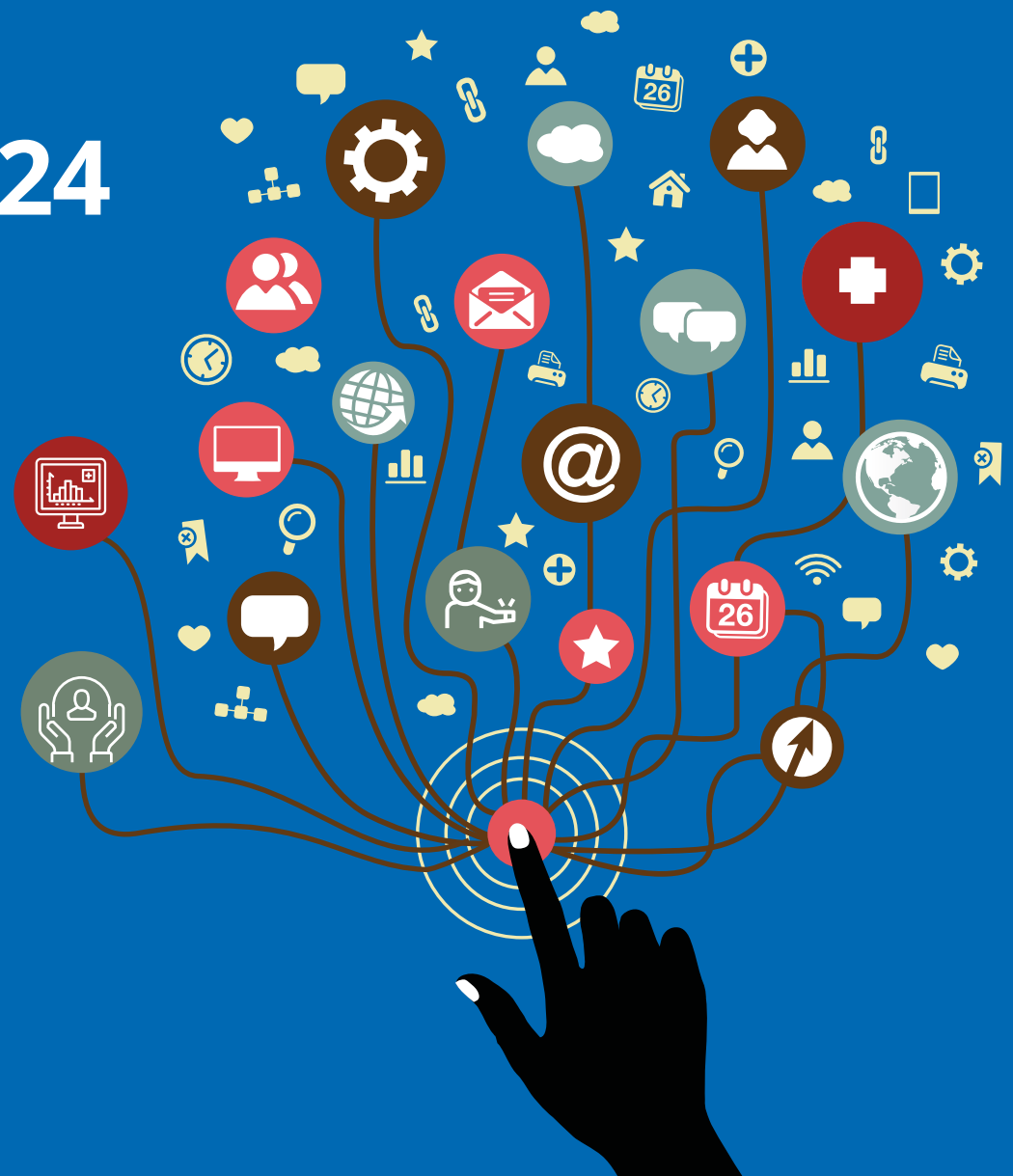


# Care in the Digital Age: Delivery Plan 2023-24

Scotland's Digital Health and Care Strategy

Scottish Government and COSLA



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# Care in the Digital Age: Delivery Plan 2023-24

## Delivery Plan 2023-24

Our first [Care in the Digital Age Delivery Plan](#) was published in November 2022. At that time, we committed to updating it on an annual basis, reviewing progress to date with our delivery partners and agreeing priorities for each 12-month period. This refreshed plan for 2023-24 describes the activities under way that support local Health Boards, Health and Social Care Partnerships, local authorities, primary care, social care, social work, and care providers to offer new or improved services, with better systems, infrastructure, and improved access to digital services and products.

The Delivery Plan summarises the activities required in achieving the aims of our overall [Digital Health and Care Strategy 'Care in the Digital Age'](#). Published in October 2021, the Strategy responded to the increased use and public acceptance of digital health and care solutions during the COVID-19 pandemic, and the opportunities for digital

innovation to improve people's health and care in Scotland. It is underpinned by the joint Scottish Government and COSLA Statement of Intent, which states that we will deliver new digital products and solutions in Health and Social Care services to support the national priorities for Proactive and Preventative Care; a National Care Service; NHS Recovery; and the Healthcare Framework for Care Homes. We also recognise the role that Digital can play in Scotland meeting its Net Zero ambitions – for example, the Near Me service has saved some 60 million travel miles to date.

Work on the Delivery Plan continues to integrate with the Care and Wellbeing Portfolio for alignment of longer-term strategy, and, through the Chief Operating Officer, drive delivery through the Board Annual Delivery Planning for short- and medium-term delivery. Both provide greater opportunity to bring together in a more collaborative way existing work,

for example, the use of Near Me in our Flow Navigation Centres (FNCs) to enable people receive care at home, or as close to home as possible and reduce avoidable attendances at A&E, improving access to primary care services as well as helping people will avoid longer hospital stays and delayed discharges through the scale-up and adoption of initiatives like Hospital @ Home. This will need to be considered as we develop detailed milestones for each of the deliverables, considering the current budgetary position, the increased and shared policy focus, and the ever-shifting creativity of new technology.

