

 <p> GIG CYMRU NHS WALES </p> <p> Iechyd Cyhoeddus Cymru Public Health Wales </p>	<p>Name of Meeting Knowledge, Research and Information Committee</p> <p>Date of Meeting 23 September 2025</p> <p>Agenda item: 3.2</p>
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Digital and Data Design Authority Assurance September 2025	
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Approval/Scrutiny route:	Business Executive Team
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<p>Purpose</p> <p>The purpose of this paper is to provide assurance to Committee on the implementation and delivery of PHW's Digital and Data Strategy and Routemap.</p>

Recommendation:				
APPROVE <input type="checkbox"/>	CONSIDER <input type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input checked="" type="checkbox"/>
<p>The Committee is asked to receive assurance that Public Health Wales (PHW) is delivering its Digital and Data Strategy through the agreed Routemap and has robust governance in place for managing digital and data work.</p>				

Link to Public Health Wales [Strategic Plan](#) and [Digital and Data Strategy](#)

Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.

This report contributes to the following:

Strategic Priority/Well-being Objective	All Strategic Priorities/Well-being Objectives
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Summary impact analysis

Equality and Health Impact Assessment	No decision is required.
Risk and Assurance	Detailed in the assurance report
Health and Social Care (Quality and Engagement) (Wales) Act	This report supports the Health and Care Standards for NHS Wales quality themes, because the portfolio of work is dedicated to improving quality of care and service, including through creating accessibility for everyone, promoting wellbeing in a reliable, continuous and sustainable way.
Financial implications	No direct financial implications. These are managed at relevant Directorate level, through IMTP planning or through individual programmes and business cases.
People implications	No direct implications

1. Purpose / situation

The purpose of this paper is to provide assurance to the Business Executive Team (BET) on the implementation of the Digital and Data Strategy (including Artificial Intelligence, or AI).

2. Governance and Assurance of delivery of the strategy

The Digital and Data Strategy is supported in its delivery by a number of different governance and assurance mechanisms.

- The Digital and Data Design Authority (DDDA) is a cross-organisation group which provides support, challenge, and assurance for digital, data and technology work within, or affecting, Public Health Wales. It seeks alignment with the Digital and Data Strategy, visibility and understanding of the landscape and compliance with the standards. The DDDA oversees the digital and data portfolio and reports to Business Executive Team (BET). It also ensures compliance with the adopted digital standards of NHS Wales and Public Health Wales.
- The Artificial Intelligence Design Authority (AIDA) is a cross-organisation group with delegated authority from BET to provide support, challenge and assurance of AI across PHW. It is responsible for the oversight of the specific risks and opportunities that artificial intelligence (AI) brings to digital and data, as part of the suite of governance and guidance activities set out in the paper [Guidance and Governance for AI](#) (February 2025). It will embed governance, develop business processes for managing AI and drive the adoption of good practice frameworks across PHW.
- Programme and Project Boards have been established to lead and plan the delivery of our agreed priorities
 - Data, Analysis, Registers and Cloud programme and their subgroups
 - Digital Health Protection programme
 - Lung Screening programme IT workstream
 - Newborn Screening Re-platforming project
 - Cyber Security (being formed)
 - AI and Automation (through AI Design Authority AIDA)
- Knowledge Research and Information Committee (KRIC) has oversight of the exploitation of Digital and Data to maximise impact against our long-term

strategy. The Audit and Corporate Governance Committee (ACGC) have oversight of the Cyber Improvement Plan (a Digital and Data routemap priority) as well as monitor progress against cyber and digital resilience audits and reviews, for example reviews against the Cyber Assessment Framework.

- Internal and external audits. There is a separate paper covering the Audit Wales assessment of Digital Transformation.

3. Digital and Data Routemap and overview of Delivery

The Digital and Data route map sets out how we will deliver the strategy objectives over the next 3 years.

The routemap has five delivery workstreams:

- Data, analysis, registers and cloud (DARC)
- Automation and AI
- People, infrastructure and tools
- Cyber Security
- Digital systems development (including health protection digital services).

During the IMTP process, the route-map was agreed and refined with some items being put on-hold or delayed to ensure that the route-map was achievable. A prioritisation was also applied to ensure that if further pressures were identified it was clear and transparent which areas of work would be de-prioritised.

