Technoleg Iechyd Cymru
Health Technology Wales

Strategic Plan 2021-2025

Better Health | Evidence Driven

HTW Strategic Plan 2021-2025

Developed by Health Technology Wales (HTW) in consultation with key stakeholders

HTW's establishment phase is now complete. The HTW Strategic Plan 2021-2025 sets out our organisation's immediate and medium-term strategic goals and objectives.

This Strategic Plan was developed iteratively, using a mixed methods approach, inviting contributions from key HTW stakeholders including: Welsh Government; key opinion leaders within the Welsh health and social care system; and members of key HTW decision-making groups including the Executive Group, Appraisal Panel, Assessment Group, Patient and Public Involvement Group and Stakeholder Forum. A series of internal workshops and discussions were also held with the HTW team. Finally, the Strategic Plan was posted for public consultation on the HTW website with communications activities to encourage feedback.

The HTW Strategic Plan should be regarded as a living document. It will be continually refined to reflect changing priorities and demands on HTW resources.

Contents

Our partners:

GIG CYMRU NHS WALES — Ymddiriedolaeth GIG Prifysgol Felindre Velindre University NHS Trust

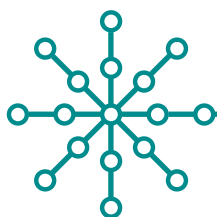Ariennir gan **Lywodraeth Cymru** Funded by **Welsh Government**

1. Strategic context

Health Technology Wales (HTW) was established in the context of an ambitious and evolving health and social care policy agenda for Wales, which sets out a clear plan to:

- Ensure the principles of prudent care are firmly embedded in all health and social care services (PHC 2013).

- Recognise the central role that technology has to play in improving the delivery of health and social services (HSCC 2014).

- Improve the well-being of people and carers who need support, and transfigure social services in Wales (SSWBA 2014).

- Enhance the future social, economic, environmental and cultural well-being of citizens (WFGA 2015).

- Introduce a socio-economic duty, requiring public bodies to have due regard to the need to reduce the inequalities of outcome that result from socio-economic disadvantage (WA45 2017).

- Transform services to provide care of the highest quality that is seamless, proactive and delivered as close to people's home as possible (PRHSCW 2018).

- Re-design a whole system approach emphasising prevention, encouraging self-management, supported by integrated health and social care services that utilise the benefits new technologies offer (AHW 2019).

- Foster a learning health and care system, developing modernised, resilient clinical services that are grounded in a life course approach and tackle cross-cutting priorities to deliver prudent and value based care across Wales (NCF 2021).

HTW will contribute significantly to delivering this plan for health and social care in Wales by appraising the scientific evidence to inform technology adoption and disinvestment decisions. This will encourage best use of the scarce resources available to invest in health and social care technologies, and maximise the health gain they offer for the people of Wales.

2. About HTW

HTW is a national health technology assessment (HTA) body working to improve the quality of health and social care in Wales. Established in 2017, our remit is to **"provide a strategic, streamlined and nationally coordinated approach for the identification, appraisal and adoption of medical technologies into practice across Wales."** (MHSS 2015)

> **HTA is a multidisciplinary process that uses explicit methods to determine the value of a health technology at different points in its lifecycle. The purpose is to inform decision-making in order to promote an equitable, efficient, and high-quality health system.**
>
> INAHTA 2020

We research and evaluate the best available clinical and cost-effectiveness evidence about a health or social care technology. Based on this evidence, we publish national guidance on whether the technology should be adopted for use in Wales.

HTW was established to address recommendation 3 of the 2014 Inquiry into Access to Medical Technologies in Wales, which recommended establishment of **"… an all-Wales medical technologies appraisal mechanism…."** (HSCC 2014).

We are funded by Welsh Government and hosted within NHS Wales, but are independent of both. Our remit covers any health or social care technology that isn't a medicine, such as medical devices, diagnostic tests, implants, surgical procedures, assistive technologies, digital innovations and changes in care pathways.

We collaborate with partners across the health, social care and technology sectors to ensure an all-Wales approach, and anyone can suggest a technology topic for us to appraise.

An **independent expert review** of HTW's progress in our first three years of operation concluded that **"… HTW is unequivocally fulfilling its core function of providing a dedicated centre of expertise in Wales for the identification, appraisal and adoption of health technologies…."** The review made improvement suggestions, which have helped to inform the 2021-2025 strategic objectives.

3. Vision, mission and values

3.1 Vision

To be a world-class HTA organisation that facilitates the identification, appraisal and adoption of innovative health and social care technologies that offer most promise to deliver improved health, well-being and value for the people of Wales.