We are active partners in the Innovation Design Authority (IDA) and the work of the Accelerated Innovation and Adoption Pathway (ANIA), driving our commitment to harnessing the power of innovation across services. In partnership with the Chief Scientist Office, we are refining and improving the ANIA pathways to ensure that delivery and implementation are sustainable. We are supporting interaction between entry points for new innovations, alongside the identification and adoption of innovation solutions that meet the needs of users.

Our refreshed Delivery Plan outlines how we will deliver our Digital Health and Care Strategy working in collaboration with Health and Social Care Partnerships (HSCPs). The Plan notes work achieved in 2022-23 and provides an update on our work in 2023-24 and beyond including the development of detailed delivery plans and milestones with our delivery partners, HSCPs and Health Boards.

### Three Aims of Our Strategy:

- ◆ **Aim 1:** Citizens have access to, and greater control over, their own health and care data – as well as access to the digital information, tools and services they need to help maintain and improve their health and wellbeing.
- ◆ **Aim 2:** Health and care services are built on people-centred, safe, secure and ethical digital foundations which allow staff to record, access and share relevant information across the health and care system, and feel confident in their use of digital technology, in order to improve the delivery of care.
- ◆ **Aim 3:** Health and care planners, researchers and innovators have secure access to the data they need in order to increase the efficiency of our health and care systems and develop new and improved ways of working.

To deliver our aims and realise the vision, we continue to focus on six priority areas:

**Digital access:**

- ◆ People have flexible digital access to information, their own data and services that support their health and wellbeing, wherever they are.

**Digital skills and leadership:**

- ◆ Digital skills are seen as core skills for the workforce across the health and care sector.

**Digital services:**

- ◆ Digital options are increasingly available as a choice for people accessing services and staff delivering them.

**Digital futures:**

- ◆ Our wellbeing and economy benefits as Scotland remains at the heart of digital innovation and development.

**Digital foundations:**

- ◆ The infrastructure, systems, regulation, standards, and governance are in place to ensure robust and secure delivery.

**Data-driven services and insight:**

- ◆ Data is harnessed to the benefit of citizens, services and innovation.

# Policy and Priorities Context

Our first Delivery Plan recognised the unprecedented economic upheaval of that period, and the anticipated Winter pressures that required a focus on more immediate priorities. Nevertheless, the Plan confirmed an underlying commitment to activities that make a difference to people using and delivering health and social care services, and the ongoing 'behind the scenes' work supporting real change by the end of 2024. As with the rest of the public sector we have faced continued budgetary pressure and service demand. While we cannot guarantee that increased uncertainty and rising costs will not impact our plans, our ambition and our intentions to deliver on our commitments remain unchanged.

We continue to focus on prioritising work to support existing systems alongside developing key projects that will have a real impact and meet public expectations. We will continue to support the delivery of the digital priorities set out in the Scottish Government's Policy Prospectus, which commits us to continue in 'innovating digitally', and by 2026 providing 'improved outcomes for people' through:

- ◆ **Better digital tools:** through projects and programmes delivering a variety of better options for staff and public (for example, Near Me video access, Connect Me remote monitoring, digital telecare, the use of NHS inform to improve self-care).
- ◆ **Access to personal health information:** for example, individuals' access through the Digital Front Door, and professional/staff access through the integrated care record using technology delivered through our wider work. This includes federation of Microsoft Office 365, new GP IT to enhance Multi-Discipline Team working, and the new CHI system.

This overall mission for our health and social care services lines up with the existing vision of 'Care in the Digital Age' to *'improve the care and wellbeing of people in Scotland by making best use of digital technologies in the design and delivery of services.'*

A digital approach is much more than just the technology and systems: it is about a cultural shift toward thinking, planning and behaving as digital organisations. In the past year, we have commenced our second Digital Maturity assessment across the NHS and Social Care. This will inform our priorities and funding decisions going forward and for the first time allow us to consider the climate emergency as part of our digital health and care maturity work. We have reinforced our commitment to digital inclusion with the launch of the first £600,000 phase of a £2m Digital Inclusion Programme, initially focusing on mental health and housing. We recognise the need to maintain non-digital options for those who do not wish to participate, and enable availability and access for those who do. We are committed to our shared work and its impact reflecting equalities and Human Rights legislation to ensure inclusive and accessible services for users.

Of the 60 commitments set out in our first Delivery Plan, 53 have been delivered or are on track for delivery. Since we published the Delivery Plan, we have already seen a number of achievements, including:

- ◆ The roll-out of **Microsoft Office 365** enables improved communication, collaboration and the sharing of information locally. From implementation across the NHS in 2022, federated access between the NHS and Local Authorities is now live in six Council areas and will be rolled out further this year.
- ◆ In February 2023, we published Scotland's first [Data Strategy for health and social care](#), setting out how the secure and ethical use of data can empower people using and providing services, allow greater access and control for self-management, and deliver insights that support the development of new treatments and services.
- ◆ The **Connect Me** and **Hospital @ Home** remote monitoring services continue to expand, supporting people in the home environment and reducing the need to travel to appointments. Some 70,000 people are already supported in this way for hypertension monitoring, increasing each month with over 1,600 people added in March 2023 alone.

- ◆ The **Near Me** video consulting service continues to develop, providing 440,000 virtual appointments in the last year for those who prefer a remote consultation. Group consultations have grown, with 8,000 sessions in the last year involving over 35,000 participants. The service has been expanded further in local hubs to provide support in community settings and in enabling access in duty social work.
- ◆ There are now **26 digital mental health** therapy options for conditions such as depression, anxiety, and insomnia with over 65,000 referrals in 2022, increasing access to support and reducing waiting times.
- ◆ A **national shared Alarm Receiving Centre (ARC)** has been commissioned to facilitate the transition of telecare from analogue to digital, opening new opportunities for innovation and resilient services.
- ◆ We have established a '**Once for NHS Scotland' approach** to core national incident management and reporting of all Cyber Security programmes through **Scotland's Cyber Security Centre of Excellence** to protect health and care systems and enhance our response to security threats. This will also drive excellence through continuous

improvement, by focusing on key enablement pillars such as centralised security, 24/7 monitoring, threat hunting, incident response, and training and awareness.

