SJH Informatics

OSPIDÉAL SAN SÉAMAS
ST JAMES'S HOSPITAL

# DIGITAL STRATEGY

2025 – 2030

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# Chief Executive's Foreword

Mary Day
CEO

Our new digital strategy sees digital as a major piece of our wider hospital strategy and contributes to the realisation of our goals of:

- Delivering best care to every patient
- Being a leading academic health science campus and a centre of excellence for research and healthcare
- Being a great place to learn and work

Our digital strategy isn't about the use or adoption of the latest technologies just because those technologies are leading edge, it's about selecting and using them in a way that enhances the care and safety of our patients. We put our patients at the heart of everything we do. We have listened to our patients and staff and what they have told us has helped direct this strategy in the systems, programmes, and processes you see as the outputs from it.

Digital transformation in St James's is not a luxury, it is a necessity. We must adopt and implement the right solutions to provide us and our patients with the breadth and depth of data we need to enhance their care. This data can then be transformed into information and knowledge. It will provide us with the capability and opportunity to improve our services and assist us in making the right decisions for our patients.

This journey toward a digitally empowered St James's Hospital will not be without its challenges, such as cybersecurity threats, integrating our systems, and workforce capacity, but we will keep reminding ourselves that our ultimate goal remains unchanged: healthier lives for our patients.

I recommend this strategy to you and hope you take time to read and understand the digital journey on which we are about to embark and look forward to the benefits it will bring.

# EXECUTIVE SUMMARY

# INTRODUCTION

St James's Hospital, Ireland's largest acute academic teaching hospital, is embarking on a transformative five-year digital strategy from 2025 to 2030. The strategy prioritises the needs of our patients, staff and the wider public, whilst acknowledging the resource constraints in health and digital health sectors. The strategy is designed to balance achievable with ambitious and aims to make strategic choices that align with the hospital strategy, support the goals of the HSE, and mitigate cyber risks.

**6,000 USERS**
(7,000 STAFF)

**12,000 DEVICES**
(4,000 PCS)

**300 SERVERS**
(280 VIRTUAL)

**220 IT SERVICES**
(12 CRITICAL)

**46**
STAFF

**180 DAILY**
HELPDESK CALLS

**NIS LEVEL 1.46 (/4)**
(TARGET 4)

**HIMSS LEVEL ~4.8**
(TARGET 7)

**CLINICOM PAS**
(LEGACY)

**MILLENIUM EPR**
(CERNER HOSTED)

**NIMIS PACS/ MILLENIUM RIS**

**TELEPATH LIMS**
(AWS HOSTED)

This strategy emphasises that becoming digital is fundamental to the hospital's objectives and is central to improving patient outcomes and achieving operational excellence. It aligns with the key themes of the hospital's main strategy of **providing the best care to every patient; being a leading academic health science campus; creating a great place to work and learn;** and being a **centre of excellence for research, innovation, and healthcare.**

The strategy is built around four fundamental themes that will be integral to achieving our vision

*...to empower our hospital community to leverage digital technology to enhance patient care. We will do this by providing the best support and services, equipping our staff with the tools and information to deliver exceptional care and improve patient outcomes.*

**LEVERAGE TECHNOLOGY** TO INCREASE ACCESS TO CARE SERVICES

**TRANSFORM RAW DATA** INTO USABLE AND ACTIONABLE KNOWLEDGE

**IMPROVE PRODUCTIVITY** TO INCREASE OPERATIONAL AND CLINICAL EFFECTIVENESS

**BUILD A RESILIENT AND SUSTAINABLE** IT INFRASTRUCTURE

The successful outcome of this strategy is as much about improving processes and cultural change as it is about the projects themselves. It is important that the digital aspirations and strategic direction of the hospital are served by a continuously improving Informatics department.

This strategy represents a commitment to continuous improvement, learning, and maintaining St James's position as a centre of excellence for digital health. It is a testament to the hospital's dedication to its patients, staff, and the wider community. It is not just about doing digital, but about being digital, and using digital transformation as a tool to improve health outcomes for patients.

