

Our Dorset Digital Strategy

2026-2031

Improving Health & Care
Through Digital Technology



Table of Contents

Chapter One - Purpose & Strategic Intent	3
Chapter Two – Enabling Care Across Settings.....	6
Integrated Digital Systems Across Health and Care Settings	6
Collaborative Governance and Strategic Alignment	7
Future-Focused Programmes and Technologies	8
Chapter Three – Workforce & Culture.....	10
Leadership and Collaboration	11
Digital Workforce Development.....	11
Wider Health and Care Workforce Development.....	12
Chapter Four – Digitally Enabling and Empowering Citizens	14
Improving Experience, Access and Choice	15
Equitable Offer for All	15
Chapter Five – Modern Infrastructure Foundations	17
Infrastructure as an Enabler	18
Alignment with Clinical Priorities	18
User Experience and Service Reliability	19
Security, Continuity and Support	19
Chapter Six – Data, Analytics & Insights.....	21
Data Sharing and Governance	22
Robust Data Architecture and Integration	23
Analytics for Performance and Modelling	23
Analytics for Prevention and Population Health.....	24
Innovation and Future Capabilities.....	24
Chapter Seven – Alignment with Other Strategies	26
Appendices.....	28
Appendix A – How We Created This Strategy.....	28
Appendix B – Strategic Objectives, Themes, Principles, and Chapters	29
Appendix C – Consolidated KPI Table	31

Chapter One - Purpose & Strategic Intent

Becoming a Digital Pioneer

The **Our Dorset Digital Strategy** is a comprehensive plan aiming to transform Dorset's health and care system through digital innovation by 2031. It emphasises creating a seamless, integrated digital ecosystem that empowers staff, improves patient experiences, and leverages emerging technologies like AI to deliver equitable, efficient, and person-centred care across all health and social care settings.

Strategic Vision and Context

Dorset aspires to be recognised as a digital pioneer within the NHS by 2031, where people, data, and technology work harmoniously to deliver outstanding care. The strategy addresses Dorset's diverse population of over 810,000, highlighting existing health inequalities and the need for digital tools to overcome challenges such as rural access and ageing demographics. Digital technology is positioned as essential for a resilient health and care system, not merely an optional enhancement. The strategy promotes a unified digital approach across all partners and providers, focusing on interoperability, shared priorities, and sustainable investment. AI and automation are central to this vision, supporting clinicians and enhancing care without replacing human capability.

Strategy Development, Objectives and Themes

This strategy has been co-created with our people, not delivered to them. Over the past months, we brought together digital, clinical, and operational leaders from every part of the Dorset system to develop a shared digital ambition that genuinely reflects how care is delivered across settings. Through workshops, design sessions, and continuous engagement, we have built a common purpose rooted in local priorities, lived experience, and the expertise of those who know our services best. (See [Appendix A](#) for a summary of this co-creation process.)

The strategy sets out four strategic objectives and four themes that together provide the foundations to transform care for citizens and staff. These objectives define what we must achieve to make digital a true enabler of better outcomes, while the themes describe how we will deliver change consistently and safely across the system. These form our digital blueprint for Dorset – built on collaboration, standardisation and shared capability to support every care setting ([Appendix B](#)).

To guarantee this strategy converts ambition into measurable progress, we have defined system-wide Key Performance Indicators that will track the benefits delivered over time ([Appendix C](#)). This ensures transparency, accountability, and pace — giving confidence that Dorset is not only imagining a better digital future but is equipped to deliver it.

Chapter Two – Enabling Care Across Settings

This chapter focuses on integrating digital systems across Dorset's varied health and social care settings to enable seamless, joined-up care. It identifies current challenges such as patchy digital maturity, inconsistent data sharing, multiple logins, and reliance on paper processes. The strategy commits to removing legacy systems, adopting modern interoperability standards, expanding electronic patient records, and embedding digital solutions into care pathways. Collaborative governance and strategic alignment are deemed essential to unify digital initiatives and data governance, ensuring privacy and ethical use. Transformation programmes like Integrated Neighbourhood Teams (INTs), a unified Electronic Health Record (HealthSet), and Future Care are key enablers for integrated, person-centred, and preventative care.

Chapter Three – Workforce & Culture

This section highlights the critical role of a digitally capable and confident workforce in achieving the digital strategy's ambitions. It addresses challenges such as mixed staff confidence in digital skills, recruitment and retention difficulties, and dispersed leadership. It aims to cultivate digital skills at all levels, professionalise the digital workforce, and embed inclusive, accessible training. Leadership collaboration between digital, operational, and clinical teams is key to ensuring sustained, person-centred digital transformation. It also seeks to raise digital confidence across the wider health and care workforce, tackling digital exclusion and fostering a positive culture around innovation.

Chapter Four – Digitally Enabling and Empowering Citizens

This chapter addresses the imperative to improve digital engagement and access for Dorset's citizens. Despite technological advances in other sectors, parts of the NHS remain analogue, leading to fragmented patient experiences and limited digital service adoption. It focuses on providing a unified, user-friendly digital experience through tools like the NHS App, enhancing patient access to appointments, records, and health information. The chapter further prioritises equitable digital inclusion by offering flexible alternatives and support to those with limited digital literacy or connectivity. Our aim is to empower individuals to manage their health proactively.

Chapter Five – Modern Infrastructure Foundations

This segment underscores the importance of a resilient, secure, and scalable digital infrastructure as the backbone of modern healthcare. Challenges include aged infrastructure, legacy systems, inconsistent user experience, and cyber risks. Dorset plans to establish shared infrastructure governance, standardise procurement, adopt cloud solutions, and align infrastructure with clinical priorities to improve interoperability and user experience. It commits to improving system reliability, connectivity, and support services, while embedding robust cybersecurity frameworks, business continuity plans, and green IT initiatives to reduce environmental impact.

Chapter Six – Data, Analytics & Insights

Data is a critical asset for enabling evidence-based decision-making, proactive care, and population health management. It emphasises enhancing data sharing and governance, developing robust data architecture leveraging cloud technologies, and advancing analytics capabilities for performance monitoring, predictive modelling, and prevention. Existing platforms like the Dorset Care Record (DCR) and Dorset Intelligence & Insight Service (DiiS) are foundational, with plans to align with national initiatives such as the Federated Data Platform (FDP). It also promotes innovation in analytics, including the use of unstructured data and AI-enabled tools, alongside active engagement with patients and communities for co-designed data solutions.

Chapter Seven – Alignment with Other Strategies

The digital strategy aligns with a broad range of national, regional, and local policies, frameworks, and plans, including NHS England's 10-Year Plan, Department of Health and Social Care priorities, and local integrated care strategies. It maps its chapters to the NHS's "What Good Looks Like" framework, ensuring coherence with established success measures such as leadership, safety, workforce support, citizen empowerment, care improvement, population health, and foundational infrastructure.

Digital Strategy Scope

In the past, digital plans in Dorset have been made separately by each organisation, focusing on their own needs. This has led to different systems, varied patient experiences, and made it harder to plan and work together across the county.

Now, Dorset is moving towards sharing resources and building a fully joined-up health and care system. To do this, we need one clear digital strategy that works across all services, supports the flow of patient information, and focuses on shared priorities across care settings rather than organisational boundaries.

This strategy is not about technology for its own sake. It is about harnessing digital and data to meet Dorset's challenges head-on and secure a healthier future for every community we serve.

Core Strategy Focus: Acute (Dorset County Hospital & University Hospitals Dorset) Community, Mental Health, Learning Disabilities (Dorset HealthCare), Integrated Care Board (NHS Dorset), and Primary Care (GP Practices).

Strategy Interlock with Integrated Areas of Working: Partners, such as Pharmacy, Optometry, Dental, Local Authorities (Adult & Child Social Care), Voluntary and Community Sector, Emergency Services (Ambulance, Fire, Police), County, and Regional Partners.

Chapter Two – Enabling Care Across Settings

Why This Matters

The NHS 10-Year Plan, published in July 2025, sets a bold ambition: to reinvent the NHS as a sustainable, patient-controlled, digitally advanced system focused on prevention. In Dorset, this vision must encompass a wide spectrum of care, from primary and secondary services to social care, diagnostics, prison healthcare, and voluntary groups.

Insights from the Digital Strategy Questionnaire revealed that only 8 out of 421 respondents felt digital systems supported joined-up care “extremely well.” Most described disconnected experiences, especially among patients with long-term conditions as 56% of Dorset’s population have one or more.

This fragmentation stems from uneven digital maturity and poor interoperability across sites, leading to incomplete records, duplicated effort, and clinical risk.

