

RESEARCH AND INNOVATION STRATEGY 2026 -2029

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1 FOREWORD

Matthew Wintle, Chair of the Research & Innovation Board

I am pleased to introduce a refreshed Research & Innovation Strategy for Digital Health and Care Wales. It sets out a clear, ambitious direction to improve the health of people living in Wales through our collective focus on the secure, ethical, and trusted use of data. In my roles as a doctor, creator, and user of health data I see the considerable benefits for patients, for the health system and for society in Wales that can be achieved through the appropriate use of health-relevant data. I have also experienced the frustration of knowing that data exists, it should be accessible – but it cannot be accessed and used to improve care; to deliver better health services; to enable more timely, preventative care; to foster evidence-based policies, innovation, and research that would benefit patients and the public. This refreshed strategy reflects an evolving data landscape in Wales and across the UK with a growing recognition of the foundational importance of data security, the ethics of data access and the considerable benefits of its legitimate use. It also reflects our collaborative, collective commitment to the people of Wales to remain a trusted guardian and pioneer in the privacy of health information.

The Strategy outlines four strategic aims; to strengthen Wales’s research and innovation infrastructure; to foster collaboration; to cultivate a culture of curiosity, insights and learning that focus on quality improvement and impact. These aims reflect our organisational priorities and the needs of the wider system, to improve health outcomes and value for the people of Wales. This strategy builds on the progress already made and continues to build Wales’s reputation as a trustworthy, pioneer in digital health and care.

Mr Rhidian Hurle, Executive Medical Director

It gives me great pleasure to commend this refreshed Research & Innovation strategy, which reaffirms our commitment to “find more value” through enabling high-quality, impactful, and collaborative data and digital research across Wales.

Our strategic objective to “drive better value and outcomes through innovation” (mission 4) states our ambition to act as drivers of system transformation, to act as the “glue” that binds successful collaborations between NHS Wales, academia, industry, and wider partners.

This strategy sets out a coherent roadmap for how we will expand and enhance our digital foundations. This will be achieved through use of secure data environments, improved interoperability, strengthened governance, and clearer access pathways. This will ensure researchers and clinicians alike can generate meaningful insight and novel solutions. It also places renewed emphasis on evidence translation, visibility of outputs, and fostering a culture where creativity and continuous learning are part of everyday practice.

As we move forward, this strategy will help ensure that research and innovation are not abstract ambitions, but tangible enablers of better, safer, equitable health and care services for the people of Wales. I am grateful for the hard work and engagement that have shaped this refresh, and I fully endorse the direction it sets for the years ahead.

2 EXECUTIVE SUMMARY

Digital Health and Care Wales (DHCW) plays a critical national role in enabling a modern, data driven and innovative health and care system for Wales. Since the publication of the 2022 Research and Innovation (R&I) Strategy, DHCW has significantly advanced its approach to supporting high quality research, cultivating strategic partnerships, enabling secure data access, and embedding innovation across the organisation. As Wales continues to face increasing demand, evolving population needs, and rapid technological change, this refreshed Research and Innovation Strategy 2026–2029 sets out a strengthened, ambitious, and impact driven direction for the next three years.

This strategy builds on a strong foundation of digital capability and cross sector collaboration, aligning with national priorities including A Healthier Wales, the Digital and Data Strategy for Health and Social Care, Wales Innovates, and the emerging recommendations of the Sudlow Review on UK health data. It reaffirms our commitment to ensuring that health and care data is used safely, ethically, and effectively to improve outcomes for people in Wales. We have established grounded, clear principles putting people first, acting ethically, building connected ecosystems, turning insight into action, learning and evolving, and measuring what matters. This strategy provides a coherent roadmap for maximising the value and impact of R&I across the system.

Over the next three years, the R&I function will deliver against four strategic aims:

2.1 STRENGTHENING WALES' RESEARCH AND INNOVATION INFRASTRUCTURE

We will expand and enhance the digital, data, and governance foundations required for high quality R&I, including the development of the secure data environment improvements in interoperability, and clear, consistent access pathways. This will ensure that researchers, clinicians, and partners can securely access the data and tools they need to generate meaningful insights.

