



CYFARFOD BWRDD PRIFYSGOL IECHYD UNIVERSITY HEALTH BOARD MEETING

DYDDIAD Y CYFARFOD: DATE OF MEETING:	30 September 2021
TEITL YR ADRODDIAD: TITLE OF REPORT:	Research, Development, and Innovation Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Dr Philip Kloer, Medical Director and Deputy Chief Executive
SWYDDOG ADRODD: REPORTING OFFICER:	Dr Leighton Phillips, Deputy Director for Research and Innovation Dr Caroline Williams, Senior Research & Development Operations Manager

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

To provide an update on the Annual Recovery Plan's Planning Objective 3G, which commits Hywel Dda University Health Board (HdUHB) to developing and implementing a strategic plan to increase research, development and innovation activity, and the number of research investigators sufficient (as a minimum) to deliver the Welsh Government and Health and Care Research Wales expectations and improvement targets.

The Board is asked to consider and take assurance from this paper.

Cefndir / Background

In April 2021, Hywel Dda University Health Board published its Research and Innovation Strategy (2021-2024), which is attached at Appendix 1. The strategy recognises the importance to the Board of research and innovation and will ensure that it can secure several benefits of wider importance, including:

- **Improving the quality of care.** Studies have consistently demonstrated that patients in research active organisations have more confidence that staff are better informed about their condition. Research active hospitals also have lower risk-adjusted mortality for acute admissions, which persists after adjustment for staffing and other structural factors. There is also an association between the engagement of individuals and healthcare organisations in research, and improvements in healthcare performance.
- **Improving recruitment and retention.** The very best staff can decide where to work and will often be attracted to organisations that can demonstrate meaningful research and innovation activity, as well as practically supporting staff with the necessary time and development to fulfil their research ambitions.

- **Finding solutions to some of our biggest challenges.** The response to COVID-19 has showcased the clear and fast link between research and innovation and improved patient outcomes. But there are several other examples outside the pandemic that demonstrate the link between research and improved outcomes. For example, the Oncotype DX node positive study, led by Hywel Dda UHB, is characterising how the results of the Oncotype DX® assay impact the decision-making processes of physicians in the UK for women with early breast cancer who are potential candidates for chemotherapy, but for whom the benefits of chemotherapy may be uncertain. The study is helping to assess who is most likely to benefit from chemotherapy.
- **Contributing to the local healthcare economy.** One of the indicators in the national well-being indicators is the percentage of businesses which are innovation-active. This shows that in Wales only 34% of businesses were considered to be innovation-active, and in addition, spending on research in Wales is relatively low compared to the rest of the UK - £252 per head compared to the figure for the whole of the UK which is £577 per head. We can and should support local businesses, including a growing life science sector, to develop their products and services and by doing so support the creation of high quality jobs in West Wales.
- **Retaining our University Status.** The strength of our research and innovation university partnership activity is a significant factor in determining whether the Health Board retains its university status, which is vital to recruitment, retention, and attracting the best collaborative opportunities.

The strategy is a culmination of several month's work, in collaboration with all current Research & Development (R&D) staff, our university partners, and neighbouring Health Boards. Its development was a highly engaging process, involving members of the R&D sub-committee, the Community Health Council (CHC), as well as senior staff within the organisation. Meetings were also held with representatives from Health and Care Research Wales (HCRW) and the Welsh Government (WG) to ensure that the strategy positions the Health Board to take advantage of the latest national developments.

The Strategy has four goals with aligned areas for action:

1. Improve the quality and impact of our activities by:
 - facilitating high quality research and innovation, in accordance with national and the health board directives, standards, and policies;
 - developing an approach that translates the knowledge acquired through research and innovation into every day practical impact;
 - delivering against current and emergent Welsh Government Health and Care Research Wales (HCRW) strategic priorities and targets (e.g. number of research leaders, number of hosted studies, number of sponsored studies, number of clinical areas involved in research)
2. Invest in our staff and facilities, including:
 - developing a team with the right skills and experience to improve the quality and impact of research and innovation;
 - investing in our infrastructure to support the safe and effective conduct of research and innovation, congruent with wider health board facility plans; and
 - increasing and diversifying the financial resources available to advance research and innovation.

3. Grow research and innovation activity in areas of strength and opportunity by:
 - developing targeted plans that lever clinical, scientific, academic, and community strengths and opportunities across the different geographical areas of the health board;
 - developing a plan to increase research and innovation activities with primary care and social care organisations within the region; and
 - diversifying our activities to include new technology development.

4. Develop strong and effective partnerships with academic, healthcare, industry, and research organisations by:
 - developing a collaborative plan with each of our university partners, delivering mutual benefit in defined areas, agreed and monitored through our biannual meetings with them;
 - working with organisations that share our values to develop innovative solutions to local health and care challenges;
 - collaborating with other publicly funded organisations to undertake research and innovation where it is mutually beneficial.

These strategic goals and associated action plan, have been welcomed by staff and local stakeholders and offered as a model of best practice to other organisations by Health and Care Research Wales. Their delivery will require action by all parts of the Health Board supported by a dedicated Research and Innovation (R&I) Department, with expert staff capable of supporting and governing clinical trials, evaluations, and innovation projects. Over recent months the R&I Department has seen a strengthening of cross organisation formal collaborations, including a recent partnership with clinical engineering to support a greater number of new technology and device studies. The early indications are that this approach is starting to have an impact.

Asesiad / Assessment

With only three months having elapsed following the strategy's publication, significant progress has been made against each of its goals:

1. Improving the quality and impact of our activities. Progress has included:
 - a peer review facilitated by the UK Research & Development (UKRD) forum in August 2021 to consider how best to organise to deliver the strategy. A report is expected in the autumn;
 - improvements to our quality management processes, including the updating of all core standard operating procedures; and
 - increasing the focus on the outcomes of research by recording all publications and dissemination work by staff which will be available on a redeveloped intranet site.

2. Investing in our staff and facilities. Progress has included:
 - Commissioning a new research facility for Glangwili General Hospital, with occupation anticipated for the end of October 2021;
 - Identifying a new offsite research facility for Bronglais General Hospital as a collaboration with Aberystwyth University. This is entering the planning stage.
 - Early stage planning for a similar research facility at Withybush General Hospital.
 - Opening a new research and innovation centre in Llanelli, as a collaboration with clinical engineering;
 - The establishment of a nursing research bank, providing much needed support to study teams, and an introduction to research to nurses from across the organisation.

3. Growing research and innovation activity in areas of strength and opportunity. Progress has included:
 - plans being developed for every site, with specific proposals that take account of their local geography and surrounding facilities. This includes developing the capability to undertake commercial studies on every site, and establishing collaborative links with primary care to support research in General Practices;
 - a new team spanning clinical engineering and research has been established. Called 'TriTech', it is supporting the development and evaluation of new technologies and devices to ensure they are making the maximum contribution to improving patient outcomes, when considered alongside their costs;
 - the appointment of a research midwife, as a co-investment with midwifery to set up a portfolio of research studies focussed around midwifery.
4. Developing strong and effective partnerships with academic, healthcare, industry and research organisations. Progress has included:
 - drafting new Memorandums of Understanding (MoUs) and preparing collaborative plans with University of Wales Trinity St David (UWTSD), Swansea University (SU), and Aberystwyth University (AU);
 - forming two exciting partnerships with Moondance Cancer (an innovation organisation established by the founder of Admiral), including an 18 month investment in a colorectal cancer research lead and research nurse, and a novel innovation time award; and
 - early stage planning with several large innovation organisations, with formative plans to increase the strength and depth of our activities.

Delivering the strategy is not without its challenges. The most significant relate to:

- Identifying willing research and innovation leaders. The Health Board is only able to participate in studies and evaluations if its staff are willing to act as 'lead investigators'. Taking on this role can be significant, with such leaders being accountable for all aspects of the conduct of an investigation within Hywel Dda UHB. While the pool of staff willing to take on this role is improving, it remains limited. The Clinical Lead for Research and Development is developing a plan with practical proposals for encouraging a greater number of staff to take on this role. This is likely to include formally offering time for research and creating an associated development programme.
- Identifying time for staff to become involved in research and innovation. While many staff demonstrate an interest, they will often describe the challenge of balancing operation duties with their desire to get involved. Finding ways of using appraisal and objective setting processes to recognise and provide time for research will be critical to fulfilling the goals set out within this strategy. The Research and Innovation Department plans to audit how much time is currently spent on research as a basis for improvement.
- Securing the funding to fulfil our ambitions. The Research and Innovation Department is funded via an annual performance linked grant from the Welsh Government, as well as income from undertaking commercial research and evaluations for companies. This can lead to a level of uncertainty when embarking on the longer-term ambitions contained within the strategy. High performing organisations spend between 2-5% of revenue, or 10-20% of profits on their research and development activities. This will be a combination of direct and indirect investments, with the latter including staff time. As part of the proposed audit of time spent on research, we will be able to determine the

Health Board's current investment in research and innovation activity and an improvement plan.

The Research and Development Department is resolutely focused on working with all parts of the organisation to resolve each of these challenges and to delivering the strategy, which is already placing the Health Board at the leading edge of innovation in Wales.

Argymhelliad / Recommendation

The Board is asked to consider and take assurance from this report.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfreol: Datix Risk Register Reference and Score:	Lack of research leadership – RISK1160 – score = 12 Lower than expected income – RISK 1161 – score = 8 Changes to funding method – RISK 1162 – score = 12
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	3.3 Quality Improvement, Research and Innovation
Amcanion Strategol y BIP: UHB Strategic Objectives:	<u>Strategic Objective 3.</u> Striving to Develop and Deliver Excellent Services. <u>Planning Objective – 3G</u> Develop and implement a 3 yr strategic plan to increase research, development and innovation activity, and the number of research investigators sufficient, as a minimum, to deliver the Welsh Government and Health and Care Research Wales expectations and improvement targets.
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS 6. Contribute to global well-being through developing international networks and sharing of expertise

Gwybodaeth Ychwanegol:

Further Information:

Ar sail tystiolaeth: Evidence Base:	Jonker et al (2019) https://onlinelibrary.wiley.com/doi/10.1111/jep.13118 Ozdemir et al (2015) https://www.ncbi.nlm.nih.gov/pubmed/25719608 Boaz et al (2015) https://www.ncbi.nlm.nih.gov/pubmed/26656023 Hutton G (2021) Research & Development spending. SN04223.pdf (parliament.uk)
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	R&D Spending Level: What Is The Right Amount? Innovolo Ltd
Rhestr Termau: Glossary of Terms:	See body of document
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to University Health Board:	None

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Not applicable.
Ansawdd / Gofal Claf: Quality / Patient Care:	Not applicable.
Gweithlu: Workforce:	Not applicable.
Risg: Risk:	Not applicable.
Cyfreithiol: Legal:	Not applicable.
Enw Da: Reputational:	Not applicable.
Gyfrinachedd: Privacy:	Not applicable.
Cydraddoldeb: Equality:	Not applicable.



Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

OUR RESEARCH AND INNOVATION STRATEGY

2021 – 2024



SUPPORTING THE DELIVERY OF
A HEALTHIER MID AND WEST WALES

Whilst the COVID-19 pandemic has had devastating effects, it has served to demonstrate the vital link between research, innovation, and decision making at every level of the health care system.



Foreword



Dr Philip Kloer

Executive Medical Director and Deputy CEO

Hywel Dda University Health Board's (HDUHB) health and care strategy, 'A Healthier Mid and West Wales: Our future generations living well' set out our plan to deliver excellent clinical services for our population. It also reaffirmed our ambition to maximise the contribution we make to the health and care system, by tackling the causes of ill-health through promotion of health and well-being, prevention and early intervention.

In November 2020, set against this strategy and learning from the pandemic, the Board agreed several high level objectives - describing the horizon we are driving towards over the long term – as well as a set of specific, measurable planning objectives, which move us towards that horizon over the next 3 years.

One of the Strategic Objectives is to “Strive to deliver and develop excellent services”, and within this a planning objective was set to develop a strategy for research and innovation for HDUHB. These objectives serve to place research and innovation at the heart of what we do. The past twelve months have demonstrated just how critical research and innovation is to tackling the worst infectious disease public health crisis of our time.

The ultimate mitigation of COVID-19 and the resolution of the pandemic continues to rely on the outcomes of high-quality research and innovation. Whilst the importance of research in developing new vaccines and identifying new treatments for COVID-19 has been very visible recently, HDUHB has had a research department for much longer than this. The research & innovation department enables residents in the HDUHB area to participate in research studies in cancer, respiratory disease, cardiovascular disease, gastrointestinal disorders and many more. HDUHB also have a BioBank and a new clinical engineering research facility; we have strong links with Bevan fellows and with all three Universities in our geographical area; there are also opportunities for us through participation in ARCH (A Regional Collaboration for Health), and the Swansea Bay City Deal which includes the proposed Pentre Awel development in Llanelli. Despite all these activities there is still much to do.

This strategy sets out the HDUHB strategic goals aimed at improving our research and innovation capabilities. We will do this by focussing on areas of strength as well as new opportunities, investing in our people and facilities, improving the quality and impact of our research and innovation, and developing further strong and effective partnerships. Through pursuing these goals and the aligned actions, executed through an annually refreshed implementation plan, we will ensure that we are optimising the role of research and innovation in transforming our local health and care services. This will enable us to provide better outcomes for patients and staff now and in the future.

It is a great pleasure to share this strategy with you and I look forward to working with renewed purpose to realise our vision and deliver these strategic goals over the next four years.

This strategy will focus on setting the direction and committing to delivering practical steps to move our research, development and innovation agenda forward.



Vision

We will produce and collaborate in high quality health and care research and innovation, to improve services and health outcomes for our public, patients and staff.

We will realise our vision by delivering the following **Strategic Goals**:



Background

Excellent research and innovation contributes to improved health outcomes by embedding a culture of the highest standards of health and care delivery underpinned by evidence and by attracting high quality employees. This strategy seeks to improve the profile, quality and quantity of research and innovation activity within Hywel Dda University Health Board (HDUHB), so it is recognised as essential and valuable by all members of the organisation and our wider community.

Whilst the COVID-19 pandemic has had devastating effects, it has served to demonstrate the vital link between research, innovation, and decision making at every level of the health care system. The immediate importance of translating research and innovation into health benefits has never been clearer and is something we wish to sustain through the implementation of this strategy.

The solid progress in developing research and innovation within Hywel Dda University Health Board over several years, shepherded by the 2016–2020 Research and Development Strategy and strong leadership, has led to a substantial growth in research activities and associated income and reinforced our University status. The expiry of the 2016 strategy and a changing context, punctuated in 2018 by the development of a new health and care strategy – ‘A Healthier Mid and West Wales’ – means that now is the ideal time to set the direction with a research and innovation strategy for the next four years.



The unequivocal focus of the health and care strategy on the social model for health provides an excellent pivot point and opportunity to consider our future endeavours.

As our approach to research and development has evolved, we have increasingly recognised the fine line between research and the role that it can play in developing new methods, ideas, solutions and products. For many of our staff, the mobilisation of knowledge into ‘innovations’ that improve



health outcomes has been their key driver for getting involved in research. We have also noted the increasing importance that Welsh Government and the Welsh NHS are rightly attaching to innovation and its relationship with research and development.

Some examples of this include the sponsorship of regional Research, Innovation, and Improvement Co-ordination Hubs and increased prominence of innovation enablers, including those offered by the

Life Sciences Hub Wales. This strategy seeks to identify and exploit the opportunities in the space between research, development and innovation. Innovation, and those who are interested in it, represents a broad church and not every aspect of innovation can be covered by this strategy. The focus of this strategy will be on identifying and maximising the impact of a limited number of actions to encourage those innovations that bring greatest benefit to our citizens.

**This strategy will therefore
focus on setting the direction and
committing to delivering practical steps
to move our research, development, and
innovation agenda forward.**

This is a bold strategy and its delivery will require considerable effort and commitment throughout our organisation. Our University Health Board has some unique challenges that can make it more difficult to advance research and innovations, but it also has a determination to underpin clinical strategy with strong research, development and innovation activity.

This strategy will focus on setting the direction and commit to delivering practical steps to move our research, development, and innovation agenda forward. It is the culmination of substantial staff involvement, review of the practices of other organisations across the UK, and consultation within our governance structures and with other local and national partners.

Like all University Health Boards, Hywel Dda operates its research, development and innovation activities within national strategic and performance frameworks, so there has been considerable engagement throughout the development process with the Research and Innovation Departments of the Welsh Government, and Health and Care Research Wales (HCRW). This strategy is also cognisant of UK wide development, including the forthcoming vision for UK clinical research.

Strategic Goal 1

IMPROVE THE QUALITY AND IMPACT OF OUR ACTIVITIES

1.1 Why this is important

In order to achieve the greatest impact it is important that research and innovation activities are of the highest quality. This goal recognises that supporting researchers and innovators to conduct their work with established policies, procedures and good governance will improve the confidence that others have in their discoveries.

Improving confidence alone, however, will be insufficient to secure impact, which is why this goal also recognises the significance of developing an effective approach to translating the knowledge gained through research into practice. This includes demonstrating to our staff and public how their involvement in research and innovation is leading to better health and care.

The significance of developing an effective approach to translating the knowledge gained through research into practice.



1.2 How we will deliver

1.2.1 Our Approach to Quality

We will facilitate portfolio studies and other high quality research and innovation, in accordance with national and health board directives, standards, and policies. This will include action to:

- Develop an enabling approach to quality assurance, working with researchers to ensure quality is designed into the study at set up and during the ongoing management of the research;
- Adopt, develop and embed HCRW standard operating procedures covering the full span of health board research activities;
- Ensure the effective sponsorship of studies in line with HCRW sponsorship policy, through our review panel and related arrangements;
- Operate efficient and effective routine and triggered audits, with a clear focus on constructive feedback and continuous improvement; and
- Continue our effective, timely and enabling research and innovation project set up function, with strengthened contracting capability and relationships to all Wales and UK costing and contracting developments.

1.2.2 Our Impact

We will develop an approach that translates the knowledge acquired through research and innovation into every day practical impact. This will include action to:

- Develop a research impact assessment to support the selection of studies. Supported studies will meet areas of greatest need and potential impact, focusing on anticipated benefits for our services and patients. Greatest need will be defined by a combination of local priorities, All Wales delivery priorities and UK prioritisation.
- Further develop research and innovation as part of the Medium Term Planning cycle, with stronger links between findings and Board decision making;
- Align research and innovation to corporate planning priorities, including the Healthier Mid and West Wales Strategy, our formative Improving Together approach, and the Value Based Health Care agenda;
- Improve the volume and quality of publications in peer reviewed journals;
- Work with stakeholders to develop an innovation ‘supply and demand’ plan, and deliver demonstrable benefits for our citizens and communities; and
- Develop an annual research and innovation award, in partnership with local companies and the press.

1.2.3 Our Performance

We will deliver against current and emergent Welsh Government Health and Care Research Wales (HCRW) strategic priorities and targets. This will include:

- Delivering against strategic priorities, associated actions and HCRW key indicators; and
- Working with UK Research & Development (UKRD) and HCRW to undertake a peer review of our research, development and innovation approach, to optimise the delivery of this strategy, and develop an approach that can be used by other health boards in Wales.



Strategic Goal 2

INVEST IN STAFF AND FACILITIES TO ENCOURAGE THE DEVELOPMENT OF A VIRTUOUS FUNDING CYCLE

2.1 Why this is important

The conduct of high quality research and innovation requires staff with the right skills and experience, working in appropriately equipped facilities, with the necessary time and resources to carry out their roles effectively. Yet we know that despite many of the HDUHB staff being committed to research and innovation, our organisation could do more to make it easier for them to get involved. This goal aims to remove several of the impediments (e.g. staffing constraints and facility limitations) to the conduct of high quality research and innovation. It seeks to address staff shortages in key research areas, afford more time for research, and offer training and development to enable all staff to get involved in new and growth areas of research and innovation.

The goal also recognises the need to address the variable provision of facilities required to ensure safe and effective research conduct across our sites. Research facility constraints unfairly limit the types of studies we can involve our patients in without an unreasonable travel expectation to another site. To invest in our people and facilities, we will use our unique position within the Health Board to generate income, growing and diversifying our research portfolio and creating a virtuous funding cycle.