# STRATEGIC FRAMEWORK

Throughout the planning and development of this digital strategy, we have worked hard to ensure consistency and coherence across all elements of our digital ambition. We have broken the strategy into 5 layers: Vision, Themes, Objectives, Initiatives, and Projects, to evaluate core strategies methodically and ensure alignment at every level.

The below illustration is provided as an overview to structure this strategy from the outset. Further detail, including a breakdown of tactics can be found later in the document.

<table>
<tr><td>VISION</td><td colspan="12">Our vision is to empower our hospital community to leverage digital technology to enhance patient care. We will do this by providing the best support and services, equipping our staff with the tools and information to deliver exceptional care and improve patient outcomes.</td></tr>
<tr><td rowspan="2">THEMES</td><td colspan="3">Build a Resilient IT Infrastructure</td><td colspan="4">Transform Raw Data into Usable and Actionable Knowledge</td><td colspan="3">Improve Productivity to Increase Operational and Clinical Effectiveness</td><td colspan="2">Leverage Technology to Increase Access to Care Services</td></tr>
<tr><td colspan="3">Ensure continuous availability and secure access to critical healthcare systems by building a resilient IT infrastructure that supports the hospital's digital transformation.</td><td colspan="4">Leverage analytics to transform raw healthcare data into actionable insights, driving improved patient outcomes and informed decision-making across the hospital.</td><td colspan="3">Optimise digital tools and processes to enhance operational and clinical efficiency, increasing the capacity of high quality and sustainable healthcare services within the hospital.</td><td colspan="2">Utilise advanced digital solutions to ensure patients receive prompt and efficient healthcare services at the best time in the best location.</td></tr>
<tr><td rowspan="5">OBJECTIVES</td><td colspan="3">Zero Vendor Unsupported Servers or Applications Within 2 Years</td><td colspan="4">100% of Clinical Systems Integrated with Enterprise Data Warehouse</td><td colspan="3">1 Million Hours Per Year Saved Through Automation & Workflow Optimisation (30 Mins, Per Employee, Per Week)</td><td colspan="2" rowspan="2">100% of Viable Hospital Services Offering Fully Digitised Patient Interactions by 2028</td></tr>
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<tr><td>Network Modernisation</td><td>Cyber Readiness</td><td>Application Modernisation</td><td colspan="2">Next Generation Data Utilisation</td><td>Knowledge Management</td><td>Cloud Communications and Collaboration</td><td>Corporate Services Digitisation</td></tr>
</table>

Figure 1 - Strategic Framework

# UNDERSTANDING THE NEEDS

# STAKEHOLDER FEEDBACK

A diverse range of stakeholders from across the public, hospital, HSE and private sector were engaged in the creation of this strategy, to establish the direction and needs of our healthcare community.

## Patient Representatives

Our patient representatives consistently emphasised the importance of advancing patient information from paper to digital formats, ensuring that this data can be easily accessed by themselves, and shared seamlessly across different healthcare providers. Patients believe that having digital access to their information would reduce the need to contact busy staff for updates, improving the overall productivity of the hospital.

I just want my health info -

**quickly, easily, digitally.**

Our patient representatives consistently emphasised their desire to take a more proactive role in their health care.

**Partnering for Better Patient Outcomes.**

Modern care needs modern tools -

**designed with us, for us.**

## Hospital Staff

Staff across all disciplines recognised the importance of digital solutions in modernising healthcare and spoke positively about past projects that have had a transformative effect for individuals and the hospital. While much of the feedback was positive, staff expressed the need for fundamental improvements to eliminate unnecessary complexity and wasted time. They identified numerous opportunities for optimisations, noting that many outdated processes no longer have a place in today's digital world. They also advocated for service-specific ownership of digital projects and stressed the need for sufficient change management resources to ensure new systems effectively enhance patient care and outcomes.

## External Stakeholders

Providers and suppliers see St James's Hospital as the thought leader in the digital space. They are united in their desire to see the hospital succeed in its mission, for the betterment of patients under the care of the hospital, as well as the creation of a showcase hospital for true digital transformation.

Partnership here means

**progress for all of Irish healthcare.**

# DIGITAL TRENDS

In addition to the feedback we received from patients, staff and other stakeholders, there are several external factors that influence the decisions we made as we developed this strategy. The development of the following elements is continuing apace and are likely to have moderate to high impact on the delivery of services in St James's Hospital over the duration of this strategy.

