

NHS Greater Glasgow and Clyde	Paper No. 26/17
Meeting:	NHSGGC Board Meeting
Meeting Date:	26 February 2026
Title:	NHSGGC Digital Strategy – Annual Report 2025
Sponsoring Director/Manager	Denise Brown, Director of Digital Services
Report Author:	Neil Warbrick, Head of Digital Strategy, Programmes and Innovation

1. Purpose

The purpose of the attached paper is to:

Provide an update and seek endorsement of the NHSGGC Digital Health & Care Strategy annual report.

2. Executive Summary

The paper can be summarised as follows:

The NHSGGC Digital Strategy was approved by the Board in December 2022. Good progress is being made on the delivery of the strategy in support of the NHSGGC Transforming Together Programme, Annual Delivery Plan and Digital Strategy objectives. Key highlights include:

- Digital platform procured and implemented to enable virtual care and clinical pathways in support of NHSGGC Interface Division including FNC+ and Hospital at Home, enabling faster discharge and remote monitoring of long-term conditions to reduce admissions.
- eTriage system procured and implementation underway to enable triage and redirection at the ED front door across all sites.
- A Digital Patient Hub has been implemented and up to 38,000 appointment letters and patient leaflets per month are available digitally to patients in 9 specialties, saving around £100,000 per year in print and postage costs and improving accessibility.
- Wide support for Planned Care and Urgent & Unscheduled Care, including real-time data reporting, and 'command centre' to support consistent view

BOARD OFFICIAL

and management of performance across new services, whole system reset and a range of new planned care initiatives.

- Microsoft Copilot AI-based assistant has been fully deployed and support provided for all staff building skills on its use in administrative tasks, and exploring and sharing use-cases, so increasing productivity.
- Accelerated National Innovation Adoption Pathway priorities supported, with implementation across all GP practices of the ANIA Digital Dermatology pathway, enabling ACRT and advice back to referrer, so reducing unnecessary referrals and wait times.
- Ongoing deployment of the co-developed Nursing Inpatient Digital Clinical Notes, with over 250,000 digital care plans now completed, supporting person centred care plans.
- Four hospices are now live on NHSGGC's TrakCare patient management system, improving transition of care and reducing organisational boundaries.
- Implementation of the national Theatre Scheduling system in 5 paediatric specialties with a further 6 specialties underway.
- New developments including the shift from digital dictation to voice recognition which has been shown to enable reduction in letters runaround time.
- Co-development with InterSystems on artificial intelligence-based approach to identifying patients most at risk of being unable to attend appointments, allowing clinic staff to discuss additional support.

Key short-term challenges are increasing, largely focused on national programme delays and dependencies which require local NHSGGC implementations in tactical solutions, funding and maintaining the breadth of current systems and decisions ahead on prioritising developments with the greatest impact.

Over 100 staff participate in digital programme delivery governance groups, and over 330 staff participate in the Digital Champions Network.

Four projects have been recognised both in the UK and globally through awards from industry peers.

3. Recommendations

The Board are asked to consider the following recommendations:

- Comment and endorse the 2025 Annual Report.

4. Response Required

This paper is presented for assurance.

5. Impact Assessment

The impact of this paper on NHSGGC's corporate aims, approach to equality and diversity and environmental impact are assessed as follows:

**Better Health
Better Care**

**Positive impact
Positive impact**

Better Value	<u>Positive</u> impact
Better Workplace	<u>Positive</u> impact
Equality & Diversity	<u>Neutral</u> impact
Environment	<u>Positive</u> impact

6. Engagement & Communications

The issues addressed in this paper were subject to the following engagement and communications activity:

Regular updates to the Digital Programme Boards, Digital Health & Care Strategy Board, Area Medical Committee, Area Partnership Forum, Corporate Management Team, Finance Planning & Performance Committee, and Board's Annual Delivery Plan governance.

7. Governance Route

This paper has been previously considered by the following groups as part of its development:

- Digital Programme Board (5 November 2025)
- Digital Health & Care Strategy Board (5 December 2025)
- Corporate Management Team (12 January 2026)
- Finance, Planning & Performance Committee (29 January 2026)
- Area Clinical Forum (12 February 2026)

8. Date Prepared & Issued

Date prepared: 13 January 2026

Date issued: 19 February 2026

NHS Greater Glasgow and Clyde	Paper No. 26/17
Meeting:	NHSGGC Board Meeting
Meeting Date:	26 February 2026
Title:	NHSGGC Digital Strategy – Annual Report 2025
Sponsoring Director/Manager	Denise Brown, Director of Digital Services
Report Author:	Neil Warbrick, Head of Digital Strategy, Programmes and Innovation

1. Introduction

This paper provides an annual update on delivery of the NHSGGC Digital Health & Care Strategy (Digital on Demand) 2023-2028.

2. Background

The Digital Strategy

- Following development involving extensive engagement with staff and citizens, the [NHSGGC Digital Health & Care Strategy \(Digital on Demand\) 2023-28](#) was approved by the Board at its meeting on 20 December 2022.
- The Digital Health & Care Strategy Board provides oversight and governance on the delivery of the strategy and quarterly updates are provided to the Corporate Management Team.

Digital Delivery Plan 2025/26

The Strategy is delivered incrementally through an annual Digital Delivery Plan. This ensures Digital Services resources are aligned to NHSGGC priorities including NHSGGC Transforming Together Programme, Annual Delivery Plan, Sustainability & Value programme, operational priorities, national digital programmes and digital technical and operational priorities such as critical infrastructure, systems lifecycle replacement and cyber-security requirements.

The [2025/26 Digital Delivery Plan](#) was extensively reviewed in early 2025 taking into account the Board's Annual Delivery Plan, the need to support the Board's Sustainability & Value (S&V) Programme and a 5.5% reduction in the national Digital Strategic Funding which supports the delivery of a number of resources and

BOARD OFFICIAL

programmes within the plan. The updated Delivery Plan was approved by the Corporate Management Team on 3 April 2025 and included 180 prioritised projects and programmes grouped into 14 strategic areas. Through additional in-year priorities the Plan has since grown to 215 prioritised projects.

Appendix 1 summarises the 2025/26 Delivery Plan. A quarterly progress report is shared through the Digital Health & Care Strategy Board and other internal stakeholders, with copies available to all staff on [Staffnet](#).

Governance

Reporting to the Corporate Management Team, the Digital Health & Care Strategy Board is chaired by the Deputy Medical Director (Corporate Services) and governs the delivery of the Digital Strategy, ensures alignment with the Board’s transformation programme, ADP and national strategy and acts as escalation body for the supporting delivery groups.

Ahead of presentation at NHSGGC Board meeting on 26 February 2026 this paper will be reviewed with input through the following groups and committees.

- Digital Programme Board on 5 November 2025
- Digital Health & Care Strategy Board on 5 December 2025
- Corporate Management Team on 12 January 2026
- Finance Planning & Performance Committee on 29 January 2026

3. Assessment

Impact of delivery

Delivery encompasses the original goals of the Digital Strategy over 2023-28 plus new organisational requirements which are reflected in the annual Digital Delivery Plans. Since the previous annual update to the Board, the further impacts from delivery of the Strategy, include:

	Impact
Better Health	<ul style="list-style-type: none">• 19% of Acute outpatient appointments are delivered virtually, providing improved flexibility and reduced transport costs and travel time for patients.• Over 10,000 patients are digitally reporting their blood pressure readings direct to their GP practice records for ongoing monitoring and action.• The digital platform to enable NHSGGC’s new Interface Care and FNC+ has been procured and implemented. Capacity is in place to support up to 1,000 virtual ward beds for faster discharge. In addition, the platform is in place to enable ongoing remote monitoring of long-term conditions for up to 5,000 patients so reducing admissions. A number of virtual pathways are now live.• eTriage has been procured and implementation is underway to enable digital triage at the front door with redirection capability.