Following the agreement of investment into digital and data staff, we have progressed recruitment with some appointments made. Agency staff have been brought in for the interim period to support the delivery of major programmes across cloud, portfolio management and architecture.

Since the update to BET in June 2025, some significant milestones have been completed:

- The Newborn Screening System has been successfully migrated to a new platform. This reduces our risk and provides a stable platform for development.
- Implementation of new eForms on the Welsh Clinical Portal to replace the CANISC platform, which includes cancer data sets and the colposcopy module, has been completed. The Colposcopy Management System (CPMS) went live July 9th with ongoing transition support being provided by DHCW.

- Azure Cloud platform development, in readiness for the Digital Health Protection Programme, is progressing well. The team have progressed some key infrastructure requirements with DHCW and have planned a migration of our DevOps tools (used for software engineering) to Azure.
- Pre-requisites for the migration of analysis to the National Data and Analysis Platform (NDAP) are nearing completion. Data mapping and high-level planning has commenced, with an emergent high-level, cross-organisational migration plan being put in place.

The key challenges for delivery remain our dependency on DHCW and Welsh Government with confused governance and need to ensure delivery. This has been recognised as a Corporate Risk 1780. The main programmes impacted by this are:

- 1) LIMS2 which is a national programme being delivered by DHCW and timelines are very tight. As yet our go-live date remains subject to negotiation with DHCW as their proposal would involve us signing off go-live before all necessary defects have been fixed by the supplier.

Major programmes

- Digital Health Protection Programme: Following funding agreement from Welsh Government, the team have been working to procure an external supplier to support the delivery of the digital system. A Programme Director has been appointed, with other roles being recruited.
- Lung Cancer Screening Programme: This has encountered some changes and updates. Initially, it was believed that Ministerial approval of the March report would suffice for implementation planning. It has now been confirmed that a business case is required for capital funding approval, which affects the programme's timeline. The business case is expected to be reviewed by the PHW Board on 27 November 2025.

Discussions with DHCW have reassured the feasibility of NDR providing cohort data. The NDAP work is set to begin in September, with dependencies on the migration of all GPs in Wales to EMIS (Optum).

Annex A sets out the Delivery Confidence Assessments for each programme in the portfolio and the rationale. As a matter of policy, any programme awaiting funding is Amber/Red.

4. Standards

The Digital and Data Design Authority ensures delivery of our Data and Digital Route-map, digital needs in line with an agreed set of standards. The current core standards in PHW are:

- [Welsh Digital Public Service Standard](#)
- [Welsh Language Standards](#)
- [Accessibility Standards](#) (WCAG 2.2)
- [Code of Practice for Statistics](#)
- [HL7 FHIR \(WHC/2023/018\)](#)
- [ONS Geographic Codes \(WHC/2024/014\)](#)
- [SCCI0052 Dictionary of Medicines and Devices \(dm+d\) \(WHC/2024/042\)](#)

No new standards have been proposed for agreement since the last update.

5. Digital and Data Risks

Work continues in building an organisational Digital and Data Risk Register via Datix Web. This has been enabled by changes to the reporting platform for any new risks to be added identified easily. Currently 51 live risks have been initially identified and work has commenced with the risk owners to obtain further clarity on the risk and its digital and/or data dependency. As programme and project risks are migrated from local reporting to Datix, more risks may be identified. It is anticipated that this work will be concluded ahead of the next assurance reporting period in December 2025.

Corporate Risks

1648 This risk relates to the loss of Primary Care Data due to the discontinuation of Audit+. The risk is currently scored at 12, due to the significant reliance on DHCW. DHCW have committed to continue to support all existing and current Audit+ use cases, but the detail regarding how remains unclear. DDDA will be undertaking a deep dive of this risk in September 2025.

1779 This risk relates to our ability to monitor our impacts due to declining survey response rates across multiple sources. The risk is currently scored at 12. Work is continuing to identify other data source providers, with the majority of data points being able to be monitored but some significant gaps.

1780 This risk relates to our ability to delivery our digital agenda due to the reliance on DHCW and national programmes. The risk is currently scoring 16. Work

is ongoing to build and improve the identification of dependencies at an early stage so that delivery plans can be aligned.