2.2. How we will deliver

2.2.1 Our People

We will develop a team with the right skills and experience to improve the quality and impact of research and innovation. This will include action to:

- Improve the capability of HDUHB staff to conduct high quality research and innovation, utilising appraisal processes, and aligning a support team to guide them through the process of research;
- Take a systematic approach to identify research interested staff and support their research capability development through their Performance Appraisal and Development Review (PADR) and job planning processes;
- Support our research and innovation staff to develop personally and professionally by planning and providing learning that is relevant to their roles;
- Establish a team capable of supporting innovators through the process of developing new health and care technologies;
- Develop a team to manage and grow our biobank (i.e. a biorepository that stores biological samples for use in research and innovation);
- Address shortages in research leadership across all staff groups, through targeted development processes and schemes (Chief Investigators and Principal Investigators);

- Address shortages in key research support services including laboratory scientists, radiology, and statistics; and
- Train and support a cohort of patients (e.g. patient champions, patient groups) to inform and shape research endeavours.

2.2.2 Our Facilities

We will invest in our infrastructure to support the safe and effective conduct of research and innovation, congruent with wider health board facility plans. This will include:

- Developing ‘fit for purpose’ facilities serving all of our localities, with access to high quality patient consulting environments, laboratory space, and suitable office accommodation;
- Working with the team planning the new urgent and planned care hospital to develop a research and innovation facility;
- Developing a new clinical engineering, innovation and research facility in Llanelli, with support for those developing new health and care technologies. This will initially be located in Bynea but with the potential to relocate to Pentre Awel, when the site is operational in 2023/24;
- Strengthening the collaborations we have with our University partners, to improve access to our and their specialist facilities; and
- Developing safe and secure human biological sample storage at each hospital site, managed through a bespoke electronic database system.

2.2.3 Our Financial Sustainability

We will increase and diversify the financial resources available to advance research and innovation. Our actions will include:

- Stabilising our funding allocation from the Welsh Government, through the delivery of mutually agreed plans;
- Increasing the number of commercial studies undertaken;
- Making robust applications for additional funding from HCRW to support the development of new research areas / new Chief Investigators;
- Increasing the number and scale of studies supported by external grant funders, delivering against expectations (recruiting to time and target) to ensure expected income is realised;
- Increasing the number of new technology and device studies supported through a dedicated clinical engineering, innovation and research function;
- Developing a stronger contracting function, including the negotiation and securitisation of Intellectual Property Rights (IPR);
- Developing service evaluations and commissioned research as a source of revenue; and
- Increasing the number of collaborations and partnerships with life science companies, where there are clear benefits and the opportunity to increase research activity.

Strategic Goal 3

GROW RESEARCH AND INNOVATION ACTIVITY IN AREAS OF STRENGTH AND OPPORTUNITY

3.1 Why this is important

A Healthier Mid and West Wales sets out a future for our healthcare system which places greater emphasis on preventing illness, supporting people to manage their own health and wellbeing, and on enabling people to live independently for as long as they can, supported by new technologies and integrated healthcare services close to home. It is essential that our research and innovation endeavours are in step with this vision, with a corresponding increase in the activities supported outside hospital in other health and care settings, including primary care.

This goal will deliver the required rebalancing but also recognises the need for individual growth plans, playing to the research and innovation strengths and opportunities exhibited by the health and care system in the different parts of our health board, as well as the different health care needs of the population in those areas. These plans will also take into consideration the relationships and opportunities with wider public, charitable and private partners, as well as strengthening existing patient partnerships. There are also opportunities for research and innovation growth across all parts of our health board, which aim to lever particular organisational strengths (e.g. our emergent biobank capabilities and strong relationship between clinical engineering, research and development). These will afford us the opportunity to diversify the research, innovation, and technology developments we are able to support.



3.2. How we will deliver

3.2.1 Our Research Communities

We will develop targeted plans that lever clinical, scientific, academic, and community strengths and opportunities across the different geographical areas of our health board.

This will include plans for the:

- Ceredigion & Bronglais General Hospital area to take advantage of their close proximity to Aberystwyth University, the Mid Wales Joint Committee, Rural Health and Care Wales, and the formative Mid Wales Growth Deal;
- Carmarthenshire West & Glangwili General Hospital area to take advantage of the size of the hospital and the variety of clinical services offered, and proximity to the University of Wales Trinity St David and Swansea University and regional developments such as the City Growth Deals;
- Carmarthenshire East & Prince Philip General Hospital area to consolidate and build upon a well-established research portfolio and facilities, their proximity to the Swansea Campuses of Swansea University and the University of Wales Trinity St David, and regional developments such as the City Growth Deals and proposals for Pentre Awel; and
- Pembrokeshire & Withybush General Hospital area to take advantage of a well-established research portfolio, notably in oncology trials, but increasingly expanding into other areas, and growing connections with the City Growth Deals and major industry employers within the region, including those clustering around the Port of Milford Haven.

3.2.2 Our Reach

We will develop a plan to increase research and innovation activities with primary care and social care organisations within the region.

Our actions will include:

- Working with the GP clusters and the HCRW primary care team to develop plans to increase the research innovation activities carried out in primary care;
- Developing a social determinants research programme to identify how, working with our partners, we can maximise the wider societal impact of our activities; and
- Working with the Wales School for Social Care Research, and the Regional Research, Innovation and Improvement Co-ordination (RIIC) Hub, to develop a plan for improving research and innovation activity in social care and sectors that make a vital contribution to the social model of health.



3.2.3 Our Portfolio

While continuing to consolidate our research and innovation around key areas of strength, we will also diversify our activities to include new technology development. This will include actions to:

- Appraise our Human Tissue Authority (HTA) licensed Biobank and, if feasible, further develop it so that it is capable of supporting a greater number of studies;
- Develop a new clinical engineering, innovation and research consulting facility, offering advice and support to developers of new health and care technologies;
- Increase the number and quality of Value Based Health Care research, evaluation, and innovation projects;
- Develop targeted research and innovation growth plans in areas of clinical and academic strength, driven by population need, HCRW strategy/ priorities and UK prioritised need; and
- Develop targeted research in areas aligned with our wider corporate plans, which are refreshed on an annual basis (e.g. promoting green healthcare and the social model of health).



Strategic Goal 4

DEVELOP STRONG AND EFFECTIVE PARTNERSHIPS WITH ACADEMIC, HEALTHCARE, INDUSTRY AND RESEARCH ORGANISATIONS



1.1 Why this is important

Most impactful research, development, and innovation depends on strong relationships between the NHS, higher education institutions and industry. Whether this involves participating in an international trial, optimising access to scientific expertise, or securing collaborative financial investments, strong and effective partnerships are essential.

As a relatively small organisation, we recognise we will achieve much more through collaborating with universities, industry and other public bodies. We are also aware of the significant role we can play in helping our partners deliver, whether that relates to becoming a flourishing life science business employing talented individuals, or by supporting universities demonstrating research, enterprise and innovation impact.

4.2 How we will deliver

4.2.1 Our University Partnerships

We will develop a collaborative plan with each of our university partners, delivering mutual benefit in defined areas, agreed and monitored though our biannual meetings with them. The plans will include actions to:

- Increase the number and diversity of honorary posts, aligned to mutually beneficial research and innovation projects;
- Increase the number of joint research and innovation endeavours with HEIs and industry, seeking to optimise the University Health Board's involvement in nationally supported schemes, including Accelerate and the new funding schemes to emerge following the UK's exit from the European Union;
- Increase the number and diversity of joint university and HDUDB funded posts in areas of academic and clinical strength;
- Strengthen our alignment to the expertise and facilities offered by universities. E.g. The Joint Clinical Research Facility (JCRF) at Swansea University; the Institute of Biological, Environmental and Rural Sciences (IBERS) at Aberystwyth University; and the Assistive Technologies Innovation Centre (ATiC) at the University of Wales Trinity Saint David. This will include joint projects involving our biobank and enhanced clinical engineering, research and innovation capabilities, as well as social and green models of healthcare;
- Increase the number of fellowships and studentships, aligned to the HDUHB's challenges and opportunities;
- Develop a strong partnership and joint projects with the three new intensive learning academies (ILA) in Wales (i.e. the Value-Based Health and Care Academy, the Spread and Scale Academy, and the All-Wales Academy for Innovation in Health and Social Care Management); an

- Celebrate success and the results from our collaborative plans, including an annual University Partnership Summit, and regular research updates through routine staff communications.

4.2.2 Our Industry Partnerships

We will work with organisations that share our values to develop innovative solutions to local health and care challenges. This will include action to:

- Improve the number and quality of partnership opportunities with The Life Sciences Hub Wales, national research hubs and nationally sponsored innovation centres;
- If found to be feasible, further develop and deliver joint projects that look to lever the benefits associated with our Human Tissue Authority (HTA) approved Biobank and new access committee and associated arrangements;
- Develop and deliver joint projects that look to lever the benefits associated with our new clinical engineering, research and innovation arrangements; and
- Streamline our arrangements for working with industry, including the delivery of commercial research, ensuring adherence to national and local HDUHB standards but also ensuring an efficient approach to identifying, contracting, and protecting our intellectual property, drawing on our local expertise and initiatives including AgorIP, Swansea University.

4.2.3 Our Public Partnerships

We will collaborate with other publicly funded organisations to undertake research and innovation where it is mutually beneficial.

We will:

- Agree collaborative research and innovation plans with Powys Teaching Health Board, Swansea Bay and Betsi Cadwaladr University Health Boards;
- Work with the West Wales Research, Innovation, and Improvement Co-ordination Hub to better co-ordinate and align the activities of our public partners – including other NHS organisations, local authorities, charitable and voluntary sector organisations – towards where they can secure greatest impact. A targeted plan will be developed utilising a recent mapping of regional assets and capabilities;
- Continue to deepen our already strong relationship with the Bevan Commission, to consolidate and where possible increase the number and quality of Bevan Exemplars. Work with the regional Research, Innovation and Improvement Co-ordination Hub to mainstream the most successful projects;
- Harness the opportunities associated with A Regional Collaboration for Health (ARCH) and the Swansea Bay City Deal, including the Pentre Awel development in Llanelli, and proposals for a life science park at Morriston Hospital, Swansea with regional outreach; and
- Continue to align our research and innovation activities to support the strategic plan of the Mid Wales Joint Committee for Health and Social Care, working closely with Rural Health and Care Wales.