BOARD OFFICIAL

	<ul style="list-style-type: none"> • Interface Care ‘command centre’ has been developed to support consistent view and management of performance across new services, and provide real-time data. • ANIA Digital Dermatology pathway implementation completed across all GP practices, enabling ACRT and advice back to referrer, so reducing unnecessary referrals and wait times.
Better Care	<ul style="list-style-type: none"> • Nursing Digital Clinical Notes are now fully deployed across Glasgow Royal Infirmary, Neurological Institute, Gartnavel General Hospital, New Victoria Hospital, Stobhill, and Lightburn Hospital with Clyde underway. The approach supports nursing admission documentation, risk assessments, and integrates with person-centred care plans, with over 250,000 digital care plans completed to October 2025 and benefits reviews showing significant improvements in goal setting and recording, evaluations of care, and documentation of “What Matters to Me”. • Digital Clinical Notes has also been implemented across various outpatient, inpatient, and emergency departments, encompassing AHPs, Doctors, and Nursing staff. This has facilitated the development of comprehensive digital documentation pathways for MSK services, Orthotics, Weight Management, and Rheumatology, supported by a suite of assessment tools. • Four hospices are now live on NHSGGC’s TrakCare patient management system, improving transition of care and reducing organisational boundaries.
Better Value	<ul style="list-style-type: none"> • Up to 38,000 appointment letters and patient leaflets per month are available digitally to patients in 9 specialties, saving around £100,000 per year in print and postage costs and improving accessibility. Considerable learnings from this tactical implementation have been shared with the national Digital Front Door Programme to inform the development and preparations for MyCare.Scot. • 2 services (Staff Bank and Finance) are live with Robotic Process Automation (RPA), releasing staff from repetitive tasks to focus on areas of added value and informing next steps on adoption of this technology. • Artificial Intelligence-based outpatient appointment attendance prediction has been co-developed with TrakCare supplier InterSystems and is being evaluated in several specialties, allowing additional support for patients at potentially greatest risk of being unable to attend appointments. • Through the Infix system, Theatres capacity optimisation is supported in 5 Paediatric specialties (surgery, ophthalmology, ENT, urology and plastics) with rollout underway for additional paediatric and adult specialties. • First phase of Voice Recognition implemented in Women & Children’s, reducing average letters turnaround time from 29 days to 1 day, with wider rollout being planned. • Development and deployment of cancer MDT and further in-house applications continues, with focus on maximising benefits from capabilities of the national M365 platform.

BOARD OFFICIAL

	<ul style="list-style-type: none"> Continuing to manage the lifecycle of over 140 existing specialist applications, including implementation of replacement room booking system and shift from commercial solutions to M365 capabilities.
Better Workplace	<ul style="list-style-type: none"> Staff are using Microsoft Copilot AI assistance well over 27,000 times a day in administrative tasks, increasing productivity, and building knowledge and skills and shareable use-cases in this emerging area. Digital Skills & Literacy Programme continues to support staff. Continue to develop proportionate approach to Digital Clinical Safety, including implementation of local AI Guidance while awaiting national policy. 29,000 end user devices are now migrated to modern Windows 11 environment with remainder on track to complete during 2026. Access to M365 services such as email and Teams supported from personal devices following completion of rollout of Microsoft Cloud security platform. The Health Records Transformation Programme continues to focus on improving digital skills of the Health Records workforce, digitising processes and functions where possible, modernising patient communication, and reducing repetitive manual tasks.

Strategic priorities

In the third year of the Digital Strategy, the NHSGGC Digital Health & Care Strategy Board considered that while the Digital Strategy remains relevant and the appropriate direction of travel, sub-national planning developments will require the strategy to be reviewed in order to ensure continued support for emerging transformation opportunities over the year ahead. There may be increasing risks re affordability not only of strategy deliverables but of maintaining current systems roadmaps.

Since agreement of the Strategy in 2023, new local and national initiatives have added further strategic requirements. These have been reviewed, aligned with the broader Strategy and incorporated into the annual Digital Delivery Plans. Strategy Board has taken a balanced approach to slowing progress on some of the original strategic goals to incorporate these changes.

New priorities	Reduced focus on
<ul style="list-style-type: none"> Transforming Together – with initial focus on Interface Care hence remote and virtual ward services, FNC+ and building out existing systems capabilities to support. Sustainability & Value (S&V) – a growing programme of work using digital technology to support efficiency and reduce costs, including contact centres, voice recognition and robotic process automation. 	<ul style="list-style-type: none"> Digital Health & Care Records – reduced pace of Digital Clinical Notes rollout, slowed preparation for TrakCare upgrade which is a dependency for future new capabilities such as ambient voice, deferred Unified Care Record as business case not affordable. Safer Medicines – deferred extension of HEPMA into outpatient settings and slowed progress on exploring further discharge process

BOARD OFFICIAL

<ul style="list-style-type: none"> • Health Records Transformation Programme – maximising the use of digital technologies. • Citizen Access – informing and readiness to adopt the new national Digital Front Door • National IT Contract ending – following NSS and SG determination, number of new national and local projects to move and re-tender services • New national projects – local implementations requested, including point of care testing services and Digital Front Door 	<p>links with community pharmacies in light of national programme.</p> <ul style="list-style-type: none"> • Business & Clinical Systems – prioritised subset of lifecycle of existing systems aligned to available resource planning. • Citizen Access – paused rollout of tactical digital Patient Hub given imminent national solution, with resources realigned to Transforming Together / Interface.
--	--

Appendix 2 provides a read-across to the strategic programme areas described in previous annual reviews. Appendix 3 provides further details via a multi-year review linking the strategic areas being progressed the key deliverables and targets, and summarises current progress, resources and key risks to ongoing delivery.

Key challenges in delivery

National programme delays and dependencies	<ul style="list-style-type: none"> • Many national programmes are experiencing delays or reduced scope of delivery, which in turn impacts NHSGGC implementation plans and is requiring either local solutions or extending the life of existing systems. • GP IT and Docman replacement – delays, however GPIT implementation now re-commenced in NHSGGC. • Child Health replacement – delays and reduced scope • Digital Front Door – awaiting timescales for reaching feature-parity with current NHSGGC Patient Hub. • eRoosting – Payroll integration pending otherwise significant double-keying resource requirement. • Endoscopy Reporting System – all Boards experiencing issues with functionality which is being addressed. • National IT Contract ending – requiring national and local projects to redesign services.
Finances	<ul style="list-style-type: none"> • Shift to and increases in recurring costs of digital solutions. • Ongoing investment required for managing the lifecycle and roadmaps of current systems. • Real-terms reduction in national Digital Strategic Funding which supports the delivery of many local programmes.
Technical	<ul style="list-style-type: none"> • Dependencies, resource constraints, and complexity of existing systems ensuring lifecycle upgrades and evolving / increasing cyber security compliance requirements

Staff engagement

The majority of NHSGGC staff are end-users of the digital services delivered and developed through the Digital Strategy. Many staff also participate in shaping the delivery of these services, including:

- Over 100 staff participate in the formal digital programme delivery governance groups.
- Further engagement and advisory groups provide a focus on specific professions and organisational areas, such as the Digital Clinical Leadership Group and Acute Sector Digital Groups.
- Over 330 staff participate in the Digital Champions Network which holds monthly online sessions on topics determined by the network. This has helped shape areas of work including the Digital Skills & Literacy Programme and the rollout of Microsoft Copilot.
- Updates on the annual Digital Delivery Plan, and specific topics such as Digital Skills & Literacy, are discussed through the Area Partnership Forum.
- Updates are regularly shared with all staff through Core Brief, Team Brief and specific targeted communication.