As well as the updated deliverables set out in the main document, the Annex sets out some key programmes of work including the integrated health and social care record, embedding Near Me in community health and care services, digital mental health therapies, Connect Me, Hospital at Home and the Digital Front Door, summarising achievements to date and future development.

We thank our delivery partners for their continued work and support, and everyone in Scotland's health and social care sector working to achieve our shared ambitions. We have made considerable progress to date and have established a baseline for future development. By ensuring the correct digital foundations are in place in line with the commitments set out in our Strategy, we will improve the overall experience for everyone who uses health and care services in Scotland.

# Digital Access

## Priority One: People have digital access to information, their own data and services which support their health and wellbeing, wherever they are.

Ensuring digital access for all is an essential element of shifting the focus of health and care systems from crisis intervention towards prevention, early intervention, enablement and supported self-management. Achieving our ambitions will support people to not only access support, but to manage and control their own health and care needs, with a collective focus across all programmes on inclusion and engagement.

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
<b>Improved</b> access to Health and Care services through the delivery of a <b>Digital Inclusion programme</b> .	Support the increase in access to a range of health and social care services through digital, raising awareness and improving digital skills for people who could benefit most.	Scottish Government Digital Health and Care Directorate Scottish Council of Voluntary Organisations (SCVO)	December 2024
<b>Expand</b> capability of resources, advice and guidance through <b>improvements to NHS inform</b> as a national asset for publicly trusted health information, <b>promoting greater self-management</b> and acting as a <b>gateway into health services</b> .	Enable people to take charge of their own health, have an increased knowledge of how and where to access help and support.  Reduce pressure on NHS Scotland services by providing tools for appropriate self-care.	Scottish Government Digital Health and Care Directorate NHS24	N/A



What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
<p>Through the <b>Digital Lifelines Scotland (Drug Death Prevention) Programme</b>, digital solutions that support people who are at risk of drug related harm to <b>reduce digital exclusion</b> and <b>improve health outcomes</b>.</p>	<p>Improve digital inclusion and design digital solutions that better meet people's needs, improve the health outcomes for people who use drugs, and reducing the risk of harm and death.</p>	<p>Digital Health &amp; Care Innovation Centre (DHI) SCVO</p>	<p>March 2025</p>

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
<p>A plan outlining the <b>capability and functions</b> of a fully interactive 'Digital Front Door' and establishment of core technology to support the programme.</p>	<p>Provide people with the ability to interact with a range of different services across health and care both online and via mobile applications.</p> <p>Build on the learning from the introduction of the NHS24 online app released last year.</p> <p>Ensure an appropriate engagement approach is implemented with accompanying Equalities and Data Protection Impact Assessments in place.</p>	<p>NHS Education for Scotland (NES)</p> <p>Scottish Government Digital Health and Care Directorate</p> <p>Convention Of Scottish Local Authorities (COSLA)</p> <p>Local Government Digital Office (LGDO)</p> <p>Social Work Scotland</p> <p>NHS Health Boards</p>	<p>Plan in place by April 2024.</p>

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
<p>Review of the <b>My Diabetes My Way Platform</b> for public access to their health record and better use of data for public benefit.</p>	<p>Consider options in ensuring sustainability. Increase uptake where appropriate and support access for those who could benefit most. Improve use of data from SCI-diabetes.</p>	<p>Scottish Government Digital Health and Care Directorate NHS Tayside NES</p>	<p>April 2024</p>
<p>A review of the options for the <b>vCreate digital tool</b> in supporting neurological conditions and maternal/neonatal with current national contract expiry in 2024.</p>	<p>Consider uptake and impact to date. Consider potential contract re-provision options.</p>	<p>Scottish Government Digital Health and Care Directorate</p>	<p>April 2024</p>

# Digital Services

## Priority Two: Digital options are increasingly available as a choice for people accessing services and staff delivering them.

The way care is delivered is changing, with an increasing number of services becoming digital, either fully or in part. These range from basic services, such as ordering repeat prescriptions, booking appointments and accessing trusted online information, to the digital tools and products to help people manage their own health and wellbeing at home. Over the coming years, digital services will become the first point of contact with health and social care services for many people, and will inform how many will choose to engage with health and social care services on an ongoing basis.

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
The <b>scale up and adoption</b> of <b>Connect Me</b> – Remote Health Monitoring and self-management.	<ul style="list-style-type: none"> <li>Enable people to take more control of their conditions.</li> <li>Improve access to services.</li> <li>Improve outcomes for citizens using more advanced technology.</li> <li>Reduce face to face appointments and clinics, freeing up clinician time.</li> </ul>	<ul style="list-style-type: none"> <li>Scottish Government Digital Health and Care Directorate</li> <li>NHS National Services Scotland (NSS)</li> <li>Health Boards</li> </ul>	March 2025

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
<p>The <b>development and adoption</b> of <b>Digital Hospital @ Home</b>.</p>	<p>Support an increase in the number of Hospital @ Home 'virtual' beds.</p> <p>Reduce length of stay in hospital by supporting early discharge to a Hospital @ Home service.</p> <p>Deliver the right care in the right place, supporting people in their own location as per long-term strategies.</p> <p>To reduce face to face appointments and clinics, enabling people to take more control of their conditions and freeing up clinician time.</p> <p>By reducing clinician travel, improving the efficiency of services via the use of appropriate remote and mobile working solutions, and introducing remote monitoring.</p>	<p>COSLA Scottish Government Digital Health and Care Directorate</p> <p>In partnership with: NHS Health Boards Health and Social Care Partnerships (HSCPs)</p>	<p>March 2025</p>

