



**PWYLLGOR DIGIDOL, DATA AC ARLOESI  
DIGITAL, DATA AND INNOVATION COMMITTEE**

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	15 January 2026
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	TriTech Institute Business Plan 2026-31
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Mark Henwood, Executive Medical Director
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Professor Chris Hopkins, Consultant Clinical Scientist, Head of Tritech and Innovation Dr Leighton Phillips, Director of Research, Innovation and Value

**Pwrpas yr Adroddiad (dewiswch fel yn addas)**

**Purpose of the Report (select as appropriate)**

Ar Gyfer Penderfyniad/For Decision

**ADRODDIAD SCAA**

**SBAR REPORT**

Sefyllfa / Situation

Following Formal Executive Team approval on 19 November 2025, and agreement from the Research & Innovation Sub-Committee (R&ISC) on 10 December 2025 to progress the TriTech Institute Business Plan (2026–2031) through the HDdUHB’s governance and assurance framework, the Business Plan is now being presented to the Digital Data and Innovation Committee (DDIC) for assurance, prior to its consideration by the Public Board on 26th March 2026.

Cefndir / Background

The TriTech Institute (hereafter referred to as “the Institute”) was established by HDdUHB in 2021 to support healthcare technology development, research, and innovation. Its inception sought to sustain the interdisciplinary collaboration between the Research and Development (R&D) department, clinical engineering, and clinical services that had emerged during the COVID-19 pandemic, with the overarching aim of supporting evidence collection for those innovations that could enhance patient outcomes. The Institute was formally launched by the Permanent Secretary of the Welsh Government in November 2021.

As the current business plan approaches its conclusion in 2025/26, the development of a new business plan has been initiated for the period 2026–2031, informed by the following:

an independent peer review, which involved a multidisciplinary team (NHS, biopharmaceutical and medical technology) interviewing stakeholders to identify organisational strengths, challenges, and areas for improvement.

an assessment of financial performance over the past four and a half years undertaken by the Finance directorate, which has also been involved in several facilitated discussions to set out a financial strategy and plan for the next five years. The Institute has consistently delivered a year-on-year surplus relative to its cost recovery targets and, more significantly, has demonstrated an enduring commitment to evidence-

generation while actively supporting clinical teams in the adoption and integration of innovative practices.

a comprehensive assessment of key performance indicators and a market assessment.

- an overall assessment of key successes (2020/21-2024/25), which has included:
  - Support for 111 projects, all in a financially sustainable manner
  - Support provided to 29 clinical leads, 37 academic collaborations, and 6 local businesses. Clinical teams frequently highlight the enabling nature of the Institute's approach and its contribution to innovation adoption.
  - Recognition through awards including MediWales, CSO England, and NHS Wales accolades
  - 42 outputs comprising publications, posters, and conference presentations
  - Support for local companies and public sector organisations.
  - Creating high quality scientific jobs: eight substantive staff, four fixed-term staff, and three HEIW-funded Clinical Scientist trainees
- several team development sessions, with a focus on understanding how the structure and working practices could be enhanced to optimise the delivery of the proposed TriTech Institute's objectives going forward.

It is also important to state that the business plan is built upon four years of operational experience. During this period, the business model has been refined and tested, governance structures have been developed and consolidated, a skilled team has been recruited, and multiple contracts and partnerships have been successfully delivered.

The resulting business plan is included at Appendix 1. Commercially sensitive information, including appendices, have been redacted from the plan. The Digital, Data, and Innovation Committee will have to opportunity to consider an unredacted version during its 'in-committee' meeting.

### **Asesiad / Assessment**

The business plan is structured into the following sections:

- Current Organisation Details
- Market Analysis & The TriTech Institute's Positioning
- Situational Analysis
- Strategy & Implementation
- Organisation, Management Team & Governance
- Financial Plan & Projections

Many sections of the business plan are reflective of a business-as-usual approach. The key changes set out within the business plan include:

- A revised Marketing, Advertising and Communications Plan. The plan serves as a broad framework and will be supplemented with an internally focused approach.
- A revised Financial Plan, which requests an increase to the cost recovery targets in 2026/27, 2027/28, and 2028/29 before holding steady for the remainder of the plan. These would enable a modest increase in establishment, enabling the proposed increases to activity levels and associated income in line with the financial strategy and investment plan. To ensure a measured approach to financial risk, at this point, the Executive Team was only asked to approve the 2026/27 increase and the principle of a 'stage gate' approach to agreeing further increases to the cost recovery target.

- An Internal Commissioning Approach. All the TriTech Institute's projects, regardless of funding source, are only selected if they offer the potential to contribute to the health and wellbeing of the population of south west Wales. However, the work undertaken through this business plan has demonstrated the potential for the TriTech Institute to re-balance its portfolio to enable it to be more responsive to internal direct commissions. This might include an evaluation of a new process or pathway of care or supporting the introduction of a proven innovation. The business plan sets an approach for operating internal commissioning.
- New Key Performance Indicators (KPIs). The KPIs seek to maintain the high quality and financial performance of the past four and a half years, with the addition of other indicators to respond to feedback received during the plan development process. An indicator has been added to ensure that the TriTech Institute strengthens the way in which it supports the wider planning objectives of HDdUHB.

Formal Executive Team approved the Business Plan on 19 November 2025, subject to:

- Compliance of the branding and communications plan with Welsh Language standards. Revisions have been made to the plan.
- Market engagement. While not relating to the drafting of the document, Executives were keen for the TriTech Institute team to examine the HDdUHB's annual plan to identify opportunities for collaborative projects with existing external industry partners in aligned areas of opportunity. The KPIs have been amended to reflect annual alignment with the HDdUHB's planning priorities.
- Strengthen Welsh policy context. A section on '*A Healthier Wales*' has been added to the plan, including referencing its recent refresh and priorities for primary care innovation. The national public health priorities have been added to the plan emphasising the importance of tackling the wider social determinants of health and wellbeing.
- Internal commissioning. Executives approved the principle of internal commissioning and asked for further work on the practicalities associated with operationalising the approach. Greater clarity has been added to the plan, and the practicalities will now be worked through.
- A confirmation of current impact and the level of ambition. Specifically, Executives asked whether the full potential of the plan was being realised. Subsequent review of the Business Plan has led the TriTech Institute team to conclude that it balances ambition with delivery and the reputation associated with the same. However, targets will be kept under continuous review and Executives will be appraised of opportunities for further growth and development throughout the course of delivery.
- Executives asked whether the TriTech team could explore the further leverage of partnerships to respond to key opportunities and challenges for the organisation. An advisory group arrangement has been described.

The R&ISC received and considered the plan on 10 December 2025 and were assured of its content. R&ISC members commended the TriTech and Innovation Division for the TriTech Institute's achievements and considered the plan to be thorough and comprehensive. No amendments were required. R&ISC members made the following observations:

- The role of the TriTech Institute undertaking internally commissioned projects was welcomed, particularly those that support HDdUHB with its strategy refresh and Clinical Services Plan (CSP). However, members of the R&ISC thought it important to ensure the TriTech Institute team continued to have the capacity to work on externally commissioned work and remained relevant to commercial partners;
- The approach to succession planning and building a resilient team was welcomed;

- R&ISC members questioned whether the TriTech Institute had considered employing a business development lead. Members were advised that there is provision for business development capacity in the second year of the business plan, subject to performance targets being met. The approach to business development would seek to leverage the TriTech Institutes delivery track record and the competence of the team.
- The balance between ambition and deliverability was recognised. Members of the R&ISC appreciated there were limits to how much financial risk the TriTech Institute could take on and that the current plan seemed well measured.

### Argymhelliad / Recommendation

- The Digital Data and Innovation Committee to receive **ASSURANCE** from the TriTech Institute's Business Plan for the period 2026–2031 and **APPROVE** for onward submission to Public Board on 26 March 2026.

### Amcanion: (rhaid cwblhau)

#### Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.1.4 Seek assurance on the development of the Health Board's strategies and plans for maintaining the trust of patients and public through its arrangements for research and innovation, and handling and using information, including personal information, safely and securely, consistent with the Board's overall strategic direction and any requirements and standards set for NHS bodies in Wales. 3.1.5 Review and scrutinise business cases, and associated revenue implications, and associated revenue implications, relating to digital and research and innovation activities, and ensuring there are robust contracting processes and procedures are in place, prior to Board approval.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	N/A
Parthau Ansawdd: Domains of Quality <a href="#">Quality and Engagement Act (sharepoint.com)</a>	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: <a href="#">Quality and Engagement Act (sharepoint.com)</a>	3. Data to knowledge 4. Learning, improvement and research 1. Leadership
Amcanion Strategol y BIP: UHB Strategic Objectives:	2. Healthier communities 3. Great care 4. Positvie futures

Amcanion Cynllunio Planning Objectives	All Planning Objectives Apply
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a>	4. Improve Population Health through prevention and early intervention, supporting people to live happy and healthy lives 2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS 8. Transform our communities through collaboration with people, communities and partners

<b>Gwybodaeth Ychwanegol: Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	Peer review of the TriTech Institute (February 2025) Financial analysis of the TriTech Institute (September 2025) All other evidence detailed within the business plan.
Rhestr Termiau: Glossary of Terms:	N/A
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Digidol, Data ac Arloesi Parties / Committees consulted prior to Digital, Data and Innovation Committee:	TriTech and Innovation Group Formal Executive Team Research and Innovation Sub Committee.

<b>Effaith: (rhaid cwblhau) Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	An assessment of financial performance over the past four and a half years has been completed by the Finance Directorate, along with financial projections for the next five years. These have been incorporated into the plan.
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	The business plan highlights the overall Quality Management System approach for the TriTech Institute. Project plans, including quality considerations, are put in place on a project-by-project basis.
<b>Gweithlu: Workforce:</b>	Future staffing impacts are considered as part of the business plan. If the business plan is approved, appointments will be made in line with Hywel Dda UHB policies and procedures.

<b>Risg: Risk:</b>	<p>The main risks associated with the business plan are the inability to generate sufficient income to cover the operating costs. As the TriTech Institute is an existing entity, this risk is monitored and mitigated through the TriTech Institute's risk register, with the support of the Finance Directorate and regular reports into the TriTech and Innovation Group and Research and Innovation Sub Committee.</p>
<b>Cyfreithiol: Legal:</b>	<p>The NHS (Wales) Act 2006, as amended by the 2014 Act, references the following:</p> <p>Part 11, Chapter 4: Power to raise money</p> <ul style="list-style-type: none"> <li>• Applies to a Local Health Board, NHS Trust or Special Health Authority.</li> <li>• Has power to engage in activities intended to stimulate the giving (whether on trust or otherwise) of money or other property to: <ul style="list-style-type: none"> <li>• assist the body in providing or improving any services or any facilities or accommodation which is or are, or will be, provided as part of the health service, or</li> <li>• assist it in connection with its functions with respect to research.</li> </ul> </li> <li>• Subject to any directions of WMs excluding specified descriptions of activity, the activities authorised include: <ul style="list-style-type: none"> <li>• public appeals or collections</li> <li>• competitions</li> <li>• entertainments</li> <li>• bazaars</li> <li>• sales of produce or other goods, and</li> <li>• other similar activities.</li> </ul> </li> <li>• The activities may involve the use of land, premises or other property held by or for the benefit of the body exercising the power.</li> </ul> <p>All contracts are reviewed by Legal and Risk on a case-by-case basis.</p>
<b>Enw Da: Reputational:</b>	<p>The TriTech Institute is supporting innovation within Hywel Dda UHB and as such offers the opportunity to reflect positively on the organisation. The negative reputational impact would occur in the event of poor management of projects or failure to deliver key performance indicators. A robust approach to governance has therefore been described within the business plan.</p>

<b>Gyfrinachedd: Privacy:</b>	Not applicable.
<b>Cydraddoldeb: Equality:</b>	Yes, EqlA screening undertaken. Full EqlA not undertaken as not required



**TRITECH**

Sefydliad | Institute

**Hywel Dda University Health Board**

**TriTech Institute Business Plan 2026 - 31**

Version XX / XX / XXXX

# Commercial in Confidence



## Document purpose:

Planning, resources, and governance

## Publication date:

XX / XX / XXXX

## Target audience:

Hywel Dda University Health Board (Hywel Dda UHB) internal stakeholders

Commercially sensitive information, a summarised version will be shared with external stakeholders when appropriate.

## Commissioning Director:

Mr Mark Henwood, Executive Medical Director

## Description:

To set out the scope, objectives and mission statement, the financial breakdown, quality and safety standards, key performance indicators, and governance of the TriTech Institute up to 2031

## Contact:

Prof. Chris Hopkins & Dr Leighton Philips  
Tritech and Innovation  
Medical Directorate  
Hywel Dda UHB



## Who We Are

In 2021 the TriTech Institute was launched. We are a team based in a bespoke facility within the Hywel Dda University Health Board comprising of industry-leading engineers, scientists, and clinicians.

## Our Institute

Here at the TriTech Institute, we support the development of healthcare solutions on a local, national, and global level offering designers and manufacturers a single point of access to the NHS through a collaborative and agile approach.

## What We Offer

The team's advanced skills in clinical and research design are combined with technical engineering expertise to manage the whole innovative pathway from early unmet need, through to concept design, prototyping, clinical testing, and evaluative research.

## Our Services

We provide specific services and solutions for clinical engineering, research and innovation, and value-based healthcare, and can also support with grant writing and submission.

## Executive Summary

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# Executive Summary: The TriTech Institute Strategic Plan 2026–2031

## Purpose and Scope

The *TriTech Institute Business Plan 2026–2031* outlines the strategic, operational, and financial framework through which Hywel Dda University Health Board (HDUHB) will advance innovation-led transformation. The plan establishes how the TriTech Institute will translate innovation into measurable impact, generating real-world evidence (RWE), to support teams in embedding prevention and digital innovation across HDUHB and NHS Wales. It defines the mission, governance, market position, and resourcing model required to sustain the Institute's contribution to population health, system efficiency, and economic growth across Wales.

## Strategic Context

Operating within the framework of the *Well-being of Future Generations (Wales) Act 2015*, *Wales Innovates (2023)*, and the *Health and Care Research Wales (HCRW) Plan (2022)*, the TriTech Institute is aligned with both national and UK priorities, including *A Healthier Wales* and *NHS England's Fit for the Future 10-Year Plan*. These strategies collectively promote prevention, digital transformation, and community-based models of care. The TriTech Institute serves as an NHS-embedded translational research and innovation partner, leveraging HDUHB's population profile as a testbed for new pathways and evidence-led adoption.

## Organisational Position

Five years since inception, the TriTech Institute has evolved from a MedTech evaluation hub into a multidisciplinary centre of excellence for innovation to impact – accelerating evidence and value creation within the NHS to enhance insights, and outcomes for patients, healthcare providers, and industry partners. Its portfolio spans collaborations with global biopharmaceutical companies, national charities, Med-Tech, and European consortia. The planned relocation to

the Pentre Awel development will create a world-class base integrating research, innovation, and enterprise to drive cross-sector collaboration.

## Market and Policy Alignment

Market analysis identifies sustained growth in MedTech, AI-enabled diagnostics, and digital health, with the UK smart medical devices market forecast to reach GBP 7.8 billion by 2030. The Institute's positioning responds to key trends, including:

- Rising demand for evaluative research of innovations.
- Regulatory evolution under the soon to be launched MHRA Med Tech Regulations.
- National momentum in AI integration and automation.
- Increased focus and investment in prevention and sustainability.

The TriTech Institute's NHS affiliation and evidence expertise uniquely positions it to act as a system enabler bridging innovation, evaluative research, and adoption.

## Situational and Market Analyses

The PESTEL, Porter's Five Forces, and TOWS analyses completed in preparing this business plan highlight four dominant imperatives:

- Escalating the need for robust **RWE and Value-Based Healthcare (VBHC)** evidence.
- Securing regulatory and assurance frameworks for safe **digital/AI deployment**.
- Overcoming structural and procurement barriers to **scaling innovation**.
- Capturing system-level gains from **preventative, pathway-oriented innovation**.

The TriTech Institute differentiates itself through its **NHS-embedded status, multidisciplinary expertise, and agile governance**, allowing rapid translation of evidence into operational change.

## Governance and Delivery

The TriTech Institute operates within HDUHB's Research and Innovation governance framework, reporting through the **TriTech and Innovation Group (TIG)** to the **Research and Innovation Sub-Committee (R&ISC)** and ultimately to the Board via the **Digital, Data and Innovation Committee**. This ensures transparency, quality, and alignment with HDUHB's strategic objectives. The operational excellence of the TriTech Institute is underpinned by ISO 13485 compliance, enhanced data governance, and robust risk management.

## People and Resources

To sustain growth and delivery, the business plan seeks a modest investment in the TriTech Institute's staffing establishment. This business plan proposes a phased approach to recruitment for key roles in areas including health economics, quality management systems, computation, and grant applications. These roles have been identified through a candid assessment with the current team, a thorough peer review and by considering future market opportunities. They will enhance capability in evaluative research, quality assurance, and partnership development.

## Partnerships and Ecosystem

The TriTech Institute is positioned within Wales' collaborative life sciences ecosystem, engaging with **Life Sciences Hub Wales, Health Technology Wales, Bevan Commission, Assistive Technologies Innovation Centre (ATiC), and Swansea University's Health Technology Centre (HTC)**. These partnerships enable co-creation, evaluative research, and scaling of innovation aligned to national priorities and the Wales Innovates strategy.

## Performance, KPIs, and Impact

The new Key Performance Indicators (KPIs) for the TriTech Institute are designed to provide a comprehensive and outcome-oriented framework for measuring success across four interrelated strategic principles. Collectively, these principles align the Institute's operational performance with its mission to deliver high-quality research and innovation that directly

supports the priorities of **Hywel Dda University Health Board (HDUHB)** and the wider NHS Wales innovation ecosystem. In summary the KPIs are:

Excellence in Quality, Timeliness, and Stakeholder Engagement	<b>KPI 1 – Timely Project Delivery:</b> Achieve ≥95% on-time project completion, supported by milestone tracking and proactive risk management.
	<b>KPI 2 – Quality and Stakeholder Engagement:</b> Implement a formal post-project feedback process achieving ≥80% stakeholder response rates, ensuring systematic learning and quality assurance.
Effective Use of Resources	<b>KPI 3 – Yearly Net Zero (or Better) Financial Position:</b> Maintain at least a break-even position annually, through rigorous budget monitoring, financial dashboards, and monthly variance reviews.
Alignment with HDUHB Strategic Imperatives	<b>KPI 4 – On agreement of the priorities, the TriTech Institute cost recovery target is reduced by the combined value of the projects internally commissioned by 20% of the establishment costs.</b>
Strategic Engagement, Communication, and Dissemination	<b>KPI 5 – Effective Communication and Dissemination:</b> Deliver a minimum of six internal communications or engagement events and four external dissemination outputs annually; embed patient and public involvement (PPI) across all projects; and achieve >90% collaborator satisfaction and recommendation rates.

By embedding these KPIs within its governance and reporting structure, the TriTech Institute will strengthen its role as a **trusted, evidence-driven innovation partner**, ensuring measurable benefits for patients, the healthcare system, and industry collaborators alike.

## Financial Plan

Operating under a **cost-recovery model**, the Institute has maintained fiscal sustainability and exceeded income generation targets annually since 2021. The financial strategy focuses on a balanced diversification across the portfolio and seeks to continue to build upon

strengths (e.g. evaluative research) and identify new opportunities, including digital innovation and developing an internal commissioning approach. This strategy will ensure continued alignment with HDUHB's *Research and Innovation Strategic Plan 2025–2030*, while safeguarding quality and growth within agreed financial envelopes.

## Conclusions and Recommendations

The *TriTech Institute Business Plan 2026–2031* represents a maturing, evidence-driven strategy to consolidate the Institute's role as a leading NHS innovation and evaluation centre.

# 1.0 Current Organisation Details

## 1.1 National Context

The TriTech Institute operates in the ever-evolving field of health and care research and innovation. It is therefore important to set out the policy and strategic context, to which the TriTech Institute contributes and benefits from. A brief overview of key legislation, strategies and policies follow.

### The Well-being of Future Generations Act

The Well-being of Future Generations (Wales) Act 2015 remains central to public sector priorities, embedding the need to improve social, cultural, environmental, and economic well-being. It compels public bodies to act with a focus on long-term impacts, preventative action, integrated working, and community collaboration.

Recent guidance, including the Continuous Learning and Improvement Plan (2023–2025), reaffirms the

Act as the central organising principle for decision-making in Wales<sup>i</sup>. For the TriTech Institute, the Act reinforces a duty to drive innovation that supports more sustainable, resilient, and equitable healthcare solutions.

### Wales Innovates: Creating a Stronger, Fairer, Greener Wales

At the time of writing the previous business plan (2021–2025), the Welsh Government had

i. Source: [gov.wales](http://gov.wales)

Through its mission to convert Innovation to Impact, the TriTech Institute will continue to drive real-world evidence generation, accelerate technology adoption, and deliver system-wide value for the benefit of the health and wellbeing of the population of South West Wales.

*Innovation to Impact – Accelerating evidence and value creation within the NHS to enhance insights, impact, and outcomes for patients, healthcare providers, and industry partners.*

committed to developing a new integrated Innovation Strategy for Wales, and in 2023, it launched *Wales Innovates*, the new national Innovation Strategy. The Strategy sets missions across four areas—education, economy, health and well-being, and climate and nature—with a strong emphasis on public value and inclusive innovation<sup>i</sup>.

The strategy guides the next phase of innovation policy, reinforcing collaboration across sectors and highlighting the role of institutions like the TriTech Institute in addressing national priorities through translational research, evaluative research, and strategic advice for healthcare innovations.

### Health and Care Research Wales (HCRW) Plan (2022)

The launch of the *Health and Care Research Wales (HCRW) Plan (2022)* sets out how Welsh Government will promote, support, and oversee health and social care research. The plan focuses on four central aims, associated activities, and defines the financial and operational environment for research functions across NHS organisations.

Building on this, a new *NHS Research and Development Framework (2023)*, established clear expectations and standards for research within NHS Wales. This framework underlines the need for quality, transparency, and the integration of research activity into routine healthcare delivery.

In parallel, the Welsh Government has refreshed its overarching health strategy, A Healthier Wales, introducing stronger research and development planning objectives. It has also published targeted initiatives focusing on commercial research growth and enhanced cancer research programmes, signalling a push towards greater economic value from research activities and improved patient outcomes in priority disease areas<sup>ii</sup>.