External assessments

While most delivery of Strategy is governed via internal governance groups, some areas involve external or regulatory assurance:

- National Network and Information Systems Audit (NIS) - this annual national cyber security audit was completed in September 2025 in accordance with Scottish Health Competent Authority timescales and achieved 99% overall compliance (97% in 2024/25). Other internal and external audits and assessments of IT Security compliance and risk are undertaken throughout the year.
- Internal audit review of the management of the Digital Clinical Notes Programme, noting areas of good practice and recommending five improvements categorised as 'minor', all of which have been addressed.

Industry awards

Several projects were recognised both in the UK and globally by industry peers:

- TrakCare AI Patient Flow Optimisation – InterSystems Impact Awards, judged globally by Massachusetts Institute of Technology (MIT).
- Insource Cancer Pathway Management – Scottish Digital Health & Care Awards, Industry Collaboration Award.
- Insource Cancer Pathway Management – HTN Now Awards, highly commended in Shared Care Records category.
- Redstar Fracture Liaison Service – Scottish Digital Health & Care Awards, Digital Service Transformation Award.

BOARD OFFICIAL

Finances

2025/26 allocations comprise £5,107k strategic fund and £3,000k capital.

Forecast (as at December 2025 Digital Strategy Board meeting / month 7) is summarised in the table below:

Strategic Area	Strategic Fund Allocation £,000	Capital Funding £,000	Total Allocations £,000
1. Business & Clinical Systems	£332		£332
2. Citizen Access	£19		£19
3. Contractor & National Services	£462		£462
4. Data & Clinical Informatics	£576		£576
5. Decision Support	£17		£17
6. Digital Health & Care Records	£642		£642
7. Innovation	£233		£233
8. Remote Practice / Virtual Pathways	£303		£303
9. Safer Diagnostics	£350		£350
10. Safer Use of Medicines	£44		£44
11. Technology Estate	£1,071	£3,000	£4,071
12. Workforce Digital Skills and Literacy	£5		£5
13. WoS Regional	£0		£0
14. Underpinning eHealth Capabilities	£917		£917
Contingency	£136		£136
Total	£5,107	£3,000	£8,107

4. Conclusions

In year three of the period covered by the Digital Strategy good progress is being made on realising the implementations and impacts sought by the Strategy and associated transformational work.

A review of the Digital Delivery Plan has re-focussed resource and impact on the NHSGGC Transforming Together Programme.

Key short-term challenges are increasing, largely focused on national programme delays and dependencies which require local NHSGGC implementations of tactical solutions, funding and maintaining the breadth of current systems, and on slowing of some original Strategy commitments to reflect the organisation's evolving priorities. The Strategy remains relevant and appropriate, subject to future sub-national requirements, with implementation managed through the yearly Digital Delivery Plan process.

Key external assessments relating to Digital Strategy and delivery have provided positive feedback.

5. Recommendations

The Board are asked to consider the following recommendations:

- Note the progress against NHSGGC Digital Health & Care Strategy (Digital on Demand) 2023-28, with priorities aligned to the NHSGGC Transforming Together Programme, the ADP and operational priorities.

BOARD OFFICIAL

- Note immediate delivery is on target in terms of scope, timescales and budget with risks for longer-term national programmes and local areas slowed down being monitored.
- Comment and endorse the 2025 Digital Annual Report

6. Implementation

The NHSGGC Digital Health & Care Strategy Board continues to govern the delivery of the Digital Strategy, ensures alignment with the Board's Annual Delivery Plan and national strategy and acts as escalation for the supporting delivery groups.

7. Evaluation

The NHSGGC Digital Health & Care Strategy Board continues to monitor effectiveness of the Strategy and incorporate evolving NHSGGC priorities through the yearly Digital Delivery Plan approach. Regular updates are provided to the Corporate Management Team.

8. Appendices

1 – Digital Delivery Plan 2025/26 summary



BOARD OFFICIAL

2 – Read-across on previous years Digital Strategy updates

As part of each year's Digital Delivery Plan the alignment and description of the overarching Digital Programme groupings evolve to reflect new priorities, in-year arranging of resources and specific governance groups. The table below shows the programmes aligned back to the first update on delivery of the 2023-28 Digital Strategy. In 2025/26 Workforce & Business Systems evolved into several areas to more explicitly align with governance and areas of investment; underpinning Digital Services Capabilities was introduced to track the important area of building internal capabilities and capacity such as for new technologies and services.

No	2025/26 Major Programme	No	2024/25 Major Programme	No	2023/24 Major Programme
1	Business & Clinical Systems	12	Workforce & Business Systems (part)	14	Workforce & Business Systems (part)
2	Citizen Access	3	Citizen Access	4	Citizen Access
3	Contractor & National Services	12	Workforce & Business Systems (part)	14	Workforce & Business Systems (part)
4	Data & Clinical Informatics	9	Data & Clinical Informatics	8	Systems Development
5	Decision Support	11	Decision Support	11	Data & Clinical Informatics
6	Digital Health & Care Records	5	Digital Health & Care Records	13	Decision Support
7	Digital Innovation	2	Innovation	6	Digital Health & Care Records
8	Remote Practice / Virtual Pathways	4	Remote Practice / Virtual Pathways	3	Innovation Programme
9	Safer Diagnostics	6	Safer Diagnostics	5	Remote Practice/Virtual Pathways
10	Safer Use of Medicines	7	Safer Use of Medicines	7	Safer Diagnostics
11	Technology Estate	1	Technology Estate	9	Safer Use of Medicines
				1	National Digital Maturity Assessment Audit (DMA) 2023
				2	National Network and Information Systems Audit (NIS)
12	Workforce Digital Skills and Literacy	8	Workforce Digital Skills and Literacy	10	Workforce Digital Literacy & Skills
13	WoS Regional	12	Workforce & Business Systems (part)	14	Workforce & Business Systems (part)
14	Underpinning Digital Services Capabilities	10	Digital Clinical Safety	12	Digital Clinical Safety
		12	Workforce & Business Systems (part)	14	Workforce & Business Systems (part)