What Dorset Aims to Achieve

		
Integrated Digital Systems Across Health and Care Settings	Collaborative Governance and Strategic Alignment	Future-Focused Programmes and Technologies
“Every clinician and patient in Dorset will have secure access to the right point-of-care information at the right time, via systems that talk to each other across all care settings. Paper is eliminated, except where a patient has explicitly opted for paper correspondence, connectivity is reliable and all correspondence across care settings is handled electronically.”	“Digital decisions in Dorset will be made once, wisely, and together. All organisations will work to a single strategy, with shared governance that prioritises long-term value, safety, and resilience over short-term fixes. Every partner feels ownership of the digital future.”	“Dorset will lead the way in adopting innovative evidence-based digital programmes that improve lives today and prepare for tomorrow. From integrated neighbourhood teams to AI-powered diagnostics and a single patient record, technology will enable proactive, preventative, and personalised care.”

1. Integrated Digital Systems Across Health and Care Settings

Why: Fragmented systems and inconsistent data sharing create gaps in care and increase risk.

Many NHS organisations, including those in Dorset, continue to rely on outdated, disconnected digital systems, hindering progress toward joined-up, patient-centred care. This challenge is compounded by the need for a flexible, digitally enabled workforce (as outlined in Chapter 3), supported by foundational investments like single sign-on and interoperability services (Chapter 5).

Fragmentation stems from suppliers’ limited coordination around shared standards and the tendency to implement digital infrastructure at an organisational rather than system-wide level. The 2025 Data (Use and Access) Act now mandates common standards across health and care, aiming to ensure systems can interface seamlessly.

Despite this, staff still face daily frustrations: multiple logins, inconsistent platforms, and repetitive training across sites. These inefficiencies not only slow adoption but increase cyber risk and compromise care quality.

Dorset's strategy focuses on aligning standards, simplifying user experience, and centralising patient records to improve transitions and outcomes. Crucially, digital tools must be embedded as core to how services operate, not optional add-ons. Adoption, training, and ongoing support are as vital as the technology itself in enabling care across diverse settings.

Dorset's NHS sites vary widely in digital maturity, creating inconsistent experiences across the region. Hundreds of clinical systems are in use, many of which don't interoperate, making joined-up care difficult.

Digital tools are often treated as optional, leading to a patchwork of paper and digital processes with little standardisation. Staff face siloed data, multiple logins, and inconsistent user interfaces, which slows adoption and increases frustration.

This complexity also raises cyber risks, especially where standards haven't been adopted. Without a unified approach, digital progress remains uneven, and care delivery suffers.

What We Will Do:

- **We will move towards a connected, interoperable digital health ecosystem** with a major emphasis on integrating Primary, Secondary and Social Care.
- **We will ensure all systems can communicate and share data effectively** by using FHIR API standards.
- **We will expand and centralise our Electronic Patient Records** to include more care settings and data to support areas of service and pathway improvement across the county.
- **We will eliminate the use of paper** in the administration of patient care.

2. Collaborative Governance and Strategic Alignment

Why: Effective digital transformation requires shared responsibility, clear objectives, and robust data governance.

Each Dorset NHS organisation has historically worked in isolation to create strategies and selected their own digital solutions, and whilst this was intended to foster innovation and responsiveness, it has led to a patchy and inefficient set of digital systems. This has resulted in limited interoperability, increased costs and difficulties in achieving consistent patient outcomes.

Career opportunities for digital staff are limited to their own organisation and clinical and operational staff working pan-Dorset require multiple devices and logins.

Within our organisations involvement of clinical and operational leaders in digital decision making have been patchy and inconsistent. Digitally enabled transformation is everybody's job and considering the process and people aspect is as important as the technologies.

To enable this, clear governance, decision-making authority and accountability are essential. The Dorset digital strategy will be underpinned by a system-wide governance model that defines ownership for priorities, investments and outcomes, with clear routes for decision-making and escalation. This will ensure that strategic decisions are taken once, at the right level, informed by clinical, operational

and digital leadership, and consistently applied across organisations, while preserving local accountability for delivery.

What We Will Do:

- **We will move as one ‘Dorset System’, establishing cross-organisational governance** with clear decision-making authority, defined ownership of digital priorities, and shared accountability for outcomes. **We will promote shared ownership and co-creation of digital initiatives**, with clinical and operational leaders actively involved in shaping decisions and accountable for adoption, standardisation and benefits **realisation**. **We will develop data sharing agreements** that protect privacy while enabling safe, ethical digital adoption.
- **We will ensure technology keeps pace with ambitions** for collaboration and standardised working.

3. Future-Focused Programmes and Technologies

Why: National reform demands a reimagined NHS: digital, decentralised, and preventative.

Science and technology are central to this reinvention. The NHS of the future will offer instant access, predict and prevent illness, empower frontline staff, and operate with the values of the NHS supported by a broader network of digital innovation.

The Dorset’s Digital Strategy must respond directly to clinical and operational priorities. Technology should not exist in isolation, it must enable service alignment, standardised processes, and consistent ways of working across the system. Major transformation programmes are already underway to deliver the NHS 10-Year Plan, including:

- Integrated Neighbourhood Teams (INTs)
- Unified Electronic Health Record (HealthSet)

These initiatives must work in tandem: INTs driving person-centred care, and the EHR providing the digital backbone. However, challenges remain around flexibility, inclusivity, and pace of change. Addressing these will require strong interoperability, cultural alignment, and full engagement from all Dorset providers and partners.

Success also depends on the enabling roles of HR, people and culture, communications, and marketing teams, ensuring the transformation is inclusive, understood, and embedded across the system.

Integrated Neighbourhood Teams (INTs):

Integrated Neighbourhood Teams (INTs) bring together everyone who cares for, or supports, a community. They include team members drawn from Nursing, Medical, Allied Health Professionals with Social Care, wider Local Authority Teams and the Voluntary and Community Sector, positioning them as active delivery partners.

INTs will have common purpose, vision and shared objectives, quality outcomes and access measures with a single unified leadership team. Data and technology will provide an information thread supporting collaboration and enabling INTs to deliver proactive, preventative, and personalised care closer to home, improving health outcomes and system efficiency.

In summary INTs will:

- Bring together all professionals supporting a community (nursing, medical, allied health, social care, local authority, voluntary sector).
- Use data and technology to support proactive, preventative, and personalised care closer to home, and better support collaboration across organisational boundaries.
- Operate with unified leadership, shared objectives, and common access measures.

[Unified Electronic Health Record \(HealthSet\)](#)

Converging onto a single Electronic Health Record (EHR) system across Dorset and Somerset is a once-in-a-generation opportunity to transform care delivery. By uniting Dorset County Hospital, University Hospitals Dorset, Somerset NHS Foundation Trust, and Dorset HealthCare, we will improve patient experience through shared care pathways and service innovations.

This collaboration enables us to maximise digital investment, achieving economies of scale in implementation, hosting, and long-term maintenance. Implementing a new modern EHR solution across Dorset and Somerset will:

- Progressively align pathways between acute organisations, community and mental health services, with consideration of how pathways integrate with primary care, social care and the voluntary sector. Enable new pathways of care and service delivery innovations.
- Enable a growing focus on population health, as data quality, consistency and system-wide adoption mature across neighbourhoods..
- Deliver parity of physical and mental health for our patients.
- Maximise the investment in digital solutions and achieve economies of scale.

This programme is a cornerstone of our regional digital strategies and a critical enabler of system-wide transformation.

Chapter Three – Workforce & Culture

Why This Matters

Health and care are expected to look very different in 10 years, influenced by population aging, changing workforce expectations and rapid digital advancement. This chapter outlines how Our Dorset will cultivate a digitally capable and confident workforce, recognising that effective digital transformation is fundamentally about people, not the technology.

Our staff are our greatest asset, and their ability to confidently use digital tools is crucial if we are to achieve our digital ambitions. In an increasingly technology-driven health and care environment our workforce must be equipped with the right digital knowledge, skills, leadership, and culture to meet the challenges of an ever-changing healthcare landscape.

The Digital Strategy Questionnaire insights demonstrated that staff confidence is mixed when it comes to using digital technology. Of the 421 responses to the questionnaire, only 82 staff reported being extremely confident using digital tools and 43 were not confident at all, with most falling in between. There was a strong preference for self-paced learning and in-situ training in the workplace, supported by peer-to-peer learning, with a clear demand for accessible, flexible training approaches focused on career pathways and embedding digital capability into everyday learning culture.

Our vision for a digitally enabled workforce is one where staff are confident and supported in using technology to fulfil their role.

