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Care in the Digital Age: Delivery Plan 2024-25

Delivery Plan 2024-25

In November 2022, we published the first [annual delivery plan for Scotland's Digital Health and Care Strategy](#), setting out the practical measures we would implement in order to achieve our shared ambitions for digital across Scotland's health and social care systems. At that time, we committed to updating the Delivery Plan on an annual basis, moving towards a regular April-March reporting cycle. This will encourage an easier read-across with other organisations' deliverables and reporting requirements.

In line with previous iterations, this update sets out those activities that support NHS Health Boards, Health and Social Care Partnerships, local authorities, primary care, social work, and housing and care providers to offer new or improved services, with better systems, infrastructure and improved access. The priorities it contains reflect our ongoing commitment to a shared ambition, and to working collaboratively with organisations across the sector to achieve the aims set out in the overall [Digital Health and Care Strategy](#). This annual update is also a more

streamlined reference document that focuses on the reported progress of our agreed deliverables and any updated or revised timescales for our priority programmes and projects in the coming year. You can read more about the background to our activities and the development of our programmes and priorities in the [Delivery Plan 2023-24](#).



The period 2023-24

In the past year, we have delivered several key commitments that support the realisation of our digital ambitions.

In February 2023, we published Scotland's first dedicated [Data Strategy for Health and Social Care](#). The result of extensive stakeholder engagement, this sets out the key elements in ensuring that data is consistently and securely managed; and to support the development of new treatments and methods of support and, ultimately, improved outcomes. The Data Strategy sets out what the use of data means for those using and providing health and care services, and for researchers and innovators. The first annual delivery update for the Data Strategy was published in April 2024: [Data Strategy for Health and Social Care 2024 Update: Our progress and priorities](#).

Remote monitoring services have continued to expand, supporting people in the home environment and enabling them to

actively participate in their care. Connect Me allows for people to report their blood pressure readings and health information using simple equipment and through mechanisms such as text message, app, or online. Some 80,000 people are monitoring their blood pressure at home, and we continue to engage with NHS Health Boards to ensure its further roll out.

A **new system for CHI** (Community Health Index) commenced in November 2023, consolidating eight legacy systems under a single, cloud-based technology and supporting some 430 data flows where CHI is used in health and care systems to uniquely identify patients and their related records. The new system enhances the information available and the ease with which it can be used by health professionals, supporting a better quality of service for the public and quality data for researchers in developing new methods and treatments. Initially, this delivers a 'like for like' functionality but will allow us to explore new opportunities such as better recording of people's protected characteristics; and

capture more information about where people receive their care, such as a care home, GP surgery, dentist, or hospital.

We have begun the work required to create an **Integrated Social Care and Health Record**, a key digital component in the delivery of the National Care Service (NCS). The Integrated Record will allow safe, secure and efficient sharing of social care and health data across relevant care settings, including with the individual and allow people to actively engage with their own care. Up to date information will be available to those providing support and care, so that people do not have to repeat their stories. Drawing together data across a range of sources to be displayed as one record will increase opportunities to identify the need for early intervention, and support the prevention of harm; while a nationally consistent format and agreed definitions will deliver consistency and support the portability of care between different areas in Scotland.

The **Seer 2** platform commenced in November 2023 and was officially launched

by the Cabinet Secretary for NHS Recovery, Health and Social Care in February 2024. This provides enhanced capacity and capability in providing near real-time data from across Scotland's health and care systems to inform decision-making and generate insight. Using cloud technology, the Seer 2 platform has already provided analytical support in the Scottish Government's Winter planning and looking forward will develop further through the use of machine learning tools and Artificial Intelligence (AI).

We have begun work on an automated **NHS theatre scheduling** system, following a successful pilot through the ANIA (Accelerated National Innovation Authority) pathway in NHS Forth Valley and NHS Lothian. The new system will increase patient throughput and reduce long-term waiting lists for planned procedures. It will standardise scheduling workflows and employ rules-based automation and enhanced data capability to optimise theatre use. This will increase productivity, remove paper processes and reduce the administrative

burden in the creation of theatre lists. The business case for a national solution across the NHS in Scotland was approved in October 2023, with the procurement process completed in April 2024. Implementation will then take place over a 12 month period.