3 – Progress on delivering the NHSGGC Digital Strategy

Red text = milestone updates since 2025 review

Programme (Delivery Plan Strategic Area)	Key Strategy Deliverables	Target Impact and Measurement	Milestone Position (What has been achieved)	Resources and Financial position (2025/26)	Risks to delivery (Type and description)	RAG Status	Mitigating action required	Lead
1. Business & Clinical Systems	Major investment: eRostering	Digital support for implementation of new national and local systems plus existing systems' lifecycles of major upgrades & re-procurements Manage the lifecycle (Technical debt) for over 140 existing specialist applications that support delivery of NHSGGC services. Support the implementation of National Programmes with other Boards across NHS Scotland in a "once for Scotland" approach, where focused on Acute Services.	Lifecycle - Datax Incident Management System Replacement - NHSGGC eHealth led the National Procurement exercise to establish the Framework for NHS Boards call off contracts in support of Incident Management System replacement. NHSGGC implementation business case developed for approval once earlier adopter Boards have bedded-in - TrakCare to Aria (Radiotherapy) interface upgrade completed - CareVue Adult ICUs system upgraded to remain within support - Trakcare Patient Management System upgraded to latest version - Replacement Orthopaedics system requirements developed and market assessment underway - Replacement room booking system implemented - Viewpoint LTS cardiac echo storage system implemented to replace legacy high risk system National - Endoscopy Reporting System implementation, business case to be reviewed by CMT - Through the Infix system, Theatres capacity optimisation is supported in 5 Paediatric specialities (surgery, ophthalmology, ENT, urology and plastics) with rollout plan for additional paediatric and adult specialities in place - eRostering - 11 early adopter Wards covering 250 staff are live and informing direction of travel, with considerable dependencies on capabilities such as Payroll integration to be delivered by the national programme. Others - Voice Recognition first phase implemented and benefits model developed, showing can reduce letters turnaround time from typically 29 days to 1 day. Rollout plans being further developed.	Resources - all programme activities utilise internal eHealth resources plus additional temporary resource for GPIT national programme Finances - £270K Strategic Fund committed Projects & Programmes - 14 startup, 20 on track, 5 blocks, 4 complete Key dependencies - national programmes delivering to scope and timescales. Service resources to support lifecycle (e.g. upgrades and testing) of existing systems, Digital resource to support lifecycles and new requirements.	Workforce - capacity for staff to engage with implementation preparations, training and support National - delays and scope reductions in many dependent national programmes Financial - (1) in line with national strategies and market capabilities digital systems are increasingly becoming service-based so recurring revenue requirement, (2) increasing number of national projects with local NHSGGC recurring costs not funded, so in both challenging for NHSGGC to approve business cases	Overdue	Programme approach to prioritise and scope the workplan aligned to resources.	Head of Strategy, Programmes & Innovation
2. Citizen Access	Strategic theme: Citizen access	NHSGGC Patient Hub - delivery of digital channels for patients While awaiting national Digital Front Door programme and solutions, implement a Patient Hub to provide digital channels and online services for patients including digital access to appointment letters and patient information. Support the national development of a national "Digital Front Door" which includes incremental delivery of digital access to a range of digital functions access via an App	NHSGGC Patient Hub digital appointment notifications - following pilot with ENT and Neurology and extensive review through governance and patient feedback, rollout undertaken to c.38,000 appointment letters per month. With Scottish Government Digital Front Door / MyCare Scot rollout plans then announced, further implementation paused, focus shifted to preparations for that, and sharing knowledge and learnings. NHSGGC Patient Hub Digital Pre-operative Assessment questionnaires - implemented and live across all NHSGGC Pre-Op services. Digital Responses from patients are reviewed by Pre-Op staff enabling patient to be vefied to the appropriate pathway. Digital Test results to Patients via Patient Hub - Implementation to enable patients requiring regular Lithium tests to receive their results digitally via Patient Hub. In addition to HIV Patients and also for NHS Staff members who participated in the SIREN research study for COVID-19 Serology testing.	Resources - all programme activities utilise internal eHealth resources. Finances - £19K Strategic Fund committed Projects & Programmes - 2 startup, 1 on track, 1 blocks	National - Local solution paused, dependent on national Digital Front Door Programme timescales.	Progressing to Plan	Local Citizens Access Programme in place. Working with national programme to shape and share NHSGGC learnings from local tactical solutions.	Head of Strategy, Programmes & Innovation
3. Contractor & National Services	Major investment: GP IT	Digital support for GP systems and local implementation of national services GP IT Programme Support the implementation of National Programmes with other Boards across NHS Scotland in a "once for Scotland" approach.	National - ANA Digital Dermatology implementation complete, available across all GP practices, with XXX% having referred via so enabling ACRT and advice back to referer, with focus now on benefits monitoring and support. - Ophthalmology EPR implementation complete, 380 Ophthalmology staff trained (Secretaries, Nurses, Optometrists and Clinicians) and 120 tablet devices, 20 laptops and 10 computers on wheels deployed to support. Focus now on benefits realisation. - Child Health replacement system - national programme delayed and now aiming live late 2025 GP IT Programme - 18 Vision and 1 EMIS practice migrated to new GP IT system, all other practices delayed awaiting national programme - Document management system upgrade, national programme delayed - GP Digital Triage pilot - 11 practices live	Resources - all programme activities utilise internal eHealth resources plus additional temporary resource for GPIT national programme Finances - £441K Strategic Fund committed Projects & Programmes - 2 startup, 4 on track, 3 blocks Key dependencies - national programmes delivering to scope and timescales. Service resources to support lifecycle (e.g. upgrades and testing) of existing systems	Workforce - capacity for staff to engage with implementation preparations, training and support National - delays and scope reductions in many dependent national programmes Financial - (1) in line with national strategies and market capabilities digital systems are increasingly becoming service-based so recurring revenue requirement, (2) increasing number of national projects with local NHSGGC recurring costs not funded, so in both challenging for NHSGGC to approve business cases	Overdue	Programme approach to prioritise and scope the workplan aligned to resources.	Head of Strategy, Programmes & Innovation
4. Data & Clinical Informatics	Strategic theme: Data and clinical informatics Priority programme: Innovation and systems development	Digital Business Intelligence tools to support services Improve access to information and reduce administrative burden. Put in place digital tools to support new virtual and unscheduled care pathways and improve systems to support cancer tracking. Develop systems to support management of waiting lists and reduction of DNAs. Provide a sustainable, supported, secure environment for innovation and development both locally with NHSGGC and across the West of Scotland, to include: - Ongoing support for Cancer Services across the region - Development of applications to support regional MDT meetings - Molecular Genetics - Further rollout and development to regional centres of excellence for stroke application - Cancer treatment summaries	Planned Care and Waiting Times - Implementation of Waiting List Planning software to support Access Team in planning and projections underway (GoRo system). Supporting Cancer Services – expansion of digital support with a focus across both local and regional Cancer Services. A new Cancer Waiting Times (CWT) tracking system has been implemented and replaced the legacy system. New analytics platform will be in place for CWT in January to allow for real-time reporting. Ongoing development and support of Cancer MDT applications - lung, urology, HPB. Working with Robiquity on a national colorectal PowerApps MDT application based on work in GGC but designed to be used nationally. Vaccinations campaign - Invitations or booking prompts for five main age and health related cohorts have been processed with covering autumn / Winter Flu and COVID campaigns. In addition, HSCPs are being supported to identify these housebound citizens. Continuing to provide data to vaccination campaigns on a weekly / monthly basis Urgent and Unscheduled Care - full programme of work to support Whole System Measurement, bespoke data analysis and dashboards for U&USC improvement team. Developments include pre-noon discharge monitoring, Virtual Ward activity and bed days saving, Flow Navigation Centre analysis and Redirection monitoring. Significant amount of requests and support to system reset, Infix and other activities. Discussions with Scottish Government and NSS on rolling out Epilepsy and a national cohort. Other Data Projects ongoing - Workforce data developments, Public Protection Developments, CAPTND, Care Assurance, Epilepsy cohort and dashboards, Maternity dashboards, and underlying strategic technical platform developments. Day of Care Audit Tool (DOCA) - online tool developed and implemented to support Day of Care audits within hospitals. Previously the Day of Care audit regarding patients who are fit for discharge took several weeks to compile using complex Excel spreadsheets. Now the entire hospital bed complement across all hospitals can be assessed and reported in a matter of hours. New version of DOCA application has been further rapidly developed to support Whole System Flow. eHuddle Dashboard - dashboard views for various daily huddle sessions providing retrospective view of previous day admission and discharges against predictions	Resources - all programme activities utilise internal eHealth resources. Finances - £474K Strategic Fund committed Projects & Programmes -13 startup, 9 on track, 3 complete	Workforce - Demand for data reporting and analysis to support new pathways, patient cohorts and new tracking systems exceeds resource capacity	Progressing to Plan	Programme and annual Digital Delivery Plan approaches to prioritise and scope the workplan aligned to resources.	Head of Information Management