### Review (2023) into Commercial Clinical Trials in the UK

The Lord O’Shaughnessy Review (2023) into Commercial Clinical Trials and the launch of the VPAG Investment Programme (2024) have unlocked new funding and reforms to increase commercial trials activity. In parallel, innovation policy in England has advanced, with Roland Sinker CBE setting out the Innovation Ecosystem Programme (IEP), building on the *Life Sciences Vision, Accelerated Access Review, and Lord Darzi’s work*. These initiatives provide a stronger platform for the TriTech Institute to contribute to national priorities in health innovation and evaluative research<sup>ii</sup>.

### Fit for the Future: 10-Year Health Plan for England

The newly published 10-Year Health Plan for England represents a transformative vision for the NHS, placing research and innovation at the heart of its future. Central to the plan are three radical shifts: moving care from hospitals to communities, transitioning from analogue to digital systems, and pivoting from reactive treatment to proactive prevention. These shifts are underpinned by a bold innovation strategy that aims to make the NHS the most AI-enabled health system in the world.

The plan envisions a future where genomics, robotics, wearables, and predictive analytics are embedded into everyday care, enabling earlier diagnosis, personalised treatment, and more efficient service delivery.

For research and innovation, this means a significant expansion of infrastructure and capability. The National Institute for Health and Care Research (NIHR) is set to play a pivotal

role by accelerating clinical trials, embedding research into routine care, and supporting AI-driven health screening. The Health Research Authority (HRA) is also streamlining regulatory processes to reduce clinical trial setup times to 150 days, while championing public involvement in research. The plan also commits to integrating research opportunities into the NHS App, allowing patients to be proactively matched with relevant trials. This ecosystem approach—linking NHS services, academia, industry, and patients—aims to position the UK as a global leader in health innovation, with the NHS not just benefiting from innovation, but actively driving it.

While the TriTech Institute operates in Wales, the influence of the UK Government on research and innovation funding streams and organisations means that this wider context is inevitably relevant to this business plan.

### Health Innovation System in Wales

The **Life Sciences Hub Wales** has driven industry partnerships and launched targeted programmes, including a new **Cancer Mission**. The **Bevan Commission’s Foundations for the Future Model of Health and Care** and the **Together for Change** work in West Wales have expanded the concept of innovation to include both technical and social approaches. Organisations such as **MediWales** and **ABPI Cymru** continue to play vital roles in connecting the latest health innovations with the NHS, further enhancing the national innovation ecosystem.



### The TriTech Institute’s Role in the National Landscape

Reflecting its values - Professional, Cutting-edge, Innovative, Personable, and Agile - the TriTech Institute continues to advance healthcare innovation within this national context. As outlined on its website<sup>iii</sup>, the TriTech Institute drives innovation to impact – accelerating evidence and value creation within the NHS to enhance insights, impact, and outcomes for patients, healthcare providers, and industry partners, aligning with NHS Wales’ drive for Value-Based healthcare. Working closely with life science industries, universities, and healthcare providers, the TriTech Institute enables sustainable innovation that improves outcomes for patients, communities, and the environment.

### The TriTech Institute’s Contribution to National Well-being Goals

The TriTech Institute plays an important role in advancing the National Well-being Goals of Wales, as outlined in the Well-being of Future Generations (Wales) Act 2015. The TriTech Institute’s contributions to these goals is summarised as follows:

#### 1. A Healthier Wales

The TriTech Institute supports this goal by:

- Conducting translational research and real-world evaluations of healthcare innovations to ensure they are effective and safe.
- Collaborating with NHS Wales and life sciences partners to improve patient outcomes through evidence-based healthcare solutions.

#### 2. A More Equal Wales

The TriTech Institute fosters inclusive innovation by working with diverse stakeholders, including universities, healthcare professionals, and industry, to ensure that new technologies benefit all communities.

#### 3. A Prosperous Wales

By accelerating the adoption of cutting-edge health technologies, the TriTech Institute contributes to economic growth and job creation in the Welsh life sciences sector.

iii. [www.tritech.nhs.wales](http://www.tritech.nhs.wales)

Its support for startups and SMEs through innovation challenges and co-applying for grants to help stimulate local enterprise.

#### 4. A Wales of Cohesive Communities

The TriTech Institute’s collaborative model strengthens ties between healthcare providers, academia, and industry, promoting community-based innovation and shared learning.

#### 5. A Resilient Wales

Through its focus on sustainable healthcare innovation, the TriTech Institute helps build a system that can adapt to future challenges, including public health crises and environmental pressures, as evidenced through recent EU collaborative projects.

#### 6. A Globally Responsible Wales

The TriTech Institute aligns with global health and sustainability goals by promoting innovations that are not only effective locally but also scalable and impactful globally.

#### 7. A Wales of Vibrant Culture and Thriving Welsh Language

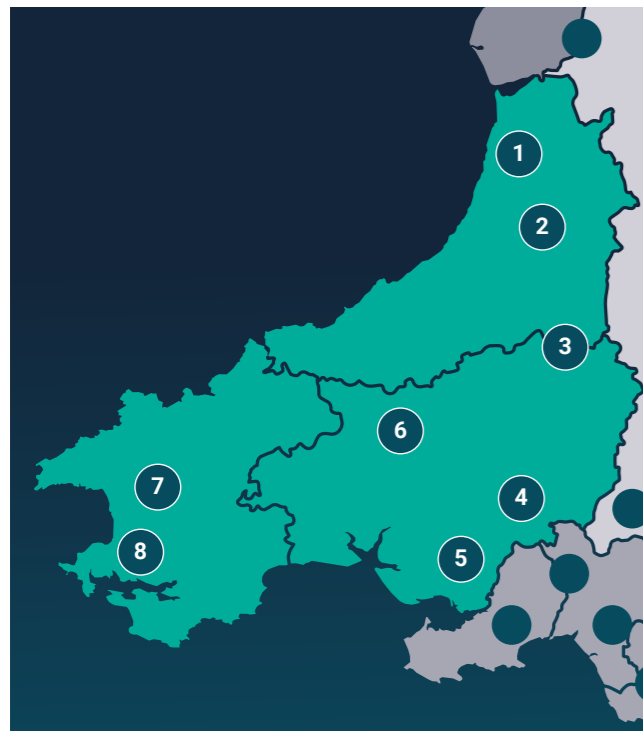
While this is not a primary focus, the TriTech Institute supports bilingual communication and engagement, contributing to the cultural fabric of Wales.

Through its services and partnerships, the TriTech Institute is positioned to continue as a contributor to the vision of a *stronger, fairer, and greener Wales*, fully supporting the ambitions of both the *Well-being of Future Generations Act and Wales Innovates*.

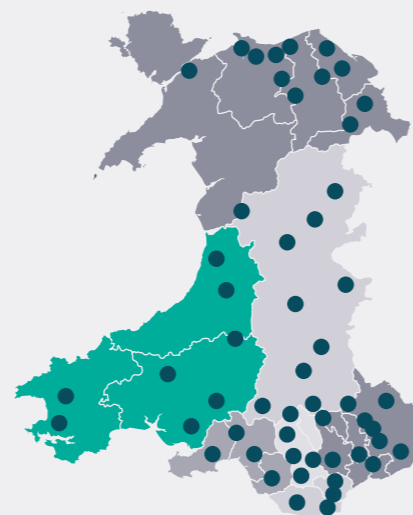
### 1.2 Hywel Dda University Health Board (HDUHB) Context

Hywel Dda University Health Board (HDUHB) provides healthcare services to a population of approximately 389,000 people across Carmarthenshire, Ceredigion, Pembrokeshire, and borders of Powys. It delivers Acute, Primary, Community, Mental Health, and Learning Disability services within General and Community Hospitals, Health Centres, GPs, Dentists, Pharmacists, Optometrists, and other sites<sup>iv</sup>.

ii. Source: Research and Innovation Strategic Plan 2025-2030.



- |                               |                                |
|-------------------------------|--------------------------------|
| 1 Bronglais General Hospital  | 5 Prince Philip Hospital       |
| 2 Tregaron Community Hospital | 6 Glangwilli General Hospital  |
| 3 Llandovery Hospital         | 7 Wwithybush General Hospital  |
| 4 Amman Valley Hospital       | 8 South Pembrokeshire Hospital |



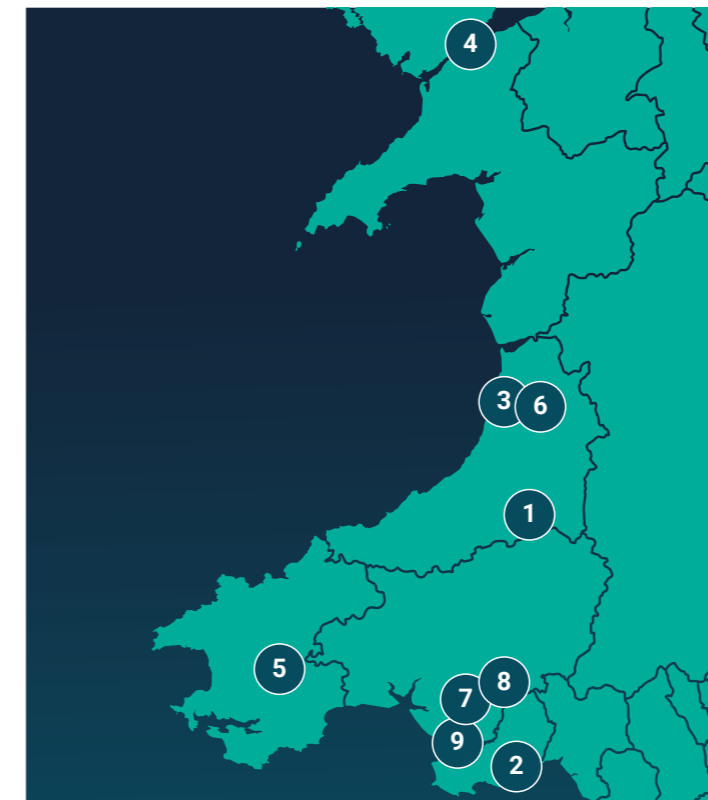
- |  |
|--|
| <b>Universities</b>                                    |
| 1 University of Wales, Trinity and St David (Lampeter) |
| 2 Swansea University                                   |
| 3 Aberystwyth University                               |
| 4 Bangor University                                    |
| <b>Clinical Research Centres</b>                       |
| 5 Haverfordwest  |
| 6 Aberystwyth  |
| 7 Llanelli   |
| 8 Dura Park Llanelli                                   |
| 9 Pentre Awel  |

HDUHB's long-term strategy, *A Healthier Mid and West Wales: Our future generations living well<sup>iv</sup>*, remains central to its transformation ambitions. The strategy (likely to undergo a refresh, but not major alterations) sets out a vision for delivering excellent, accessible clinical services, while reaffirming the health board's commitment to promoting well-being, prevention, and early intervention. Any updates would also afford the Health Board the opportunity to: refresh its strategic objectives; focus on digital, population health, the social model for health & wellbeing and providing more care in the community; re-consider the infrastructure options, and sequencing, in support of this vision; assess the role of each of the acute sites and the configuration of services to provide resilient and high-quality services from within the existing hospital network; consider opportunities for regional working, and strengthen the relationship with the wider community to co-produce and co-deliver a future model of health care<sup>v</sup>.

HDUHB recently launched a comprehensive public consultation on its Clinical Services Plan, aiming to reshape how nine key healthcare services are delivered across Carmarthenshire, Ceredigion, and Pembrokeshire. The consultation, which

ran from 29 May to 31 August 2025, invited feedback from staff, patients, and the wider community on proposed changes to services including critical care, dermatology, emergency general surgery, endoscopy, ophthalmology, orthopaedics, radiology, stroke, and urology. The consultation also explored the future roles of acute hospitals such as Glangwilli, Prince Philip, Bronglais, and Wwithybush, recognising the interdependencies between services and the need for integrated planning.

Research and innovation, including that supported by the TriTech Institute, are critical to the success of HDUHB's Clinical Services Plan, particularly as the organisation seeks to address longstanding challenges such as service fragility, workforce pressures, and post-pandemic recovery. Embedding research into clinical practice can help generate evidence for new models of care, evaluate service redesigns, and ensure that changes are both effective and sustainable. Innovation, meanwhile, offers opportunities to harness digital tools, remote monitoring, and AI-driven diagnostics to improve access, reduce waiting times, and personalise treatment pathways.



Research and innovation have become firmly embedded within HDUHB's operations. The Research and Innovation Department supports staff and local residents to participate in a wide range of health and social care research studies, spanning areas such as cancer, respiratory disease, cardiovascular disease, musculoskeletal health, gastrointestinal disorders, and ophthalmology. The infrastructure supporting this includes three dedicated Clinical Research Centres, and the TriTech Institute, soon to be based at Pentre Awel.

Pentre Awel is a landmark development in Llanelli, bringing together business, health, innovation, and learning on a single, world-class site. As the first project of its kind in Wales, it offers state-of-the-art facilities for life sciences, med-tech, research, and community health, creating a dynamic environment for collaboration and growth. It represents a bold investment in the region's future—bridging economic development with health and well-being. For further information about the TriTech Institute and Pentre Awel, please go to section 4.2.4 Location.

HDUHB maintains strong collaborations with higher education institutions, including University of Wales Trinity Saint David, Swansea

University, and Aberystwyth University, and has established formal partnerships with Cardiff and Bangor Universities to further strengthen its research and innovation ecosystem.

### HDUHB Research and Innovation Strategy

The newly created Research and Innovation Strategic Plan 2025-2030 (**Appendix 1**) has recently been published and sets out a fresh commitment to delivering high quality and impactful research and innovation in support of *A Healthier Mid and West Wales Strategy*.

Its vision is: *to deliver high quality and impactful research and innovation, improving services and health outcomes for our communities, patients and staff; by focusing on three key areas:*

- **Access and Impact:** Improve access to high quality research and innovation that improves services, health and wellbeing.
- **Environment and Culture:** Create an environment and culture that develops and enables competent and empowered researchers and innovators to flourish.
- **Partnerships:** Develop and sustain partnerships that maximise and accelerate research and innovation access and impact.

iv. Source: [hduhb.nhs.wales](https://hduhb.nhs.wales)  
v. The full plan can be found at: <https://hduhb.nhs.wales/about-us/healthier-mid-and-west-wales/healthier-mid-and-west-wales-folder/documents/a-healthier-mid-and-west-wales-strategy/>  
vi. Source: Research and Innovation Strategic Plan 2025-2030

vii. Sources: [hduhb.nhs.wales](https://hduhb.nhs.wales), [tritech.nhs.wales](https://tritech.nhs.wales)

The TriTech Institute plays a fundamental role in delivering this strategy in terms of implementation decisions and monitoring, developing new capabilities, and evaluative research. Specific commitments within the new Strategic Plan pertaining to the TriTech Institute are:

- Increasing commercial research and innovation through the TriTech Institute at HDUHB and in collaboration with the Joint Clinical Research Facility at Swansea University and Swansea Bay UHB;
- Further developing the TriTech Institute in support of medical technology, clinical pathway and innovation strategies, plans and associated initiatives, including those being evaluated by Health Technology Wales and considered by the Life Science Hub Wales;
- Developing the TriTech Institute as a centre of excellence for evaluative research, including implementation science aligned with national and international strategic developments.

### 1.3 Mission, Vision & Values

#### Mission

The TriTech Institute's mission is to translate innovation into impact – accelerating evidence and value creation within the NHS to enhance insights, impact, and outcomes for patients, healthcare providers, and industry partners. The TriTech Institute offers a single point of access to Health & Social Care in Wales with academic experts, a national clinical NHS testbed, and provides an agile and efficient approach.

#### Vision

To accelerate evidence and value creation within the NHS to enhance insights, impact and outcomes for patients, healthcare providers and industry partners.

#### Values

The TriTech Institute embodies the following attributes in everything it does:

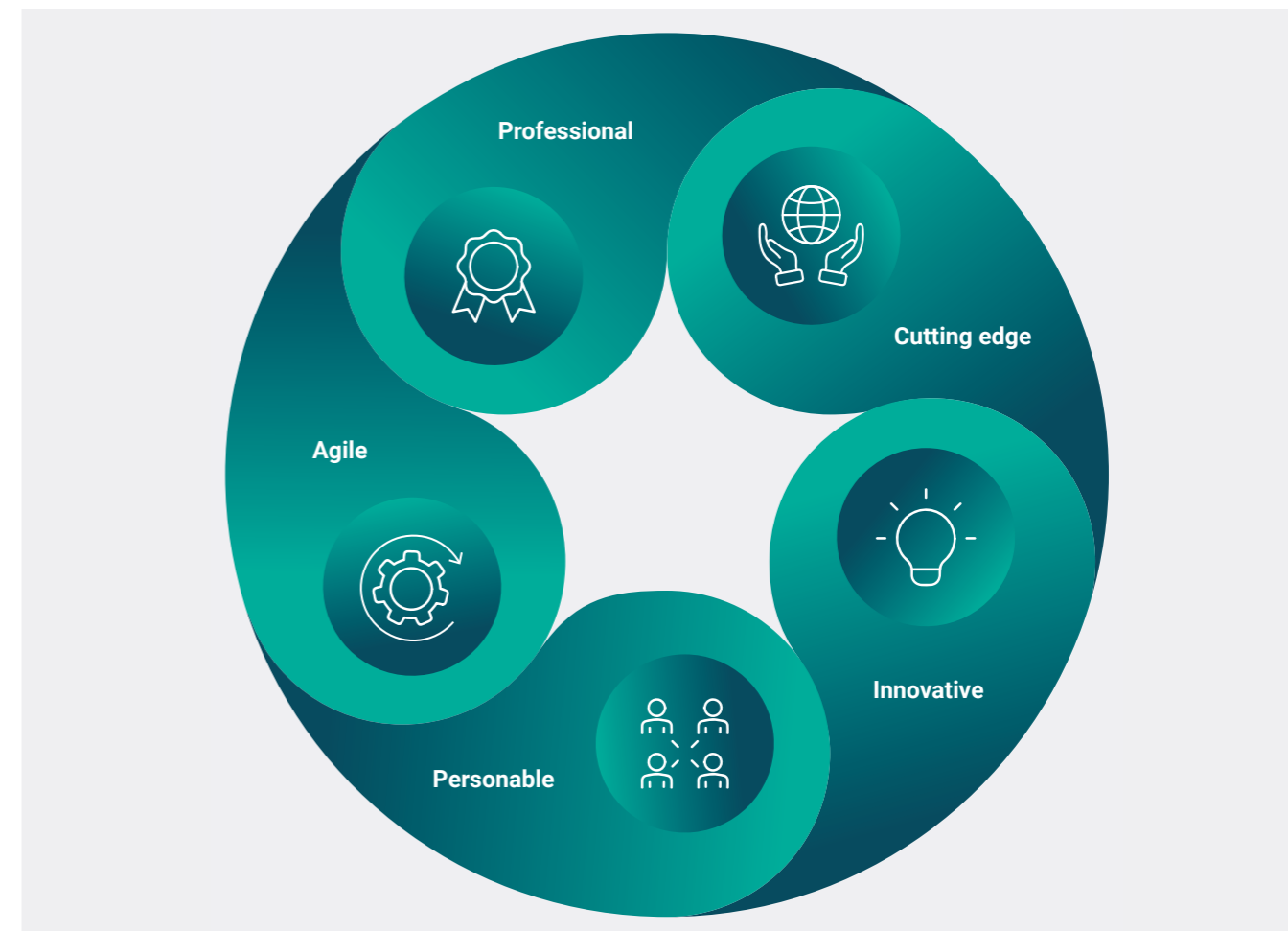
**Professional:** Value-Based Health Care and Health Economic evidence-based approaches, providing a single point of access to the NHS in Wales. The TriTech Institute holds itself to account for delivering services that meet and exceed the expectations of its customers and stakeholders.

**Cutting edge:** The TriTech Institute's work is grounded in translational research and real-world evidence, driving forward promptly with decisiveness to achieve high customer satisfaction. Its services are designed to be both swift and effective, ensuring it stays at the forefront of healthcare innovation.

**Innovative:** The TriTech Institute's team is composed of highly skilled clinical scientists, researchers, engineers, data scientists, nurses, pharmacists, and doctors. It is committed to being innovative, forward-thinking, and progressive, ensuring that solutions are market ready.

**Personable:** Partnerships are central to the mission of the TriTech Institute. Its team is ethical and personable, dedicated to building long-lasting relationships. It believes in the power of collaboration and strive to create meaningful connections in all our endeavours.

**Agile:** The TriTech Institute embodies agility, demonstrating high responsiveness and the ability to adapt approaches for industry partners while upholding strong governance frameworks.



#### Unique Selling Point: Innovation to Impact

The TriTech Institute's USP is **translating Innovation into Impact. It does this through its vision of accelerating evidence and value creation within the NHS to enhance insights, impact, and outcomes for patients, healthcare providers, and industry partners.**

Having a clear USP is essential to differentiate the TriTech Institute within the evolving health innovation landscape, offering a strong identity that resonates with stakeholders across the NHS, academia, and industry. The TriTech Institute will actively use this USP to frame its service offer, drive strategic partnerships, guide communications, and focus operational delivery, ensuring that every project fulfils the promise in its USP.