In July 2023, we completed the first nationwide **Digital Maturity assessment** undertaken since 2019. All of Scotland's NHS Health Boards, Health and Social Care Partnerships, and local authorities were invited to participate, using a new online dashboard to allow each organisation to compare its results against 2019. This exercise is designed to inform our priorities and funding allocations based on clearer understanding of organisations' digital use and future planning. A national summary of the results was [published in December 2023](#).

We continue to work with NHS Education for Scotland and other organisations, including COSLA's Digital Office and the Scottish Social Services Council (SSSC) in supporting staff to develop their skills and career paths in digital. Opportunities for

professional development in digital were further enhanced last year with the MSc in Leading Digital Transformation in health and social care, launched in April 2023 with the University of Edinburgh. This year saw 48 applicants successfully enrolled. We are exploring options for a second cohort. In addition, in November 2023, we established a new Digital Capabilities Board designed to encourage cultural change and a shared ambition for digital as a pre-requisite in the improvement of health and care services.

The first phase of our £2 million **Digital Inclusion Programme** launched in August 2023, with 13 'Digital Pioneers' projects across Scotland, supporting people to access the online support services they need in support of their health and wellbeing. The projects focus initially on mental health and housing services, and as well as identifying potential barriers to access and how these can be addressed, are developing, testing and implementing programmes to help people build their digital skills and confidence. Delivered in partnership with the Scottish Council for Voluntary Organisations (SCVO),

the Programme will benefit more than 1,500 people. The second phase 'Connecting to Care' began in April 2024, with seven funded projects across Scotland.

Digital Mental Health services continue to offer additional support, with some 71,000 referrals in the past year. These deliver a range of mental health therapies and increased access for those who wish to use them. Digital therapies such as Sleepio or Daylight enable people to find trustworthy, clinically effective mental health support whenever they need it. The wellbeing site, Mind to Mind, features videos of people with lived experience of mental health challenges, helping people to see they are not alone and providing helpful tips on how to manage their mental health. The video conferencing system Near Me allows people secure access to mental health support that they may not be able to access in person, for example due to disability, or a rural location.

By 2025, all analogue telephony lines will be switched off in favour of digital lines. COSLA's Digital Office has led on this transfer work and launched the **Shared Alarm Receiving**

Centre for Telecare in Scotland. The newly commissioned Alarm Receiving Centre will, in time, see health and social care services utilising the same technology and data to support people, keeping them safe at home, and responding promptly at times of need. It also offers opportunities to innovate, joining up data across health and social care to maximise our commitment to proactive and preventative care.

What good looks like

Last year, we developed a suite of '[personae](#)', illustrations of how the successful implementation of digital can improve the experiences and support available to people using health and care services. This year, we have published some [real-life examples](#) of the innovations and positive outcomes being delivered through our work.

- **Connect Me**, supporting people in the home environment to monitor their own blood pressure readings and interact with the health and care professionals who

support them.

- The **federation of MS 365** across the NHS in Scotland and increasingly in local authorities, enabling more efficient and collaborative cross-team working for staff.
- The **HEPMA** (Hospital Electronic Prescribing and Medicine Administration) Programme, that provides a single digital solution for prescribing and managing medicines in hospitals.
- The **Seer 2** platform that provides near real-time data and information to health and social care professionals to inform decision-making, provide improved insights, and support better outcomes across Scotland.
- The **Digital Inclusion Programme**, exploring how people may face difficulties in gaining access to digital support and how these might be mitigated, with an initial focus on mental health and housing. For example, housing providers facilitating access to skills and services so that people are better supported – demonstrating how digital can operate beyond health and social care.

Current developments

We are aware of the rapidly increasing use of AI including in health and social care services, and are committed to the ethical and transparent consideration of AI-based tools. We are working with AI policy and innovation colleagues across the UK to develop bespoke guidance for health and social care settings and agree how we can best utilise the opportunities it offers in supporting people and services.

Finally, in common with the public sector generally, we recognise the financial pressures facing Scotland's health and social care services and how we must continue, as always, to prioritise our work and timescales in response to this. Nevertheless, within those constraints we remain committed to our focus on delivering the key programmes and projects that will achieve maximum impact in the use of digital technology to improve services and people's wellbeing.

We again thank all those organisations and individuals working together to achieve our shared digital ambitions. We continue to make progress and remain committed to ensuring the delivery of the commitments set out in the Digital Health and Care Strategy, to the benefit of everyone in Scotland who uses or provides health and care services.