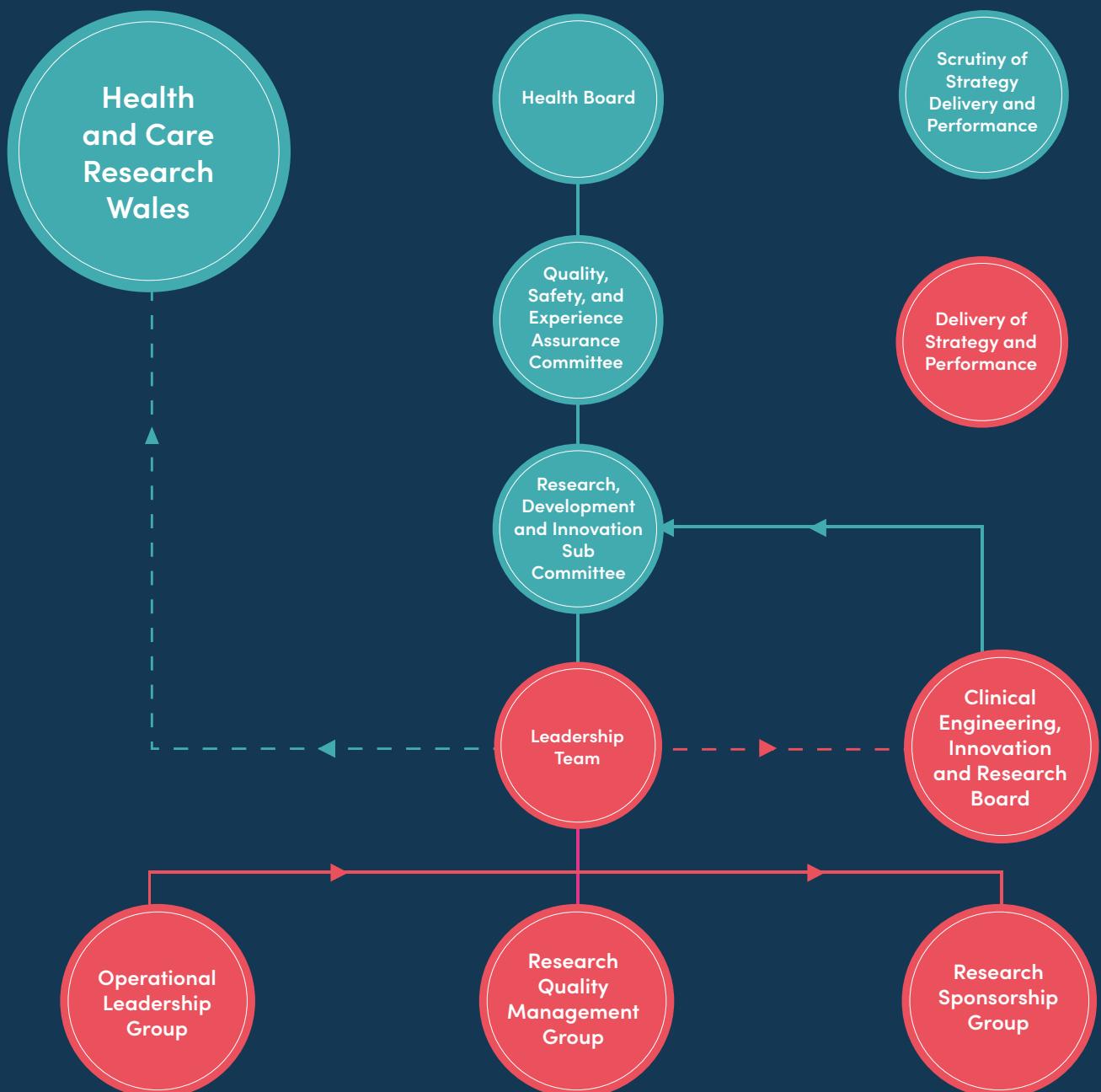
Delivering the Strategy

A plan will be set against this strategy on an annual basis, to coincide with the University Health Board's annual planning cycle. This plan will contain specific, measurable, and time bound activities for the year ahead. We will also produce a communications plan, ensuring that progress and more importantly, the impact of research and innovation is shared across and beyond our organisation. To ensure there is strong oversight of the strategy, and that the actions are reviewed in light of progress and a rapidly evolving context, considerable thought has been given to establishing a good governance approach that will ensure strong Board oversight and a practical enablement approach.

Figure 1 sets out how the implementation of the strategy will be enabled and scrutinised, together with the wider mechanisms that oversee the management of research and innovation at a project level. The Leadership Team and Operational Leadership Group will oversee implementation on a monthly basis and report progress to the Research, Development, and Innovation Sub Committee, which meets bi-monthly. The Research Sponsorship Group will review and consider research and innovation projects requiring Health Board Sponsorship, and oversee the study set-up, confirmation of Capacity and Capability (C&C) and Quality Assurance green light processes. The Research Quality Management Group will assure the board of the quality and safety of research activities undertaken both in and with the Health Board.



Figure 1 – Research, Development and Innovation Governance





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SA14 9TD

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Ymchwil Iechyd
a Gofal Cymru
Health and Care
Research Wales



GIG
CYMRU
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Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board



GIG
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NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

EIN STRATEGIAETH YMCHWIL AC ARLOESI

2021 – 2024



CEFNOGI'R GWAITH O DDARPARI
CANOLBARTH A GORLLEWIN CYMRU IACHACH

Er gwaethaf effeithiau dinistriol COVID-19, mae'r pandemig wedi dangos bod yna gysylltiad allweddol rhwng ymchwil, arloesi a gwneud penderfyniadau ar bob lefel o'r system gofal iechyd.



Rhagair



Dr Philip Kloer

Cyfarwyddwr Meddygol Gweithredol a Dirprwy
Brif Weithredwr

**Roedd strategaeth iechyd a gofal
Bwrdd Iechyd Prifysgol Hywel Dda,
'Canolbarth a Gorllewin Cymru Iachach:
Cenedlaethau'r dyfodol yn byw'n dda',
yn disgrifio ein cynllun i ddarparu
gwasanaethau clinigol rhagorol ar gyfer
ein poblogaeth. Roedd hefyd yn ategu ein
huchelgais i gyfrannu gymaint â phosibl
i'r system iechyd a gofal, trwy fynd i'r
afael ag achosion afiechyd trwy hybu
iechyd a llesiant, gwaith atal ac ymyrryd
yn fuan.**

**Ym mis Tachwedd, cytunodd y Bwrdd
ar nifer o amcanion lefel uchel yng
nghyd-destun y strategaeth hon a'r
hyn a ddysgwyd o'r pandemig. Un o'r
Amcanion Strategol yw "Ymdrechu
i ddarparu a datblygu gwasanaethau
rhagorol", ac o fewn hyn gosodwyd
amcan cynllunio i ddatblygu
strategaeth ar gyfer ymchwil ac arloesi
ar gyfer BIPHDD. Mae'r amcanion
hyn yn rhoi ymchwil ac arloesi wrth
wraidd yr hyn a wnawn.**

Mae'r deuddeg mis diwethaf wedi dangos pa mor hanfodol yw ymchwil ac arloesi i fynd i'r afael â'r argyfwng iechyd cyhoeddus clefyd heintus gwaethaf yn ein hoes. Mae lliniaru COVID-19 a datrys y pandemig yn derfynol yn dal i ddibynnau ar ganlyniadau ymchwil ac arloesi o ansawdd uchel. Er bod pwysigrwydd gwaith ymchwil o ran

datblygu brechlynnau newydd a nodi triniaethau newydd ar gyfer COVID-19 wedi bod yn amlwg iawn yn ddiweddar, bu gan Fwrdd Iechyd Prifysgol Hywel Dda adran ymchwil ers tro byd. Mae'r adran ymchwil a datblygu yn galluogi preswylwyr ardal y Bwrdd i gymryd rhan mewn astudiaethau ymchwil sy'n cynnwys canser, afiechyd resbiradol, afiechyd cardiofasgwlaidd, anhwylderau gastroberfeddol a llawer mwy. Mae gan y Bwrdd Fanc Bio hefyd a chyfleuster newydd ar gyfer gwaith ymchwil peirianneg glinigol; mae gennym gysylltiadau cryf â chymrodorion Bevan a'r tair Prifysgol yn ein hardal ddaearyddol; mae cyfleoedd hefyd i ni gyfranogi yn ARCH (Cydweithrediad Rhanbarthol dros Iechyd), a Bargen Ddinesig Bae Abertawe, sy'n cynnwys datblygiad arfaethedig Pentre Awel yn Llanelli. Er y gweithgareddau hyn i gyd, mae llawer i'w wneud o hyd.

Mae'r strategaeth hon yn disgrifio nodau strategol Bwrdd Iechyd Prifysgol Hywel Dda sy'n anelu at wella ein galluoedd ymchwil ac arloesi. Gwnawn hynny trwy ganolbwytio ar gryfderau yn ogystal â chyfleoedd newydd, buddsoddi yn ein pobl a'n cyfleusterau, gwella ansawdd ac effaith ein gwaith ymchwil ac arloesi, a datblygu partneriaethau pellach cryf ac effeithiol. Trwy fynd ar ôl y nodau hyn a'r camau gweithredu sy'n gysylltiedig â nhw, a'u cyflawni trwy gynllun gweithredu a gaiff ei ddiweddu bob blwyddyn, byddwn yn sicrhau ein bod yn manteisio hyd yr eithaf ar rôl ymchwil ac arloesi wrth drawsnewid ein gwasanaethau iechyd a gofal lleol. Bydd hyn yn fodd i ni ddarparu gwell canlyniadau ar gyfer cleifion a staff yn awr ac yn y dyfodol.

Rwy'n falch iawn o gael rhannu'r strategaeth hon â chi ac rwy'n edrych ymlaen at weithio, gyda phwrpas newydd, i wireddu ein gweledigaeth a chyflawni'r nodau strategol hyn dros y pedair blynedd nesaf.

Bydd y strategaeth hon yn canolbwytio ar bennu'r cyfeiriad ac ymrwymo i gymryd camau ymarferol i symud ein hagenda ymchwil, datblygu ac arloesi yn ei blaen.



Gweledigaeth

Byddwn yn cynhyrchu ac yn cydweithredu mewn ymchwil ac arloesi iechyd a gofal o ansawdd uchel, i wella gwasanaethau a chanlyniadau iechyd i'n cyhoedd, cleifion a staff.

