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Welsh Ambulance Services  
University NHS Trust



WELSH AMBULANCE SERVICES UNIVERSITY NHS TRUST

# OUR DIGITAL PLAN

2024 - 2029





# FOREWORD

*Ceri Jackson, Non-Executive Director  
and Vice Chair*

I am delighted to be able to introduce our 2024-29 Digital Plan, which represents such an important milestone in our digital journey. It's the culmination of many months of work for colleagues across the organisation and especially in our digital team, who are among our many unsung heroes who work so hard to make sure that our digital systems serve our people and our patients.

Digital capability is pivotal to achieving our ambition set out in our long-term strategy – Delivering Excellence; we want to provide the right care and advice in the right place every time. Digital systems are the backbone of healthcare delivery and, as technology develops apace, there are exciting opportunities to harness for our patients and our people to make sure that we not only have the “digital basics” right, but also the right digital and data infrastructure.

This Digital Plan is informed by the people we are here to serve, our staff and volunteers. Digital inclusivity and quality are key considerations in this plan, ensuring our services are user friendly and accessible to meet the needs of communities across Wales.

And, of course, the digital landscape is rapidly evolving and providing us with new and exciting opportunities to do things differently. Using technology and data to enable us to be the best we can be, to drive improvements, safety and improved colleague and patient experience is at the heart of this Digital Plan.



# DIRECTOR INTRODUCTION

*Jonny Sammut,  
Director of Digital Services*

A circular portrait of Jonny Sammut, a man with a beard and mustache, wearing a dark suit, white shirt, and dark tie. The portrait is set against a dark background and is framed by a thick green border. The background of the entire page features a blurred image of a hospital interior with yellow and blue lighting, and a large green curved graphic element on the left side.

It is with immense pride and great anticipation that we present the revised Digital Plan for the Welsh Ambulance Service. In a rapidly evolving digital landscape, our commitment to delivering exceptional care has never wavered. This plan marks a significant milestone in our journey to harness the power of technology and data to enhance the services we provide to the people of Wales.

We recognise that our digital transformation is a collective effort. It's the result of invaluable feedback from our staff, patients, and stakeholders. This revised plan reflects their voices, needs, and aspirations. It's a testament to our unshakeable dedication to being more than just a service provider; we are a vital part of our communities.

At the heart of this plan is a commitment to excellence. We are investing in cutting-edge technology, from advanced dispatch systems to enhanced telehealth services, ensuring our teams are equipped with the best tools to do their jobs effectively. We are fostering a culture of continuous improvement and innovation, empowering our staff with the skills and knowledge to thrive in this digital age.

Our enthusiasm for this digital journey is matched by our gratitude for the unwavering support we've received. As we embark on this exciting new chapter, we do so with a sense of responsibility and optimism. We are excited about the possibilities this plan unlocks and the positive impact it will have on the health and well-being of our communities.

Together, we are building a future where the Welsh Ambulance Service is synonymous with digital excellence in healthcare. We invite you to join us on this journey, to share in our vision, and to witness the transformative power of technology in action.

***Thank you for your continued support and trust in our mission.***

***Jonny***

# INTRODUCTION

The digital landscape within the healthcare sector has undergone rapid evolution over the past few years, driven by technological advancements, shifting patient expectations, and the increasing necessity for efficient healthcare delivery.

The Welsh Ambulance Services University NHS Trust (WAST), as a critical tranche of Wales' healthcare infrastructure, has made significant strides in embracing digital technologies to enhance service delivery, patient experience and operational efficiency. However, the fast-paced nature of digital innovation and the evolving challenges in healthcare necessitate a proactive and strategic refresh of our Digital Plan.

Often when we think of 'Digital', we think of outputs, such as tools, hardware, software, but when we instead position digital as the opposite of analogue, and see it as an experience we see what value investment in Digital could bring. 'Digital' is the organisation of knowledge, it is automation, it connects systems, intelligence and people, and can open up (and speed up) pathways and make recommendations.

In WAST, the Digital Directorate comprises of three core operations, each with a range of specialist technical and non-technical functions within them. Understanding the current setup of the digital directorate and their workload allocation is crucial for several reasons:



It provides us with a clear picture of our **digital capabilities**, identifying strengths and areas for improvement. This insight is fundamental to ensuring our Digital Plan refresh aligns with our operational realities and leverages our current strengths while addressing gaps.



Knowledge of the current workload allocation helps us identify potential for **efficiency gains**, opportunities for reallocating resources to higher priority areas, and areas where investment in additional resources or technologies may be required. This ensures that our Digital Plan is both realistic and achievable, setting a solid foundation for the successful implementation of new digital initiatives aimed at enhancing service delivery and operational efficiency within the Trust