*“Working with TriTech has been an outstanding experience. Their professional and methodological evidence-based approach, combined with a deep strategic awareness of NHS Wales, ensures that projects are delivered efficiently*

*and effectively. Their practical ability to navigate the complexities of the NHS system, while fostering strong collaborations with commercial partners, sets them apart. Their expertise has been invaluable in driving successful outcomes across the healthcare landscape.”*

Suzanne Rankin, Chief Executive Officer, Cardiff and Vale University Health Board

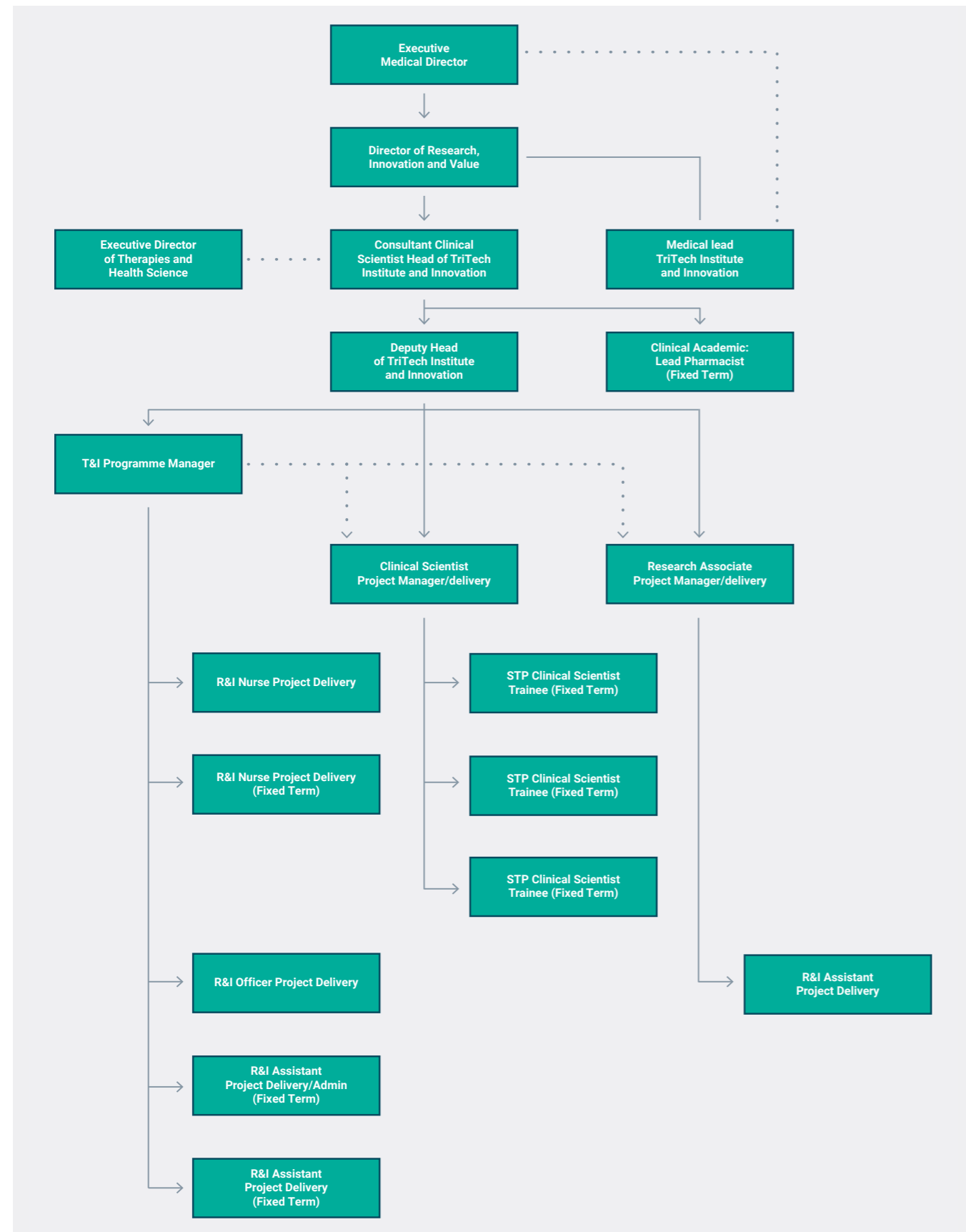
#### 1.4 Governance & Structure

The activities of the TriTech Institute are governed by the TriTech and Innovation Group, which is a subgroup of the Research and Innovation Sub Committee. The Research and Innovation Sub-Committee reports to the Digital, Data and Innovation Committee, ensuring strong oversight, transparency, and alignment with Board priorities. The TriTech Institute submits quarterly financial, governance, performance, and risk updates to the Research and Innovation Sub-Committee, helping to drive continuous improvement and informed decision-making.



Further details about the TriTech Institute's governance arrangements and responsibilities are set out in its Terms of Reference (pages 63-65 of this business plan). The reporting and accountability structure is illustrated in Section 5.3. In addition

to its core governance arrangements, The TriTech Institute also reports through the Medical Devices Group (MDG), a specialist group operating under the Quality & Safety Intelligence Group, further strengthening clinical and operational governance.



## 1.5 Products & Services

The TriTech Institute collaborates with the life science sector, other health bodies, and various Higher Education Institutions (HEIs) across Wales and the UK. Its team of clinical scientists, researchers, engineers, data scientists, nurses, pharmacists and doctors conduct translational research and evaluative research on a wide range of healthcare innovations.

This enables the TriTech Institute to provide dedicated support for industry, academia, and NHS stakeholders to navigate their way through the healthcare innovation landscape, while delivering improved impact and outcomes for those served by HDUHB.

To further embed innovation within the organisation, the TriTech Institute also supports HDUHB's strategic priorities and planning objectives through an internal commissioning approach. By working closely with clinical, operational, and corporate teams, the TriTech Institute identifies and co-develops real-world evidence to support innovation opportunities that address local system challenges, improve patient outcomes, and enhance service sustainability. This proactive approach ensures that innovation is not only externally sourced but also internally cultivated, enabling the health board to deliver on its ambition for a learning, adaptive, and value-driven healthcare system. This is an area the TriTech Institute is keen to upon, to ensure it maximises the benefits delivered to the population it serves. The specific services offered are now described.

### 1.5.1 Translational Research

The TriTech Institute supports the translation of health technologies and innovations into practical clinical solutions. The TriTech Institute offers coordinated access to clinical and research infrastructure across NHS Wales, acting as a single point of contact for life science companies and other people and organisations interested in translational research. Specific services include:

- Innovation pathway management, including needs assessment, concept design, prototyping, and clinical validation

- Product translation support, facilitating the integration of new technologies into live healthcare environments
- Specialist advice in regulatory compliance and health economic analysis
- Working closely with the Research and Innovation team and Health and Care Research Wales, to coordinate multi-site evaluative research activity under a unified framework (One Site for Wales approach)

This work aligns closely with national priorities on innovation adoption, health system integration, and Value-Based healthcare.

### 1.5.2 Evaluative Research

The TriTech Institute's evaluative research team provides robust evidence of clinical effectiveness, economic value, and patient experience associated with innovative healthcare solutions. The team employs internationally recognised patient-reported outcome and experience measures (PROMs and PREMs), combined with advanced health economics modelling. Specific services include:

- Evaluative research of innovative technologies aligned with Value-Based Health Care (VBHC) principles.
- Outcome and costing analysis to inform procurement, adoption, and spread decisions
- Bespoke evaluative research design tailored to the needs of NHS partners and industry collaborators.

This service plays a vital role in ensuring that innovation investments are evidence-based and directly linked to patient and system benefit.

### 1.5.3 Advisory Services

The TriTech Institute also offers strategic advice and consultancy to support organisations navigating the regulatory, research, and innovation landscape. Drawing on the team's diverse expertise in clinical research, regulatory science, and innovation policy, the TriTech Institute provides:

- Support with research study design, regulatory frameworks, and clinical trial setup

- Advice and input on funding applications, including grant writing and project planning
- Evaluative research strategy design, research delivery models, and pathways to innovation adoption
- Strategic insights for commercial developers to align innovation with NHS priorities

The TriTech Institute's trusted position within the NHS and strong academic partnerships underpin its role as a leading centre of excellence in health innovation and applied research across Wales.

### 1.6 Customers

The TriTech Institute has local, regional, national, and international customers and partners, with a growing portfolio of high-profile clients across the life sciences and health technology sectors. While the team continues to support SMEs and regional innovators, its customers have included global biopharmaceutical companies.

The TriTech Institute's expertise in evaluative research has positioned it as a trusted delivery partner on major UK and European research programmes, as well as a collaborator on NHS transformation initiatives. The breadth of current projects – from AI-enabled diagnostics and advanced therapeutics to pathway redesign – reflects the TriTech Institute's expanding influence and ability to generate robust evidence for innovation adoption at scale.

The examples in the diagram below are presented to demonstrate the scope and nature of work undertaken within TriTech.

Much of the TriTech Institute's activity has been generated through inbound enquiries and the strength of its existing relationships, supported by strong associations with the NHS and the reputational credibility this affords. The NHS affiliation continues to play a central role in fostering trust, retention, and long-term collaboration.

While recognising the value of this organic growth model, this business plan outlines a proactive approach to broadening the customer base, geographic reach and strategic partnerships, whilst building a more diverse project portfolio. It sets out clear objectives to support targeted growth, strategic outreach, and

service development aligned with both HDUHB & NHS Wales priorities and industry needs.

The TriTech Institute's embedded position within a Welsh University Health Board offers unique value to partners, providing direct access to clinicians, patients, and operational insight. This continues to strengthen its market position, offering a distinctive blend of credibility, accessibility, and real-world relevance for health and care innovation partners.

A full list of The TriTech Institute customers, with a brief project overview/case study can be found at **Appendix 2**.

*“ We collaborated with TriTech and the HDUHB as a test site for our Test, Evidence, Transition Programme. The team were impressive in their approach to gathering evidence to enhance the impact of their novel prostate cancer diagnostic pathway, ultimately aiming to improve outcomes for patients.”*

Naser Turabi, Director of Evidence and Implementation, Cancer Research UK

### 1.7 Financial

#### Financial Sustainability and Operating Model

An independent analysis undertaken by the Finance Directorate confirms that the TriTech Institute continues to operate under a cost-recovery financial model. This approach has enabled the TriTech Institute to maintain financial sustainability while delivering value across its research and innovation portfolio. Notably, the TriTech Institute has exceeded its business plan targets in each of the past four fiscal years (2021/22 through 2024/25). Projections for the current financial year (2025/26), which marks the fifth year of operation, indicate a balanced financial position is expected to be achieved.

It should be noted that where financial surpluses have been generated, it is because the same relates to contracted commercial projects, which spanned financial year, rather than income that could be deployed for other purposes.

Financial snapshot: The distribution of income lines by organisation / type is shown in the following table:

Overall	2021/22 (£k)	2022/23 (£k)	2023/24 (£k)	2024/25 (£k)
Total income	£514	£862	£1,726	£1,501
Cost of operating	£506	£546	£1,322	£1,284
Surplus	£7	£317	£405	£217

## 2.0 Market Analysis & The TriTech Institute's Positioning

### 2.1 Industry/Sector Overview

Innovation in health and care continues to evolve rapidly, encompassing far more than just medical devices and healthcare technologies. The TriTech Institute operates at the intersection of health service innovation, digital transformation, and real-world evidence generation—supporting not only the development and evaluative research of new technologies but also the redesign of care pathways, systems, and services to improve patient outcomes and organisational efficiency.

While medical devices remain a significant area of focus, the TriTech Institute's remit includes supporting innovations in diagnostics, digital health, value-based healthcare, AI and data-driven tools, and service improvement. This wider scope reflects a growing need for integrated, system-level solutions that respond to population health challenges and sustainability pressures within the NHS.

In line with the previous business planning period, the TriTech Institute continues to use the Medicines and Healthcare products Regulatory Agency (MHRA) definition of medical devices, which includes:

*“Any instrument, apparatus, appliance, material or other article, whether used alone or in combination, including the software necessary for its proper application, intended by the manufacturer to be used for human beings for the purpose of:*

- *Diagnosis, prevention, monitoring, treatment or alleviation of disease;*

- *Diagnosis, monitoring, treatment, alleviation of or compensation for an injury or handicap;*
- *Investigation, replacement or modification of the anatomy or of a physiological process;*
- *Control of conception; and*
- *Which does not achieve its principal intended action in or on the human body by pharmacological, immunological or metabolic means, but which may be assisted in its function by such means.”*

This definition serves as a useful foundation, but the TriTech Institute's work goes beyond products—it includes evaluating and supporting innovations in clinical pathways, digital platforms, and new models of care. These efforts aim to embed innovation into the heart of the health system, not only improving technologies but also rethinking how care is delivered across primary, secondary, and community settings.

### The Medical Technology Market

Medical technologies remain a vital asset to the NHS, playing a central role in diagnosis, treatment, and patient outcomes. Continued innovation in this sector brings clear benefits: new clinical techniques, improved outcomes, shorter hospital stays, and more efficient service delivery. For health systems, these developments can also enable increased patient throughput and cost savings.

To realise these benefits fully, a strategic and evidence-based approach to technology acquisition is essential. This includes aligning procurement with user needs and ensuring consistent evaluative research. However, formal business planning processes for medical technologies are not consistently in place across Welsh health boards. While NHS organisations are required to produce Integrated Medium-Term Plans (IMTPs) under the NHS Wales Planning Framework 2024–2027, the degree to which these plans incorporate structured medical technology acquisition varies—often due to differences in local capacity and access to robust evaluative research evidence<sup>viii</sup>.

In response to these challenges, the Welsh Government has introduced the Health Services (Provider Selection Regime) (Wales) Regulations 2025 to modernise procurement and enable more flexible, innovation-friendly processes. However, its full impact on planning consistency across health boards is still emerging.

The TriTech Institute helps address these system gaps by conducting evaluative research that generate practical insights into technology implementation. These assessments explore user experience, service impact, and associated costs, supporting HDUHB and NHS Wales in making informed decisions about innovation adoption and contributing to broader system learning across Wales.

### Digital Innovation, Pathway Redesign, and System-Level Change

While medical technologies remain a core focus, the TriTech Institute increasingly works with the digital directorate to support digital innovation and AI, going beyond physical devices. The rapid growth of AI-enabled tools, remote monitoring technologies, and digital platforms has opened new possibilities for proactive care, pathway optimisation, and improved system efficiency. The TriTech Institute plays a key role in assessing the value and impact of these digital innovations in real-world settings—ensuring they are evidence-based, scalable, and aligned with clinical needs.

In parallel, the TriTech Institute is working with

partners to support more generative innovation—helping to co-design and evaluate entirely new models of care. This includes supporting pathway redesign, value-based healthcare programmes, and cross-sector initiatives that address health inequalities and population-level outcomes. These broader contributions position the TriTech Institute as a system enabler, supporting HDUHB and the wider NHS in translating bold innovation into measurable impact.

### Prevention and Upstream Innovation

The TriTech Institute is increasingly contributing to upstream innovation—working earlier in the care continuum to prevent illness, rather than responding only at the point of treatment. This reflects a national shift towards proactive care models and aligns with NHS Wales’ ambitions to reduce avoidable harm and improve long-term population health outcomes.

The TriTech Institute’s collaboration with global bio-pharmaceutical company Amgen on the Predict and Prevent cardiovascular disease project exemplifies this strategic pivot. By identifying high-risk patient cohorts earlier, developing tailored intervention pathways, and applying real-world evidence to improve lipid and blood pressure management, the project is enabling meaningful change before critical events like heart attacks or strokes occur.

This preventative focus allows the TriTech Institute to support innovations that enhance clinical outcomes while also relieving pressure on overstretched services. By combining data insights with service redesign, the TriTech Institute is helping health systems move beyond reactive care—demonstrating the value of investing in prevention to achieve both health and economic impact.

### Market Insights

The UK medical technology sector continues to demonstrate robust growth. In 2023, the global medical devices market was valued at approximately \$518 billion, with projections indicating it could reach nearly \$886 billion by 2030.

This growth is driven by factors such as the increasing prevalence of chronic diseases and the rising demand for innovative medical solutions<sup>ix</sup>.

In 2024, the UK’s smart medical devices market generated revenue of approximately USD 4.75 billion and is projected to reach USD 10.57 billion by 2030, growing at a compound annual growth rate (CAGR) of 14.4% from 2025 to 2030<sup>x</sup>.

The UK remains a significant player in this global market, with its medical technology exports valued at around £10 billion in 2023. The sector comprises approximately 6,630 businesses, employing over 268,000 individuals, and is characterised by a high proportion of small and medium-sized enterprises (SMEs), which account for 85% of the companies<sup>xi</sup>.

Key trends influencing the sector include the integration of artificial intelligence in diagnostics<sup>1</sup>, the expansion of telemedicine services<sup>2</sup>, and the development of wearable health technologies<sup>3</sup>. These advancements are reshaping patient care and creating new opportunities for innovation and collaboration within the healthcare industry.

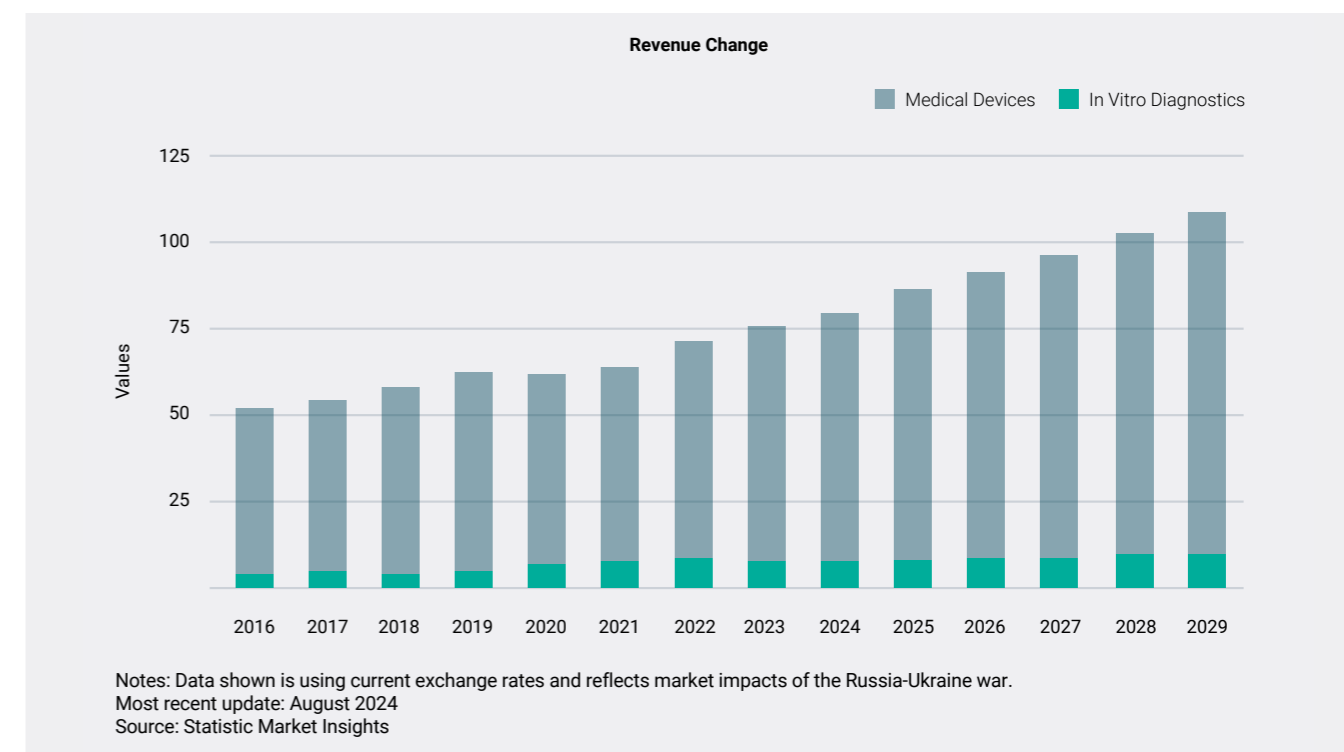
1. IMARC Group (2024). UK Medical Devices Market Report<sup>xii</sup>.

2. Grand View Research (2024). UK Smart Medical Devices Market Outlook<sup>xiii</sup>.
3. BioSpace (2024). UK Digital Health Market Forecast<sup>xiv</sup>.

### Medical Technology - United Kingdom

Key themes include:

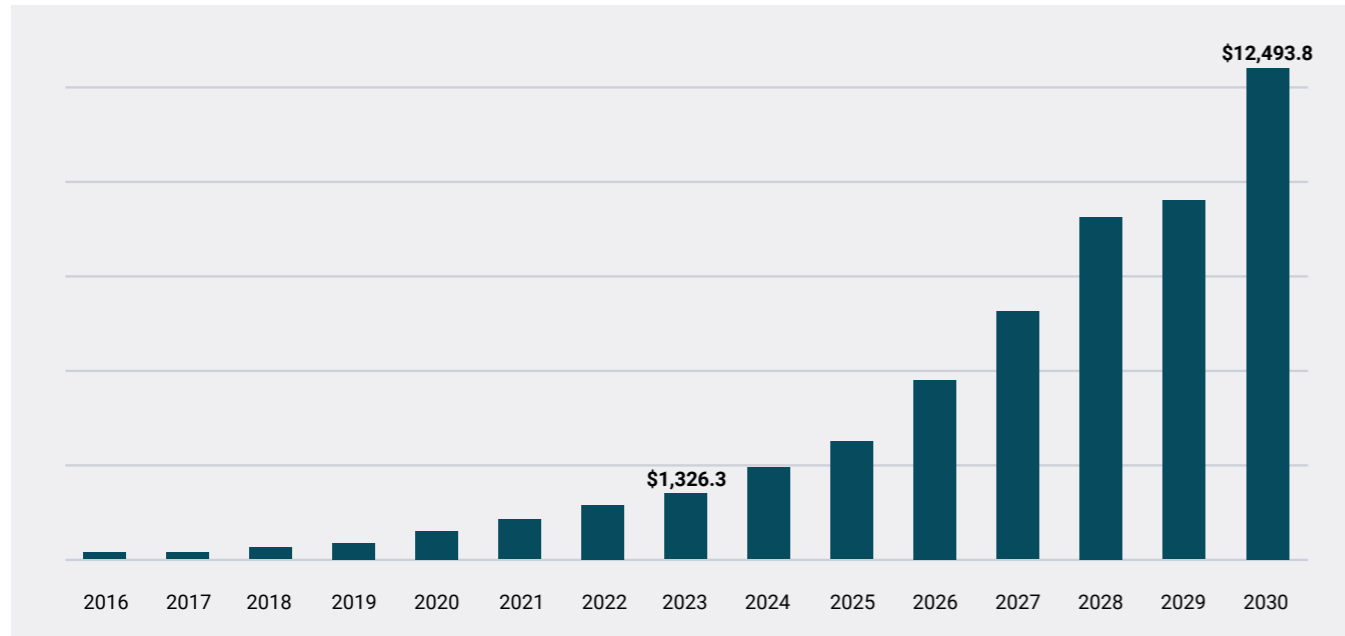
- The projected revenue in the Medical Technology market in the United Kingdom is expected to reach £16.97bn in 2025.
- Among the various markets within the market, Medical Devices is the largest, with a projected market volume of £15.51bn in 2025.
- Looking ahead, the revenue is anticipated to demonstrate an annual growth rate of 6.35% (CAGR 2025-2029), resulting in a market volume of £21.25bn by 2029.
- When compared globally, the United States is expected to generate the highest revenue, amounting to £171.84bn in 2025.
- The United Kingdom is at the forefront of medical technology innovation, with a strong focus on developing advanced healthcare solutions for patient care.



x. Source: [www.proclinical.com/blogs/2024-10/top-10-medical-device-companies-in-the-world-in-2024](https://www.proclinical.com/blogs/2024-10/top-10-medical-device-companies-in-the-world-in-2024)  
 xi. Source: [www.grandviewresearch.com/horizon/outlook/smart-medical-devices-market/uk](https://www.grandviewresearch.com/horizon/outlook/smart-medical-devices-market/uk)  
 xii. Source: [www.thetimes.com/business-money/companies/article/its-all-up-in-the-air-the-science-of-exporting-to-america-qw9ftxq9m](https://www.thetimes.com/business-money/companies/article/its-all-up-in-the-air-the-science-of-exporting-to-america-qw9ftxq9m)  
 xiii. Source: <https://www.imarcgroup.com/>  
 xiv. Source: <https://www.grandviewresearch.com/>  
 xv. Source: <https://www.biospace.com/>

viii. Source: NHS Wales Planning Framework 2024–2027, [www.gov.wales/sites/default/files/publications/2024-03/nhs-planning-framework-2024-to-2027.pdf](https://www.gov.wales/sites/default/files/publications/2024-03/nhs-planning-framework-2024-to-2027.pdf)  
 ix. Source: [www.gov.wales/health-service-procurement-statutory-guidance](https://www.gov.wales/health-service-procurement-statutory-guidance)

## The Impact of AI on the UK Medical Devices and Pharma Markets



### AI Powered Medical Devices & Diagnostics

Key trends include:

- **Substantial Growth:** The UK's healthcare AI sector is projected to grow from USD 1.33 billion in 2023 to USD 12.49 billion by 2030, with a staggering annual growth rate of 37.8%<sup>xvi</sup>.
- **Imaging Innovation:** AI-driven imaging tools are also surging—UK revenues rose from USD 51.7 million in 2022 to USD 603.1 million by 2030, driven by deep learning and NLP applications in diagnostics<sup>xviii</sup>.
- **Medical Device Integration:** Globally, the AI-enabled medical devices market is expected to increase from USD 10.1 billion in 2024 to USD 35.5 billion by 2029, growing at a 29.9% CAGR.

