



GIG
CYMRU
NHS
WALES

Iechyd a Gofal
Digidol Cymru
Digital Health
and Care Wales

Developing the digital health workforce of the future

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Digital Health and Care Wales

provides the national digital, data and technology services to support health and care delivery in Wales.

helping to improve health and care services and achieve better health and wellbeing outcomes



The Welsh context

Strong acknowledgement that we needed to invest in the digital profession - professionalise the digital workforce

Developing these key skills will improve the health of the population

Digital career pathways not only offer economic growth but also foster innovation, inclusivity, and resilience—core principles of the **Well-being of Future Generations (Wales) Act 2015**.



OUR PURPOSE is fulfilled through our missions and strategic objectives.

OUR VISION will be realised through our principles.

OUR VALUES underpin everything we do.

OUR PURPOSE: To make digital a force for good in health and care

MISSION **1** Provide a platform for enabling digital transformation

MISSION **2** Deliver high quality digital products and services

MISSION **3** Expand the digital health and care record and the use of digital to improve health and care

MISSION **4** Drive better values and outcomes through innovation

MISSION **5** Be the trusted strategic partner and a high quality, inclusive and ambitious organisation

OUR VISION: To provide world leading digital services, empowering people to live healthier lives.

PRINCIPLE **1** Put people first

PRINCIPLE **2** Simplify everything we do

PRINCIPLE **3** Design for more data, more digital

PRINCIPLE **4** Find more value

PRINCIPLE **5** Learn from the past, embrace the future

OUR VALUES:

COLLABORATION

INNOVATION

INCLUSION

EXCELLENCE

COMPASSION

DHCW People & OD Strategy

Where we are



All Wales Digital Profession

- Working with partners on the development of the DDaT+(GDAD) Framework to develop career paths, development programmes, influence academia, support retention and recruitment and strategic workforce planning
- Establishing the Building Our Future Programme of Work

Extraordinary Leadership

- Leadership Development
- Talent Cohorts
- Succession Planning

Great Organisation to Work

- Culture and Organisation Development
- Diversity/Equality/Inclusion/Welsh Language
- Values and Behaviours
- Thriving Research and Innovation agenda

Strategic Workforce Planning

- Recruitment & Retention
- Shaping the Workforce – Product & Service Delivery (upskilling and reskilling)
- Career pathways across digital profession

Grow Our Own

- Growing our own talent
- WIDI Partnership and collaboration

Wellbeing & Engagement

- Wellbeing
- Engagement

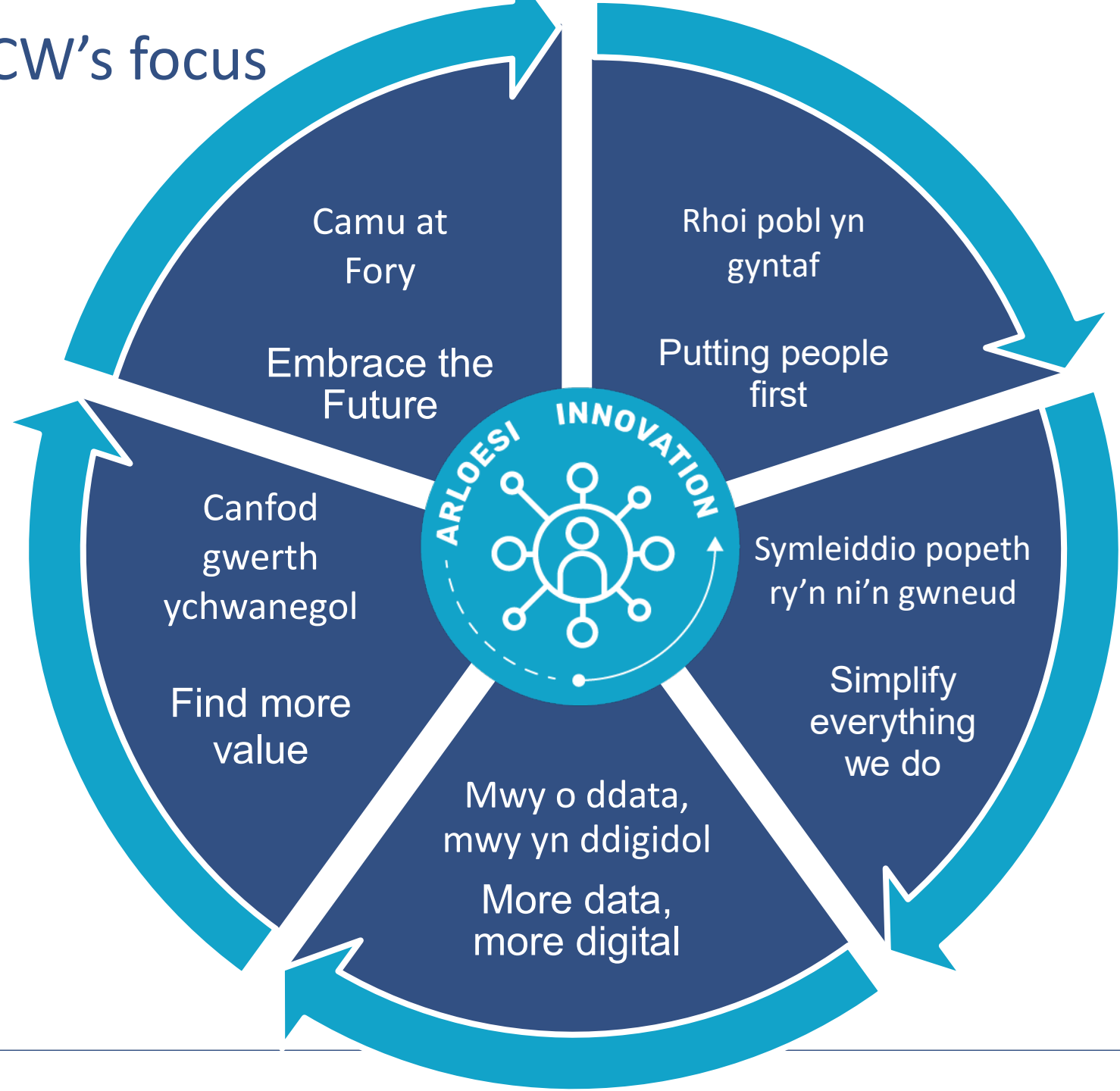
Adeiladu Ein Dyfodol Building Our Future