BOARD OFFICIAL

Programme (Delivery Plan Strategic Area)	Key Strategy Deliverables	Target Impact and Measurement	Milestone Position (What has been achieved)	Resources and Financial position (2025/26)	Risks to delivery (Type and description)	RAG Status	Mitigating action required	Lead
5. Decision Support	Priority programme: Decision support Major investment: Active Clinical Notes Major investment: Unified Care Record	Achieve a whole-system approach to Decision Support, with initial focus the adoption of the national Right Decision Service platform Address workforce challenges around demand/capacity management by providing tools that reduce decision density for practitioners Support the Realistic Medicine goals of reducing unwarranted variation, harm and waste, and embedding shared decision making Develop an App catalogue and supporting process for the development and/or adoption of Apps within clinical services	Decision Support Tools - There are currently 79 live NHSGGC digital toolkits available on the national Right Decision Platform, including all clinical guidelines and referral guidance supporting clinicians. Plus 24 in development. Support Realistic Medicine - working with the national team, the Realistic Medicine toolkit has been developed into a national toolkit, and developed a parallel citizen toolkit. The Diagnostic Atlas of Variation education toolkit has also been created. Further work will taking place to deliver more in terms of citizen self-management and shared decision making. Achieve a whole-system approach - NHSGGC decision support platforms have been developed onto a single once for Scotland platform. Develop an App catalogue - work has begun on a shared project to deliver an App catalogue the Right Decision Service	Resources - all programme activities utilise internal eHealth resources. Finances - £17K Strategic Fund committed Projects & Programmes - 1 on track Key dependencies - ongoing national provision of the Right Decision Service platform and its ongoing development and support to meet needs of NHSGGC Resources - all programme activities utilise internal eHealth resources. Finances - £597K Strategic Fund committed Projects & Programmes - 7 on track, 8 blocks, 2 complete	Financial - successful business case to continue funding for the platform post April 2026 Overall - Transforming Together and NHSGGC organisational Blueprint work replacing Digital Strategy's previous Clinical Systems Review focus. Financial and timeline - Community System replacement will require extension of current solution pending approval of final business case and procurement outcome for replacement, then it's implementation. National - the ending of the National IT Contract is likely to require a re-procurement of Clinical Portal.	Progressing to Plan	Work with the national team at HIS to collate and curate a robust evidence base in support of the business case.	Head of Information Management
6. Digital Health & Care Records	Priority programme: Digital health and care records Major investment: Active Clinical Notes Major investment: Unified Care Record	Further develop the digitisation of remaining paper records, further integration and sharing of information between Health and Social Care Implementing Digital Clinical Notes to replace paper notes with a full digital inpatient record, replacing scanned paper, putting the patient at the centre and achieving 'digital hospital' increased maturity Introducing aggregated data to provide a citizen centred view of health and care information from all relevant organisations Ensuring that the DHCR is readily available within traditional care settings, and remotely accessible using a range of mobile technologies Improving the user experience by optimising the look and feel of clinical systems such as TrakCare and Clinical Portal Incorporating enhanced decision support and electronic workflows Utilising data to drive quality improvement through delivering improved data visualisation, accessibility, training and support Reducing duplication of data entry, saving time for clinicians and reducing the need for patients to repeat information Developing integrated referral pathways and single system working Review and implement further system convergence in line with the GGC Clinical Systems Review and recommendations Maximise on investment already made by taking full advantage of cornerstone system capabilities and the opportunities with new GPT system and additional features within TrakCare	Digital Clinical Notes (DCN) - Nursing Inpatients digitalised admission record, clinical assessments, care plans and discharge check list developed to support person-centred digitalised nursing documentation. Rollout complete across INS, GGH, STO and GRI with Clyde under way - ED, Paediatrics live covering ED clinician initial assessment, annotated images, upper limb, paroxysmal, over-2 injury, under-2 injury, and foot & ankle questionnaires - 3 out of 5 Dental service live - remaining 2 will be implemented post Dental Charting implementation - Rheumatology live replacing previous bespoke system and removed need for contract - Several AHP services live including Orthotics and MSK utilise DCN - Pilot of Early Warning Scores completed within RHC to inform wider implementation across Adult EDs. - Proof of Concept to digitalise Doctors continuation sheets completed within Royal Hospital for Children - Interface Care supported via DCN solutions within the Flow Navigation Centre and pathways Community system replacement - A re-procurement of a cornerstone system - Following extensive engagement approach specification and procurement process is now underway under a dedicated Programme Board with representatives from all key community services, and specification of requirements agreed. Dental - Dental Charting System procured and implementation preparations progressing - Oral Health Digital Programme Board in place to progress overarching roadmap for Dental Others - Discharge planning support - development and implementation of digital workflows and dashboard reporting to support discharge planning and delayed discharge reporting at ward level and HSCP level. - Four hospices live on TrakCare patient management system, improving transition of care. - Preparations underway for major TrakCare upgrade over next 2 years - Preparations underway to assess market for procurement of replacement for Clinical Portal due to dependency on National IT Contract which ends June 2025 Innovation adoption - Health Data Exchange programme which supported innovators largely during COVID closed down as planned at end 2024 as natural conclusion and 4 partner organisations unable to fund further. - Digital Pathology implemented under iCARD fully transitioned to business as usual. TraumaApp co-developed through Innovation Hub fully transitioned to business as usual. - Robotic Process Automation (RPA) pilot successfully evidenced benefits and cost saving efficiencies in Staff Bank and Finance, with separate project under Health Records Transformation now leading on the development of a large-scale RPA service. - vCreate asynchronous video embedded in business as usual with current national contract and funding ending in 2025. - Business case development for the move from co-developed innovation to adoption across all sectors of the Fracture Liaison Service digital system which has been proven to reduce time to identify fragility fractures from months to days. - Further tailoring and adoption of NearMe into quick video call support functionality for remote neonatal resuscitation Enabled by AI Programme - Scope reduced to focus on operationalising solutions rather than also catalysing research and early-stage work. - Lung cancer chest x-ray live evaluation completed across all sectors, future ANA-led national business case informed and scoping further local deployment pending national solution. - Microsoft Copilot evaluation completed, evidence shared nationally and informed new Microsoft contract negotiations. Copilot Chat now available to all NHSGGC M365 staff, and all c5,000 additional advanced M365-Copilot licenses deployed, with staff using Copilot c.22,000 times each weekday, and benefits reviews indicating c half hour per day time saving. - Co-developed with InterSystems an AI model to predict outpatient appointment non-attendance with live evaluation in several specialties underway, focused on enabling clinical staff to intervene and target additional support to patients. - In the absence of national AI policy, local AI Guidance developed and approved through IGSG and CMT Support to WoS Innovation Hub - Supporting SG CSO commissions, University of Glasgow Living Lab projects and NHSGGC and WoS Boards' initiated research & innovation projects - As part of research, AI performance monitoring platforms in development to monitor the performance of third-party AI algorithms in a controlled and containerised environment	Resources - WoS Innovation Hub projects utilise R&I hosted SG Chief Scientist Office SLA funded resources; Enabled by AI Programme utilises internal eHealth resources. Finances - £149K Strategic Fund committed Projects & Programmes - 13 startup, 6 on track, 5 complete	Overall - for AI as an emerging technology the market, capabilities and regulation are rapidly evolving, and there is limited evidence of efficacy of AI solutions in healthcare. Workforce - capacity to support exploration and evaluation of new ideas (particularly as depend on buying-out-time from scarce specialist skillsets in areas such as eHealth where these can no longer be released / backfilled)	Progressing to Plan	The programme's purpose is to explore this emerging area, assess risks and build evidence Through Innovation Governance Group, ongoing alignment of projects to NHSGGC priorities and capacity to support, and spreading involvement and support to other WoS Boards And seeking long-term funding which would allow investment in eHealth roles required	Head of Strategy, Programmes & Innovation
8. Remote Practice / Virtual Pathways	Strategic theme: Remote practice	Digital channels for patients - maximise the opportunities for virtual and remote care Scale up virtual appointments, reducing the need for face-to-face appointments. Increasing the uptake of virtual consultations is a key strategic priority for NHSGGC. Maximising use of virtual consultations where clinically appropriate delivers a better patient experience, reduces environmental impact and can increase efficiency and capacity. Create new and expand existing virtual wards to redirect patients from ED, avoid admission and reduce the inpatient length of stay.	Virtual consultations - structured programme to support services further adoption, however remains at average 19% of outpatient appointments across NHSGGC. Remote monitoring based on national IHC platform - Prostate Cancer rolled out and reached over 1,000 patients. Blood Pressure rollout continues with 67% of practices live with Blood Pressure with 10,478 patients using the platform to report blood pressure readings to their GP and direct into the GP patient record for ongoing action. Near Me Video Consultations - While NHS Boards with a significant rural component have higher utilisation, of the urban NHS Boards NHSGGC has the highest number of Near Me consultations per 100,000 population with high uptake in the Flow Navigation Centre (FNC). Unscheduled Care - continue to support Discharge without Delay Interface Care - Support and subject expertise aligned to NHSGGC's Transforming Together and Interface Directorate formation - ED digital triage system being procured - Supporting co-design of elements and pathways related to Interface Care, including the introduction of a Virtual Hospital and Flow Navigation Centre Plus (FNC+) - Supporting development of the new Rapid Assessment and Care (RAaC) model at our front doors to increase number of patients accessing same day urgent care, with discharge home same day - Procure and implement a digital platform to support a new model of care, where patients are supported to live at home and manage their conditions and assisted to receive additional care as necessary. - Supporting the relocation and expansion of the FNC+ as defined by the Interface Operational Group. - Developing an Interface Care Command Centre, displaying data and dashboards that support the system with a consistent view of performance	Resources - all programme activities utilise internal eHealth resources. Finances - £262K Strategic Fund committed, plus Transformation Programme funding for remote management platform and digital triage. Projects & Programmes - 13 on track, 2 blocks, 1 complete	Workforce - Service capacity to adopt new virtual digital tools particularly for outpatient appointments Financial - new recurring costs for remote management and virtual ward approaches and digital platforms, covered in year 1 from Transformation Programme	Progressing to Plan	Close engagement with services and governance to support uptake	Head of Strategy, Programmes & Innovation

