Appendix 2 – Delivery Plans

Acronyms

Programmes and Projects	Programmes and Projects
OTP: Outpatients Transformation Programme	ACD – Acute Care Director
MDP – My Digital Portal	ADC – Area Director Central
DSPP – Digital Services for Public and Patients Programme	AD-CP – Assistant Director – Corporate Planning
PRPT – Patient Record Transition Programme	AD-S&BA - Assistant Director - Strategic And Business Analysis
OTP – Outpatients Transformation Programme	BCM – Business Continuity Manager
CPAWP - Collaborative, Productivity and Agile Working Programme	CCIO - Chief Clinical Informatics Officer
STP – Service Transformation Project	CDA – Clinical Director Audiology Services
	CDTS - Clinical Director Therapy Services
	CIO – Chief Information Officer
	CP – Chief Pharmacist
	CPRS – Consultant Physician Rheumatology Services
	DHO – Deputy Head of Information
	DWS – Director Women's Services
	EDPC – Executive Director for Primary and Community
	ED-WOD – Executive Director – Workforce and Organisational Development
	HICTS - Head of ICT Services
	HICTS – Head of ICT
	HIPAI – Head of Informatics Programmes, Assurance and Improvement
	HOI – Head of Information
	HOP&CE – Head of Patient & Carer Experience
	HPRDI – Head of Patient Records and Digital Integration
	PMOTP – Programme Manager – Outpatients Transformation Programme
	SBA – Senior Business Analyst
	SLNIS - Senior Lead Nursing Informatics Specialist

Please note: The dates below shaded in colour are the delivery dates.

Experience	Ref.	Action	Lead	2021/22	2022/23	2023/24
Ambition 1 - Enabled Patients and Carers						
I am communicated in a way that is best for me	1.1	OTP: To develop e-Referrals (Note: This cannot be delivered until WPAS is in place so an alternative will be assessed)	PMOTP/HIPAI	Business Case Dependant		2024/25
	1.2	OTP: Continue the Implementation of Virtual Consultations	PMOTP	Business Case Dependant		
	1.3	OTP: To develop and deliver a plan to improve patient communication	PMOTP	Business Case Dependant		
	1.4	OTP: The use of artificial intelligence for validation	PMOTP	Business Case Dependant		
	1.5	MDP: Development of digital letters and text reminders through NeoPost (Interim until WPAS is live)	HOI			
	1.6	Online appointments in Secondary Care is WPAS dependant			TBC	2024/25
	1.7	To plan any new patient digital systems so they take the language/method/format into account (Includes the Welsh Language)	HIPAI			
I am listened to	1.8	To embed a user-centred design approach into the implementation of patient focused systems.	HIPAI			
	1.9	To implement Patient Experience System	HOP&CE	Business Case Dependant		
I have a better patient experience and quality of care	1.10	Implementation of the Digital Health Record (for reporting purposes this will be covered in the Connected Staff Ambition)				
	1.11	To keep up to date with the Technology Enabled Care (TEC Cymru) Centre to identify and prioritise TEC projects for care closer to home.	HIPAI			
	1.12	To assess the impact on patient safety through our benefits realisation framework.	SBA			
I trust that my data is safe	1.13	Please see Enabler 1 Delivery Plan – Cyber Security and Resilience				

Experience	Ref.	Action	Lead	2021/22	2022/23	2023/24
I can actively manage my care	1.14	DSPP: To work support the national development of the Digital Services for Public and Patients Programme. (Patient Portal Gateway)	HOI/HIPAI/ HPRDI/CCIO			
	1.15	DSPP: To implement the Patient Portal (DSPP).	CIO	Early Stages National Project		2025/26
	1.16	Promote the "Finding Health Information Online" leaflet	HOI			

Ambition 2 – Connected Staff

Experience	Ref.	Action	Lead	2021/22	2022/23	2023/24
Ambition 2 - Connected Staff						
I am able to make better decisions. I have the right data at the point of care	2.1	PRTP: Implementation of the Digital Health Record	HPRDI			
	2.2	PRTP: Implementation of WNCR	SLNIS	Business Case Dependant		
	2.3	STP: Implementation of the Welsh Patient Administration System – West into Central	HIPAI	Business Case Dependant		
	2.4	STP: Implementation of the Welsh Patient Administration System – Single Instance	HIPAI	Business Case Dependent		
I can use a range of digital communication methods to suit my patients needs	2.5	OTP: Implementation of Virtual Consultations (Covered in Ambition 1)				

