



GIG  
CYMRU  
NHS  
WALES

Bwrdd Iechyd Prifysgol  
Hywel Dda  
University Health Board



**Stakeholder Reference Group 13 November  
2026/27 Annual Plan  
Daniel Warm, Head of Planning**



- Under legislation from Welsh Government, all Health Organisations in Wales are required to submit a 3 year plan – an Integrated Medium Term Plan (IMTP)
- For an IMTP to be submitted the plan must be in financial balance over the 3 year period (ie we should not be in financial deficit)
- Given the financial position of the Health Board, we are unlikely to be able to produce an IMTP and so an Annual Plan for 2026/27 will be developed instead
- This will be presented to Public Board in March 2026, prior to submission to Welsh Government
- This presentation provides an overview of the key aspects of our Plan, and as such are the key priorities for the Health Board for the year ahead
- The aim is to show Stakeholder Reference Group members what we will be doing, why it matters and what difference the Plan will make to our patients, staff and services.

# Key areas for 2026/27



GIG  
CYMRU  
NHS  
WALES

Bwrdd Iechyd Prifysgol  
Hywel Dda  
University Health Board

- The Annual Plan will mainly be developed around two key pillars:
  - Ministerial Priorities – as set by the Cabinet Secretary
  - Our local priorities to address our key risks to delivery – as developed by the Health Board
- The Ministerial Priorities are the national targets that the Cabinet Secretary wants to see improved, such as waiting times in A&E; reducing the time waiting for an outpatient appointment & operation; making access to a GP easier
- The local priorities are those ‘local’ things that are important to the Health Board, such as ensuring we have the right staff in place, the right infrastructure (ensuring our buildings and systems work well), that we can afford to deliver what we want to deliver, and that we ensure services meet the needs of our population
- Why this matters - by focusing on both national and local priorities we are aiming to improve care for our patients, support our staff, make the best use of our resources and build a health service that works for everyone.

# Why are we taking this approach



GIG  
CYMRU  
NHS  
WALES

Bwrdd Iechyd Prifysgol  
Hywel Dda  
University Health Board

- As a Health Board we face some significant issues that need to be tackled:
  - We have a significant financial deficit that needs to be addressed. We are currently spending more than we can afford — and we need to get back on track.
  - People are currently waiting too long in A&E; waiting too long for an ambulance; staying too long in hospital.
  - People are also waiting too long for outpatient appointments, operations and diagnostic tests (such as MRI and CT scans)
  - We have too many services that are ‘fragile’ Some of our services are stretched too thin —they are not as stable or sustainable as they need to be
  - We have to ensure that we have a workforce that is fit for purpose – issues of age demographics, recruitment and retention. We need to make sure we have the right staff, with the right skills, in the right places. Recruitment, retention, and an ageing workforce are all concerns.
  - We need to ensure that the buildings/hospitals that we deliver services out of are appropriate for the 21<sup>st</sup> Century – our estate is old, many of our buildings are outdated and not fit for modern healthcare
- We are currently refreshing our long-term strategy ‘A Healthier Mid and West Wales’ in place and we need to ensure that we continue to work towards that; along with the work we are undertaking on the Clinical Services Plan. These will guide how we shape services for the future.
- The journey we are currently on is not an easy one and difficult decisions will need to be made as we move along – members of the SRG can help us with this
- Support us in making the case for change, help us connect with communities and partners, work with us to find solutions that work locally

# What do we want to have achieved by the end of the year



GIG  
CYMRU  
NHS  
WALES

Bwrdd Iechyd Prifysgol  
Hywel Dda  
University Health Board

By the end of the financial year we will have (for example):

## **Made real progress on the Ministerial Priorities**

- Shorter waits in A+E and for ambulances
- Faster access to outpatient appointments, operations and diagnostic tests

## **Continued to stabilise our services**

- Reduced the number of fragile services
- Taken steps to make our workforce more resilient and sustainable
- Begun addressing key estate issues

## **Taken further action on our financial deficit**

- Made tough but necessary decisions to reduce overspending
- Improved how we plan and use our resources

## **Re-established the groundwork for our future**

- Refreshed our long-term strategy and progressed our Clinical Services Plan
- Engaged with staff, partners, and communities to shape what comes next



- We really value the experience and insight of our SRG members and there are some key ways you can help:
- The members of SRG are welcome to review where we are against our current plan and to help influence the setting of priorities for the year ahead
- Review where we are
  - For information on our current plan for 2025/26, a copy is online: [Annual plan 2025-26 - Hywel Dda University Health Board](#)
- Help shape what comes next:
  - Our Committee structure and assurance reports and deep-dives are received  
Planning is a continuous cycle, and as such we continue to Plan through 2026/27 and beyond to address our priorities
- Your input can help us set the right priorities and make sure we are focusing on what matters most to our communities.



**DIOGEL | CYNALIADWY | HYGYRCH | CAREDIG**  
**SAFE | SUSTAINABLE | ACCESSIBLE | KIND**



**GIG**  
CYMRU  
**NHS**  
WALES

Bwrdd Iechyd Prifysgol  
Hywel Dda  
University Health Board