IGDC • DHCW

Gwneud digidol
yn rym er gwell
ym maes iechyd a
gofal

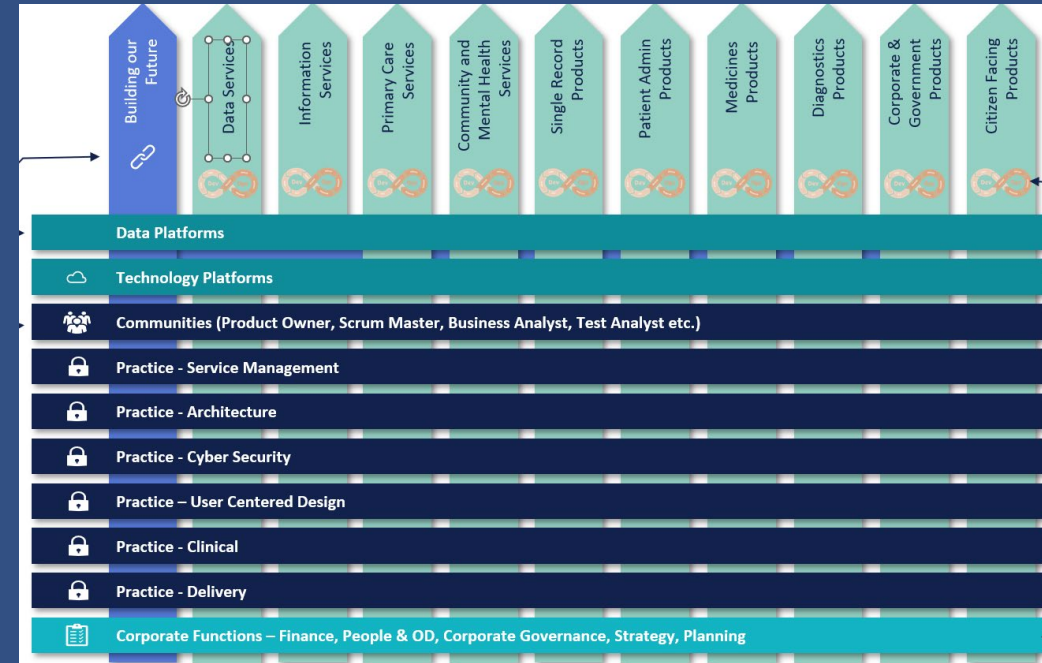
Making digital
a force for
good
in Health and
Care

