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|  <b>GIG<br/>CYMRU<br/>NHS<br/>WALES</b> | Iechyd Cyhoeddus<br>Cymru<br>Public Health<br>Wales | <b>Name of Meeting</b><br>Knowledge, Research and<br>Information Committee<br><b>Date of Meeting</b><br>8 March 2023<br><b>Agenda item:</b><br>7.1a |
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## Digital and Data Strategy

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| <b>Executive lead:</b> | Iain Bell, Director Knowledge, Data and Research |
| <b>Author:</b>         | Fliss Bennee, Head of Data                       |

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| <b>Approval/Scrutiny route:</b> | Digital and data divisions, Business Design Authority, Exec team and Leadership group |
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| <b>Purpose</b><br><p>This paper provides a framework to introduce the current draft of the Public Health Wales digital and data strategy. It also provides details of the methods used, to provide a benchmark of quality for the work.</p> <p>The strategy has been developed up to its current state after many workshops and user needs gathering exercises and has included almost all of the directorates in Public Health Wales.</p> <p>We have also directly consulted the KRIC itself, the Executive team, the Business Design Authority, partner organisations and stakeholders in Welsh Government and DHCW.</p> |
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| <b>Recommendation:</b>  |                                      |                                       |                                   |  |
| APPROVE<br><input type="checkbox"/>   | CONSIDER<br><input type="checkbox"/> | RECOMMEND<br><input type="checkbox"/> | ADOPT<br><input type="checkbox"/> | ASSURANCE<br><input checked="" type="checkbox"/> |
| The Committee is asked to: <ul style="list-style-type: none"> <li>take <b>assurance</b> that the digital and data strategy has been developed collaboratively across PHW</li> <li><b>comment</b> on the emerging draft and continue to be involved in and support the development of the strategy.</li> </ul> |                                      |                                       |                                   |  |

**Link to Public Health Wales [Strategic Plan](#)**

Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.

This report contributes to the following:

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| <b>Strategic Priority/Well-being Objective</b> | All Strategic Priorities/Well-being Objectives |
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**Summary impact analysis**

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| <b>Equality and Health Impact Assessment</b> | <p>No decision is required.</p> <p>Equality and health are so important that they are built into the digital and data strategy, as well as the governance process for continuous delivery and new work.</p> <p>Activities undertaken as a part of the digital and data strategy should all aim to reduce inequality of access to services and information, especially considering the risk of digital exclusion.</p>                            |
| <b>Risk and Assurance</b>                    | <p>The digital and data strategy is crucial to the management of our inherent and mitigated risk. Both through managing our legacy issues and technical debt and through the development of new digital services and data products, we will be reducing risks and issues or mitigating against them.</p>  |
| <b>Health and Care Standards</b>             | <p>This report supports and/or takes into account the <a href="#">Health and Care Standards for NHS Wales</a> Quality Themes</p> <p>Governance, Leadership and Accountability<br/>Person Centred Care<br/>Theme 7 - Staff and Resources</p>   |
| <b>Financial implications</b>                | <p>In the medium to long term it is expected that the cost of services will remain the same or reduce over time.</p>  |
| <b>People implications</b>                   | <p>The digital and data strategy and the workforce planning strategy should be in alignment. The significant change being proposed is an increased focus on frameworks and "heads of profession" for DDaT (Digital Data and Technology) professionals. This should ensure more efficient management of staff time, clearer expectations of continuous professional development and easier collaboration between DDaT and other professions.</p> |

## **1. Purpose / situation**

This paper provides a framework to introduce the current draft of the Public Health Wales digital and data strategy. It also provides details of the methods used, to provide a benchmark of quality for the work.

## **2. Background**

The digital and data strategy is an enabling strategy, supporting the Public Health Wales Long Term strategy.

The strategy was a requirement of the last IMTP, and provides a necessary strategic framework for digital and data activity in Public Health Wales. It brings together the vision for excellent public health services with national standards such as the Wales Service Design principles, NHS Data Standards, National Statistical Output requirements, Welsh Government Digital Strategy Welsh Target Operating Models, interoperability principles and the foundations for an Agile delivery paradigm in the organisation.