6. Artificial intelligence (AI)

Since June 2025, the AI Design Authority (AIDA) has:

- Drafted guidance for staff on the use of Generative AI, due for final approval in September
- Commissioned papers on: the use of AI in Genomics; the implementation of an AI register in PHW; developing a process for assurance of requests for the procurement of AI tools.
- The forward plan includes:
 - a review of what further guidance is required for staff, including guidance on research and development collaborations in AI, and guidance on procurement of AI
 - a workshop to explore the potential for further adoption of AI, using the NHS 10-year plan as a framework
- Improved communication, through the use of key messages for AIDA members to take back and discuss with their areas.

These actions cover both assurance and opportunity. AIDA aims to drive the building of a body of guidance and good practice, and to develop the business processes to support these. This gives the organisation a framework from which to encourage safe and ethical innovation. This will be supported through horizon scanning, such as the workshop, and the development of an AI register, which will not only monitor our AI activity, but also provide use cases for learning and inspiration.

Other activity on AI is also taking place across the organisation. This includes:

- An exploration of AI as part of the lung cancer screening programme
- Collaboration on the development of AI to support breast cancer screening
- A set of pilot projects using ChatGPT, to explore the benefits of Generative AI cross a range of use cases, including communications, coding, and text summarisation
- Growing take-up in the use of Microsoft Copilot to support minute taking and summarising.

In the longer term, new opportunities will open up following the migration of our analysis to the National Data and Analysis Platform (NDAP). These longer-term proposals include testing the use of Gemini on NDAP to support coding, data management and data exploration, and as a tool to support users to find the information they need. We are in the process of setting up a programme board for AI and Automation, which will oversee delivery in these areas, where not already covered through inclusion in wider programmes.

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7. Recommendation

The Committee is asked to receive assurance that Public Health Wales (PHW) is delivering its Digital and Data Strategy through the agreed Routemap and has robust governance in place for managing digital and data work.

Annex A - DDDA Portfolio Delivery Confidence Narrative July 2025

Project name	Description	June RAG	July RAG	Assurance Narrative
DP01 Digital health protection system replacement	<p>A programme to put in place a new digital health protection service, including replacement of Tarian and a CRM which is interoperable and suitable for the needs of a post-COVID Wales</p>	Amber /Red	Amber /Green	<p>The procurement is underway and the Cloud programme team are rapidly iterating a strategy for the planned start of 01 October. Timings are still tight, and we do not yet have confirmation of funding for 2026/27 or 2027/28, but our signed funding letter confirms intent from Welsh Government to support the programme to its conclusion. We have made an offer for a programme director, and are ready to advertise for a senior change manager</p> <p><u>Digital Element</u> Cloud development area requirements is being developed to manage programme dependencies.</p>
DP02 Newborn Screening system re-platform	<p>Public Health Wales (PHW) host a legacy system that is used by clinical professionals for a variety of tasks, including the data entry of newborn screening results. The system consists of an Oracle database to record screening results and an Oracle Forms front-end. The current Newborn system is end of life and requires redevelopment so that it can continue to support clinical service delivery. The service is hosted on PHW infrastructure; however, the system is supported by DHCW.</p> <p>Phase 1 of multi-phased system redevelopment for the All Wales Newborn Hearing System and Newborn Bloodspot Screening Wales System. Phase 1 focused on re-platforming from existing unsupported (beyond end of life) platforms to new supported platform via use of external contractor.</p>	Amber /Red	Green	<p>Cutover to new platform undertaken on 23/07/25. Release to resolve initial issues deployed 31/07/25.</p> <p>Post go live hypercare stepped down, now replaced with business as usual issue management with supplier.</p> <p>Outstanding work planned to shut down old server and to amend permissions / settings for majority of users on terminal server within the coming days. These actions will substantially reduce the risks associated with use of the previous infrastructure.</p> <p>DCA rating amended from amber/red to green in recognition that key objective has been delivered. However as previously reported, project was delivered over time and over budget. Project remains active until next project board meeting.</p>