2. **Operational Efficiency** – AI tools are not just diagnostic; they also support clinical workflows (e.g., AI scribes transcribing consultations), enabling providers to do more with less<sup>xv</sup>.
3. **National Momentum** – UK government and NHS targets include embedding robotics and AI in 1 in 8 procedures by 2035, with funding plans tied to adoption of these technologies<sup>xiv</sup>. In September 2025, the UK secured substantial AI investments from major US tech firms including **Microsoft, Google, Nvidia, OpenAI, and Salesforce**, marking a pivotal moment in its ambition to become a global AI superpower. Microsoft alone pledged **\$30 billion** to build the UK's largest supercomputer and expand its AI infrastructure, while Google announced a **£5 billion** investment focused on data centres and research through DeepMind.

### Relevance of AI

There are several areas where AI is now mattering more than ever before:

1. **Diagnostic Acceleration** – AI is helping reduce scan backlog and improve early detection. For instance, the NHS trial of the “Edith” AI model in breast screening is helping reduce wait times for hundreds of thousands of women<sup>xiv</sup>.

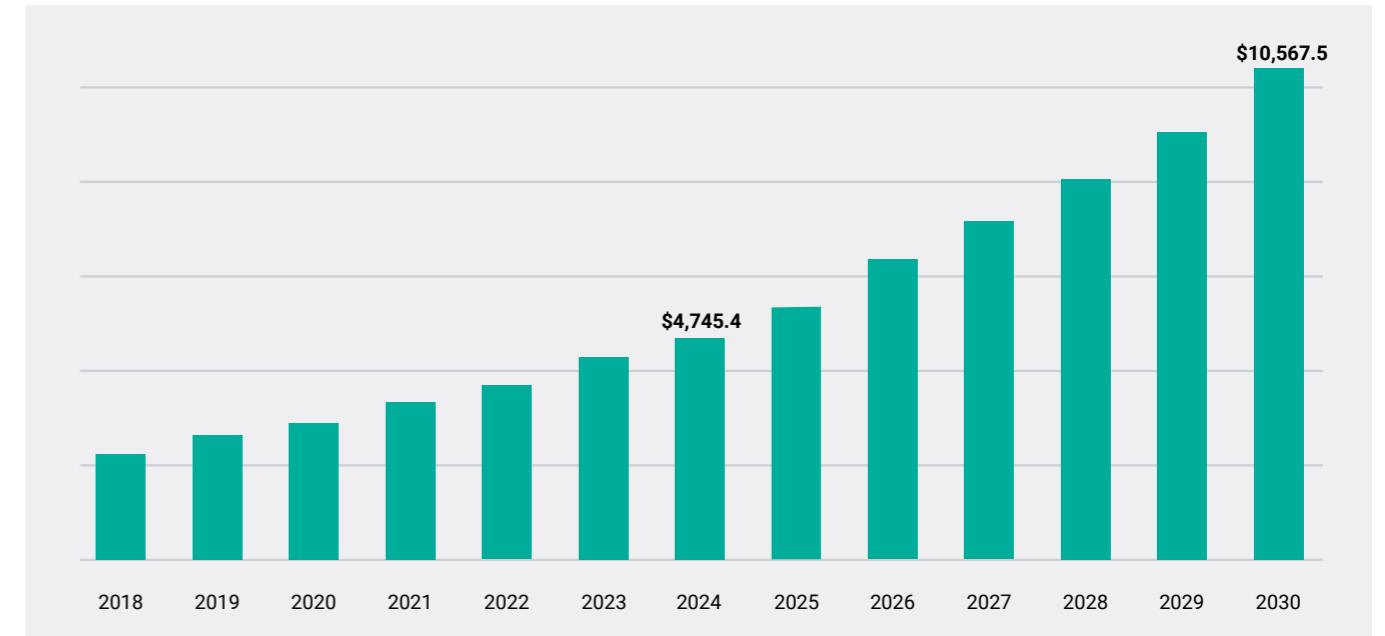
xvi. [www.grandviewresearch.com/horizon/outlook/ai-in-healthcare-market/uk?utm\\_source=chatgpt.com](http://www.grandviewresearch.com/horizon/outlook/ai-in-healthcare-market/uk?utm_source=chatgpt.com)

xvii. [www.grandviewresearch.com/horizon/outlook/ai-in-medical-imaging-market/uk?utm\\_source=chatgpt.com](http://www.grandviewresearch.com/horizon/outlook/ai-in-medical-imaging-market/uk?utm_source=chatgpt.com)

xviii. [www.ft.com](http://www.ft.com)

xix. [www.ft.com/content/5c356658-6db4-47c1-940b-b2e3cf3a51f3?utm\\_source=chatgpt.com](http://www.ft.com/content/5c356658-6db4-47c1-940b-b2e3cf3a51f3?utm_source=chatgpt.com)

## UK Smart Medical Devices Market Size & Outlook, 2024-2030

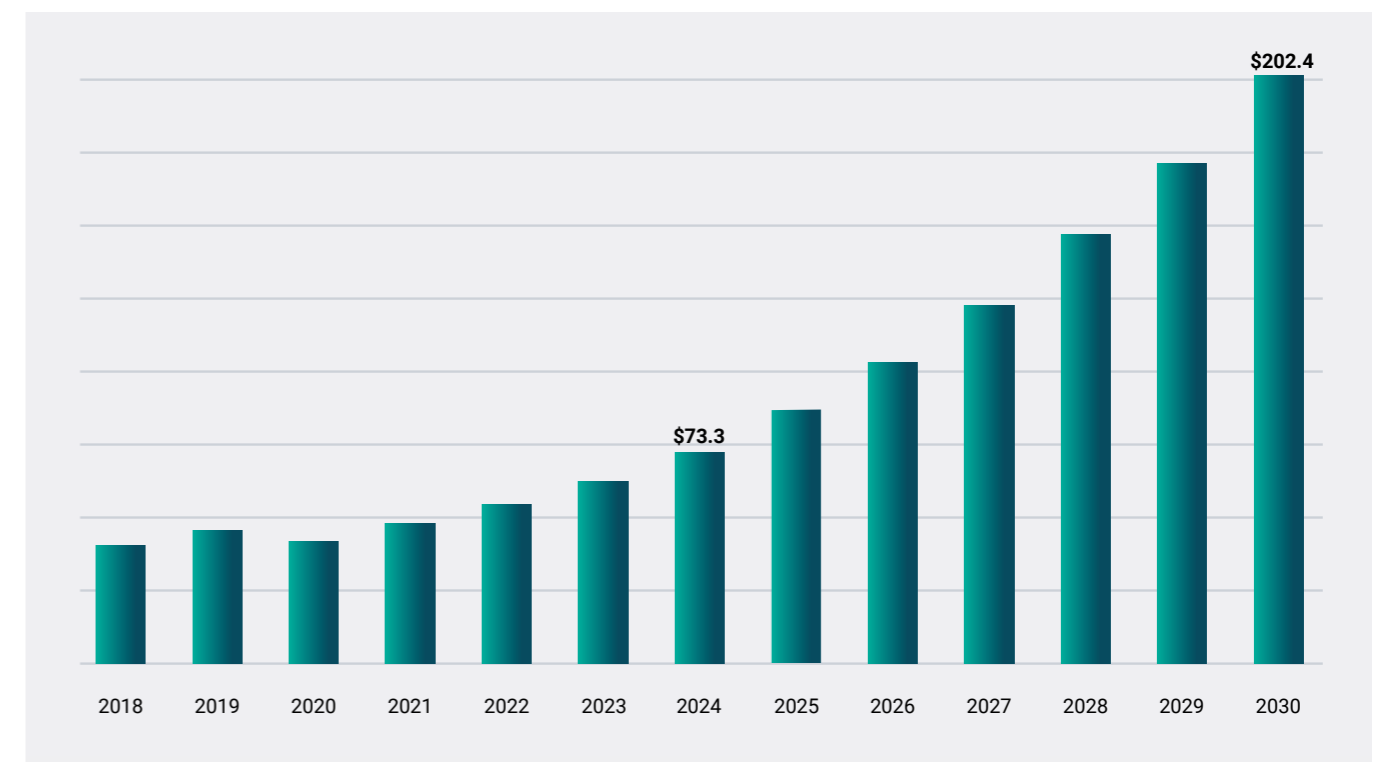


UK smart medical devices market highlights<sup>xvi</sup>

- The UK smart medical devices market generated a revenue of USD \$ 4,745.4 million in 2024 and is expected to reach USD 10,567.5 million by 2030.
- The UK market is expected to grow at a CAGR of 14.4% from 2025 to 2030.

- In terms of segment, therapeutic devices was the largest revenue generating product type in 2024.
- Therapeutic Devices is the most lucrative product type segment registering the fastest growth during the forecast period.

### UK Reprocessed Medical Devices Market Size & Outlook



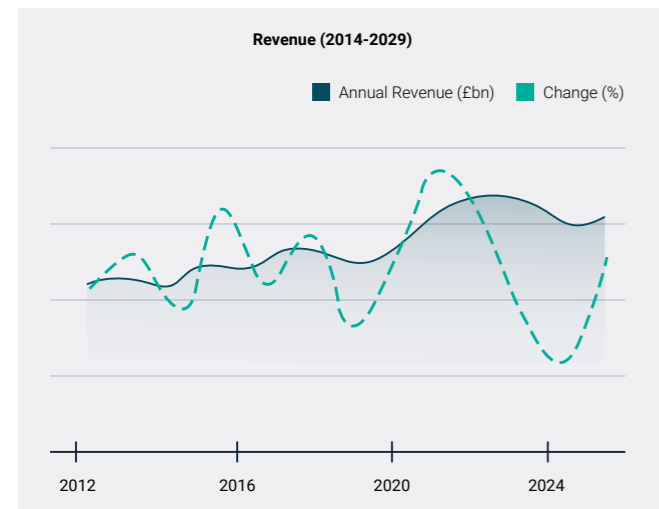
xx. Source: [www.grandviewresearch.com/horizon/outlook/smart-medical-devices-market/uk](http://www.grandviewresearch.com/horizon/outlook/smart-medical-devices-market/uk)

Reprocessed medical devices are single use or disposable medical devices that have been cleaned, disinfected, sterilised, and tested so they can be safely reused. The market highlights include:

- The market generated a revenue of USD 73.4 million in 2024 and is expected to reach USD 202.4 million by 2030.
- The market is expected to grow at a CAGR of 18.5% from 2025 to 2030.
- In terms of segment, cardiovascular was the largest revenue generating product type in 2024.
- Cardiovascular is the most lucrative product type segment registering the fastest growth during the forecast period.

The importance to the TriTech Institute is in presenting an opportunity for it to support companies understand cost savings, environmental impact, and safety associated with reprocessed devices<sup>xvii</sup>.

### Medical & Dental Instrument Manufacturing in the UK (2014–2029)



The industry revenue associated with medical and dental instrument manufacturing in the UK has grown at a CAGR of 0.3 % over the past five years, to reach an estimated £7.8bn in 2025<sup>xviii</sup>.

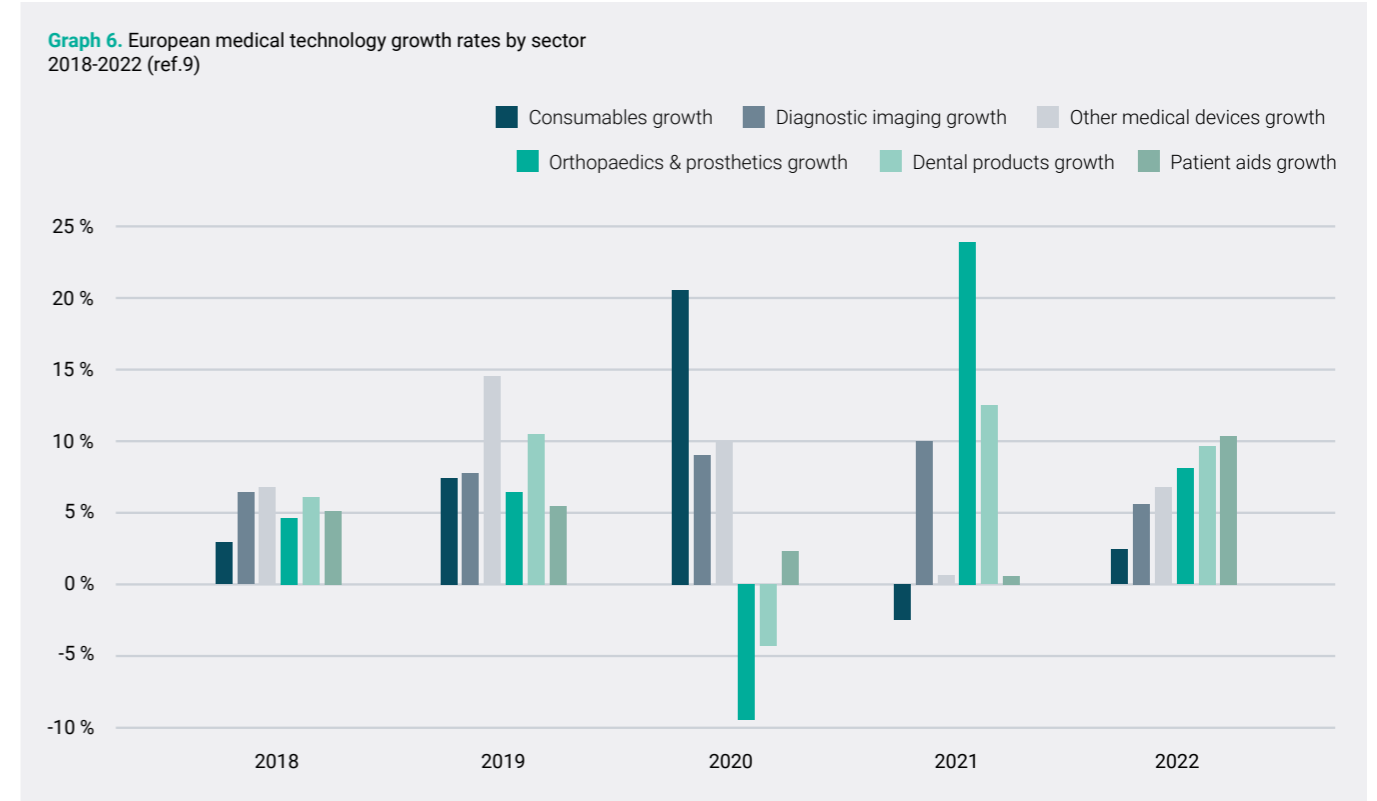
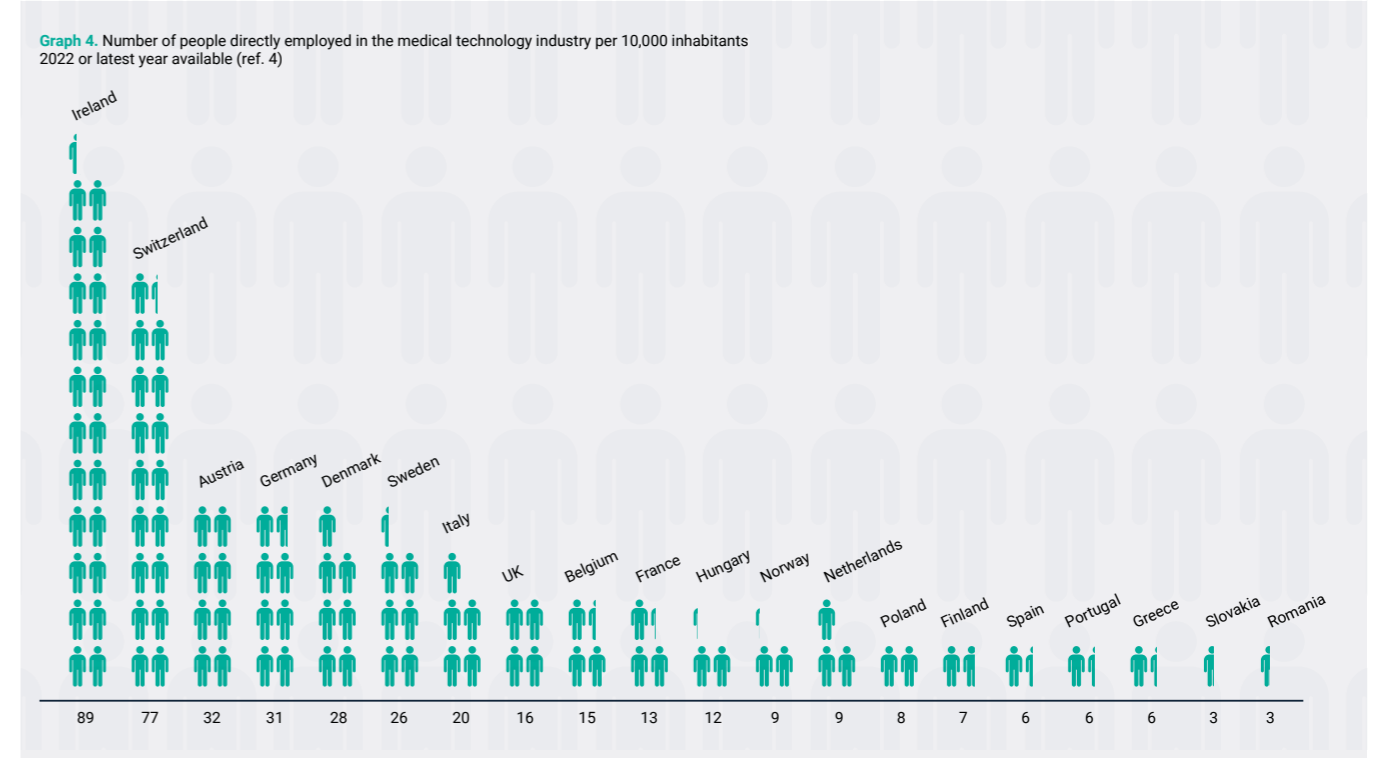
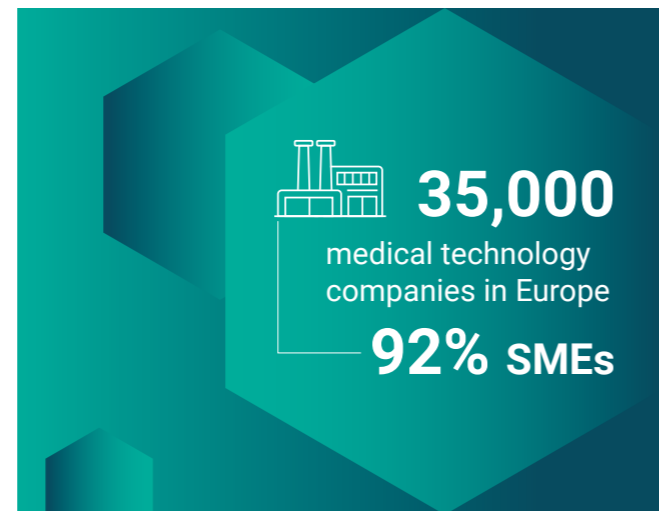
### European Medical Technology Market Overview

While the TriTech Institute’s operations are rooted in the Welsh NHS, its strategic vision and partnerships, particularly through Horizon Europe-funded collaborations position it firmly within the broader European innovation ecosystem.