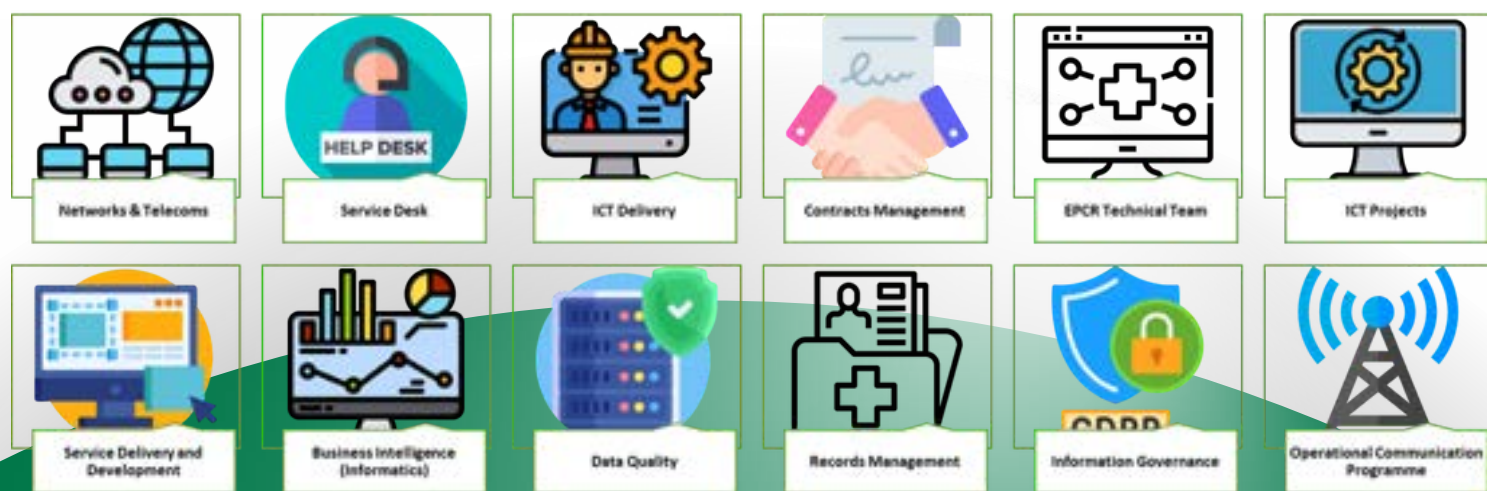


The digital world is rapidly evolving, with new technologies, user expectations, and competitive pressures emerging at an unprecedented pace. This realisation serves as a crucial backdrop for our discussion on the necessity of refreshing our Digital Plan. It is essential to acknowledge that while we have made significant progress, we have not fully realised our **digital aspirations**.

# WHAT ARE DIGITAL SERVICES?

The Digital Services function is responsible for implementing and managing innovative digital solutions, from advanced dispatch systems and telehealth services to data analytics and cybersecurity measures.

The Digital Services Directorate oversees the development, implementation, and management of all the Trust's digital and technological aspects critical to the organisation's operations. This includes maintaining and upgrading dispatch and communication systems, developing telehealth platforms, ensuring robust cybersecurity measures, and utilising data analytics to improve service delivery. Additionally, the directorate is responsible for training staff on new digital tools, fostering digital innovation, and ensuring that technology seamlessly supports clinical, corporate and operational functions.



## What systems are we responsible for that support patient care?

- All **devices** across our estate (e.g. laptops, PCs, phones, printers, radios and iPads)
  - Ensures seamless and efficient communication and information access, leading to faster and more accurate patient care.
- **33 Applications** (including our CAS, NHS 111 Wales website and dispatch systems)
  - Enhances the coordination and speed of emergency response services, enabling timely and effective patient care
- Our underlying technical **infrastructure**
  - Provides a robust and reliable foundation for all digital services, minimising downtime and ensuring that critical services are always available to patients.
- Our **data warehouse** and **front-end reporting software**
  - Enables better data analysis and reporting, leading to improved patient outcomes through more informed decision-making and resource allocation
- **Regulatory compliance** for records and data management
  - Ensures patient data is handled securely and in compliance with data protection / information security regulations, protecting patient privacy and maintaining trust in the healthcare system.



# RATIONALE FOR A DIGITAL PLAN REFRESH

The previous WAST Digital Strategy was set in 2020, focusing on empowering digital patients, building a digital workplace, leveraging intelligence through data, and establishing strong digital foundations. These aims were designed to enhance patient care, improve operational efficiency, and ensure data-driven decision-making, all underpinned by a commitment to cybersecurity, data protection, and sustainable technological advancement.

As we refresh our Digital Plan, it is paramount to recognise the imperative need to align our initiatives with the Integrated Medium-Term Plan (IMTP), the Welsh Government's directives for the ambulance service, and NHS Wales' direction for urgent and emergency care. This strategic realignment is not merely a response to evolving external mandates but a proactive step towards ensuring that our digital infrastructure and services are at the forefront of healthcare innovation, efficiency, and patient care. The rationale for this refresh centres around three pivotal themes: compliance with regulatory and strategic frameworks, enhancement of patient outcomes, and the optimisation of resources.

## Compliance with Regulatory and Strategic Frameworks

Alignment with Welsh Government and UK Government strategic direction and regulatory requirements for information and cyber security, as well as privacy and accessibility, ensures our digital initiatives maintain the trust and confidence we have come to earn from the public and our service users. In a changing regulatory landscape, which needs to consider advancements in AI and medical devices, it is critical that the theme of compliance is included by design in our digital efforts.





## Enhancement of Patient Outcomes and Patient Safety

The Welsh Government's strategic direction for the ambulance service underscores the importance of digital transformation in enhancing responsiveness, reducing wait times. The NHS Wales' strategy for urgent and emergency care is therefore pivoting to a more integrated and digital-first approach, including digital platforms to facilitate patient access and employing predictive analytics to manage patient flows. Additionally, the IMTP outlines a clear roadmap for healthcare services, emphasising the need for digital technologies to support clinical decision making and facilitate a seamless patient experience. Refreshing our Digital Plan ensures our technological advancements are in harmony with the IMTP and positions us to effectively respond to future healthcare challenges and opportunities. This refresh of our Digital Plan will bolster patient safety by integrating advanced technologies that enhance real-time decision-making, ensure faster and more accurate emergency responses, and facilitate seamless communication between on-scene paramedics and hospital staff, ensuring patients receive the most appropriate care as swiftly as possible.

## Optimisation of Resources

This alignment with the IMTP and NHS Wales' and Welsh Government's direction also allows for enhanced interconnectivity between primary, secondary and tertiary care services. Our aim is to utilise real-time data analytics, telehealth solutions, and mobile applications to increase patient access, reduce bottlenecks, improve triage and deliver a more coordinated and informed care experience. This approach will not only streamline operations, but improve efficiency and effectiveness of the ambulance services.