The Wellbeing and Future Generations Act includes goals for healthier, more resilient, more equal and more cohesive population in Wales, and the digital and data strategy helps to both deliver and measure our travel towards those goals. The Public Health Wales strategy includes specific themes around preventing and protecting against harm, educating and supporting people to be healthy and well for as long as possible, delivering services to screen against and register disease, research and evaluation – all of these have a significant digital component which may have previously been disjointed or unavailable to a wide enough group. This needs to change.

## **3. Description**

The heads of Data, Data Science and Digital have involved a wide group of people in the development of the digital and data strategy for Public Health Wales. We have run workshops for the Leadership group and the Executives, the health protection division, parts of WHO-CC, Quality and Improvement Cymru. We have also run away-day sessions with the full digital services division and the full Knowledge, Data and Research directorate.

In each case, the groups were able to participate in a physical, online or hybrid activity where they were able to consider and post anonymous statements to describe the current situation and challenges in digital and data in Public Health Wales. They would then move on to their vision for

the future/where we should be, and finally asked to describe the principles that we should use on our journey.

The individual outputs from each workshop were collected on a shared digital workspace, which is visible to all members of Public Health Wales, and the thoughts were grouped around emerging themes and specific actions or principles.

The sections on current situations and challenges offered an opportunity for learning, as well as surfacing and highlighting issues that might not have been clear previously.

In terms of the future there was a strong common understanding and desire, with a strong awareness of the trends in wider society and the need to keep pace with these. There remains some anxiety around the ability of a relatively stretched profession to meet expectations, but also a keen determination to deliver what is needed to support excellent delivery of public health services and information.

We are benchmarking our potential path and our principles against the equivalent strategies of countries such as Scotland, Estonia and New Zealand, where there are similarities in both our approach, our bilingualism, and the needs of our people. We have also considered the approaches, principles and strategies being brought in by the Welsh Government, other NHS bodies, UK and Scotland government departments and the approach taken by the World Health Organisation to the use of digital and data.

We will bring the final version of the strategy to the June meeting of KRIC for sign-off. Through March to May, we will develop further, share with stakeholders and ensure alignment within NHS Wales and PHW.

### 3.1 Well-being of Future Generations (Wales) Act 2015

Although a decision is not yet being sought, we are striving to meet the approaches in the Act throughout the process.



*The strategy considers the needs of a generation. Digital services will need to be interoperable and transparent, so that future changes and unknown technology developments can be taken in our stride. The data analysis and outputs we design need to find a balance between immediacy and completeness, offering a pragmatic mix of the two.*

Atal



Prevention

Integreiddio



Integration

Cydweithio



Collaboration

Cynnwys



Involvement

*We are preventing problems occurring by ensuring that managing legacy data sets and technical debt has a realistic allocation of resource and consideration. Moving to continuous delivery, rather than once in a while, will help us to meet the aim of delivering the right information at the right time. We will also revisit our commercial approach to avoid being locked into relationships with vendors, preferring an open partnership approach. Our Cyber Security approach will help us protect our systems and services from internal and external breaches. Our data and systems architecture will be designed to be open by default and secure by design. We should trust other members of the NHS by default and seek to be interoperable and collaborative with our partner organisations. This includes being a responsible node in the National Data Resource, creating and maintaining service level agreements with the business side of the organisation, and always seeking to support standards that we can use and deliver. In a similar vein to integration, the strategy encourages and enables us to work openly with a wider group of partners to deliver excellent data products and digital services. The strategy moves us towards a User centred design model, which considers the needs of the people who interact with us, both as service users, as administrators, as analysts, as clinicians and more. By ensuring that everyone involved in the design and delivery of our products and services takes active responsibility for understanding the needs of the different kinds of users, we can involve more people at every stage, and have better services and greater equality of access to them.*

#### 4. Recommendation

The digital and data strategy is a live document, and after the first formal approval we will continue to test and iterate according to the developments and needs around us.

The Committee is asked to:

- take **assurance** that the digital and data strategy has been developed collaboratively across PHW
- **comment** on the emerging draft and continue to be involved in and support the development of the strategy.