DHCW's focus



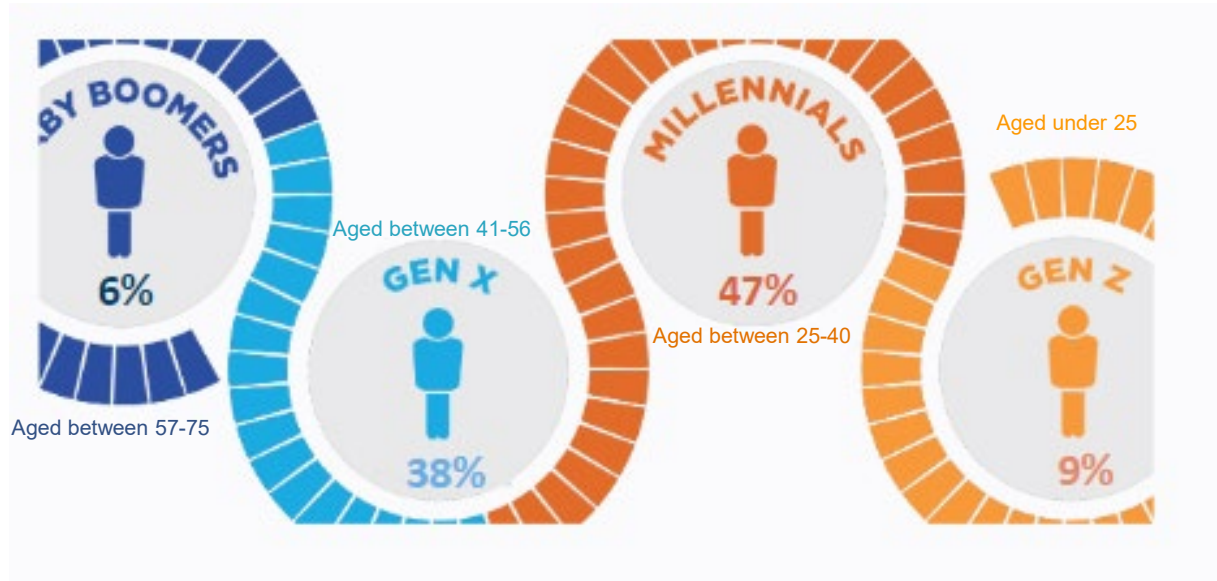
Transition to New Organisation Operating Model

Putting people first



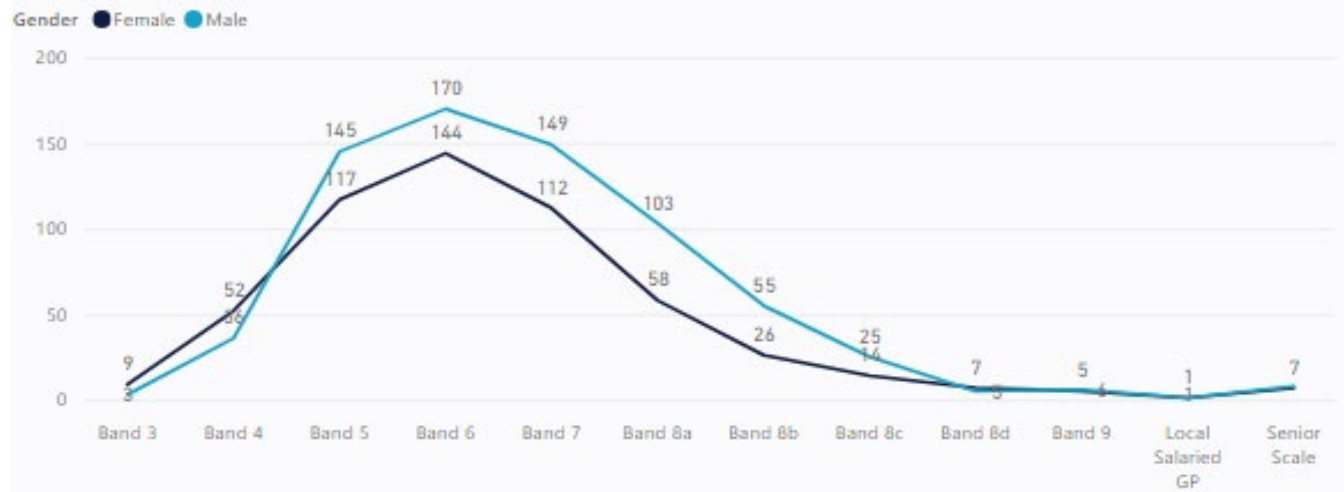
- Development of DHCW Target Operating Model based around User Centred Design, Agile and DevOps
- Working closely with BCS and FedIP to prioritise and develop GDAD job profiles linked to development pathways
- Since July 24 - 60 Job Descriptions have been transitioned from GDAD job profiles into Agenda for Change
- Currently undergoing testing of FEDIP digital career portal