I have the digital skills, confidence and the right equipment to do my job	2.6	Develop a Digital Skills Plan working collaboratively with our key partners. (Right devices covered in Enabler 1 – Strengthened Digital Foundations)	ED - WOD	Business Case Dependant		
I am actively involved in improving my service	2.7	Implementation of user centred design in the development/implementation of new systems	HIPAI			
I can work effectively as part of an internal team or with key partners	2.8	CPAWP: Implementation of a Community Information Sharing System	HIPAI	Business Case Dependant		
	2.9	CPAWP: Full roll out of Office 365 (Collaborative)	HICTS			
	2.10	CPAWP: Roll out of the Office365 Power Applications and Power Business Intelligence (Productivity)	HICTS			
I can work more efficiently through new ways of working	2.11	CPAWP: Implementation of Single Sign on.	HICTS	Business Case Dependant		
	2.12	OTP: Implementation of e-Referrals (Covered in Ambition 1)				
	2.13	PRTP: Digitise Clinical Letters (Digital Dictation & Speech Recognition) Project	HPRDI			
	2.14	PRTP: Implementation of Results Management Project	HPRDI			
	2.15	STP: Implementation of Symphony/WEDs	HIPAI			
	2.16	STP: Intensive Care Unit – implementation of Digital Intensive Care Project	TBC	National Funding Dependant		
	2.17	STP: Feasibility of a Digital Ward	HIPAI	National Funding Dependent		

	2.18	STP: Pharmacy – Implementation of Medicine Transcribing and E-Discharge Project (MTeD)	CP	Business Case Dependant		
	2.19	STP: Implementation of Medicine Management and e-Prescribing	CP	National Funding Dependant		
	2.20	STP: Implementation of the EyeCare Programme	ACD	Business Case Dependant		
	2.21	STP: Assess the feasibility of the implementation of WPRS (e-Referrals internal Secondary Care)	HIPAI	Business Case Dependant		
	2.22	STP- Maternity Services Information System	DWS	Business Case Dependant		
	2.23	STP: Implementation of Rheumatology	CPRS	Business Case Dependant		
	2.24	PRTP: Implementation of an Audiology System Therapy	CDA	Business Case Dependant		
	2.25	CPAWP: Therapy Manager - Replacement - options appraisal to be undertaken 2021	CDTS		Business Case Dependant	

Enabler 1 - Strengthened Digital Foundations

Enabler	Ref.	Action	Lead	2021/22	2022/23	2023/24
Our ICT infrastructure, systems, devices and support provided are suitable for today and the future						
Building Strong, Fast and Resilient Networks	3.1	Using Optical Spectrum Access (OSA) technology over dedicated optical fibre circuits to increase bandwidth and resilience between Data Centres and District General Hospitals	HICTS			
	3.2	Increasing bandwidth to Community Hospitals and Health Centres utilising Welsh Government funding made available via the North Wales Economic Ambition Board	HICTS			
	3.3	Continuously building additional WiFi capacity and extended coverage for improved corporate and patient access	HICTS			
Devices to Use Anytime Anywhere	3.4	Finalise migration of PC and Laptop estate to Microsoft Windows 10 and reduce hardware lifecycle to enhance user experience and productivity	HICTS			
	3.5	Develop software deployment methods to enable rapid roll-out of PC's, Laptops, Tablets and Mobile Phones	HICTS			
	3.6	Continued roll-out of Microsoft Office 365 to further support collaboration, improved communication and agile capability to work anywhere	HICTS	Please see Ambition 2 – Connected Staff		
Core Systems in Place and Business Continuity	3.7	Implementation of WPAS – Single Instance	HIPAI	Please see Ambition 2 – Connected Staff		
	3.8	Implementation of a system that enables sharing patient data with our key partners	HIPAI	Please see Ambition 2 – Connected Staff		
	3.9	Business Continuity Plans in place for all systems across the organisation	BCM			
Systems can Talk to Each Other	3.10	Work at a National level to support the development standards for integration/interfacing				
	3.11	Undertake integration assessments when implementing any new systems	HPRDI /HIPAI			
	3.12	Develop a business case to develop a pilot for integration between Primary Care and Secondary Care systems	HIPAI			
High Availability Server Infrastructure	3.13	Completion of move to fully virtualised server architecture to support hybrid cloud infrastructure enabling the Health Board to consume services to meet changing service requirements	HICTS			
	3.14	Employ Storage Virtualisation technologies to create a demand responsive and resilient storage architecture	HICTS			

