procured to monitor our infrastructure and digital services. Moving into implementation phase ahead of current contract expiry in October. The Digital workplace team have supported the Primary Care team to complete the final migrations of GP practices to the new clinical system.

1.4 Cyber Security and Resilience

The DHCW Cyber Incident Response Policy including Operational Incident Response process has been updated, as well as the National password policy in collaboration with other NHS Wales organisations, which has been technically enforced. Cyber Operations Centre playbooks have been added based on recommendations from a KMPG audit. A national Task and Finish group has been set up to address national operational issues. Support of the Cloud Transition Programme continues, including security assurance of Landing Zones. This quarter saw DHCW's participation in a Welsh Government-run cyber incident exercise. Removal of obsolete encryption protocols is 92% complete and national firewall rule rationalization is ongoing. The Cyber Resilience Unit are working with Welsh Government on preparing for the implementation of the Cyber Security Resilience Bill and have commended full Cyber Assurance Framework (CAF) 4.0 Audits of NHS Wales organisations.

Mission 2 Deliver high quality digital products and services for health and care professionals

Executive Lead Ifan Evans- Executive Director of Digital Strategy

Objectives	Why is this important	How will we measure if we have achieved this objective	Baseline Position	When do we aim to deliver this objective	What are the main change actions we will take to deliver this objective(s)	What are the measures of delivery
All prescribing and medicines management in Wales is digitally enabled	Improves quality and safety through better prescribing, medicines tracking and allergy/adverse-reaction visibility.	Prescribing and medicines workflows are digitally enabled across Wales with a shared medicines record.	Digital Medicines Transformation is underway; medicines processes are not yet fully digital across Wales.	By 2030, staged through IMTP and annual Business Plan milestones.	Complete digital prescribing and medicines rollout; integrate medicines data with records and NDR.	Coverage of settings; e-prescribing adoption; shared medicines record completeness; safety and quality benefits.
All our digital health systems and major social care systems flow data to and from the NDR platform	Brings health and social care data together to support integrated services, modelling and secure sharing.	Major systems exchange data to and from NDR using agreed standards and APIs.	Hundreds of separate applications and services exist, with differing standards and architectures.	By 2030, sequenced through portfolio roadmaps.	Prioritise integrations; apply standards; build NDR data flows and APIs with partners and suppliers.	Systems connected; live data flows; data quality; partner adoption and reuse.
Our core health services are consolidated into a single all-Wales Electronic Health Record application	Reduces complexity, variation and duplication while improving user experience and patient safety.	Core health services use one all-Wales EHR application.	Separate patient administration, clinical records/referrals and local specialty systems are in use.	By 2030, with phased consolidation milestones.	Work with delivery partners and suppliers; rationalise applications; migrate users and data.	Fewer systems/logins; consolidation milestones; digital maturity benchmark; user satisfaction.

Mission 2 Deliver high quality digital products and services for health and care professionals

Executive Lead Ifan Evans- Executive Director of Digital Strategy

Objectives	Why is this important	How will we measure if we have achieved this objective	Baseline Position	When do we aim to deliver this objective	What are the main change actions we will take to deliver this objective(s)	What are the measures of delivery
Our core social care services are consolidated into a single all-Wales Electronic Social Care Record application	Supports joined-up health and social care, reduces duplication and improves data sharing across partners.	Core social care services use one all-Wales Electronic Social Care Record application.	Major social care systems are separate and not fully integrated with the national data platform.	By 2030, aligned to partner adoption plans.	Define common social care requirements; migrate or integrate systems; connect to NDR and sharing framework.	Services migrated; partners onboarded; NDR data flows; adoption and user feedback.
A comprehensive single digital health and care record is used across all settings throughout Wales	Gives a lifetime source of truth and a coordinated view of care.	Record available and used across health and care settings in Wales.	Data currently sits across multiple products, services and settings.	By 2030, via IMTP and delivery roadmaps.	Standardise records; connect EHRs, PHRs and wearables into the personal record.	Settings live; access levels; record completeness and data quality.
Users report a top quartile satisfaction for our products and services	Ensures products meet real needs and support safe, efficient care.	Satisfaction benchmarks reach top quartile for products and services.	User feedback and benchmarking are being developed across services.	By 2030, through product/service reporting.	Embed user-centred design; improve usability; collect consistent feedback.	Satisfaction score; benchmark rank; usage and support trends