## The rationale for refreshing our Digital Plan is clear

To align with the strategic visions laid out by the IMTP, the Welsh Government, and NHS Wales. By doing so, we aim to enhance the quality, efficiency, and delivery of healthcare services, ensuring that our digital infrastructure not only meets the current needs of our patients and staff but is also poised to adapt to future advancements in healthcare technology. This strategic refresh is a commitment to innovation, excellence, and the continual improvement of health outcomes for the communities we serve.

## Supports the 2030 vision for WAST

In aligning the refreshed Digital Plan with the vision for 2030 set forth by WAST, we remain committed to pioneering digital innovation that enhances patient care, streamlines operations, improves communication and fosters a culture of excellence. Our plan envisions embedding new technologies to enhance and improve a seamless, patient-centric experience, ensuring that individuals across Wales receive timely and effective care when they need it most. Through robust data analytics and data linking protocols, we will transform the way we access and manage information across the Trust. This strategic realignment underscores our dedication to advancing the Welsh Ambulance Service's vision for 2030, positioning us at the forefront of healthcare innovation in Wales.



## Directly supports our People and Culture plan

In refreshing our Digital Plan, we can ensure it aligns with the WAST People and Culture Plan. Our primary objective is to foster a connected and empowered workforce while enhancing the overall people experience. Embracing the principles of autonomy and culture, our refreshed Digital Plan seeks to empower employees by providing them with the digital tools and platforms necessary to excel in their roles. Through targeted training and development initiatives, we will aim to enhance both the capacity and capability of our workforce to effectively leverage digital technologies in their daily operations. Moreover, by promoting a culture of innovation and continuous learning, we will strive to create an environment where employees feel valued, supported, and inspired to contribute to the organisation's success.

# OUR VISION

**Empowering** our ambulance service with cutting-edge, user-friendly technology, we **unite** digital brilliance with health data to **enable** and **enhance** our services. Committed to excellence for patients, colleagues and partners alike, our digital community leads with **trust, innovation, and seamless experiences**—empowering decisions, driving outcomes, and **setting new standards** in digital healthcare, **every time, everywhere**

We have incorporated **five key pillars** into the refresh of our Digital Plan, which offer a robust framework that ensures comprehensive and balanced attention to all critical aspects of digital transformation. These pillars will enable us to further develop and monitor our missions, objectives, strategies and tactics as we get into the delivery of the key work programmes and are intended as a simplified front to present back to the organisation.



See **Appendix 1** for our digital rich picture, which brings this vision to life.

# OUR DIGITAL PILLARS



## EVERYDAY ESSENTIALS

The "Everyday Essentials" pillar of our Digital Plan is dedicated to building a robust and dependable digital foundation that supports our vision to provide digital brilliance. This initiative emphasises the importance of having reliable, user-friendly, and accessible digital tools and infrastructure, which are essential for our daily operations and patient-centred services. By ensuring these fundamental elements are in place, we aim to solve those everyday problems, ultimately leading to better patient outcomes and a more streamlined workflow for our staff.

For **our patients and the public**, "Everyday Essentials" means that they can trust in the consistency and reliability of the digital services we provide. Whether it's through seamless communication channels, efficient appointment scheduling, or accurate and timely information dissemination, this pillar ensures that our digital tools are easy to use and accessible to everyone. By prioritising user-friendliness and accessibility, we are committed to making our services more inclusive, ensuring that all individuals, regardless of their technical proficiency or physical abilities, can benefit from our digital infrastructure.

For **our employees**, "Everyday Essentials" translates to having the necessary tools and systems that enable them to perform their duties effectively and efficiently. This includes reliable communication systems, intuitive software for managing patient information, and secure data management practices. By focusing on these core aspects, we support our team in delivering high-quality care without the burden of technical difficulties or accessibility issues. This pillar is about laying a solid digital groundwork that not only supports our current operations but also prepares us for future advancements in healthcare technology.

# EVERYDAY ESSENTIALS - WHAT DOES THAT MEAN?

**Everyday Essentials** focuses on solving everyday **challenges** and perfecting the **fundamentals** to ensure seamless, efficient operations in our ambulance service.