2.2 DRIVING QUALITY, RELEVANCE, AND DEMONSTRABLE IMPACT

We will align R&I activity with the most pressing needs of Welsh health and care services and maximise impact through enhanced prioritisation, transparent governance, and improved mechanisms for sharing and translating learning. This includes a renewed focus on visibility, evidence adoption, Open Access publishing, and the development of a DHCW R&I Impact Dashboard.

2.3 DEEPENING COLLABORATION ACROSS THE HEALTH AND CARE ECOSYSTEM

Recognising that innovation happens through partnership, not in isolation, we will strengthen and formalise our collaborations with NHS organisations, academia, industry, and the wider innovation landscape. Through a refined partnership strategy, consistent contract management, use of customer relationship management (CRM) capability, and increased national representation, we will help accelerate the codesign and adoption of innovative digital solutions that deliver measurable benefits for Wales.

2.4 EMBEDDING A CULTURE OF INNOVATION AND CONTINUOUS LEARNING

We will foster an organisational environment where creativity, experimentation, and professional development thrive. This includes expanding innovation training, strengthening knowledge management, exploring accreditation opportunities such as ISO 56001, establishing communities of practice, and commissioning research on the value and impact of DHCW systems to support evidence based digital transformation.

Taken together, these aims position DHCW to lead and enable high quality, impactful research and innovation that responds to the evolving needs of health and care services in Wales. The strategy ensures that data and digital innovation remain central to improving outcomes, supporting a resilient system, and empowering people to live healthier lives. Progress will be overseen through internal governance, annual reporting, and integration with DHCW's IMTP, ensuring transparency, accountability, and continuous improvement.

3 PURPOSE

Since the launch of the DHCW Research and Innovation Strategy in 2022, Digital Health and Care Wales has matured its approach to supporting and leading Research and Innovation, with a firm focus on how data and digital can be leveraged to support better outcomes across NHS Wales. Over the past three years, we have advanced our digital infrastructure, strengthened our academic and industry partnerships,

and established ourselves as a trusted collaborative partner and provider of data-driven insight and innovation. These achievements have laid a solid foundation for a refreshed strategy, which reaffirms our core commitments while responding to the growing demand for intelligent, responsive and equitable health services.

This refreshed strategy builds on what has worked well and introduces a renewed focus on delivering quality and measuring impact, where knowledge is transferred and utilised to support system transformation and improved outcomes for the people of Wales.

4 OUR VISION

Lead and enable high quality and impactful data and digital Research and Innovation, empowering people to live healthier lives.

1. Contribute to the expansion of DHCW infrastructure, assets, and resources that underpin the Research and Innovation environment across Wales, with a particular emphasis on enabling safe, secure, and efficient access to high-quality health and care data for research.
2. Advance the quality, relevance, and demonstrable impact of our Research and Innovation activities by aligning them with Wales' health and care priorities.
3. Champion collaborative working across the health and care ecosystem, formalising partnerships with academia, industry, and other stakeholders to accelerate the co-design, development, and adoption of innovative digital health solutions that deliver measurable benefits for people in Wales.
4. Continue to embed a culture of innovation across DHCW that actively cultivates creativity, continuous learning, and cross-functional collaboration, building on our established foundations of support and encouragement through targeted training, strategic partnerships, and knowledge-sharing practices.