Mission 2 Deliver high quality digital products and services for health and care professionals

Portfolio

2.1 Prevention and Public Health

Welsh Immunisation System continued to underpin national vaccination programmes including COVID-19, Respiratory Syncytial Virus, and Flu with the system supporting 13 million vaccination records; 31,424 users and 3,135 locations. Wales participated in its first UK-wide vaccine efficacy analysis using WIS data with reported outcomes including 700 fewer infant A&E admissions; 13% reduction in RSV hospital stays for people aged 75–79 and > £700k estimated NHS cost avoidance. Planning is underway for winter respiratory, due to delays with the cloud landing zone we have deferred our Cloud migration to Q4 but this has enabled us to take forward additional value add work including onboarding the Meningococcal B (MenB) vaccine into WIS ahead of schedule in August. The work enables the Flu, COVID, and RSV Welsh Health Circular, and is on track.

2.2 Primary Care

The GP Migrations were completed to schedule by end of Q1, with all 193 GP practices now in stable operations, a significant achievement. Alongside this, rollout of the Electronic Prescription Service has accelerated, with over 60% of practices now live and full national deployment expected by November 2026. General Practice Discovery work has continued to validate key systemic challenges experienced and produce an as-is service blueprint . This will be used to inform a co-designed roadmap focused on valuable outcomes for clinical experience, efficiency and productivity e.g. reducing administrative burden. Progress continues across national services, including completed enhancements to the Dental Access Portal improving equity and allocation processes with approximately 195,000 registered users. The next phase (budget dependent) will focus on special provisions of dental practices allowing for further ease and allocation of patients. The strategic rebuild of the Choose Pharmacy platform to deliver a more modern, integrated and user-centred service continues. The delivery phase has entered complex technical work and iterations to design following additional usability testing and feedback. The Eye Care e-Referral (OPERAi) is now live across all Health Boards except for Aneurin Bevan University Health Board (ABUHB). To date, 8,768 referrals have been processed through the service since April 2026, supporting digital referral pathways between primary and secondary care. Ambient Voice Technology framework briefing summary has been submitted to Welsh Government for approval. Once executed, the framework will establish a nationally assured framework for safe adoption of AVT solutions in General practice. This pathfinder approach will be assessed for other Primary Care contractors in later phases.

2.3 Community and Mental Health

The Connecting Care programme continues to advance key components: Electronic Health Record contracts have been awarded in two Health Boards for Mental Health, and in one Health Board for Community and Mental Health. Two additional Health Boards have selected their preferred supplier for Mental Health, and implementation planning is under way. To date, all Health Boards have awarded contracts to Access Rio; Weight Management and Mental Health Applications Framework projects remain in the discovery phase; and Care Director exit plans continue in collaboration with the Welsh Local Government Association. The Integrated Care Record workstream has been paused until September 2026 to allow the WLGA to complete discovery work within social care.

Mission 2 | Deliver high-quality digital products and services for health and care professionals

Portfolio

2.4 Planned Care

Software changes to support delivery of the Modernising Outpatient Datasets (MODS) 2 (Activity) dataset were implemented in Betsi Cadwaladr University Health Board (BCUHB), Cwm Taf Morgannwg University Health Board (CTMUHB) and Hywel Dda University Health Board (HDUHB) during June 2026, with the remaining health boards and Velindre University NHS Trust (VUNHST) scheduled to roll out the changes by 1 August 2026. Development work to address bugs within the MODS 1 (Referrals) dataset also continues. Initial workshops have been held with the South-East Wales Regional Working Programme to support the delivery of regional surgical hubs, with further discovery work taking place over the summer to confirm requirements in early September. The proposed approach will be speciality-and region-agnostic, ensuring technical solutions are fit for purpose across all planned surgical hubs and supporting the Welsh Government's commitment to open 10 surgical hubs across Wales during this Senedd term. In addition, Secondary Care Lung Function Testing functionality has been developed and is currently undergoing Systems Integration Testing, with User Acceptance Testing due to commence in July and a phased rollout beginning in Swansea Bay University Health Board (SBUHB) in August.