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
<p>Development of <b>Digital Mental Health therapies</b>, including self-referral and expansion of mental wellbeing resources.</p>	<p>Improve accessibility and access to evidence based psychological treatments through the expansion of online mental wellbeing resources and tools.</p> <p>Enable people to access services round the clock, reducing waiting times.</p> <p>Offer an alternative route for those who do not feel comfortable with a face-to-face session, or who may need support out of hours</p> <p>Promote the development and testing of new and emerging technologies focused on improving the mental health and wellbeing of individuals across Scotland.</p>	<p>Scottish Government Mental Health Directorate</p> <p>Scottish Government Digital Health and Care Directorate</p> <p>NHS Health Boards</p>	<p>March 2025</p>

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
<p>To <b>scale up and embed</b> Near Me <b>Video Consultation service</b> with Health and Social Care service delivery.</p>	<p>Improve access and choice.</p> <p>Increase resilience in health and social care services.</p> <p>Support group treatment programmes in mental health, educational type interventions and explore the use of group clinical consultations.</p> <p>Support the reduction in waiting times as part of the NHS Recovery plan.</p> <p>Reduce staff and citizen travel to reduce climate impact.</p> <p>Help prevent unavoidable hospital admissions.</p> <p>Enable professionals working in social care to use Near Me when care and support planning.</p> <p>Support more people to access care at home.</p>	<p>COSLA</p> <p>NHS Health Boards</p> <p>HSCPs</p> <p>LGDO</p> <p>Social Work Scotland</p> <p>Social Security Scotland</p>	<p>March 2024</p>

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
<p>New <b>digital products</b> and solutions within <b>social care</b>.</p>	<p>Support national priorities for Proactive and Preventative Care, National Care Service, NHS Recovery and the Healthcare Framework for Care Homes.</p>	<p>COSLA            Scottish Government            Digital Health and Care Directorate            HSCPs            LGDO            Care Inspectorate            Social Work Scotland            Scottish Care            Coalition of Care and Support Providers in Scotland (CCPS)            All Local Boards</p>	<p>March 2025</p>



What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
A programme of <b>Clinical IT improvements</b> in <b>Scotland's Prisons</b> .	<p>Support prescribing and medicines administration in Scotland's prisons, removing many manual processes which take time away from delivery of clinical care.</p> <p>Improve features and functionality in the patient management system, providing professionals with access to patient history at point of care.</p> <p>Support continuity of care.</p>	NSS	March 2025
<b>Refreshed</b> technology to support the <b>National Screening Programme</b> .	<p>Existing legacy technology needs to be replaced and upgraded due to it being 'end of life'.</p> <p>Create efficiencies in the call/recall services associated with all screening services.</p>	NSS	March 2025
A new <b>Digital Dermatology solution</b> for receiving, storing and sharing dermatology images between primary and secondary care.	<p>Enable GPs and secondary care to share images and identify urgent cases that can be expedited to surgery.</p> <p>Reduce the need for outpatient appointments.</p> <p>Contribute to the reduction of NHS waiting times.</p>	<p>NHS Golden Jubilee Centre for Sustainable Delivery (CfSD) NES NSS</p>	April 2024

# Digital Foundations

## Priority Three: The infrastructure, systems, regulation, standards and governance are in place to ensure robust and secure delivery.

Alongside our people and our services, digital technology provides the foundation on which our health and care system is built. Some of what we have needs modernising or improving. Addressing these issues means investing in the development of modern cloud-based infrastructure that adheres to today's standards, and is as secure and resilient as possible to make sure systems comply with legislative standards. This covers a huge amount of work 'behind the scenes' that is needed to modernise the health and care systems. From providing over 160,000 staff with up-to-date Microsoft Office tools, to exploring the use of ultra-high definition medical images for diagnosis and treatment of diseases such as cancer, this work is critical to safe and effective delivery of care. Ultimately, better systems can lead to faster diagnosis and more targeted treatment, improving life chances.

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
Implementation of a new <b>National GP IT System</b> , moving to a single cloud hosted solution (Cegedim Vision).	<p>More advanced systems supporting GP practices will deliver improved practice management and patient care.</p> <p>Speed up some admin tasks leading to better recording of health information.</p> <p>Improve Multi-Disciplinary Team (MDT) and Community Treatment and Care (CTAC) services, thanks to greater ability to share patient records with remote and mobile access.</p> <p>Introduce additional features designed to support patients, such as advanced appointment functionality.</p>	NSS	<p>First 4 NHS Health Boards underway, with a target of all Health Boards entering into agreement with Supplier by mid-2024.</p> <p>Full roll-out complete by 2026.</p>

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
<b>Adoption</b> of GS1 standards as part of the implementation of the <b>NHS Scotland Scan for Safety</b> Programme.	Improve tracking of medical equipment and medical devices across Scotland.	NSS	March 2026
<b>Hospital Electronic Prescribing and Medicines Administration</b> (HEPMA) system across Health Boards.	Improve patient safety, better manage drug stocks, reduce paper, and reduce medication errors.	NSS	December 2025
<b>Re-procure</b> Scotland's Picture and Archiving Communications System (PACS) used for storing and accessing digital images (MRI, X-rays etc).	Support fast access to images from any location. Provide opportunities for improved utilisation of scarce radiology resources, making images accessible for safe patient care. Support development of innovations such as Artificial Intelligence (AI).	NSS	Ten-year programme. Transition plan and start of preparatory work on new network and equipment complete by April 2024.
A <b>new secure public sector network</b> service via the 'Scottish Wide Area Network' (SWAN) providing a faster, private and secure pan public sector network service across Scotland.	Increase the use of online services. Improve the performance and resilience of data transfer, contributing toward better patient care. Provide greater resilience in our systems throughout the public sector.	NSS	Seven-year ongoing programme. Change in supplier arrangements and start of transition to new contract complete March 2024.