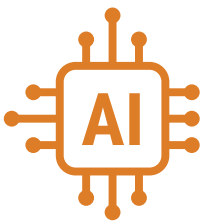
## The Evolution of AI in Healthcare

Artificial Intelligence (AI) has evolved from simple rule-based systems to advanced machine learning and deep learning applications, significantly transforming healthcare. Modern AI can process vast data, recognise patterns, and provide predictive insights, enhancing operational efficiency, improving patient outcomes, reducing risk and reducing costs. It has the potential to better support our staff to deliver a higher standard of care, by enabling new capabilities such as streamlined diagnostic processes, personalised treatments, analysing medical images and other diagnostic data, and operational optimisation.

Deployment of AI comes with considerable risks: governance issues, security and ethical use. Fundamental to our Next Generation Data Utilisation Strategy is fully consideration of the implications of using (and not using) generative AI capabilities across various use cases.

## The Increasing Cyber Security Threat

The evolution of cyber security in healthcare has become a critical focus as hospitals adopt more digital technologies. While early efforts relied on basic protections like firewalls and antivirus programs, the rise in sophisticated threats such as ransomware and data breaches has driven the need for more advanced strategies. At St James's Hospital, the investment in cyber security has not been commensurate with the advancements in the cyber security threat landscape.




By 2028,

**33% of enterprise software applications will include agentic AI,**

up from less than 1% in 2024.

*Gartner*

This is reflected through the many objectives of the Build a Resilient IT Infrastructure Theme, such as Zero Vendor Unsupported Servers or Applications Within 2 Years; Zero Level 1 or 2 Cyber Events; and a Score of 4 out of 4 Against NIS2 Self-Assessment by 2028.

## Democratisation of Data Analytics

The increasing use of data analytics in healthcare has transformed decision-making, moving from basic reporting to sophisticated techniques like predictive analytics and real-time data integration. By leveraging large datasets from electronic health records and patient monitoring systems, hospitals gain deeper insights into patient care, operational efficiency, and strategic planning. These tools enable more informed decisions, improve patient outcomes, and optimise operations by forecasting patient admissions, enhancing resource allocation, and identifying trends for more effective treatments and preventive care strategies.

## EU Health Legislation

The evolution of European Union (EU) health legislation continues to prioritise the growing expectations and needs of the patient and public by ensuring robust cybersecurity and efficient data management, through key initiatives like the Network and Information Security Directive (NIS2) and the European Health Data Space (EHDS). Our Themes of Build a Resilient IT Infrastructure and Transform Raw Data into Usable and Actionable Knowledge reflect the EU direction, through alignment with NIS2 remediation and secure data sharing respectively.

## Environmental, Social, and Governance Pressures

Environmental, Social, and Governance (ESG) principles have moved from the sidelines to the heart of hospital strategy. At St James's Hospital, we have gone beyond energy and paper-saving efforts to focus on sustainable operations, fair access to care, and strong, transparent governance. Our Digital Principles – Patient-Centric Innovation and Cloud-Powered Healthcare – will help drive ESG adoption across the organisation.

# RISKS

In the context of a hospital, IT-related risks pose significant challenges to both operational efficiency and patient safety. These risks can be grouped into three main categories: Cyber Risks, Legacy Systems, and Resourcing. Each of these categories encompasses specific sub-risks that need to be managed to ensure the hospital's digital infrastructure remains resilient and secure.

## Cyber Security

***Risk Level High | Risk Count 15***

Cyber Risks are a critical concern to the hospital, primarily affecting service continuity, data security, and compliance with regulations such as the EU's NIS2. Service continuity is vital because the hospital relies heavily on digital systems to deliver essential healthcare services. A cyber attack, like ransomware, could disrupt these services, leading to potentially life-threatening consequences.

To mitigate this risk, we must implement robust incident response plans, backup systems, and failover processes to minimise downtime and ensure essential services remain operational even during an attack. IT Service Management frameworks such as Information Technology Infrastructure Library (ITIL) and ISO20000 will be key to us implementing the necessary controls and processes to achieve our NIS2 requirements and ensuring a suitable standard of cyber security.

