



Board Meeting
19.03.26
Open Session
Item 9.2



Digital Delivery Plan 2026/27



Summary

- NHS Grampian’s digital capability is essential to supporting performance improvement and organisational recovery
- In the current context, prioritising activity that supports national, sub-national and/or local organisational priorities is recommended
- Since digital priorities are usually future-focussed in nature, they often not only address necessary replacement or update but also prepare the organisation for transformation activity that may follow
- The following summary highlights 12 Digital Priority Programmes for delivery or substantial progression during 2026/27
- All support multiple organisational priorities and are complex cross-system initiatives with several stakeholders
- Of the Digital Priority Programmes:
 - 12 contribute to Value & Sustainability
 - 9 support Unscheduled Care
 - 12 support Planned Care
 - 7 support Prevention Activity
 - 11 support People, Leadership & Governance

Key	
Drivers of Priorities/Change	Identifies whether the priority is led nationally, sub-nationally or locally (or a combination)
	Identifies digital programmes that align with organisational priorities
	Identifies digital programmes that have no direct alignment to an organisational priority

Digital Priority Programmes	Drivers of Priorities/Change		Value and Sustainability	Unscheduled Care	Planned Care	Prevention	People, Leadership & Governance
INFIX Theatre Scheduling Provides real-time visibility of waiting lists and theatre activity. Supports more accurate scheduling using national median procedure times, helping minimise overruns and downtime Executive Lead: Paul Bachoo	National		 Reduces manual admin and duplication by replacing spreadsheets, paper diaries and emails with a single digital scheduling view. Integrates with clinical systems to reduce re-keying	 Improves theatre efficiency and utilisation by enabling faster, data-driven list building and better use of available capacity			 Improves performance and reliability. Ensures safe, effective equipment for staff and ongoing compliance/service continuity
	Sub National						
	Local						
Digital Front Door (MyCare.scot) A web portal and app giving people secure access to their health information in one place, including key records that improve transparency and improves patient experience Executive Lead: Stuart Humphreys	National		 Will reduce admin burden and pressure on services by supporting digital communications, self-service and a gradual move away from paper-based processes		 Supports more joined-up, efficient care pathways by strengthening data sharing and integration across services on a once-for-Scotland basis	 Helps tackle health inequalities and improve inclusion, with accessibility-first design and support for proxy and delegated access where needed	
	Sub National						
	Local						
Child Health Provides a single, national child health record system, supporting consistent delivery of child health services across Scotland and reducing reliance on local legacy systems Executive Lead: Shantini Paranjothy	National		 Reduces long-term operational risk by replacing ageing local systems with a nationally supported platform designed to evolve over time through planned post-go-live enhancements		 Improves clinical safety and assurance through a structured national clinical assurance process covering vaccinations, screening programmes and health visiting/school nursing	 Supports end-to-end management of core child health programmes, including immunisations, health reviews, blood spot screening, vision screening and school-age services within one platform	 Enables national oversight, reporting and assurance, including standardised reporting (via Power BI) and consistent defect management and testing across Health Boards
	Sub National						
	Local						

Digital Priority Programmes	Drivers of Priorities/Change		Value and Sustainability	Unscheduled Care	Planned Care	Prevention	People, Leadership & Governance
M365 Provides a modern, standardised digital workplace across NHS Scotland, enabling staff to collaborate, communicate and share information securely using a common national platform Executive Lead: Stuart Humphreys	National		 Improves productivity and collaboration through integrated tools such as Microsoft Teams, SharePoint, Outlook and Office apps, supporting more flexible, mobile and multi-disciplinary ways of working. Also provides access to tools such as CoPilot that can yield efficiencies	 Improves productivity and collaboration through use of integrated tools. Provides a platform for workflow automation and data handling for improved data modelling, planning and service design. Releases clinical capacity from routine tasks			 Strengthens information governance, security and compliance via nationally agreed controls and standards aligned to GDPR, data protection legislation and cyber security
	Sub National						
	Local						
PACS - Sectra National clinical imaging platform for storage, retrieval and sharing of diagnostic images and videos locally & nationally Executive Lead: Stuart Humphreys	National		 Reduces need to send citizens to other Health Boards for treatment. Avoids local duplication and supports sustainability and future growth.	 Enables rapid image access for emergency, stroke, trauma and acute surgery. Supports integration between new and legacy system which would otherwise lead to additional workload for Radiology departments. Also improves accuracy/efficiency leading to improved patient care and outcomes	 Supports elective diagnostics, cancer pathways and MDT working, enabling coordinated planned care delivery	 Underpins early detection and monitoring of long-term conditions. Enables equitable access to images nationally and supports data-driven innovation and prevention models	 Improved reliability directly affects clinical confidence, productivity and staff morale
	Sub National						
	Local						
RIS - Soliton Core operational backbone of radiology, managing referrals, scheduling, patient flow, reporting and integration clinical systems Executive Lead: Stuart Humphreys	National		 Supports integration with PACs system. Replaces unsustainable legacy system and avoids manual or semi-manual processes that reduce productivity	 Directly supports urgent care by enabling real-time management and prioritisation of urgent imaging requests. Critical to rapid decision-making in ED and acute pathways.	 Central to planned diagnostics, supporting elective activity, cancer pathways and waiting list management. Enables predictable throughput to address demand–capacity gaps	 Supports early diagnosis through timely access to imaging and results. Improves data quality, audit and service insight to support prevention-focused redesign	 Improved staff experience through reduced pressure on radiology and digital teams
	Sub National						