## Key Principles

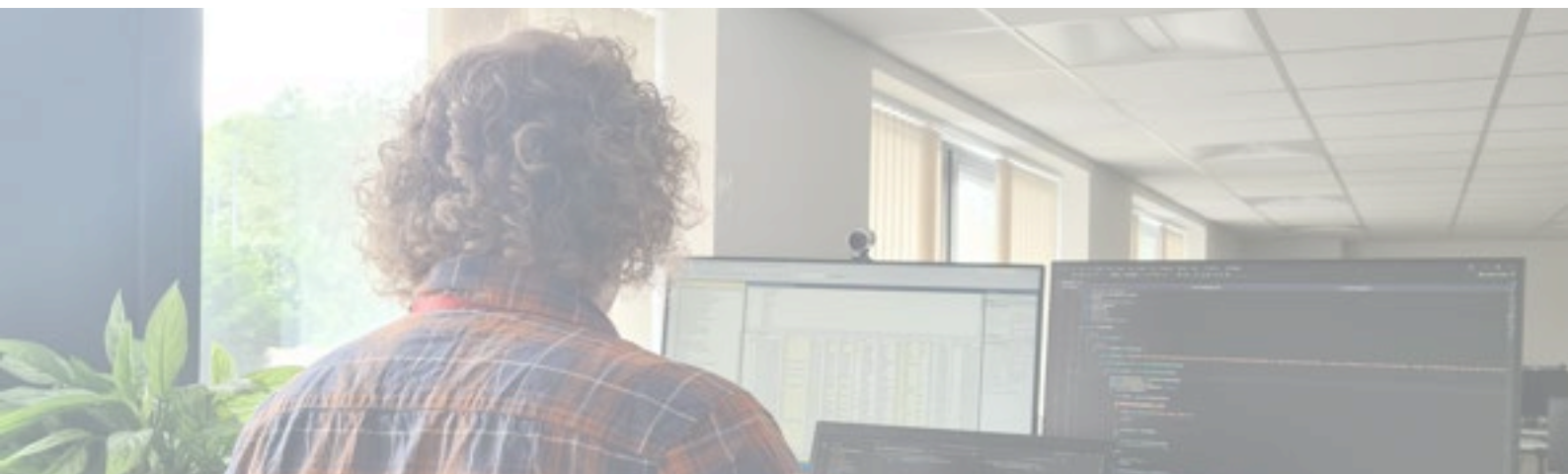


- **Reliability:** Ensure all digital systems are consistently operational and dependable.
- **User-Friendliness:** Design interfaces and processes that are intuitive and easy for staff to use.
- **Efficiency:** Streamline workflows to minimise delays and maximise productivity.
- **Accessibility:** Make essential tools and information readily available to every employee.
- **Consistency:** Standardise procedures and systems to maintain uniformity across all digital operations.
- **Support:** Provide robust technical support and training for staff to address issues swiftly.
- **Integration:** Ensure seamless connectivity and compatibility between different digital tools and systems.
- **Feedback:** Continuously gather and act on feedback from staff to improve digital services and address pain points.

## Key Planned Deliverables



- Robotic Process Automation (RPA) programme to capitalise on automation opportunities
- Unlocking capability with our existing technology
- Simplified sign-on
- Improved technical testing
- Enhanced device architecture
- Creation of design principles
- Development of a technology inclusion and adoption programme
- Development of digital business partners



# OUR DIGITAL PILLARS

## SECURITY, SAFETY AND CYBER



The "Security, Safety and Cyber" pillar of our Digital Plan underscores our commitment to safeguarding our digital systems, patient data, and network integrity. In an era where cyber threats are increasingly sophisticated and prevalent, prioritising digital security is crucial. This initiative is designed to ensure that our digital infrastructure is fortified against potential threats, thereby maintaining the trust of our patients and compliance with stringent legal standards. By proactively addressing security concerns, we aim to protect sensitive information and uphold the highest standards of confidentiality and integrity.

For **our patients and the public**, "Security, Safety and Cyber" means that they can have confidence in the safety of their personal health information. We recognise the importance of protecting patient data from unauthorised access and breaches. By implementing robust security measures and continuously monitoring our systems, we aim to prevent cyber incidents that could compromise patient privacy and safety. This pillar ensures that our digital practices are aligned with legal requirements and best practices in cybersecurity, reinforcing our dedication to maintaining a secure and trustworthy healthcare environment.

For **our employees**, the "Security, Safety and Cyber" pillar provides a secure and reliable framework within which they can perform their duties. By prioritising the protection of our digital systems, we minimise the risk of disruptions caused by cyber threats, ensuring that our operations run smoothly and efficiently. This includes regular training and awareness programs for our staff to stay updated on the latest security protocols and practices. Ultimately, this pillar supports our mission by creating a safe digital environment that allows our team to focus on delivering high-quality care without the concern of cyber vulnerabilities.

# SECURITY, SAFETY AND CYBER - WHAT DOES THAT MEAN?

Security, Safety and Cyber ensures **robust protection** of digital **systems** and **data**, **safeguarding** both **patient information** and **operational integrity**.



**Data Protection:** Implement and manage stringent measures to secure patient and operational data from unauthorised access.



**System Resilience:** Ensure digital systems are robust and can withstand cyber threats and disruptions.



**Compliance:** Adhere to all relevant laws, regulations, and industry standards for cybersecurity and data protection.



**Staff Training:** Provide continuous cybersecurity training to all staff to recognise and respond to threats.



**Access Control:** Implement strict access controls to ensure only authorised employees can access sensitive information.



**Encryption:** Use advanced encryption methods to protect data both at rest and in transit.



**Monitoring:** Continuously monitor digital systems for signs of potential security breaches or anomalies.



**Backup and Recovery:** Maintain regular backups and robust recovery procedures to ensure continuity.



**Physical Security:** Utilise digital technology such as Internet-of-Things (IoT) sensors to enhance physical security, monitoring critical equipment and facilities

**Security** in an ambulance service is crucial to **protect** sensitive **patient** data, ensure the **seamless operation** of **emergency response** systems and maintain the **trust** of the **public** we serve.

# OUR DIGITAL PILLARS



## DIGITAL PIONEERS

The "Digital Pioneers" pillar of our Digital Plan is dedicated to driving innovation and embracing emerging technologies to enhance our services. This initiative focuses on fostering a culture of continuous improvement and experimentation, encouraging our organisation to stay at the forefront of technological advancements. By adopting cutting-edge solutions and innovative practices, we aim to improve the efficiency, effectiveness, and quality of our healthcare delivery, ensuring that we can meet the evolving needs of our patients and communities.

For **our patients and the public**, "Digital Pioneers" means access to state-of-the-art healthcare services that leverage the latest technological innovations. This could include the use of advanced telehealth platforms, AI-driven diagnostics, and personalised care solutions that improve patient outcomes and experiences. By continuously exploring and integrating new technologies, we strive to provide more responsive, efficient, and patient-centric services. This commitment to innovation not only enhances the quality of care but also ensures that our patients benefit from the most up-to-date medical advancements and practices.

For **our employees**, the "Digital Pioneers" pillar represents an exciting opportunity to be at the cutting edge of healthcare technology. We encourage our team to engage in continuous learning and experimentation, providing them with the tools and support needed to explore new ideas and solutions. This culture of innovation empowers our staff to identify and implement improvements in their daily workflows, leading to more effective and efficient service delivery. By embracing emerging technologies, we aim to create a dynamic and forward-thinking work environment where creativity and innovation are integral to our mission of providing exceptional care to our communities.