5 ROLES & RESPONSIBILITIES

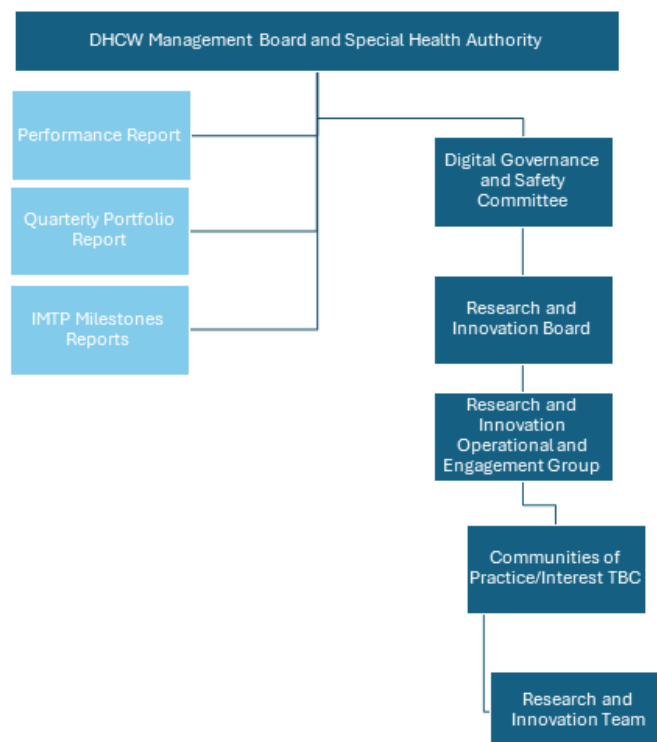
The DHCW Research and Innovation function is governed by the DHCW Research and Innovation Board which includes representative from our strategic partners, NHS Wales Research and Innovation leads, Health and Care Research Wales, Life Sciences Hub and Welsh Government. The Board provides leadership, influence, and maintains overall stewardship and governance to ensure the successful delivery of this Strategy and Annual Plan.

The Board is informed by the Research and Innovation Operational and Engagement Group which includes subject matter experts in research, innovation, data analysis, artificial intelligence, clinical, engagement and more from across Digital Health and Care Wales, to ensure that the projects, proposals and developments to the service

are appropriately ratified. The R&I team provide recommendations to both the group and Board regarding collaborative projects and proposals and service improvement initiatives to support the continuous development of the function.

The R&I team reports on behalf of the Board through quarterly updates and through submission of its Strategic Plan and Annual Report to DHCW's Digital Governance and Safety Committee. R&I also report to DHCW Management Board as part of the following internal documentation:

- Monthly Performance Report
- Quarterly Portfolio Reports
- Monthly Integrated Medium-Term Plan (IMTP) Milestone Reports



6 STRATEGIC APPROACH

The Research and Innovation function aligns closely with DHCW's Organisational Strategy and vision '**To provide world-leading digital services, empowering people to live healthier lives**' adhering to the Health and Social Care (Quality and Engagement) (Wales) Act (Welsh Government, 2020) and operates within the following strategies and policies:

- *A Healthier Wales: our Plan for Health and Social Care* (Welsh Government, Department of Health and Social Services, 2018a) and the revised plan: *A Healthier Wales: our Plan for Health and Social Care* (Welsh Government, Department of Health and Social Services, 2024)
- *Digital and data strategy for health and social care in Wales* (Welsh Government, 2023a)
- *Digital Health and Care Wales Organisational Strategy April 2024 – March 2030* (DHCW, 2024)
- *Wales Innovates: Creating a Stronger, Fairer, Greener Wales* (Welsh Government, 2023b)

The following table details how the DHCW Research and Innovation function aligns and supports those strategies and policies:

Strategy/Policy	Mission/Aim/Principle	How DHCW R&I will support
Digital Health and Care Wales Organisational Strategy 2024-2030 (DHCW, 2024)	<p>Mission 4: Drive better value and outcomes through innovation.</p> <p>Objective 1: An NDR Secure Data Environment which provides access for research while protecting privacy.</p> <p>Objective 2: A national information and data insights service which demonstrates net benefit and value.</p> <p>Objective 3: Deploy AI and automation, safely and ethically, to deliver year-on-year productivity improvements across NHS Wales.</p>	<p>The R&I function will fully support mission 4 through its strategy in its entirety.</p> <p>DHCW's secure data environment provides a secure and trusted digital environment that fosters collaboration through research & innovation across Health & Social Care, enabling the creation of safe, person-centred solutions that improve health and wellbeing for the people of Wales.</p> <p>Measuring impact of the collaborative R&I projects through Open Access publication and associated metrics as well as monitoring adoption of innovation because of the data supplied by DHCW.</p> <p>Collaborating on R&I projects with an AI focus including but not limited to Natural Language Processing (NLP) and Imaging ensuring innovations are considered as part of product development.</p>
A Healthier Wales: our Plan for Health and Social Care (Welsh Government,	Digital and Data: Put the use of data, insight and analytics, used safely and securely, at the core of the health and care system to deliver improved	DHCW's secure data environment provides a secure and trusted digital environment that fosters collaboration through research & innovation across Health & Social Care, enabling the creation of