The Three Aims of the Digital Health and Care 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. The deliverables set out in the tables are aligned accordingly for ease of reference on the progress that has been achieved as at April 2024.

Digital Access

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

| What we will deliver | Why we are doing this | Who is leading this work | When it will be delivered and progress |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|----------------------------------------|
| Improved access to Health and Care services through the delivery of a Digital Inclusion programme . | Support the increase in access to a range of health and care services through digital, raising awareness and improving digital skills for people who could benefit most. | Scottish Government Digital Health and Care Division Scottish Council of Voluntary Organisations (SCVO) | December 2024 On Track |
| Expand capability of resources, advice and guidance through improvements to NHS inform as a national asset for publicly trusted health information, promoting greater self-management and acting as a gateway into health services . | 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 Division NHS24 | Ongoing On Track |
| Through the Digital Lifelines Scotland (Drug Death Prevention) Programme , digital solutions which support people who are at risk of drug related harm to reduce digital exclusion and improve health outcomes | Improve digital inclusion and 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 Health & Care Innovation Centre (DHI) SCVO | March 2025 On Track |

| What we will deliver | Why we are doing this | Who is leading this work | When it will be delivered and progress |
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| <p>Delivery of the first phase of development of an interactive 'Digital Front Door' for the people of Scotland.</p> | <p>Provide people with the ability to interact with a range of different services across health and social care both online and via mobile applications.</p> <p>Build on the learning from the introduction of the NHS24 online app released in December 2022.</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) Scottish Government Digital Health and Care Division Convention Of Scottish Local Authorities (COSLA) COSLA's Digital Office Social Work Scotland NHS Health Boards</p> | <p>March 2026 On Track</p> |
| <p>Review of the My Diabetes My Way Platform for public access to their health record and better use of data for public benefit.</p> | <p>Consider options in ensuring sustainability.</p> <p>Increase uptake where appropriate and support access for those who could benefit most.</p> <p>Improve use of data from SCI-diabetes.</p> | <p>My Diabetes My Way Scottish Government Digital Health and Care Division NHS Tayside NES</p> | <p>April 2024 On Track</p> |

| What we will deliver | Why we are doing this | Who is leading this work | When it will be delivered and progress |
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| A review of the options for the vCreate digital tool in supporting neurological conditions and maternal/neonatal with current national contract expiry in 2024. | Consider uptake and impact to date. Consider potential contract re-provision options. | Scottish Government Digital Health and Care Division | April 2024 Complete |

Digital Services

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

| What we will deliver | Why we are doing this | Who is leading this work | When it will be delivered and progress |
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| <p>The scale up and adoption of Connect Me - Remote Health Monitoring and self-management.</p> | <p>Enable people to take more control of their conditions.</p> <p>Improve access to services.</p> <p>Improve outcomes for citizens using more advanced technology.</p> <p>Reduce face to face appointments and clinics, freeing up clinician time.</p> | <p>Scottish Government Digital Health and Care Division NHS National Services Scotland (NSS) Health Boards</p> | <p>March 2025 On Track</p> |

| What we will deliver | Why we are doing this | Who is leading this work | When it will be delivered and progress |
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| <p>The development and adoption of Digital Hospital @ Home.</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. 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 Division In partnership with: NHS Health Boards Health and Social Care Partnerships (HSCPs)</p> | <p>March 2025 Support Ongoing</p> |

| What we will deliver | Why we are doing this | Who is leading this work | When it will be delivered and progress |
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| <p>Development of Digital Mental Health therapies, 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 Scottish Government Digital Health and Care Division NHS Health Boards</p> | <p>March 2025 On Track</p> |

| What we will deliver | Why we are doing this | Who is leading this work | When it will be delivered and progress |
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| <p>To scale up and embed Near Me Video Consultation service with Health and Care service delivery.</p> | <p>Improve access and choice. 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. Reduce staff and citizen travel to reduce climate impact.</p> <p>Help prevent unavoidable hospital admissions. Enable professionals working in social care to use Near Me when care and support planning. Support more people to access care at home.</p> | <p>COSLA NHS Health Boards HSCPs COSLA's Digital Office Social Work Scotland Social Security Scotland</p> | <p>In use across NHS and increasingly embedded in community settings. Work ongoing to roll out in social work and social care. Ongoing</p> |