BOARD OFFICIAL

Programme (Delivery Plan Strategic Area)	Key Strategy Deliverables	Target Impact and Measurement	Milestone Position (What has been achieved)	Resources and Financial position (2025/26)	Risks to delivery (Type and description)	RAG Status	Mitigating action required	Lead
9. Safer Diagnostics	<p>Priority programme: Safer diagnostics</p> <p>Major investment: Laboratory Information Management System (LIMS)</p>	<p>Digital Solutions for Laboratory Medicine and Imaging services</p> <p>Implement the new Laboratory Information Management System (LIMS) in NHSGGC replacing the old, legacy system. Develop a comprehensive benefits plan</p> <p>Develop and implement a new Genetics module within the new LIMS</p> <p>Complete the PACS Re-Provisioning programme</p> <p>Support the implementation of the new Laboratory Medicine Managed Service Contract</p> <p>National Digital Cytology Transformation</p> <p>PET Service Review and Transformation</p> <p>Digital Image Management System Review and Transformation</p> <p>Implement new Secure Clinical Image Transfer (SCIT) app with Medical Illustration Service</p>	<p>National Laboratory Information Management (LIMS) - NHSGGC implementation of the new LIMS is planned for late 2025 but slippage in earlier Boards within this multi-Board programme requires NHSGGC continuity plans to extend current system, with planning underway</p> <p>National Picture Archive and Communications System (PACS) Re-Provisioning Programme - PACS Re-provisioning Programme is continuing and aims to transition to the new system in 2026 with national timescales slipping</p> <p>Digital Pathology - The Philips Digital Pathology System is fully implemented and operational. A hardware and software upgrade was completed in 2024/25, extending life of service</p> <p>Contact Centre - As part of S&V new telephony management system implemented and supporting transformation of Imaging Booking Office processes</p> <p>Others</p> <ul style="list-style-type: none"> - Digital systems have been enabled to ongoing provision of Neuropathology supported by NHS Lothian - New Speech Recognition system currently being implemented in Pathology Department. Completion due November 2025 - Troponin Point of Care Pilot in South Emergency Department scheduled to Go-Live on 12th November 2025 - Laboratory Medicine Managed Service Contract has been awarded to Abbott. Implementation to begin immediately running till May 2027 - Mesothelioma MDT Pilot back on track after Information Governance approval. Technical solution being reviewed and implementation planning underway 	<p>Resources - all programme activities utilise internal eHealth resources and collaboration with Diagnostics resources</p> <p>Finances - £0K Strategic Fund committed</p> <p>Projects & Programmes - 9 startup, 12 on track, 6 blocks, 6 complete</p>	<p>Technical - Single LIMS for Scotland is a major programme and involves highly complex implementations from legacy Laboratory systems. Opportunities to transform services will require national and local Board redesign.</p> <p>National - slippage in National LIMS programmes require NHSGGC to further invest in maintaining current solutions and defer resources and finances to support implementation in future years</p>	Overdue	<p>National LIMS Programme reporting to the Chief Executives with alignment to national diagnostics groups</p> <p>Re-prioritise resources and finances in future years to support delayed implementations</p>	Head of Strategy, Programmes & Innovation
10. Safer Use of Medicines	<p>Strategic theme: Safer use of medicines</p> <p>Priority programme: eMedicines programme</p> <p>Major investment: HEPMA</p> <p>Major investment: Pharmacy management system</p>	<p>Digital support for Moving Pharmacy Forward Framework</p> <p>HEPMA will be extended to outpatient and day care areas. Opportunities will be explored to extend this further in the future, for example to emergency departments.</p> <p>Community Pharmacy supply of medicines to patients on discharge from hospital has been successfully piloted and can enable patients to get home several hours sooner. This work will be extended, to deliver benefits more widely across NHSGGC.</p> <p>Develop and implement a communications solution with Community Pharmacies to improve inpatient medicines processes including discharge</p> <p>Options appraisals will be carried out to identify opportunities to join up and improve medicines processes for community nursing, addiction services and care homes.</p> <p>Development of additional medicines informatics dashboards to support service improvement</p> <p>Explore options for a Single Medication View to aggregate a single view of patient's medicines and prescriptions records.</p> <p>Pilot and roll out access to medicines information for Care Home staff</p>	<p>Hospital Electronic Prescribing and Medicines Administration (HEPMA)</p> <ul style="list-style-type: none"> - HEPMA is fully rolled out across NHSGGC inpatient and theatre areas. HEPMA is in use in specific outpatient areas in line with NHSGGC's strategic approach to supply of medicines in outpatient settings. This reduces the need for hand-written prescriptions, streamlines the medicines supply process, and provides more complete data on medicines use - IDL (Immediate Discharge Letter) being reviewed and process redesigned to move functionality off Clinical Portal <p>Pharmacy Stock Management System</p> <ul style="list-style-type: none"> - Implementation of new system and integration with HEPMA, finance/procurement systems and Distribution Centre robots is complete. - Total Parental Nutrition (TPN) was excluded from the replacement stock management system, the legacy solution is being extended while a long-term solution is being considered <p>eMedicines Programme</p> <ul style="list-style-type: none"> - An eMedicines Citizen Reference Group has been established, providing a forum for NHSGGC to listen to patient experiences directly, and incorporate that feedback into future plans. A prototype "single medication record" is in development, which will assist clinicians in establishing an accurate complete picture of a patient's medicines. <p><u>Care homes access to patient medication records</u></p> <ul style="list-style-type: none"> - Rollout is complete 	<p>Resources - all programme activities utilise internal eHealth resources and collaboration with Pharmacy resources</p> <p>Finances - £44K Strategic Fund committed</p> <p>Projects & Programmes - 2 startup, 3 on track, 2 blocks, 1 complete</p>		Progressing to Plan		Head of Strategy, Programmes & Innovation