<p>Department of Health and Social Services, 2024)</p>	<p>health and wellbeing outcomes.</p> <p>Research, Development and Innovation: Strengthen research capacity and capability, and raise awareness of research across the health and social care sectors by developing targeted improvement plans and strategic funding partnerships, and promoting the effective use of research to inform policy and service improvement.</p> <p>Research, Development and Innovation: Develop and deliver a comprehensive vision for life sciences and innovation that serves as a catalyst for enhancing the health and wealth of the Welsh population and its economy.</p>	<p>safe, person-centred solutions that improve health and wellbeing for the people of Wales. Projects will be costed according to a standard costing template and income proportioned to support development of the secure data environment.</p> <p>Achieved through the R&I function and this strategy. Strengthening partnerships with NHS organisations, academia, and commercial companies to promote opportunity for research using NHS Wales data to improve health and well-being outcomes for the people of Wales thereby informing changes in policy and service improvement.</p> <p>As members of Health and Social Care Innovation Wales we foster collaboration among innovators, health and social care professionals, and industry experts across Wales to help accelerate innovation and drive meaningful change.</p>
<p>Digital and data strategy for health and social care in Wales (Welsh Government, 2023a)</p>	<p>Aim 1: Transform digital skills and partnerships; Mission 2: digital economy: Partner with care providers, academia, and the private sector to create added value, accelerate innovation and strengthen the economy of Wales.</p>	<p>Strengthening partnerships with NHS organisations, academia, and commercial companies to bring together the data and expertise across health and social care, promoting opportunity for research using NHS Wales data to improve health and well-being outcomes for the people of Wales.</p>
<p>Wales Innovates: Creating a Stronger, Fairer, Greener Wales (Welsh Government, 2023b)</p>	<p>Health and Wellbeing Mission: a coherent innovation ecosystem where the health and social care sector collaborates with industry, academia and the third sector to deliver greater value and impact for citizens, the economy, and the environment.</p>	<p>As members of Health and Social Care Innovation Wales we foster collaboration among innovators, health and social care professionals, and industry experts across Wales to help accelerate innovation and drive meaningful change.</p> <p>Strengthening partnerships with NHS organisations, academia, and commercial companies to promote</p>

		<p>opportunity for research using NHS Wales data to improve health and well-being outcomes for the people of Wales.</p>
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In addition, this strategy draws upon *Uniting the UK's Health Data: A Huge Opportunity for Society* (Sudlow, 2024) which has catalysed a transformation in how health data underpins Research and Innovation. The Sudlow review champions centralised infrastructure, trust-centred governance, and interoperability providing a roadmap for turning the UK's abundant health data into a more accessible, secure, and powerful foundation for scientific discovery and life-saving innovation. Sudlow outlines four data purposes that have provided strategic clarity on how DHCW can drive transformation across the health and care ecosystem (Sudlow, 2024, p.28). These four data purposes underpin our future ambitions and will ensure that our work is not only relevant and rigorous but strategically positioned to meet the needs of an ever-changing and resilient healthcare system:

- **Direct Care:** DHCW will continue to provide the digital infrastructure and real-time data that clinicians need to make timely, evidence-based decisions. Our systems must support collaborative working, reduce duplication, and ensure that the 'right information is available at the right time' for the right person (Sudlow, 2024, p.28).
- **Intelligent Health Systems:** We will harness data to support a learning health system 'to provide efficient and effective patient care' (Sudlow, 2024, p.28). A system that can anticipate demand, manage flow, and triage patients more effectively. By enabling oversight across planned and unscheduled care, DHCW can contribute to service models that are both more responsive and sustainable.
- **Prevention:** Our systems must also support proactive, patient-centred prevention, whether through personalised care, strategic public health interventions, 'vaccination and screening programmes' (Sudlow, 2024, p.28), or reducing overtreatment and hospital admissions. Data plays a critical role in targeting care where it is needed most, and in enabling new models of preventative health.
- **Research and Innovation:** To improve understanding of the root drivers of 'health, well-being and disease' (Sudlow, 2024, p.28), we will support participation in clinical trials, advanced research in genomics, Artificial Intelligence (AI), and Natural Language Processing (NLP), ensuring innovations are quickly integrated into product development by collaborating with clinical networks and academic partners.