A 'snapshot' of the shape of DHCW



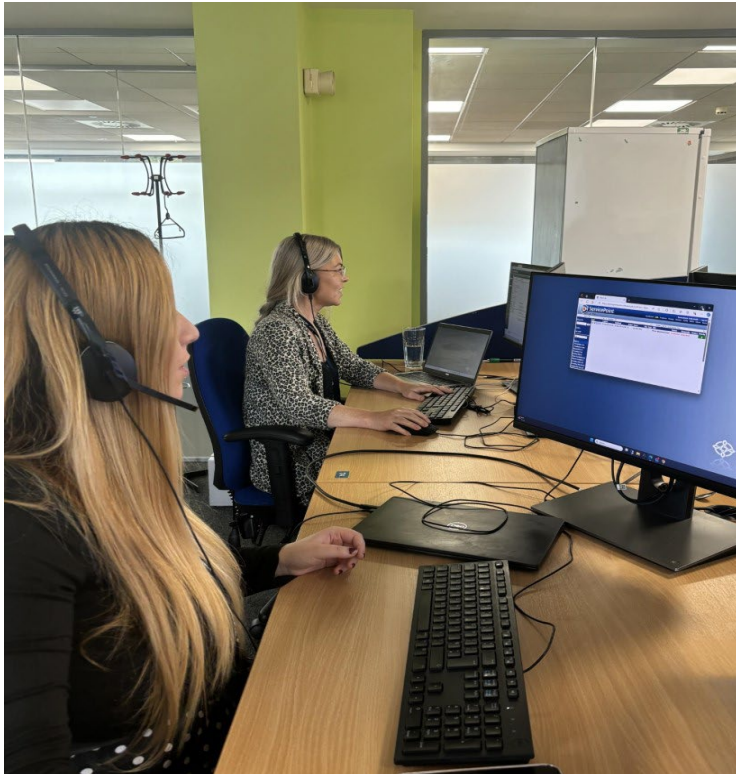
Millennials and Gen Z (ages 16–40) make up over half (56%) of the workforce at DHCW.

Since the establishment of DHCW, the female-to-male ratio has increased by 2%.



The percentage of BME communities in Wales is 2.9% (ONS, 2021). At DHCW, this percentage is currently 12%,.

Ways of working to retain and attract talent



- **DHCW embraces a hybrid working model** that balances flexibility with collaboration, requiring team members to be in the office for a minimum of 4 days per month.
- These in-office days are designed as "**moments that matter**"—key opportunities to enrich the employee experience, spark innovation, and foster collaboration.
- We're also creating a modern, inclusive workspace focused on **User-Centred Design** and **collaborative working**, ensuring our environment supports both creativity and productivity.
- Our flexible working hours foster a culture of trust, empowering employees while embracing diversity. A core focus is to **boost female representation** in digital roles, especially in software development and architecture, through **targeted internal development** programmes and a **strategic approach** to recruitment and resourcing.
- With **56% of our workforce comprised of Millennials and Gen Z**, we understand the importance of staying **future-ready**. Adapting how we work will be crucial in attracting and retaining top talent, ensuring we continue to drive our **digital strategy** forward.

Partnership working

- Building the talent pool for the future
- Strong links with academia to influence curriculums
- Strategic Partnership with the University of Wales Trinity Saint David (UWTSD) and University of South Wales (USW) in the Wales Institute of Digital Information (WIDI). We continue to expand this offer and through WIDI, a number of graduate and apprenticeship schemes are delivered.
- Working with key membership organisations, including the BCS & FedIP



Identifying skills gaps and trends



- 44% of workers' skills will undergo significant transformation within the next five years
- By prioritising reskilling and upskilling, DHCW can maintain our agility, foster innovation and stay ahead of future demands
- This proactive approach not only strengthens the organisation but also boosts employee satisfaction and loyalty, leading to improved retention
- We plan to implement targeted upskilling initiatives in the coming year and beyond
- Investing in both technical and soft skills development is vital for the holistic growth and success of DHCW and to realise the value of digital to the health & care system

Looking to the future

- Implementing our strategic resourcing plans
- Continuing to build on our academic links
- Diversity – ensuring colleagues are supported and needs are met
- Adapting the ways we work to meet changing generational needs
- Building varied career paths
- Ensuring we have the right CPD offer- we will have more digital and data therefore skills will continue to change
- Developing our Building our Future programme, supporting changes to how we work



My reflections

- Digital profession has seen substantial changes throughout my career
- Digital and data is now a career path
- Seen as a professional network
- Skills and talent are being nurtured and prioritised
- Increase in opportunities for those in the profession



Thank you
Diolch