3.2 Mission

To drive improvements in population health and social care services, by applying the best available evidence to inform decisions on the appropriate use of health and social care technology innovations in Wales.

3.3 Values

Three key values - **quality, responsiveness and collaboration** - underpin all of HTW's work.

Quality

HTW produces authoritative, independent guidance, developed by applying rigorous and transparent evidence synthesis methods, to promote the use of health and social care technologies that offer the most benefit and value for Wales.

Responsiveness

HTW offers timely input to support the decision needs of service users, carers, policy makers, health and care providers and technology developers across Wales.

Collaboration

HTW works in partnership with others, engaging with stakeholders across the Welsh health, social care and technology sectors to support evidence-informed decision making.

4. Strategic goals and objectives

Our four strategic goals for 2021-2025 are outlined below, alongside our top five priority objectives for 2021-2022.

4.1 Strategic goal: Identification

Identify the technologies that are expected to have major impact on health and care services, and have the most benefit for the people of Wales.

Objectives

- Expand HTW's topic identification, prioritisation and selection efforts.

- Develop and promote direct topic referral mechanisms for Local Health Boards, Regional Partnership Boards, Local Authorities, Social Care Wales, Digital Health and Care Wales, care providers and relevant Care Inspectorates.

- Prioritise the identification of topics with a significant expected impact on health and social care services.

- Ensure topic identification and selection processes are appropriate for innovative social care and digital technology interventions.

- Agree mechanisms between HTW and other UK HTA bodies to ensure a collaborative approach to topic identification and prevent duplication of effort.

- Ensure a complete life-cycle approach, identifying both technology investment and disinvestment topics for appraisal.

4.2 Strategic goal: Appraisal

Deliver a step change in the volume of HTW evidence outputs, promoting a coordinated national approach to evidence-informed decision making on non-medicine technologies across Wales.

Objectives

- Significantly increase HTW's evidence appraisal and guidance output.

- Target social and digital care innovations for appraisal.

- Support time-critical COVID-19 care and policy decision making.

- Explore collaborative opportunities with other UK HTA bodies to co-produce, adapt and co-brand technologies guidance.

- Provide evidence support to key Welsh decision-making committees.

- Ensure continuous improvement in HTW appraisal methods and compliance with best international practice.

4.3 Strategic goal: Adoption

Improve the quality of health and social care in Wales, by disseminating evidence-based national guidance that encourages adoption of technologies expected to have a major impact in Wales.

Objectives

- Pilot and roll-out the HTW technology adoption audit function.

- Develop an adoption monitoring plan for each piece of national HTW guidance.

- Position the HTW Scientific Advice Service (SAS) to support the Welsh life science sector and innovation landscape.

- Agree and implement a national commissioning process for technologies with supportive HTW guidance.

- Establish greater parity between medicine and non-medicine technologies, levelling up incentive mechanisms and representation within key health and social care sector policies and structures.
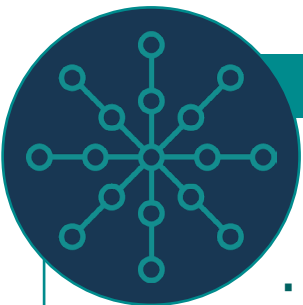
4. Strategic goals and objectives

4.4 Strategic goal: Engagement

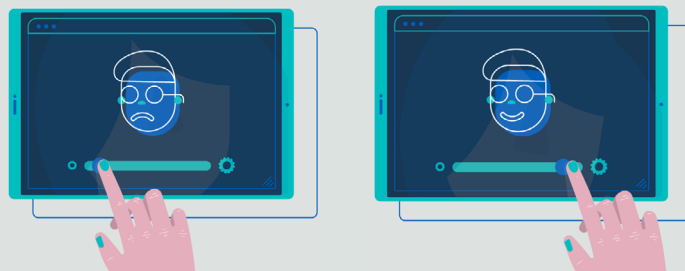Promote greater understanding and use of HTW's HTA outputs with key Welsh health and social care stakeholders.

Objectives

- Update the HTW Communications Strategy to extend and optimise HTW's stakeholder engagement.

- Improve and publish HTW's methods and processes.

- Build HTA capacity in Welsh health and social care systems.

- Support research of national and international importance.

- Provide continued professional development for members of HTW decision-making groups.

4.5 Top five Priority Objectives 2021-2022

- Expand HTW's topic identification, prioritisation and selection efforts.

- Significantly increase HTW's evidence appraisal and guidance output.

- Target social and digital care innovations for appraisal.

- Support time-critical COVID-19 care and policy decision making.

- Pilot and roll-out the HTW technology adoption audit function.

Detailed implementation proposals – outlining key activities proposed to deliver the HTW Strategic Plan and a prioritised timeline – is available on request.