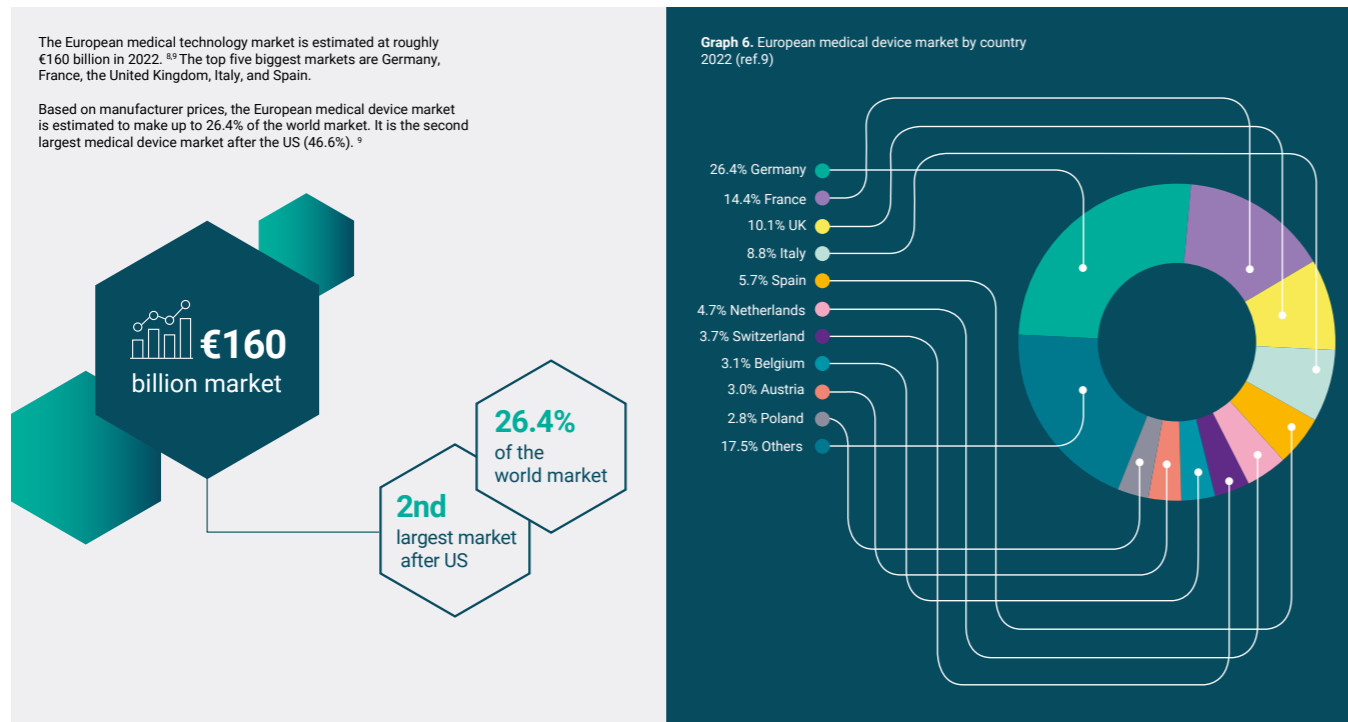
Understanding Europe-wide market dynamics is essential to ensure TriTech Institute’s work remains competitive, informed, and aligned with emerging trends across the continent.

The European medical technology sector is a key driver of innovation, investment, and health system transformation. With over 34,000 MedTech companies, predominantly SMEs, contributing to a €160 billion market, Europe represents a vibrant and evolving landscape.

The following graphs highlight key trends in areas such as regulatory frameworks, R&D intensity, market growth, and export strength providing essential context for the TriTech Institute’s ongoing efforts to scale impact, attract partners, and shape the future of health innovation.



xxi. [www.grandviewresearch.com/horizon/outlook/reprocessed-medical-devices-market/uk](http://www.grandviewresearch.com/horizon/outlook/reprocessed-medical-devices-market/uk)  
 xxii. [www.ibisworld.com/united-kingdom/industry/medical-dental-instrument-manufacturing/2140/](http://www.ibisworld.com/united-kingdom/industry/medical-dental-instrument-manufacturing/2140/)



### Statista Opinion – Medical Technology (Summarised)<sup>xxiii</sup>

The UK MedTech market is growing, underpinned by NHS demand for solutions that improve outcomes and efficiency. Buyers increasingly favour user-friendly, cost-effective technologies and digital tools that enable care closer to home. A strong R&D base, skilled workforce and supportive regulation sustain investment, while an ageing population drives continued need.

#### Key takeaways

- **Customer demand:** Clear preference for innovations that are easy to use, affordable, and demonstrably improve diagnosis, treatment and workflow; rising interest in telehealth and remote monitoring.
- **Technology trends:** Rapid adoption of AI/ML across diagnostics, surgery and monitoring; COVID-accelerated shift to virtual care models persists.
- **NHS effect:** The NHS’ purchasing power and digital priorities strongly shape adoption and reimbursement, creating a favourable route to scale for proven solutions.
- **Macro drivers:** UK strengths in R&D and talent, plus demographic pressures (ageing, chronic disease), continue to fuel market growth.

### Statista Opinion – Pharmaceuticals (Summarised)<sup>xxiv</sup>

The UK pharma market continues to grow, anchored by a strong science base, skilled workforce and sustained NHS demand. Buyers are moving toward precision/personalised medicine and therapies that demonstrate clear outcome gains, with parallel consumer interest in natural/plant-based options.

#### Key takeaways

- **Customer demand:** Rising preference for targeted, personalised treatments with measurable benefits; niche growth in natural/alternative remedies.
- **Industry structure:** Mix of global multinationals and a vibrant SME ecosystem, reinforced by leading universities and research institutes driving pipeline innovation.
- **Operating context:** Post-Brexit adjustments persist, but the UK remains attractive due to R&D strength; the NHS provides a large, stable route-to-market for proven therapies.
- **Macro drivers:** Government life-sciences investment, an ageing population and high chronic disease burden continue to fuel medium-term growth.

xxiii. [www.statista.com/outlook/hmo/medical-technology/united-kingdom?currency=GBP#revenue](https://www.statista.com/outlook/hmo/medical-technology/united-kingdom?currency=GBP#revenue)

xxiv. [www.statista.com/outlook/hmo/pharmaceuticals/united-kingdom?currency=GBP#revenue](https://www.statista.com/outlook/hmo/pharmaceuticals/united-kingdom?currency=GBP#revenue)

### Real-World Evidence and Value-Based Health Care

There is growing demand across the NHS and the life sciences sector for robust **Real-World Evidence (RWE)** and outcome-focused innovation. As systems shift toward **Value-Based Health Care (VBHC)**, decision-makers are prioritising technologies that can demonstrate measurable benefits, both in terms of patient outcomes and system-level efficiency.

This shift presents a clear opportunity for organisations like the TriTech Institute, which specialises in evaluative research, outcome analysis, and health economics. The TriTech Institute’s ability to provide independent, NHS-aligned evidence gives both healthcare providers and innovators the insight they need to inform procurement, adoption, and scale. With the increasing complexity of the innovation landscape, the TriTech Institute’s services are becoming essential to help NHS organisations de-risk adoption and ensure that technology investments are delivering real, measurable value.

#### Regulation

Carrying over from the previous business planning period, **regulation remains an important consideration** in the health technology landscape. While the Medicines and Healthcare Products Regulatory Agency (MHRA) continues to oversee medical device and technology standards in the UK, the environment is evolving, particularly following post-Brexit regulatory divergence and international harmonisation efforts. The number of organisations offering paid regulatory consultancy has grown, but for many SMEs, the regulatory pathway into the NHS still presents a barrier due to its perceived complexity and cost.

The TriTech Institute’s experience working within NHS systems continues to offer value to companies navigating these challenges. Its ability to advise on the regulatory landscape particularly in the context of NHS adoption, clinical investigation setup, and health technology assessments remains a sought-after service for innovators with limited in-house expertise. While no longer the sole driver of demand, regulatory guidance remains a key part of the TriTech Institute’s broader service offer.

*“There is an appetite for exactly what TriTech is putting out there as a service”*

Gwyn Tudor, Health Technology Innovation Specialist, MediWales

## 2.2 Market Sector in Wales

### The Life Sciences Ecosystem in Wales

Wales continues to foster a strong and collaborative life sciences ecosystem, with a network of national and regional organisations playing a key role in driving innovation, evaluation, and adoption of new health technologies. Key partners include:

#### Life Sciences Hub Wales

A national organisation working to accelerate the development and adoption of innovative solutions to support better health and well-being. The Hub acts as a bridge between industry and the NHS, providing strategic support to address system challenges and stimulate economic growth across the life sciences sector.

#### Health Technology Wales (HTW)

Established to provide a strategic, national approach to the appraisal and adoption of non-medicine health technologies. HTW evaluates the clinical and cost-effectiveness of technologies and publishes guidance for use across Wales. It supports evidence-informed decision-making and works closely with health boards, including collaborations with The TriTech Institute on evaluative research.

#### Assistive Technologies Innovation Centre (ATiC), UWTSO

ATiC brings expertise in user-centred design, motion capture, prototyping, and experience evaluation. The centre supports early-stage innovation and has an established partnership with The TriTech Institute, including joint appointments and collaborative research projects.

### Healthcare Technology Centre (HTC), Swansea University

HTC provides research and enterprise support for translating health innovations into scalable solutions. With strengths in data science and high-spec labs, it complements the TriTech Institute’s evaluative research expertise and has worked jointly on multiple innovation projects.

### MediWales

An independent, member-led network supporting life sciences, bringing together industry, academia, and clinical partners. MediWales creates business opportunities, supports trade development, and connects its members with NHS expertise and innovation needs.

### Health and Care Research Wales (HCRW)

Funded by Welsh Government, HCRW supports research across NHS Wales and its partners. It enables research into services, treatments, and technologies that improve care and outcomes. The TriTech Institute collaborates with HCRW via HDUHB’s R&D team to support high-quality study design and delivery.

### National Imaging Academy Wales (NIAW)

The NIAW is a flagship radiology training and innovation facility supporting the adoption of AI and advanced diagnostic technologies.

### Additional Key Organisations in Wales’ Life Sciences Sector

#### Public Health Wales

An NHS Trust established in 2009, Public Health Wales aims to protect and improve health and wellbeing in Wales. It plays a pivotal role in health protection, healthcare improvement, and health advisory services.

#### Cardiff University

As a member of the Russell Group, Cardiff University is a leading research institution in Wales, with significant contributions to biomedical and life sciences research.

### Swansea University Medical School

Ranked among the top medical schools in the UK, it collaborates closely with government, industry, and the NHS, focusing on research areas like nanotechnology, health informatics, and life sciences. It also houses the Health Technology Centre.

### Performance and Productivity Unit (formerly NHS Executive)

The Performance and Productivity Unit leads the national strategic direction for NHS Wales, overseeing quality improvement, innovation, and service transformation. It works closely with health boards, trusts, and partners to embed research and innovation into everyday practice.

### Bangor University

A research-led institution with strengths in health and behavioural sciences, Bangor University supports innovation through its clinical trials unit and partnerships with local health boards, particularly in North and Mid Wales.

### University of South Wales

Home to the Welsh Institute of Health and Social Care, USW delivers applied research and innovation in health technologies, professional practice, and service delivery—often in partnership with NHS and industry stakeholders.

### Cardiff Metropolitan University

With expertise in biomedical sciences, product design, and digital health, Cardiff Met fosters interdisciplinary innovation, particularly through its School of Sport and Health Sciences and Centre for Health, Activity and Wellbeing Research.

*“Thank you for the incredible effort you’ve put into this grant application. It’s incredible how quick and delightful an experience it’s been collaborating on this project with TriTech.”*

Arshia Gratiot, Eupnoos



## 2.3 The TriTech Institute Achievements and Positioning

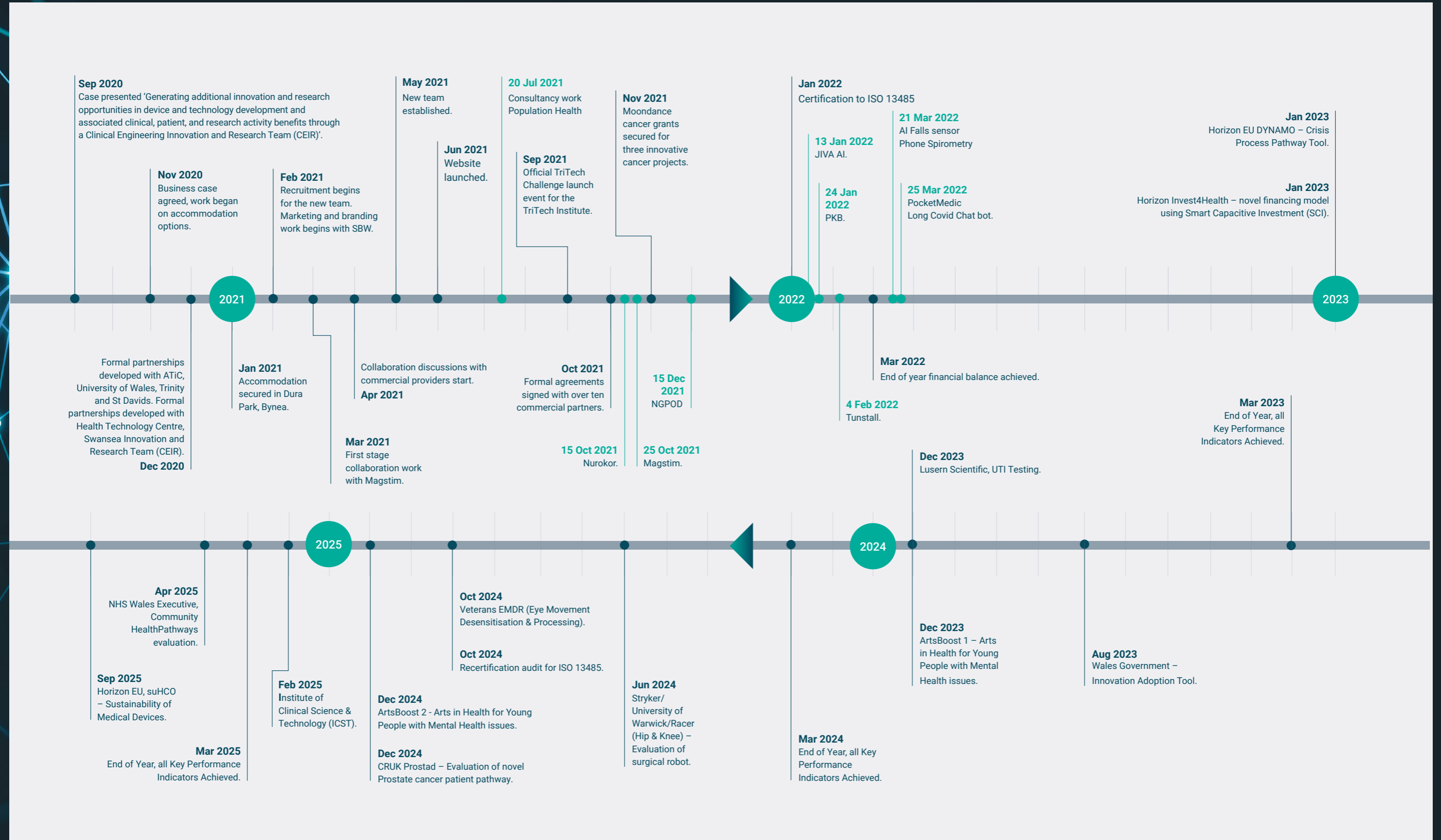
Now five years on from its formation, the TriTech Institute has established itself as a leading hub for healthcare innovation in Wales. Evolving from its original role as a collaborative space for Med-Tech and R&D, the TriTech Institute now operates as a fully integrated service, supporting the evaluative research, translation, and adoption of health technologies across the NHS and industry. Having moved beyond its initial set-up phase, the

TriTech Institute is now focused on consolidating its impact and scaling its activity. Its growing portfolio of projects, partnerships, and sector recognition places it in a strong position to shape the future of innovation-led service improvement within HDUHB and the wider Welsh health system.

This new business plan sets out the next phase of The TriTech Institute’s development building on solid foundations to deliver sustainable growth, increased influence, and greater value across the health and care landscape.



The timeline below highlights the key milestones in the period from 2020 to 2025.



## Expanding on The TriTech Institute's Position and Achievements

The TriTech Institute's strategic position within HDUHB is further reinforced by the **scale, diversity, and impact** of the projects it has delivered and committed to. The diagram below illustrates the **high-level achievements** that reflect The TriTech Institute's growing influence, operational maturity, and capability as a driver of innovation across the region.

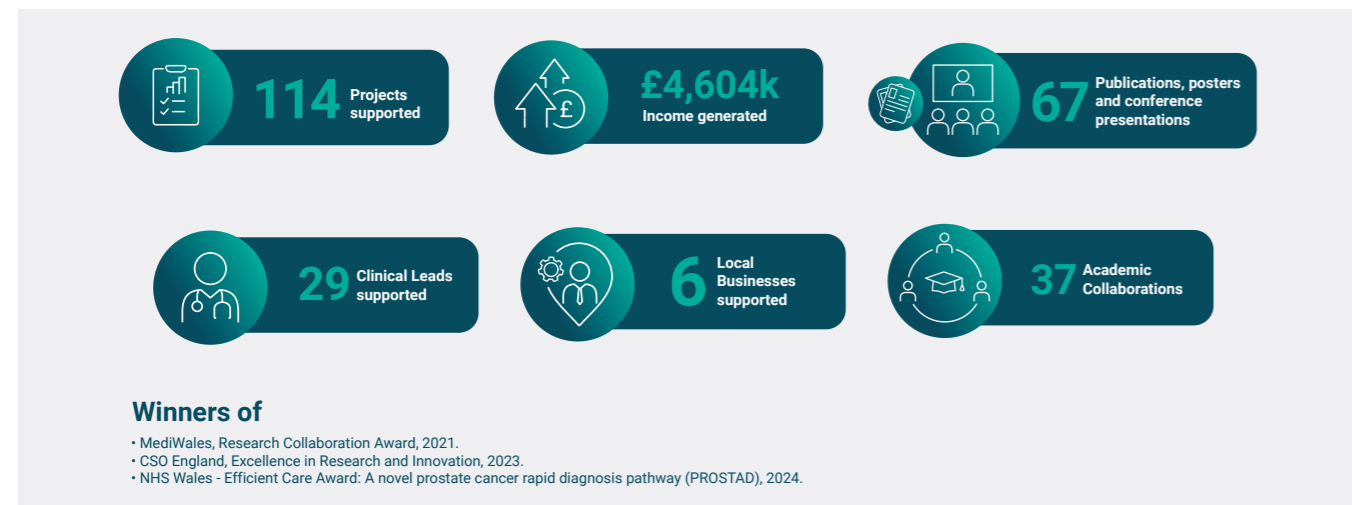
Since its inception, The TriTech Institute has:

- **Supported 114 innovation projects**, spanning translational research, evaluative research, and strategic advisory services.
- **Generated over £4.6 million in income**, with a further **£662,000 forecast for 2025/26**, demonstrating strong financial stewardship and the ability to attract external investment.
- Contributed to **67 academic outputs**, including peer-reviewed publications, conference presentations, and posters highlighting its role in knowledge generation and dissemination.

- **Enabled 29 clinical leaders** to engage in innovation, embedding a culture of research and improvement within frontline services.
- **Collaborated with 37 academic institutions**, strengthening its role as a bridge between research and practice.
- **Supported 6 local businesses**, contributing to regional economic development and the wider innovation ecosystem.

The TriTech Institute's excellence has also been recognised through multiple national awards, details can be found in 'Awards' section below.

These achievements collectively demonstrate the TriTech Institute's increasing capability to deliver high-impact, value-driven innovation that supports both organisational transformation and broader system goals.



## Collaborations



## CASE STUDIES

The TriTech Institute has collaborated with health boards, industry, and academic partners across Wales and beyond to deliver a diverse portfolio of projects over the last planning period. These have ranged from early feasibility studies and evaluative research through to national pilots and EU-wide programmes.

A full collection of case studies is available on our website<sup>xxv</sup>, and a selection is summarised in the following table, with full detail provided in **Appendix 2 – Clients and Case Studies**.



xxv. [www.tritech.nhs.wales/case-studies/](http://www.tritech.nhs.wales/case-studies/)

Project	Partners	Period	Focus / Outcome
NGPOD Nasogastric Tube Device	HDUHB, SBUHB, NGPOD	May–Aug 2022	Evaluated safety and usability of a novel NG tube placement device. Showed 94% placement success, reduced X-ray use, improved efficiency; highlighted training/cultural adoption needs.
Technology Enabled Care (TEC) – Heart Failure	Delta Wellbeing, Tunstall	Jun 2021–Oct 2022	Remote monitoring of 232 patients reduced hospital stays (50%) and increased virtual outpatient use. Strong patient satisfaction; scalability to COPD/diabetes flagged.
AI for Prostate Cancer (JivaRDX)	Moondance, JIVA.AI	Nov 2021–May 2023	AI tool achieved 77% sensitivity, 65% specificity. Potential to reduce radiologist workload; further refinement needed for regulatory readiness.
UTI Point-of-Care Testing	Llusern Scientific	Sep 2022–Apr 2023	Evaluated molecular POC UTI test. Potential to cut antibiotic use; cost vs workflow integration issues noted; promising for out-of-hours/remote use.
Learning Lab – CVD Risk	HDUHB, SBUHB, Swansea Uni, Amgen	Aug 2022–ongoing	Data-driven programme to improve CVD care. Early results: reduced lipids, BP, weight. Supports national rollout strategy for high-risk patients.
Diabetes Prevention Programme	HDUHB	Jan 2023–Mar 2024	542 participants. Improved BMI, BP, wellbeing. Aligns with NHS Wales prevention goals; scalable with more long-term data.
DiaSole for Diabetic Foot Ulcers	Kaydiar, ConvaTec, WWIC	Sep 2022–Sep 2024	Early findings: reduced ulcer area/depth, no adverse skin effects. Improves mobility and patient comfort; potential cost-effective alternative to casts.
Robotic Arthroplasty Trials (RACER Hip & Knee)	NIHR, UHCW, Stryker, HDUHB	2023–2024 (ongoing)	Supporting the R&D team. Evaluating robotic-assisted hip/knee replacements. Early impacts: surgical precision, learning opportunities. Supports national NHS evidence base. Specifically, to support the R&D Division with the study.
DYNAMO EU Consortium	7 EU partners, incl. HDUHB	Jan 2023–Feb 2026	Dynamic modelling for system resilience. Focus on crisis preparedness, pathway redesign, EU-wide adoption potential.
PROSTAD Prostate Cancer Pathway	CRUK, HDUHB, Swansea Uni	Oct 2022–Dec 2023	Pilot cut diagnostic delays (MRI wait down 10 days, biopsy 24 days). Award-winning; blueprint for wider rollout.
DanceWell – Arts on Prescription	HDUHB Arts, Tywi Taf GP Cluster, ACW	Oct 2022–Dec 2023	Dance intervention for chronic illness/frailty. Reported better mood, confidence, reduced isolation. Informs wider creative health strategy.

Collectively, these projects demonstrate TriTech Institute's role in enabling evaluative research, accelerating adoption, and supporting system-wide innovation.