7 DHCW PRINCIPLES FOR RESEARCH AND INNOVATION

The following principles guide the way in which the DHCW R&I team will run the service, our commitment to our partners, ourselves, ensuring the work we are doing adds value and has impact.

1. Put People First

Every data purpose serves patients, clinicians, and communities driving better care, health, and service quality.

2. Act Ethically

Champion transparency, inclusivity, and strong governance while making processes clear, accessible, and equitable.

3. Build Connected Ecosystems

Break barriers between health, academia, industry, and communities to enable co-creation and smarter data use.

4. Turn Insight into Action

Accelerate adoption of research and evidence so best practices rapidly shape digital services and improve outcomes.

5. Learn, Share, Evolve

Harness data, analytics, and open science to drive reproducibility, knowledge sharing, and continuous improvement.

6. Measure What Matters

Track quality, impact, and value to keep innovation visible, relevant, and aligned with Wales' evolving health needs.

By aligning our Research and Innovation Strategy with both Sudlow (2024) and the principles of the DHCW Organisational Strategy 2024–2030, we position our work at the heart of a dynamic and resilient healthcare system for Wales. Collectively, these foundations will ensure our strategic aims are relevant, rigorous, and responsive to the evolving needs of health and care services, guiding our approach over the next three years and beyond.

8 STRATEGIC AIMS

The following four strategic aims set out how DHCW will deliver value through Research and Innovation over 2026–2029.

8.1 STRATEGIC AIM 1: CONTRIBUTE TO THE EXPANSION OF DHCW INFRASTRUCTURE, ASSETS, AND RESOURCES THAT UNDERPIN THE RESEARCH AND INNOVATION ENVIRONMENT ACROSS WALES, WITH A PARTICULAR EMPHASIS ON ENABLING SAFE, SECURE, AND EFFICIENT ACCESS TO HIGH-QUALITY HEALTH AND CARE DATA FOR RESEARCH.

To achieve this aim, we will prioritise strengthening our governance and utilise the advances DHCW are making in our technology. We will begin by exploring opportunities to adopt the robust, scalable digital infrastructure being led by DHCW that supports both current and anticipated research demands. This includes the upgrade of existing hardware and software platforms and adoption of cloud-based and high-performance computing solutions to facilitate large-scale data analysis and secure data sharing. Our goal is to co-create an environment where researchers can access, process, and analyse health and care data efficiently and securely, regardless of their organisational affiliation or geographic location within Wales.

In parallel, we will strengthen our partnerships with key programmes and organisations including teams responsible for the delivery of the [NATIONAL DATA RESOURCE](#) and the [SAIL DATABANK](#). By co-developing standards for data curation, interoperability, and access protocols, we can ensure that data flows seamlessly and securely between clinical, research, and public health domains. This collaborative ecosystem will enable the integration of diverse data sources into a unified research environment.

We will also focus on developing and maintaining a suite of core assets and resources that support research excellence. This includes utilising metadata catalogues, investing in training and support for prospective researchers and access to national advanced data analytics, information and knowledge management services. By fostering a culture of continuous improvement, we will ensure that our infrastructure remains resilient, adaptable, and fit for purpose as both the research landscape and the needs of the Welsh population evolve.

Key actions for 2026-2029

- Collaborate with SAIL partners to establish a formal Service Level Agreement, clearly articulating our mutual commitments and expectations within this strategic partnership.
- Align DHCW Research, Innovation, Knowledge Management and secure data environment governance to support R&I projects, set baseline targets for approved collaborations, and report secure data environment utilisation to the R&I Board.
- Strengthen the governance arrangements for the DHCW R&I function including implementing standard operating procedures (SOPs), Key Performance Indicators (KPIs), Service Level Standards (SLSs) and policies to drive project proposals, record level data requests and grant applications forward.
- Commitment to achieving Digital Economy Act (DEA) accreditation and undergoing annual assessments to ensure continued compliance, accountability, and excellence in practices.
- Participate in pathfinder projects to enhance our support for clinical trials, thereby increasing opportunities for Welsh residents to access advanced therapies and innovative treatments.
- Support the publication of a comprehensive information repository of data resources, providing a streamlined and accessible single point of reference.