## Legacy Estate

***Risk Level High | Risk Count 7***

Like many hospitals, we still rely on many outdated IT systems that are prone to failures and often create compatibility challenges, resulting in poor service reliability and inconsistent data quality. As these systems age, the risk of failures increases, potentially disrupting hospital operations. These outdated systems lack modern security features, making them vulnerable to cyber attacks.

Managing our legacy systems requires significant resources, both financially and in terms of human expertise. These systems are costly to maintain and divert resources from other critical IT initiatives. To maintain service continuity, we need to plan for the upgrade or replacement of these legacy systems.

## Resourcing

***Risk Level High | Risk Count 2***

A significant lack of IT resources continues to limit our ability to maintain the resilience, reliability and security of our corporate and clinical IT systems, as well as hindering progression of our digital strategy. As a result, the hospital risks operational inefficiencies, reduced patient safety, and compromised data privacy, all of which can negatively impact the quality of healthcare delivery. Furthermore, the inability to adapt to new technological advances may leave the organisation lagging behind industry standards and patient expectations.

IT must receive a much needed boost in headcount to maintain services for our existing systems and meet the growing needs of the hospital.

This digital strategy aims to systematically address these IT-related risks over its lifespan. We seek to expand the IT team with much needed increases in headcount, enhance our service portfolio through investments in modern IT infrastructure, and improve service continuity by implementing robust cyber security controls.

The successful implementation of this digital strategy depends on securing the necessary executive support, funding, and resourcing. Without these, the hospital risks facing an escalation in the severity of IT-related issues. A lack of executive support will result in insufficient prioritisation of IT initiatives, while inadequate funding will stall critical projects, leaving the hospital vulnerable to cyber threats and system failures. Moreover, without proper resourcing, the hospital will struggle to maintain its IT infrastructure, leading to increased downtime, security incidents, and potential non-compliance with regulatory standards.

# OPPORTUNITIES

## Digital Health

We are fortunate to be one of the first hospitals in Ireland with a fully digital Electronic Patient Record (EPR), which provides digital services to almost all clinical services throughout the hospital. We will take full advantage of this past investment in digital to progress the digital strategy and accelerate our roadmap to expand the use of clinical systems, using Healthcare Information and Management Systems Society (HIMSS) level 6 and 7 accreditations as the measure of advancement. Having an EPR provides the hospital with many opportunities to optimise workflows and utilise the resulting data to improve efficiencies throughout the organisation.

## Academic Collaboration

The hospital leadership and Board are passionate about the vision to become a leading Academic Health Science Campus (AHSC), extending the ongoing relationship with Trinity College Dublin as well as other pertinent organisations other time. The vision will not be achieved without strong investment in digital, making hospital data available in a safe, secure and timely manner to advance research projects and support ongoing academic collaborations.

## National Children's Hospital

The opening of the National Children's Hospital (NCH) on the St James's Hospital Campus in 2025 creates an exciting opportunity to accelerate several digital initiatives and further cement St James's Hospital as a centre of excellence for digital health. Beyond the prospect for shared learning and efficiencies in scale, the need to connect the core Oracle EPR in St James's with the Epic EPR in NCH will be paramount to ensuring seamless transition of care pathways between the hospital. Integration between these two clinical systems will act as a test bed for national initiatives, as future National EPR plans progress and we need to adapt to meet EU data sharing commitments.

## Cloud

The concept of Cloud is not new to St James's Hospital, with many of our key systems hosted outside of the hospital data centres. Our EPR has been hosted by Cerner for many years, we have several Microsoft Azure hosted solutions, and a number of Software as a Service (SaaS) services such as our Time and Attendance (STARs), Office 365 and Staff Messaging (Siilo).

We understand the benefits and trade-offs of adopting cloud technology and will continue to take advantage of the security, scale and shared responsibility model where appropriate, to better meet the growing needs of hospital staff, patients and the public.

# STRATEGIC FRAMEWORK

# OUR DIGITAL PRINCIPLES

We believe that it is important to have principles that provide an underlying set of values to guide the decisions we make and the direction we set. These principles are derived from what we have heard from stakeholders and seen from industry and external drivers. They will help set direction, and expedite decision making.

