



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

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	22 July 2025
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Research & Innovation Strategic Plan
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Mark Henwood, Executive Medical Director
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Dr Leighton Phillips, Director of Research, Innovation and Value

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

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

Er Sicrwydd/For Assurance

**ADRODDIAD SCAA**

**SBAR REPORT**

Sefyllfa / Situation

Members of the Digital, Data, and Innovation Committee (DDIC) are asked to note and take assurance in the work being undertaken to develop implementation actions for Hywel Dda University Health Board's (HDdUHB) new Research and Innovation Strategic Plan (2025-2030).

Cefndir / Background

HDdUHB's new Research and Innovation Strategic Plan (2025-2030) was 'soft launched' on Thursday 19 June 2025, following Board approval earlier this year. Initial feedback suggests it has been positively received both within and outside the organisation. It provides a strong basis for achieving the vision to deliver high-quality and impactful research and innovation, improving services and health outcomes for our communities, patients, and staff. The Strategic Plan sets out three high level aims:

- Improving access to high-quality research and innovation that improves services, health and wellbeing.
- Creating an environment and culture that develops and enables competent and empowered researchers and innovators to flourish.
- Developing and sustaining partnerships that maximise and accelerate research and innovation access and impact.

These strategic aims are underpinned by actions, as detailed within final Strategic Plan attached at Appendix A.

A Research and Innovation event will be held in the Autumn, providing a further opportunity to profile the Strategic Plan and provide real examples of studies and collaborations within HDdUHB. It is hoped this event will take place at the new Pentre Awel development in Llanelli, which will be the future focal point for Research and Innovation at HDdUHB. R&D will not have moved to Pentre Awel at this time, however the main reception area will be complete by the

Autumn, and access may be permitted for this event. This position will be clarified nearer the time.

HDdUHB should be proud of the work it delivered guided by the last Research and Innovation Strategic Plan (2021-2024), which led to a significant growth in the research and innovation portfolio and impact across the organisation. This was achieved in part due to the translation of the Strategic Plan into clear and measurable actions, which were owned by team members from across the Department of Research, Innovation and Value. The same approach will be taken this time.

### Asesiad / Assessment

The Strategic Plan at Appendix A, outlines a mix of actions, some are definitive, such as establishing a commercial respiratory research unit, while others, like exploring options to optimise facility use, will require further development to determine feasibility. The latter might take several years. There are also actions within year that will need to be implemented, which are currently unknown, as they relate to external imperatives. An example of this could be changes in the performance indicators used by external funders to determine the level of funding received. An implementation commitment is made within the Strategic Plan, however, the reality is that these will need to be clearer before practical actions can be developed. These 'known unknowns' will need to be addressed as they occur, with any resulting implications shared with Committee members as appropriate.

The Director of Research, Innovation and Value has met with the Heads of Division for Research and Innovation to agree implementation actions for the 2025/26 financial year. This is attached for information at Appendix B. It is proposed that regular updates of plan delivery are provided to the Research and Innovation Sub Committee (R&ISC) for assurance. A further update will be provided to the DDIC at its April 2026 meeting as part of the R&ISC's annual report.

The members of the DDIC are asked to identify any areas within the 2025/26 implementation actions where they would like more detailed information as part of this DDIC year's work plan.

### Argymhelliad / Recommendation

The DDIC is asked to:

- **NOTE** and **TAKE ASSURANCE** in the strategic actions that will be implemented in 2025/26 arising from the recently published Research and Innovation Strategic Plan.

### **Amcanion: (rhaid cwblhau)**

#### **Objectives: (must be completed)**

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.1.14 Seek assurance on the promotion and support of Health Board's involvement in high quality, multi-disciplinary and multi-agency healthcare research and innovation, the promotion of evidence-based healthcare, the building of research and innovation capacity and fostering a research and innovation culture, including patient/public involvement where appropriate.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	No associated risks

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>	4. Learning, improvement and research
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	10 Population health
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a>	9. All HDdUHB Well-being Objectives apply

### Gwybodaeth Ychwanegol:

#### Further Information:

Ar sail tystiolaeth: Evidence Base:	Detailed within report
Rhestr Termiau: Glossary of Terms:	Detailed within report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Digidol, Data ac Arloesi Parties / Committees consulted prior to Digital, Data and Innovation Committee:	Research & Innovation Sub-Committee Research & Development Leadership Group

### Effaith: (rhaid cwblhau)

#### Impact: (must be completed)

<b>Ariannol / Gwerth am Arian:</b> <b>Financial / Service:</b>	N/A
<b>Ansawdd / Gofal Claf:</b> <b>Quality / Patient Care:</b>	The Strategic Plan aims to continue to support the development of research activity within the HB to ensure patients have access to high-quality, impactful, research.

<b>Gweithlu: Workforce:</b>	R&D are currently in phase 2 of an Organisational Change Process, designed to ensure adequate staffing and distribution of allocated funds to deliver the Strategic Plan. No adverse impacts are expected.
<b>Risg: Risk:</b>	No associated risks at present. This position will be monitored throughout delivery of the Strategic Plan, via the appropriate forums.
<b>Cyfreithiol: Legal:</b>	No legal impacts expected.
<b>Enw Da: Reputational:</b>	With advice and guidance from the HB communications team, the Strategic Plan will be communicated via several platforms and a press release will be issued. This is seen as a good news story and no opposition is expected.
<b>Gyfrinachedd: Privacy:</b>	N/A
<b>Cydraddoldeb: Equality:</b>	N/A



GIG  
CYMRU  
NHS  
WALES

Bwrdd Iechyd Prifysgol  
Hywel Dda  
University Health Board

# Research and Innovation Strategic Plan

2025-2030



Supporting the Delivery of  
A Healthier Mid and West Wales

# Foreword

At Hywel Dda University Health Board, our vision is to deliver high-quality, impactful research and innovation that enhances services and improves health outcomes for our communities, patients, and staff. This strategy outlines the approach we will take over the next five years to achieve this vision, aligning with the University Health Board's *A Healthier Mid and West Wales* strategy.

Over the past four years, we have made significant progress, raising the profile of research and innovation across the University Health Board and with our partners. We now have designated research facilities in each county, more clinical researchers than ever before, well-established partnerships with universities and industry, and new innovation and evaluation capabilities through our TriTech Institute. However, now is the time to build on these achievements and capitalise on a favourable research and innovation policy and funding landscape in both Wales and the UK.

By implementing this strategy, we will enhance access to impactful research and innovation in key areas such as cancer care, respiratory disease, women's health, metabolic disease, primary care, digital health, and the social determinants of health and wellbeing. We are committed to fostering a culture that enables research and innovation, ensuring broader participation, and empowering all health and care staff — both clinical and non-clinical — to contribute. Research-active organisations not only attract top talent but also retain staff by fostering higher levels of job satisfaction.

**Let's work together to turn this ambitious plan into reality for the communities of South West Wales.**



**Mr Mark Henwood**

EXECUTIVE MEDICAL DIRECTOR



**Dr Leighton Phillips**

DIRECTOR OF RESEARCH, INNOVATION,  
AND VALUE



# Research and Innovation Matter

Research and innovation helps the NHS diagnose diseases more accurately and at an earlier point, supports the development of effective treatments, prevents people from developing conditions, improves the way in which care is delivered, and ultimately improves health outcomes and quality of life. The wider benefits of research and innovation to the NHS include improved workforce satisfaction and retention, better patient and carer experience, lower mortality, and improved financial performance. Our last Research and Innovation Strategy (2021) was designed to bring about these benefits in the context of Hywel Dda UHB's wider strategy – *A Healthier Mid and West Wales*.

# Wider Context

A great deal has been achieved in the period following the publication of our last strategy, as will be evidenced throughout this document. However, significant developments have also happened in the time that has elapsed since its publication, including:

## ***The launch of the Health and Care Research Wales (HCRW) Plan***

**(2022)**, setting out how the Welsh Government will achieve its mission of promoting, supporting and providing collective oversight of health and social care research in Wales. The plan outlined four aims, associated activities, and the financial environment within which our research and development function operates. In a related document, published in 2023, HCRW published a new framework containing a set of expectations and standards for NHS organisations. More recently, the Welsh Government has refreshed its strategy – *A Healthier Wales* – with stronger research and development planning objectives and has developed focused plans relating to commercial research and cancer studies.



## **Developments at a UK level, including the publication of the Lord O'Shaughnessy Review (2023) into commercial clinical trials in the UK.**

This was followed in 2024 by the launch of the Voluntary Scheme for Branded Medicine Pricing, Access and Growth (VPAG) Investment Programme, which has unlocked substantial funding to overcome constraints to delivering a higher level of commercial trials activity across the UK. There have also been major steps to strengthen the innovation ecosystem in England. Building on recent reviews, including the Life Sciences Vision, Accelerated Access Review, and Lord Darzi's investigation, Roland Sinker CBE, has recently set out the blueprint for an Innovation Ecosystem Programme (IEP).



## **The publication of the National Innovation Strategy – Wales Innovates, Creating a Stronger, Fairer, Greener Wales and Action Plan (2023).**

This was followed by the Welsh Government's Health Department advancing enabling actions and establishing a new Digital, Data, Technology, Innovation, and Value Directorate within the NHS Executive, with an interest in supporting the adoption of an innovation.





**The health innovation system in Wales has been greatly assisted through several positive developments** by the Life Sciences Hub for Wales serving to stimulate innovation and industry partnerships, including through a cancer mission. The Bevan Commission's groundbreaking work entitled *The Foundations for the Future Model of Health and Care in Wales* and related work in West Wales by the *Together for Change* are serving to broaden the definition of innovation to encompass social alongside technical. Organisations including Medi Wales and ABPI Cymru have continued to play invaluable roles in convening, enabling and bridging between the latest health innovations and the NHS.



**The intention of Hywel Dda UHB to refresh its strategy – *A Healthier Mid and West Wales (2018)***. While it is not anticipated this refresh will alter the fundamental principles and vision of the strategy, which have stood the test of time, it will afford Hywel Dda UHB opportunity to:

- Refresh its strategic objectives.
- Focus on digital, population health, the social model for health 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.

The advancement of our Value Based Health Care programme has brought unique research and innovation assets, including routine patient reported outcome measurement and costing in many service delivery areas.



**Developments have been advanced at a regional level,** including the establishment of the Joint Committee for Swansea Bay and Hywel Dda University Health Board and its early priority to strengthen research and innovation collaboration across the region.

These drivers and opportunities, together with a candid assessment of our current position and considerable internal and external engagement over a 10-month period, have led to the development of this strategic plan. In the sections that follow, you will find our vision and the high-level outcome areas for which we will strive over the next five years, including an overview of why they are important and the initial actions we will advance in respect of each. The strategic plan concludes with a short section on what we will do to monitor delivery and hold ourselves and others to account in the delivery of an ambitious vision and direction that has been set.

# Vision and Aims

Our vision is to deliver high-quality and impactful research and innovation, improving services and health outcomes for our communities, patients, and staff.

We will realise our vision by:



**Improving access to high-quality research and innovation that improves services, health and wellbeing.**



**Creating an environment and culture that develops and enables competent and empowered researchers and innovators to flourish.**



**Developing and sustaining partnerships that maximise and accelerate research and innovation access and impact.**

**These areas will be unpacked in the sections that follow. In respect of each area, our strategic plan will:**

- Outline why the area is important, including providing an account of the current situation and what needs to be improved over the next five years; and
- Include high level priorities for making the improvements described.

The final section will set out our approach to delivering the strategic plan, including our internal governance arrangements and the way in which we will manage partnerships with external organisations.



# Access and Impact



Improve access to high-quality research and innovation that improves services, health and wellbeing.



