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University Health Board



**Stakeholder Reference Group
Strategy Refresh
February 2026**

Summary of the strategy refresh



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What have we refreshed?

In 2018, we produced our draft strategy '*A Healthier Mid and West Wales – Our future generations living well*'. This strategy followed several years of work and engagement, setting out a vision of prevention and wellness, providing care closer to home, and aligned to the national '*A Healthier Wales*' strategy.

Why did we do this?

In November 2024 we recognised that changes such as the COVID-19 pandemic and cost of living crisis as well as improvements in digital technology, made it a good time to review our strategy, ensuring that it still meets the needs of the organisation and our communities.

What have we done?

We have carried out two phases of engagement to look at what is important to live a healthier life and ask more focused questions. These have been used to inform our refreshed strategy '*A Healthier Mid and West Wales – Healthier lives, well lived*'.

The case for change



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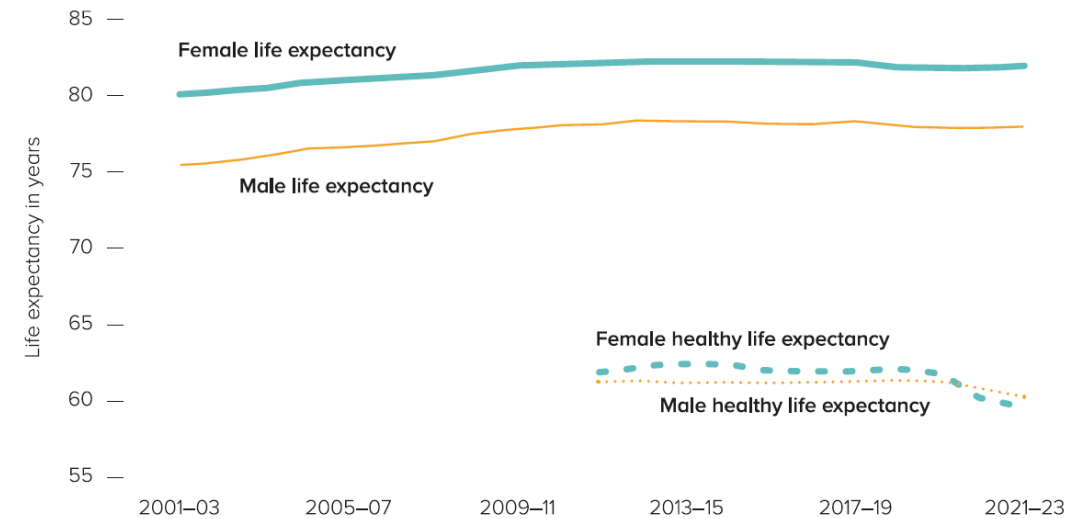
In 2018 we recognised that our population was expected to age, meaning we would have more older people and fewer working age people. This shift has since occurred, and we anticipate it will accelerate in the years ahead.

For Hywel Dda, this means more people reliant on health services, with fewer people available to provide them. Potentially leading to us being unable to support patients in the way we and our public would expect.

By focusing on improving population health, supporting prevention and wellness rather than just treating illness, we can support people to live healthier lives, increasing healthy life expectancy and reducing the need to access services.

Healthier lives, well lived is necessary not just to allow us to provide services, but to support our populations live and age well in their communities.

The chart below shows the life expectancy (how long someone could live on average) and healthy life expectancy (how long they live before experiencing poor health which affects their daily living).



While life expectancy has remained unchanged, people have become unwell earlier in life, increasing the need for health services to live well.

Vision and values



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Our refreshed strategy sets out a vision of 'healthier lives, well lived'.

While the principles of the strategy have remained the same, we believe that we need to focus on four key areas to meet our vision.

These themes will inform our strategic objectives and help us make sure that we plan to do helps us meet that vision.

Our organisational and personal values remain unchanged, we believe that when people live their values, they will create a culture which helps us meet our vision.

Our Vision - Healthier lives, well lived

- Thriving Teams
- Healthier communities
- Great care
- Positive futures

Our organisational values

- Belonging – Putting people at the heart of everything we do
- Growth – Striving to deliver and develop excellent services
- Together – Working together to be the best we can be

Our personal behaviours

- Dignity, Respect and Fairness
- Integrity, Honesty and Openness
- Caring, Kindness, Compassion



Thriving Teams

- Healthy, thriving teams
- Customer service excellence

Healthier communities

- '20four7' population health
- Community by design

Great care

- Digital first
- Safe, timely, high-quality care

Positive futures

- Future orientated
- Fit for purpose, modern facilities and services

While the principles of the strategy have remained the same, the strategy identifies that we will need refocus our efforts if we want to meet our vision.

Each of our themes will have objectives that we will seek to deliver, and in line with our strategy over a quarter of our work is focused on providing care closer to home or from the home where possible.

We want to focus on developing community services, helping people and unpaid carers stay well in their community, and using digital solutions to overcome barriers to access and transport.

We also recognise that this is a strategy that will need to be delivered in partnership, not just with our partners, but with our public.

The strategy moving forward



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We believe that if we want to meet our vision and continue providing services in the future we will need to be more radical in our approach:

Radical Openness - We will need to confront the brutal facts and be open with staff, our public and partners about the difficulties we will need to overcome, listening to the experiences and impacts our decisions may have.

Radical Trust – We will need to develop trust with our communities, and within our services, so that people are confident that we are all working together to deliver our vision and great care. People should feel confident that when we commit to something, that we will deliver against it.

Radical Change – Supporting our organisation to do something different, as we cannot try to solve our problems with the same thinking we have already used.

Our strategy, which sets out a vision to 2040, will also need to be a living document which means that we expect that while the principles will remain, we may have to revise again as things change for the organisation or our communities, or unexpected things which may be beyond our control.

Next steps



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Board endorsement - We have asked the Board to endorse the content of the strategy, recognising that we will need to do more to help make it a document that our public and partners can access and understand, especially as they are key to helping us deliver it.

Post Board - After Board decision we will be looking to make our strategy more user-friendly, including making accessible versions which can be shared, as well as breaking it down to key areas and supported with animations. We want our strategy to not only be known about, but also owned by our public and partners too.

Strategic Delivery Plans - The strategy currently sets our vision and ambitions to 2040, and we have tried to show how we would expect to make these things happen through a series of strategic delivery plans. For some of our services we already have plans in place, such as digital transformation.

We will be developing these plans for each of our areas of work so we have a clear focus on how we expect to deliver on our strategy in the coming years, and we know from the engagement that took place over the summer that our public and partners want to see these too so they can be informed and participate in changes which may take place.

Live document - Our strategy is a live document, so we intend to keep updating on our work as we progress. We may also need to update our strategy again in the future, as we deliver on our key bits of work, or respond to changes which may not yet be known to us.