



Technoleg Iechyd Cymru
Health Technology Wales

2026-2030

STRATEGIC PLAN



Mae'r ddogfen hon hefyd ar gael yn Gymraeg
This document is available in Welsh

HTW Strategic Plan 2026-2030

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

The HTW Strategic Plan 2026-2030 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 and Patient and Public Involvement Group. A development session was 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 and changes to the health and social care policy agenda for Wales.

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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 and operates 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 – Bevan Commission](#))
- Deliver a whole system approach as outlined in A Healthier Wales, focused on preventative, person-centred, sustainable, equitable, high quality and safe services for the people of Wales. ([AHW 2019](#))
- Prioritise the focus on: Utilising digital and data developments; optimising the workforce; strengthening research, development and innovation; ensuring co-production and partnership working; and integrating services in communities across Wales. ([AHW 2024-25](#))
- Improve performance by: Reducing waiting times, care pathways delays and improving women’s health; strengthening services through improved leadership and culture, regional working, openness, accountability and collaboration; and future proofing services by focusing on prevention, shifting care into the community and realising the potential of digital and innovation. ([WG statement 2025/26](#))
- 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](#))
- Embed 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](#))



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](#)). HTW’s remit covers assessment of any care technology that isn’t a medicine such as medical devices, diagnostic tests, implants, surgical procedures, assistive technologies, social interventions, digital innovations and changes in care pathways.

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.

[International Network of Agencies for Health Technology Assessment \(INAHTA\) 2020](#)

HTW adapts its HTA methods when appraising technologies used in social care settings in line with international good practice in social intervention assessment.

[International Network for Social Intervention Assessment \(INSIA\) Position Paper 2025](#)

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](#)).

HTW’s unique contribution is its clear focus on evidence. We research and appraise the best available evidence to assess the value of technologies for Wales. Based on this evidence, we publish evidence summaries on health and social care technologies and authoritative national guidance for NHS Wales to support decisions on technology adoption. We support those innovations that are proven to offer value and suggest disinvestment in those that do not.

HTW values our independence. We have no ties to industry or other organisations that could result in conflict of interest. We are funded by Welsh Government and hosted within NHS Wales, but are independent of both. We are transparent in our goals and methods and have an unerring focus on improving outcomes for the people of Wales.

An [independent expert review](#) of HTW’s progress in its first five years in operation concluded that **“HTW is a distinct, trusted and valued part of the innovation landscape in Wales and its strategic plan provides an excellent foundation for future development...”** The review made improvement suggestions, which have helped to inform the 2026-2030 strategic objectives.



3. Vision, mission and values

3.1 Vision

A healthier Wales through the responsible adoption of innovative health and social care technologies. We envision a future where every person in Wales benefits from timely, evidence-based innovations that improve outcomes, reduce inequalities and support sustainable services.

3.2 Mission

To identify, evaluate, and promote the adoption of health and social care technologies that offer the greatest value for the people of Wales. We work collaboratively across sectors to provide independent, high-quality evidence that informs policy and practice, ensuring that innovation leads to real world impact.

3.3 Values

The core values underpinning our work include:

People First

We put the needs and experiences of patients, service users, and the public at the heart of everything we do.

Evidence-Driven

We are committed to rigorous, transparent and independent evidence appraisal to support informed decision-making.

Collaboration

We work in partnership across health, social care, academia, industry and the third sector to maximise impact.

Innovation with purpose

We champion technologies that are not only novel but also impactful, equitable, and sustainable.

Equality, Diversity and Inclusion

We strive to reduce health inequalities and ensure that diverse voices are heard and valued.

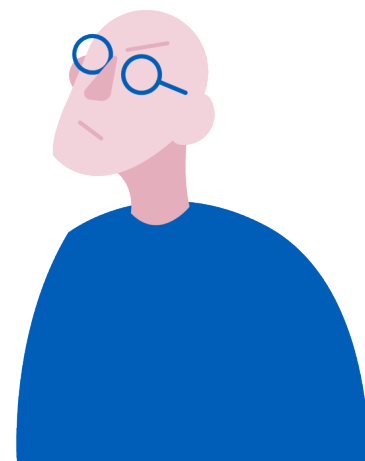
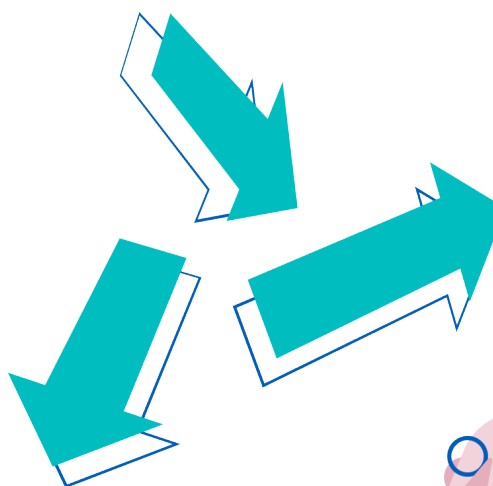
4. Strategic goals and objectives