## Why this is an area of focus:

We believe that high-quality research and innovation can improve health services, health outcomes, change lives and enhance livelihoods. The key purpose of our department is to ensure those working in Hywel Dda UHB and/or receiving our services can develop and access high-quality research and innovation. Over the past four years, we have made substantial progress in supporting research and innovation in areas including women's health, respiratory, orthopaedics, stroke, cardiovascular, ophthalmology, and through our TriTech initiative, service and technology evaluation. The department has frequently met and exceeded its performance targets, and its progress and awards have reflected positively on Hywel Dda UHB and even led to it undertaking work on behalf of the Welsh NHS Executive.

However, several challenges remain. We are too reliant on a limited number of researchers and innovators, who do not always enjoy the wider organisational support and succession planning that would ensure sustainability. The quest

for operational alignment will underpin every aspect of this strategic plan and our intentions for the next period, including taking more time to prioritise the research and innovation that can have greatest impact on wider organisational plans.

We continue to see disparities in the clinical trials we offer, relative to other organisations with an equivalent population size and comparable disease burden, in areas including cancer and metabolic disease.

There is a clear and well evidenced need to increase our commercial trial activity and the level of research and innovation carried out in primary care and community settings. The latter being of particular importance in view of Hywel Dda UHB's intended move to a social model for health and wellbeing and firm commitments around tackling the wider determinants of health and wellbeing and guided by the biopsychosocial model of health.

There is an opportunity to position our organisation at the forefront of a rapidly advancing digital research and innovation movement.

## We will improve access and impact by:

1

### **Harnessing the opportunities and investment associated with national initiatives and developments where they align to this strategic plan, including:**

- Increasing the number and type of commercial research studies supported, securing investment through the Voluntary Pricing Agreement for Access and Growth (VPAG) and commercial income generation.
- Working with national research centres and associated developments. This will allow us to sustain the level of awards received through the Health and Care Research Wales Faculty, enhance our researcher development capabilities and work with the nationally sponsored research leads and networks.
- Collaborating with the new National Strategic Clinical Networks on innovation work programmes with the greatest potential to drive change, improve outcomes, reduce variation and improve the health and lives of our population.
- 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 Sciences Hub Wales.

2

### **Working with the Swansea Bay and Hywel Dda UHB Joint Committee, and other partners, to advance a regional research and innovation programme, which:**

- Encompasses service areas where there is a cross-organisation delivery approach and aligned research and innovation opportunities (e.g. cancer and cardiovascular disease).
- Increases commercial research and innovation through the TriTech Institute at Hywel Dda UHB and in collaboration with the Joint Clinical Research Facility at Swansea University with Swansea Bay UHB.

3

### **Increasing research and innovation activities within Hywel Dda UHB, by:**

- Establishing thematic groups, with meaningful public and patient engagement, in research and innovation active and emerging areas (e.g. women's health, respiratory, real world evidence and evaluation), acknowledging the need to develop the capacity to secure ongoing impact.
- Developing research and innovation capacity in new areas, including corporate departments (e.g. digital services, leadership and management practice), primary care and public health research.

- Supporting community based social research and innovation, to address social determinants and advance a social model of health and wellbeing. We will identify research and innovation that advances the biopsychosocial model of health.
- Developing the TriTech Institute as a centre of excellence for real world evidence studies and evaluations, including implementation science, aligned with national and international strategic developments.
- Strengthening the contribution research and innovation makes to wider operational challenges, including service fragility, improving quality of care and enhancing health outcomes.
- Utilising our Value Based Health Care assets to support our research and innovation programmes, notably our patient reported outcome information and costing methodologies. This will include developing economic evaluation and Return on Investment (RoI) as a core public health and value-based healthcare research priority.



# Environment and Culture



Create an environment and culture that develops and enables competent and empowered researchers and innovators to flourish.

Improving access to impactful research and innovation requires competent, energised, and empowered individuals and teams. Our department plays a key role by creating an environment that enables teams to conduct high-quality research and innovation.

Our support includes study and project design and setup, recruitment, evaluation and analysis, training, contracting and quality management. We provide high-quality facilities and advice for colleagues and help secure investments and grants to overcome barriers to the effective conduct of research and innovation. These grants often enable staff to secure time for research and innovation alongside their day jobs.

Our department has doubled in size over the past four years and has gained a reputation for a positive 'can do' culture that is welcomed by teams across the organisation. Over the same period, there has been a fourfold increase in clinicians with dedicated time for research and innovation.

We now have a dedicated research presence and facilities at each of our hospital sites. However, some challenges remain. We must improve the visibility of our functions across the organisation. We must demonstrate the contribution research and innovation can make to long standing organisational issues, including recruitment and retention and the delivery of sustainable services.

Our department is heavily reliant on external investment and is therefore sensitive to the priorities of these external parties and fluctuations in funding. The latter presents an ongoing tension in balancing team capacity with demand and ensuring we can maximise our impact in support of Hywel Dda UHB. Also, when benchmarked against other organisations, our overall level of research and innovation investment does not appear commensurate with our population size or disease burden.

Looking to the future, this strategy will ensure Hywel Dda UHB is ideally poised to address these challenges, including identifying opportunities associated with a refreshed clinical strategy, VPAG investment programme, and innovation developments associated with the NHS Executive clinical networks.



## We will improve our research and innovation environment by:

1

### Developing our dynamic, forward-thinking, and enabling department. This will include:

- Strengthening the way that we communicate and engage with individuals and teams across the organisation and raising awareness through a research and innovation conference and events to celebrate achievements.
- Enhancing our researcher development capabilities and developing our departmental staff to become research and innovation leaders, with specialist areas of interest and appropriate education and support.
- Increasing the use of research and innovation facilities and taking advantage of the new facility at the Pentre Awel scheme.
- Ensuring improved and consistent performance against both national and University Health Board key performance targets, where these are within our control.
- Implementing a new business plan for the TriTech Institute and maximising its contribution to Hywel Dda UHB's clinical strategy.
- Diversifying income sources, including developing improved financial capacity to take on internally commissioned research and innovation, accessing more funding from Health and Care Research Wales programmes and schemes, increasing commercial research activity, and securing longer term grant income and partnerships with commercial organisations and national organisations.
- Playing an active part in identifying and resolving the barriers to increasing research and innovation activity, including those associated with enabling services (e.g. digital, information governance, pharmacy, pathology, radiology).
- Developing Hywel Dda UHB approach to innovation adoption where there is strong evidence to do so, working closely with financial and procurement colleagues.
- Developing meaningful capacity to support research and innovation activities relating to the wider social determinants of health and wellbeing.
- Strengthening innovation commercialisation expertise.





2

**Developing the next generation of research and innovation leaders, including:**

- Increasing the number of professionals with a dedicated and ongoing time commitment to lead research and innovation. This will include clinical academics operating under the performance management arrangements of universities and professionals managed by Hywel Dda UHB, with dedicated time to lead research and innovation, including those with links to university partners. We will identify opportunities that:
  - Align to the interests and priorities of our research and innovation groups.
  - Support service delivery areas to improve the attractiveness of key clinical positions.
  - Contribute to regional service models where we know patient access to research and innovation is currently limited.
- Widening the range of professionals (e.g. public health) with allocated time for advancing research and innovation projects and programmes.

- Increasing the proportion of staff with time within their working week to enable research and innovation.

3

**Embedding research and innovation into planning, performance, and governance arrangements throughout the organisation. This will include:**

- Incorporating research and innovation performance measures into wider organisational plans and governance arrangements and enabling the delivery of the same through the resources and support that the department can offer.
- Securing a clearer link between research and innovation and the recruitment and retention plans of Hywel Dda UHB.
- Developing a richer programme of researcher development opportunities, with clear alignment to organisational development programmes within Hywel Dda UHB.
- Developing an ongoing process of engagement with different professional, clinical and non-clinical groups across the organisation, focused on what more can be done to advance the aims of this strategy.

# Partnerships



Develop and sustain partnerships that maximise and accelerate research and innovation access and impact.

Meaningful partnerships with other public services, communities, universities, and industry matter. Partnerships bring resources, momentum, understanding and know how to the process of research and innovation. They maximise its potential to have a positive impact on our employees, the services we provide, and the outcomes delivered with our communities.

We have invested significantly in partnerships over the past four years. We have strong university partnerships that have increased and accelerated joint working projects, established new joint and honorary appointments, and developed bespoke educational programmes. We have an effective approach to joint working with industry that has led to many collaborative projects with large medical technology and biopharmaceutical companies.

Our regional working practices have matured through impactful collaborative projects being advanced with Swansea Bay University Health Board. We have supported Hywel Dda UHB's ambition for a social model for health and wellbeing by implementing a work programme leading to the establishment of a Social Innovation Institute. We have led projects on behalf of the Welsh NHS Executive and the European Union, in areas including respiratory health, social prescribing, and public health.

Regardless of this progress, now is the right time to revitalise current partnerships in view of the priorities for the next five years. There is also considerable potential to establish new collaborative partnerships focused on our goals of widening research and innovation access and impact.



## We will strengthen our partnership to deliver access and impact by:

1

### Improving the alignment and reciprocity between current university partners and our research and innovation plans.

This will involve refreshing our collaboration agreements with each university partner and developing an improved way of managing our bi-lateral and multi-lateral partnerships. We will agree a maximum of three long term research and innovation goals with each university partner, strongly aligned to their plans. Our goals with:

- Swansea University could include working trilaterally with Swansea Bay UHB to improve research and innovation in service areas that are delivered on a regional footprint and supporting the National Network for Innovation in Sport and Health (NNISH).
- University of Wales Trinity St David, could include sustaining our technical innovation partnership and developing a new Social Innovation Institute.
- Aberystwyth University could include developing our relationship with the Institute of Biological, Environmental and Rural Sciences (IBERs) and harnessing our shared interest in community based development and research catalysed by the Local Policy Innovation Partnership for Local Growth (LPIP).

2

### Establishing new university partnerships in areas of aligned interest, which could include:

- Increasing the number of co-funded posts aligned to Hywel Dda UHB and university priorities.
- Proactively expanding research partnerships relating to our public health research missions.