## Patient Centric Innovation

We will prioritise the patient's voice, preferences and well-being in the systems and solutions we offer and enable. The systems and applications we are delivering have both a direct and an indirect impact on the outcomes of our patients. What and how we develop, will reduce friction and delays to optimal patient care and should empower informed patient decisions about health, aid goal-setting and self-management.

## Cloud Powered Healthcare

Our approach is to deliver solutions that take full advantage of the benefits available through the use of cloud services. Using the cloud frees St James's Hospital from the pressures and risks of maintaining on-premises equipment whilst enabling new and advanced capabilities such as AI, data analytics and offer the type of mobility that our staff have come to take for granted in their daily lives as citizens.

## Unified Digital Records

To provide the patient first experience we aspire to, we will need to provide not only a unified record for our patients across all our systems in St James's, but also work with the HSE to lead on delivering this unified view across all the country.

This principle will require that a particular system's place in the overall strategic architecture of the patient record is considered when selecting new niche systems that sit outside of the EPR platform.

## Collaborative Digital Ecosystems

The need to establish external partnerships is critical to ensuring we deliver on our vision, by supporting our teams with the necessary skills and capacity required. Collaboration is also key to be able to fully realise the opportunities that we will create through the implementation of this strategy, be it public, private or academic relationships. We will choose and focus on suppliers, vendors and partners that enable this collaboration and delivery of these strategic goals.

# DIGITAL MISSIONS

Our Digital Missions have a hierarchical dependency that will see patient, public and staff outcomes exponentially increasing through the progression from foundational requirements (such as Build a Resilient and Sustainable IT Infrastructure) to more outcome-based missions (such as Improve Productivity to Increase Operational and Clinical Effectiveness). While there is significant dependency across all our strategies, there are also impactful projects that can be delivered in parallel to these critical building blocks. The missions have been selected to address the fundamental needs of our patients, staff, and stakeholders to address the challenges they are likely to face over the lifetime of the strategy. The objectives of each are aligned with the vision of the hospital, the campus, and the broader health service, ensuring that our digital aspirations align with the overarching direction of all our stakeholders.

These Digital Missions serve to guide our strategic direction, informing decision-making and prioritising all digital projects. They establish a lucid framework that demystifies the impact and interdependencies of what were once isolated projects, fostering a holistic understanding for all involved.