Digital Priority Programmes	Drivers of Priorities/Change		Value and Sustainability	Unscheduled Care	Planned Care	Prevention	People, Leadership & Governance
Laboratory Information Management System (LIMS) Provides a modern, standardised laboratory information platform across NHS Scotland, supporting consistent laboratory workflows and reducing variation between Health Boards through a national LIMS solution Executive Lead: Stuart Humphreys	National		 Supports value and sustainability by removing inefficient outdated systems.	 Supports improved patient care through the introduction of modern laboratory management system capable of tracking and processing samples, results and workflows across multiple highly specialist laboratory services. Across Scotland laboratory medicine informs around 70% of clinical decisions and is core clinical infrastructure that underpins acute, elective, cancer, primary care and prevention pathways			 Improves quality, governance and assurance by supporting standardised processes, reporting and quality management across pathology disciplines
	Sub National						
	Local						
GP IT and Docman 10 Supports consistent use of GP IT systems across practices and enables delivery of national primary care programmes Executive Lead: Paul Bachoo	National		 Enables future primary care digital transformation, creating a platform that can support increasing demand, new services and national requirements	 Improves document management, workflow and safety by upgrading software that supports more efficient handling, filing and retrieval of clinical correspondence – which can then be shared between General Practice and Acute settings		 Standardised system across GP practice supports safer, more reliable information sharing and enables patient records to be transferred and stored consistently	 Strengthens data quality, governance and assurance through standardised processes. Improves business continuity and resilience in primary care
	Sub National						
	Local						
Windows 10 Replacement Upgrading devices to Windows 11 and replacing non-compliant hardware to mitigate cyber risk and mitigate costs following the end of Windows 10 support Executive Lead: Stuart Humphreys	National		 Improves performance and reliability, replacing older, unsupported devices with modern hardware capable of supporting current and future clinical and corporate systems	 Maintaining our infrastructure and replacing outdated operating systems ensures that digital solutions can continue to operate at required levels and thus prevents any downtime that could impact service delivery and patient care			 Improves performance and reliability. Ensures safe, reliable and effective equipment for staff and ongoing compliance/service continuity
	Sub National						
	Local						

Digital Priority Programmes	National/Sub-National/Local		Value and Sustainability	Unscheduled Care	Planned Care	Prevention	People, Leadership & Governance
Digital install & commissioning for major infrastructure (Baird Family Hospital & Anchor Centre) Executive Leads: Alan Wilson & Stuart Humphreys	National		 Supports the delivery of modern digital solutions including self check-in and door security that provides V&S savings in current and future resource requirements		 Digital devices and infrastructure that support the safe transition to new facilities and enables resilient systems for better patient care and outcomes		 Supports provision of modern digital devices/infrastructure for colleagues and citizens to support improved outcomes
	Sub National						
	Local						
Estates refurbishment and reorganisation programmes (Rosehill House, Glen O' Dee, Teaching Centre (Health Sciences), Health Centre Refurbishments etc.) Executive Leads: Alan Wilson & Stuart Humphreys	National		 Update and rationalisation of digital estate in alignment with buildings to reduce variance, mitigate costs and support future transformation	 Effective utilisation of our infrastructure to support service delivery and enable safe, effective clinical care in appropriate accommodation where required			 Supports provision of modern digital devices/infrastructure for colleagues and citizens to support improved outcomes
	Sub National						
	Local						
Digital infrastructure maintenance/updates (End of life IP Phone replacement/servers, SWAN1 to SWAN2 migration, Woodend and Cornhill core network replacements, Networks and Server upgrades) Executive Leads: Alan Wilson & Stuart Humphreys	National		 Update and rationalise digital infrastructure, removing duplication and ensuring future costs are reduced through effective maintenance planning reducing need for unplanned interventions	 Supports effective utilisation of digital estate to support clinical care and provide additional resilience to ensure continuity of service and the deployment of new digital solutions that will support colleagues and citizens across care pathways and into the community			 Improves performance and reliability. Ensures safe, reliable and effective equipment for staff and ongoing compliance/service continuity
	Sub National						
	Local						