3

### Evolving our industry partnership arrangements through:

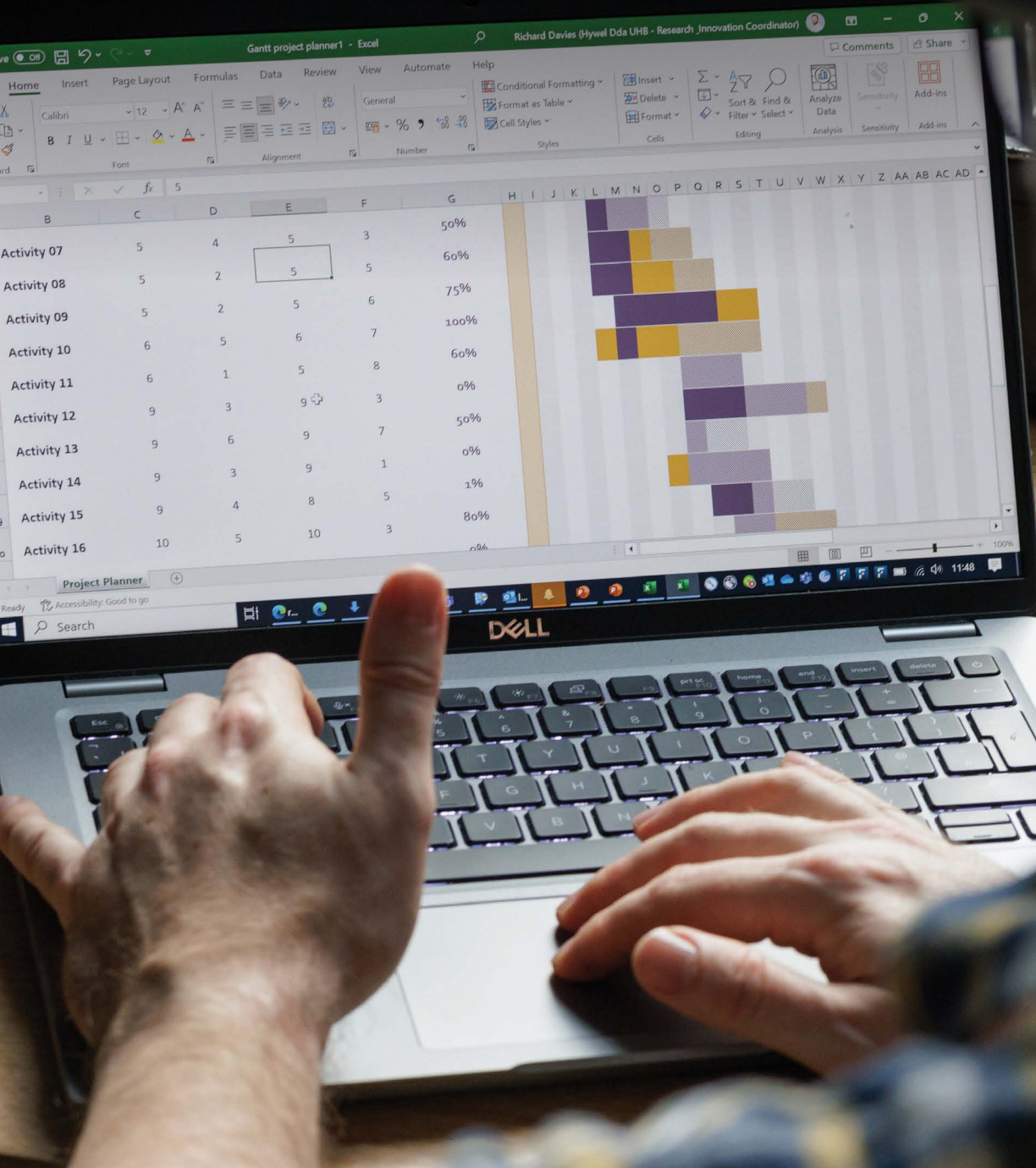
- Entering agreements with the City Region Growth Deal schemes and developing a systematic way of supporting the life science sector in South West Wales.
- Developing long term joint working partnerships with industry in areas of aligned interest.
- Establishing a new wave of joint clinical fellowships with industry.
- Working with national and industry partners to create an innovation skills development programme that helps NHS staff to work with industry partners.

## 4

**Strengthening public and community partnership arrangements, including regional developments. This will include:**

- Shaping and contributing to the delivery of the South West Wales Joint Committee agenda and related research and innovation initiatives.
- Shaping and contributing to the delivery of the Mid Wales Joint Committee for Health and Care, and related research and innovation initiatives.
- Collaborating with the NHS Wales Executive as a delivery partner for research and innovation projects associated with the national clinical networks.
- Working with other public bodies (Delta Wellbeing) and community organisations and missions (Together for Change) on joint research and innovation projects and programmes aligning to Hywel Dda UHB's refreshed strategy and this strategic plan.





# Delivering the Strategic Plan

# Delivering the Strategic Plan

The delivery of the strategic plan will be embedded in the day-to-day activities of our department, ensuring it remains central to how we plan, manage and deliver high-quality and impactful research and innovation. We believe strategic plans are delivered in dynamic and ever-changing contexts. While staying true to our high level aims, our delivery approach will enable an agile response to the associated shifting demands and flexibility in decision making.

In practical terms, this means key implementation decisions and monitoring will take place through the Research and Delivery Leadership Group and TriTech and Innovation Group. The operational teams beneath each of these groups will ensure practical implementation of strategic actions. Hywel Dda UHB's assurance of strategic plan delivery will be through the Digital Data and Innovation Committee (DDIC), which will delegate

responsibility to the Research and Innovation Sub Committee. A Research Quality and Sponsorship group will continue to ensure the research activities advanced by Hywel Dda UHB are safe, high-quality and impactful.

Partnerships are a key feature of this strategy and will be governed in the following ways:

- Where appropriate, regional partnerships will report into the Joint Committee for Swansea Bay UHB and Hywel Dda UHB, and the Mid Wales Joint Committee for Health and Care.
- University partnerships will be routinely governed through DDIC, but to ensure adequate consideration of all aspects of collaborative work (i.e., research and development, enterprise and innovation, and learning, teaching and workforce), a new University Partnerships Forum will be convened.



**Figure 1** provides an overview of how we will manage and govern the delivery of the strategy. A delivery framework will be prepared following strategy launch, setting out clear measures and delivery deadline in all appropriate areas.

**Figure 1 – Governance for Strategy Delivery**







Ymchwil Iechyd  
a Gofal Cymru  
Health and Care  
Research Wales

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# Cynllun Strategol Ymchwil ac Arloesi

2025-2030



Cefnogi'r Gwaith o Gyflawni  
Canolbarth a Gorllewin Cymru Iachach

# Rhagair

Ym Mwrdd Iechyd Prifysgol Hywel Dda, ein gweledigaeth yw cyflawni ymchwil ac arloesi dylanwadol o safon uchel sy'n gwella gwasanaethau a chanlyniadau iechyd i'n cymunedau, i'n cleifion, a'n staff. Mae'r strategaeth hon yn amlinellu'r dull y byddwn yn ei weithredu dros y pum mlynedd nesaf i gyflawni'r weledigaeth hon, gan gyd-fynd â strategaeth *Canolbarth a Gorllewin Cymru Iachach* y Bwrdd Iechyd.

Dros y pedair blynedd ddiwethaf, rydym wedi gwneud cynnydd sylweddol, gan godi proffil ymchwil ac arloesi ar draws Fwrdd Iechyd y Brifysgol a chyda'n partneriaid. Bellach, mae gennym gyfleusterau ymchwil dynodedig ym mhob sir, mwy o ymchwilwyr clinigol nag erioed, partneriaethau sefydledig gyda phrifysgolion a diwydiant, a galluoedd arloesi a gwerthuso newydd drwy ein Sefydliad TriTech. Fodd bynnag, nawr yw'r amser i fynd â'r cyflawniadau hyn ymhellach a manteisio ar bolisi a thirwedd gyllid ffafriol ymchwil ac arloesi yng Nghymru ac yn y DU.

Drwy weithredu'r strategaeth hon, byddwn yn gwella mynediad i ymchwil ac arloesi dylanwadol mewn meysydd allweddol megis gofal canser, afiechyd anadlol, iechyd menywod, afiechyd metabolig, gofal sylfaenol, iechyd digidol, a phenderfynyddion cymdeithasol iechyd a llesiant. Rydym wedi ymrwymo i feithrin diwylliant sy'n galluogi ymchwil ac arloesi, gan ehangu cyfranogiad, a grymuso holl staff iechyd a gofal – yn glinigol ac anghlinigol – i gyfrannu. Nid yn unig mae sefydliadau sy'n weithredol o ran ymchwil yn denu talent o'r radd flaenaf ond hefyd maent yn llwyddo i gadw staff drwy feithrin lefelau uwch o foddhad swydd.

Rydym yn cydnabod bod cyflawni cynnydd yn y meysydd hyn yn gofyn am gydweithrediad. Felly, byddwn yn atgyfnerthu ein partneriaethau â phrifysgolion, cyrff cyhoeddus, sefydliadau cymunedol, a diwydiant. Yn ogystal â chleifion, rydym yn cydnabod hefyd bod sefydliadau'r GIG sydd â gweithgareddau ymchwil ac arloesi amlwg yn fanteisiol hefyd i'r economi leol, economi Cymru ac economi'r DU drwy annog arloesiadau, creu swyddi a thwf economaidd.

Dylai cynlluniau strategol gael eu hategu gan ddull gweithredu cadarn. Er mwyn sicrhau hyn, mae'r strategaeth hon wedi'i datblygu drwy broses drylwyr a bydd yn arwain gwaith ein Hadran Ymchwil ac Arloesi am y pum mlynedd nesaf. Un o'n camau gweithredu cyntaf fydd sefydlu fframwaith mesur i olrhain cynnydd. Mae pob cynnig o fewn y ddogfen hon yn ymarferol a chyflawnadwy. Byddwn hefyd yn rhoi strategaeth ymgysylltu gadarn ar waith ar draws grwpiau clinigol a phroffesiynol i gefnogi'r ddarpariaeth. Yn ogystal, bydd y cynllun strategol yn destun goruchwyliaeth gan y Pwyllgor Digidol, Data ac Arloesi newydd.

**Dewch i ni gydweithio i wireddu'r cynllun uchelgeisiol hwn ar gyfer cymunedau de-orllewin Cymru.**



**Mr Mark Henwood**

CYFARWYDDWR MEDDYGOL  
GWEITHREDOL



**Dr Leighton Phillips**

CYFARWYDDWR YMCHWIL, ARLOESI,  
A GWERTH



# Mae Ymchwil ac Arloesi yn Bwysig

Mae ymchwil ac arloesi yn helpu'r GIG i ddiagnosiso afiechydon yn gywirach ac yn gynharach, cefnogi datblygiad triniaethau effeithiol, atal pobl rhag datblygu cyflyrau, gwella'r modd y caiff gofal ei ddarparu, a gwella canlyniadau iechyd ac ansawdd bywyd yn y pen draw. Ymhlith y manteision ehangach i'r GIG a ddaw yn sgil ymchwil ac arloesi mae gwell cyfraddau boddhad a chadw staff, profiad mwy cadarnhaol i'r claf a'r gofalwr, cyfradd farwolaethau is, a gwell perfformiad ariannol. Cafodd ein Strategaeth Ymchwil ac Arloesi (2021) ddiwethaf ei llunio i ysgogi'r buddion hyn yng nghyd-destun strategaeth ehangach BIP Hywel Dda – *Canolbarth a Gorllewin Cymru Iachach*.

# Cyd-destun Ehangach

Mae cryn dipyn wedi'i gyflawni yn y cyfnod ar ôl i'n strategaeth ddiwethaf gael ei chyhoeddi, fel y gwelir drwy gydol y ddogfen hon. Fodd bynnag, mae datblygiadau sylweddol wedi digwydd hefyd yn yr amser a aeth heibio ers ei chyhoeddi, yn cynnwys:

## **Lansio'r Cynllun Ymchwil Iechyd a Gofal Cymru (HCRW) (2022),**

gan nodi sut fydd Llywodraeth Cymru yn cyflawni ei chenhadaeth o hyrwyddo, cefnogi a darparu goruchwyliaeth ar y cyd o ymchwil iechyd a gofal cymdeithasol yng Nghymru. Amlinellodd y cynllun bedwar nod, gweithgareddau cysylltiedig a'r amgylchedd ariannol y mae ein gweithrediad ymchwil a datblygu'n gweithredu ynddo. Mewn dogfen berthnasol a gyhoeddwyd yn 2023, cyhoeddodd HCRW fframwaith newydd yn cynnwys set o ddisgwyliadau a safonau ar gyfer sefydliadau'r GIG. Yn fwy diweddar, mae Llywodraeth Cymru wedi adnewyddu ei strategaeth – *Cymru Iachach* – gydag amcanion cynllunio ymchwil a datblygu cryfach ac wedi datblygu cynlluniau penodol sy'n ymwneud ag ymchwil fasnachol ac astudiaethau canser.