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
<p>A new master <b>patient management system</b> (known as Community Health Index (CHI)), enabling the old system to be switched off/ decommissioned.</p>	<p>Upgrade and modernise our core patient demographics infrastructure, providing enhanced patient identification and matching their health information to their core health record.</p>	<p>NSS</p>	<p>New system live by November 2023.</p>
<p><b>Transition to Digital Telecare</b> for the 170,000 people in receipt of Telecare in Scotland, through supporting Telecare service providers in the transition to digital telephony and <b>establishing a shared cloud-based Alarm Receiving Centre (ARC)</b>.</p>	<p>Support more people to access care at home.</p> <p>Increase resilience in our Digital Telecare infrastructure.</p> <p>Allow adopting providers to take advantage of shared routes to implementation of new technologies.</p> <p>Improve access to data and open new service delivery models.</p> <p>Future proof services for people, fully utilising data, encouraging collaboration and innovation opportunities.</p> <p>Remove obsolete analogue telecare solutions.</p> <p>Help prevent unavoidable hospital admissions.</p>	<p>Scottish Government Digital Health and Care Directorate</p> <p>COSLA</p> <p>LGDO</p> <p>Scottish Federation Housing Associations (SFHA)</p>	<p>Full transition to Digital Telecare complete by December 2025.</p> <p>Procurement and implementation for Alarm Receiving Centre complete by 2023-24.</p>

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
<p><b>Optimisation</b> of the <b>Microsoft 365 platform</b> to support clinical and business operations, <b>maximising collaboration</b> and communication to those organisations using the platform.</p>	<p>Enhancing the use of Microsoft 365 will increase efficiency and deliver an improved, more collaborative working experience.</p> <p>Support national priorities for Proactive and Preventative Care, National Care Service, NHS Recovery and the Healthcare Framework for Care Homes.</p>	<p>NSS</p>	<p>December 2025</p>
<p>The ability for <b>Health and Social care professionals</b> to safely and easily share information through the <b>roll-out of Microsoft 365</b>.</p>	<p>Enable Health and local government-employed Social Work and Social Care staff to collaborate and share information.</p> <p>Ease pressure on our service delivery systems and provide additional resilience as part of our approach to winter planning.</p>	<p>COSLA LGDO Scottish Government Digital Health and Care Directorate</p>	<p>April 2025</p>
<p><b>Digital products</b> that schedule, appoint and report on the number of vaccinations and immunisations delivered by <b>Scotland's Vaccination Immunisation Programme</b> (SVIP).</p>	<p>Support the delivery of Scotland's ambition to have a world class vaccination and immunisation programme, and support the creation of a 'lifetime' single vaccination record.</p>	<p>Public Health Scotland (PHS)</p>	<p>April 2024</p>

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
<p><b>Requirements</b> and <b>understanding</b> of how services will be transitioned from the current ATOS environment to a new <b>modern cloud-based infrastructure</b> that adheres to current standards.</p>	<p>Ensure our systems are secure and resilient to comply with legislative standards.</p>	<p>NSS</p>	<p>Contract ends in 2026 with a two-year transitional process agreed.</p>
<p><b>Modern Business Systems</b> on a 'Once for NHS Scotland' basis.</p>	<p>Ensure our Human Resources (HR), Payroll, Finance and Procurement systems meet the needs of our 160,000 staff, suppliers and partners.</p>	<p>NSS</p>	<p>April 2024</p>
<p>An <b>eRostering system</b> to support the <b>implementation of the Safer Staffing Act</b> (2019).</p>	<p>Enable Health Boards to increase access to health and care service.</p> <p>Provide real-time data to support service delivery.</p>	<p>NSS</p>	<p>April 2024</p>
<p>A <b>replacement</b> for the current <b>Child Health System</b>.</p>	<p>Replace our legacy Child Health System and support the development of modern cloud-based infrastructure that adheres to current, modern standards.</p> <p>Ensure our Child Health system is secure and resilient and able to comply with legislative standards.</p> <p>Enable an improved way of delivering child health services.</p>	<p>NSS</p>	<p>March 2025</p>

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
<b>Re-procurement</b> of Docman (GP Document Management solution).	Ensure continuity of service to GP practices, delivering a cloud-based document management system that is integrated with the GP record and supporting workflow.	NSS	December 2025
<b>Digital Prescribing and Dispensing</b> (DPDP) for GPs.	Remove 'wet ink' signatures from GP Prescriptions, enabling electronic prescribing and dispensing without paper .  Improve the citizen experience when engaging with Primary, Secondary and Community Care.	NES NSS	March 2025
Provision of <b>laboratory services</b> to primary and secondary care by providing interfaces and integrations with local, regional and national systems.	Enable data to flow to the National Digital Platform (NDP).	NHS Greater Glasgow and Clyde (GGC)	Replacement of old/legacy systems during 2023-24 and 2024-25 to support the longer-term aim for data flows to the NDP. Roll-out complete 2028.
<b>Cloud-based</b> digital components and services brought together to <b>store and share</b> defined summary <b>patient data</b> .	Make it easier to build, enhance, share and access data across Scotland's Health and Care System through the implementation of the National Digital Platform.	NES NSS	April 2024

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
Internationally recognised <b>SNOMED CT</b> (Clinical Terminology) <b>coding</b> for all digital systems.	<p>Remove the dependency on legacy READ codes.</p> <p>Increase the quality of the data in our health and social care systems leading to greater insights being derived from data that can improve health and care outcomes.</p>	NSS	March 2026
<b>Discovery and architectural planning</b> work as part of the development of an <b>integrated health and social care record</b> for Scotland.	A nationally consistent integrated health and social care record will help further our ambition of enabling people to have access to their health and social care data in a way that is transparent and meaningful, and supports greater sharing of information between those providing care support.	NES	April 2024
<b>Implement</b> technology that enables NHS staff to access multiple platforms through a <b>single sign-on</b> solution.	<p>Implementation of a single sign-on for Scotland will bring consistency of access across NHS Scotland.</p> <p>Simplify the login process for staff as well as providing the ability to audit the use of systems ensuring data is only accessed by those who need to see it.</p>	NES NSS	March 2025