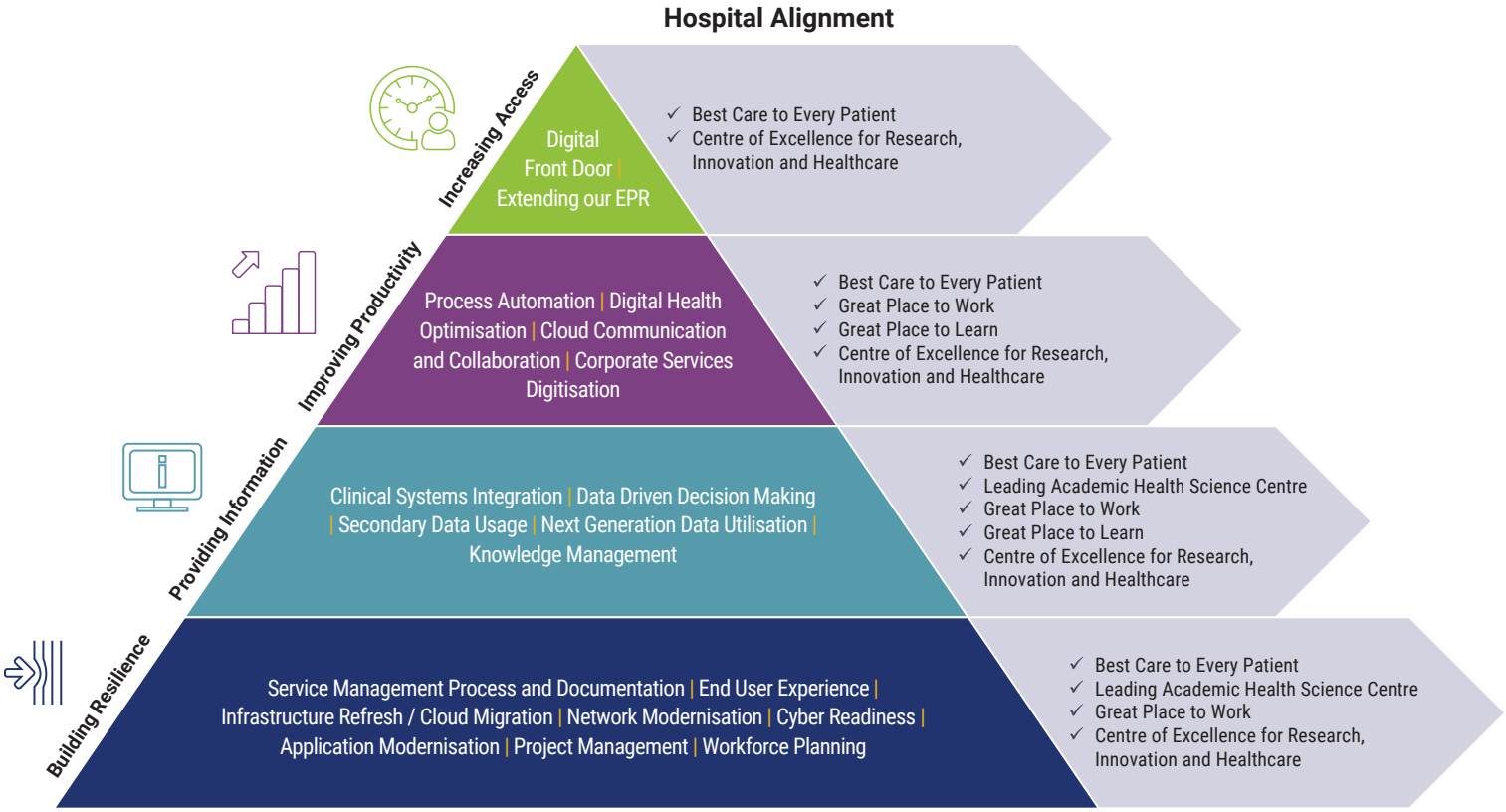



Figure 2 - Digital Pillars and associated Strategic Initiatives


# Theme 1 – Build a Resilient and Sustainable IT Infrastructure

## Objectives

- Zero Vendor Unsupported Servers of Applications by 2027
- Zero Level 1 or 2 Cyber Events
- Zero Critical IT Risks on Hospital Risk Register by 2027
- Score of 4 out of 4 Against NIS2 Self-Assessment by 2028
- ISO/IEC 20000 Accreditation Before 2029

## Key Strategies

- Service Management Processes and Documentation
- End User Experience
- Infrastructure Refresh / Cloud Migration
- Network Modernisation
- Cyber Readiness
- Application Modernisation

**FOR STAFF** - A secure, stable, and highly reliable IT environment, providing faster access to critical systems, enhanced productivity and a reduction in workflow disruptions. Ultimately leading to less time spent on IT administration and more time to spend on patient care, quality improvement and novel service developments.

**FOR PATIENTS** - Safer, more dependable healthcare experiences, reducing delays in care and treatment. Confidence that their sensitive information is protected. Hospital staff with more time available to focus on delivering timely, high-quality and holistic care. Enablement of self-management and ownership of health outcomes.

**FOR THE HOSPITAL** - A resilient infrastructure underpins our ability to innovate, supporting digital health and academic initiatives. Achieving NIS2 compliance and ISO accreditation showcases leadership in technology and quality, positioning us as a secure, progressive institution committed to excellence in patient care and operational stability. Facilitates the hospital to lead nationally on digital healthcare.