Project name	Description	June RAG	July RAG	Assurance Narrative
DP06 All Wales sexual health case management system	Following completion of discovery work in March 2025 on the needs for a sexual health case management system, a Business Case has been requested by Welsh Government.	Amber /Red	Red	Discovery phase completed in February 2025. Outline business case paused pending discussions with Welsh Government regarding funding for Alpha phase.
DP08 PHW Web estate transformation	This Web Transformation is a complex transformation project. Our aim with the Web Estate Transformation Programme to create a consistent, user-centred, compliant web estate in line with our brand strategy. Within this are a set of statutory requirements that must be met including meeting Welsh Language Standards and WCAG.2.2 Accessibility Standards. Healthy weight, Healthy you and Healthy Working Wales are now included in this programme	Amber /Green	Amber /Green	<p>The programme is progressing steadily across all workstreams, with notable achievements in stakeholder engagement, content migration, and governance development.</p> <p>However, delivery confidence is moderated by two primary factors:</p> <ol style="list-style-type: none"> 1. Organisational Change Resistance Resistance to change remains a persistent issue, particularly in areas where branding decisions and digital transformation intersect with established identities. Continued engagement, clear communication, and leadership alignment are essential to mitigate this risk. 2. Stakeholder Dependencies While engagement has been strong across most areas, deeper involvement is still required from key partner, to ensure alignment and avoid delivery bottlenecks. <p>Despite these challenges, the programme has demonstrated resilience and adaptability. The private beta launch, increasing migration metrics, and structured stakeholder engagement activities all contribute positively to delivery momentum.</p> <p>Summary of Progress</p> <ul style="list-style-type: none"> • Governance: A CI governance process is in development, supporting long-term sustainability and responsiveness.

Project name	Description	June RAG	July RAG	Assurance Narrative
				<ul style="list-style-type: none"> • Engagement: Directorate and external stakeholder engagement is active and expanding, with tailored sessions and regular stand-ups. • Migration: Content migration is progressing well, with 75% completion and strong contributions from internal teams. • Branding Decisions: Key decisions have been made and are being managed carefully to balance consistency, accessibility, and stakeholder expectations. <p>Conclusion</p> <p>The programme is on track to meet its strategic objectives, with mitigations in place for known risks. Continued focus on stakeholder alignment, branding clarity, and organisational readiness will be critical to maintaining delivery confidence. The current Amber/Green rating reflects a balanced view of progress and risk, with a positive outlook for successful delivery.</p> <p>Digital element</p> <p>The programme continues to make steady progress against milestones and migration plan, with strong engagement across several workstreams. However, delivery confidence is moderated by ongoing organisational change resistance and the need for deeper engagement from key partners, particularly Sexual Health Wales. The Sexual Health Wales test and post service remains non-compliant with Welsh language standards, posing legal and reputational risks. A contract improvement notice has been issued, with further breaches risking termination. These areas are being actively managed, and with mitigations in place, engagement is improving. The programme remains on track for successful delivery.</p> <p>Key Achievements:</p> <p>PHW Website – Private Beta Launch</p> <ul style="list-style-type: none"> - The new Public Health Wales website has entered its private beta phase, enabling staff to explore the site and feedback, ahead of the public launch on 29 September 2026. - Approximately two-thirds of content has been migrated, with further updates ongoing. - The site introduces a topic-led structure and enhanced search functionality, addressing the needs of the 85% of users who rely on internal search. - Staff are encouraged to provide feedback via the content clinic to support continuous WEDINOS

Project name	Description	June RAG	July RAG	Assurance Narrative
				<ul style="list-style-type: none"> - Prototype signed off. - Development phase underway with Emyrean and progressing well. PC One - Stakeholders expressed strong support for the new CMS and hosting provider. - High willingness to engage in migration activities. - Concerns remain regarding brand categorisation (BC1) and its implications for integration into the main PHW site. - Action agreed: gather further user and programme insights to inform categorisation decisions.
DP09 Lung Cancer screening	Scoping project to inform a recommendation to Welsh Government as to how a targeted lung cancer screening programme could be delivered in Wales in the future. This will include all elements of the pathway, including IT requirements, phasing strategy, estimated cost etc	Amber /Red	Amber /Red	<p>This has encountered some changes and updates. Initially, it was believed that Ministerial approval of the March report would suffice for implementation planning. It has now been confirmed that a business case is required for capital funding approval, which affects the programme's timeline. The business case is expected to be reviewed by the PHW Board on 27 November 2025.</p> <p>Digital Element - Further discussions with DHCW has provided greater reassurance in relation to the feasibility of the NDR providing the cohort data from primary care systems e.g. ever smokers within the age range. The work on NDAP is scheduled to formally commence in September when further information will be discussed. There is a dependency on the migration of all GPs in Wales to EMIS (Optum) to enable provision of the full data required.</p> <p>Work has progressed on the system requirements to inform the procurement process for the Participant Administration System. Recruitment of key roles has progressed e.g. Business Analyst and Delivery Manager.</p>