What Dorset Aims to Achieve

Our people are central to Dorset's digital future. To prepare the health and care workforce, we aim to:

- Build digital skills and capability from frontline to board level
- Professionalise the digital workforce and grow a sustainable talent pipeline through education, retention, and mobility
- Standardise training and improve digital and data literacy
- Drive safe innovation aligned with regulatory standards and best practice

What Dorset Aims to Achieve

Leadership and Collaboration	Digital Workforce Development	Wider Health and Care Workforce Development
 <p>“Digital leadership will be embedded at every level, from board to frontline, with clinical, operational, and digital leaders working together through shared governance to drive transformation across Dorset.”</p>	 <p>“Dorset will nurture a professional, sustainable Digital, Data and Technology workforce with clear career pathways, accredited training, and opportunities for development, ensuring we attract and retain top talent.”</p>	 <p>“All staff feel confident and supported in using digital tools, with equitable access to training and minimum digital skill standards, creating a culture where technology enables safe, inclusive, and high-quality care.”</p>

1. Leadership and Collaboration

Why: Effective leadership of digitally enabled change is crucial for guiding the NHS and social care sectors through significant reforms, ensuring long-term sustainability, and unlocking widespread benefits.

When digital, clinical and operational teams are involved together in shaping and leading digital change, the outcomes are more relevant, sustainable, and impactful.

A shared governance can go some way to ensuring success but in Dorset, we are digging deeper into how roles within governance can contribute to making sure that their planned digital transformation is delivered everywhere and forever.

- **Digital Leadership** - makes sure that the chosen technologies are fit for purpose. They should own the contract and relationship with any suppliers and drive value-for-money ongoing in supplier contracts. They drive towards a changed outcome, providing the programme management rigour and discipline through to a safe transition and close-down of the legacy digital systems and contracts.
- **Operational Leadership** - prepare for and understand the impact of a switch to digital and prepare their teams to be ready for it. They drive for standardised operating procedures (SOPs), ensure staff are trained and supported and drive uptake and adoption of the digital tools, removing paper.
- **Clinical Leadership** - help ensure that digital systems improve patient safety, reduce clinical errors, and support equitable access to care. They champion the safe adoption of innovation, empowering staff to use digital tools confidently and responsibly.

Digital transformation is everybody's job and adopting a team approach to it, not just during the transition but ongoing through optimisation and transformation, is key to achieve digital systems and tools that are person-centred, ethical, safe, effective, efficient, timely, and equitable.

There are national and local shortages of Digital, Data and Technology (DDaT) professionals, limiting capacity for delivery and innovation. Unclear career pathways and training frameworks make it difficult to attract, develop, and retain talent. Clinical digital leaders are often under-supported, reducing their ability to influence change and connect clinical and digital priorities.

What We Will Do:

- **We will embed digital leadership at all levels** ensuring that senior leaders are digitally aware and that digital leadership is present at board level.
- **We will foster shared and inclusive governance** to promote joint decision-making and co-ownership of digital initiatives ensuring all voices are heard in digital transformation.
- **We will invest in development of clinical digital leadership** to make digital core to our delivery of care in all settings.

2. Digital Workforce Development

Why: Digital, Data and Technology (DDaT) workforce development is paramount if we are to embed digital and data across our organisations. Digital professionals protect us from cyber-attacks, keep our systems up to date, manage data migrations, ensure interoperability, procure and build applications.

Our ambition for digital staff is to make Dorset an attractive destination for people to live and work. We will grow a strong, capable and skilled DDaT workforce which has the ability and agility to meet the future needs of the health and care sector, whilst having the dedicated time to continuously develop and assist patients with technology.

Chief Clinical Information Officers (CCIOs) play a key role between medical and digital teams, advocating for the benefits of digital to the clinical workforce and pushing digital potentials to improve usability for clinicians.

We will develop an Dorset-wide digital clinical leadership pipeline and position CCIOs and Chief Nursing Information Officers (CNIOs) to feel empowered to advocate for patients and carers helping contextualise digital safety risks associated with pathways, processes, tools and data, whilst sharing best practice.

What We Will Do:

To reimagine our approaches to recruitment and retention:

- **We will partner with education and industry to build a talent pipeline** from trainees to apprentice and graduates to attract the best people to Dorset.
- **We will improve retention through career mobility** by enhancing growth and providing flexible development opportunities for staff.
- **We will create a supportive, fulfilling environment** where digital professionals feel valued and invested in through accredited career pathways and continuous learning opportunities.
- **We will embed digital risk management** and transformation principles into DDaT roles to encourage safe, sustainable change.

To champion and embed digital clinical leadership:

- **We will invest in clinical digital leadership across all our services** giving our existing clinicians a formal role in our digital team.
- **We will develop a clinical leadership pipeline** with opportunities for clinicians to receive formal and informal training and support to move into those roles.
- **We will ensure clinical digital leadership are embedded** within the future target operating model for digital services across Dorset.

3. Wider Health and Care Workforce Development

Why: Digital transformation must include all staff, not just digital professionals. Confidence and competence in using technology are essential for everyone, and we must acknowledge that resistance and negativity toward digital transformation can arise from insufficient investment to support staff with digital skills development.

The development of the wider non-digital health and care workforce is a critical component of the ongoing digital transformation within the NHS and social care sectors. The overarching goal is to empower all staff with the necessary digital skills to thrive in an increasingly technology driven environment, ensuring high-quality, personalised, and efficient patient care.

A relentless focus on digital skills and leadership at all levels is necessary to make transformation durable. Leaders must prioritise and facilitate workforce upskilling by ensuring staff have the time, funding, and accessible equipment needed for training. They need to foster a learning culture and ensure that staff have the right skills and confidence to apply new technologies successfully. This

includes addressing issues of digital literacy, fear of digital systems, and unequal access to technology and training among staff.

Digital is often seen as an "add-on" rather than central, and there can be a polarised perception where it's either a panacea or a villain, hindering realistic adoption. Too often, digital tools are treated as 'optional' rather than an integral part of how services operate.

Low digital confidence and fear of technology remain common across the workforce. Access to IT training and tools is unequal, with many staff beyond digital professionals lacking the support they need. Digital is often perceived as optional or disruptive, rather than integral to improving care and efficiency.

What We Will Do:

Our ambition for the wider health and care workforce is to:

Create a digitally confident and highly skilled health and care workforce in Dorset that is deeply integrated into a culture of continuous innovation and improvement, empowered by collaboration.

To cultivate digital confidence:

- **We will offer foundational skill support** to enhance confidence and competence with investment in digital educators and developing a network of peer digital champions.
- **We will provide tailored, ongoing digital training** and peer support to meet individual's needs and baseline skills ensuring it is ongoing and continuous reducing fear as technology evolves
- **We will work in collaboration with our workforce colleagues to agree minimum digital skills standards for all job roles** which new starters are supported to achieve as part of their induction period and where existing staff are provided with dedicated time to maintain their digital skills development.

To make access fair and equitable:

- **We will provide equitable access to training** by providing a single point of access for learning and consistent funding policies enabling ease and equity of access at a time and place of the learner's choosing.
- **We will tackle digital exclusion through multi-channel offers** ensuring traditional means of learning remain aligned to their needs and for those who cannot or prefer not to access digital tools for education purposes.
- **We will foster a positive, inclusive culture** around digital innovation transformation and optimisation underpinned by psychological safety, enabling staff to adopt new technologies without inherent barriers and celebrating successes.
- **We will make efforts to ensure that our diverse workforce is supported by an inclusive and accessible digital offer** which breaks down barriers and meets people where they are.

Chapter Four – Digitally Enabling & Empowering Citizens

Why This Matters

Patients and staff increasingly live and work in a digital world, yet many NHS interactions remain slow, fragmented and unnecessarily manual. People reasonably expect to be able to book appointments, view test results and understand what is happening in their care without relying on letters, long call queues or repeated follow-up. While this level of access has been established in General Practice for many years, it remains inconsistent across secondary and community care, creating frustration, anxiety and avoidable effort for both patients and staff.

Feedback from the Digital Strategy Questionnaire highlights that patients face real barriers to digital access, including variable digital confidence, poor connectivity and concerns about trust and data security. Staff consistently report that enabling patients to securely access their records and communicate digitally are among the most valuable improvements for care quality, safety and efficiency. Addressing these barriers requires a deliberate focus on simplicity, accessibility and trust, ensuring digital services are easy to use, reliable and inclusive, with targeted support to increase adoption of the NHS App and similar platforms.

Where digital tools do exist today, they are often limited to specific services or stages of the journey. Patients may begin digitally, for example when booking a GP appointment or receiving a test result notification, but then revert to paper-based or manual processes as they move through the system. This lack of continuity reduces visibility, delays communication and increases workload for staff. These challenges underline the need for a consistent, system-wide approach to digital transformation that improves experiences and outcomes for citizens and supports staff to focus their time where it matters most.