# DIGITAL PIONEERS - WHAT DOES THAT MEAN?

**Digital Pioneers** drive **innovation** and lead the way in integrating **cutting-edge** technology to **transform** and **enhance** ambulance services.



Key initiatives that are included in our 'Digital Pioneers' workload include;

Artificial intelligence

Use of drones

Wearable technology

Digitally enabled vehicles

Virtual / augmented reality

Asset tracking

Chatbot and self-service automation

# OUR DIGITAL PILLARS

## DIGITAL TRANSFORMATION



The "Digital Transformation" pillar of our Digital Plan is centered on reimagining and redesigning our processes and services through the integration of digital technology. This initiative is about more than just updating our current systems; it's about fundamentally transforming the way we operate to enhance efficiency, improve patient care, and increase our adaptability in a rapidly changing healthcare landscape. By leveraging the power of digital technology and working with key partners in and out of our health system, we aim to streamline our operations, reduce system waste, and ensure that our services are more responsive and effective.

For **our patients and the public**, "Digital Transformation" means a more seamless and efficient experience when interacting with our services. This could involve the implementation of advanced scheduling systems, connected digital patient records, and real-time communication tools that make it easier to access care when needed. By redesigning our services with a focus on digital integration, we strive to reduce wait times, improve the accuracy of information, and provide more personalised care. Ultimately, this transformation is about making our services more user-friendly and accessible, ensuring that we can meet the diverse needs of our community in a more efficient and effective manner.

For **our employees**, the "Digital Transformation" pillar represents an opportunity to work within a more modern, efficient, and adaptable healthcare system. By redesigning processes and incorporating digital tools, we aim to reduce administrative burdens, streamline workflows, and enhance collaboration across departments. This not only improves job satisfaction and productivity but also allows our staff to focus more on patient care and less on bureaucratic tasks. Embracing digital transformation ensures that our team is equipped to handle the challenges of today and tomorrow, fostering a more resilient and innovative healthcare environment.

# DIGITAL TRANSFORMATION- WHAT DOES THAT MEAN?

Digital Transformation in our plan ensures seamless **interoperability** and the **integration** of **advanced technologies** to enhance efficiency and patient care

The digital transformation pillar aims to leverage digital technologies to reshape operations, culture, and patient experiences, driving innovation, efficiency, and competitiveness.  
Its key areas include:

## **Strategic Direction**

- Vision and Leadership: Establish a clear vision for digital transformation and integrate it into the business strategy.
- Alignment with Business Goals: Ensure initiatives align with overall objectives.

## **Innovation and Development**

- Adoption of Emerging Technologies: Implement new technologies to improve performance and patient experience.
- Product and Service Innovation: Develop or enhance digital products and services.

## **Culture and Capability Building:**

- Digital Literacy and Skills Development: Promote digital literacy and skills.
- Cultural Change: Foster a culture of innovation and agility.

## **Stakeholder Engagement and Collaboration**

- Internal Collaboration: Align digital efforts with departmental needs.
- External Partnerships: Engage with technology providers and industry groups.

## **Governance and Risk Management**

- Digital Governance: Establish frameworks and policies.
- Risk Management: Mitigate risks, including cybersecurity and data privacy.

## **Digital Performance Measurement**

- Metrics and KPIs: Monitor performance indicators.
- Continuous Improvement: Use data and feedback to refine strategies.

## **System Partners**

- Collaborate with other healthcare providers to support system and public health improvements.
- System wide interoperability to ensure that patient data is seamlessly and securely shared.



# OUR DIGITAL PILLARS



## DATA, INFORMATION AND INSIGHT

The "Data, Information and Insight" pillar of our Digital Plan is dedicated to harnessing the power of data to drive informed decision-making and improve service delivery. This initiative focuses on the strategic use of data, analytics, and visualisation tools to generate actionable insights. By leveraging these technologies, we aim to enhance our ability to respond to the needs of our patients and communities more effectively. This pillar is about transforming raw data into meaningful information that guides our actions and policies, ultimately leading to better healthcare outcomes.

For **our patients and the public**, "Data, Information and Insight" means more responsive and tailored healthcare services. Through the strategic use of data, we can identify trends, predict needs, and allocate resources more efficiently. This might involve analysing patient feedback, monitoring health patterns, and using predictive analytics to anticipate demand. By doing so, we ensure that our services are not only more efficient but also more closely aligned with the specific needs of the communities we serve. This data-driven approach allows us to continuously improve our services and deliver higher quality care to all patients.

For **our employees**, the "Data, Information and Insight" pillar provides the tools and information necessary to make better-informed decisions and optimise daily operations. By integrating advanced analytics and visualisation technologies, we can present complex data in more understandable and actionable formats. This enables our team to quickly identify areas for improvement, track performance, and implement evidence-based strategies. Emphasising data-driven decision-making fosters a culture of continuous improvement and innovation, empowering our staff to deliver exceptional care and adapt to evolving healthcare challenges with confidence and precision.

# DATA, INSIGHT AND INFORMATION - WHAT DOES THAT MEAN?

Data, Insight, and Information transforms **raw data** into **actionable insights** to enhance **decision-making** and improve **patient care**.



## Data Science

Programme to deploy data science capability in the Trust, this includes advanced analytics, predictive modelling and machine learning/deep learning capabilities

## Data Integration

A project/s set to identify key data integration opportunities across Wales

## Data Literacy

To enhance the wider organisation skills on data, interpretation and articulation

## Data Quality

Enhancement of our Data Quality provision and assurance strategy

## Data Affiliate Programme

Creation of super users and business partners, that are able to self-serve development in a supported way

This pillar isn't about inundating people with data, but **empowering** us to take **action** through clear **information** and **insights** derived from that data.