Byddwn yn ail-werthuso ein gweledigaeth trwy gyflawni'r Noda Strategol canlynol:



Cefndir

Mae gwaith ymchwil ac arloesi rhagorol yn cyfrannu at well canlyniadau iechyd trwy ymgorffori diwylliant sy'n hyrwyddo'r safonau uchaf mewn darpariaeth iechyd a gofal yn seiliedig ar dystiolaeth, a thrwy ddenu gweithwyr o'r radd flaenaf. Mae'r strategaeth hon yn ceisio gwella proffil, ansawdd a hyd a lled gwaith ymchwil ac arloesi ym Mwrdd Iechyd Prifysgol Hywel Dda, fel bod holl aelodau'r sefydliad a'r gymuned ehangach yn gweld ei fod yn hanfodol ac yn werthfawr.

Er gwaethaf effeithiau dinistriol COVID-19, mae'r pandemig wedi dangos bod yna gysylltiad allweddol rhwng ymchwil, arloesi a gwneud penderfyniadau ar bob lefel o'r system gofal iechyd. Ni fu pwysigrwydd uniongyrchol troi ymchwil ac arloesi yn fuddion iechyd erioed yn gliriach ac rydym am i hynny barhau wrth i ni roi'r strategaeth hon ar waith.

Mae'r cynnydd cadarn a wnaed wrth ddatblygu ymchwil ac arloesi ym Mwrdd Iechyd Prifysgol Hywel Dda dros nifer o flynyddoedd, a lywiwyd gan arweinyddiaeth gref a Strategaeth Ymchwil a Datblygu 2016, wedi arwain at dwf sylweddol mewn gweithgareddau ymchwil ac incwm cysylltiedig, gan gryfhau ein statws fel Prifysgol. Mae diwedd oes strategaeth 2016 a'r cyd-destun newidiol, ynghyd â datblygiad strategaeth iechyd a gofal newydd – 'Canolbarth a Gorllewin Cymru Iachach' – yn golygu mai dyma'r adeg ddelfrydol i bennu cyfeiriad o'r newydd gyda strategaeth ymchwil ac arloesi ar gyfer y pedair blynedd nesaf.



Mae ffocws pendant y strategaeth iechyd a gofal ar fodel cymdeithasol ar gyfer iechyd yn cynnig canolbwyt ardderchog a chyfle i ni ystyried ein hymdrehion yn y dyfodol.

Wrth i'n dull ymchwil a datblygu ymffurfio, daeth y llinell denau rhwng gwaith ymchwil a'r rôl y gall ei chwarae o ran datblygu dulliau, syniadau, atebion a chynhyrchion newydd yn fwy amlwg. I lawer o'n staff, defnyddio gwybodaeth mewn 'cynlluniau arloesi' sy'n gwella canlyniadau iechyd



oedd y prif sbardun iddynt gymryd rhan mewn gwaith ymchwil.

Gwelsom hefyd y pwyslais cynyddol a chwbl gywir mae Llywodraeth Cymru a GIG Cymru yn ei roi ar waith arloesi a'i berthynas â gwaith ymchwil a datblygu. Mae noddi Hybiau Cydlynau Ymchwil, Arloesi a Gwella Rhanbarthol ac amlygrwydd cynyddol galluogwyr arloesi, gan gynnwys y rhai a gynigir gan Hwb Gwyddorau Bywyd Cymru, yn rhai enghreifftiau o hynny. Mae'r strategaeth

hon yn ceisio nodi'r cyfleoedd sy'n bodoli ar y ffin rhwng gwaith ymchwil, datblygu ac arloesi, a manteisio arnynt. Mae gwaith arloesi, a'r bobl sy'n ymddiddori ynddo, yn eang iawn ac nid oes modd i'r strategaeth hon gwmpasu pob agwedd ar arloesi. Bydd y strategaeth hon yn hoelio'r sylw ar nodi nifer cyfyngedig o gamau gweithredu a manteisio hyd yr eithaf ar eu heffaith er mwyn annog datblygiadau arloesol sy'n cynnig y budd mwyaf i'n dinasyddion.

Bydd y strategaeth hon yn canolbwytio ar bennu'r cyfeiriad ac ymrwymo i gymryd camau ymarferol i symud ein hagenda ymchwil, datblygu ac arloesi yn ei blaen.

Mae hon yn strategaeth feiddgar a bydd ei chyflwyno'n gofyn am ymdrech ac ymrwymiad sylweddol gan y sefydliad cyfan. Mae rhai heriau unigryw yn perthyn i'n Bwrdd Iechyd Prifysgol a all olygu bod hyrwyddo ymchwil ac arloesi yn anos, ond mae penderfyniad hefyd i sicrhau bod gweithgareddau ymchwil, datblygu ac arloesi cadarn yn sail i'r strategaeth glinigol.

Bydd y strategaeth hon yn canolbwytio ar bennu'r cyfeiriad ac ymrwymo i gymryd camau ymarferol i symud ein hagenda ymchwil, datblygu ac arloesi yn ei blaen. Mae'n ffrwyth cyfraniad sylweddol gan staff, adolygiad o arferion sefydliadau eraill ledled y DU, ymgynghoriad oddi mewn i'n strwythurau llywodraethu, ac ymgynghori â phartneriaid eraill lleol a chenedlaethol.

Fel pob Bwrdd Iechyd Prifysgol, mae Hywel Dda yn cynnal ei weithgareddau ymchwil, datblygu ac arloesi oddi mewn i fframweithiau performio a strategol cenedlaethol, felly bu ymgysylltu sylweddol trwy gydol y broses ddatblygu ag Adrannau Ymchwil ac Arloesi Llywodraeth Cymru, ac Ymchwil Iechyd a Gofal Cymru (HCRW). Mae'r strategaeth hon hefyd yn ymwybodol o ddatblygiadau ledled y DU, gan gynnwys y weledigaeth sydd ar ddod ar gyfer ymchwil glinigol yn y DU.

Nodau Strategol 1

GWELLA ANSAWDD AC EFFAITH EIN GWEITHGAREDDAU

1.1 Pam y mae hyn yn bwysig?

I sicrhau'r effaith fwyaf, mae'n bwysig i weithgareddau ymchwil ac arloesi fod o'r ansawdd uchaf. Mae'r nod hwn yn cydnabod y bydd polisiau a gweithdrefnau cadarn a threfn lywodraethu dda sy'n helpu ymchwilwyr ac arloeswyr i gyflawni eu gwaith yn gwella'r hyder y bydd gan bobl eraill yn eu darganfyddiadau.

Fodd bynnag, ni fydd gwella hyder yn ddigon, ar ei ben ei hun, i sicrhau effaith ac felly mae'r nod hwn hefyd yn cydnabod arwyddocâd datblygu dull effeithiol er mwyn gweithredu ar yr wybodaeth sy'n deillio o waith ymchwil. Mae hyn yn cynnwys dangos i'n staff ac i'r cyhoedd sut y mae eu hymwneud â gwaith ymchwil ac arloesi yn arwain at iechyd a gofal gwell.

arwyddocâd datblygu dull effeithiol er mwyn gweithredu ar yr wybodaeth sy'n deillio o waith ymchwil.



1.2 Sut y byddwn yn cyflawni ein nod

1.2.1 Ein Dull Gweithredu o ran Ansawdd

Byddwn yn hwyluso astudiaethau portffolio a gwaith ymchwil ac arloesi arall o ansawdd uchel, yn unol â chyfarwyddebau, safonau a pholisiau ar lefel genedlaethol ac ar lefel y bwrdd iechyd. Bydd hyn yn cynnwys camau gweithredu a fydd yn:

- Datblygu dull galluogol o sicrhau ansawdd, gan weithio gydag ymchwilwyr i sicrhau bod ansawdd yn rhan annated o gynllun yr astudiaeth wrth ei sefydlu ac wrth reoli'r gwaith ymchwil yn barhaus;
- Mabwysiadu, datblygu ac ymgorffori gweithdrefnau gweithredu safonol Ymchwil Iechyd a Gofal Cymru sy'n cwmpasu holl rychwant gweithgareddau ymchwil y bwrdd iechyd;
- Sicrhau nawdd effeithiol ar gyfer yr astudiaethau yn unol â pholisi nawdd Ymchwil Iechyd a Gofal Cymru, trwy ein panel adolygu nawdd a'r trefniadau cysylltiedig;
- Cynnal archwiliadau effeithiol ac effeithlon fel mater o drefn ac mewn ymateb i sbardun, gan ganolbwytio'n glir ar adborth adeiladol a gwelliannau parhaus;
- Parhau â'n swyddogaeth sefydlu prosiectau ymchwil ac arloesi effeithiol, amserol a galluogol, gyda gallu contractio cryfach a chysylltiadau â datblygiadau pennu costau a chontractio ar lefel Cymru gyfan a'r DU.

1.2.2 Ein Heffaith

Byddwn yn datblygu dull gweithredu a fydd yn troi'r wybodaeth a ddatblygir trwy waith ymchwil ac arloesi yn effeithiau ymarferol, pob dydd. Bydd hyn yn cynnwys camau gweithredu a fydd yn:

- Datblygu asesiad effaith ymchwil i gefnogi'r dewis o astudiaethau. Bydd astudiaethau â chymorth yn cwrdd â'r meysydd sydd â'r angen mwyaf a'r effaith bosibl, gan ganolbwytio ar y buddion a ragwelir i'n gwasanaethau a'n cleifion. Bydd yr angen mwyaf yn cael ei ddiffinio gan gyfuniad o blaenoriaethau lleol, blaenoriaethau cyflenwi Cymru i gyd a blaenoriaethu'r DU. Datblygu ymchwil ac arloesi ymhellach yn rhan o'r cylch Cynllunio Tymor Canolig gyda chysylltiadau cryfach rhwng y canfyddiadau a'r penderfyniadau a wneir gan y Bwrdd;
- Alinio gwaith ymchwil ac arloesi â blaenoriaethau cynllunio corfforaethol, gan gynnwys Strategaeth Canolbarth a Gorllewin Cymru Iachach, ein dull gweithredu ffurfiannol, Gwella Gyda'n Gilydd, a'r agenda Gofal Iechyd Seiliedig ar Werth;
- Gwella swmp ac ansawdd y cyhoeddiadau mewn cyfnodolion wedi'u hadolygu gan gymheiriad;
- Gweithio gyda rhanddeiliaid i ddatblygu cynllun arloesi 'cyflenwi a galw', a sicrhau buddion amlwg i'n dinasyddion a'n cymunedau; a Datblygu gwobr flynyddol ar gyfer ymchwil ac arloesi, mewn partneriaeth â chwmnïau lleol a'r wasg.