What Dorset Aims to Achieve

 <p>Improving Experience, Access and Choice</p> <p>“Every citizen in Dorset will have access to the NHS APP enabling a simple, trusted digital front door to health and care services, offering consistent quality, seamless access, and genuine choice in how they engage with their care.”</p>	 <p>Equitable Offer for All</p> <p>“Nobody in Dorset will be excluded from digital health and care. Services, support and training will be accessible to all – regardless of skills, confidence, or connectivity – so that everything citizen benefits equally.”</p>
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1. Improving Experience, Access and Choice

Why: People and patients face uneven access to health information and inconsistent digital services. A unified, user-friendly experience is essential.

Access to health and care information for an individual is currently too convoluted, making it accessible to the most determined and digitally savvy. There is a plethora of apps available, and it is difficult for the average person to know which ones are safe or appropriate to support their specific health and care needs.

This toolkit is focused on tools with enabling functionalities such as Patient Engagement Portals (PEPs) and the NHS App helping people and patients view and manage appointments, order repeat prescriptions, receive messages and notifications and access their health record.

Online services across the system remain uneven, with inconsistent user experiences and confusing navigation. Integration between platforms is poor, limiting personalisation and continuity of care. Accessibility and inclusivity are also limited, leaving some users unable to fully engage with digital tools.

What We Will Do:

- **We will promote and implement new technologies** to support people to self-manage their conditions e.g. Hybrid Closed-Loop Systems.
- **We will increase the number of digitally enabled citizens** through increased accessibility and a consistent offer whilst providing them with the skills and support needed for digital inclusion and improving digital literacy. This will be delivered in partnership with local authorities, voluntary and community sector organisations and existing digital inclusion programmes, aligning with and signposting to established initiatives rather than creating or duplicating new training provision.
- **We will increase the utilisation and understanding of how the NHS App will enhance user experience and choice** through convenient access to services, personalised health information and give patients the ability to access their data and make informed decisions about their care. It can provide choice based on patient satisfaction, waiting times and healthcare outcomes enabling access to the best care.
- **We will increase our adoption of trustworthy AI** to give patients access to trusted health information, helping patients articulate their health needs and preferences confidently whilst providing information on any conditions they may currently have.
- **We will transform towards a single user experience** focused on integration to the NHS APP, these digital services will enhance choice and will not replace phone or face-to-face access where this is preferred by the citizen, patient or carer.

2. Equitable Offer for All

Why: Digital tools must be accessible to everyone, regardless of skills, connectivity, or confidence.

We will develop our tools and services to ensure no one is left behind and that information is accessible to all in line with the Accessible Information Standard (AIS). We will tailor our services base on individual preferences for communication, capability, accessibility and need.

We are aware of the risks of digital exclusion. While digital tools can enhance care, they should not be a barrier to care. Therefore, all digital pathways and services will be designed with flexible alternatives when digital is not suitable. Digital champions and community navigators will be on hand to support patient choice utilising digital pathways where suitable

Digital literacy and access support vary widely across the system, leaving some staff and patients without the skills or help they need. The availability of digital services is inconsistent across organisations, care settings, and service types. Many tools also lack inclusive design, making them harder to use for diverse populations.

Digital inclusion activity will be informed by Equality Delivery System (EDS) principles, ensuring that digital services are designed to reduce health inequalities and improve access for underserved groups. This includes considering differential digital access, confidence and trust, and working with partners to ensure digital enablement supports equitable health outcomes rather than widening existing gaps.

What We Will Do:

- **We will offer information that is easy to access and use**, with clear, simple messaging (about what help is available close to home determined by their health need and disability).
- **We will increase workforce knowledge and skills around digital literacy and inclusion** with a view to consistent care offerings – messaging and signposting to appropriate services.
- **We will embed a Digital Champion programme (or equivalent) across Dorset** to increase the support available so as not to leave anyone behind.
- **We will increase our understanding of digital exclusion metrics** refining our approach with system colleagues including voluntary, community and social enterprise (VCSE) and social care, leveraging their role in digital inclusion and engagement.

Chapter Five – Modern Infrastructure Foundations

Why This Matters

A modern digital infrastructure is the catalyst for transformation and innovation in healthcare. It enables the deployment of advanced technologies, including AI and automation, supports seamless data integration, and ensures the security and reliability of digital health services. It also underpins the digital enablement of corporate services, helping streamline operations such as HR, finance, and procurement. By prioritising infrastructure development, Our Dorset can lead the way in creating a future-ready health and care system that is both innovative and resilient.

Insights from the Digital Strategy Questionnaire highlight system reliability as a recurring issue. Over 110 of 421 respondents disagreed or strongly disagreed that systems are reliable, and 58% reported that outages had affected their work. While confidence in security is strong, performance is not yet at the level required for ‘silent running’, where everything works smoothly behind the scenes. The strategy must commit to modernising infrastructure, ensuring fast, resilient, and integrated foundations.

In addition, Digital investment will contribute to the Trust’s sustainability objectives by reducing reliance on paper-based processes, minimising unnecessary travel, and enabling more energy-efficient use of infrastructure. By shifting appropriate interactions, workflows and information exchange to digital channels, the Trust can reduce physical resource consumption while maintaining — and in some cases improving — access, quality and safety. Digital services are intended to complement, not replace, phone or face-to-face access, ensuring that environmental benefits are achieved without excluding those who require traditional routes of engagement. This approach is underpinned by a commitment to green IT, including the adoption of energy-efficient technologies and practices that reduce the environmental impact of digital systems while maintaining high standards of performance, resilience and reliability. Prioritising sustainability in this way supports environmental goals while also contributing to cost savings and operational efficiency

What Dorset Aims to Achieve

Infrastructure as an Enabler	Alignment with Clinical Priorities	User Experience and Service Reliability	Security, Continuity and Support
 <p>“Infrastructure in Dorset will be recognised as a critical enabler of safe, effective and efficient care – invested in strategically to support transformation, clinical outcomes, and staff wellbeing.”</p>	 <p>“Digital infrastructure will be designed around clinical priorities and system goals, ensuring every investment directly supports better care, improved safety, and greater productivity.”</p>	 <p>“Staff and citizens will experience simple, seamless, and always-available digital services. Infrastructure will be intuitive, reliable, and designed to reduce frustration and duplication.”</p>	 <p>“Resilient security, business continuity and consistent support will be embedded across all organisations, building public trust and ensuring uninterrupted care in both everyday and exceptional circumstances.”</p>

1. Infrastructure as an Enabler

Why: The infrastructure is the foundation for any modern digital strategy and underpins both operational stability and strategic innovation.

Each organisation has historically procured its own digital solutions, creating complex demands layered over siloed infrastructure. Independent strategies and practices have embedded a wide range of technologies and configurations, making standardisation difficult and increasing the need for diverse skills and fragmented procurement. Compatibility between legacy and new systems is increasingly challenging, especially where contracts are extended and support becomes costly or unavailable.

Common platforms, including those for corporate services such as HR, finance, and procurement, will help resolve these issues by reducing duplication, enabling shared support models, simplifying integration, and creating a consistent, scalable foundation for digital transformation across the system.

What We Will Do:

- **We will establish a common, connected digital infrastructure** across all Dorset provider organisations, reducing duplication and technical debt.
- **We will ensure any infrastructure technologies are discussed and agreed via a single (cross organisational) governance** structure and overarching leadership to ensure alignment and harmonisation moving forward
- **We will standardise hardware and software procurement** to streamline maintenance, updates, reduce costs and support across the organisation while improving user experience.
- **We will, where appropriate, adopt cloud-based solutions** for data storage and applications, enhancing scalability, backup, and disaster recovery capabilities and embed an ability to innovate faster.
- **We will implement common platforms** to support our corporate services across HR, Finance, Procurement and Estates and Facilities.

2. Alignment with Clinical Priorities

Why: To ensure that the infrastructure directly supports better patient outcomes through operational efficiency, and strategic transformation across our healthcare systems.

Staff across different organisations often lack access to shared systems, leading to delays and duplicated effort. Legacy IT and outdated technologies hinder integration, with technical debt preventing a single, up-to-date view of patient care. Regulatory and compliance requirements, while essential for safety, can slow infrastructure changes if not well planned. Inadequate data sharing means patients must repeat information and clinicians lack a complete picture. To adopt efficiency tools and AI safely, staff need confidence that these technologies are secure, regulated, and clinically sound. These tools will augment decision-making and will not be mandated for patient use.

What We Will Do:

- **We will develop a unified digital architecture to ensure interoperability across Dorset**, so information can move seamlessly with the patient.
- **We will prioritise clinical-led digital transformation** ensuring infrastructure decisions are driven by the needs of clinicians and patients, not just IT cycles, ensuring digital directly supports better outcomes.