What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
A <b>Technical Roadmap</b> for Scotland will be developed outlining the target architecture for improving digital and data infrastructure across the health and social care sector including the <b>replacement of SCIstore</b> .	Building on the integrated record work (above) to encompass all major systems for Health and Care, providing a single reference blueprint built on common, open standards.	Scottish Government Digital Health and Care Directorate	April 2024
Requirements for <b>Scottish Referrals and Communications</b> gathered.	Gather the requirements for a 'once for NHS Scotland' approach to Referrals and Communications in primary and secondary care.	NHS Fife NES NSS	April 2024
An <b>options appraisal</b> undertaken on the feasibility of introducing a new national approach to managing <b>Radiology Information Systems</b> (RIS).	Support the transformation of Radiology services across Scotland.  A new national approach to RIS will result in better co-ordination and management of radiology services, including tracking and issuing results to patients.	All NHS Boards	April 2024
A <b>National Infection, Prevention and Control surveillance eSystem</b> .	Replace legacy systems with a modern cloud-based National Infection, Prevention and Control surveillance system for Scotland.	Scottish Government – Chief Nursing Officer Directorate	April 2024

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
An <b>Applications strategy and roadmap</b> for Scotland.	<p>Support full product lifecycle management.</p> <p>Optimise our investment in the M365 platform.</p> <p>Provide our workforce with the tools required to support the digital transformation/reform of service delivery.</p> <p>Ensure our application platform focuses on clinical safety, scale up and adoption, adhering to our ambitions for a common technical blueprint and integrated record.</p>	<p>NSS</p> <p>Scottish Government Digital Health and Care Directorate</p> <p>Health Board Digital Leads</p>	April 2024

# Digital Skills and Leadership

## Priority Four: Digital skills are seen as core skills for the workforce across the health and care sector.

In order to embed digital transformation, leaders across health and social care must be equipped with the necessary digital skills. That extends to the skills required to identify where digital could be used, rather than just how to use digital. This requires us to continue building knowledge and skills within the health and social care system to support and deliver digital transformation. This starts from the top of an organisation, from Board-level down. The success of digital transformation is entirely reliant on people's ability to know when, why and crucially how to use digital. Workforce development in digital skills, leadership and capabilities across the whole health and social care sector underpins the successful uptake and use of digital technologies.

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
Provide a <b>Leading Digital Transformation</b> in Health and Care MSc for 50 people a year.	Support and develop our current and future leaders to drive, deliver and embed digital transformation across Scotland's health and care services	NES	March 2026

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
A refreshed programme supporting digital data leadership and skills via published Learning Pathways for specific staff groupings and career stages	To further develop the core skills and digital confidence of the current, future, and specialist workforce in health and social care.	Scottish Government Digital Health and Care Directorate COSLA LGDO NES SSSC DHI	September 2024
Support the development of our specialist Digital, Data, and Technology (DDaT) professional workforce.	Inform recruitment and retention and ensure the appropriate level of leadership, skills and capacity, with an initial focus on the DDaT Capability Framework within NHS Scotland Boards.	Scottish Government Digital Health and Care Directorate COSLA LGDO NHS Boards NES	December 2025

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
Promote move to continuous model of measuring digital maturity progress, and use results to inform priority setting and planning.	Develop ongoing understanding of organisational digital maturity which will be used to drive planning and priority setting of local health and social care systems and national plans.	All NHS Boards All HSCPs Local Authorities	Initial results due September 2023.
Digital Mindset Masterclasses to increase knowledge and awareness of digital health, governance, and leadership skills.	Develop leaders' understanding of the digital agenda, build confidence and competence to harness and exploit opportunities of digital transformation in health and social care services	NES	March 2024

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
<p>Launch health and social care themed 'Innovation for Wellbeing' <b>challenges</b> through <b>CivTech 10</b>.</p>	<p>Provide a national opportunity for multiple health and social care organisations to collaboratively identify and request solutions for specific challenges facing the health and social care sector.</p> <p>An approach that seeks to bring to light innovation and ideas on an established national platform that can benefit of the whole of Scotland.</p> <p>CivTech challenges allows the bespoke nature of health and social care sector which requires a unique set of skills and approaches given its complexity and size to come together to develop innovative solutions.</p>	<p>CivTech (Digital Directorate) Scottish Government Digital Health and Care Directorate and Chief Scientist Office (CSO) NHS Test Beds DHI LGDO and others, depending on the nature of the challenges.</p>	<p>April 2024</p>

# Digital Futures – Innovating and Enhancing Our Digital Nation

## Priority Five: Our wellbeing and economy benefits as Scotland remains at the heart of digital innovation and development.

Advances in technology, and the growth in its use, means we need a constant focus on what is coming next. Scotland is well placed to support the development, design, testing and – ultimately – the adoption of new technology. We will seek to maximise opportunities for a pipeline of innovation through supporting the adoption and scaling up of initiatives that have the potential to reduce the already heavy burden on our workforce. This will also create new jobs and roles of tomorrow and strengthen how people interact and engage with health and care services..

We also engage across the UK and Europe – and further afield – to share learning and knowledge, attract extra funding while growing our own expertise. This includes conducting extensive research so that we understand the best approach to replacing some of our core systems, and the detailed planning needed before we replace old systems or change the ways that people work.

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
Opportunities for <b>knowledge exchange</b> , funding and collaboration with <b>international stakeholders</b> .	<p>Promoting Scotland as a leader and as a strong collaborative and learning partner in digital health and social care.</p> <p>Support the sustainable development and delivery of digital health and social care for Scotland.</p>	<p>Scottish Government Digital Health and Care Directorate</p> <p>DHI</p>	March 2024

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
<p><b>Data tools</b> to improve and automate <b>theatre scheduling</b> increasing the number of operations carried out across multiple specialties.</p>	<p>Help tackle waiting list backlogs by expanding the number of boards involved on the piloting of it.</p>	<p>NHS Golden Jubilee CfSD</p>	<p>Pilot sites live by September 2023.</p>
<p>A <b>National approach</b> to the ethical, transparent consideration of <b>adoption and implementation of AI</b> based tools, products and services.</p>	<p>Create a national policy framework for the use of AI as part of overall work on the Data Strategy.</p>	<p>Scottish Government Digital Health and Care Directorate COSLA</p>	<p>March 2023</p>



# Data-Driven Services and Insights

## Priority Six: Data is harnessed to the benefit of citizens, services and innovation.

It is essential that data is used to the benefit of people, services, and innovation but in a secure, transparent and ethical way that is built on trust and a shared understanding with the public.