# OUR MISSION STATEMENTS

## Technology

Our mission is to empower our patients and colleagues with user-friendly, durable technology that improves care access and monitoring, through seamless integration, in-house innovation, and comprehensive training, ensuring everyone can confidently embrace and benefit from our digital healthcare solutions.

## Overcoming Challenges

Our mission is to foster a cost-effective and connected healthcare ecosystem that empowers our staff through continuous education, leverages advanced technology to meet the challenges of an ageing population, and drives staff retention and engagement. We strive for smart recruitment and clear communication to ensure sustainability and a positive return on investment, while fully embracing the clinical vision of WAST and nurturing a culture of ownership and innovative change.

## Operating Model

Our mission is to harmonise our approach by adopting a unified model, ensuring robust hardware and seamless interoperability across NHS systems, fostering collaboration, and automating processes for around-the-clock 24-hour service. We're dedicated to empowering patients with self-care tools, enhancing staff knowledge, and supporting innovation while maintaining operational excellence. Our focus is on learning from data to guide future advancements, improving inter-departmental communication, and promoting resource sharing between emergency services, all to advance patient care and service self-sufficiency.

## People

Our mission is to elevate our workforce into a community of digitally literate subject matter experts by focusing on recruitment that meets our specific needs and investing in comprehensive training programs. We will foster a culture of excellence and collaboration, simplifying service access and driving digital inclusion. By upskilling our team with the latest technologies, establishing strong ties with educational institutions, and nurturing digital champions, we commit to growing our capacity to innovate and enhance the user experience across our services.



# OUR CONSIDERATIONS

## **The People we serve**

Recognising our responsibility towards the people of Wales, our plan is designed to foster sustainable development, ensuring that our digital initiatives contribute positively to the economic, social, environmental, and cultural well-being of future generations.

## **Strategic Direction**

- Our Digital Plan is closely aligned with the overall strategic direction of the organisation, supporting our mission to deliver high-quality patient care and to innovate in response to the changing healthcare landscape. It supports our goals of improving healthcare outcomes, enhancing patient experience, and ensuring operational efficiency.

## **Digital Inclusivity and Equality**

Central to our plan is the commitment to digital inclusivity, ensuring that all individuals, regardless of socio-economic status, disability, race, or age, have equal access to our digital services. This commitment informs our approach to the design, principles and deployment of digital solutions, emphasising user-friendly interfaces, multilingual support, and accessibility features.

## **Environment and Sustainability**

Our digital initiatives are developed with an acute awareness of their environmental impact. We aim to leverage digital technologies to reduce our carbon footprint, such as by minimising the need for physical travel through telehealth services and optimising resource use in our operations. Sustainability principles guide our choices in technology, infrastructure, and operational practices.

## **Socio-Economic Duty**

We recognise our broader socio-economic duty to contribute positively to the communities we serve. This involves not only ensuring equitable access to our digital services but also leveraging our digital transformation efforts to stimulate local economies, create employment opportunities, and support education and training in digital skills within our communities.

## **Data and Information Ethics**

In embracing data-driven solutions and AI, we are committed to upholding the highest standards of ethics. This involves rigorous adherence to data protection laws, ensuring transparency, accountability, and fairness in our AI systems.