- **We will modernise core infrastructure to enable single sign-on** to reduce wasted time, improve efficiency, and enhance safety by ensuring clinicians always have rapid, secure access to the tools they need regardless of where they are working.
- **We will promote digital inclusion principles to ensure infrastructure works for all patients**, including those facing digital barriers, to support equitable access to care.
- **We will promote the safe use of AI and efficiency tools** aligned with clinical workflows by embedding governance and safety processes, so Dorset can benefit from innovation without compromising trust or patient safety.
- **We will implement green IT infrastructure** adopting energy-efficient technologies and practices that reduce the environmental impact of digital systems and prioritising sustainability, whilst reducing our carbon footprint.

3. User Experience and Service Reliability

Why: A smooth, intuitive user experience reduces time spent navigating systems or seeking help. Reliable services mean fewer disruptions, allowing users to focus on their core tasks. Users are more confident in systems that are consistently available and easy to use. Positive experiences lead to higher satisfaction scores and better adoption of new technologies. When users trust the systems, they're more open to adopting new tools and workflows. This allows information technology teams to focus on strategic initiatives rather than firefighting.

Staff and patients often face inconsistent digital experiences that don't support new ways of working, with tools sometimes acting as barriers rather than enablers. Minimising downtime is critical, as planned or unplanned outages disrupt care, strain clinical workflows, and erode trust in digital systems.

Connectivity varies across organisations and care settings, making it difficult for staff to access the systems and data they need, impacting both productivity and care quality. Inconsistent mobile coverage further limits the effectiveness of integrated neighbourhood teams, forcing community staff to rely on workarounds and reducing their ability to deliver timely, joined-up care.

What We Will Do:

- **We will take a person and clinical-centred design approach to create** infrastructure services for staff and patients to ensure technology supports workflows rather than complicates them, improving adoption and outcomes.
- **We will establish experience-based KPIs to measure** staff and patient satisfaction with digital services to help us continually refine and deliver tools that meet expectations in practice.
- **We will enable consistent long-term investment to remove technical debt** by addressing legacy digital systems systematically, which will free up resources to invest in innovative solutions and avoid repeating cycles of short-term fixes.
- **We will deliver a seamless, consistent customer experience with reliable connectivity across every health and care setting** to allow staff to access information and tools wherever they are, ensuring patients receive joined-up care without digital barriers.
- **We will strengthen service desk and support models** to deliver a responsive, Dorset wide support offers to ensure staff have rapid assistance, helping to maintain confidence and minimise downtime.

4. Security, Continuity, and Support

Why: Essential for resilience, trust, and maintaining operational stability, staying on top of cyber threats protects data, assets, and reputation.

The growing threat landscape and complexity of digital systems make it difficult to gain full visibility and prioritise security improvements. Suppliers vary in cyber maturity and standards adoption, placing additional strain on IT teams' time and resources.

A fragmented cyber workforce with differing skills and experience leads to inconsistent security responses and risk tolerance across organisations. Legacy infrastructure, unmanaged operational technology, shadow IT, and end-of-life devices further increase vulnerability.

Staff confidence in cyber practices is low, with wide variation in awareness and education, highlighting the need for consistent training and a system-wide approach to cyber resilience.

What We Will Do:

- **We will share and standardise cybersecurity frameworks** and remediation plans and establish a dynamic approach to the management of cyber risk.
- **We will establish a shared cybersecurity operating model and technology.** By unifying our cyber approach across organisations, we improve resilience, reduce duplication, and protect against system-wide vulnerabilities.
- **We will commit to upgrading legacy systems to minimise vulnerability.** This reduces security risks and ensures all staff are working with modern, safe, and efficient tools that can integrate with future technologies.
- **We will develop and regularly test robust business continuity and disaster recovery plans.** Practicing recovery ensures Dorset can maintain critical services during any outage or attack, protecting patient care and safety.
- **Ensure our tooling, capabilities and analysis provide a mature and multi-layered security posture** that can meet evolving threats, ensure our staff are risk aware and know where to go for help, advice and guidance.
- **Promote security and privacy by design** in the building and procurement of new digital solutions (digital demand process).

Chapter Six – Data, Analytics & Insights

Why This Matters

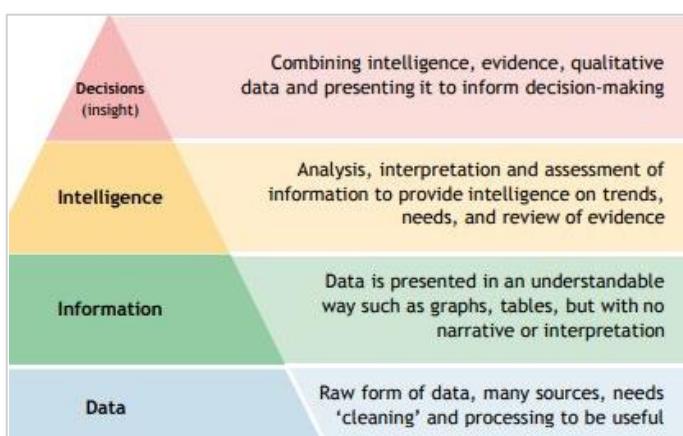
Our data must be available to us in the Right place at the Right time:

Data is one of the NHS's most valuable assets. When used effectively, it enables evidence-based decision-making, proactive care, and service design tailored to population needs. Dorset must become a data-driven system, embedding analytics into every aspect of health and care to improve outcomes, reduce inequalities, and support transformation.

The term "Data & Analytics" is becoming the preferred terminology within the NHS and will be used interchangeably with "business intelligence" throughout this chapter. This change emphasises that analytics is evolving into a more technical discipline, focusing not only on data collection, storage, and modelling but also on the output and reporting.

The data to insights triangle below, describes how analytical teams take raw data and turn it into intelligence which supports insightful decision making.

Data Insights Triangle



Neighbourhood model of care & population health management (PHM):

Data and analytics are fundamental in our increasingly digital world for understanding the behaviours of our communities and individuals, as well as for designing the services needed to support them.

Population Health Management (PHM) is key for ICSs like Dorset, enabling a shift from a reactive to a proactive, person-centred care. By using joined-up data and techniques like segmentation and risk stratification, we gain insights to prioritise at-risk groups for prevention, tackle health inequalities, and deliver tailored, integrated care. Effective data and analytics underpin informed decision-making and service design for our communities. The Dorset Intelligence & Insight Service (DiiS) has been driving population health in Dorset over several years and this chapter describes the developments required to embed the neighbourhood model of care across Dorset.

The following diagram shows how the PHM cycle supports the three shifts within the NHS 10 Year Plan from population needs assessments through to effective evaluation and improved outcomes. Strategic commissioning will help us approach population health more effectively, working with partners, such as hospitals and the voluntary sector. Sharing pseudonymised and anonymised data will improve

understanding of the local population and help us tailor services to meet their needs. The cycle describes how all partners within Dorset including Public Health and Local Authorities work collaboratively to deliver sustainable and cost-effective change using evidence-based interventions.

What Dorset Aims to Achieve

				
Data Sharing and Governance	Robust Data Architecture and Integration	Analytics for Performance and Modelling	Analytics for Prevention and Population Health	Innovation and Future Capabilities
“Dorset will have a trusted, transparent data-sharing environment where information flows securely and seamlessly across health, care, and community settings – improving care, planning and public confidence.”	“A modern, scalable data architecture will ensure consistent standards, seamless integration, and rapid access to information, enabling clinicians, managers, and researchers to make better decisions faster.”	“Real-time insights and predictive modelling will empower teams to anticipate demand, target interventions, and continuously improve services – making Dorset a leader in proactive, data-driven care.”	“Dorset will develop advanced risk tools to identify high risk patients, we will continue towards advanced statistical modelling, demand and capacity forecasting, machine learning, and predictive analytics whilst building staff confidence in data.”	“Dorset will harness AI, secure research environments, and citizen-led innovation to unlock new insights, test cutting-edge solutions, and build future-ready services that are ethical, inclusive and impactful.”

1. Data Sharing and Governance

Why: Linked, high-quality data enables proactive care, strategic commissioning, and personalised services.

Dorset has a lot of data, and this will keep growing, for those in our population who are currently patients and to prevent those who are yet to be. It's important for Dorset to continue building our data-sharing culture. By linking data from primary care, hospitals, community services, mental health, local authorities, and the voluntary sector, we can improve patient and personalised care.

So far, we have made progress by establishing important clinical systems. We have created the Dorset Care Record (DCR), and the population health management system called the Dorset Intelligence & Insight Service (DiiS). These tools help us adopt digital solutions to manage patients in the community better, supporting the goal of providing care outside of hospitals.