We committed in the Strategy, and our first Delivery Plan, to developing Scotland's first ever [Data Strategy for Health and Social Care](#). Published in February 2023, it sets out our vision for making better use of the data we have, to improve access to the data we hold, and to ensure a strong focus on addressing known gaps and weaknesses in how we collect, share and analyse data to improve health outcomes – in a secure, transparent and ethical manner. We are developing a supporting delivery plan with our work in this area overseen by the Data Board for Health and Social Care that helps to co-ordinate and oversee all data requirements, leading the changes required to support improvements to information governance.

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
Improved collection and quality of <b>ethnicity data</b> to support fair and <b>equitable care</b> and outcomes for everyone living in Scotland.	Support fair and equitable care and outcomes for everyone living in Scotland and ensure that public bodies in Scotland's health and care sector can meet our responsibilities under the Public Sector Equalities Duty.	PHS	April 2024
A <b>Data delivery plan</b> for Scotland that sets out our priorities based on the <b>Health and Social Care Data Strategy</b> , published in 2023.	Demonstrate progress toward achieving the vision and ambitions of our Data Strategy, keeping transparency and accountability at the centre of how we work.	Scottish Government Digital Health and Care Directorate COSLA	December 2023

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
<p>A programme of work that sets out our <b>approach</b> to the <b>introduction of legally mandated standards</b> for the safe and effective sharing of information across health and social care, under the powers proposed by the National Care Service (Scotland) Bill.</p>	<p>To improve the quality of our health and social care data, and drive up interoperability through using common standards, making it easier to re-use data.</p>	<p>Scottish Government Digital Health and Care Directorate COSLA</p>	<p>March 2028</p>
<p>A '<b>Once for NHS Scotland</b>' approach to standardised <b>endoscopy reporting</b>.</p>	<p>Gather accurate activity data, prospective endoscopy quality data. Support endoscopy and urology training Optimise scheduling and booking efficiency.</p>	<p>NSS</p>	<p>March 2028</p>
<p>A <b>Primary Care Data and Intelligence Platform</b> which makes available data from all GP IT systems daily for statistical analysis and reporting through the SEER platform. <b>Controlled access</b> to the data held in this platform will be made available on a use case basis to each Regional Board, PHS, NES and NSS.</p>	<p>Make available data from all GP IT. Strengthen and improve availability of critical data for statistical analysis and reporting by providing greater technical capability to deliver data-driven insights.</p>	<p>NSS PHS</p>	<p>March 2026</p>

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
<p>Transfer of the Right Decision Service, offering Clinical Decision <b>Support Tools</b>, from an innovation development to a mainstream service.</p>	<p>Provide professionals with the ability to use multiple data-driven recommendations and decision support tools on a consistent platform.</p> <p>Provide validated evidence and guidance for health and care staff.</p> <p>Embed evidence within day-to-day tools and processes.</p>	<p>HIS</p>	<p>August 2023</p>
<p><b>Yearly audits</b> (via third-party supplier) on all NHS Health Boards.</p>	<p>Assess compliance with the Network and Information Systems (NIS) Regulations undertaken.</p>	<p>All Boards</p>	<p>Ongoing – annual process.</p>
<p><b>National approach to Information Governance</b> (IG).</p> <p>Lead on the prioritisation and implementation of the National IG Plan for Health and Social Care. This will include:</p> <ul style="list-style-type: none"> <li>• Production of an ICO Code of Conduct</li> <li>• Records Management Code of Practice</li> <li>• IG Maturity Assessment Pilots</li> <li>• IG Competency framework</li> <li>• Consideration of a national body for oversight across health and care.</li> </ul>	<p>Support a more efficient way of making decisions and managing data and digital across all health and social care in Scotland.</p> <p>Ensure that innovations driven by data and by digital technologies enable Health and Social Care to work and improve in a transparent, fair, consistent and secure way, with the benefits for people always at the forefront of our minds.</p> <p>Ensure that information across Health and Social Care is a secure enabler of improvement for people.</p>	<p>Scottish Government Digital Health and Care Directorate COSLA</p>	<p>April 2024</p>

What we will deliver	Why we are doing this	Who is leading this work	When it will be delivered
<p><b>Direction and guidelines</b> on maximising use of existing digital infrastructure taking a <b>'Cloud First' approach</b> where appropriate to do so.</p>	<p>Increase resilience and access to performant, modern, integrated applications.</p> <p>Future-proofing our digital landscape.</p>	<p>Scottish Government Digital Health and Care Directorate LGDO</p>	<p>March 2024</p>

# ANNEX – Summary of key work programmes under the Delivery Plan

We have summarised key programmes and projects to illustrate our priorities, and progress to date. Further information on each is available at [digihealthcare.scot](https://digihealthcare.scot).

## **Digital Front Door – citizen access to personal health and care information**

The 'Digital Front Door' for health and social care will include a range of features allowing people to access, self-manage, and contribute to their own health and social care information online, or through an app, as well as providing information on local health and social care services. The Digital Front Door's development will build upon the NHS24 app released last year; we expect this to be delivered by the end of the current Parliamentary term.

## **Near Me – remote access to appointments and consultations**

Near Me provides video-based access to appointments across Scotland. Originally NHS-only, it is now available across a range of public services offering convenience and flexibility, and reducing the need for travel. A total of 440,000 Near Me consultations were held in the last year from over 2,200 clinics. More recently, the service has been expanded into local community hubs, providing additional accessibility for those who may not have online facilities or a private space at home. Use of group consultations has also grown in the past year, with 8,000 group sessions involving 35,000 participants. Activity to support the use of Near Me within Duty Social work has also been completed this year.

## **Digital Mental Health**

There are now 26 digital therapy options available for conditions including depression, anxiety and insomnia. Over 200,000 people have been referred to date, with over 70,000 in 2022 alone. Around 85% of referrals are from GPs with the remainder largely self-referrals. The digital option allows access to support for people round the clock, reducing waiting times – with people typically waiting no more than 5 days to commence their therapy. It also offers an alternative route for those who do not feel comfortable with a face-to-face session, or who may need support out of hours.