## AWARDS

The TriTech Institute has been recognised with several industry and NHS awards and commendations for its innovative contributions to healthcare:

**MediWales Innovation Award (2021):** The TriTech Institute, in collaboration with Bond Digital Health, won the Health and Social Care Research Partnership with Industry Award for developing the COPD Pal app. This digital tool empowers patients to manage their chronic obstructive pulmonary disease (COPD) by logging symptoms, feelings, and medications, leading to improved patient confidence and reduced hospital visits<sup>xxii</sup>.

**Chief Scientific Officer's Excellence in Healthcare Science Award (2022):** Professor Chris Hopkins, Head of Innovation and the TriTech Institute at HDUHB, received the Research and Innovation Award at the NHS Chief Scientific Officer's Excellence in Healthcare Science Awards. This accolade recognises groundbreaking scientific work and strong collaborations that make a real difference in patient care<sup>xxiii</sup>.

**Innovate Awards Finalist (2022):** The TriTech Institute was selected as a finalist in the 'Innovative Health System of the Year' category at the Innovate Awards, highlighting its impressive and inspirational work in health system innovation<sup>xxiv</sup>.

**NHS Wales Awards (2024):** The TriTech Institute's PROSTAD (Prostate Cancer Rapid Diagnosis Pathway) project was recognised with the Efficient Care Award at the NHS Wales Awards. This initiative significantly reduced the average time from referral to diagnosis by 28 days, enhancing patient-centred care through streamlined clinical pathways and AI-powered diagnostic tools<sup>xxv</sup>.

**Royal College of GPs - Annual Conference 2024 (Liverpool):** The TriTech Institute was recognised at the Royal College of General Practitioners (RCGP) Annual Conference 2024 in Liverpool, where the "DanceWell – Seated & Gentle Dance on Prescription in West Wales" project won the Best Innovation Poster award<sup>xxvi</sup>.

*"It's great to see this project coming to a conclusion. It's been great working with TriTech Institute on this. We've had a few hurdles to get over given the ongoing COVID-19 situation, but thanks to the TriTech team the delays have been minimal."*

Marcus Ineson, NGPOD

## 2.4 Alignment with Strategic Policy Priorities

### Positioning TriTech Institute within National and Local Contexts

Operating within the framework of the Wellbeing of Future Generations (Wales) Act 2015, Wales Innovates (2023), and the Health and Care Research Wales (HCRW) Plan (2022), the TriTech Institute is aligned with both national and UK priorities, including A Healthier Wales and NHS England's Fit for the Future 10-Year Plan. These strategies collectively promote prevention, digital transformation, and community-based models of care. The TriTech Institute serves as an NHS-embedded translational research and innovation partner, leveraging HDUHB's population profile as a testbed for new pathways and evidence-led adoption.

On 3 July 2025, the UK Government officially published **"Fit for the Future"**, NHS England's new 10-Year Health Plan. The strategy outlines three major shifts that will shape the future of healthcare: a move from hospital to community, analogue to digital, and treatment to prevention. While The TriTech Institute operates within NHS Wales, its strategic focus, capabilities, and active project portfolio strongly reflect and, in many cases, anticipate these national priorities.

The TriTech Institute's work with partners such as Amgen on the *Predict and Prevent Cardiovascular Disease Programme* exemplifies this forward shift towards proactive care, enabling earlier detection and intervention to prevent acute episodes such as heart attacks and strokes. Similarly, projects with AstraZeneca on asthma pathways and the CRUK-funded prostate cancer optimisation work demonstrate how TriTech Institute supports

xxvi. [www.healthandcareresearchwales.org/about/news/hywel-dda-university-health-board-partnership-wins-mediwales-award-2021](http://www.healthandcareresearchwales.org/about/news/hywel-dda-university-health-board-partnership-wins-mediwales-award-2021)

xxvii. [www.llanellistandard.com/cso-excellence-in-science-award-win-for-professor-hopkins/](http://www.llanellistandard.com/cso-excellence-in-science-award-win-for-professor-hopkins/)

xxviii. [www.tritech.nhs.wales/innovate-awards-tritech-institute-finalist/](http://www.tritech.nhs.wales/innovate-awards-tritech-institute-finalist/)

xxix. [www.hduhb.nhs.wales/news/press-releases/pioneers-from-hywel-dda-recognised-in-shortlist-for-cancer-awards](http://www.hduhb.nhs.wales/news/press-releases/pioneers-from-hywel-dda-recognised-in-shortlist-for-cancer-awards)

xxx. [www.wahwn.cymru/uploads/resources/DanceWellv3.pdf](http://www.wahwn.cymru/uploads/resources/DanceWellv3.pdf)

integrated, evidence-based redesign of care services in line with national health reform.

Within the Welsh NHS context, we will champion innovation in primary care by supporting new models of service delivery, digital solutions, and collaborative approaches that enhance access and patient experience. This commitment aligns with national priorities set out in A Healthier Wales and the Public Health Wales strategic framework, which emphasize the need to tackle the wider social determinants of health, such as housing, education, employment, and community resilience. By embedding these principles into our planning, we aim to reduce health inequalities and improve wellbeing across our communities.

The TriTech Institute's emphasis on real-world evidence generation, digital innovation, and service pathway transformation supports broader goals around health equity, system efficiency, and population outcomes. As NHS England rolls out bold changes in digital health and community care models, the TriTech Institute stands ready as a collaborative and future-aligned partner.

### Supporting HDUHB Objectives

The TriTech Institute will continue to play a central role in delivering against the strategic objectives of HDUHB, acting as both a delivery partner and system enabler across priority areas:

- PO1: Happy, healthy workforce (e.g. through innovation in staff wellbeing tools and inclusive design).
- PO2: Financial recovery (the TriTech Institute will continue to assess the value of health innovations, include their cost and the outcomes delivered)).
- PO3: Urgent and emergency care transformation (e.g. evaluative research of new care models).
- PO4: Planned care, diagnostics, and cancer (e.g. digital diagnostics and pathway redesign).
- PO5: Mental health and CAMHS (e.g. digital therapeutics and service evaluation).
- PO6: Clinical services plan (e.g. innovation pipeline alignment).
- PO7: Primary and community strategy (e.g. collaboration with Primary Care Academy).
- PO8: Estates plans (e.g. evaluating

technologies that enable care to be delivered closer to home thereby placing less reliance on pressurised hospital facilities).

- PO9: Digital plans (e.g. AI, data science, and digital health evaluations).
- PO10: Population health (e.g. innovation addressing health inequalities and prevention).

### 2.5 Sustainability and the Green Agenda

The TriTech Institute is increasingly aligning its innovation strategy with the NHS's wider commitment to environmental sustainability. As the NHS Wales Decarbonisation Strategic Delivery Plan and Greener NHS initiatives gain traction, the TriTech Institute recognises the need to ensure that the technologies, pathways, and service models it supports not only improve outcomes but also contribute to reducing environmental impact. For example, this could include evaluating lower-carbon digital alternatives to traditional service delivery, supporting the adoption of remote monitoring solutions to reduce unnecessary travel, or contributing to the evidence base around reprocessed medical devices.

By embedding sustainability considerations into technology evaluations and procurement guidance, the TriTech Institute ensures innovations are aligned with **both clinical impact and carbon-conscious decision-making**.

It also makes sense to focus on this from a growth perspective, as the **UK reprocessed medical devices market** is projected to grow, with cardiovascular reprocessing leading the way. The TriTech Institute's evidence-led approach can play a vital role in supporting NHS Wales to assess, adopt, and scale green innovations that deliver *clinical, economic and environmental* benefits.



## 3.0 Strategy & Implementation

### 3.1.1 Products and Services (Product)

#### Structured Around the 5 I's: Aligned with The TriTech Institute's Core Values

The TriTech Institute delivers a unique and agile portfolio of services that combines scientific rigour, health system insight, and close industry collaboration. To communicate the depth of its offering, The TriTech Institute frames its product strategy through the 5 I's, a lens that emphasises customer connection and value creation grounded in its **core organisational values**.

#### Impact

The TriTech Institute's work drives measurable change across health and care systems. From reducing waiting times in cancer diagnostics to enabling earlier cardiovascular interventions, every project is designed to deliver real-world value. Backed by **Value-Based Healthcare** and **health economic evaluation**, the TriTech Institute ensures its innovations are clinically meaningful, financially justifiable, and system-ready.

#### Value Lens: Professional, Cutting Edge

#### Influence

The TriTech Institute is a trusted partner to global life sciences companies, SMEs, and NHS leaders. It has the ability to produce robust evidence and insight, has *influenced procurement decisions, national policy discussions, and clinical adoption strategies*. Collaborations with organisations like Amgen, AstraZeneca, and Cancer Research UK showcase its reach—and the confidence leading partners place in the TriTech Institute's expertise.

#### Value Lens: Professional, Innovative

#### Intimacy

The TriTech Institute doesn't simply deliver projects. It builds long-term partnerships. Its team of clinicians, scientists and innovators invest deeply in understanding customer challenges, enabling *tailored solutions* and support. Clients return for multi-phase programmes because they trust the people *behind the product*, not just the service.

#### Value Lens: Personable, Professional

#### Interaction

The TriTech Institute fosters dynamic and transparent interaction throughout each project lifecycle. Whether this is through co-design sessions, joint project boards, or interactive workshops, engagement is two-way, continuous, and adaptive. By embedding **agile, responsive** practices into its operating model, the TriTech Institute ensures solutions stay relevant—even as project parameters evolve.

#### Value Lens: Agility, Personable

#### Involvement

Clients are not passive recipients they are co-creators. The TriTech Institute invites partners into the heart of the innovation process, from defining research questions to interpreting evaluative research data. This level of involvement strengthens ownership, sharpens outcomes, and creates innovations that are *fit for context, fit for people, and fit for purpose*.

#### Value Lens: Innovative, Agility

### 3.1.2 Marketing, Advertising, and Communications (Promotion)

Several actions are being advanced to support a better understanding of the TriTech Institute and develop a pipeline of projects. To support this, the TriTech Institute has committed a dedicated marketing budget to advance its promotional and strategic communications activity. This investment covers the creation of high-quality branded materials, event assets, website promotion, and professional video content. The overall aim is to elevate the TriTech Institute's visibility across key audiences and clearly communicate its evolving role and value within the health innovation landscape. The rest of this section highlights the specific marketing and promotional activities that are planned or underway.

#### Strategy Film

A micro-documentary film is currently in production to coincide with the launch of the new Research and Innovation Strategy. The film captures the journey of the TriTech Institute,

including where it began, what it has achieved, and where it is heading next. Filming is taking place across various sites and includes contributions from internal and external stakeholders, industry and academic partners and patients. Once released, the film will serve as a powerful storytelling tool to articulate the TriTech Institute's impact and ambition to a wider audience.

#### **NHS Confed Conference**

The TriTech Institute had a dedicated presence at the NHS Confed Conference in Manchester in June 2025. For this event, bespoke marketing materials and stand adornments were developed to reflect the refreshed brand and messaging. This conference was a key opportunity for The TriTech Institute to engage with senior health and care leaders, raise awareness of its service offer, and forge new connections across the wider innovation ecosystem.

#### **The TriTech Institute Website**

The TriTech Institute's website has undergone a full redesign, featuring a new look and feel, as well as refreshed content. The updated site offers improved navigation, clearer messaging, and a more compelling representation of the TriTech Institute's services, case studies, and strategic priorities.

The website will serve as a hub for future promotional activity, including the launch of the strategy film.

#### **Social Media Approach**

The TriTech Institute has shifted away from general social media promotion in favour of more targeted digital outreach. The current approach includes Google Search and geo-targeted advertising, as well as a stronger focus on LinkedIn as the primary channel for professional engagement. Experimentation through the previous planning period highlighted LinkedIn has worked well.

The TriTech Institute is also exploring promotional opportunities via respected sector publications and platforms, such as New Scientist and the British Medical Journal, to increase reach among clinical and academic audiences.

#### **Partnerships, Stakeholders, and Reputation**

Developing strong, purposeful partnerships remains central to the TriTech Institute's strategy and is critical to delivering the objectives set out in this business plan. Building on a foundation of trusted relationships across academia, industry, and the wider NHS, the TriTech Institute continues to focus on creating shared value that benefits both the population of West Wales and the broader innovation ecosystem.

Partnerships allow the TriTech Institute to draw on a diverse range of expertise, infrastructure, and insight maximising resources and supporting the timely, high-quality delivery of its services.

As the organisation grows in reach and capability, protecting and enhancing its reputation is a key priority. The TriTech Institute aims to be recognised not only as an integral part of HDUHB's research and innovation infrastructure, but also as a gold-standard partner for life sciences innovation across Wales and beyond.

#### **Exhibitions and Trade Shows**

There are a number of exhibitions and trade shows that present valuable opportunities for The TriTech Institute to raise its profile and build strategic relationships. The TriTech Institute's attendance at previous exhibitions has been valuable and will continue to form a key part of our promotion strategy. Attendance may take the form of delegate participation, collaborative presence alongside a partner, or a standalone exhibition space. Many of these events are supported by high-quality conference programmes, providing an ideal platform for networking, thought leadership, and showcasing the TriTech Institute's work to potential collaborators and customers.

#### **3.1.3 Location (Place)**

The TriTech Institute's location in West Wales continues to offer unique advantages for healthcare innovation. As part of HDUHB, the TriTech Institute operates within a health system that covers a geographically broad and demographically diverse population spanning urban centres and deeply rural communities. This diversity makes it an

ideal real-world testbed for health and care innovation, reflecting the broader challenges and opportunities seen across Wales and the UK.

Wales also benefits from strong national infrastructure supporting inward investment and innovation in life sciences. Organisations such as Life Sciences Hub Wales, Business Wales, and MediWales help foster a thriving MedTech ecosystem, while national and regional economic strategies including the Swansea Bay City Deal and the Mid Wales Growth Deal provide a supportive policy and investment environment. This makes the region increasingly attractive to entrepreneurs, academics, and international investors looking to collaborate, test, and scale new health technologies<sup>xxvii</sup>.

Early in 2026, the TriTech Institute will relocate to a new, purpose-built facility at Pentre Awel, Llanelli a transformational development set to become a flagship site for integrated health, care, and innovation in Wales. Pentre Awel is the first development of its kind in the country, bringing together research, life science innovation, education, rehabilitation, and community well-being under one roof.

Developed as part of the Swansea Bay City Deal, the site is designed to foster collaboration between the NHS, academia, business, and the public.

At Pentre Awel, the TriTech Institute will be co-located with universities, industry partners, and innovation-focused SMEs, with access to high-quality clinical research infrastructure and digitally enabled rehabilitation environments. The new space will support the TriTech Institute's growth, enabling it to scale its evaluative research and innovation services, attract new partners, and play an even more visible role in Wales' health innovation ecosystem.

In addition to its enhanced physical presence, the TriTech Institute's base at Pentre Awel will offer improved opportunities for community engagement, multi-disciplinary research, and cross-sector collaboration all vital for driving the development and adoption of technologies that improve health outcomes and system performance.

#### **3.1.4 The TriTech Position in the Market (Position)**

The situational analysis confirms that the TriTech Institute continues to occupy a leading position across multiple areas of operation, with particularly strong performance in evaluative research and growing recognition in research and advisory services. Strategic diversification since the last business planning cycle has improved resilience, broadened income streams, and deepened sector engagement.

The combination of NHS embedding, academic collaboration, and agility continues to provide a distinct market advantage. The TriTech Institute's strong reputation both as an organisation and through its individual team members underpins its ability to lead, influence, and deliver within a highly specialised and competitive innovation landscape. With a maturing offer and a strong foundation in place, the TriTech Institute is well-positioned to consolidate its market lead and expand its national and international reach in the short to medium term.

#### **3.1.5 The Team (People)**

The TriTech Institute has cultivated a highly skilled, respected, and motivated team, recognised for its ability to collaborate effectively across the NHS, with clinical colleagues, industry partners, academic institutions, and patients. The people behind the TriTech Institute are central to its growing reputation, and their collective expertise is driving forward a culture of innovation, evidence generation, and meaningful impact.

Now entering a new phase of growth, the team is increasingly focused on consolidating its role as a leader in health technology evaluative research and innovation across Wales and beyond. With the upcoming move to Pentre Awel, there will be greater opportunities for integrated working, cross-sector collaboration, and the expansion of specialist capabilities. As the TriTech Institute scales, so too will the need for strong succession planning, skills development, and leadership that ensures continuity and ambition in equal measure.

Many members of the team are already delivering substantial projects aligned with their areas of

xxxi. [www.growingmidwales.co.uk/article/10701/Mid-Wales-Growth-Deal](http://www.growingmidwales.co.uk/article/10701/Mid-Wales-Growth-Deal)

clinical and technical expertise, contributing to a distinctive model that blends innovation delivery with frontline insight. Continued investment in people will be essential to sustaining momentum.

The plan includes provision for increased resourcing in line with project growth, ensuring the team remains agile, well-

supported, and equipped to deliver the next stage of the TriTech Institute's evolution.

*"Truly innovative health technologies offer us the potential to have a positive powerful impact upon our patients, health system, and staff, thereby transforming healthcare for the future..."*

Chief Executive, HDUHB

## 4.0 Organisation, Management Team & Governance

This section outlines the operational model for TriTech, including its management structure, approach to governance, quality assurance processes, and risk management.

### 4.1 Organisation Design

The TriTech Institute is overseen by a Sub Group of the Research and Innovation Sub Committee, which provides strategic leadership, steers the organisation's progress against its key objectives, monitors key issues, risks, and financial performance.

The sub group is called the TriTech & Innovation Group, which meets bi-monthly to review project pipelines and ensure all initiatives reflect the broader priorities and values of HDUHB.

The sub group is supported by an experienced Operational Team made up of research staff, scientists, and delivery leads who manage day-to-day activity across projects.

The membership of the TriTech & Innovation Group:

- Director of Research, Innovation, and University Partnerships (Chair)
- Consultant Clinical Scientist, Head of TriTech Institute and Innovation (Vice-Chair)
- Clinical Director Research & Development
- Clinical Lead, TriTech Institute and Innovation
- Head of Research and Development
- Deputy Head of TriTech Institute and Innovation
- TriTech Institute and Innovation Programme Manager
- Head of Value Based Health Care

- Finance Business Partner
- Blood Sciences Service Manager
- Life Science Hub Representative
- Lead Pharmacist (Cardiac Services)
- University Partnership Advisor UWTSD (co-opted expert advisors)
- University Partnership Advisor SU (co-opted expert advisors)
- Secretarial Support
- Specialist support as required

#### Purpose

The TriTech and Innovation Group plays a vital role in ensuring that HDUHB is actively engaged in the development and adoption of high-quality healthcare technologies and innovations. It provides assurance to the Research and Innovation Sub-Committee through regular reporting, demonstrating that its responsibilities are being met with regard to both the quantity and quality of innovation activity taking place within HDUHB. This includes oversight of new technology developments and ensuring that all associated work is delivered safely and to a high standard.

Beyond oversight, the TriTech and Innovation Group is also responsible for making strategic decisions that enable meaningful, evidence-based innovation to flourish. Its remit includes taking action to foster a culture of innovation, building organisational capacity, and encouraging involvement in projects that improve outcomes and deliver measurable impact for patients and services. By doing so, the Group plays a central role in shaping the future of health technology innovation across HDUHB.



#### Responsibilities

The responsibilities of the TriTech and Innovation Group are to:

- Ensure compliance with all relevant frameworks, UK Clinical Investigations and other Regulations (transposed into UK law from European Union Directives) and reporting requirements are in place and functioning appropriately.
- Respond to any issues arising from relevant internal review or audit, or inspections carried out by external regulatory authorities.
- Oversee the development of the TriTech and Innovation Division's strategy, operational plan, and other relevant documents in line with local and national priorities and guidance, for sign off by the Board after scrutiny from the Research and Innovation Sub-committee.
- Oversee the TriTech Institute and Innovation budget, ensuring it is being spent in accordance with health board policies and procedures.
- Oversee progress of the TriTech and Innovation Division against the objectives of the operational plan. Identify risks to the achievement of the operational plan that need to be escalated to the Research and Innovation Sub-committee meeting.
- Provide strategic oversight of action plans that have been developed by the TriTech Institute and Innovation team to address operational problems.
- Review and approve reports for relevant internal groups.
- Agree the information submitted to relevant organisations.
- Develop strategic partnerships with Higher Education Institutions and other external organisations critical to the delivery of the operational plan.
- Review and approve specific standard operating procedures for the TriTech and Innovation Division, which are not currently held or governed by another system or body within HDUHB.
- Review and, as appropriate, give final approval for the TriTech and Innovation Division to commit to entering legally binding agreements for projects / collaborations, in accordance with the health board's scheme of delegation, policies and procedures.

#### Reporting

- The TriTech & Innovation Group contributes to the integration of good governance across the organisation, ensuring that all sources of

assurance are incorporated into the TriTech & Innovation overall risk and assurance framework.

- The TriTech & Innovation Group establishes task and finish groups to carry out specific aspects of its business on its behalf. The TriTech & Innovation Group receives an update following each task & finish group’s meeting detailing the business undertaken on its behalf.
- The TriTech & Innovation Group:
  - o Reports quarterly and on a timely basis to the Research and Innovation Sub-committee.
  - o Brings to the sub-committee’s specific attention any significant matters under consideration by the TriTech & Innovation Group.
- Ensures appropriate escalation arrangements are in place to alert the Medical Director of any urgent/critical matters that may compromise patient care and affect the operation and/ or reputation of the Department.

#### Frequency of Meetings

- The TriTech & Innovation Group will meet bi-monthly.
- Extraordinary meetings are convened when necessary and at the discretion of the Chair of the TriTech and Innovation Group

#### 4.2 Governance

The TriTech and Innovation Division operates within a well-defined governance structure, as set out by HDUHB. Full details of this structure are available in the health board’s suite of policies and written control documents, published on its website. Internally, the TriTech Institute follows a clear project governance process to manage how initiatives progress through the organisation.

The Senior Management Team continues to review and refine governance processes to ensure they remain effective and adaptable across different sectors, service areas, and partner organisations.

#### 4.3 Organisation Chart

The TriTech Institute has maintained a stable organisational structure throughout its current operational period, which has effectively supported the delivery of its strategic objectives

and programme activities. This continuity has contributed to operational efficiency and alignment with institutional goals. The current organisation structure is detailed within 1.4 Governance and Structure.

The core of this organisational structure has remained unchanged from the last business plan. Where changes have taken place, they have been made to respond to lessons from operating the TriTech and Innovation Division. These have included strengthening the commercial research offer, building internal capacity, supporting national strategic priorities, and embedding research and innovation into governance and operations - to ensure the Institute confidently moves forward into its next phase of consolidation and growth. All changes have been actioned in accordance with health board policies and procedures.