Across Dorset information governance group works with our integrated care system to embed a culture of safe, proactive and consistent data sharing. Alongside this group, our public engagement groups such as the Digital Patient Engagement Group (DPEG), enable a transparent discussion on the purposes for data collection, the use of this data and the outcomes that result having done so. It is essential we keep sharing and accessing data from Dorset systems to support key programmes like Integrated Neighbourhood Teams (INTs) and Future Care.

What We Will Do:

- **We will work to eliminate data silos**, strengthening data sharing across all sectors, including voluntary and social care, which will support patient journeys and service redesign, ensuring we use data safely and appropriately.
- **We will involve analysts in clinical teams or create dedicated analytical teams** to enhance data quality and improve service efficiency.

- **We will continue working with data security and protection teams across Dorset to improve our data sharing processes** and new capabilities. This will create a consistent and secure workforce, allowing us to communicate effectively about data sharing ensuring transparency on how we use and protect personal data.

2. Robust Data Architecture and Integration

Why: Scalable architecture enables timely access to linked data for care, planning, and research.

Developing a robust and scalable data architecture across Dorset and beyond is essential for enabling timely sharing of linked data sets for various purposes.

Continually advancing the integration of more data into the DiiS platform will enable a deeper understanding of population behaviours and trends, providing clinical and MDT teams with the intelligence needed to develop timely interventions and treatments both within and outside care settings.

The national data platform, the Federated Data Platform (FDP), offers the opportunity to align nationally for benchmarking and onboard rather than redevelop tools built on standardised datasets. By linking data nationally and enabling local teams, the FDP can be developed by local analytical teams to meet their needs, such as understanding acute service modelling.

What We Will Do:

- **We will develop a robust and scalable data architecture across the ICS** leveraging cloud technologies to enable timely sharing of standardised data sets between providers, partners, and with our regional and national parties.
- **We will continue to align with the Federated Data Platform (FDP) to benchmark nationally**, avoid duplicating development of analytical tools, and empower local analytical teams to address specific needs such as acute service modelling.
- **We will increase support for operational programmes and services, including the Electronic Health Record (EHR) programme**, ensuring business and clinical needs are met through consistent data standards such as OMOP and SNOMED and improved data quality.

3. Analytics for Performance and Modelling

Why: Performance analytics support operational efficiency, early intervention, and service redesign.

Business intelligence teams across Dorset are skilled in analysing shared data and building intuitive dashboards. By sharing architecture and expertise, we can tailor insights to organisational, clinical, patient, and population needs.

Linked datasets and data-sharing systems will enable timely access to the information needed for operations, planning, and patient engagement. Enhancing performance reporting and access to near real-time data will drive productivity and service improvement, supported by BI teams.

Improving data quality is essential for routine performance management and initiatives like 'Getting it Right First Time' and will support the transition to a unified EHR. Strengthening performance, contract management, and productivity will help providers go beyond compliance using shared insights to better understand patient behaviours and optimise clinical resources.

What We Will Do:

- **We will enhance real-time performance reporting and predictive modelling** to drive and deliver productivity and service improvements.

- **We will embed data-driven decision-making in operational, business, and leadership activities across all parts of Dorset**, enhancing everything from seasonal planning to targeted interventions (e.g., Falls Risk).
- **By automating more of the compliance driven data needs, we will increase focus onto information that directly supports clinical care**, transformation, and productivity, ensuring that data resources are used to deliver genuine service improvements.

4. Analytics for Prevention and Population Health

Why: Enhanced data and insight capabilities enable self-service reporting, predictive risk tools, and data-driven transformation.

The demand for more data and reporting comes from various sources, including national, regional, ICB, and local organisational levels. By enhancing the quality of analytics and delivering them more seamlessly, we can support each organisation in improving its data confidence and create a more self-service data offering. This will help reduce some demand and provide a better working experience for data teams allowing us therefore to grow and upskill our teams to meet the challenges of the future.

Through the partnership with Public Health and Local Authority analytical teams, we are best placed to support the analysis for INTs and enable place-based care. Building on the relationships already in place both operationally and across the data and analytics teams, we can work with transformation teams to embed a culture of data driven change. Underpinning this is the need for a strong focus on data quality to ensure that data driven change is informed in the most timely and accurate way possible.

What We Will Do:

- **We will sustain and advance the DiiS platform for population health and established data-sharing processes**, enabling a deeper understanding of population behaviours and supporting timely clinical interventions.
- **We will further develop risk stratification tools to identify high-risk patients** to inform preventative interventions, enabling clinicians to intervene earlier in patient journeys, thus reducing reliance on hospital services and supporting proactive care models.
- **We will continue to evolve from basic dashboards towards advanced statistical modelling, demand and capacity forecasting, machine learning, and predictive analytics**, to better support decision-making.
- **We will build staff confidence in using data**, allowing time for training, and utilise automated tools to significantly improve data quality, system design, and access to important care insights.

5. Innovation and Future Capabilities

Why: Future-ready systems must support AI, unstructured data, and citizen-led innovation.

Developments in data science and AI capabilities offer a greater degree of self-service than ever before. We need to be able to describe future capabilities (e.g., risk profiling, machine learning) in a way that inspires without alienating. We must continue to define and coach to instil confidence in the adoption of these emerging technologies.

While data quality and coding remain essential and must be invested in, we must also increase the focus on future possibilities, like using unstructured data, large language models and data science, without overwhelming people still grappling with basic data confidence.

National and regional research platforms, such as the Secure Data Environments for research (SDEs), offer the opportunity to share anonymised data for research projects. Governed by the Data Access

Committees (DAC), these can be academically or clinically led and can generate an income depending on the project focus and share insights back into clinical practice or population services.

What We Will Do:

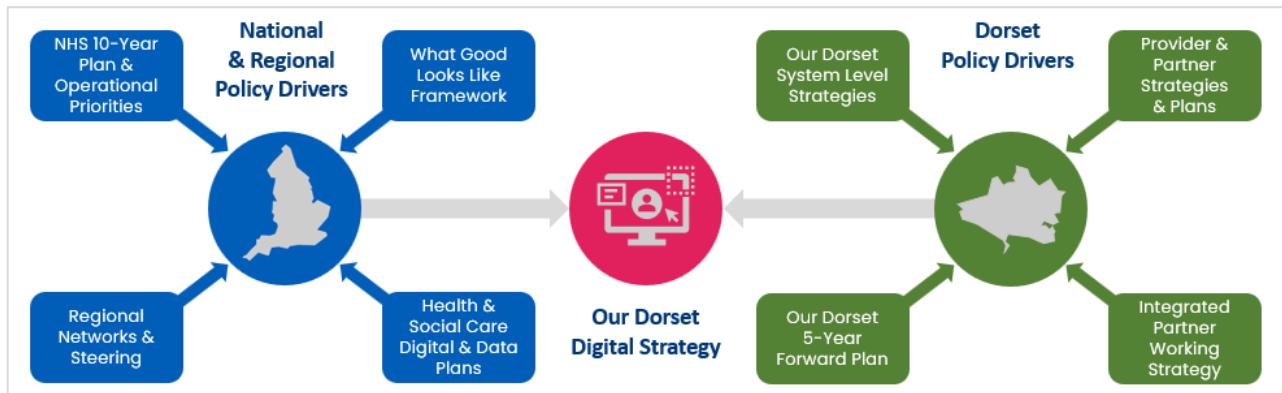
- **We will build on and expand our analytical platforms** to create a single point of entry for data insights – providing timely, high-quality data to all staff, regardless of organisation or care setting, and enabling users to search and interrogate information that supports decision-making independence and improved outcomes.
- **We will increase our active engagement with patients, citizens, and user groups.** Co-designing intuitive digital tools that embed user-centred delivery, improve basic care pathways, and ensure people can confidently interact with their own data and care plans.
- **We will expose new insights from both structured and unstructured data sources.** Unlocking the value of clinical notes, imaging, and other untapped information through advanced analytics and AI, making data accessible for real-time querying by clinicians and users.

Chapter Seven – Alignment with Other Strategies

Introduction

An essential part of the Dorset Digital Strategy development is understanding the broader strategic context and embedding this into the chapters. This involved translating the following strategies, plans, and guidelines into digital capabilities that Dorset needs to consider as part of its digital investments and transformation efforts.