| What we will deliver | Why we are doing this | Who is leading this work | When it will be delivered and progress |
|-----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| <p>New digital products and solutions within social care.</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 Division HSCPs COSLA's Digital Office Care Inspectorate Social Work Scotland Scottish Care Coalition of Care and Support Providers in Scotland (CCPS) All Local Boards</p> | <p>March 2025 On Track</p> |

| What we will deliver | Why we are doing this | Who is leading this work | When it will be delivered and progress |
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| <p>A programme of Clinical IT improvements in Scotland's Prisons.</p> | <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> | <p>NSS</p> | <p>March 2025 On Track</p> |
| <p>Refreshed technology to support the National Screening Programme.</p> | <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> | <p>NSS</p> | <p>March 2025 Planning phase under way</p> |
| <p>A new Digital Dermatology solution for receiving, storing and sharing dermatology images between primary and secondary care.</p> | <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. Contribute to the reduction of NHS waiting times.</p> | <p>NHS Golden Jubilee Centre for Sustainable Delivery (CfSD) NES NSS</p> | <p>April 2024 On Track</p> |

Digital Foundations

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

| What we will deliver | Why we are doing this | Who is leading this work | When it will be delivered and progress |
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| Implementation of a new National GP IT System , 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 | Full roll-out complete by 2026. On Track |
| Adoption of GS1 standards as part of the implementation of the NHS Scotland Scan for Safety Programme. | Improve tracking of medical equipment and medical devices across Scotland. | NSS | March 2026 On Track |

| What we will deliver | Why we are doing this | Who is leading this work | When it will be delivered and progress |
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| <p>Hospital Electronic Prescribing and Medicines Administration (HEPMA) system across Health Boards.</p> | <p>Improve patient safety, better manage drug stocks, reduce paper, and reduce medication errors.</p> | <p>NSS</p> | <p>December 2025 On Track</p> |
| <p>Re-Procure Scotland's Picture and Archiving Communications System (PACS) used for storing and accessing digital images (MRI, Xray's etc).</p> | <p>Support fast access to images from any location.</p> <p>Provide opportunities for improved utilisation of scarce radiology resources, making images accessible for safe patient care.</p> <p>Support development of innovations such as Artificial Intelligence (AI).</p> | <p>NSS</p> | <p>Ten-year programme. Transition plan and start of preparatory work on new network and equipment complete by April 2024. On Track</p> |

| What we will deliver | Why we are doing this | Who is leading this work | When it will be delivered and progress |
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| <p>A new secure public sector network service via the 'Scottish Wide Area Network' (SWAN) providing a faster, private and secure pan public sector network service across Scotland.</p> | <p>Increase the use of online services. Improve the performance and resilience of data transfer, contributing toward better patient care.</p> <p>Provide greater resilience in our systems throughout the public sector.</p> | <p>NSS</p> | <p>Seven-year ongoing programme. Start of transition to new contract complete March 2024. On Track</p> |
| <p>A new master patient management system (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. Complete</p> |

| What we will deliver | Why we are doing this | Who is leading this work | When it will be delivered and progress |
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| <p>Transition to Digital Telecare for the 142,000 service users in receipt of Telecare in Scotland through supporting Telecare service providers in the transition to digital telephony and establishing a shared cloud-based Alarm Receiving Centre (ARC).</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 Division COSLA COSLA's Digital Office Scottish Federation Housing Associations (SFHA)</p> | <p>Full transition to Digital Telecare complete by December 2025. On Track</p> |

| What we will deliver | Why we are doing this | Who is leading this work | When it will be delivered and progress |
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| <p>Optimisation of the Microsoft 365 platform to support clinical and business operations, maximising collaboration 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> | NSS | December 2025 On Track |

| What we will deliver | Why we are doing this | Who is leading this work | When it will be delivered and progress |
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| <p>The ability for Health and Social care professionals to safely and easily share information through the roll-out of Microsoft 365.</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 COSLA's Digital Office Scottish Government Digital Health and Care Division</p> | <p>April 2025 On Track</p> |
| <p>Digital products that schedule, appoint and report on the number of vaccinations and immunisations delivered by Scotland's Vaccination Immunisation Programme (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 Business as Usual support established for flu and COVID-19. Awaiting requirements for next stage of development.</p> |
| <p>Requirements and understanding of how services will be transitioned from the current ATOS environment to a new modern cloud-based infrastructure 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 ending in 2026 with a two-year transitional process agreed On Track</p> |