2.5 Urgent and Emergency Care

While funding confirmation from Welsh Government for delivery of Phase 1 (Scope & Definition) of the Welsh Intensive Care Information System (WICIS) Programme is awaited, maintenance activities continue to ensure all Health Boards are prepared for commencement. Engagement activities with stakeholders from Betsi Cadwaladr University Health Board (BCUHB) took place in June at Ysbyty Gwynedd, Bangor, where senior staff and system users from departments including estates and finance attended to receive a programme update. The visit also included the Intensive Care Unit and High Dependency Units. Following these discussions, a technical site visit will be planned with Ascom to review logistical considerations and propose potential solutions. Progress also continues on the Welsh Emergency Care Data Set (WECDS). At BCUHB, User Acceptance Testing commenced on 22 June and is currently pending sign-off, with a provisional go-live date of 15 July. At Aneurin Bevan University Health Board (ABUHB), Symphony and service readiness have been confirmed; however, progression remains dependent on a Welsh Government decision regarding the new Emergency Department measures.

The WECDS dataset is now available through the Welsh Reference Data and Terminology Service (WRTS) feeds for integration with the Urgent and Emergency Care (UEC) App. Powys Teaching Health Board (PTHB) has been identified as the first Health Board to implement the app, with the Board due to review and approve the proposed timeline on 27 July and the first site go-live proposed for 25 August. Demonstrations and wider engagement activities also continue with Welsh Government, Planning and Improvement colleagues, and Swansea Bay University Health Board (SBUHB).

Mission 2 | Deliver high-quality digital products and services for health and care professionals

Portfolio

2.6 Diagnostics

The legacy Laboratory Information Management System (LIMS) 2.0 programme has agreed a go-live date of 10 August for T3 Microbiology, with T4 Blood Sciences anticipated in early September and T5 Blood Transfusion targeted for the end of October. However, the ISC delivery plan indicates that T4 is not expected to start until the end of September, with T5 not completing until the end of December. As a result, the programme is forecast to overrun into Quarter 3, and Finance is working to understand and minimise any associated costs, with discussions ongoing with the Integrated Care System (ICS). The LIMS support team has also raised a number of concerns regarding ongoing operational support, particularly in relation to patient merging issues. Meanwhile, formal approval to close the Radiology Informatics System Procurement (RISP) Programme was agreed by the RISP Board on 30 June. A detailed closure report will be finalised on 15 July and presented to the senior management board on 21 July for final approval, with a lessons learned report due to be completed by the end of July. While several residual issues remain, primarily involving the supplier and Health Boards, the RISP programme team will remain in place until the end of September to support a smooth transition to business as usual.

2.7 Medicines

Electronic Prescription Service (EPS) is live in all health board areas and is being used by 227 (62%) GP practices, 674 (98%) Community Pharmacies and 4 (100%) of Dispensing Appliance Contractors (DACs) to digitally send and receive prescriptions, benefitting 888,000 patients. On target to offer EPS to all GP practices by 30th November 2026. Since November 2023, 26.3 million prescription items have been claimed through EPS. All GP practices have migrated to the GP-EPS enabled system supplier. Enhancements to GP-EPS enabled system delivered, including enabling patients to make a (1) one-off pharmacy nomination to receive their prescription digitally without altering their usual pharmacy nomination and (2) enabling GP practices to search for EPS-enabled pharmacies by postcode. Software testing commenced to enable EPS use in hospital GP Out of Hours settings. With regards to Secondary Care electronic Prescribing and Medicines Administration (ePMA), all health boards and Velindre Cancer Centre (VCC) have signed contracts with a system supplier from the multiple vendor framework. Since last reporting period, Powys Teaching Health Board (5th May) and Aneurin Bevan University Health Board (8th June) commencing ePMA early adopters both reading and writing medicines information with the Shared Medicines Record (SMR). This brings the total number of health boards live with ePMA to 6/8 including Cardiff and Vale University Health Board, Betsi Cadwaladr University Health Board, Cwm Taf Morgannwg University Health Board and Swansea Bay University Health Board (pathfinder) in implementing their ePMA systems. Hywel Dda University Health Board and VCC are planning their ePMA implementations to start for this calendar year. Migration of patient allergies and intolerances from the legacy allergies and intolerances data store into the SMR was completed on 24th June 2026.