## **Datblygiadau ar lefel y DU, yn cynnwys cyhoeddi**

### **Adolygiad yr Arglwydd O'Shaugnessy (2023) o dreialon clinigol masnachol yn y DU.**

Dilynwyd hyn yn 2024 gan lansiad y Cynllun Gwirfoddol ar gyfer y Rhaglen Fuddsoddi Prisio, Mynediad a Thwf Meddyginiaethau wedi'u Brandio (VPAG), sydd wedi datgloi cyllid sylweddol i oresgyn cyfyngiadau i gyflawni lefel uwch o weithgarwch treialu masnachol ledled y DU. Bu camau pwysig hefyd i gryfhau'r ecosystem arloesi yn Lloegr. Gan ehangu ar adolygiadau diweddar, yn cynnwys y Weledigaeth Gwyddorau Bywyd, yr Adolygiad Mynediad Cyflym, ac ymchwiliad yr Arglwydd Darzi, mae Roland Sinker CBE wedi nodi'r glasbrint ar gyfer Rhaglen Ecosystem Arloesi (IEP).



## **Cyhoeddi'r Strategaeth Arloesi Genedlaethol – Cymru'n Arloesi, Creu Cymru Gryfach, Decach a Gwyrddach a Chynllun Gweithredu (2023).**

Dilynwyd hyn gan Adran Iechyd Llywodraeth Cymru yn datblygu camau galluogi ac yn sefydlu Cyfarwyddiaeth Ddigidol, Data Technoleg, Arloesi, a Gwerth newydd o fewn Gweithrediaeth y GIG, gyda diddordeb mewn cefnogi'r gwaith o fabwysiadu arloesedd.





**Mae'r system arloesi iechyd yng Nghymru wedi'i chefnogi'n sylweddol drwy sawl datblygiad cadarnhaol** gan Hwb Gwyddorau Bywyd Cymru yn gwasanaethu i ysgogi arloesedd a phartneriaethau diwydiant, yn cynnwys drwy genhadaeth ganser. Mae gwaith arloesol Comisiwn Bevan sy'n dwyn y teitl *Y Sylfeini ar gyfer Model Iechyd a Gofal y Dyfodol yng Nghymru* a gwaith cysylltiedig yng ngorllewin Cymru gan *Gyda'n Gilydd dros Newid* yn ehangu'r diffiniad o arloesedd i gwmpasu'r elfen gymdeithasol ochr yn ochr â'r elfen dechnegol. Mae sefydliadau fel MediWales ac ABPI Cymru wedi parhau i chwarae rhan amhrisiadwy mewn cynnull, galluogi a phontio rhwng yr arloesiadau iechyd diweddaraf a'r GIG.



**Bwriad BIP Hywel Dda i adnewyddu ei strategaeth – Canolbarth a Gorllewin Cymru Iachach (2018).**

Er na ragwelir i'r adnewyddiad hwn newid egwyddorion sylfaenol a gweledigaeth y strategaeth, sydd wedi llwyddo i ddal eu tir, bydd yn cynnig cyfle i BIP Hywel Dda:

- Adnewyddu ei amcanion strategol.
- Canolbwyntio ar iechyd poblogaeth digidol, y model cymdeithasol ar gyfer iechyd a darparu mwy o ofal yn y gymuned.
- Ailystyried yr opsiynau seilwaith, a dilyniant, i gefnogi'r weledigaeth hon.
- Asesu rôl pob un o'r safleoedd aciwt a chyfluniad y gwasanaethau i ddarparu gwasanaethau gwydn o'r radd flaenaf o fewn y rhwydwaith ysbyty presennol.
- Ystyried cyfleoedd ar gyfer gweithio rhanbarthol a chryfhau'r berthynas â'r gymuned ehangach i gyd-gynhyrchu a chyd-gyflawni model gofal iechyd y dyfodol.

Mae datblygiad ein rhaglen Gofal Iechyd Seiliedig ar Werth wedi cyflwyno asedau ymchwil ac arloesi unigryw, yn cynnwys mesur a phrisio canlyniadau cleifion yr adroddwyd arnynt yn rheolaidd mewn sawl maes sy'n darparu gwasanaeth.



**Mae datblygiadau wedi'u hyrwyddo ar lefel ranbarthol,**

yn cynnwys sefydlu'r Cyd-bwyllgor ar gyfer Bae Abertawe a Bwrdd Iechyd Prifysgol Hywel Dda a'i flaenoriaeth gynnar i gyfnerthu cydweithrediad ymchwil ac arloesi ar draws y rhanbarth.

Mae'r ysgogwyr a'r cyfleoedd hyn, ynghyd ag asesiad gonest o'n sefyllfa gyfredol a'n hymgysylltiad mewnol ac allanol helaeth dros gyfnod o 10 mis, wedi arwain at ddatblygu'r cynllun strategol hwn. Y yr adrannau canlynol, byddwch yn canfod ein gweledigaeth a'r meysydd canlyniadau lefel uchel y byddwn yn gwneud pob ymdrech i'w cyflawni dros y pum mlynedd nesaf, yn cynnwys trosolwg o pam eu bod yn bwysig a'r camau cyntaf y byddwn yn eu gweithredu mewn perthynas â phob un. Mae'r cynllun strategol yn cloi gyda darn byr ynglŷn â sut rydym yn bwriadu monitor ddarpariaeth a dwyn ein hunain ac eraill i gyfrif wrth gyflawni gweledigaeth a chyfeiriad uchelgeisiol a bennwyd.

# Gweledigaeth ac Amcanion

Ein gweledigaeth yw cyflawni ymchwil ac arloesi dylanwadol ac o ansawdd, gan wella gwasanaethau a chanlyniadau iechyd i'n cymunedau, i'n cleifion, a'n staff.

Byddwn yn gwireddu ein gweledigaeth drwy:



Wella mynediad at ymchwil ac arloesi o ansawdd sy'n gwella gwasanaethau, iechyd a llesiant.



Creu amgylchedd a diwylliant sy'n datblygu a galluogi ymchwilwyr ac arloeswyr cymwys ac awdurdodedig i ffynnu.



Datblygu a chynnal partneriaethau sy'n hyrwyddo a chyflymu mynediad a dylanwad ymchwil ac arloesi.

Byddwn yn edrych yn fanylach ar y meysydd hyn yn yr adrannau sydd i ddod. Mewn perthynas â phob maes, bydd ein cynllun strategol:

- Amlinellu pam mae'r maes yn bwysig, yn cynnwys darparu disgrifiad o'r sefyllfa bresennol a'r hyn sydd angen ei wella dros y pum mlynedd nesaf; a
- Chynnwys blaenoriaethau lefel uchel i roi'r blaenoriaethau hynny ar waith.

Bydd yr adran olaf yn egluro ein dull o ddarparu'r cynllun strategol, yn cynnwys ein trefniadau llywodraethu mewnol a'r ffordd byddwn yn rheoli partneriaethau gyda sefydliadau allanol.



# Mynediad a Dylanwad



Gwella mynediad at ymchwil ac arloesi o ansawdd sy'n gwella gwasanaethau, iechyd a llesiant.



## Pam mae hwn yn faes dan sylw:

Rydym o'r farn y gall ymchwil ac arloesi o ansawdd wella gwasanaethau a chanlyniadau iechyd, newid bywydau a chyfoethogi bywoliaethau. Prif ddiben ein hadran yw sicrhau bod yr unigolion sy'n gweithio yn BIP Hywel Dda a/neu yn derbyn ein gwasanaethau yn gallu datblygu a chael mynediad at ymchwil ac arloesi o'r radd flaenaf. Dros y pedair blynedd ddiwethaf, rydym wedi llwyddo i wneud cynnydd sylweddol o ran cefnogi ymchwil ac arloesi mewn meysydd yn cynnwys iechyd menywod, anadlol, orthopedeg, strôc, cardiofasgwlaidd, offthalmoleg, a thrwy ein menter TriTech, gwasanaeth a gwerthusiad technoleg. Mae'r adran wedi bod yn bodloni a rhagori ar ei thargedau perfformiad, ac mae ei chynnydd a'i dyfarniadau wedi adlewyrchu'n dda ar BIP Hywel Dda ac wedi arwain ati'n ymgymryd â gwaith ar ran Gweithrediaeth GIG Cymru hyd yn oed.

Fodd bynnag, mae sawl her yn dal i fod. Rydym yn rhy ddibynnol ar nifer cyfyngedig o ymchwilwyr ac arloeswyr, nad ydynt wastad yn mwynhau'r gefnogaeth sefydliadol ehangach a'r cynllunio olyniaeth a fyddai'n sicrhau

cynaliadwyedd. Bydd y dasg o geisio aliniad gweithrediadol yn sail i bob agwedd ar y cynllun strategol hwn a'n bwriadau ar gyfer y cyfnod nesaf, yn cynnwys cymryd mwy o amser i flaenoriaethu'r ymchwil a'r arloesi a all gael y dylanwad mwyaf ar gynlluniau sefydliadol ehangach.

Rydym yn parhau i weld gwahaniaethau yn y treialon clinigol a gynigiwn, o'i gymharu â sefydliadau eraill gyda'r un maint poblogaeth a baich afiechyd tebyg, mewn meysydd yn cynnwys canser ac afiechyd metabolig.

Mae tystiolaeth yn dangos yn glir bod angen cynyddu ein gweithgarwch treialu masnachol a lefel yr ymchwil a'r arloesi a gynhelir mewn lleoliadau gofal sylfaenol a chymunedol. Gyda'r olaf o'r ddau o bwys penodol o ystyried bwriad BIP Hywel Dda i symud at fodel cymdeithasol ar gyfer iechyd a llesiant ac ymrwymadau cadarn ynghylch mynd i'r afael â phenderfynyddion ehangach iechyd a llesiant dan arweiniad y model bioseicogymdeithasol o iechyd.

Mae yna gyfle i osod ein sefydliad ar flaen mudiad ymchwil ac arloesi digidol sy'n datblygu'n gyflym.

**Byddwn yn gwella mynediad a dylanwad drwy:**

**1**

**Reoli'r cyfleoedd a buddsoddiad sy'n gysylltiedig â mentrau a datblygiadau cenedlaethol lle maent yn cyd-fynd â'r cynllun strategol hwn, yn cynnwys:**

- Cynyddu'r nifer a'r math o astudiaethau ymchwil masnachol a gefnogir, sicrhau buddsoddiad drwy'r Cytundeb Prisio Gwirfoddol ar gyfer Mynediad a Thwf (VPAG) a chynhyrchu incwm masnachol.
- Gweithio gyda chanolfannau ymchwil cenedlaethol a datblygiadau cysylltiedig. Bydd hyn yn ein galluogi i gynnal lefel y dyfarniadau a dderbyniwyd drwy'r Gyfadran Ymchwil Iechyd a Gofal Cymru, gwella'n gallu i ddatblygu ymchwilwyr a gweithio gyda'r arweinwyr a'r rhwydweithiau ymchwil a noddir yn genedlaethol.
- Cydweithio â'r Rhwydweithiau Clinigol Strategol Cenedlaethol ar raglenni gwaith arloesi gyda'r potensial mwyaf i annog newid, gwella canlyniadau, lleihau amrywiad a gwella iechyd a bywyd ein poblogaeth.
- Datblygu'r Sefydliad TriTech ymhellach i gefnogi technoleg feddygol, llwybr clinigol a strategaethau arloesi, cynlluniau a mentrau cysylltiedig, yn cynnwys y rhai sy'n cael eu gwerthuso gan Technoleg Iechyd Cymru a'u hystyried gan Hwb Gwyddorau Bywyd Cymru.

**2**

**Gweithio gyda Chyd-bwyllgor Bae Abertawe a BIP Hywel Dda, a phartneriaid eraill, i ddatblygu rhaglen ymchwil ac arloesi ranbarthol, sy'n:**

- Cwmpasu meysydd gwasanaeth lle ceir dull cyflawni traws-sefydliad a chyfleoedd ymchwil ac arloesi cydlynol (e.e. cancer ac afiechyd cardiofasgwlaidd).
- Cynyddu ymchwil fasnachol ac arloesi drwy'r Sefydliad TriTech yn BIP Hywel Dda ac mewn cydweithrediad â Chyfleuster Ymchwil Glinigol ar y Cyd ym Mhrifysgol Abertawe gyda BIP Bae Abertawe.