Our four strategic goals for 2026-2030 are outlined below, alongside our top five priority objectives.



4.1 Top five priority objectives

- Produce and disseminate high quality, inclusive health and social care evidence appraisals and national guidance for NHS Wales.
- Ensure alignment with Ministerial, policy and health and social care system priorities.
- Support time-critical health and social care policy decision making via Welsh and UK initiatives, programmes and groups.
- Undertake an annual adoption audit of HTW and select NICE guidance.
- Collaborate with Welsh health and social care ecosystem partners and UK HTA partners (e.g. National Institute for Health and Care Excellence (NICE), Scottish Health Technologies Group (SHTG) and Medicines and Healthcare products Regulatory Agency (MHRA) to support relevant Welsh Government innovation and MedTech policy.



4.2 Strategic goal: Identification

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

Objectives

- Ensure alignment with Ministerial, policy and health and social care system priorities.
- Work in partnership with key stakeholders to continually improve approaches to horizon scanning, topic identification and prioritisation.
- Ensure a technology life-cycle approach, identifying technology investment and disinvestment topics.
- Offer the Scientific Advice Service (SAS) to support the Welsh life science sector and innovation landscape.
- Explore opportunities to encourage the submission of topics from patient organisations.
- Continue working with the All Wales Clinical Effectiveness Group (AWCEG) to produce evidence summaries to support compilation of a single national list of Interventions Not Normally Understaken (i.e. INNUs).
- Explicitly encourage key stakeholders to refer disinvestment topics for consideration.



4.3 Strategic goal: Appraisal

Deliver high quality, inclusive HTW evidence outputs, promoting a co-ordinated national approach to evidence-informed decision making on care technologies across Wales.

Objectives

- Produce and disseminate high quality inclusive health and social care evidence appraisals and national guidance for NHS Wales.
- Support time-critical health and social care policy decision-making via Welsh and UK initiatives, programmes and groups.
- Monitor HTA methodological and process developments in peer HTA bodies. Incorporate new AI transparency process into HTW's Appraisal Process Guide.
- Strengthen HTW's commitment to ensuring that equality, diversity and inclusion are considered in the appraisal of all topics.
- Continuously develop HTW's process for patient and public involvement within the appraisal process.

4.4 Strategic goal: Adoption & Impact

Improve the quality of health in Wales, by encouraging and monitoring the adoption of HTW national NHS guidance recommendations expected to have a major impact in Wales.

Objectives

- Undertake an annual adoption audit of HTW's national guidance for NHS Wales and selected NICE guidance.
- Continually improve the HTW adoption audit to ensure effective audit of HTW guidance.
- Assess the impact of HTW evidence reviews and national NHS guidance and associated learnings for care organisations.
- Work with the National Institute for Health and Care Research (NIHR) to identify and highlight research gaps and support research of national importance.
- Build patient and public voices into our impact work.
- Promote greater understanding and use of HTW's HTA outputs with key Welsh, UK and international stakeholders.

4.5 Strategic goal: Engagement

Promote greater understanding and use of HTW's HTA outputs with key Welsh, UK and international stakeholders.

Objectives

- Collaborate with Welsh health and care system partners to support relevant Welsh Government innovation and MedTech policy.
- Continue to ensure the patient and public voice is central within all of our work.
- Build understanding of HTA and promote awareness of HTW outputs in health and social care systems.
- Engage with other HTA bodies both nationally and internationally to share best practice and prevent duplication.



Detailed implementation proposals outlining key activities proposed to deliver the HTW Strategic Plan - including key performance indicators - are available on request

Do you know about a technology or model of care and support in health or social care that HTW could appraise? Anyone can suggest a topic for appraisal. To take part visit our [website](https://healthtechnology.wales).



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