Project name	Description	June RAG	July RAG	Assurance Narrative
DP10 Cyber Action Plan	The aim of the Cyber Improvement Plan is to make use of the Cyber Assessment Framework (CAF) to plan our approach to cyber security priorities and inform how we are managing risks associated with our digital infrastructure. Key areas include threat intelligence, risk management, managing our legacy estate and cyber security resources.	Amber	Amber	Work is progressing well across most workstreams but some areas require further attention. Full report through Audit and Corporate Governance Committee
DP11 Data, Analysis, Registers, Cloud	<p>A programme to</p> <ul style="list-style-type: none"> • Use the right infrastructure, so that our use of data and analysis is safe, efficient and demonstrates value for money, and • Improve our data and data quality, so that we make the best use of our data for service, monitoring, analysis and research. 	Amber	Amber	<p>There has been some good progress on the programme, as we approach readiness for DHPP, complete some key pre-requisites for migrating analysis, and continue our engagement and planning for analysis migration. The registers workstream has made good progress on planning and comms. Challenges still remain, in particular managing dependencies, the removal of agency worker contracts, and the challenges of mapping all our data effectively and efficiently.</p> <ul style="list-style-type: none"> • The DARC Programme manager started in post on Monday 4 August. • A paper setting out the requirements for cloud readiness for DHPP has been drafted for approval by the DARC Programme Board. This is the work required - and already underway - to set up the environment, processes and support for Azure so that the contractors can start work as soon as the contract is awarded. It covers infrastructure, alignment, operational readiness and financial planning. • The registers workstream has developed a communications plan for dissemination to register teams, RDD and wider PHW teams/colleagues, and to be incorporated into overall DARC comms. Workstream outputs, objectives and high-level milestones have been developed for approval and to ensure alignment through the DARC governance. • Carried out a wide range of engagement sessions with teams across PHW on NDAP and are developing a comms plan for all staff. This work will drive the planning for migration of analysis across the organisation. • The RDD analysis production environment and pipeline are now operational and ready for migration of analysis. • The analysis team have completed mapping all their data, a pre-requisite for migration.

Project name	Description	June RAG	July RAG	Assurance Narrative
				Challenges <ul style="list-style-type: none"> The Cabinet Secretary has asked that all agency worker contracts are ended at the end of the summer. We are working through the impacts of this and mitigations. DHCW is a major dependency for the DARC Programme. We continue to work closely with them so that they understand and are able to incorporate our milestones and priorities into their planning. The NDAP migration milestones are dependent on teams across PHW. We continue to work with them to build shared plans, but risks remain around prioritisation and resource-allocation.
DP12 Automation and AI	A programme to create the priority backlogs in AI and Automation which can be prioritised and then assigned to data engineers	Amber	Amber /Green	AIDA is meeting regularly. Data Engineering is focusing on manual data documentation, automating data transfer to NDAP and automated data cataloguing.
DP15 ICNET Wales implementation		Amber	Amber	ICNET Implementation: <ul style="list-style-type: none"> Theatre system interfacing work is in various states of progress at 3 Health Boards (BCU east/central/west, Cardiff and Vale and Hywel Dda) Supplier costs remain in line with planned forecast however the release of accrued budget by PHW Finance at the end of the 2024/5 FY means that subsequent milestone payments will need to be managed extraordinarily. HARP were only recently made aware of this issue at the ICNET Steering Board. Future of ICNET <ul style="list-style-type: none"> Discussed and agreed at the July ICNET Steering Board meeting that we would now progress to re-procurement of the IPC Case Management System for Wales as we will be at the half way point of the current contract with 2 years to run in August. Proposed meeting with NWSS Procurement in August to work through detail. Risks/Impact <ul style="list-style-type: none"> Reputation risks if implementation milestones are missed or supplier relationships deteriorates