**3**

**Cynyddu gweithgareddau ymchwil ac arloesi o fewn BIP Hywel Dda, drwy:**

- Sefydlu grwpiau thematig, gydag ymgysylltiad arwyddocaol â'r cyhoedd a'r cleifion, mewn meysydd ymchwil ac arloesi gweithredol a newydd (e.e. iechyd menywod, anadlol, tystiolaeth a gwerthusiad byd go iawn), cydnabod yr angen i ddatblygu'r capasiti i sicrhau dylanwad parhaus.
- Datblygu capasiti ymchwil ac arloesi mewn meysydd newydd, gan gynnwys adrannau corfforaethol (e.e. gwasanaethau digidol, arweinyddiaeth ac arfer rheoli), ymchwil iechyd cyhoeddus a gofal sylfaenol.

- Cefnogi ymchwil ac arloesi cymdeithasol seiliedig ar gymuned, er mwyn mynd i'r afael â phenderfynyddion cymdeithasol a datblygu model cymdeithasol o iechyd a llesiant. Byddwn yn nodi'r ymchwil a'r arloesi sy'n datblygu'r model bioseicogymdeithasol o iechyd.
- Datblygu'r Sefydliad TriTech fel canolfan ragoriaeth ar gyfer astudiaethau a gwerthusiadau tystiolaeth byd go iawn, yn cynnwys gwyddoniaeth gweithredu, sy'n cyd-fynd â datblygiadau strategol cenedlaethol a rhyngwladol.
- Atgyfnerthu'r cyfraniad a wneir gan ymchwil ac arloesi i heriau gweithrediadol ehangach, gan gynnwys bregusrwydd y gwasanaeth, gwella ansawdd y gofal a gwella'r canlyniadau iechyd.
- Defnyddio ein hasedau Gofal Iechyd Seiliedig ar Werth i ategu ein rhaglenni ymchwil ac arloesi, yn arbennig ein gwybodaeth am ganlyniadau cleifion yr adroddwyd arnynt a'n methodoleg brisio. Bydd hyn yn cynnwys datblygu gwerthusiad economaidd ac Enillion ar Fuddsoddiad (RoI) fel blaenoriaeth greiddiol o ran ymchwil iechyd cyhoeddus a gofal iechyd seiliedig ar werth.



# Amgylchedd a Diwylliant



Creu amgylchedd a diwylliant sy'n datblygu a galluogi ymchwilywyr ac arloeswyr cymwys ac awdurdodedig i ffynnu.

Mae gofyn cael unigolion a thimau cymwys, egniol ac awdurdodedig i wella mynediad at ymchwil ac arloesi dylanwadol. Mae ein hadran yn chwarae rôl allweddol drwy greu amgylchedd sy'n galluogi timau i gynnal ymchwil ac arloesi o'r radd flaenaf.

Mae ein cefnogaeth yn cynnwys dylunio a sefydlu astudiaeth a phrosiect, recriwtio, gwerthusiad a dadansoddiad, hyfforddiant, contractio a rheoli ansawdd. Rydym yn darparu cyfleusterau gwych a chyngor i gydweithwyr ac yn helpu i sicrhau buddsoddiadau a grantiau er mwyn goresgyn rhwystrau i gynnal ymchwil ac arloesi effeithiol. Yn aml, mae'r grantiau hyn yn galluogi staff i sicrhau amser ar gyfer ymchwil ac arloesi ochr yn ochr â'u swyddi arferol.

Bu i'n hadran ddyblu mewn maint dros y pedair blynedd ddiwethaf a chanddi enw da am ei diwylliant cadarnhaol y mae timau ar draws y sefydliad yn ei groesawu. Dros yr un cyfnod, mae'r clinigwyr sy'n gallu neilltuo amser i ymchwil ac arloesi wedi cynyddu pedair gwaith drosodd.

Bellach, mae gennym bresenoldeb a chyfleusterau ymchwil pwrpasol ym mhob un o'n safleoedd ysbyty. Fodd bynnag, mae rhai heriau'n dal i fod. Mae'n rhaid i ni wella gwelededd ein gweithrediadau ar draws y sefydliad. Mae'n rhaid i ni ddangos y cyfraniad y gall ymchwil ac arloesi ei wneud i faterion sefydliadol hirdymor, yn cynnwys recriwtio a chadw a darparu gwasanaethau cynaliadwy.

Mae ein hadran yn ddibynnol iawn ar fuddsoddiad allanol ac felly, mae'n sensitif i flaenoriaethau'r partion allanol hyn a'r amrywiadau mewn cyllid. Mae tensiwn parhaus ynn dod yn sgil yr olaf o'r rhain wrth geisio cydbwysu capasiti'r tîm gyda'r galw a sicrhau ein bod yn gallu cael yr effaith fwyaf posibl i gefnogi BIP Hywel Dda. Yn ogystal, wrth gael ein meincnodi yn erbyn sefydliadau eraill, nid yw ein lefel gyffredinol ni o fuddsoddiad ymchwil ac arloesi yn ymddangos yn gymesur â maint ein poblogaeth neu ein baich afiechyd.

O edrych tua'r dyfodol, bydd y strategaeth hon yn sicrhau bod BIP Hywel Dda mewn sefyllfa ddelfrydol i fynd i'r afael a'r heriau hyn, yn cynnwys nodi cyfleoedd sy'n gysylltiedig â strategaeth glinigol adnewyddedig, rhaglen fuddsoddi VPAG, a datblygiadau arloesi sy'n ymwneud â rhwydweithiau clinigol Gweithrediaeth y GIG.



## Byddwn yn gwella ein hamgylchedd ymchwil ac arloesi drwy:

1

**Ddatblygu ein hadran alluogi, blaengar a deinamig. Bydd hyn yn cynnwys:**

- Mireinio'r ffordd rydym yn cyfathrebu ac ymgysylltu ag unigolion a thimau ar draws y sefydliad a chodi ymwybyddiaeth drwy gynhadledd ymchwil ac arloesi, a digwyddiadau i ddathlu cyflawniadau.
- Gwella ein gallu i ddatblygu ymchwilwyr a datblygu ein staff adrannol i ddod yn arweinwyr ymchwil ac arloesi, gyda meysydd arbenigol o ddiddordeb a lefel briodol o addysg a chefnogaeth.
- Cynyddu'r defnydd o gyfleusterau ymchwil ac arloesi a manteisio ar y cyfleuster newydd yn y cynllun Pentre Awel.
- Sicrhau perfformiad gwell a chyson yn erbyn targedau perfformio allweddol Bwrdd Iechyd y Brifysgol a chenedlaethol, lle mae'r rhain o fewn ein rheolaeth.
- Rhoi cynllun busnes newydd ar waith i'r Sefydliad TriTech a manteisio i'r eithaf ar ei gyfraniad i strategaeth glinigol BIP Hywel Dda.
- Arallgyfeirio ffynonellau incwm, yn cynnwys datblygu gwell capasiti ariannol er mwyn ymgymryd â gwaith ymchwil ac arloesi a gomisiynwyd yn fewnol, cael mynediad at fwy o gyllid gan raglenni a chynlluniau Ymchwil Iechyd a Gofal Cymru, cynyddu gweithgarwch ymchwil fasnachol, a sicrhau incwm grant mwy a phartneriaethau mwy hirdymor gyda sefydliadau masnachol a sefydliadau cenedlaethol.
- Cymryd rhan weithredol mewn nodi a datrys yr hyn sy'n ein rhwystro rhag cynyddu gweithgarwch ymchwil ac arloesi, gan gynnwys y rhai sy'n gysylltiedig â gwasanaethau galluogi (e.e. digidol, llywodraethu gwybodaeth, fferylliaeth, patholeg, radioleg).
- Datblygu dull BIP Hywel Dda o fabwysiadu arloesedd lle bo tystiolaeth gref dros wneud hynny, gan weithio'n agos â chydweithwyr yn yr adran gyllid a'r adran gaffael.
- Datblygu capasiti arwyddocaol i gefnogi gweithgareddau ymchwil ac arloesi sy'n berthnasol i benderfyniadau cymdeithasol ehangach iechyd a llesiant.
- Cryfhau arbenigedd masnacheiddio arloesi.





2

**Datblygu'r genhedlaeth nesaf o arweinwyr ymchwil ac arloesi, yn cynnwys:**

- Cynyddu nifer y gweithwyr proffesiynol sy'n gallu rhoi o'u hamser yn barhaus i arwain ymchwil ac arloesi. Bydd hyn yn cynnwys academyddion clinigol yn gweithredu dan drefniadau rheoli perfformiad y prifysgolion a'r gweithwyr proffesiynol a reolir gan BIP Hywel Dda, sydd ag amser dynodedig i arwain ymchwil ac arloesi, yn cynnwys y rhai sydd â chysylltiad â phartneriaid y brifysgol. Byddwn yn nodi cyfleoedd sy'n:
- Cyd-fynd â diddordebau a blaenoriaethau ein grwpiau ymchwil ac arloesi.
- Cefnogi meysydd sy'n darparu gwasanaeth er mwyn cryfhau atyniad swyddi clinigol allweddol.
- Cyfrannu at fodelau gwasanaeth rhanbarthol lle rydym yn gwybod bod mynediad cleifion at ymchwil ac arloesi yn gyfyngedig ar hyn o bryd.
- Ehangu ystod y gweithwyr proffesiynol (e.e. iechyd cyhoeddus) gydag amser dynodedig ar gyfer prosiectau a rhaglenni ymchwil ac arloesi sy'n datblygu.

- Cynyddu cyfran y staff gydag amser o fewn eu hwythnos waith i alluogi ymchwil ac arloesi.

3

**Sicrhau bod ymchwil ac arloesi yn cael eu gwreiddio yn y trefniadau cynllunio, perfformio, a llywodraethu drwy gydol y sefydliad. Bydd hyn yn cynnwys:**

- Cynnwys mesurau perfformio ymchwil ac arloesi yn y cynlluniau sefydliadol a'r trefniadau llywodraethu ehangach a sicrhau bod yr un peth yn cael ei gyflwyno drwy'r adnoddau a'r cymorth sy'n cael eu cynnig gan yr adran.
- Sicrhau cysylltiad mwy clir rhwng ymchwil ac arloesi a chynlluniau recriwtio a chadw BIP Hywel Dda.
- Datblygu rhaglen gyfoethocach o gyfleoedd datblygu ymchwilwyr, gydag aliniad clir â rhaglenni datblygu sefydliadol o fewn BIP Hywel Dda.
- Datblygu proses barhaus o ymgysylltiad â gwahanol grwpiau proffesiynol, clinigol ac anghlinigol ar hyd y sefydliad, sy'n canolbwyntio ar beth arall y gellir ei wneud i ddatblygu amcanion y strategaeth hon.

# Partneriaethau



Datblygu a chynnal partneriaethau sy'n hyrwyddo a chyflymu mynediad a dylanwad ymchwil ac arloesi.

Mae partneriaethau ystyrlon â gwasanaethau cyhoeddus, cymunedau, prifysgolion a diwydiant yn bwysig. Mae partneriaethau'n dod ag adnoddau, momentwm, dealltwriaeth a'r gallu i'r broses ymchwil ac arloesi. Maent yn sicrhau ei llawn botensial i gael dylanwad cadarnhaol ar ein gweithwyr, y gwasanaethau a ddarparwn, a'r canlyniadau a gyflawnir gyda'n cymunedau.