	3.16	Robust management maintaining high levels of availability and resilience delivering key clinical and business systems across geographically diverse Data Centres	HICTS			
Modern Feature Rich Telephony Platform	3.17	Finalise IP Telephony migration to enable utilisation of wider functionality and decommissioning of legacy telephony systems	HICTS			
	3.18	Development of contact centres for Health Board managed GP practices in-line with GMS standards	HICTS			
	3.19	Further develop mobile application deployment and device management to better support mobile workforce	HICTS			
A Digital Service that is Fit for the Future	3.20	Develop customer engagement to fully capture technology requirements in order to inform and align ICT service delivery and meet customer expectations	HICTS			
	3.21	Develop ICT support processes to achieve Service Desk Institute (SDI) accreditation in order to consistently deliver industry best practice ICT service management	HICTS			
	3.22	Review Informatics Support Model and pilot a new model in Mental Health and our Community Resource Teams, incorporating best practice in communication technology	HIPAI			
Maximising the use of Existing Systems	3.23	Upgrade WLIMS	HICTS			
	3.24	Undertake a review of the usage of our key systems and provide staff with the support to use the systems better.	HIPAI			

Strong information, security and governance

Cyber Security and Resilience	3.25	Achieve Cyber Essentials (CE), IASME and ISO 27001 Certification	HICTS	Dates to be confirmed		
	3.26	Put in place the necessary requirements to fulfil the statutory Network & Information Systems Regulations Directive (NIS-D)	HICTS	Dates to be confirmed		
	3.27	Regular internal vulnerability assessments and external Penetration Tests to provide assurance of the Health Boards security posture	HICTS			

Best Value out of Suppliers

Value Based Procurement and	3.28	Work collaboratively with NWSSP to strengthen procurement processes. use Value Based Procurement where appropriate and to gain maximum value from our contracts (Including Social Value)	HIPAI			

| Contract Management | 3.29 | Develop a whole lifecycle relationship management model (Includes contract management) | HIPAI | | | |
| | 3.30 | Annually develop a joint plan for the year ahead with DHCW | HIPAI | | | |

Enabler 2 – Information to Improve

Enabler	Ref.	Action	Lead	2021/22	2022/23	2023/24
Information To Improve						
Health Analytics Unit	4.1	Develop a Business Case for the Health Analytics Unit	DHI			
Business Intelligence and Robotics	4.2	Increase the use of BI Dashboards	DHI			
	4.3	Development of a Self-Service Model	DHI			
	4.4	Review of Power BI and IRIS	DHI			
	4.5	Pilot Robotic Process Automation	DHI			
Clinical Coding Standards and Automation	4.6	Adoption SNOMED	HOI			
	4.7	Increased Automation of Clinical Coding	HOI			
National Data Resource Programme	4.8	Establish a Real-Time Messaging Framework	HOI			
	4.9	Establish National Data Store (Using Cloud & 'Big Data' Methodologies)	HOI			
	4.10	Provide access to modern data toolkits to support advanced analytics	HOI			
	4.11	Access additional datasets (i.e. WAST, 111,)	HOI			

Enabler 3 - Digital Organisation

Enabler	Ref.	Action	Lead	2021/22	2022/23	2023/24
Think Digital						
	5.1	Baseline our Digital Maturity (Includes Leadership & Capabilities)	HIPAI			