## Progress

- Managed Security Operations Centre
- Migration to EPR Technology Managed Service (TMS)

## Challenges

- Funding model
- Resourcing

## Alignment

- ✔ Best Care to Every Patient
- ✔ Centre of Excellence for Research, Innovation and Healthcare

# **Theme 2** – Transform Raw Data into Usable and Actionable Knowledge

## Objectives

- All Clinical Systems Integrated with Enterprise Data Warehouse
- Fully Digitised Patient Flow and Reporting to Minimise the Factors of Delayed Transfer of Care and Readmissions Using Data
- 100% of Appropriate Clinical Systems Integrated with EPR for Data Informed Clinical Decision Support Within 2 Years
- Established Platform for the Promotion and Advancement of Secure and Ethical Secondary Data Usage

## Key Strategies

- Clinical Systems Integration
- Data Informed Decision Making
- Secondary Data Usage
- Next Generation Data Utilisation
- Knowledge Management

## Progress

- Unified Analytics Platform proof of concept 100% complete
- Migration of the data infrastructure to cloud in progress
- Strong external partnerships in place to accelerate data initiatives starting in 2025

## Challenges

- Resourcing capacity
- Data governance and quality ownership
- Data content ownership

**FOR STAFF** - Streamlined access to comprehensive data enables faster, data-driven clinical decisions that improve care quality. Integrated systems and enhanced data usage reduces readmissions and care delays. Collaborations with external partners enrich knowledge and practices, fostering a progressive, patient-focused care environment.

**FOR PATIENTS** - More timely and effective care, as streamlined data access enables faster, informed clinical decisions. Integrated systems help maintain high quality data. Collaborations with partners enhance treatment options and innovation, ensuring patients receive high-quality, data-driven care tailored to their needs.

**FOR THE HOSPITAL** - Enhanced operational excellence and decision-making across the organisation. Integrated data and analytics improve care efficiency, reduce costs, and support proactive health management. Strategic collaborations boost innovation and reputation, positioning the hospital as a leader in data-driven and patient-centred care.

## Alignment

- ✔ Best Care to Every Patient
- ✔ Great Place to Work
- ✔ Great Place to Learn
- ✔ Centre of Excellence for Research, Innovation and Healthcare

# Theme 3 – Improve Productivity to Increase Operational and Clinical Effectiveness

## Objectives

- 1 Million Hours Per Year Saved Through Saving of 30 Minutes Per Employee Per Week by Using Automation & Workflow Optimisation
- All Clinical and Administrative Workflows 100% Digital by 2029
- 5 Year Digital Health Implementation Roadmap Developed in 2025
- HIMSS Level 7 Accreditation by 2028

## Key Strategies

- Process Automation
- Digital Health Optimisation
- Cloud Communications and Collaboration
- Corporate Services Digitisation

## Progress

- Migration to Office 365 in progress
- Robotic Process Automation use cases identified
- Patient Administration System (PAS) replacement project initiating, with September 2026 target completion
- Integration Engine procured, and implementation underway.

## Challenges

- Technology dependencies
- Lack of consistent funding

**FOR STAFF** - Optimising digital tools and processes will streamline tasks, reduce time spent on administration, and enable more focus on patients and service improvements. Enhanced collaboration and communication tools improve workflow efficiency, fostering a supportive environment where staff work more effectively, leading to higher job satisfaction and productivity.

**FOR PATIENTS** - Faster access to care, reduced wait times, and improved coordination across care teams. This efficiency enhances the quality and responsiveness of services, for more personalised, timely treatments. Patients will experience smoother interactions and benefit from a hospital that prioritises accessible, high-quality care.

**FOR THE HOSPITAL** - Enhanced operational efficiency supports strategic goals of sustainable, high-quality care. Achieving benchmarks like HIMSS Level 7 reflects a commitment to digital maturity. Increased efficiency reduces costs and maximises resources, fostering long-term sustainability and strengthening our competitive position.

## Alignment

- ✔ Best Care to Every Patient
- ✔ Leading Academic Health Science Centre
- ✔ Great Place to Work
- ✔ Great Place to Learn
- ✔ Centre of Excellence for Research, Innovation and Healthcare

## **Theme 4** – Leverage Technology to Increase Access to Care Services.

Utilise advanced digital solutions to ensure patients receive prompt and efficient healthcare services at the best time in the best location.