8.2 STRATEGIC AIM 2: ADVANCE THE QUALITY, RELEVANCE, AND DEMONSTRABLE IMPACT OF OUR RESEARCH AND INNOVATION ACTIVITIES BY ALIGNING THEM WITH THE MOST PRESSING NEEDS OF HEALTH AND CARE SERVICES IN WALES

To achieve this aim, our focus is to strengthen the translation of research into practice, supporting publication and other opportunities for sharing learning, and embedding evidence-based approaches across DHCW's digital services.

Central to our strategy is a commitment to best-in-class data governance. We will continue to refine and implement rigorous data access procedures, ethical review processes, and privacy-preserving technologies, ensuring compliance with all relevant legislation and national guidelines. Supporting this, the secure data environment will offer scalable access controls, robust auditing, and transparent oversight, inspiring confidence among participants, data providers, and the public.

We are also committed to increasing visibility and engagement with our R&I services, enhancing awareness across the NHS Wales ecosystem, and clarifying our role within the [UK Health Data Research Service](#) to ensure Welsh data is fully represented.

Key actions for 2026-2029

- Establish a dedicated Research and Innovation (R&I) 'front door', to enhance visibility and accessibility. As part of this initiative, all R&I activities led or co-developed by DHCW will adhere to established policies and robust governance frameworks.
- Develop a DHCW R&I Impact Dashboard to systematically monitor and evaluate impact of R&I activity, including publications, datasets, and tools, that demonstrate how research derived knowledge is adopted to become operational innovation.
- Embed DHCW's Open Access Publishing Policy (<https://dhw.nhs.wales/about-us/key-documents/policies/nhs-wales-e-library/>) to ensure that staff-authored R&I outputs are made publicly accessible at no cost and are archived within the Digital Health and Care Wales Research and Knowledge Repository. (<https://repository.dhw.nhs.wales/>).
- Promote and embed evidence-based practices and knowledge translation throughout DHCW's operations. DHCW will consistently disseminate learning and outcomes from its activities, elevating organisational awareness and reinforcing its role within the R&I ecosystem through regular communications, publications, and updates.
- Support the establishment of the Health Data Research Service through participation on the Data for Research Taskforce.

8.3 STRATEGIC AIM 3: CHAMPION COLLABORATIVE WORKING ACROSS THE HEALTH AND CARE ECOSYSTEM, FORMALISING PARTNERSHIPS WITH ACADEMIA, INDUSTRY, AND OTHER STAKEHOLDERS TO ACCELERATE THE CO-DESIGN, DEVELOPMENT, AND ADOPTION OF INNOVATIVE DIGITAL HEALTH SOLUTIONS THAT DELIVER MEASURABLE BENEFITS FOR PEOPLE IN WALES.

We acknowledge that meaningful, lasting transformation in health and care is only achievable through collaborative endeavor. Our position as a national digital enabler uniquely situates us to serve as both a system leader and a trusted partner, empowering the delivery of high-caliber research and digital innovation alongside a diverse network of collaborators across Wales, the UK, and beyond. In the last three years, we have formed strong partnerships across Wales with academic institutions,

health and care organisations including NHS and Social Care, life sciences industry leaders, and policy stakeholders. This has included formalising relationships with leading Welsh universities such as Cardiff University, Swansea University, Bangor University, University of South Wales, and Trinity Saint David.

With this refreshed strategy, our focus shifts to deepening and formalising these partnerships and identifying new partners such as third sector organisations, moving beyond transactional interactions to cultivate enduring, value-driven partnerships. In parallel, we are strengthening our governance and coordination mechanisms to ensure alignment, transparency, and the realisation of mutual benefit.