1.2.3 Ein Perfformiad

Byddwn yn cyflawni yn unol â'r targedau a'r blaenoriaethau strategol sydd gan Lywodraeth Cymru ac Ymchwil Iechyd a Gofal Cymru ar hyn o bryd a'r rhai sy'n dod i'r golwg. Bydd hyn yn cynnwys:

- Darparu yng nghyswllt blaenoriaethau strategol, camau gweithredu cysylltiedig a dangosyddion allweddol Ymchwil Iechyd a Gofal Cymru;
- Gweithio gydag Ymchwil a Datblygu'r Deyrnas Unedig (UKRD) ac Ymchwil Iechyd a Gofal Cymru i gynnal adolygiad gan gymheiriaid o'n dull ymchwil, datblygu ac arloesi, er mwyn manteisio hyd yr eithaf ar ddarpariaeth y strategaeth, a datblygu dull gweithredu y bydd modd i fyrdau iechyd eraill yng Nghymru ei ddefnyddio.



Nodau Strategol 2

BUDDSODDI MEWN STAFF A CHYFLEUSTERAU I ANNOD DATBLYGU CYLCH CYLLIDO RHINWEDDOL

2.1 Pam y mae hyn yn bwysig?

Er mwyn ymgymryd â gwaith ymchwil ac arloesi o ansawdd uchel, mae gofyn cael staff sy'n meddu ar y profiad a'r sgiliau cywir, sy'n gweithio mewn cyfleusterau sydd â'r adnoddau priodol, ac sydd â'r amser a'r adnoddau angenrheidiol i gyflawni eu rolau yn effeithiol. Ond, er bod llawer o staff Bwrdd Iechyd Prifysgol Hywel Dda yn ymraddedig i waith ymchwil a datblygu, gwyddom y gallai ein sefydliad wneud mwy i hwyluso eu cyfraniad. Mae'r nod hwn yn anelu at ddileu nifer o'r rhwystrau (e.e. cyfyngiadau staffio a chyfleusterau) sy'n atal gwaith ymchwil ac arloesi o ansawdd uchel rhag cael ei gynnal. Mae'n ceisio rhoi sylw i brinder staff mewn meysydd ymchwil allweddol, caniatáu mwy o amser ar gyfer ymchwil, a chynnig hyfforddiant a datblygiad er mwyn galluogi'r holl staff i gymryd rhan mewn gwaith ymchwil ac arloesi mewn meysydd newydd a meysydd sy'n tyfu. Mae'r nod yn cydnabod hefyd fod angen rhoi sylw i'r amrywiaeth o gyfleusterau y mae gofyn eu darparu er mwyn sicrhau bod gwaith ymchwil diogel ac effeithiol yn cael ei gynnal ar draws ein safleoedd.

Mae cyfyngiadau'r cyfleusterau ymchwil yn cyfyngu mewn modd annheg ar y mathau o astudiaethau y gall ein cleifion gymryd rhan ynddynt heb ddisgwyliad afresymol eu bod yn teithio i safle arall. Er mwyn buddsoddi yn ein pobl a'n cyfleusterau, byddwn yn defnyddio ein safle unigryw oddi mewn i'r Bwrdd Iechyd i greu incwm, gan dyfu ac ehangu amrywiaeth



ein portffolio ymchwil a chreu cylch cyllido rhinweddol.

2.2. Sut y byddwn yn cyflawni ein nod

2.2.1 Ein Pobl

Byddwn yn datblygu tîm sydd â'r sgiliau a'r profiad cywir i wella ansawdd ac effaith gwaith ymchwil ac arloesi. Bydd hyn yn cynnwys camau a fydd yn:

- Gwella gallu staff Bwrdd Iechyd Prifysgol Hywel Dda i gynnal gwaith ymchwil ac arloesi o ansawdd uchel, gan ddefnyddio prosesau arfarnu, ac alinio tîm cymorth i'w tywys trwy'r broses ymchwil;
- Defnyddio dull gweithredu systematig i nodi staff sydd â diddordeb mewn gwaith ymchwil a'u helpu i ddatblygu eu gallu i ymchwilio trwy brosesau Adolygiad Arfarnu a Datblygu Perfformiad (PADR) a chynllunio swyddi;
- Cynorthwyo ein staff ymchwil ac arloesi i ddatblygu'n bersonol ac yn broffesiynol trwy gynllunio a darparu dysgu sy'n berthnasol i'w rolau;
- Sefydlu tîm sy'n gallu cefnogi arloeswyr trwy broses datblygu technolegau iechyd a gofal newydd;
- Datblygu tîm i reoli a thyfu ein Banc Bio (h.y. yr ystorfa fiolegol sy'n cadw samplau biolegol i'w defnyddio mewn ymchwil ac arloesi);
- Mynd i'r afael â phrinder arweinwyr ymchwil ar draws yr holl grwpiau staff, trwy gynlluniau a phrosesau datblygu wedi'u targedu (Pen-ymchwilwyr, Prif Ymchwilwyr);

- Mynd i'r afael â phrinder mewn gwasanaethau allweddol ym maes cymorth ymchwil, gan gynnwys gwyddonwyr labordy, radioleg, ac ystadegau;
- Hyfforddi a chynorthwyo carfan o gleifion (e.e. eiriolwyr dros gleifion, grwpiau cleifion) i lywio a ffurfio ymdrechion ymchwil.

2.2.2 Ein Cyfleusterau

Byddwn yn buddsoddi yn ein seilwaith er mwyn cefnogi cynnal ymchwil ac arloesi yn ddiogel ac yn effeithiol, yn gyson â chynlluniau cyfleusterau ehangach y bwrdd iechyd. Bydd hyn yn cynnwys:

- Datblygu cyfleusterau 'addas i'r diben' sy'n gwasanaethu ein holl ardaloedd, gyda mynediad i amgylcheddau o ansawdd uchel ar gyfer ymgynghori â chleifion, labordai a swyddfeydd addas;
- Gweithio gyda'r tîm sy'n cynllunio'r ysbyty gofal brys newydd wedi'i i ddatblygu cyfleuster ymchwil ac arloesi;
- Datblygu cyfleuster newydd ar gyfer peirianneg glinigol, ymchwil ac arloesi yn Llanelli, a chymorth i'r rhai sy'n datblygu technolegau iechyd a gofal newydd. Fe'i lleolir ym Mynea i ddechrau ond gyda'r posibilrwydd o symud i safle Pentre Awel, pan fydd hwnnw'n weithredol yn 2023/24;
- Cryfhau ein cydweithrediad â'n partneriaid Prifysgol, er mwyn gwella mynediad i'n cyfleusterau arbenigol ni a'u cyfleusterau arbenigol nhw;
- Datblygu storfa sicr a diogel ar gyfer samplau biolegol dynol ar safle pob ysbyty, wedi'i rheoli trwy system cronfa ddata electronig bwrpasol.

2.2.3 Ein Cynaliadwyedd Ariannol

Byddwn yn cynyddu ac yn amrywio'r adnoddau ariannol sydd ar gael i hybu ymchwil ac arloesi. Bydd ein camau gweithredu'n cynnwys:

- Sefydlogi ein dyraniad cyllid gan Lywodraeth Cymru, trwy ddarparu cynlluniau y mae'r ddwy ochr wedi cytuno arnynt;
- Cynyddu nifer yr astudiaethau masnachol a gyflawnir;
- Cyflwyno ceisiadau cadarn am gyllid ychwanegol gan Ymchwil Iechyd a Gofal Cymru er mwyn cefnogi datblygu meysydd ymchwil newydd/Prif ymchwilwyr newydd;
- Cynyddu nifer a graddfa'r astudiaethau a gefnogir gan gyllidwyr grant allanol, a'u cyflawni yn unol â'r disgwyliadau (recriwtio'n amserol ac yn unol â'r targed) er mwyn sicrhau bod yr incwm disgwyliedig yn cael ei wireddu;
- Cynyddu nifer yr astudiaethau technoleg a dyfeisiau newydd a gefnogir trwy swyddogaeth peirianneg glinigol, arloesi ac ymchwil benodedig;
- Datblygu swyddogaeth gontractio gryfach, gan gynnwys trafod telerau a sicrhau Hawliau Eiddo Deallusol (IPR);
- Datblygu gwerthusiadau gwasanaeth ac ymchwil a gomisiynwyd fel ffynhonnell refeniw;
- Cynyddu nifer y cynlluniau cydweithredu a phartneriaethau â chwmnïau gwyddor bywyd, lle bydd manteision amlwg a chyfle i gynyddu gwaith ymchwil.

Nodau Strategol 3

**TYFU GWAITH YMCHWIL
AC ARLOESI MEWN MEYSYDD
LLE BYDD CRYFDERAU A
CHYFLEOEDD**



3.1 Pam y mae hyn yn bwysig?

Mae Canolbarth a Gorllewin Cymru Iachach yn disgrifio dyfodol ein system gofal iechyd lle bydd mwy o bwyslais ar atal salwch, helpu pobl i reoli eu hiechyd a'u lles eu hunain, a galluogi pobl i fyw'n annibynnol cyhyd ag y gallant, â chymorth technolegau newydd a gwasanaethau gofal iechyd integredig yn agos i'w cartref. Mae'n hanfodol bod ein hymdreichion ymchwil ac arloesi yn cyd-fynd â'r weledigaeth hon, gyda chynnydd cyfatebol mewn gweithgareddau a gefnogir y tu allan i'r ysbyty mewn lleoliadau iechyd a gofal eraill, gan gynnwys gofal sylfaenol.