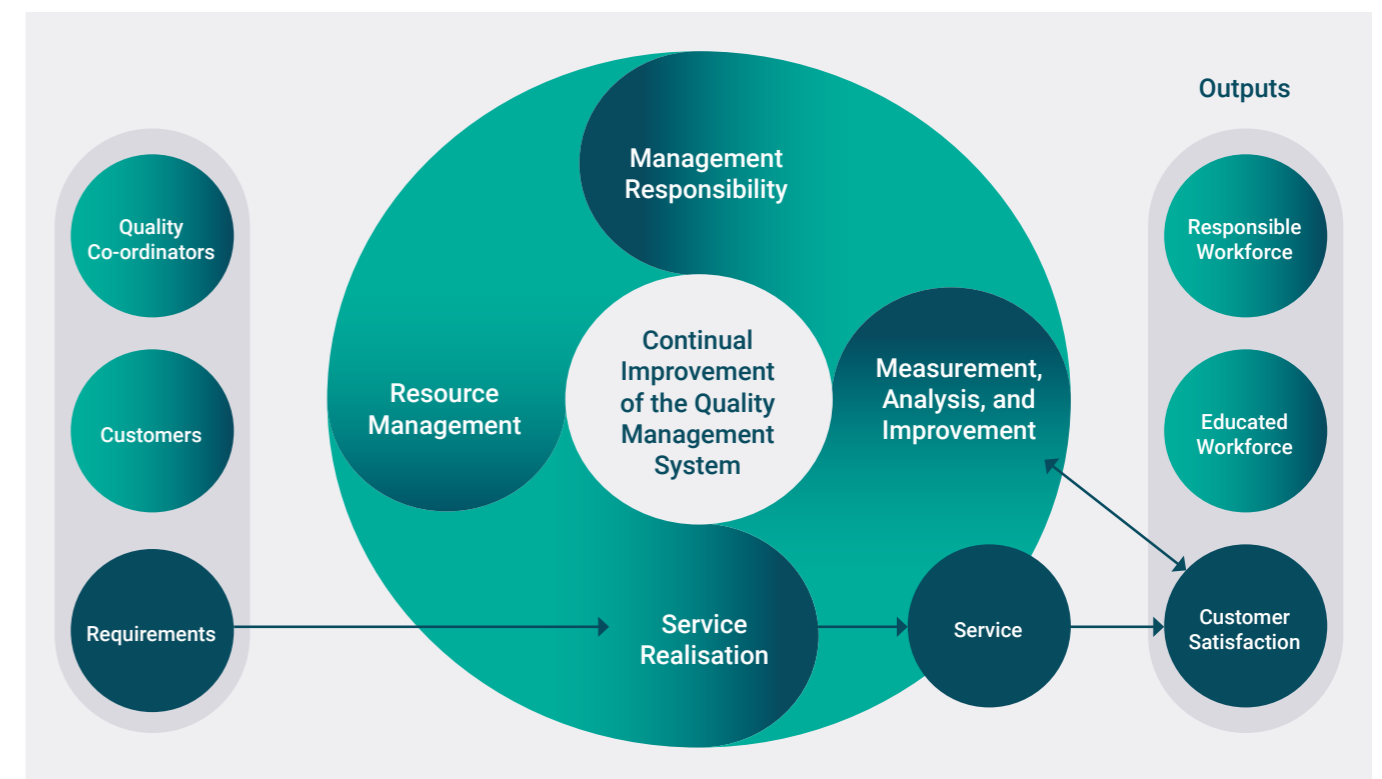
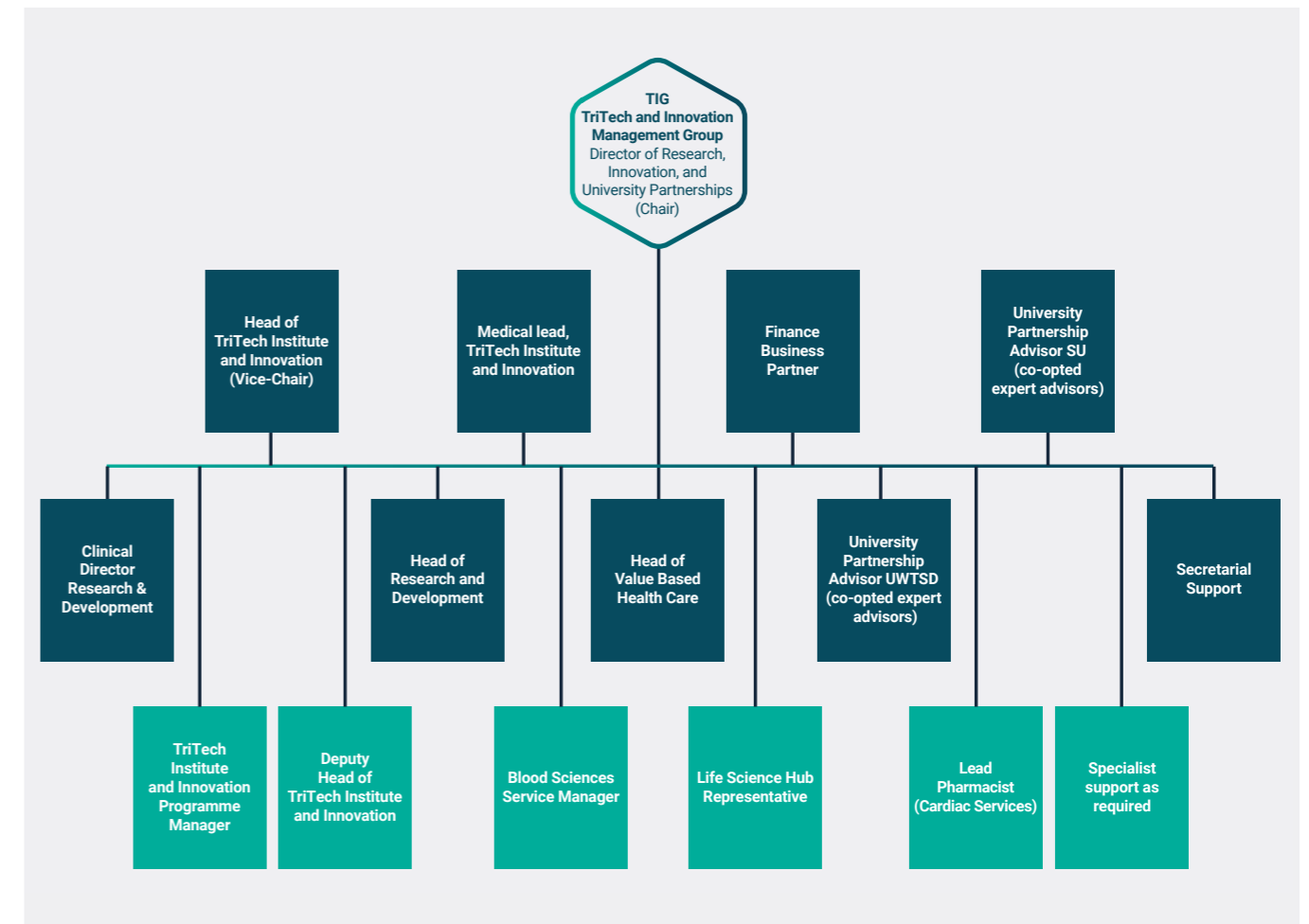
#### 4.4 Organisation Culture

HDUHB fosters a culture of openness, engagement, and innovation, where all members of the workforce are encouraged to contribute ideas and drive change. This culture is underpinned by clear, supportive leadership at all levels, with a strong emphasis on clinical leadership and meaningful staff engagement.

The TriTech Institute reflects and builds on this organisational philosophy. Its culture is defined by its mission, vision, and values, which place collaboration, professionalism, agility, and innovation at the core of its work (See section 1.3 Mission, Vision & Values). These principles are further detailed in the TriTech Institute’s Brand Guidelines (**Appendix 3**) and are embedded across its partnerships, services, and internal practices.

*“it’s been an absolute pleasure to work with you and the team.”*

Mark Girvan, Managing Director, Streamliners.



## 4.5 Continuous improvement

Our mission, vision, purpose, and values are embedded across all aspects of the TriTech Institute's operations. They serve not only as guiding principles but as drivers of continuous improvement, shaping our approach to recruitment, retention, appraisal, and day-to-day working practices. By fostering a culture of reflection, learning, and adaptation, these values translate into a consistent set of behaviours that support innovation, accountability, and excellence across the organisation.

## 4.6 Quality and Safety Standards

The TriTech Institute operates under a suite of quality management documents. Central to this is a Quality Management System (QMS) manual, currently in use, which has been specifically developed to meet the requirements of ISO 13485:2016 the international standard for medical device quality management systems.

This ensures that the TriTech Institute maintains high standards of regulatory compliance, operational consistency, and continuous quality improvement across all innovation activities.

## 4.7 Project Level Governance

All potential projects are subjected to the TriTech Institute's scoping and feasibility assessment. This includes the TriTech and Innovation Team evaluating the innovation's readiness, regulatory requirements, and practical implementation considerations within NHS settings. The background associated with potential collaborators (e.g. universities or industry partners) is also assessed and the project's fit with one of TriTech Institute's service categories (research, evaluation, advice) is considered.

If the project involves a new clinical procedure or clinical research, it must go through HDUHB's relevant governance processes, including review by the Effective Clinical Practice Advisory Panel or research approval pathways, including sponsorship group. This ensures patient safety, ethical compliance, and alignment with appropriate clinical standards. The TriTech Institute supports this process by coordinating necessary documentation and approvals.

In the case of Innovation projects and research of a non-clinical nature, the TriTech and Innovation Group (TIG) will ultimately review and decide whether it should proceed. TIG ensures the proposal aligns with HDUHB's innovation strategy and prioritizes projects based on population need, potential impact, and available resources. TIG may approve the project, request further development, or suggest alternative approval pathways.

Once approved by TIG, TriTech and Innovation division formalizes the project through agreements and commissioning, such as SLAs or MoUs. Intellectual property and legal matters are managed in collaboration with NWSSP Legal & Risk.

The TriTech and Innovation team then oversees project delivery, ensuring compliance with standards like ISO 13485, and monitors progress through data collection, analysis, and reporting.

Please see Appendix 6 for a copy of Research, Evaluation and Advice Decisions Process Map.

## 4.7 ISO 13485

ISO 13485 is an internationally recognised standard that outlines the requirements for a quality management system specific to medical devices. The current version, ISO 13485:2016, includes a 2021 amendment that introduces annexes mapping the standard's clauses to the requirements of the European Medical Devices Regulation (MDR) and the In Vitro Diagnostic Regulation (IVDR). This alignment helps organisations ensure regulatory compliance while maintaining high standards of safety, quality, and performance in medical device development and delivery.

To enhance the utilisation of our service offer, we will pursue a strategic expansion of collaborative activities with university partners, early-stage industry enterprises, and recognised innovation leaders. This approach will be underpinned by our specialised expertise in regulatory compliance and quality management systems, with particular emphasis on ISO 13485:2016, which aligns with the UK and European Medical Devices Regulations and In Vitro Diagnostic Regulation (IVDR).

Through the provision of targeted support, including regulatory advisory services, co-

designed innovation projects, and capacity-building workshops we aim to facilitate the development of safe, high-quality, and compliant medical technologies. These initiatives will be tailored to the specific needs of academic research teams and emerging businesses, thereby contributing to a more integrated and resilient innovation ecosystem.

## 4.8 Risk Register

The risks for the TriTech Institute are recorded within a risk register. The TriTech Institute's risk register provides an agreed record of the significant risks that have been identified through a risk assessment process and serves as a record of the control activities that are currently undertaken. It also provides a record of the additional actions

that are proposed to improve control of particular risks, including responsibility and timescales for the implementation of those intended controls. In order for risk management to be effective and make a significant contribution to the team, the risk register is a document that drives changes and improvements. The risk register is reviewed at the TriTech and Innovation Group and is also considered by the Research and Innovation Sub Committee for assurance. There are also risk registers for individual projects, which are routinely reviewed at weekly team meetings, where consideration is given to whether risks need to be escalated to the higher-level risk register.

Further details about the HDUHB Risk Management Strategy and Policy can be found on the UHB website.

Please see **Appendix 4** for Risk Register.

# 5.0 Financial Plan & Projections

## 5.1 Summary Financial Position

The TriTech Institute has delivered a financial surplus during the period 2021/22 to 2024/25, as summarised in the table below:

Overall	2021/22 (£k)	2022/23 (£k)	2023/24 (£k)	2024/25 (£k)
<b>Total income</b>	£514	£862	£1,726	£1,501
<b>Cost of operating</b>	£506	£546	£1,322	£1,284
<b>Surplus</b>	£7	£317	£405	£217

## Summary Financial Projections

The financial projections demonstrate that evaluative research is the main source of income, reinforcing a strategic dependency on activities associated with the same. Research also plays a meaningful role in the overall financial model. Forecasts over the forthcoming five-year period incorporate both projected income and operational expenditures, including the planned introduction of new posts at defined intervals. Importantly, the timing and nature of these posts will remain flexible and subject to adjustment in response to evolving service needs and emerging income opportunities.

These projections are structured to achieve a balanced net zero financial position annually, thereby supporting long-term fiscal sustainability. The total projected return for the period from 2026/27 to 2030/31 is derived from the financial outlook for 2025/26.

The same level of project income has been assumed, while secondment income has been reduced to reflect the conclusion of secondments between 2023 and 2025. Inflationary adjustments have been applied to both annual income and operating costs for each financial year.

Additionally, where new post appointments have been considered, income growth of 12-17% pa is anticipated between 2026/27 and 2028/29. This reflects the expected impact of increased capacity and project delivery. If this growth fails to materialise during 2026/27, the investment in posts during 2027/28 will not be made. From 2029/30, a steady state of income and expenditure is assumed, with increases in line with inflationary pressures.

In summary, the financial model aims to provide a realistic scenario based on current commitments, anticipated staffing changes, external funding and internal commissioning. The initial ask of Hywel Dda UHB in respect of this business plan is to underwrite the additional income generation risk of £91,721 in 2026/27 to cover a modest increase in establishment.

## 5.2 Financial Control

The rationale underpinning all financial models within the TriTech Institute is informed by the need for public bodies to adhere to state aid regulations, which are designed to prevent the distortion of competition through the inappropriate use of public resources. In this context, it is essential that services provided, particularly those involving collaboration with external or commercial partners are delivered on a full cost recovery basis. This ensures that public funding is not inadvertently used to subsidise activities that could confer a competitive advantage, thereby maintaining compliance with legal and regulatory obligations. Unlike private entities, public sector organisations must navigate complex funding and governance frameworks, and the adoption of a transparent, equitable cost structure is critical to safeguarding both financial integrity and strategic alignment.

The model therefore reflects a commitment to responsible public sector innovation, balancing service delivery with regulatory compliance. The ability to apply overhead charges to projects varies by sector, directly influencing each project's potential to generate a financial surplus. Where modifications have occurred, whether in staffing levels, role definitions, or the timing of appointments, these have been undertaken in accordance with established HDUHB governance protocols and organisational policy frameworks.

The rationale for such adjustments reflects the dynamic nature of service requirements, strategic priorities, and emerging income opportunities, ensuring that resource deployment remains both responsive and aligned with operational objectives. All changes have been subject to rigorous procedural oversight, including formal review and approval processes, thereby upholding principles of transparency, accountability, and regulatory compliance.

## 5.3 Internal Commissioning

All the TriTech Institute's projects, regardless of funding source, are only selected if they offer the potential to contribute to the health and wellbeing of the population of South West Wales. However, the work undertaken through this business plan has demonstrated the potential for the TriTech Institute to re-balance its portfolio to enable it to be more responsive to internal direct commissions.

This might include an evaluative research of a new process or pathway of care or supporting the introduction of a proven innovation.

In order to do this, it is proposed that on an annual basis, the TriTech Institute ringfences 20% of its capacity (defined as 20% of its established costs) to support clinical care group priorities. Practically, this would involve:

- Criteria defined by executives in the October of the year preceding when the internal commissioning will take place. This would align to the annual planning cycle.
- An internal call for project ideas issued in November.
- TriTech Institute scope the project ideas with the delivery team, with proposals costed. The internal cost recovery rate will be applied, without the application of oncots.
- Costed proposals considered by an internal prioritisation panel, chaired by an Executive, with recommendations ratified by all Executives.
- Projects will then be entered into the TriTech portfolio for the subsequent year, for delivery within the same year.
- The TriTech Institute cost recovery target is reduced by the combined value of the projects internally commissioned.

If the TriTech Institute delivers a genuine surplus during the year of the internally commissioned projects, the surplus will offset the cost of project delivery. However, if a surplus is not delivered, it is proposed that the the costs associated with the projects will be covered by the Hywel Dda University Health Board.

## 5.4 Current and Future Resource Planning and Investment

### Current Resource Planning and Investment

Given the current strategic priorities and financial considerations, it is both appropriate and necessary to re-evaluate the existing staffing structure to determine whether current roles remain optimally aligned with operational requirements and future service delivery objectives. This review has explored the potential for transitioning existing roles into newly proposed positions, as well as identifying the need for additional roles where appropriate.

Such adjustments aim to enhance functional alignment and operational efficiency, while also contributing to the mitigation of financial risk through more targeted and effective resource deployment. All proposed changes have been considered within the context of organisational governance and policy, ensuring that any structural modifications are both justified and compliant.

### Future Resource Planning and Investment

To sustain growth and deliver against the expanded scope of services outlined in this business plan, several opportunities for developing the current workforce and infrastructure have been identified.

Acting on these will ensure the organisation can meet rising demand, maintain quality, and continue operating at pace in areas such as evaluative research, digital innovation, and pathway redesign. Costed proposals for additional posts and associated support functions have been developed to inform future investment decisions and align resource growth with strategic priorities.

We will adopt a flexible approach to fixed-term appointments over the next five years, aligning these roles with emerging project opportunities and new income streams. This strategy ensures we can respond dynamically to innovation needs while maintaining financial sustainability.

The structure arising from these investments is illustrated in the next page. This would represent the entirety of the establishment in 28/29, if all income generation targets are met.

## 5.5 New Key Performance Indicators

The New Key Performance Indicators (KPIs) for the TriTech Institute are structured around four strategic principles that collectively define and measure the Institute's success in delivering research and innovation aligned with organisational priorities.

### Principle 1&2: Excellence in Quality, Timeliness and Stakeholder Engagement

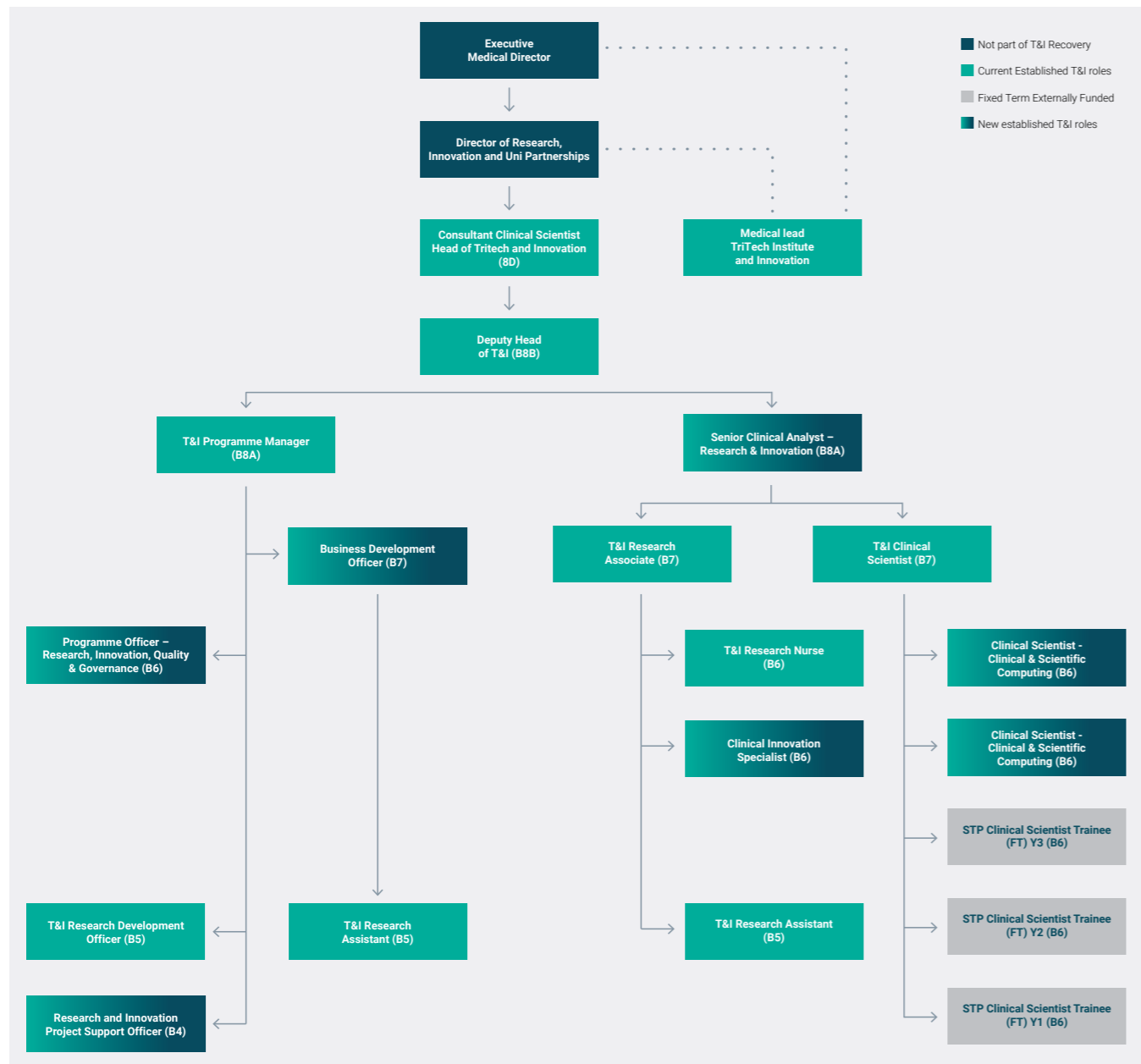
A foundational principle of the TriTech Institute is the delivery of high-quality, timely research and innovation projects in collaboration with internal stakeholders across HDUHB and external academic and industry partners. This principle encompasses two interdependent dimensions: the effective execution of projects and the systematic engagement of stakeholders through structured feedback mechanisms.