| What we will deliver | Why we are doing this | Who is leading this work | When it will be delivered and progress |
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| <p>Modern Business Systems 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 On Track</p> |
| <p>An eRostering system to support the implementation of the Safer Staffing Act (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 Implementation Phase - Ongoing</p> |
| <p>A replacement for the current Child Health System.</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 On Track</p> |
| <p>Re-Procurement of Docman (GP Document Management solution).</p> | <p>Ensure continuity of service to GP practices, delivering a cloud-based document management system that is integrated with the GP record and supporting workflow.</p> | <p>NSS</p> | <p>December 2025 On Track</p> |

| What we will deliver | Why we are doing this | Who is leading this work | When it will be delivered and progress |
|-----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|----------------------------------------|
| Digital Prescribing and Dispensing (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 On Track |

| What we will deliver | Why we are doing this | Who is leading this work | When it will be delivered and progress |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|--------------------------------------------|
| <p>Enable modernisation and improvement of laboratory services through the implementation of a single national Laboratory Information Management System across 12 NHS Boards in Scotland.</p> | <p>Enable data to flow to the National Digital Platform (NDP).</p> | <p>NHS Greater Glasgow and Clyde (GGC)</p> | <p>Rollout complete 2028. On Track</p> |
| <p>Cloud-based digital components and services brought together to store and share defined summary patient data.</p> | <p>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.</p> | <p>NES NSS</p> | <p>April 2024 On Track</p> |
| <p>Internationally recognised SNOMED CT (Clinical Terminology) coding for all digital systems.</p> | <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> | <p>NSS</p> | <p>March 2026 On Track</p> |

| What we will deliver | Why we are doing this | Who is leading this work | When it will be delivered and progress |
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| <p>Delivery of the first phase of development of an integrated social care and health record for Scotland.</p> | <p>A nationally consistent integrated social care and health record will help to further our ambition of giving citizens access to their health and care data in a way that is transparent and meaningful and support greater sharing of information between those providing care support.</p> | <p>NES</p> | <p>March 2026 On Track</p> |
| <p>Implement a technology that enables NHS staff to access multiple platforms through a single sign-on solution.</p> | <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> | <p>NES NSS</p> | <p>March 2025 On Track</p> |
| <p>A Technical Roadmap for Scotland will be developed outlining the target architecture for improving digital and data infrastructure across the health and social care sector including the replacement of SCInstore.</p> | <p>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.</p> | <p>Scottish Government Digital Health and Care Division</p> | <p>April 2024 On Track</p> |

| What we will deliver | Why we are doing this | Who is leading this work | When it will be delivered and progress |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|----------------------------------------|
| Requirements for Scottish Referrals and Communications 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 Ongoing |
| An options appraisal undertaken on the feasibility of introducing a new national approach to managing Radiology Information Systems (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 | December 2024 On Track |
| Set up programme Board to scope out and develop a business case for a National Infection, Prevention and Control surveillance eSystem for Scotland. | 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 On Track |

| What we will deliver | Why we are doing this | Who is leading this work | When it will be delivered and progress |
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| <p>An Applications strategy and roadmap for Scotland.</p> | <p>Support full product lifecycle management. 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>To 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 Scottish Government Digital Health and Care Division Health Board Digital Leads</p> | <p>April 2024 Delayed</p> |

Digital Skills and Leadership

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

| What we will deliver | Why we are doing this | Who is leading this work | When it will be delivered and progress |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|----------------------------------------|
| Provide a Leading Digital Transformation 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 service. | NES | March 2026 On Track |
| 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 Division COSLA COSLA's Digital Office NES SSSC DHI | September 2024 On Track |

| What we will deliver | Why we are doing this | Who is leading this work | When it will be delivered and progress |
|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Support the development of our specialist Digital, Data, and Technology (DDaT) professional workforce.</p> | <p>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.</p> | <p>Scottish Government Digital Health and Care Division COSLA's Digital Office NHS Boards NES</p> | <p>December 2025 On Track</p> |
| <p>Promote move to continuous model of measuring digital maturity progress, and use results to inform priority setting and planning.</p> | <p>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.</p> | <p>All NHS Boards All HSCPs Local Authorities</p> | <p>Digital Maturity continuous model launched October 2023 Complete</p> <p>Results used to inform planning and priorities Ongoing</p> <p>Summary report published December 2023.</p> |
| <p>Digital Mindset Masterclasses to increase knowledge and awareness of digital health, governance and leadership skills.</p> | <p>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.</p> | <p>NES</p> | <p>March 2024 On Track</p> |