The Dorset Digital Strategy strategic alignment



The National & Regional Policy Drivers

Department of Health & Social Care and NHS England

- Department of Health & Social Care – [Health & Social Care Integration](#) and [Data Saves Lives](#)
- NHS England - [2025/26 Priorities and Operational Planning for England](#)
- NHS England - [10-Year Plan for England](#)

Regional Networks and Steering

- [Health Innovation Wessex](#) (NHS Dorset's supporting Health Innovation Network)
- [Health Innovation Southwest](#)
- NHS England Southeast 3 – Wessex Imaging Network (Internal Facing)

The Dorset Policy Drivers

Our Dorset System Level Strategies

- NHS Dorset - [5-Year Joint Forward Plan](#)
- NHS Dorset - Strategic Commissioning Intentions 2026-2031 (Internal)
- Our Dorset - [Integrated Care Partnership Strategy](#)
- Our Dorset - Infrastructure (Estates) Strategy (Internal)
- Our Dorset - Clinical Digital Strategy (Internal)
- Our Dorset - Clinical Strategy 2023-2028 (Internal)

Provider and Partner Strategies & Plans

- Bournemouth, Christchurch & Poole Council - [Adult Social Care Strategy](#)
- Dorset Council - [Adult Social Care Strategy](#)
- Dorset County & Dorset HealthCare - [Federated Strategy](#)
- University Hospitals Dorset - Digital Transformation Strategy (Internal)
- University Hospitals Dorset - [Operational Plan 2024-2025](#)
- Dorset GP Alliance - [Creating Sustainable General Practice in Dorset](#)
- Southwest Ambulance Service Trust - [Strategy \(Partner Working Section\)](#)

National Health Service (NHS) & Department of Health & Social Care What Good Looks Like (WGLL)

The What Good Looks Like (WGLL) framework originated within the NHS to provide leaders, teams, and system partners with clear guidance about what “good” looks like for digital transformation across health and care settings. The framework focuses on seven success measures, which are consistent across both healthcare and adult social care settings:

- Well Led
- Smart Foundations
- Safe Practice
- Support Workforce
- Empower People
- Improve Care
- Healthy Populations

These measures were designed collaboratively by NHS England, the Department of Health and Social Care (DHSC), Local Government Association, and partners from both sectors, reflecting the drive for more joined-up, digitally mature, person-centred care.

Building on the WGLL, the NHS Digital Maturity Assessment (DMA) is a diagnostic tool used by NHS providers and integrated care systems to understand the current state of their digital services, identify strengths and gaps, and shape priorities for digital investment and improvement. The NHS Digital Maturity Assessment is explicitly structured around the seven success measures set by the WGLL framework.

The Dorset Digital Strategy Chapters can be directly mapped to the WGLL and DMA as shown below:

How the Digital Strategy Chapters map to the WGLL and DMA

WGLL Success Measure	Digital Maturity Assessment	Digital Strategy Chapter
Well Led	Assessed via leadership and strategy	Workforce & Culture
Safe Practice	Reviewed via clinical safety	
Support Workforce	Evaluated through digital literacy/training	
Empower People	Measured via citizen engagement and service accessibility	Digitally Enabling & Empowering Citizens
Improve Care	Examined through quality and digital care pathways	Enabling Care Across Settings
Healthy Populations	Analysed via the use of data for population health	Data, Analytics & Insights
Smart Foundation	Covered via infrastructure and security	Modern Infrastructure Foundations

Appendices

Appendix A

How We Created This Strategy

The Dorset Digital Strategy has been developed through a highly collaborative and iterative co-creation process, co-designed and co-owned by digital, clinical, and operational leaders from across Dorset's health and care system.

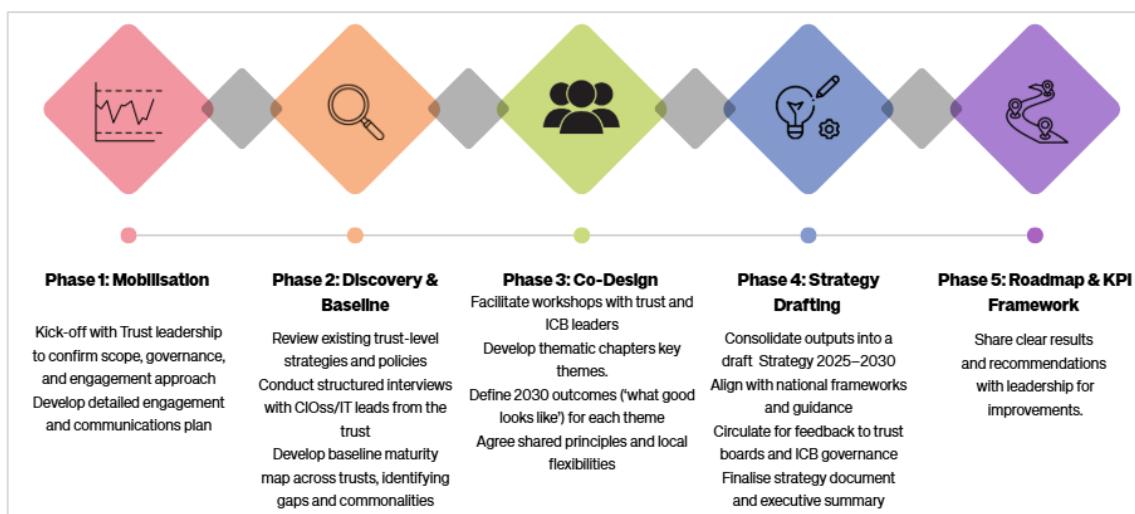
The process has ensured that every stage, from mobilisation to roadmap, has been shaped through engagement, evidence, and shared ownership. This approach brings together leaders, clinicians, and operational teams to create a strategy that is both ambitious and grounded in real-world delivery.

The work followed five structured and progressive phases:

- **Phase 1: Mobilisation.** Established scope, governance, and engagement plans through initial leadership alignment and one-to-one interviews.
- **Phase 2: Discovery & Baseline.** Reviewed existing strategies and maturity, identifying strengths, gaps, and shared priorities.
- **Phase 3: Co-Design.** Facilitated a series of five workshops with digital, clinical, and operational leaders to develop, refine, and align the strategic themes and chapters. A staff questionnaire was also conducted.
- **Phase 4: Strategy Drafting.** Splitting into multi-disciplinary chapter teams with cross organisational representation. Drafts were produced and reviewed during workshops and individual feedback loops.
- **Phase 5: Roadmap & KPI Framework.** Translated the strategy into an actionable delivery plan, defining measurable outcomes and key performance indicators for each chapter.

Throughout, progress was guided by continual feedback system-wide engagement, and alignment with the Dorset vision. The result is a strategy that is collectively owned, evidence-based, and fully endorsed by the digital leadership and system partners, ensuring a shared commitment to deliver meaningful digital transformation across Dorset.

The phases of the Dorset Digital Strategy development

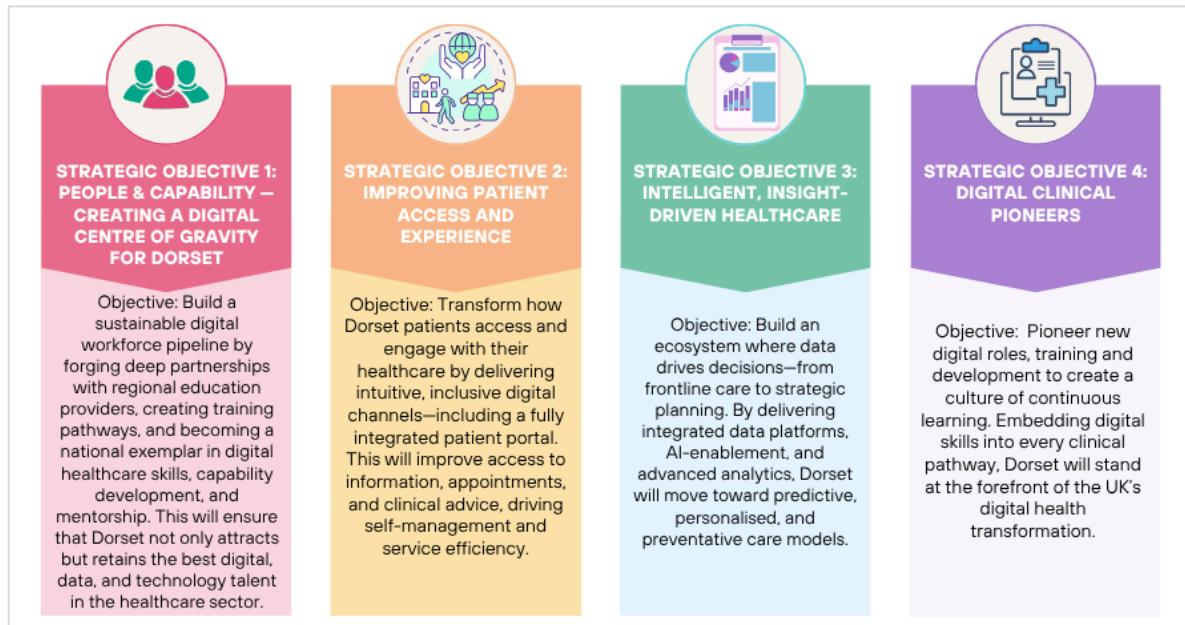


Appendix B

Our Strategic Objectives

Through engagement across Dorset's health and care system, four strategic objectives define our journey to 2031:

The four strategic objectives for the Dorset Digital Strategy



Digital Strategy Themes

These themes are the big ideas that shape our digital plans. They give clear direction and help everyone in Dorset work in a joined-up way to deliver the strategy.