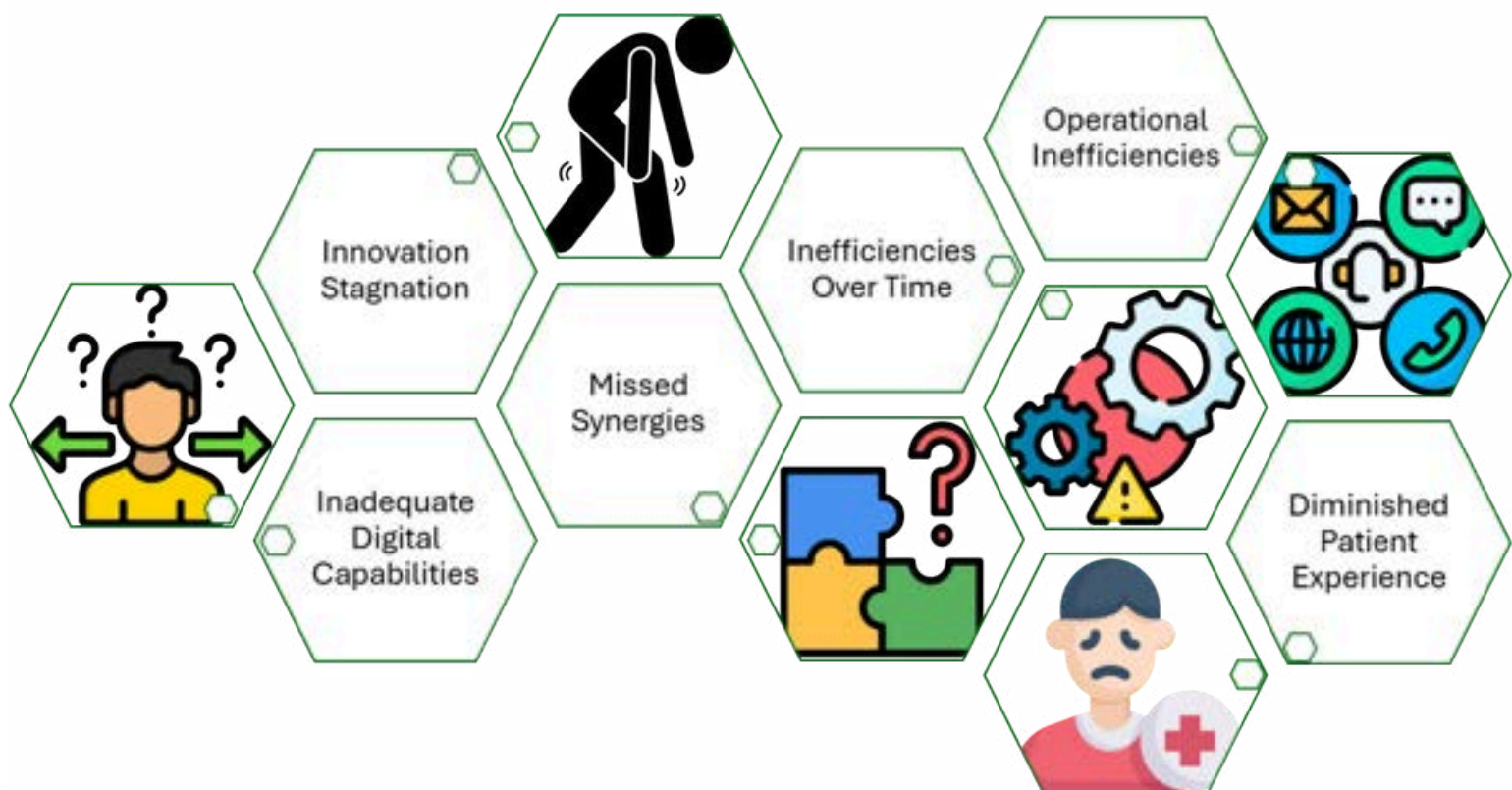
# RISKS AND SUCCESS

In the context of our **Digital Plan** refresh, managing **risk** and establishing clear **measures of success** are **paramount**.

We recognise that the integration of new technologies and the transformation of our digital infrastructure come with inherent challenges. To address these, we are implementing robust risk management frameworks that ensure data security, system reliability, and compliance with regulatory standards.

Concurrently, we will define specific metrics to measure our progress and success, such as improved patient outcomes, enhanced service efficiency, and increased user satisfaction. By balancing innovation with careful risk management, we are committed to delivering a secure, effective, and patient-centered digital transformation.

## The **risk** of no action:



# THANK YOU

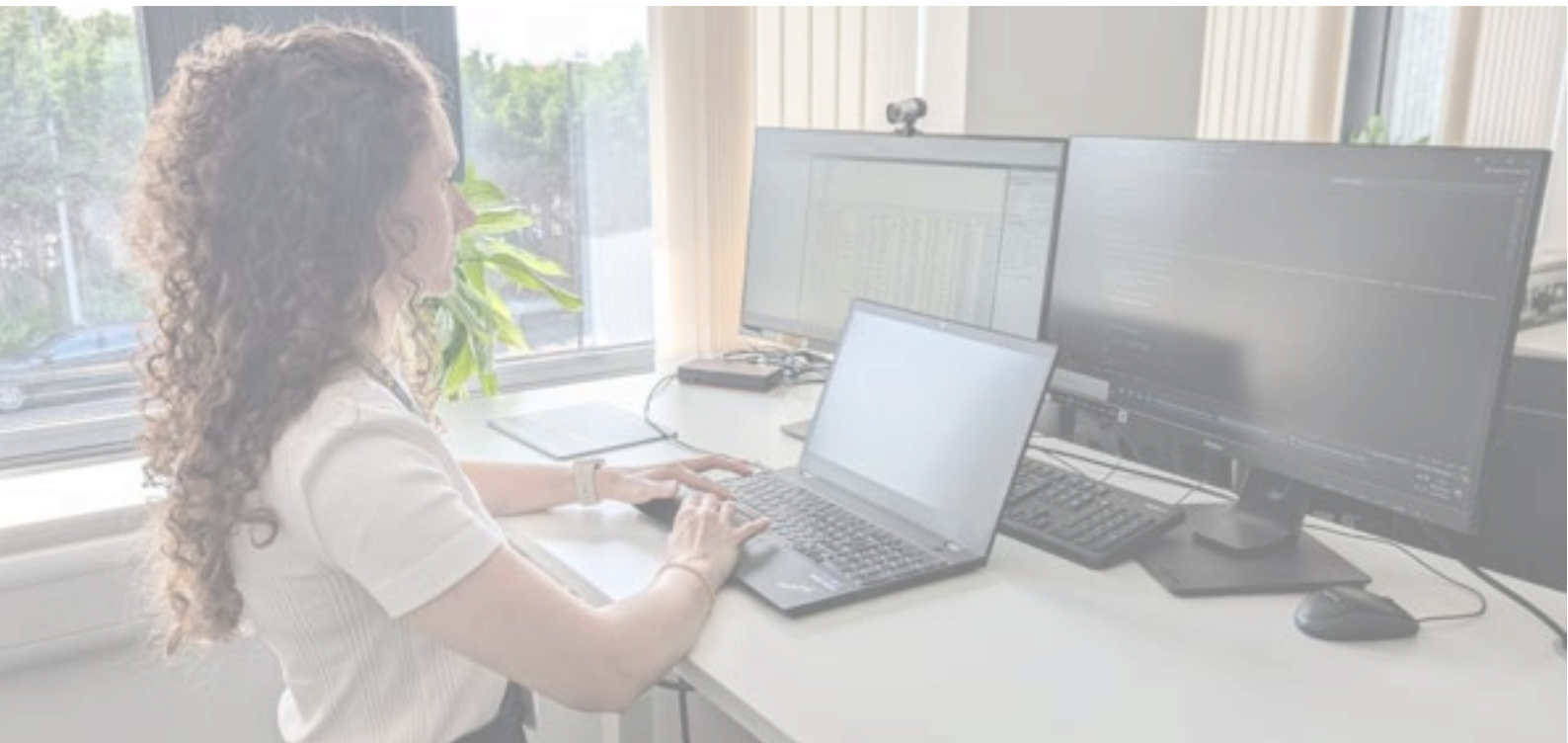
In closing, this **Digital Plan** is **made by people, for people**, to support and serve the **people of Wales**.