The TriTech Institute's operational model is underpinned by robust project governance, performance monitoring, and stakeholder engagement frameworks. Projects are managed to meet defined contractual obligations, quality standards, and agreed timelines, with proactive risk management to mitigate delays and reputational risks. Equally, stakeholder feedback is embedded as a core evaluative practice, enabling continuous improvement, organisational learning, and the refinement of collaborative processes. Together, these practices ensure that The TriTech Institute maintains credibility, fosters trust-based partnerships, and delivers sustained impact within the research and innovation ecosystem.

### Key Performance Indicators (KPIs)

#### KPI 1 – Timely Project Delivery

- Specific: Ensure all research and innovation projects are delivered within agreed timelines or formally revised schedules, agreed with commissioners, through structured planning and regular progress tracking.
- Measurable: Achieve ≥95% on-time delivery across all active projects within our control by monitoring milestone completion rates.



- Achievable: Implement routine reviews with project leads.
- Relevant: Supports HDUHB's commitment to efficient delivery and enhances reputation and stakeholder confidence.
- Time-bound: Launch the tracking system within three months of business plan approval; achieve target by March 31, 2026, and annually thereafter.

### KPI 2 – Quality and Stakeholder Engagement

- Specific: Implement a structured feedback process to capture stakeholder insights within two weeks of project completion.
- Measurable: Achieve ≥80% response rate from identified stakeholders per project; analyse

feedback using a standardised framework.

- Achievable: Use digital survey tools (e.g., Microsoft Forms or Qualtrics) with automated reminders.
- Relevant: Enhances continuous improvement and informs future project planning.
- Time-bound: Launch feedback process by March 31 2026; apply to 100% of completed projects by March 31, 2027, and annually thereafter.

### Principle 3: Effective use of resources

The TriTech Institute operates under a cost recovery financial model within HDUHB, governed by an annual budget that encompasses staffing expenditures and non-pay miscellaneous operational costs. A fundamental aspect of this

model is the recovery of incurred costs through direct financial contributions from internal and external partners and collaborators, as well as through competitive grant funding. The strategic objective is to achieve the minimum of a financially neutral position at the end of each fiscal year and ideally a position that allows re-investment in wider health board service innovations and research priorities. It should be noted that all the TriTech Institute's project will make wider financial contributions to the health board by, for example, securing investment into service developments, improving efficiency or affording the 'head space' to work on early intervention and prevention.

To support the delivery of its financial objective, The TriTech Institute employs robust financial planning and monitoring processes, ensuring that project budgets are aligned with funding sources and that expenditure remains within approved limits. Failure to achieve cost neutrality would result in an unsustainable financial burden on HDUHB, potentially compromising The TriTech Institute's operational viability and its capacity to deliver future research and innovation activities. Inadequacies in costing methodologies can also result in a misalignment between team capacity and the work required to deliver financial balance.

A combination of these factors means that financial sustainability is embedded as a core principle within The TriTech Institute's governance framework.

### KPI 3 – A yearly net zero (or better) financial position

- Specific: Monitor and manage the TriTech Institute's finances to ensure a minimum breakeven position by the end of each financial year.
- Measurable: Track yearly budget vs. actual spend and revenue (or cost savings) for the TriTech Institute, achieving a net financial position of zero or better by the close of the HDUHB financial year.
- Achievable: Using a financial tracker/ dashboard and conduct monthly reviews with project leads and finance teams to identify variances and take corrective actions.
- Relevant: Supports HDUHB's goal of financially sustainable innovation and ensures responsible use of resources across the programme.

- Time-bound: Launch financial planning and monitoring tools within 3 months of business plan approval, and achieve break-even outcomes for 100% of projects closing annually thereafter.

Within the Welsh NHS context, we will champion innovation in primary care by supporting new models of service delivery, digital solutions, and collaborative approaches that enhance access and patient experience. This commitment aligns with national priorities set out in A Healthier Wales and the Public Health Wales strategic framework, which emphasize the need to tackle the wider social determinants of health, such as housing, education, employment, and community resilience. By embedding these principles into our planning, we aim to reduce health inequalities and improve wellbeing across our communities.

### Principle 4: Aligning with the Strategic Imperatives of the HDUHB

A critical component of the TriTech Institute's strategic approach is the alignment of its research and innovation activities with the planning objectives of HDUHB. This alignment ensures that the TriTech Institute's initiatives directly contribute to addressing the organisation's most pressing challenges and deliver measurable impact for the populations and communities served within the HDUHB region. By embedding HDUHB's strategic priorities into project selection and development processes, the TriTech Institute maximises the relevance and utility of its outputs.

Failure to align the TriTech Institute's activities with HDUHB's planning objectives risks diminishing the value of its contributions, potentially resulting in limited organisational benefit and reduced return on investment. To mitigate this, the TriTech Institute employs a structured alignment framework, including regular strategic reviews, stakeholder consultations, and impact assessments, to ensure that its portfolio remains responsive to evolving organisational needs. This approach reinforces The TriTech Institute's role as a catalyst for system-wide improvement and ensures that innovation efforts are both purposeful and contextually grounded.

### KPI 4 – On agreement of the priorities, the TriTech Institute cost recovery target is reduced by the combined value of the projects internally commissioned by 20% of the establishment costs.

- **Specific:** Ensure all projects supported by the TriTech Institute align to HDUHB planning objectives and 20% of the established staff are working on internally commissioned projects.
- **Measurable:** Review project agreement forms to ensure all projects align to HDUHB planning objectives and 20% of project income arising from internally instigated and funded projects.
- **Achievable:** All project applications to complete the HDUHB strategic alignment section in their proposal. Financial trackers used to determine proportion of internally instigated and funded projects.
- **Relevant:** Supports the HBUHB system-wide agenda
- **Time-bound:** Internal commissioning framework launched within three months of business plan being agreed (i.e., with quarterly updates thereafter).

#### Principle 5: Strategic Engagement, Communication and Dissemination

Strategic engagement and communication are essential to ensuring the visibility and continued success of the TriTech Institute. To support the development and sustainability of its research and innovation portfolio, the TriTech Institute must actively engage with both existing and prospective stakeholders, partners, and collaborators, internally within HDUHB and externally across academic, industry, and public sectors. Equally important is the communication and dissemination of project outcomes and findings to wider audiences, facilitating knowledge transfer and promoting the practical application of research and project insights.

To follow this principle, the TriTech Institute will implement a comprehensive communication and engagement strategy that includes regular stakeholder updates, targeted outreach campaigns, and structured dissemination activities such as publications, presentations, and digital media outputs. The absence of such a strategy would risk limiting the visibility and impact of TriTech Institute's work, reducing the likelihood of research findings being translated into practice, and potentially constraining future project opportunities due to diminished stakeholder awareness and engagement.

A measurable objective within this framework is to deliver quarterly communications outputs and ensure that 100% of completed projects include a documented dissemination plan and stakeholder feedback mechanism. This approach reinforces TriTech Institute's commitment to transparency, collaboration, and the strategic advancement of innovation within HDUHB and beyond.

#### KPI 5 – Effective Communication, Engagement, and Dissemination

- **Specific:** Enhance visibility and impact of innovation projects by actively communicating outcomes through internal channels, external platforms (e.g., journals, conferences, public events), and academic collaborations. Enhance trust in the TriTech Institute as a preferred delivery partner.
- **Measureable:** Four core measures are planned but further will follow the communications and engagement plan:
  1. Deliver a minimum of 6 internal communications (e.g., newsletters, intranet updates)/engagement events (e.g., away days, webinars) annually within HDUHB
  2. Deliver a minimum of 4 external outputs (e.g. journal articles, conference presentations, public engagement events) annually
  3. Demonstrate Patient and Public Involvement (PPI) involvement across all research and innovation projects where appropriate.
  4. through a question as part of KPI 2, demonstrate that >90% of clients and collaborators would recommend the TriTech Institute to other organisations.
- **Achievable:** A communications and engagement plan and the target measures can be achieved without additional resources. The approach will be to leverage existing networks, cohost events and co-author publications, thereby maximising capacity.
- **Relevant:** Supports HDDUHB strategic goals by promoting innovation, fostering knowledge exchange, and strengthening partnerships across clinical, academic, and public domains.
- **Time-bound:** Launch the communications and collaboration plan within three months of this business plan being approved, with quarterly progress reviews and a final impact summary by April 2026 and annually thereafter.

## 6.0 Conclusion

Over the next five years, the TriTech Institute will convert innovation to impact by focusing on four investable offers: **Digital & AI Assurance, Prevention & Pathway Optimisation, Procurement-ready Evidence, and Collaborative R&D.** This focus aligns directly with national policy in Wales, read-across to NHS England's prevention/digital shift, and HDUHB's priorities—moving us upstream, accelerating safe adoption, and hard-wiring value into routine care.

The TriTech Institute starts from a position of strength: a five-year track record, diversified income with c.£4.6m generated to date and further forecast in-year, a growing portfolio with global biopharma and national partners, and a credible testbed across Hywel Dda. Case studies in CVD, prostate cancer, TEC, AI diagnostics and surgical trials evidence The TriTech Institute's approach: co-design, evaluate, implement, and scale.

Delivery will be driven by three core disciplines:

First, governance and assurance: TIG R&ISC oversight, standardised evaluative research, adoption playbooks, and enhanced data, AI and QMS capability.

Second, people and place: phased resourcing (Health Economist/Data Analyst, QMS Lead, Computational Clinical Scientist, Portfolio PM, Bid/Grant Writer) to protect quality and throughput, alongside activating Pentre Awel as a partnership hub.

Third, engagement: targeted industry and academic outreach, stronger internal advocacy, and clear articulation of our USP to convert pipeline into adoption.

Risks are known and actively managed: system capacity and procurement variation (mitigated by adoption playbooks and PSR-aligned value cases), digital/AI assurance needs (mitigated by QMS/NICE-ESF alignment and post-deployment monitoring), and team resilience (mitigated by phased hiring and succession planning). KPIs will track outcomes and experience, adoption and spread, system value (VBHC), pipeline conversion, and risk/quality—reported quarterly to give clear line-of-sight from investment to benefit.

The ask of Hywel Dda UHB is proportionate and targeted. Approving the four-offer business plan, authorising the phased resource plan and non-pay lines, and reaffirming governance will allow TriTech to meet demand, de-risk adoption for the system, and deliver measurable patient and financial benefits at pace.

In short: the context is favourable, the demand signal is strong, and the route to value is clear. With this plan approved, the TriTech Institute is positioned to lead Wales—and contribute nationally—in turning evidence into outcomes, at scale.



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- viii. Source: NHS Wales Planning Framework 2024–2027, [www.gov.wales/sites/default/files/publications/2024-03/nhs-planning-framework-2024-to-2027.pdf](https://www.gov.wales/sites/default/files/publications/2024-03/nhs-planning-framework-2024-to-2027.pdf)
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**TRITECH**

Sefydliad | Institute

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## Equality Impact Assessment (EqIA) Screening Template

### When to complete an EqIA Screening

An EqIA Screening Template must be completed when reviewing, changing and developing procedures/ proposals/ projects/ policies. This is a first step and is used to consider whether there are any negative impacts that may arise.

### Purpose of an EqIA Screening Template

The purpose of this short exercise is to ensure that you have shown appropriate due regard when considering the impact for people with protected characteristics in your decision making. The screening process is designed to help you consider the circumstances and to inform evidence-based decisions.

If the proposal is of a significant nature and it is apparent from the outset that a full EqIA will be required, then it is not necessary to complete this Screening Template, you can proceed to complete the full [EqIA](#).

If no negative impacts are identified following completion of the EqIA screening then it is not necessary to undertake a full EqIA however, the decision and justification must be clearly recorded in this document.

### On completion of the Screening Template:

- Ensure that all the white boxes within the screening are completed.
- Ensure that the Procedure/ Project/ Proposal/ Policy owner has signed and dated the Screening Template.
- Send a copy of the completed template along with the related policy or project proposal to [Inclusion.hdd@wales.nhs.uk](mailto:Inclusion.hdd@wales.nhs.uk) for the Diversity & Inclusion Team to review.
- Each Screening Template will be reviewed by the Diversity & Inclusion Team and feedback will be provided to the Procedure/ Project/ Proposal/ Policy owner. This may include recommendations for further action to inform robust decision-making.

### Support

For further support please visit the [EqIA Sharepoint](#) or contact:

Email: [Inclusion.hdd@wales.nhs.uk](mailto:Inclusion.hdd@wales.nhs.uk)

Tel: 01554 899055

<b>Director and Directorate</b>	Mr Mark Henwood, Medical Directorate
<b>Service Area</b>	Tritech and Innovation

<b>Title of Procedure, Project, Proposal, Policy being screened:</b>	TriTech Institute Business Plan 2026-31
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**Description of the Procedure/ Project/ Proposal/ Policy being screened (including key aims and objectives)**

As the current business plan approaches its conclusion in 2025/26, the development of a new business plan has been initiated for the period 2026–2031

The business plan is structured into the following sections:

- Current Organisation Details
- Market Analysis & The TriTech Institute’s Positioning
- Situational Analysis
- Strategy & Implementation
- Organisation, Management Team & Governance
- Financial Plan & Projections

Executive approval is required of the entire business plan.

**Evidence considered (including staff and population data, relevant research, expert and community knowledge etc.)**

An independent peer review, which involved a multidisciplinary team (NHS, biopharmaceutical and medical technology) interviewing stakeholders to identify organisational strengths, challenges, and areas for improvement. The findings of this review were presented to the Executive Team on 23 July 2025 and included the need for a clearer USP, sustainability plans, and furthering of the applied research ambitions of the Institute. In response, the Executive Team asked for the business plan to:

- show clear alignment with the health board’s organisational priorities and planning objectives;
- incorporate a costed assessment of workforce requirements; and
- set out a communications approach that enhances internal visibility, fosters stronger links with internal arrangements (e.g. primary care academy), and the contribution made to health board priorities.

An assessment of financial performance over the past four and a half years undertaken by the finance directorate, which has also been involved in several facilitated discussions to set out a financial strategy and plan for the next five years. The Institute has consistently delivered a year-on-year surplus relative to its cost recovery targets and, more significantly, has demonstrated an enduring commitment to evidence generation while actively supporting clinical teams in the adoption and integration of innovative practices.

- a comprehensive assessment of key performance indicators and a market assessment supported by the marketing company SBW. SBW also supported the development of the Institute’s last business plan (2021-2026) and have convened several facilitated workshops to inform future KPIs in view of market opportunities;
- an overall assessment of key successes (2020/21-2024/25), which has included:
  - £4.63M income generated across 111 projects.
  - Support provided to 29 clinical leads, 37 academic collaborations, and 6 local businesses. Clinical teams frequently highlight the enabling nature of the Institute’s approach and its contribution to innovation adoption.
  - Recognition through awards including MediWales, CSO England, and NHS Wales accolades.
  - 42 outputs comprising publications, posters, and conference presentations.
  - Support for local companies and public sector organisations.
  - Creating high quality scientific jobs: 8 substantive staff, 4 fixed-term staff, and 3 HEIW-funded Clinical Scientist trainees.
- several team development sessions, with a focus on understanding how the structure and working practices could be enhanced to optimise the delivery of the proposed TriTech Institute’s objectives going forward.

**Assess which protected characteristics will potentially be affected by the proposal in the table below** (please ✓ the relevant box to confirm positive, negative or no impact).

**If at any point a negative impact has been identified (actual or potential), you do not need to proceed with the completion of this form, as a full EqIA must be undertaken:** [Equality Impact Assessments \(EqIAs\) \(sharepoint.com\)](https://sharepoint.com)

<b>Age</b>				
Is it likely to affect older and younger people in different ways or affect one age group and not another?				
Positive Impact	<input type="checkbox"/>	Negative Impact	<input type="checkbox"/>	No Impact <input checked="" type="checkbox"/>
Justification of impact identified: The justifications below apply to all protected characteristics.				
<p>Commissioned projects - Our activities are primarily evaluative and situated within a research context. As such, the work is designed to generate short-term insights rather than deliver sustained, long-term impact. The purpose is to assess effectiveness, usability, and outcomes within a defined timeframe, rather than to implement permanent service changes.</p> <p>In conducting this evaluation, we will adhere strictly to established research governance and ethical standards, including the completion of an Equality Impact Assessment (EqIA) in line with research protocols. This ensures that the study is inclusive, transparent, and compliant with all relevant regulatory and ethical requirements.</p> <p>Marketing, advertising and communication – ensuring that all marketing, advertising and comms (depending on the messages, target audiences) is inclusive, such as being bilingual, using inclusive language, targeting underrepresented communities, not using gendered language, using accessible formats etc. We work with a Cardiff-based marketing agency that is also commissioned by the Welsh Government. They take all of these factors into account when delivering their services.</p>				

<b>Disability</b>				
Is it likely to affect those with a physical disability, learning disability, sensory loss or impairment, mental health conditions, long-term medical conditions such as diabetes?				
Positive Impact	<input type="checkbox"/>	Negative Impact	<input type="checkbox"/>	No Impact <input checked="" type="checkbox"/>
Justification of impact identified:				
<b>Gender Reassignment</b>				
Is it likely to affect those who either:				
<ul style="list-style-type: none"> <li>• Have undergone, intend to undergo or are currently undergoing gender reassignment.</li> <li>• Do not intend to undergo medical treatment but wish to live in a different gender from their gender at birth</li> </ul>				
Positive Impact	<input type="checkbox"/>	Negative Impact	<input type="checkbox"/>	No Impact <input checked="" type="checkbox"/>
Justification of impact identified:				
<b>Marriage / Civil Partnership</b>				
Under the Equality Act, the characteristic of Marriage and Civil Partnerships is only protected in the workplace/ employment.				
Is it likely to affect those who are married or in a Civil Partnership? This means someone who is legally married or in a civil partnership.				
Positive Impact	<input type="checkbox"/>	Negative Impact	<input type="checkbox"/>	No Impact <input checked="" type="checkbox"/>
Justification of impact identified:				
<b>Pregnancy and Maternity</b>				
Is it likely to affect those who are pregnant or have recently had a baby? Maternity covers the period of 26 weeks after having a baby, whether or not they are on Maternity Leave.				
Positive Impact	<input type="checkbox"/>	Negative Impact	<input type="checkbox"/>	No Impact <input checked="" type="checkbox"/>
Justification of impact identified:				
<b>Race / Ethnicity</b>				
Is it likely to affect people of a different race, nationality, colour, culture or ethnic origin including non-English / Welsh speakers, Gypsies/Travellers, asylum seekers and migrant workers?				
Positive Impact	<input type="checkbox"/>	Negative Impact	<input type="checkbox"/>	No Impact <input checked="" type="checkbox"/>
Justification of impact identified:				
<b>Religion or Belief</b>				
Is it likely to affect people who have a religion or belief? The term 'religion' includes a religious or philosophical belief.				
Positive Impact	<input type="checkbox"/>	Negative Impact	<input type="checkbox"/>	No Impact <input checked="" type="checkbox"/>

Justification of impact identified:				
<b>Sex</b>				
Is it likely to affect people who are mostly male or female. Where it applies to both equally does it affect one differently to the other?				
Positive Impact	<input type="checkbox"/>	Negative Impact	<input type="checkbox"/>	No Impact <input checked="" type="checkbox"/>
Justification of impact identified:				
<b>Sexual Orientation</b>				
Whether a person's sexual attraction is towards their own sex, the opposite sex or either.				
Positive Impact	<input type="checkbox"/>	Negative Impact	<input type="checkbox"/>	No Impact <input checked="" type="checkbox"/>
Justification of impact identified:				
<b>Armed Forces Community</b>				
Consider whether this impacts on members of the Armed Forces and their families, whose health needs may be impacted long after they have left the Armed Forces and returned to civilian life. Also consider their unique experiences when accessing and using day-to-day public and private services compared to the general population. It could be through 'unfamiliarity with civilian life, or frequent moves around the country and the subsequent difficulties in maintaining support networks, for example, members of the Armed Forces can find accessing such goods and services challenging.'				
For a comprehensive guide to the Armed Forces Covenant Duty and supporting resource please see: <a href="#">Armed-Forces-Covenant-duty-statutory-guidance</a>				
Positive Impact	<input type="checkbox"/>	Negative Impact	<input type="checkbox"/>	No Impact <input checked="" type="checkbox"/>
Justification of impact identified:				
<b>Socio Economic Duty</b>				
Consider those on low income, economically inactive, unemployed or unable to work due to ill-health. Also consider people living in areas known to exhibit poor economic and/or health indicators and individuals who are unable to access services and facilities. Food / fuel poverty and personal or household debt should also be considered.				
For a comprehensive guide to the Socio-Economic Duty in Wales and supporting resources please see: <a href="#">more-equal-wales-socio-economic-duty</a>				
Positive Impact	<input type="checkbox"/>	Negative Impact	<input type="checkbox"/>	No Impact <input checked="" type="checkbox"/>
Justification of impact identified:				
We actively contribute to supporting local businesses and strengthening the regional economy. This includes collaborating with Welsh-based partners, and ensuring that our projects create opportunities for local enterprises to participate in innovation and research activities.				
<b>Welsh Language</b>				
Is it likely to impact on opportunities for people to use the Welsh language? The Welsh language should be treated no less favourably than the English language.				

Positive Impact		Negative Impact		No Impact	<input checked="" type="checkbox"/>
Justification of impact identified:					

If a negative impact has been identified, you are not required to complete this form as a full EqIA must be undertaken. A full EqIA template and guidance can be found on the following link: [Equality Impact Assessments \(EqIAs\) \(sharepoint.com\)](#)

Screening Completed by:	Name	Chris Hopkins
	Title	Professor
	Contact details	Chris.l.hopkins@wales.nhs.uk
	Date	4 <sup>th</sup> November 2025
Screening Authorised by: (Directorate level owner of the procedures/ proposals/ projects/ policy)	Name	Leighton Phillips
	Title	Professor
	Contact details	Leighton.Phillips2@wales.nhs.uk
	Date	4 <sup>th</sup> November 2025
Guidance has been provided by Diversity & Inclusion Team:	Name	Helen Sullivan
	Title	Head of Partnerships, Diversity and Inclusion
	Contact details	Helen.sullivan@wales.nhs.uk
	Date	5/11/2025
Diversity and Inclusion Team additional Comments:		

**Please note: The D&I team will save a copy of the completed form for reference. If any changes are made after the date of review, it is the directorate's responsibility to update the EqIA and inform the D&I team.**