Project name	Description	June RAG	July RAG	Assurance Narrative
				<ul style="list-style-type: none"> Project delays – due to potential lack of engagement from HBs and Trusts in line with the deliverable plans with Baxter <p>Next steps required:</p> <ul style="list-style-type: none"> Raise via POT, DDDA Engage with suppliers’ to confirm position on the delivery against our deadlines (I would suggest that Baxter are able to deliver, but is very reliant on HBs / Trust engagement to overcome) Completion of financial briefing paper Regular review and monitoring on finances for 25/26 to reassess 26/27
DP16 Diabetic Eye Screening transformation	This is the digital part of the wider programme of transformation for Diabetic Eye Screening in Wales	Green	Amber /Green	<p>The programme is currently on track to deliver against its planned milestones However, this could be impacted, see Digital element of this DCA. Final costings for the various service delivery options are currently being developed in preparation for development of the Business Case to Welsh Government. Reporting Green/Amber until we know the outcome of the Digital Services decision on our milestone relating to the OptoMize online booking platform.</p> <p>Digital Element - The programme is currently on track to deliver against its planned milestones. However, this requires Digital Services to proceed with the scoping of hosting arrangements for the OptoMize online booking platform by the end of this quarter or early next quarter. If this is not undertaken we will be unable to submit a Statement of Need (SoN) for capital funding for implementation in the next financial year. Digital Services had committed to scoping hosting options for the NEC online booking platform within Quarter 1 of this financial year, but a decision is now required on whether and how to progress this work, as capital investment is likely to be necessary. A paper has been drafted outlining the different options available for hosting arrangements and is currently with the Head of Digital Services, it is anticipated this paper will go to the relevant governance group shortly. If the decision is not to proceed with the additional scoping work within Qtr2/3, then this milestone will not be delivered.</p> <p>Phase 3 of User Acceptance Testing (UAT) is currently in progress and is projected to conclude by the end of August. A meeting has been arranged with the Digital Services</p>

Project name	Description	June RAG	July RAG	Assurance Narrative
				Operations team to discuss the implementation date and requirements for the software upgrade, which will encompass all recent enhancements to the OptoMize platform, including the integration of the Autobook system.
DP24 Smoking Cessation App	HMQ are looking to licence a smoking cessation app on a national basis to engage those who may initially be reticent to approach more formal NHS services.	SCOPING PHASE	SCOPING PHASE	June 2025 Update: Specification in process of being finalised working with procurement. In the process of gaining approval to amend the commercial assessment criteria weighting in favour of technical criteria to ensure the final product is built upon a robust evidence base including use of recognised Behaviour Change Techniques and treatment structures as recommended by the National Centre for Smoking Cessation (NCSCT). Following a decision we will progress to tender. Currently in our Health and Wellbeing Plan for delivery by end of December 2025.
DP26 LIMS	Implementation of LIMS 2.0 system to replace WLIMS which goes out of support Dec 2025. Includes data migration from numerous legacy systems.	Amber	Amber	Latest go-live timeline: cellular pathology Sep, newborn bloodspot screening Oct, microbiology and cervical screening November 2025. Data extracts for cervical and newborn bloodspot screening systems, microbiology datastore application and cancer evaluation work ongoing. Microbiology procurement of additional printers and replicators initiated.
DP27 CANISC RePlatform	Implementation of new eForms on the Welsh Clinical Portal including cancer data sets and the colposcopy module, imaging repository	Amber /Green	Complete	Following approval at DDDA 21/07/2027 – this is now complete and will be removed from the Digital and Data Portfolio. Colposcopy Management System (CPMS) went live July 9th. Ongoing transition support being provided by DHCW.
DP28 Infection Services & Genomics Added to Portfolio April 2025	Develop and implement a roadmap for Public Health Wales to transition to the use of cloud services for genomics, aligning this with the Genomics Partnership Wales digital blueprint and approach of other UK Public Health Agencies.	SCOPING PHASE	SCOPING PHASE	This currently in early scoping stage. More information will be provided as it becomes available.