Rydym wedi buddsoddi'n sylweddol mewn partneriaethau dros y pedair blynedd ddiwethaf. Mae gennym bartneriaethau prifysgol cadarn sydd wedi cynyddu ac ysgogi prosiectau gweithio ar y cyd, wedi sefydlu penodiadau newydd anrhydeddus ac ar y cyd, ac wedi datblygu rhaglenni addysgol teilwredig. Rydym yn gweithredu dull effeithiol o gydweithio â diwydiant sydd wedi arwain at sawl prosiect ar y cyd â chwmnïau technoleg feddygol a biofferyllol mawr.

Mae ein harferion gweithio rhanbarthol wedi aeddfedu o ganlyniad i brosiectau cydweithredol dylanwadol yn cael eu hannog gyda Bwrdd Iechyd Prifysgol Bae Abertawe. Rydym wedi cefnogi uchelgais BIP Hywel Dda am fodel cymdeithasol ar gyfer iechyd a llesiant drwy weithredu rhaglen waith sydd wedi arwain at sefydlu Sefydliad Arloesi Cymdeithasol. Rydym wedi arwain prosiectau ar ran Gweithrediaeth GIG Cymru a'r Undeb Ewropeaidd, mewn meysydd yn cynnwys iechyd anadlol, presgripsiynu cymdeithasol, ac iechyd cyhoeddus.

Serch y cynnydd hwn, nawr yw'r amser i adfywio partneriaethau presennol o ystyried y blaenoriaethau ar gyfer y pum mlynedd nesaf. Mae yna hefyd gryn botensial i sefydlu partneriaethau cydweithredol newydd sy'n canolbwyntio ar ein nodau o ehangu mynediad a dylanwad ymchwil ac arloesi.



**Byddwn yn atgyfnerthu ein partneriaeth i gyflawni mynediad a dylanwad drwy:**

**1**

**Wella'r aliniad a'r cydgyfnewidiaeth rhwng partneriaid prifysgol presennol a'n cynlluniau ymchwil ac arloesi.**

Bydd hyn yn cynnwys adnewyddu ein cytundebau cydweithrediad â phob partner prifysgol a datblygu ffordd well o reoli ein partneriaid dwyochrog ac amlochrog. Byddwn yn cytuno ar uchafswm o dri nod ymchwil ac arloesi hirdymor gyda phob partner prifysgol, fydd yn cyd-fynd yn agos â'u cynlluniau. Gallai ein nodau â:

- Prifysgol Abertawe gynnwys gweithio'n deirochrog â BIP Bae Abertawe i wella ymchwil ac arloesi mewn meysydd gwasanaeth a ddarperir ar sail ymdrechion rhanbarthol a chefnogi'r Rhwydwaith Cenedlaethol ar gyfer Arloesedd mewn Chwaraeon ac Iechyd (NNISH).
- Gallai Prifysgol Cymru y Drindod Dewi Sant gynnwys cynnal ein partneriaeth arloesi technegol a datblygu Sefydliad Arloesi Cymdeithasol newydd.
- Prifysgol Aberystwyth gynnwys datblygu ein cysylltiad ag Athrofa'r Gwyddorau Biolegol, Amgylcheddol a Gwledig (IBERs) a manteisio ar ein diddordeb cyffredin mewn datblygu ac ymchwil cymunedol sydd wedi'u sbarduno gan Bartneriaeth Polisi ac Arloesi Lleol ar gyfer Twf Lleol (LPIP).

**2**

**Sefydlu partneriaethau prifysgol newydd mewn meysydd o ddiddordeb cyflin, a allai gynnwys:**

- Cynyddu nifer y swyddi a ariennir ar y cyd sy'n cyd-fynd â blaenoriaethau BIP Hywel Dda a'r brifysgol.
- Bod yn rhagweithiol o ran ehangu partneriaethau ymchwil sy'n ymwneud â'n hamcanion ymchwil iechyd cyhoeddus.

**3**

**Datblygu ein trefniadau partneriaeth ddiwydiannol drwy:**

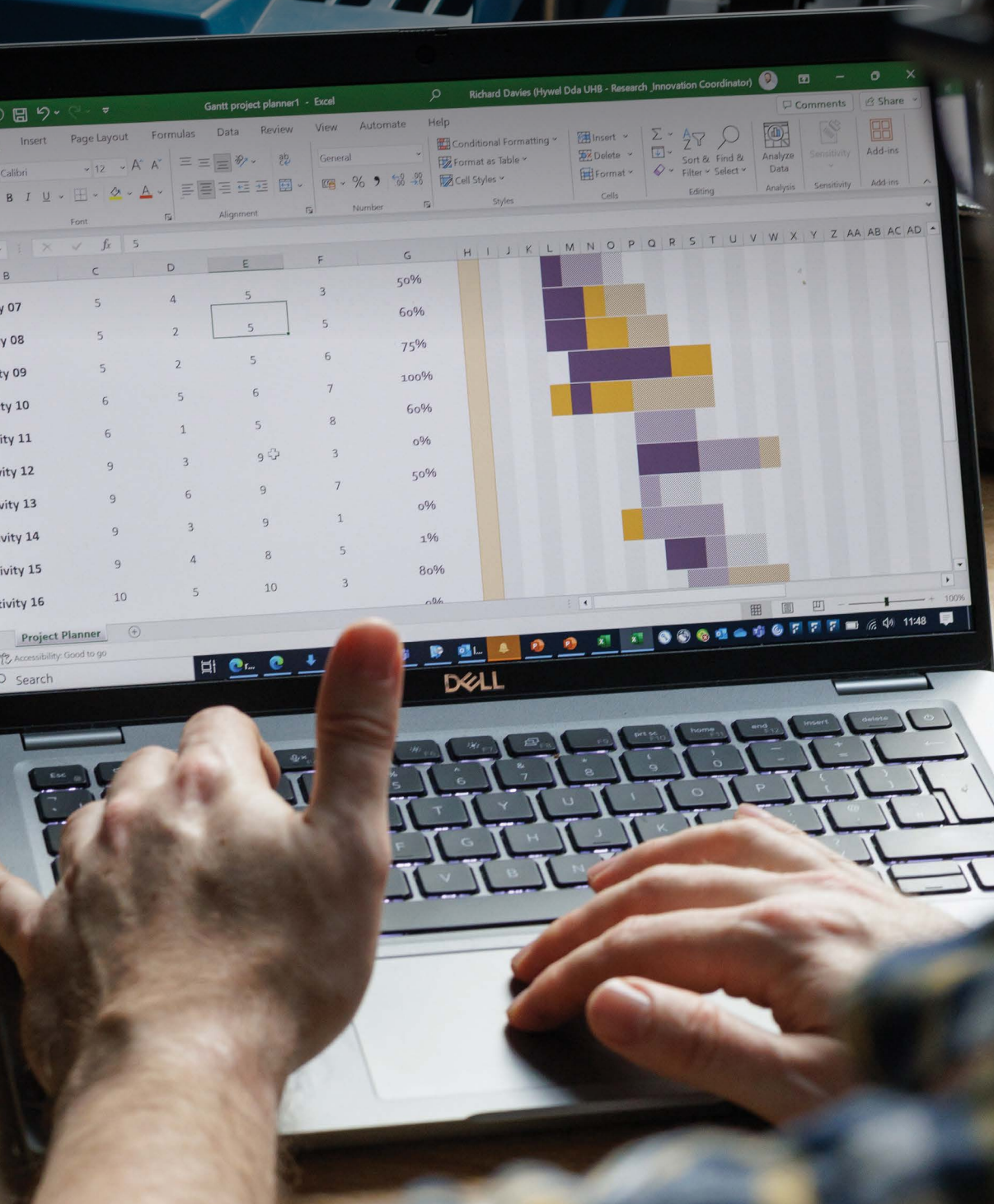
- Gwneud cytundeb â'r cynlluniau Bargaen Twf Prifddinas-Ranbarth a datblygu ffordd systematig o gefnogi'r sector gwyddorau bywyd yn ne-orllewin Cymru.
- Datblygu partneriaethau gweithio ar y cyd hirdymor gyda diwydiant mewn meysydd o ddiddordeb cyflin.
- Sefydlu carfan newydd o gymrodoriaethau clinigol ar y cyd â diwydiant.
- Gweithio â phartneriaid diwydiant a chenedlaethol i greu rhaglen datblygu sgiliau arloesi sy'n helpu staff y GIG i weithio â phartneriaid diwydiant.

## 4

**Atgyfnerthu trefniadau partneriaeth gyhoeddus a chymunedol, yn cynnwys datblygiadau rhanbarthol. Bydd hyn yn cynnwys:**

- Llywio a chyfrannu at gyflwyno agenda Cyd-bwyllgor De-orllewin Cymru, ynghyd ag ymchwil gysylltiedig a mentrau arloesi.
- Llywio a chyfrannu at gyflawni Cyd-bwyllgor Canolbarth Cymru ar gyfer Iechyd a Gofal, ynghyd ag ymchwil gysylltiedig a mentrau arloesi.
- Cydweithio â Gweithrediaeth GIG Cymru fel partner cyflawni ar gyfer prosiectau ymchwil ac arloesi sy'n gysylltiedig â'r rhwydweithiau clinigol cenedlaethol.
- Gweithio â chyrrff cyhoeddus eraill (Llesiant Delta) a chenadaethau a sefydliadau cymunedol (Gyda'n Gilydd Dros Newid) ar brosiectau a rhaglenni ymchwil ac arloesi ar y cyd sy'n cyd-fynd â strategaeth adnewyddedig BIP Hywel Dda a'r cynllun strategol hwn.





# Cyflawni'r Cynllun Strategol

# Cyflawni'r Cynllun Strategol

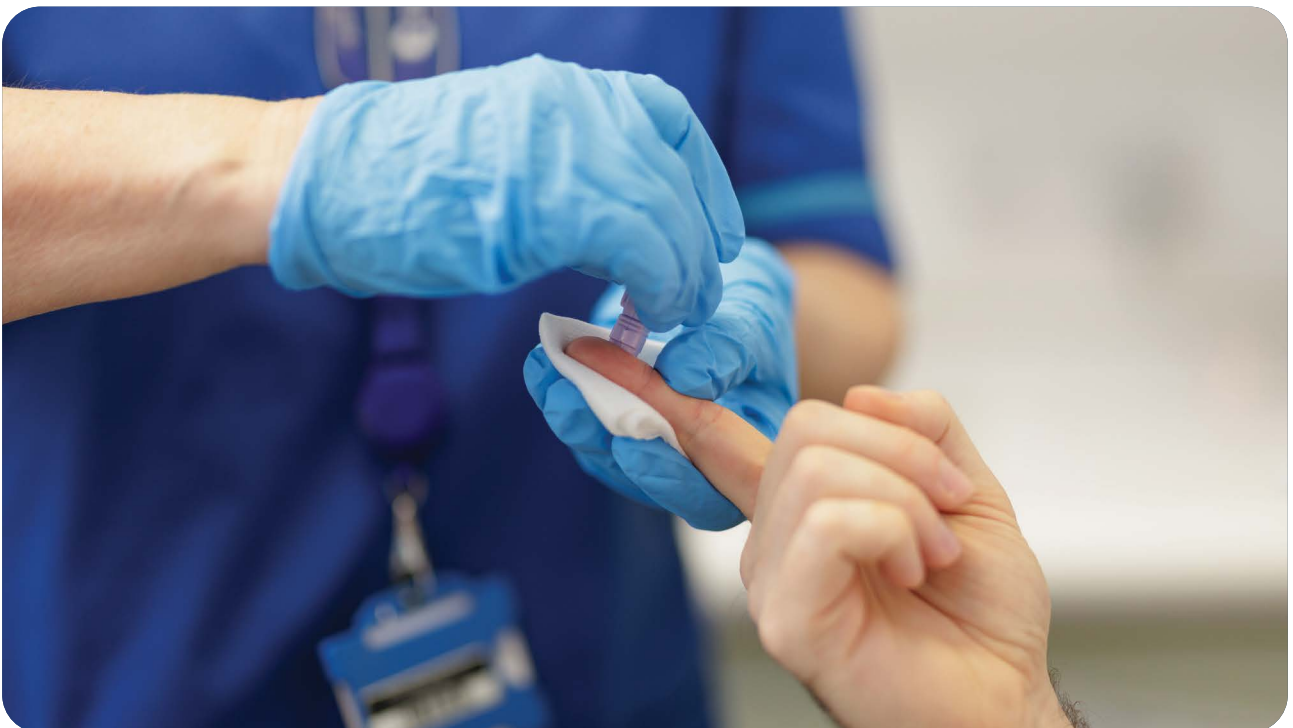
Bydd cyflawni'r cynllun strategol wedi'i wreiddio yng ngweithgareddau ein hadran o ddydd i ddydd, gan sicrhau ei fod yn parhau i fod yn ganolog i sut rydym yn cynllunio, rheoli a chyflawni gwaith ymchwil ac arloesi dylanwadol ac o'r radd flaenaf. Credwn fod cynlluniau strategol yn cael eu cyflawni mewn cyd-destunau deinamig sy'n newid yn barhaus. Gan aros yn driw i'n hamcanion lefel uchel, bydd ein dull cyflawni yn galluogi ymateb chwim i'r gofynion newidiol cysylltiedig a hyblygrwydd wrth wneud penderfyniadau.