Key actions for 2026-2029

- Publish and implement the Research and Innovation Commercial Partnership Strategy that outlines how we will engage and collaborate with industry and academia to cultivate effective partnerships that deliver tangible benefits for Wales and its population.
- Establish a comprehensive contract review process for all existing collaborative agreements, including the evaluation of key performance indicators and service standards to rigorously assess the impact of these partnerships.
- Implementation of R&I/Knowledge Management (KM) Engagement Playbook including a learning and development framework and use of DHCW's Customer Relationship Management (CRM) system to optimise the engagement and management of stakeholders and strategic partners.
- Annually update the R&I/KM communications plan to ensure continued relevance and alignment with stakeholder needs, supporting effective dissemination of information and sharing of insights from ongoing and completed R&I activities.
- Formalise relationships with key partners, such as [Health and Care Research Wales](#), [Bevan Commission](#), [Life Sciences Hub Wales](#), [Health Technology Wales](#), and the [National Innovation Leads Network](#), ensuring strategic alignment and shared visibility of objectives.
- Enhance DHCW's representation in national forums, conferences, and international initiatives, reinforcing Wales's position as a leader in global digital health innovation.
- Deliver an annual conference in partnership with the NHS Wales e-Library inviting stakeholders and existing and future collaborators share our key successes and highlight opportunities to work together.

8.4 STRATEGIC AIM 4: CONTINUE TO EMBED A CULTURE OF INNOVATION ACROSS DHCW THAT ACTIVELY CULTIVATES CREATIVITY, CONTINUOUS LEARNING, AND CROSS-FUNCTIONAL COLLABORATION - BUILDING ON OUR ESTABLISHED FOUNDATIONS OF SUPPORT AND ENCOURAGEMENT THROUGH TARGETED TRAINING, STRATEGIC PARTNERSHIPS, AND KNOWLEDGE-SHARING PRACTICES

DHCW has significantly matured its Research and Innovation (R&I) function, further embedding it across the organisation. This evolution is marked by the formal establishment of the R&I function and a strategic focus on workforce development. Key training initiatives such as the Innovation Training Module and AI Foundations Training developed in collaboration with [Wales Institute of Digital Information \(WIDI\)](#) and [University of Wales Trinity Saint David \(UWTSD\)](#) have been introduced to upskill staff and foster a culture of innovation and digital literacy.

In parallel, DHCW has strengthened its collaboration with the **NHS Wales e-Library** to advance organisational knowledge management and mobilisation. This includes the development of a comprehensive **Open Access Publishing Policy** and the launch of the **DHCW Research and Knowledge Repository**, ensuring that research outputs authored by DHCW staff are publicly accessible and aligned with best practices in data and digital advancements in health and care.

These efforts collectively support DHCW's mission to deliver better value and outcomes through innovation, while promoting transparency, accessibility, and continuous learning across the organisation.

Key actions for 2026-2029

- Restructure the Research and Innovation and NHS Wales e-Library teams, bringing them together as one department to enhance the provision of knowledge management, Research and Innovation initiatives.
- Establish a Research, Innovation and Knowledge Management Community of Practice and Community of Interest to foster engagement, promote learning and training opportunities and embed a culture of Research and Innovation across DHCW.
- Working with DHCW Quality Assurance and Regulatory Compliance Team, develop a unified Quality Improvement and Innovation Support model to strengthen system-wide improvement capability, enhance evidence-based decision-making, and accelerate the translation of research, insights, and innovation into measurable service benefits.
- Assess the feasibility of obtaining the ISO 56001 BSI Kitemark™ for Innovation Management Certification, strengthening professional recognition and capability within R&I roles.
- Implement a DHCW Innovation Management Tool to track DHCW led innovation and seek opportunities to scale up innovation through Health and Social Care Innovation Wales.
- Commission research to assess the impact and value of DHCW systems using foundational economy and health economics approaches to inform future digital strategy and investment.

INDEX NUMBER	DOCUMENT NAME
ELIB-POL-1	DHCW Policy Open Access Publishing
	Board TOR
	O&E TOR
	IP POLICY

10 DEFINITIONS

TERM	DEFINITION
SDE	Secure Data Environment
NDR	National Data Resource
Open Access	
R&I	Research and Innovation
R&I/KM	Research, Innovation and Knowledge Management
ISO	International Organisation for Standardisation

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12 ATTACHMENTS / APPENDIX