Digital Maturity and Governance	5.2	Develop a Digital Maturity Action Plan	HIPAI			
	5.3	Undertake a review of Digital Governance as to incorporate the Digital Strategy	?			
	5.4	Chief Information Officer to sit on the Board (Or Board approved digital representative)	CEO			
	5.5	Develop a Communication Plan to raise awareness of the Strategy	HIPAI			
Re-branding	5.6	Re-brand the Informatics Service	HIPAI			
Digital Service Standards	5.7	To adopt the Digital Service Standards Wales	CIO			
	5.8	To integrate the Digital Standards Wales into the Programme/Project Documentation	HIPAI			
Finance and Planning	5.9	Corporate review of the Business Case so it fully captures digital requirements	AD-S&BA			
	5.10	Implement a Management of Portfolio approach which includes a full review of governance of Digital Programmes/Projects	HIPAI			
	5.11	Allocate a lead from Informatics to have overview of all external funding	CIO			
	5.12	Review the Corporate Planning process and templates to ensure that service digital requirements are fully captured	AD-CP			
Delivery and Making a Difference	5.13	Review of Project Management Framework to become more agile	HIPAI			
	5.14	Develop and implement a Programme Management Framework	HIPAI			
	5.15	Implementation of Management of Portfolio	HIPAI			
	5.16	Develop and fully implement a Benefits Realisation Framework (Including Training/Support)	HIPAI			
	5.17	Undertake research on the impact of systems on patient safety and outcomes and integrate the findings into the Benefits Realisation Framework	HIPAI			
Workforce Planning	5.18	Develop and Informatics 5 year Workforce Planning Strategy and Implement	HIPAI			
Staff Involvement	5.19	Fully assess the level of staff engagement in all project engagement and communication plans.	HIPAI			
	5.20	Appointment of a Clinical Digital Nurse Lead	CCIO			
	5.21	To use the Competency Framework for Clinical Informaticians to develop a training needs analysis for existing Clinicians and part of the induction process for new Clinicians taking on this role	CCIO			
Continued Engagement	5.22	Set up a virtual digital patient group	HIPAI			
		Do a follow up public/patient engagement to monitor changes in perception from the first engagement	HIPAI			

Enabler 4 – Strong Partnerships

Enabler	Ref.	Action	Lead	2021/22	2022/23	2023/24
Strong Partnerships*						
Information Sharing	6.1	To develop an Information Sharing Agreement and embed it into practice	ADC			
Delivering what is needed together	6.2	Project Staff to attend training and provided with support to work co-productively	HIPAI			
	6.3	Allocate a Partner Lead from Informatics	HIPAI			
Joint Health and Social Care Digital Strategy	6.4	To assess the feasibility with all 6 Local Authorities in North Wales for a Digital Strategy for Health and Social Care	HIPAI			

* Note: a lot of the partnership actions are covered in the ambitions and other enablers.

Enabler 5 – Digital Inclusion

Enabler	Ref.	Action	Lead	2021/22	2022/23	2023/24
Digital Inlcusion						
Digital Communities Initiative	7.1	To continue to be part of the Digital Communities Initiative				
	7.2	Develop and integrated Digital Strategy for the Personalisation of Health and Social Care		To be confirmed with Partners		

Enabler	Ref.	Action	Lead	2021/22	2022/23	2023/24
Embedding Digital Inclusion	7.3	Sign up to the Digital Inclusion Charter	CIO			
	7.4	Develop a Digital Inclusion Impact Assessment utilising the Digital Inclusion Checklist	HIPAI			
	7.5	Undertake a Digital Inclusion Impact Assessment for all digital service changes that we make	HIPAI			
Digital Communities Wales	7.6	Further develop the relationship with Digital Communities Wales and report on what work they are doing with the Health Board as a way of sharing good practice	HIPAI			

Enabler 6 – Embracing Innovation

Enabler	Ref.	Action	Lead	2021/22	2022/23	2023/24
Embracing Innovation						
Research and Development	8.1	Work with HE and FE nationally and locally	CIO			
	8.2	Work with BCU Research and Development	CIO			
	8.3	Work with the Regional Innovation Hub (RRIICH)	CIO			
	8.4	Have a Research and Development Lead for Informatics and share with all services				
	8.5	Learn from best practice	ALL			
Small Business Research Initiative	8.6	To continue to host the National Small Business Research Initiative Centre of Excellence.	LJ			
	8.7	To lead on work with the other 4 UK SBRI nations to develop and run a UK wide challenge.	LJ			
	8.8	To continue to collaborate with colleagues across public sector organisation within Wales to identify unmet needs and run challenges within industry.	LJ			
	8.9	To strengthen the Centre's innovation footprint and standing across Wales.	LJ			
	8.10	To work with procurement colleagues across Wales to ensure procurement and adoption of successful solutions.	LJ			