11. Technology Estate	<p>Strategic theme: Regulatory and cyber security</p> <p>Priority programme: Technology estate</p> <p>Major investment: Telephony transformation</p> <p>Major investment: Microsoft-365</p> <p>Major investment: Infrastructure replacement and improvement</p>	<p>Ensuring NHSGGC compliance with National Network and Information Systems requirements (NIS)</p> <p>Continue to refresh up to 5,000 devices annually</p> <p>Continue to deliver modern, sustainable and cost effective telephony solutions to maximise benefits</p> <p>User experience will be continually evaluated, and improvements made when and where possible</p> <p>Source solutions using recognised procurement methods to obtain demonstrable best value</p> <p>Cloud First – Where possible and where cost effective and resilient, applications will be delivered as cloud hosted "Software as a Service"</p> <p>Maximise the investment in existing systems and infrastructure before buying new software</p> <p>Further extend the Microsoft Office 365 digital tools to replace StaffNet, shared drives and users' home drives</p> <p>Undertake the national cyber security audits and review</p>	<p>Cloud Hosting - move of Virtual desktop environment to Azure Virtual Desktop (AVD) underway. Migration on track to be complete by end of 2025. Data collection for move of server estate to support business case with expectation of review in 2027 of move to cloud in 2029.</p> <p>Modern, Supported Technology - Lifecycle programme continues to modernise the server environment. Device replacement also moving devices to Windows 11 with 29,000 now migrated and expectation remainder will be completed by October 2026. Lifecycle programme will be a continual work to ensure NHSGGC systems and servers are on supported environments</p> <p>Remote Access - audit of RAS completed with actions taken reported to IGSG to provide assurance that NHSGGC is less likely to suffer an attack like NHS D&G.</p> <p>Microsoft-365 - MCAS rolled out allowing access to M365 from personal devices. On premise email environment has been decommissioned. M365 National deal was concluded in May 2025. NHSGGC have piloted sensitivity labels and have proposed significant improvements in usability to National colleagues. Subject to national approval NHSGGC will commence full rollout</p> <p>Telephony - tender exercise for Cloud Contact Centre has been completed and subject to award NHSGGC will take forward implementation to Telephony Contact Centre and Referral Management Centre. Also reviewing options for Critical Communication System to help replace paging systems.</p> <p>Proportionate Cyber Resilience - NIS report for 25/26 showing 99% compliance. This ends the NIS programmes and next year will see the NCSC CAF process in place.</p> <p>Redundancy and resilience - new computer cooling units in place at RHC</p> <p>Storage - Production Infrastructure (PI) replacement implemented with additional capacity</p> <p>Resilience and Continuity Testing - new BC action cards developed for BC group and then SMC table top sessions. BC test carried out with SMT. Action cards for Acute Exec have been drafted for HEPMA and TrakCare DCN. Discussion underway to perform BCP test.</p> <p>GP estate - 6 GP practices of 19 currently using Vision have now had the practice server removed and are now on the XGGG domain. As EMS to Vision migrations recommence we aim to move through the remaining GP estate. Also gathering information on TUPE implications for GP IT service desk contract.</p>	<p>Resources - all programme activities utilise internal eHealth resources</p> <p>Finances - £567K Strategic Fund committed</p> <p>Projects & Programmes - 11 startup, 7 on track, 1 blocks, 2 complete</p>	<p>Financial - affordability of Cloud First approach in line with SG strategies</p>	Progressing to Plan	Continue to apply 'where cost effective' test to Cloud First	Head of Operations
12. Workforce Digital Skills and Literacy	<p>Strategic theme: Workforce digital literacy and skills</p>	<p>Improve digital skills and literacy</p> <p>Put in place a Digital Literacy Programme aligned with the NHSGGC Workforce Strategy 2021-2025 which sets out the need for staff to be supported in increasing digital literacy and skills.</p> <p>These capabilities extend beyond just technical proficiency and should include knowledge such as data use, digital safety and having "digital first" approach to quality improvement</p>	<p>Digital Literacy and Skills Programme - established in 2023/24, working collaboratively with NHSGGC Learning and Education, Corporate Communications and external partners including NHS Education for Scotland. It initially focused on Microsoft-365 and in 2024/25 is further developing to include existing clinical systems. M365 digital skills courses commenced with 157 attendees across 7 s</p> <p>Digital Champions Network established with over 330 members. Hosted 7 events. Hints and hacks chat being used to share knowledge. An evaluation of impact of Digital Champions will be undertaken at the end of Q4 in April 2026.</p>	<p>Resources - all programme activities utilise internal eHealth resources</p> <p>Finances - £0K Strategic Fund committed</p> <p>Projects & Programmes - 1 on track</p>	<p>Workforce - capacity for staff to engage with training and support</p>	Progressing to Plan	Utilise digital tools and scope programme based on job role and training needs	Head of Strategy, Programmes & Innovation
13. WoS Regional	<p>Major investment: Unified Care Record</p>	<p>West of Scotland digital delivery plan in support of regional services and priorities</p> <p>WoS regional planning aims to improve service sustainability and capacity through collaborative, population-based approaches to service design. eHealth supports this agenda by enabling digital transformation, real-time data access, and innovation platforms that enhance planning, delivery, and outcomes for patients across the region.</p>	<p>Agreed WoS Regional projects</p> <ul style="list-style-type: none"> - Chemotherapy - Supported WoSCAN and Scottish Government to commission NSS to lead on future national procurement for Chemotherapy electronic prescribing and administration digital system. Working with WoSCAN to determine life extension of current WoS solution meantime. - Thrombectomy - provided subject expertise to nationally led procurement of future Thrombectomy AI service, procurement complete and awaiting national business case decisions - Cancer Waiting Times system - procurement and implementation complete, providing dynamic generation of patient tracking lists, contextualised worklists and actions across cancer pathways, enabling more proactive escalation and timely interventions. The implementation has shown staff spend less time obtaining data and producing reports freeing up an estimated 76 hours per week as well as enhanced compliance with the 31/62 day targets via a 42% reduction in patients experiencing waits of >100 days for treatment post diagnosis - Shared Care Records - continued adoption of WoS connectivity into EoS HealthShare Unified Care Record to support cross-Board patient care - Recovery support to NHS D&G following their Cyber Security incident in March 2024 	<p>Resources - all programme activities utilise internal eHealth resources</p> <p>Finances - £0K Strategic Fund committed</p> <p>Projects & Programmes - 2 startup, 1 blocks</p>	<p>National - Awaiting agreement of national business case and funding for Thrombectomy AI implementation, and national progress on CEPAS replacement procurement</p>	Overdue	Programme approach to prioritise and scope the workplan aligned to resources.	Head of Strategy, Programmes & Innovation