### Objectives

- 100% of Viable Hospital Services Offering Fully Digitised Patient Interactions by 2028
- Core Dataset* Available Digitally to all Healthcare Partners by 2029
  *HIQA National Standard for Patient Discharge Summary Information & for Patient Referral Information

### Key Strategies

- Digital Front Door
- Extending our EPR

**FOR STAFF** - Streamlined workflows enable precise scheduling, coordination, and resource allocation. This ensures patients receive timely care in optimal settings, reducing bottlenecks and improving staff ability to manage caseloads. Staff benefit from reduced pressure, clearer communication, and enhanced capacity to provide quality care.

**FOR PATIENTS** - Timely access to care in the most suitable locations, reducing wait times and improving the convenience of healthcare services. This theme enables smoother, more coordinated care experiences, ensuring that patients receive prompt attention when needed, ultimately enhancing satisfaction and health outcomes while reducing risk.

**FOR THE HOSPITAL** - Improved patient flow and optimisation of resource use across departments. This strategic focus on timely, location-optimised care strengthens the hospital's reputation for excellence, aligns with long-term goals for quality and accessibility, and enhances operational sustainability and financial performance.

### Progress

- Integration Engine procured, and implementation underway
- Patient Portal underway

### Challenges

- Technology dependencies
- Changes to regional structures

### Alignment

- ✔ Best Care to Every Patient
- ✔ Leading Academic Health Science Centre
- ✔ Great Place to Work
- ✔ Centre of Excellence for Research, Innovation and Healthcare

# CONCLUSION

Pete Struthers,
Chief Information Officer,
St James's Hospital

As the Chief Information Officer of St James's Hospital, I am proud to present our forward-thinking Digital Strategy for 2025-2030. This strategy is not merely a roadmap for technological advancements but a transformative vision that places our patients, staff, and community at the heart of our digital journey.

Our strategy is built on four foundational themes: building a resilient and sustainable IT infrastructure, transforming raw data into actionable knowledge, improving productivity to enhance operational and clinical effectiveness, and leveraging technology to increase access to care services. These themes are designed to address the critical needs of our hospital while aligning with our overarching goals of delivering the best care to every patient, being a leading academic health science campus, and creating a great place to work and learn.

## Key Priorities and Actions:

1. **Financial Planning and Resource Allocation:** Securing the necessary funding and resources is paramount. We will develop robust business cases, particularly for cybersecurity enhancements and IT infrastructure upgrades, ensuring we meet the evolving digital demands and mitigate risks effectively.
2. **Service Management and Project Prioritisation:** Implementing standardised project selection methodologies and service management processes will ensure that our digital initiatives are aligned with our strategic goals and deliver maximum value. This includes adopting ITIL and ISO20000 frameworks to enhance our service delivery and operational efficiency.
3. **Cybersecurity and Data Governance:** Strengthening our cybersecurity posture is critical. We will invest in advanced security measures, including increasing investment in our Managed Security Operations Centre, and ensuring compliance with the NIS2 Directive. Data governance will be enhanced to protect patient data and maintain trust.
4. **Stakeholder Engagement and Change Management:** Engaging with our stakeholders, including patients, staff, and external partners, is essential for the successful implementation of our digital strategy. We will foster a culture of continuous improvement and innovation, supported by comprehensive training and change management programs.
5. **Technology Infrastructure and Interoperability:** Modernising our IT infrastructure and ensuring interoperability across systems will enable seamless data flow and integration. This will support our goal of providing unified digital records and enhancing patient care through timely and accurate information.
6. **Leveraging Cloud and AI Technologies:** Embracing cloud-powered healthcare and AI will drive efficiencies and innovation. We will continue to expand our use of cloud services and explore AI applications to support clinical decision-making, operational optimisation, and personalized patient care.

## Looking Ahead:

The successful implementation of this digital strategy will strengthen St James's Hospital as a leader in digital health within Ireland. By prioritising patient-centric innovation, fostering collaborative digital ecosystems, and maintaining a relentless focus on excellence, we will transform healthcare delivery and improve health outcomes for our patients.

This journey will undoubtedly present challenges, but with the collective effort of our dedicated staff and the support of our stakeholders, we are well-equipped to navigate these challenges and achieve our vision of a digitally empowered St James's Hospital. Ní neart go cur le chéile.

Pete Struthers, Chief Information Officer, St James's Hospital