The four strategic themes for the Dorset Digital Strategy



Digital Strategy Principles

These principles serve as a guide to ensure our digital plans are ethical, practical, and help us make the right decisions as we improve and deliver new digital services.

The three strategic principles to guide the Dorset Digital Strategy



Digital Strategy Chapters

Each chapter focuses on a key priority or area of work. This structure will help us plan, deliver, and communicate more effectively across Dorset's health and care system.

The seven chapter headings for the Dorset Digital Strategy



Appendix C- Consolidated KPI Table

Chapter 2 – Enabling Care Across Settings

Chapter	WGLL Theme	Strategy Outcome Theme	Strategy Chapter Outcome	Strategy Chapter Outcome KPI(s)
Enabling Care Across Settings	Improve Care	Integrated Digital Systems Across Settings	Every clinician and patient in Dorset will have secure access to the right point-of-care information at the right time, via systems that talk to each other across all care settings. Paper is eliminated, except where a patient has explicitly opted for paper correspondence, connectivity is reliable and all correspondence across care settings is handled electronically.	<ol style="list-style-type: none"> 1. Clinicians managing patient noting and correspondence digitally. 2. Paper limited to patient correspondence where preferred. 3. Uptime/reliability of connectivity in all clinical locations. 4. Referrals and discharge summaries between secondary and primary care handled digitally with a high level of data quality.
		Collaborative Governance and Strategic Alignment	Digital decisions in Dorset will be made once, wisely, and together. All organisations will work to a single strategy, with shared governance that prioritises long-term value, safety, and resilience over short-term fixes. Every partner feels ownership of the digital future.	<ol style="list-style-type: none"> 5. Shadow IT and stranded IT contracts eliminated. 6. Annual stakeholder satisfaction scores regarding collaborative governance and decision-making.
		Future-Focused Programmes and Technologies	Dorset will lead the way in adopting innovative evidence-based digital programmes that improve lives today and prepare for tomorrow. From integrated neighbourhood teams to AI-powered diagnostics and a single patient record, technology will enable proactive, preventative, and personalised care.	<ol style="list-style-type: none"> 7. Successful HealthSet implementation. 8. Delivery of a framework to allow AI and other clinically led digital innovations to persist via APIs into the HealthSet system. 9. Neighbourhood Teams fully digitally enabled.

Chapter 3 – Workforce & Culture

Chapter	WGLL Theme	Strategy Outcome Theme	Strategy Chapter Outcome	Strategy Chapter Outcome KPI(s)
Workforce & Culture	Well Led Safe Practice Support People	Leadership and Collaboration	Digital leadership will be embedded at every level, from board to frontline, with clinical, operational, and digital leaders working together through shared governance to drive transformation across Dorset.	10. Qualified digital leadership representation at Board-level and across all departments. (100%) 11. Digital leadership training standard established with a process and cohorts to build capability underway.
		Digital Workforce Development	Dorset will nurture a professional, sustainable Digital, Data and Technology workforce with clear career pathways, accredited training, and opportunities for development, ensuring we attract and retain top talent.	12. Number of digital/data professionals enrolled in accredited training schemes annually. 13. Retention rate for digital talent year-on-year. 14. Proportion of staff with advanced digital skills certification.
		Wider Health and Care Workforce Development	All staff feel confident and supported in using digital tools, with equitable access to training and minimum digital skill standards, creating a culture where technology enables safe, inclusive, and high-quality care.	15. Proportion of staff meeting minimum digital skill standards. 16. Number of staff participating in ongoing digital training. 17. Staff confidence scores for using digital tools (annual workforce survey).

Chapter 4 – Digitally Enabling and Empowering Citizens

Chapter	WGLL Theme	Strategy Outcome Theme	Strategy Chapter Outcome	Strategy Chapter Outcome KPI(s)
Digitally Enabling and Empowering Citizens	Empower Citizens	Improving Experience, Access and Choice	Every citizen in Dorset will enjoy a simple, trusted digital front door to health and care services, offering consistent quality, seamless access, and genuine choice in how they engage with their care.	18. Proportion of population accessing services via digital front door. 19. Mean time to digital service access for citizens versus analogue methods. 20. Patient satisfaction with range and quality of digital access options. 21. Proportion of patients managing conditions using digital technologies.
		Equitable Offer for All	Nobody in Dorset will be excluded from digital health and care. Services, support and training will be accessible to all – regardless of skills, confidence, or connectivity – so that every citizen benefits equally.	22. Percentage of population with access to digital health services across all demographics. 23. Number of digital support interventions delivered in deprived or low-connectivity areas. 24. Reduction rate in digital exclusion indicators – e.g., upskilling and device distribution.

Chapter 5 – Modern Infrastructure Foundations

Chapter	WGLL Theme	Strategy Outcome Theme	Strategy Chapter Outcome	Strategy Chapter Outcome KPI(s)
Modern Infrastructure Foundations	Smart Foundations	Infrastructure as an Enabler	Infrastructure in Dorset will be recognised as a critical enabler of safe, effective and efficient care – invested in strategically to support transformation, clinical outcomes, and staff wellbeing.	25. Percentage completion of planned infrastructure upgrades versus target milestones. 26. Number of infrastructure-related incidents resolved within SLA (target >95%). 27. Staff-reported reliability and satisfaction scores with digital infrastructure.
		Alignment with Clinical Priorities	Digital infrastructure will be designed around clinical priorities and system goals, ensuring every investment directly supports better care, improved safety, and greater productivity.	28. Clinical safety improvement rates attributable to digital investments. 29. Clinical team satisfaction with infrastructure support.
		User Experience and Service Reliability	Staff and citizens will experience simple, seamless, and always-available digital services. Infrastructure will be intuitive, reliable, and designed to reduce frustration and duplication.	30. Average incident response time for digital service interruptions. 31. Percentage uptime/availability of core digital services (target >99.9%).
		Security, Continuity and Support	Resilient security, business continuity and consistent support will be embedded across all health and care settings, building public trust and ensuring uninterrupted care in both every day and exceptional circumstances.	32. Number of cybersecurity incidents detected and positively responded to per year. 33. Mean time to restore critical digital services after incident (target <2 hours). 34. Data Security and Protection Toolkit – Standards Met across all organisations.

Chapter 6 – Data, Analytics & Insights

Chapter	WGLL Theme	Strategy Outcome Theme	Strategy Chapter Outcome	Strategy Chapter Outcome KPI(s)
Data, Analytics & Insights	Healthy Populations	Data Sharing and Governance	Dorset will have a trusted, transparent data-sharing environment where information flows securely and seamlessly across health, care, and community settings – improving care, planning and public confidence.	35. Number of successful cross-organisation data exchanges per month. 36. External audit findings on data governance robustness.
		Robust Data Architecture and Integration	A modern, scalable data architecture will ensure consistent standards, seamless integration, and rapid access to information, enabling clinicians, managers, and researchers to make better decisions faster.	37. Number of data platforms meeting interoperability standards (e.g., FHIR). 38. Time to on-board new datasets (mean days). 39. Frequency of data integration failures (target: <0.5%).
		Analytics for Performance and Modelling	Real-time insights and predictive modelling will empower teams to anticipate demand, target interventions, and continuously improve services – making Dorset a leader in proactive, data-driven care.	40. Percentage of services using real-time insights for operational decision-making. 41. Staff satisfaction with access to actionable data insights.
		Analytics for Prevention and Population Health	Dorset will develop advance risk tools to identify high risk patients, we will continue towards advanced statistical modelling, demand and capacity forecasting, machine learning, and predictive analytics whilst building staff confidence in data.	42. Number of active risk stratification/predictive prevention initiatives. 43. Uptake of advanced statistical models across departments. 44. Change in key population health indicators attributed to data-driven interventions.
		Innovation and Future Capabilities	Dorset will harness AI, secure research environments, and citizen-led innovation to unlock new insights, test cutting-edge solutions, and build future-ready services that are ethical, inclusive and impactful.	45. Number of AI research or citizen-led digital innovation projects in progress. 46. Percentage of digital services reviewed for ethical and inclusive design annually.