Digital Futures - Innovating and Enhancing Our Digital Nation

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

| What we will deliver | Why we are doing this | Who is leading this work | When it will be delivered and progress |
|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| Opportunities for knowledge exchange , funding and collaboration with international stakeholders . | <p>Promoting Scotland as a leader and as a strong collaborative & learning partner in digital health and care.</p> <p>Support the sustainable development and delivery of digital health and social care for Scotland.</p> | Scottish Government Digital Health and Care Division DHI | <p>March 2024 On Track</p> |
| Data tools to improve and automate theatre scheduling increasing the number of operations carried out across multiple specialties. | Help tackle waiting list backlogs by expanding the number of boards involved on the piloting of it. | Scottish Government Digital Health and Care Division with NHSS Chief Operating Office | <p>Pilots completed September 2023.</p> <p>Procurement completed April 2024.</p> <p>On Track</p> |

| What we will deliver | Why we are doing this | Who is leading this work | When it will be delivered and progress |
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| <p>A National approach to the ethical, transparent consideration of adoption and implementation of AI 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 Division COSLA</p> | <p>December 2024 On Track</p> |
| <p>Launch health and social care themed 'Innovation for Wellbeing' challenges through CivTech 10.</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 Division and Chief Scientist Office (CSO) NHS Test Beds DHI COSLA's Digital Office and others, depending on the nature of the challenges.</p> | <p>June 2024 On Track</p> |

Data-Driven Services and Insight

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

| What we will deliver | Why we are doing this | Who is leading this work | When it will be delivered and progress |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|----------------------------------------|
| <p>Improved collection and quality of ethnicity data to support fair and equitable care and outcomes for everyone living in Scotland.</p> | <p>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.</p> | <p>PHS</p> | <p>April 2025 On Track</p> |
| <p>A Data delivery plan for Scotland that sets out our priorities based on the Health and Social Care Data Strategy, published in 2023.</p> | <p>Demonstrate progress toward achieving the vision and ambitions of our Data Strategy, keeping transparency and accountability at the centre of how we work.</p> | <p>Scottish Government Digital Health and Care Division COSLA</p> | <p>December 2023 Complete</p> |
| <p>A programme of work which sets out our approach to the introduction of legally mandated standards 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 Division COSLA</p> | <p>March 2028 On Track</p> |

| What we will deliver | Why we are doing this | Who is leading this work | When it will be delivered and progress |
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| <p>A 'Once for NHS Scotland' approach to standardised endoscopy reporting.</p> | <p>Gather accurate activity data, prospective endoscopy quality data.</p> <p>Support endoscopy and urology training. Optimise scheduling and booking efficiency.</p> | <p>NSS</p> | <p>March 2028 Complete</p> |
| <p>A Primary Care Data and Intelligence Platform which makes available data from all GP IT systems daily for statistical analysis and reporting through the Seer platform. Controlled access 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.</p> <p>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 On Track</p> |
| <p>Transfer of the Right Decision Service, offering Clinical Decision Support Tools, 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 Complete</p> |

| What we will deliver | Why we are doing this | Who is leading this work | When it will be delivered and progress |
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| <p>Yearly audit process on all NHS Scotland Health Boards.</p> | <p>Assess compliance with the Network and Information Systems (NIS) Regulations undertaken.</p> | <p>All Boards</p> | <p>Ongoing On Track</p> |
| <p>National approach to Information Governance (IG). 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"> • Production of an ICO Code of Practice • Records Management Code of Practice • IG Maturity Assessment Pilots • IG Competency framework • Consideration of a national body for oversight across health and care. | <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 Division COSLA</p> | <p>Ongoing On Track</p> |
| <p>Direction and guidelines on maximising use of existing digital infrastructure taking a 'Cloud First' approach where appropriate to do so.</p> | <p>Increase resilience and access to performant, modern, integrated applications. Future proofing our digital landscape.</p> | <p>Scottish Government Digital Health and Care Division COSLA's Digital Office</p> | <p>March 2024 Delayed</p> |



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