Bydd y nod hwn yn cyflawni'r ailgydwyso sy'n ofynnol ond hefyd yn cydnabod bod angen cynlluniau twf unigol, sy'n manteisio ar y cyfleoedd a'r cryfderau ymchwil ac arloesi a welir yn y system iechyd a gofal mewn gwahanol rannau o'r bwrdd iechyd, yn ogystal â'r gwahanol anghenion gofal iechyd sydd gan y boblogaeth yn y meysydd hynny. Bydd y cynlluniau hyn hefyd yn ystyried y cyfleoedd a'r berthynas â phartneriaid cyhoeddus, elusennol a phreifat ehangach, yn ogystal â chryfhau'r partneriaethau presennol â chleifion. Mae cyfleoedd hefyd i dyfu ymchwil ac arloesi ym mhob rhan o'r bwrdd iechyd, gyda'r nod o fanteisio ar gryfderau penodol y sefydliad (e.e. y galluoedd sy'n codi yn ein Banc Bio a'r berthynas gref rhwng peirianneg glinigol, ymchwil a datblygu). Bydd y rhain yn gyfle i ni ehangu'r amrywiaeth o ddatblygiadau ymchwil, arloesi a thechnoleg y mae modd i ni eu cefnogi.

3.2 Sut y byddwn yn cyflawni ein nod

3.2.1 Ein Cymunedau Ymchwil

Byddwn yn datblygu cynlluniau wedi'u targedu sy'n manteisio ar gryfderau a chyfleoedd clinigol, gwyddonol, academaidd, a chymunedol ar draws y gwahanol ardaloedd daearyddol sy'n rhan o'n bwrdd iechyd. Bydd hyn yn cynnwys cynlluniau ar gyfer:

- ardal Ceredigion ac Ysbyty Cyffredinol Bronglais, sy'n manteisio ar ei hagosrwydd at Brifysgol Aberystwyth, Cyd-bwyllgor Canolbarth Cymru, Iechyd a Gofal Gwledig Cymru a Bargin Twf ffurfiannol Canolbarth Cymru;
- ardal Gorllewin Sir Gaerfyrddin ac Ysbyty Cyffredinol Glangwili, sy'n manteisio ar faint yr ysbyty a'r amrywiaeth o wasanaethau clinigol sy'n cael eu cynnig, a'i agosrwydd at Brifysgol Cymru y Drindod Dewi Sant a Phrifysgol Abertawe, a datblygiadau rhanbarthol fel y Bargeinion Twf Dinesig;
- ardal Dwyrain Sir Gaerfyrddin ac Ysbyty Cyffredinol y Tywysog Philip, sy'n cydgrynhau ac yn adeiladu ar gyfleusterau a phortffolio ymchwil sydd wedi'u sefydlu'n gadarn, agosrwydd at gampysau Prifysgol Abertawe a Phrifysgol Cymru y Drindod Dewi Sant yn Abertawe, a datblygiadau rhanbarthol fel y Bargeinion Twf Dinesig a'r cynigion ar gyfer Pentre Awel;
- ardal Sir Benfro ac Ysbyty Cyffredinol Llwynhelyg, sy'n manteisio ar bortffolio ymchwil sydd wedi'i sefydlu'n dda, yn arbennig o ran treialon oncoleg, ond sy'n ehangu i feysydd eraill, a'r cysylltiadau cynyddol â'r Bargeinion Twf Dinesig a'r cyflogwyr diwydiannol pwysig yn yr ardal, gan gynnwys y rhai yn y clwstwr o amgylch Porthladd Aberdaugleddau.

3.2.2 Ein Cwmpas

Byddwn yn datblygu cynllun i gynyddu gweithgareddau ymchwil ac arloesi gyda sefydliadau gofal sylfaenol a gofal cymdeithasol yn y rhanbarth. Bydd ein camau gweithredu yn cynnwys:

- Gweithio gyda'r clystyrau meddygon teulu a thîm gofal sylfaenol Ymchwil a Gofal Iechyd Cymru i ddatblygu cynlluniau i gynyddu'r gweithgareddau ymchwil ac arloesi a gyflawnir mewn gofal sylfaenol;
- Datblygu rhaglen ymchwil i benderfynyddion cymdeithasol er mwyn nodi sut y gallwn weithio gyda'n partneriaid i gynyddu hyd yr eithaf ar ddylanwad cymdeithasol ehangach ein gweithgareddau;
- Gweithio gydag Ysgol Ymchwil Gofal Cymdeithasol Cymru, a'r Hwb Cydlynus Ymchwil, Arloesi a Gwella Rhanbarthol (RIIC), i ddatblygu cynllun i wella gwaith ymchwil ac arloesi mewn gofal cymdeithasol ac mewn sectorau sy'n gwneud cyfraniad allweddol i'r model cymdeithasol ar gyfer iechyd.



3.2.3 Ein Portffolio

Wrth i ni barhau i gydgrynhau ein gwaith ymchwil ac arloesi mewn meysydd cryf allweddol, byddwn hefyd yn ehangu ein gweithgareddau i gynnwys datblygu technoleg newydd. Bydd hyn yn cynnwys y camau canlynol:

- Gwerthuso ein Banc Bio a drwyddedir gan yr Awdurdod Meinweoedd Dynol a'i ddatblygu ymhellach, os bydd hynny'n ymarferol, er mwyn iddo fedru cefnogi mwy o astudiaethau;
- Datblygu cyfleuster ymgynghori peirianneg glinigol, arloesi ac ymchwil, a fydd yn cynnig cyngor a chymorth i ddatblygwyr technolegau iechyd a gofal newydd;
- Cynyddu nifer ac ansawdd y prosiectau ymchwil, gwerthuso ac arloesi Gofal Iechyd Seiliedig ar Werth;
- Datblygu cynlluniau twf ymchwil ac arloesi wedi'u targedu mewn meysydd clinigol ac academaidd cryf, wedi'u gyrru gan anghenion y boblogaeth, strategaeth/ blaenoriaethau Ymchwil Iechyd a Gofal Cymru a'r anghenion sy'n flaenoriaeth ar lefel y Deyrnas Unedig;
- Datblygu gwaith ymchwil wedi'i dargedu i gydfynd â'n cynlluniau corfforaethol ehangach a adnewyddir yn flynyddol (e.e. hybu gofal iechyd gwyrdd a'r model cymdeithasol ar gyfer iechyd).



Nodau Strategol 4

**DATBLYGU PARTNERIAETHAL
CRYF AC EFFEITHIOL GYDA
SEFYDLIADAU ACADEMAIDD,
GOFAL IECHYD, DIWYDIANT
AC YMCHWIL**



4.1 Pam y mae hyn yn bwysig?

Mae'r gwaith ymchwil, datblygu ac arloesi mwyaf effeithiol yn dibynnu ar gysylltiadau cryf rhwng y GIG, sefydliadau addysg uwch a diwydiant. Boed trwy gyfranogi mewn treial rhyngwladol, optimeiddio arbenigedd gwyddonol, neu sicrhau buddsoddiadau ariannol cydweithredol, mae partneriaethau cryf ac effeithiol yn hanfodol bwysig.

Fel sefydliad cymharol fach, rydym yn sylweddoli y gallwn gyflawni llawer mwy trwy gydweithio â phrifysgolion, diwydiant a chyrff cyhoeddus eraill. Rydym hefyd yn ymwybodol o'r rôl arwyddocaol y gallwn ei chwarae wrth helpu ein partneriaid i gyflawni, boed hynny'n ymwneud â dod yn fusnes gwyddor bywyd llwyddiannus sy'n cyflogi unigolion dawnus, neu trwy gefnogi prifysgolion sy'n arddangos effaith ymchwil, menter ac arloesi.

4.2 Sut y byddwn yn cyflawni ein nod

4.2.1 Ein Partneriaethau â Phrifysgolion

Byddwn yn gweithio gyda phob un o'n prifysgolion partner i ddatblygu a chyflawni cynllun cydweithio er budd pawb mewn meysydd a ddiffiniwyd a byddwn yn cytuno ar y cynllun hwn ac yn ei fonitro trwy ein cyfarfodydd â nhw a gynhelir ddwywaith y

flwyddyn. Bydd y cynlluniau'n cynnwys camau gweithredu a fydd yn:

- Cynyddu nifer ac amrywiaeth y swyddi anrhydeddus, wedi'u halinio â phrosiectau ymchwil ac arloesi er budd pawb;
- Cynyddu nifer yr ymdrechion ymchwil ac arloesi ar y cyd â sefydliadau addysg uwch a diwydiant, gan geisio optimeiddio cyfraniad y Bwrdd Iechyd Prifysgol mewn cynlluniau a gefnogir yn genedlaethol, gan gynnwys rhaglen Cyflymu a'r cynlluniau cyllido newydd a fydd yn dod yn amlwg yn dilyn ymadawriad y DU o'r Undeb Ewropeaidd;
- Cynyddu nifer ac amrywiaeth y swyddi a gyllidir ar y cyd rhwng y prifysgolion a Bwrdd Iechyd Prifysgol Hywel Dda mewn meysydd academaidd a chlinigol cryf;
- Alinio'n gryfach â'r arbenigedd a'r cyfleusterau a gynigir gan y prifysgolion. Er enghraifft y Cyfleuster Ymchwil Glinigol ar y Cyd (JCRF) ym Mhrifysgol Abertawe; Athrofa'r Gwyddorau Biolegol, Amgylcheddol a Gwledig (IBERS) ym Mhrifysgol Aberystwyth; a'r Ganolfan Arloesi Technolegau Cynorthwyol (ATiC) ym Mhrifysgol Cymru y Drindod Dewi Sant. Bydd hyn yn cynnwys prosiectau ar y cyd sy'n ymwneud â'n Banc Bio a'n galluoedd peirianneg glinigol, ymchwil ac arloesi datblygedig, ynghyd â'n modelau cymdeithasol a gwyrdd ar gyfer gofal iechyd;
- Cynyddu nifer y cymrodoriaethau a'r ysgoloriaethau ymchwil, sy'n cyd-fynd â heriau a chyfleoedd Bwrdd Iechyd Prifysgol Hywel Dda;
- Datblygu partneriaeth gref a phrosiectau ar y cyd â'r tair Academi Dysgu Dwys (ILA) newydd yng Nghymru (h.y. yr Academi Iechyd a Gofal

- sy'n Seiliedig ar Werth, yr Academi Lledaeniad a Graddfa, ac Academi Arloesi Cymru Gyfan mewn Rheoli Iechyd a Gofal Cymdeithasol);
- Dathlu llwyddiant a chanlyniadau ein cynlluniau cydweithredu, gan gynnwys cynnal Uwch-gynhadledd flynyddol Partneriaethau Prifysgol, a darparu diweddarriadau rheolaidd ynghylch ymchwil trwy ein negeseuon arferol i'r staff.