O safbwynt ymarferol, mae hyn yn golygu y bydd penderfyniadau gweithredu allweddol a monitro yn digwydd drwy'r Grŵp Arweinyddiaeth Ymchwil a Chyflawni, a'r Grŵp TriTech ac Arloesi. Bydd y timau gweithredol o dan bob un o'r grwpiau hyn yn sicrhau bod camau strategol yn cael eu gweithredu'n ymarferol. Bydd BIP Hywel Dda yn sicrhau bod y cynllun strategol yn cael ei gyflawni drwy'r Pwyllgor Digidol, Data ac Arloesi (DDIC), a fydd yn dirprwyo cyfrifoldeb

i'r Is-bwyllgor Ymchwil ac Arloesi. Bydd grŵp Ansawdd Ymchwil a Nawdd yn parhau i sicrhau bod y gweithgareddau ymchwil a ddatblygir gan BIP Hywel Dda yn ddiogel, yn ddylanwadol ac o safon uchel.

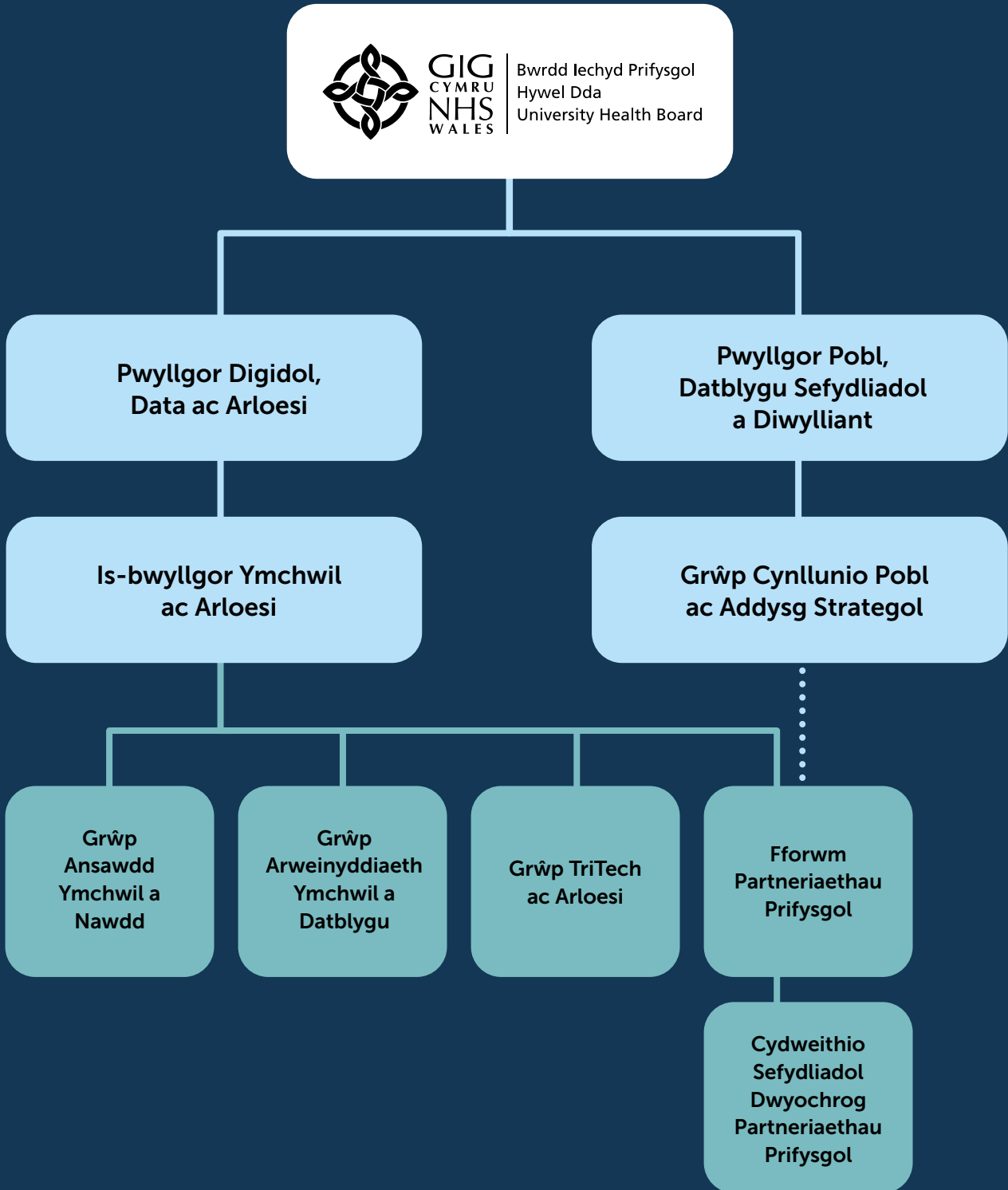
Mae partneriaethau'n un o brif nodweddion y strategaeth hon a byddant yn cael eu llywodraethu fel a ganlyn:

- Lle bo'n briodol, bydd partneriaethau rhanbarthol yn adrodd i'r Cyd-bwyllgor ar gyfer BIP Bae Abertawe a BIP Hywel Dda, a Chyd-bwyllgor Canolbarth Cymru ar gyfer Iechyd a Gofal.
- Bydd partneriaethau prifysgol yn cael eu llywodraethu'n rheolaidd drwy DDIC, ond er mwyn sicrhau ystyriaeth ddigonol o'r holl agweddau ar waith ar y cyd (h.y., ymchwil a datblygu, menter ac arloesi, a dysgu, addysgu a gweithlu), bydd Fforwm Partneriaethau Prifysgol newydd yn cael ei alw ynghyd.



**Ffigwr 1** yn darparu trosolwg o sut byddwn yn rheoli a llywodraethu'r gwaith o gyflawni'r strategaeth. Bydd fframwaith cyflawni yn cael ei baratoi ar ôl lansio'r strategaeth, fydd yn nodi mesurau clir a dyddiad cyflwyno ym mhob maes priodol.

**Ffigwr 1 – Llywodraethu ar gyfer Cyflawni'r Strategaeth**







Ymchwil Iechyd  
a Gofal Cymru  
Health and Care  
Research Wales

**Am ragor o wybodaeth, cysylltwch â'r:**

Swyddfa Ymchwil ac Arloesi  
Parc Dura, Heol Yspitty,  
Bynea, Llanelli, SA14 9TD

**E-bost:** [HDD.Research-Development@wales.nhs.uk](mailto:HDD.Research-Development@wales.nhs.uk) neu [tritech.hdd@wales.nhs.uk](mailto:tritech.hdd@wales.nhs.uk)



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

Bwrdd Iechyd Prifysgol  
Hywel Dda  
University Health Board

## Appendix B - Research and Innovation Strategic Plan Implementation Actions for 2025/26

### Strategic Aim 1: Improve access to high-quality research and innovation that improves services, health and wellbeing

Objectives (from Strategic Plan)	Actions (from Strategic Plan)	Specific Implementation Actions (25-26)	Deadline
<p><b>Harness opportunities and investment associated with national initiatives and developments where they align to the strategic plan</b></p>			
<p>1.1</p>	<p>Increase the number and type of commercial research</p>	<p>Targeted action in three areas:</p> <ul style="list-style-type: none"> <li>- Respiratory (Deliver first year of funded proposal)</li> <li>- Metabolic medicine (Key appointments made and first six months of delivery)</li> <li>- Oncology (plan developed and approved)</li> </ul>	<p>31 March 2026</p>

	studies supported.	Separate plans are being developed or implemented for each of these. In addition, we are continuing to support commercial research through delivery teams at each of our hospital sites.	
1.2	Work with national research centres to sustain Health and Care Research Wales Faculty awards – connecting to national leads and networks.	To support three people a year to apply for awards through the HCRW faculty scheme, aligned to current or planned research groups and sustainability plans.	31 October (Progress Review)
1.3	Collaborate with National Strategic Clinical Networks on innovation programmes, to improve outcomes, and drive change.	To deliver the following through the TriTech Institute: <ul style="list-style-type: none"> <li>- Phase 3 of the Amgen project, working with the new Cardiovascular Disease (CVD) industry group.</li> <li>- Final reporting of an evaluation of the Health Pathways initiative (by October 2025).</li> </ul>	CVD: March 2026  Health Pathways Final Reporting: October 2025
1.4	Further develop the TriTech Institute to support MedTech, clinical	Deliver the TriTech Business plan, and collaboration agreements/Memoranda of Understanding (MoUs) with relevant representative partners.	Agreements in place: December 2025

	pathway, and innovation strategies – connecting with the LSHW and HTW.		
<b>Objective: Work with the Swansea Bay and Hywel Dda UHB Joint Committee to advance a regional research and innovation programme</b>			
1.5	Develop clear research and innovation plans for service areas of joint interest and opportunity.	<p>Deliver a plan to widen access to oncology studies across South West Wales.</p> <p>Determine the actions that could be taken regionally in response to the ‘predict and prevent’ CVD project.</p>	<p>Oncology research plan: October 2025</p> <p>CVD: October 2025</p>
1.6	Increase commercial research and innovation through	Convene joint health board discussions to share current operating models and plans and identify practical ways for working together in respect of regional priorities. Joint research and innovation committee established.	Regional Committee: October 2025

	<p>Research &amp; Development (R&amp;D) Departments, the TriTech Institute, and the Joint Clinical Research Facility.</p>	<p>In respect of R&amp;D, one early opportunity will be to consider a specific JCRF collaboration in respect of metabolic medicine.</p> <p>In respect of TriTech and Innovation, priorities will be determined by the regional research and innovation committee.</p>	<p>Metabolic medicine: October 2025</p>
<p><b>Objective: Increase Research and Innovation opportunities within Hywel Dda UHB</b></p>			
<p>1.7</p>	<p>Establish thematic groups with meaningful public and patient engagement in research and innovation active areas, acknowledging the need to develop capacity to</p>	<p>To involve Hywel Dda UHB's corporate public and patient involvement group to determine the best way of engaging around research and innovation. Initial discussion planned for the summer. This will be enhanced by issues specific public engagement, led by investigators/innovators and supported by the department on an ad hoc basis.</p>	<p>Corporate engagement group: 1<sup>st</sup> meeting in August</p>

	secure ongoing impact.		
1.8	Develop Research and innovation capacity in corporate departments ( digital services, leadership, and management practice, primary care, and public health research.	<p>To work with workforce colleagues to set out what it would take to embed R&amp;I in all job descriptions (JDs) and appraisal processes and prepare clear plan(s) for doing the same.</p> <p>To hold exploratory discussions with digital and workforce to develop capacity building plans.</p> <p>To convene a discussion with primary care colleagues about building increased research capacity, based on recent time awards.</p>	<p>Workforce JDs: October 2025</p> <p>Workforce and digital initial discussions: October 2025</p> <p>Primary care discussion: October 2025</p>
1.9	Support community based social research and innovation to advance the biopsychosocial model of health.	To provide the research and innovation input into the Centre for Social Innovation’s annual plan, as required, and subject to the necessary resources being available. Obtain clarity on 25/26 plan.	Plan clarity: September 2025
1.10	Develop the TriTech Institute as a centre of excellence for evaluative research and implementation	Develop and achieve board approval for the TriTech Business plan no later than the 31 March 2026.	Business plan approved: 31 March 2026.