Mission 3 Deliver high quality digital products and services for patients and the public

Executive Lead Sam Hall - Director of Primary, Community & Mental Health Digital Services

Objectives	Why is this important	How will we measure if we have achieved this objective	Baseline Position	When do we aim to deliver this objective	What are the main change actions we will take to deliver this objective(s)	What are the measures of delivery
The NHS Wales App is used regularly by over a million people	Helps people access results, medicines and information, and take part in care.	Regular app usage exceeds one million people with access to personal data.	NHS Wales App is live and expanding functionality and adoption.	By 2030, with staged adoption milestones.	Expand app services; improve accessibility; maintain non-digital alternatives.	Monthly active users; service uptake; accessibility and inclusion metrics.

3. Deliver high quality digital products and services for patients and the public

Portfolio

3.1 Patient Facing Products and Services

The NHS Wales App continues to demonstrate significant growth and impact, with 1.81 million patients registered by the end of the quarter. The platform has become an increasingly important channel for accessing healthcare services, supporting the ordering of over 4.3 million repeat prescriptions, the booking of more than 240,000 GP appointments, and the delivery of over 1.63 million appointment and referral notifications across Wales.

Strong progress has been made in establishing governance and strengthening stakeholder engagement. The inaugural meeting of the Patient-Facing Digital Services Advisory Group was held in May 2026, introducing new governance arrangements for the NHS Wales App. Engagement sessions with Health Boards have also helped to align priorities, support collaborative planning, and inform the future roadmap. User insight continues to shape service development, with over 1,400 survey responses collected to better understand user experience and guide future enhancements.

Delivery activity has advanced across several strategic workstreams. Key achievements include the initiation of prototype work on Welsh language login screens in partnership with NHS England, progress towards the implementation of Patient Reported Outcome Measures (PROMs) notifications, and the design of a new user onboarding journey informed by user research. Enhancements have also been delivered to improve accessibility and user experience, including bug fixes, design improvements for all users, and new capabilities supporting online pharmacy services and electronic prescription management.

Looking ahead, focus remains on reducing technical debt and completing migration activities to a modern software development framework. Plans for the next phase of app development have been reviewed and are aligned to the anticipated completion of migration activity in October 2026, subject to funding confirmation. Overall, the quarter has seen continued growth in user adoption, strengthened governance and stakeholder engagement, and steady progress in delivering improvements that enhance the accessibility, functionality, and long-term sustainability of the NHS Wales App.

Mission 4 Drive better values and outcomes through innovation

Executive Lead: Rhidian Hurle – Executive Medical Director

Objectives	Why is this important	How will we measure if we have achieved this objective	Baseline Position	When do we aim to deliver this objective	What are the main change actions we will take to deliver this objective(s)	What are the measures of delivery
An NDR Secure Data Environment provides access for research while protecting privacy	Enables whole-system research using Welsh data while maintaining trust.	Secure Data Environment available for approved research and innovation.	NDR is the foundational data layer for future research capability.	By 2030, with research partnership milestones.	Build SDE capability; define controls; support funded research partnerships.	Approved projects; datasets available; privacy controls; research outputs.
A national information and data insights service demonstrates net benefit and value	Supports better decisions, reporting, forecasting and resource allocation.	Insights service produces evidence of benefits and value for health and care.	Data supports process design, reporting and decision making.	By 2030, aligned to benefits reporting.	Develop insights service; publish value measures; support partner modelling.	Insights delivered; benefits evidenced; decisions supported; value reported.
Deploy AI and automation, safely and ethically, to deliver year-on-year productivity improvements across NHS Wales	Uses data and digital tools to improve productivity, care quality and decision support.	AI and automation deployed safely with measurable annual productivity gains.	Opportunities emerge from NDR, analytics and digital record capabilities.	By 2030, with year-on-year tracking.	Create safe governance; identify use cases; deploy automation and decision support.	Use cases live; productivity gains; assurance completed; adoption rates.