BOARD OFFICIAL

Programme (Delivery Plan Strategic Area)	Key Strategy Deliverables	Target Impact and Measurement	Milestone Position (What has been achieved)	Resources and Financial position (2025/26)	Risks to delivery (Type and description)	RAG Status	Mitigating action required	Lead
14. Underpinning eHealth capabilities	Strategic theme: Regulatory and cyber security Strategic theme: Digital clinical safety Priority programme: Technology estate	Essential building blocks, new and changed ongoing digital services required Continue to develop and assure the digital clinical safety of systems Alongside cyber resilience and compliance continue to understand, develop and assure the digital clinical safety of systems. Provide eHealth clinical leadership to strategy, programmes and specific system implementations and upgrades Develop core eHealth capabilities such as to support new technologies and services on which wider programmes and strategy depend Health Records transformation programme	Digital Clinical Leadership - Digital clinical safety - short life working group established common approach and targetted resources on greatest areas of risk, while continuing to develop further approach, with safety cases produced for NHSGGC internally developed applications. Digital capabilities - Applications / solutions architecture function established to maximise value and re-use Health Records Transformation Programme - The Health Records Transformation Programme continues to focus on improving digital skills of the Health Records workforce, digitising processes and functions where possible, modernising patient communication, and reducing repetitive manual tasks.	Resources - all programme activities utilise internal eHealth resources Finances - £365K Strategic Fund committed Projects & Programmes - 4 startup, 6 on track, 2 blocks	Workforce - risk that demand for digital clinical safety reviews and complexity cannot be resourced	Progressing to Plan	Programme approach to prioritise and scope the workplan aligned to resources. Ensure that clinical safety reviews are programmed in to the project workplans from project initiation stage	All Digital Heads of Service
RAG status:	<div>Complete</div> <div>Progressing to Plan</div> <div>Overdue</div> <div>Major delay and risk to strategy</div> Red text: = milestone updates since 2025 review	Digital Strategy Strategic Themes: - Data and clinical informatics - Digital clinical safety - Remote practice - Citizen access - Safer use of medicines - Workforce digital literacy and skills - Regulatory and cyber security	Digital Strategy Priority Programmes: - Digital health and care records - Innovation and systems development - Safer diagnostics - eMedicines programme - Decision support - Technology estate	Digital Strategy Major Investments: Laboratory Information Management System (LIMS) GP IT HEPMA Telephony transformation Unified Care Record Microsoft 365 Pharmacy management system Infrastructure replacement and improvement Active Clinical Notes eRostering				

PURPOSE OF THIS BRIEFING

To seek endorsement of the annual NHSGGC Digital Health & Care Strategy report, by providing an update of 2023-28 Digital Strategy progress; including new requirements introduced since publication of the original strategy in Dec 2022.

TYPE OF BRIEFING

- ☐ Awareness
- ☒ Assurance
- ☐ Approval
- ☐ Endorsement

BACKGROUND

Has the matter been raised at this or another committee/CMT/Board before?

Yes

Annually

KEY ISSUES

What are the Top 5 key points that the committee must be aware of, or consider for approval?

- 1

Good progress is being made on the delivery of the NHSGGC Digital Strategy
- 2

The Strategy is aligned to the Board’s Transforming Together Programme, Annual Delivery Plan and Digital Objectives
- 3

Good engagement with services and patients to progress the strategy
- 4

Key short term challenges relating to national programme dependencies are being managed
- 5

Seeking endorsement of the annual report for 2025 prior to progressing to the Board

OPTIONS / RECOMMENDATIONS / NEXT STEPS

The Board are asked to consider the following recommendations.

- Comment and endorse the 2025 Annual Report.

Annual Digital Strategy Update

Denise Brown

Director, Digital Services

26.02.26



Contents

Annual Digital Strategy Update

Item
Digital-On-Demand: Five year digital strategy
Executive summary – Key shifts
Impact of Digital Strategy delivery this year
Looking ahead: 2026/27

Digital-On-Demand

A Five Year Digital Strategy

The **first year** of the 2023-28 Digital Strategy in Dec 2022



2023/24

YEAR 1



2024/25

YEAR 2



2025/26

YEAR 3



2026/27

YEAR 4



2027/28

YEAR 5



We are at **mid-point** of the Digital Strategy period

Executive Summary

Annual Digital Strategy Report: Key shifts

Digital enablement - a new way of delivering healthcare

A more digital mindset: For NHSGGC services and population

Reduce the innovation gap

Virtual care – FNC+ / Interface ambitions

National and Sub National opportunities

Efficiency and performance gains through technology

Infrastructure and system lifecycle

Cyber & Information Governance

Impact of Digital Strategy delivery

BETTER HEALTH

19%

Of **Acute outpatient appointments** now delivered **virtually**

+10k

Patients **digitally reporting blood pressure** readings **direct to GP's**

Interface Platform & Command

1k

Virtual Beds support

5k

LT condition remote monitoring capacity



eTriage procured and implementation underway

BETTER CARE



Nursing Digital Clinical Notes fully deployed across multi-sites

+250k

Digital care plans completed to October 2025



Digital Clinical Notes across various outpatient, inpatient & ED



x4 Hospices live on NHSGGC patient management system

BETTER VALUE

£100k

Savings with **38k appointment letters** & leaflets available digitally



x2 Services (Staff Bank & Finance) live with Robotic Process Automation (RPA)



Voice Recognition in Women & Children's reducing letters from **29 to 1 Day**



Theatres capacity optimisation now in 5 Paediatric specialities

BETTER WORKPLACE

+27k

Daily Staff use of MS Copilot AI to assistance with administration



29k Devices on Windows 11 with remainder to migrate in 2026



M365 access from personal devices following rollout of security platform



Health Records Transformation modernising patient comms & reducing manual tasks

Looking ahead

2026/27

- Transformation and re-design – sub-national opportunities for
 - FNC+
 - Planned Care
 - LIMS
- Scaling pilots of AI and automated technologies
- New digital technologies for Community Services
- New Digital Contact Centre
- Data and information streaming in real time
- Design and development of new digital systems for Public Protection, eObservations