### **Microsoft 365 Roll Out – support for multi-disciplinary team working**

This major infrastructure project supports the integration of the health and social care workforce by enabling greater communication, collaboration and sharing of information locally, including shared calendars between staff from different employers. Working with the Local Government Digital Office, federated access to Microsoft 365 between the NHS and local authorities is now live in 6 council areas with associated training resources on the NHS Education for Scotland Turas platform.

### **Workforce Digital Skills**

The Digital Leadership Programme previously open to Nursing, Midwifery and Allied Health Professionals has been expanded and is open to other professions across health and social care. A strong focus on digital leadership has been realised this year with the creation of the Leading Digital Transformation in Health and Care MSc in partnership with the University of Edinburgh, recruiting 60 participants in the first cohort.

### **Integrated Health and Social Care Record**

We continue to plan for the digital and data requirements of the National Care Service, including consideration of what is required to deliver a nationally consistent integrated record across Scotland's health and social care sector, providing professional access to personal health and social care information for the improved delivery of care. This work is being developed jointly between COSLA, and the Scottish Government's Directorates for Digital Health and Care and Social Care and National Care Service Development.

### **Robotic Surgery**

We have contributed over £20 million to a national framework for surgical robots to be purchased for the NHS in Scotland. The Robotic-Assisted Surgery systems provide a less invasive treatment option for cancer patients and will primarily be used for urological, colorectal and gynaecological operations. Procedures are delivered by robotic ports and tools, operated by the surgeon who sits at a console in the same theatre. In the longer term, remote digital surgery will be available. Evidence shows that the use of surgical robots can halve the hospital stay of patients and reduce re-admission rates. There are now 16 active surgical robots with all but three NHS Health Boards currently using Robotic Assisted Surgery systems.

### **Long-Term Conditions Management and Hospital at Home (Connect Me)**

Digital services offer nationally consistent pathways for treatment and digital remote monitoring to treat a greater range of long-term conditions without the need for hospital visits. Connect Me and Hospital at Home support local services with the ability to provide these pathways for conditions such as hypertension, COPD (Chronic Obstructive Pulmonary Disease), heart conditions, asthma, and diabetes. Some 5,000 people already are using the service for hypertension monitoring – the number is increasing month on month with over 1,600 people joining in March 2023 alone.

## Digital Social Care and Telecare

In addition to the remote monitoring highlighted above, the Scottish Government and COSLA are working together to explore how technology can support people in their care at home, prevent hospital admissions and enhance the hospital discharge process. This includes proactive outbound calls via telecare services to support waiting well (and general wellbeing), and the management of the migration from analogue to digital telecare for an estimated 170,000 people in response to UK-wide changes to the telephony network.

## Enhanced GP IT systems

All GP practices in Scotland will move to the same GP IT system, enhancing the delivery of multi-disciplinary community-based primary care services, and allowing remote access for staff and enhanced patient services. There are currently 110 GP practices that are live with new GP IT system, and this will be rolled out in the next few years.

## Picture Archiving Communications System (PACS)

PACS supports the seamless acquisition, storage, retrieval, and display of digital patient images within and between clinical sites across Scotland. Clinicians will be able to access images taken at stages along pathways and readily access relevant patient records. This will streamline care and speed up diagnosis and treatment, and make it easier to adopt advances in Artificial Intelligence.

## Digital Lifelines Scotland

Digital Lifelines seeks to improve digital inclusion and to design digital solutions that better meet people's needs, to improve the health outcomes for people who use drugs, reducing the risk of harm and death.

## Digital Inclusion Programme

We continue to demonstrate our commitment to digital inclusion with the commencement of the first phase of a new £2 million programme aimed at exploring and addressing barriers to digital access, initially in mental health and housing. Announced in July 2023, the Digital Pioneers are 13 voluntary organisations and charities receiving £600,000 of Scottish Government funding administered by Scottish Council for Voluntary Organisations (SCVO) that will deliver a range of initiatives and support projects over the next two years.

## Cyber Security Centre of Excellence (CCoE)

The Cyber Security Centre of Excellence opened in December 2022 within the [Abertay cyberQuarter](#), Dundee. The Abertay cyberQuarter aims to create new solutions to cybersecurity challenges, bring inclusive economic growth to the region, and retain graduate talent by creating skilled

jobs in this field.

### **Theatre Scheduling**

We are trialling a new, national approach to theatre scheduling, using digital technology to achieve an estimated 15 to 30 per cent increase in theatre availability, and a reduction in surgery waiting times year on year. The initiative is currently live in three Health Boards and is being assessed through the Accelerated Innovation and Adoption Pathway (ANIA).

### **Digital Dermatology – with the Centre for Sustainable Delivery**

A potential beneficiary of the ANIA pathway, digitising dermatology referral not only reduces the need for unnecessary referrals and lengthy waits to see specialist – over 12 weeks in 50% of cases – but also allows GPs and secondary care to share images and identify urgent cases that can be expedited to surgery. Evidence suggests a potential for a 50% reduction in outpatient appointments through this initiative, directly contributing to the reduction of NHS waiting times.

### **NHS Scotland’s Laboratory Information Management System (LIMS)**

LIMS is crucial to the function of Laboratory Medicine as it is used to result and report all primary, secondary, and tertiary laboratory requests received by Laboratory Medicine. It also provides capability to create automation of workflows, integration of instruments, and management of samples and their associated information. The implementation of a common, modern LIMS is a key enabler for a truly distributed service delivery model that will better fulfil on-demand requirements.

### **Master Patient Index – the replacement of the Community Health Index (CHI) system**

All patients in Scotland have a unique CHI number that identifies them and ensures continuity of care. The system that powers this is foundational to all patient care – and operates on a platform developed in the 1970s. The current system will be replaced from August 2023, opening opportunities for enhanced data integration and improved service delivery and removing the dependency on legacy technology.





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