Thank you for taking the time to review our refreshed digital strategy. We value your insights and welcome your feedback.

If you believe there are areas where we can improve or have any suggestions you would like us to consider, please do not hesitate to share them with us.

Your input is crucial as we strive to enhance our approach and achieve our digital goals together.

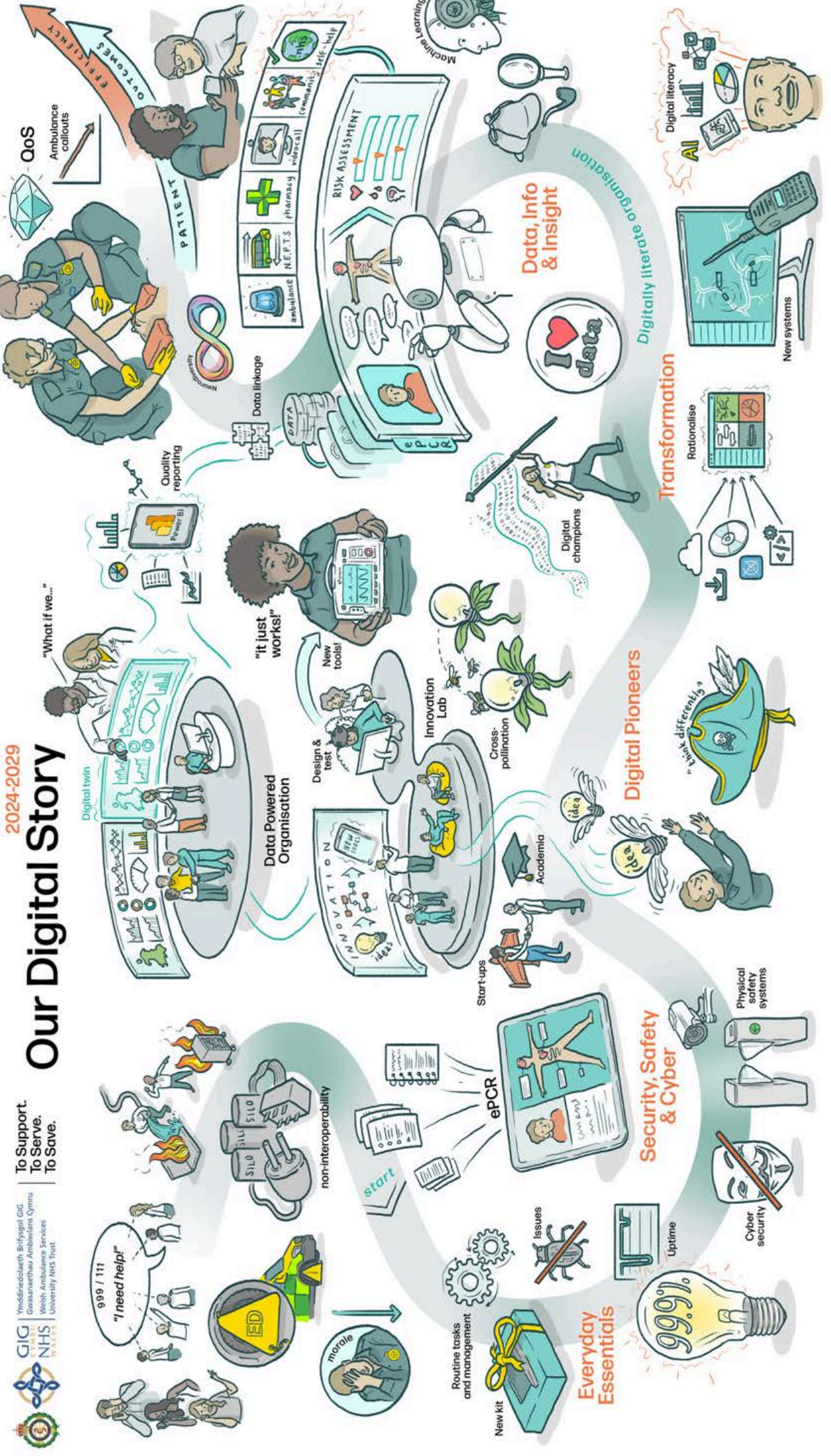
Please email [amb\\_digitalfeedback@wales.nhs.uk](mailto:amb_digitalfeedback@wales.nhs.uk) if you have any comments, suggestions or questions at any point over the life of this plan.



## Appendices

**Appendix 1:** Our Digital Rich Picture - *A visual guide to the digital journey detailed in this plan.*

**Appendix 2:** Our Year 1 Key Deliverables - *This outlines the actions for 2023-24 to kickstart our journey; the Plan is dynamic and flexible, with actions for years 2-5 evolving as we progress.*



# APPENDIX 2

The following list of **projects** represents the **commencement** of our refreshed digital journey for the **2024/25** period, with the plan designed to be **agile** in nature, allowing actions for years 2 - 5 to **evolve** as we progress.



## E-Timesheets

- The development of a digital timesheet solution which integrates with HR and Finance processes



## Robotic Process Automation (RPA)

- A programme to explore automation opportunities across the trust, there are circa 20+ known opportunities for RPA currently



## 111 Website Development

- Increased accessibility and usability of the 111 website for a diverse user base



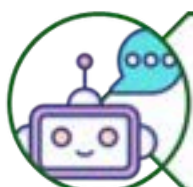
## 111 Visual IVR

- Streamlined and simplified patient journey for 111 services through visual IVR technology.



## Surveillance Drone

- Enhanced situational awareness through aerial surveillance for safer and more efficient access to dangerous or difficult scenes.



## Non-Emergency Patient Transport Service Chatbot

- Improved scheduling capabilities empowering patients to self-serve cancellations and reschedules.



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