	science, aligned with national and international strategic developments.		
1.11	Strengthen R&I's contribution to operational challenges, including service fragility, improving quality of care and enhancing health outcomes.	Test an 'internal commissioning' approach for research and innovation. This will be done for at least one area in 2025/26.	One project completed: 31 March 2026.
1.12	Utilise our VBHC assets to support our research and innovation programmes, notably PROMs and costing methodologies (including ROI as a key public health priority).	<p>No additional action required at this point. This will be progressed on a 'case by case' basis. As evaluations are scoped and public health priorities worked through.</p> <p>Develop an independent and ongoing form of support for economic evaluation in support of our research and innovation projects.</p>	<p>VBHC alignment: ongoing</p> <p>Independent health economics: December 2025</p>

**Strategic Aim 2: Create an environment and culture that develops and enables competent and empowered researchers and innovators to flourish**

Objectives (from Strategic Plan)	Actions (from Strategic Plan)	Specific Implementation Actions (25-26)	Deadline
<b>Objective: Developing a dynamic, forward-thinking and enabling department</b>			
2.1	Strengthen communication and engagement across the organisation and raise awareness through a research and innovation conference and events to celebrate achievements.	<p>This year, we will:</p> <ul style="list-style-type: none"> <li>- Review and improve the SharePoint site, taking on board user feedback.</li> <li>- Develop Strategy launch materials, including a website and targeted press releases (Respiratory in June and Women’s Health in September?).</li> <li>- Evolve the TriTech webpage (perhaps landing, directing towards R&amp;D and Tritech and Innovation (T&amp;I)) covering research and innovation.</li> </ul> <p>Conclude phase 2 of the TriTech website re-design.</p>	<p>SharePoint site: March.</p> <p>Strategy Launch: Event in September/October. Supported by a film.</p> <p>Ensure enhanced R&amp;D and TriTech web coverage: October.</p> <p>TriTech second phase by March 2025.</p>

2.2	Enhance researcher development and staff capabilities, including developing Departmental staff to become research and innovation leaders.	Review the researcher development capabilities in academia and national functions and develop proposals to better align to the core researcher development capabilities in HDdUHB. Gain a comprehensive understanding of the capacity that exists in other organisations before determining how best to align to Hywel Dda UHB's in house offer, with a paper prepared for leadership group.	March 2025.
2.3	Increase use of facilities, including establishing at Pentre Awel.	<p>Enable a seamless transition of Dura Park based staff to Pentre Awel, including optimizing the benefits of being located proximal to other tenants and their staff.</p> <p>Conduct a review of utilisation of other facilities to ensure they remain fit for purpose in view of the objectives of this strategic plan.</p>	<p>Pentre Awel: Smooth occupation by April 2026 (subject to scheme timelines).</p> <p>Review of R&amp;D facilities: March 2026.</p>
2.4	Ensure improved and consistent performance against national and UHB Key Performance Indicators (KPIs).	<p>Modify our management reporting to come into line with:</p> <ul style="list-style-type: none"> <li>- The new Health Care Research Wales (HCRW) reporting requirements aligned to national commercial plan initiative and Tackling Cancer Together Through Research Programme.</li> <li>- The new TriTech Business Plan and any emerging national innovation indicators.</li> </ul>	As required, throughout the year.
2.5	Implement TriTech business plan aligned to clinical strategy.	Develop and achieve board approval for the TriTech Business plan.	31 March 2026

2.6	Diversify income sources (e.g. commercial activity, internal commissioning, grants, and longer-term partnerships).	<p>In 25/26, we will:</p> <p>Generate sufficient investment through our research development function, to ensure ongoing sustainability. This will be through costing into grant applications and a 'top slice' arrangement for the support offered to investigators.</p> <p>Test an internal commissioning approach for TriTech and Innovation.</p>	Both end of the financial year
2.7	Identify and resolve wider barriers to supporting research and innovation, particularly in enabling services (e.g. digital, Information Governance, pharmacy, radiology).	<p>This will be a rolling programme of work, designed to identify and overcome challenges. The 25/26 priorities will be:</p> <ul style="list-style-type: none"> <li>- To work with Radiology colleagues to ensure a clear plan for overcoming constraints to supporting research studies and innovation projects.</li> <li>- To work with Digital colleagues to co-develop a plan for overcoming any constraints to supporting research studies and innovation projects.</li> </ul>	<p>Radiology: Plans and some implementation by March 2026.</p> <p>Digital/IG: Plans and some implementation by March 2026.</p>
2.8	Develop an innovation adoption framework with procurement and finance.	<p>Partner in national work underway, which is being supported by the Life Science Hub.</p> <p>Support operational areas harness innovations that could improve care quality and performance through evidence generation. Evidence generation projects will be scoped and supported on a case-by-case basis.</p>	<p>National Innovation Adoption work: March 2026 (inline with national process)</p> <p>Operational area support: ad hoc, following scoping.</p>

2.9	Build capacity to support research and innovation activity relating to the wider social determinants of health and wellbeing.	<p>To hold a workshop with public health colleagues to understand the opportunities for supporting research around addressing the wider determinants of health and wellbeing and whether there is an interest in applying for time awards and other funding schemes.</p> <p>To ensure the newly established Centre for Social Innovation within University of Wales Trinity Saint David (UWTSD) is adequately supported by the Departments and joint commitments set out within the business plan for 25/26.</p>	<p>Public health research and innovation workshop: October 2025</p> <p>Social Innovation Centre: Yr 1 Business Plan Delivery reviewed in March 2026.</p>
2.10	Strengthen commercialization expertise for innovation.	<p>To identify the 'in house' capacity required to support research and innovation commercialisation and set out options for meeting the same. These could include a training and development programme for current staff or partnering with local universities.</p> <p>Develop an Intellectual Property (IP) Policy.</p>	<p>Commercialisation Review: December 2025</p> <p>IP policy: December 2025</p>
<b>Objective: Developing the next generation of research and innovation leaders</b>			
2.11	Increase number of professionals with time to lead R&I	Establish a baseline position of those staff with dedicated time in their working week to contribute and lead research and innovation.	Baseline position: March 2026

	(e.g. clinical academics) – aligned to the new research groups. R&I time might also be incorporated into ‘hard to recruit’ posts to support recruitment.	Take a targeted approach to increasing the amount of time available to staff to advance research and innovation in the newly established research groups, starting with respiratory, metabolic disease, and cardiovascular disease.	Measurable increases in staff time for Respiratory, Metabolic disease and cardiovascular disease (CVD) (innovation) by March 2026.
2.12	Consider joint clinical academic posts with SBUHB, where it is likely to improve access to R&I as part of a regionalized approach.	To determine clinical leadership of oncology studies following the conclusion of the regional pathways work.  To determine whether there is a regional opportunity linked to pharmacy and/or healthcare science.	Plan for Oncology, with aligned resourcing: January 2026
2.13	Allocate R&I time for wider range of professionals (e.g. public health).	Directly relates to 2.11. No additional actions at this point.	Directly relates to 2.11.
<b>Objective: Embed research and innovation into planning, performance , and governance</b>			

2.14	Embed R&I in organisational governance and workforce strategy.	<p>Organisation level governance of Research and Innovation will develop and evolve through the new Committee arrangements.</p> <p>A plan will be developed with workforce and organisational development colleagues to determine how best to incorporate into workforce strategic plans. This will also cover point 2.15.</p>	<p>New governance: implemented</p> <p>Workforce plan: December 25.</p>
2.15	Develop researcher development programme aligned to Organisational; Development.	Directly relates to 2.14.	Directly relates to 2.14.

2.16	Develop an ongoing process of engagement with different professional, clinical and non clinical groups across the organisation, focused on what more can be done to advance the aims of the strategy.	Take strategic plan to all professional groups (nursing, therapies, digital, HR) across the organisation and support response to the aims within.	March 2026.
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**Strategic Aim 3: Develop and Sustain Partnerships that maximise and accelerate research and innovation access and impact**

<b>Objectives (from Strategic Plan)</b>	<b>Actions (form Strategic Plan)</b>	<b>Specific Implementation Actions (25-26)</b>	<b>Deadline</b>
<b>Objective: Improve the alignment and reciprocity between current</b>			

<b>university partners and our research and innovation plans</b>			
3.1	Refresh university collaboration agreements and align goals (3xmax per partner – far more strategic/long term)	Sign new MoUs with all University Partners and hold executive to executive discussions, focused on agreeing strategic priorities for the next 1-2 years.	September 2025
<b>Objective: New University Partnerships</b>			
3.2	Create new university partnerships – particularly where there is potential for co-funded posts or an opportunity to advance public health missions	Hold exploratory discussions with other Higher Education Institutes, to better understand span of activities and determine whether entering a formal collaboration agreement would be worthwhile. Discussions opened with other institutions.	Two exploratory discussions completed and, if appropriate, plans drawn up: March 2026.

<b>Objective: Evolving Industry Partnership</b>			
3.3	Enter agreements with City Region Growth Deal schemes to establish a systematic way of supporting industry	Hold an exploratory discussion with the Swansea Bay Growth Deal team and if appropriate formulate a collaborative working plan around life science ambitions.  Carry out the next phase of work in support of the Pentre Awel Scheme.	Swansea Bay City Region (SBCR) Growth Deal: Explore and, if appropriate, agree a plan: December 2025.  Complete second phase of Pentre Awel business and innovation project: January 2026.
3.4	Develop long-term industry collaborations in aligned areas.	Enter one long term research and innovation (2 years +) collaboration agreement with a commercial partner in an area where it is determined there is an aligned benefit/opportunity.	Transacted agreement: March 2026.
3.5	Launch new wave of joint clinical fellowships with industry.	Progress one new industry sponsored innovation fellowship.	March 2026
3.6	Develop innovation skills programme for NHS staff to help them in partnering with industry.	Determine how innovation skills development would operate and be resourced, drawing on national support and advice.	December 2025.

<b>Objective: Strengthen public and community partnership arrangements</b>			
3.7	Collaborate with NHS Wales Executive (now Delivery and Performance Wales) on national R&I projects.	Conclude the Health Pathways Evaluation and identify at least one further area of work in support of NHS Delivery and Performance.	Health Pathways: September 2025  Additional area scoped and contracted: October 2025.
3.8	Work with public bodies (e.g. Delta Wellbeing, Together for Change).	To reinvigorate discussions with Delta Wellbeing, to determine the value of collaborating on research and innovation programmes.	Scoping discussion: by October 2025.
3.9	Support South West Wales Joint Committee R&I agenda.	Collaborate with Swansea Bay to develop new joint research and innovation committee and establish early priorities, to include oncology and (likely) CVD.	First committee: September 2025.
3.10	Support Mid Wales Joint Committee R&I initiatives.	Exploratory discussions with Aberystwyth University and Rural Health and Care Wales to determine future collaborative opportunities and how the health board can best align.	October 2025