4.2.2 Ein Partneriaethau â Diwydiant

Byddwn yn gweithio gyda sefydliadau sy'n rhannu ein gwerthoedd i ddatblygu datrysiau arloesol i heriau iechyd a gofal lleol. Bydd hyn yn cynnwys y camau gweithredu canlynol:

- Gwella nifer ac ansawdd y cyfleoedd partneriaeth â Hwb Gwyddorau Bywyd Cymru, hybiau ymchwil cenedlaethol a chanolfannau arloesi a noddir ar lefel genedlaethol;
- Datblygu ymhellach a chyflwyno prosiectau ar y cyd sy'n ceisio sicrhau'r manteision sy'n gysylltiedig â'n Banc Bio a drwyddedir gan yr Awdurdod Meinweeoedd Dynol, gyda phwyllgor mynediad annibynnol newydd a threfniadau cysylltiedig, os gwelir bod hynny'n ymarferol;
- Datblygu a chyflwyno prosiectau ar y cyd sy'n ceisio sicrhau'r manteision sy'n gysylltiedig â'n trefniadau peirianneg glinigol, ymchwil ac arloesi newydd;
- Symleiddio ein trefniadau ar gyfer gweithio gyda diwydiant, gan gynnwys darparu ymchwil fasnachol, gan sicrhau y glynir wrth safonau cenedlaethol a safonau lleol Bwrdd Iechyd Prifysgol Hywel Dda, a sicrhau hefyd fod gennym ddull gweithredu effeithlon ar gyfer nodi, contractio ac amddiffyn ein heiddo deallusol, gan ddefnyddio arbenigedd a mentrau lleol, gan gynnwys AgorIP, Prifysgol Abertawe.

4.2.3 Ein Partneriaethau Cyhoeddus

Byddwn yn cydweithio â sefydliadau eraill sy'n cael cyllid cyhoeddus i gynnal gwaith ymchwil ac arloesi er budd pawb. Byddwn yn:

- Cytuno ar gynlluniau ymchwil ac arloesi cydweithredol gyda Bwrdd Iechyd Addysgu Powys, Bwrdd Iechyd Prifysgol Bae Abertawe a Bwrdd Iechyd Prifysgol Betsi Cadwaladr;
- Gweithio gyda Hwb Cydlynu Ymchwil, Arloesi a Gwella Gorllewin Cymru i gydlynu ac alinio gweithgareddau ein partneriaid cyhoeddus yn well a'u cyfeirio tuag at feisydd lle gellir sicrhau'r effaith fwyaf. Bydd hyn yn cynnwys sefydliadau eraill yn y GIG, awdurdodau lleol, sefydliadau yn y sector elusennol a gwirfoddol. Datblygir cynllun wedi'i dargedu gan ddefnyddio gwaith mapio asedau a galluoedd yn y rhanbarth a gyflawnwyd yn ddiweddar;
- Parhau i ddyfnhau'r berthynas gref sydd gennym eisoes â Chomisiwn Bevan, i gydgrynhau a chynyddu nifer ac ansawdd prosiectau Enghreifftiol Bevan, lle bydd hynny'n bosibl. Byddwn yn gweithio gyda'r Hwb Cydlynu Ymchwil, Arloesi a Gwella rhanbarthol i brif ffrydio'r prosiectau mwyaf llwyddiannus;
- Manteisio ar y cyfleoedd sy'n gysylltiedig â'r Cydweithrediad Rhanbarthol dros Iechyd (ARCH) a Bargen Ddinesig Bae Abertawe, gan gynnwys datblygiad Pentre Awel yn Llanelli, a'r cynigion ar gyfer parc gwyddor bywyd yn Ysbyty Treforys, Bwrdd Iechyd Prifysgol Bae Abertawe gydag allgymorth rhanbarthol;
- Parhau i alinio ein gweithgareddau ymchwil ac arloesi i gefnogi cynllun strategol Cyd-bwyllgor Iechyd a Gofal Cymdeithasol Canolbarth Cymru, gan weithio'n agos gydag Iechyd a Gofal Gwledig Cymru.

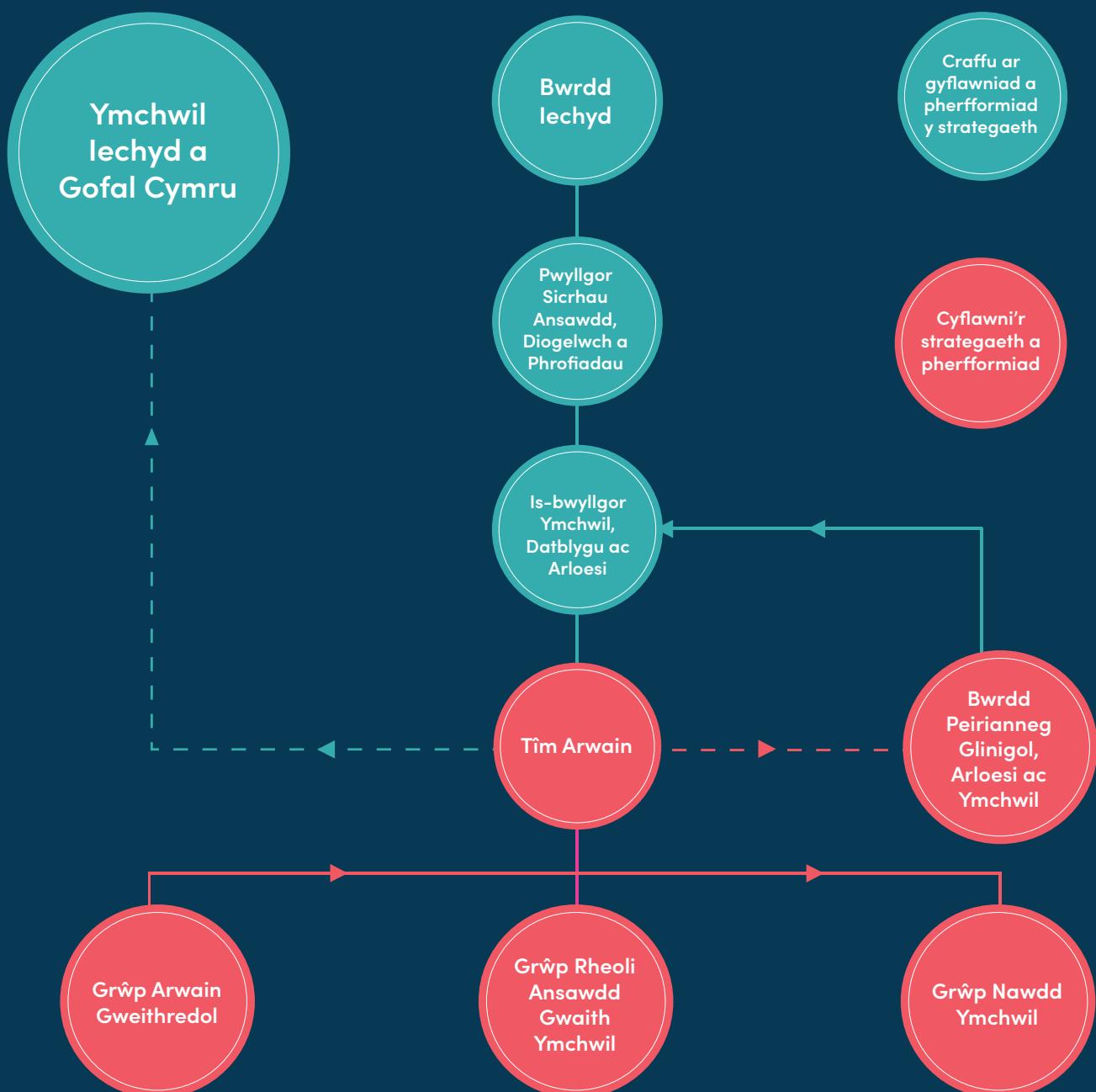
Cyflwyno'r Strategaeth

Bydd y strategaeth hon yn gefnlen i gynllun blynnyddol a fydd yn cyd-fynd â chylch cynllunio blynnyddol y Bwrdd Iechyd Prifysgol. Bydd y cynllun hwn yn cynnwys gweithgareddau penodol, amserol a mesuradwy ar gyfer y flwyddyn sydd i ddod. Byddwn hefyd yn cynhyrchu cynllun cyfathrebu, gan sicrhau bod cynnydd ac, yn bwysicach, effaith ymchwil ac arloesi yn cael eu rhannu ar draws ein sefydliad a'r tu hwnt iddo. Er mwyn sicrhau bod y strategaeth yn cael ei goruchwylion gadarn, a bod y camau gweithredu'n cael eu hadolygu yng ngoleuni'r cynnydd a'r cyd-destun sy'n datblygu'n gyflym, rhoddwyd cryn ystyriaeth i sefydlu dull llywodraethu da a fydd yn sicrhau goruchwyliaeth gref gan y Bwrdd a dull galluogi ymarferol.

Mae **Ffigur 1** yn disgrifio'r trefniadau ar gyfer gweithredu'r strategaeth a chraffu arni, ynghyd â'r mecanweithiau ehangach ar gyfer cadw golwg ar reolaeth ymchwil ac arloesi ar lefel prosiect. Bydd y Tîm Arwain a'r Grŵp Arwain Gweithredol yn edrych ar weithrediad prosiectau bob mis ac yn rhoi adroddiadau cynnydd i'r Is-bwyllgor Ymchwil, Datblygu ac Arloesi, sy'n cyfarfod bob deufis. Bydd y Grŵp Nawdd Ymchwil yn adolygu ac yn ystyried prosiectau ymchwil y mae angen Nawdd y Bwrdd Iechyd arnynt, ac yn goruchwylion prosesau caniatáu trefn yr astudiaeth, cadarnhau Capasiti a Gallu (C&C) a Sicrhau Ansawdd. Bydd y Grŵp Rheoli Ansawdd Gwaith Ymchwil yn darparu sicrwydd i'r bwrdd ynghylch ansawdd a diogelwch gweithgareddau ymchwil a gyflawnir oddi mewn i'r Bwrdd Iechyd a chyda'r Bwrdd Iechyd.



**Figure 1 – Llywodraethu Ymchwil,
Datblygu ac Arloesi.**





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