

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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	22 July 2025
TEITL YR ADRODDIAD: TITLE OF REPORT:	TriTech Institute Business Plan Refresh
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Mark Henwood, Executive Medical Director
SWYDDOG ADRODD: REPORTING OFFICER:	Professor Chris Hopkins, 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 Trafodaeth/For Discussion

ADRODDIAD SCAA
SBAR REPORT

Sefyllfa / Situation

The purpose of this report is to present to the Digital, Data and Innovation Committee a refreshed five-year business plan for the TriTech Institute and consideration of the independent peer review findings.

Cefndir / Background

The TriTech Institute (the Institute) was established by Hywel Dda University Health Board (HDdUHB) in 2021, to support healthcare technology development, research and innovation. The Institute aimed to sustain the good interdisciplinary work between the Research and Development (R&D) department and clinical departments beyond the pandemic, with the ultimate goal of supporting those innovations that can contribute to improved patient outcomes. The Institute was formally launched by the Permanent Secretary of the Welsh Government in November 2021.

The TriTech Institute is now preparing a new refreshed business plan (2026–2031) as its current plan concludes in 2025/26. An independent peer review was commissioned to inform this development. Stakeholder interviews were conducted to identify strengths, challenges, and improvement areas. The insights now require response, alignment, and incorporation into the new refreshed business plan.

The peer review is just one source of evidence, and the new business plan will be informed by several, including:

- Team Feedback & Content Gathering.
- Situational analysis
- Market analysis
- Financial Audit
- Strategy and financial assumptions

Asesiad / Assessment

The business plan is being developed over a nine-month period, in a consultative manner, and with independent peer review advice. Moreover, the business plan benefits from the Institute having been in operation for a 4-year period. Within that period, the business model has been refined and tested, governance arrangements developed and strengthened, and a team has been recruited and skill sets developed, with several contracts / partnerships delivered. The Institute has delivered a year-on-year surplus against its cost recovery targets and, perhaps more significantly, has committed to supporting clinical teams with innovations.

Key achievements over the four-year period:

- £4.63M income generated across 111 projects
- Support for 29 clinical leads, 37 academic collaborations, and 6 local businesses.
- Recognition through several awards including MediWales, Chief Scientific Officer (CSO) England, and NHS Wales accolades.
- Delivery of 67 publications, posters and conference presentations.
- Appointment of 8 high-quality research and scientific staff, 4 fixed-term staff, and 3 Health Education and Improvement Wales (HEIW) funded Clinical Scientist trainees.

The level of interest in the Institute, and its reputation, has put it in a positive position for the future. It is noteworthy that the activity stimulated by the Institute has enabled the creation of several high-quality scientific jobs within the region, it has supported the local economy through evaluative work completed for a number of local companies and public sector organisations and has received a growing base of clinical support. The latter often comment on the enabling nature of the initiative and teams.

However, such is the nature of the life science industry and the rapid pace of developments, that it is necessary to constantly challenge and improve the TriTech Institute's operating model, to ensure it remains relevant and impactful for HDdUHB and its population. The peer review has illuminated several feedback points requiring attention in the context of developing the next business plan.

Clearly there will be choices and considerations around the next business plan, including determining how best to respond to the findings from the Peer Review. The DDIC will receive a presentation of how we are currently working through these choices and considerations, to inform the preparation of the business plan, which will be presented to the Executive Team in the Autumn.

The TriTech Management Group – a subgroup of the Research and Innovation (R&I) Sub Committee, acts as the primary decision-making body for the initiative and will review the business plan prior to submission to the Executive Team for consideration.

Subject to Executive approval of the plan, it is proposed that it proceeds through the following governance structures for consideration and assurance:

- the Research and Innovation Sub Committee on 15 September 2025.
- the Digital, Data and Innovation Committee on 7 October 2025, and
- the Board on 27 November 2025.

The DDIC will receive a summary of the Peer Review findings 'in-committee' due to their commercially sensitive nature.

Argymhelliad / Recommendation

The Committee is asked to:

- **DISCUSS** the peer review findings and
- **REVIEW** the proposed route for the refreshed business plan through the Health Board's governance and assurance processes.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.1.17 Seek assurance that the commercialisation of research, innovation, related developments are appropriately risk assessed and in accordance with health board duties, policies, and procedures.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Risks 1508 & 1511.
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	2.9 Medical Devices, Equipment and Diagnostic Systems 3.3 Quality Improvement, Research and Innovation
Amcanion Strategol y BIP: UHB Strategic Objectives:	3. Striving to deliver and develop excellent services
Amcanion Cynllunio Planning Objectives	1 Workforce Stabilisation 2 Financial recovery and route map 3 Transforming Urgent and Emergency Care programme 4 Planned care, diagnostics and cancer Recovery 5 Mental health and CAHMS
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS

Gwybodaeth Ychwanegol:

Further Information:

Ar sail tystiolaeth: Evidence Base:	Tritech Institute Business plan, June 2022 Tritech Institute Peer Review Report
Rhestr Termâu: Glossary of Terms:	Not applicable.
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Tîm Cyfarwyddwyr:	Research & Innovation Sub-Committee.

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