4. Drive better values and outcomes through innovation

Portfolio

4.1 Research, Innovation and Knowledge Management

Under this portfolio, DHCW has made a positive start to the delivery of its Business Plan objectives. DHCW strengthened its innovation and research capabilities through completion of a BSI ISO 56001 Innovation Management gap analysis, and dedicated innovation structures, including a funded Data & Digital Innovation Special Interest Group. This quarter saw an improvement in research governance and data access arrangements. Namely, the team supported national research through the Barrett's Oesophagus Sponge Test 4 (BEST4) clinical trial data-sharing agreement. This further supports and strengthens collaboration between DHCW and future research initiatives. The next quarter will focus on delivering the refreshed Research & Information strategy and increasing the usage of the E-Library and DHCW authored Open Access publications

4.2 Value from Data

This quarter, the Value from Data Portfolio strengthened data-driven decision-making across NHS Wales through improved dashboards, research recognition, national PROMs development and enhanced migration governance. We delivered and enhanced dashboards to support service planning, performance management and insight across areas including pelvic fractures, palliative care, falls, costing, and Welsh Care Records Service (WCRS)/Welsh Results Reports Service (WRRS) activity. Our profile and analytical reputation has been strengthened, through peer-reviewed research, UK patient reported outcome measures (PROMs) Conference acceptance, The Organisation for Economic Co-operation and Development (OECD) Patient-Reported Indicator Surveys (PaRIS) participation and national award shortlisting. We advanced the national PROMs capability through the successful testing of data flows into patient- and cohort-level dashboards. Over the quarter, we have improved migration governance, through a newly formed Data Delivery Group, an approved ISD Migration Plan and clearer visibility of migration priorities. Collectively, these achievements improve the availability, quality and use of data across NHS Wales, enabling better benchmarking, planning and performance management, while supporting opportunities to reduce unwarranted variation in care.

Portfolio 4.3 AI and Emerging Technologies

The focus this quarter has been establishing the foundations required to deliver the DHCW Artificial Intelligence (AI) Strategy, approved in April 2026. Priority has been given to developing a proportionate governance and assurance framework for AI within DHCW, including a Responsible Use of AI Policy and supporting AI Lifecycle Management standard operating procedure. DHCW has worked closely with Welsh Government, including the Office for AI, to align and shape emerging approaches with wider public-sector frameworks, whilst engaging health board colleagues to explore options for a common approach to AI governance across health and care in Wales. These foundations will support the safe, transparent and responsible adoption of AI technologies, whilst providing a platform for future NHS Wales collaboration and standardisation.

Mission 5	Be the trusted strategic partner and a high Performing, inclusive organisation
Executive Lead	Sam Morgan - Director of People and Organisational Development

Objectives	Why is this important	How will we measure if we have achieved this objective	Baseline Position	When do we aim to deliver this objective	What are the main change actions we will take to deliver this objective(s)	What are the measures of delivery
An academy approach to developing people through talent and leadership programmes, aligned to the Digital and Data Profession Capability Framework	Builds the skills and leadership needed to deliver digital transformation.	Academy model established and aligned to the capability framework.	Large technical workforce and established staff engagement.	By 2030, through workforce plans.	Develop academy offer; align role pathways; deliver talent and leadership programmes.	Participation; capability progression; retention and internal progression.
A secure, long-term financially stable position	Supports sustainable delivery and agile prioritisation of digital investment.	Financial plans show long-term stability and value-based prioritisation.	Investment decisions link to IMTP, strategy and business planning cycles.	By 2030, through planning cycles.	Strengthen value-based decisions; align business cases to strategic priorities.	Financial plan status; value delivered; investment aligned to priorities.
At least a 34% lower carbon footprint with a clear route to achieving net-zero	Reduces environmental impact and supports a sustainable digital organisation.	Carbon footprint at least 34% lower with a route to net-zero.	Carbon reduction is a strategic organisational objective.	By 2030, with net-zero milestones.	Reduce infrastructure footprint; support cloud transition; track emissions/actions.	% carbon reduction; net-zero milestones; emissions reporting.
Work with partners and stakeholders to deliver a prioritised pipeline of future programmes and projects	Ensures transformation is co-designed and focused on highest-value needs.	Prioritised pipeline agreed and delivered with partners and stakeholders.	DHCW works with Welsh Government, NHS Wales, social care and partners.	By 2030, refreshed through IMTP.	Strengthen engagement; prioritise pipeline; align requirements and roadmaps.	Pipeline agreed; programmes delivered; partner satisfaction and benefits.
Top quartile staff and stakeholder engagement	Shows DHCW is trusted, inclusive, high performing and able to attract talent.	Staff and stakeholder engagement measures reach top quartile.	Strategy development involved staff and partners at scale.	By 2030, via engagement surveys.	Improve culture, inclusion and communications; act on feedback.	Survey scores; benchmark rank; response rates; action completion.

Mission 5	Be the trusted strategic partner and a high Performing, inclusive organisation

Portfolio

5.1 Our People and Culture

During Quarter 1, DHCW strengthened staff and stakeholder engagement through a continued focus on listening, involvement and transparency. Analysis of the 2025 NHS Wales Staff Survey was completed and shared widely across the organisation, with a stakeholder workshop held to identify priorities and inform improvement actions. Leadership visibility was enhanced through engagement sessions with colleagues across DHCW, while the annual Health and Wellbeing Plan and Equality, Diversity and Inclusion Plan were co-designed, approved and published in partnership with staff networks and stakeholders. A range of wellbeing, inclusion and awareness activities further supported staff voice, belonging and engagement. Progress was also made in developing the Culture Roadmap 2026–27, exploring a 360 Feedback Tool to strengthen leadership development, and maintaining effective Social Partnership arrangements and stakeholder engagement through governance and partnership forums. Collectively, these actions demonstrate positive progress towards achieving top quartile staff and stakeholder engagement and provide a strong foundation for continued improvement throughout the year. We continue enhancing our approach to developing our professions, through the launch of the Digital Learning Portal (MY LMS), with courses and catalogues targeted to specific job families and are working with Heads of Service and Heads of Profession to increase these offerings; Government Digital and Data (GDaD)-aligned role profiles and career pathways, leadership development, and targeted cloud/data/AI capability programmes. We have made significant progress towards role-based pathway alignment, with 149 GDaD roles identified to date. Of these, 93% are now aligned to the GDaD Framework and supported by GDaD skills and job descriptions. A Strategic Workforce and Capability Planning Framework has also been drafted, setting out a consistent approach to early career pathways, including work experience, apprenticeships and graduate programmes. The framework supports structured development, progression and career transition opportunities.

5.2 Stakeholder Engagement and Partnerships

During Q1, progress was made on refreshing the organisational Engagement Strategy, with consultation for initial drafting completed, and final draft on track for further consultation and governance in Q3. A baseline assessment on Engagement Plans in place for DHCW National Programmes took place, and a Work/Support Package model for programmes established with development of programme engagement impact measures in progress. Capability-building activity included the relaunch of the Communications and Engagement Network as a Community of Practice, engagement breakout sessions at Staff Conference, and embedding engagement practice within the PMO Playbook. Strategic engagement approaches with NHS Wales Partners, commercial organisations and public stakeholders were reviewed to inform future working and priorities across these areas. An executive prioritisation workshop was also delivered to align strategic engagement activity with joint priorities. Progress was also made in establishing Elevate: Women in Digital, including drafting of a workplan, informed by engagement sessions during Q1, and drafting of a Terms of Reference (ToR) and membership for the Advisory Group that will support this work going forward. Digital Inclusion activity in Q1 focused on building an understanding of digital accessibility. A series of TenTalks were attended by almost 300 staff from across the NHS and included input from partners such as Microsoft, AbilityNet and RNIB. Topics included lived experience and best practice in inclusive design and communications. Focus remained on building relationships with new Welsh Government digital inclusion projects across Wales and research into a Digital Inclusion Playbook is underway.