

Velindre University NHS Trust
Clinical and Scientific Strategy
(2025-2030)



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Welcome to our Clinical and Scientific Strategy

Our Trust aims to deliver high-quality, safe and effective, person-centered care and services in cancer, blood and transplantation. We strive to be at the forefront of research, development, and innovation by delivering transformational change, and to provide quality services that are scientifically based and clinically-led with our patients and donors' safety and experiences in mind.

Building on our strengths and achievements as a specialist tertiary cancer service and a national blood service that supports transplantation services, we must continue to work collaboratively with health boards, academic institutions and industry. We recognise the need to learn from lived

experiences and address those areas that require improvement. We will do this by maximising opportunities to work differently, harnessing research, development, and innovation whilst creating resilient, responsive and sustainable services that meet the needs of our population.

Strong clinical and scientific leadership and governance is key to our success. Our expert and dedicated clinical and scientific workforce deliver the very best care for our patients and donors, ensuring that the quality and ongoing development of our services remain at the forefront of our decision-making.



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Our Trust is a highly specialised, unique organisation within the Welsh healthcare system. We have the scientific and clinical expertise and skills to drive research and innovation, implement and disseminate evidence-based innovations and new technologies on an all-Wales basis and advance the delivery of patient and donor care.

In 2023, we launched the Trust's overarching strategy "Destination 2033", which sets out the organisation's vision, strategic aims, and objectives including several highly complex transformation programmes.

This Clinical and Scientific Strategy supports the delivery of our divisional and Trust strategies by setting the clinical and scientific direction for our services over the next five years. We understand the emerging trends, innovations and developments in drugs and

technologies, have the potential to transform care and improve outcomes and experience for our patients and donors. This insight has informed our clinical and scientific strategy and will ensure that the organisation can prepare for the future delivery of innovative new service models, treatments, and technologies.

This strategy was written by and for our clinical and scientific workforce. We adopted a multi-faceted approach to engage with our clinical and scientific communities, partners, and stakeholders, calling on their wealth of knowledge, expertise, and forward-thinking to inform our vision, strategic aims and objectives.

In recognition of the fast pace at which the healthcare landscape is changing, our Trust is committed to staying ahead of the curve, delivering new and innovative care and responding to increasing demands upon our clinical and scientific services. Recognising that it is an evolving landscape, this five year strategy will be reviewed regularly to ensure that we remain aligned with the regional and national context and can continue to respond to meet the needs of our workforce and the population.



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Why do we have a Clinical and Scientific Strategy?

Our Trust needs a mechanism through which we can drive the Clinical and Scientific agenda and inform prioritisation and decision making.

This strategy will strengthen our position as a Trust within the regional and national context by clearly articulating the clinical and scientific strategic direction for the organisation over the next five years, which will guide the development of our clinical and scientific services.

Our Clinical and Scientific Strategy will:



Promote our shared vision and strategic aims over the next 5 years based on our priorities.



Reinforce our role as system leaders.



Deliver data driven, evidence-based, clinically led care that is outcome focused.



Inform strategic planning and operational delivery.



Inform the evolution of our clinical and scientific services.



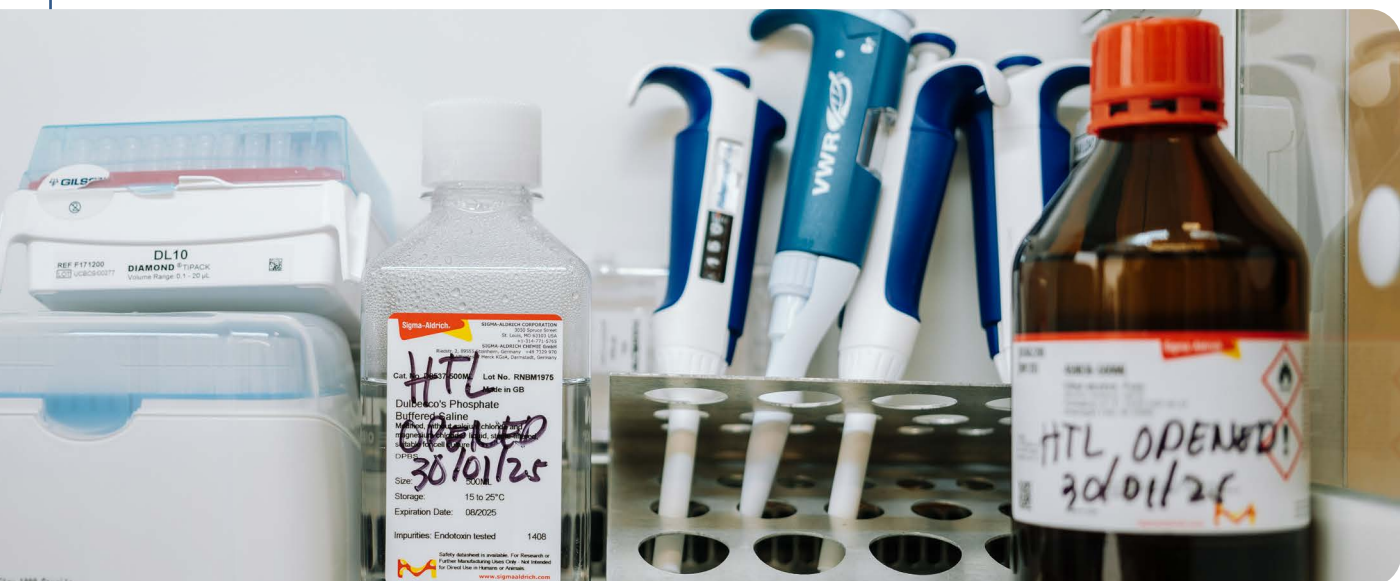
Through Horizon Scanning ensure the trust keeps abreast of new research and developments.



Strengthen clinical and scientific leadership and empower the workforce.



Drive the clinical and scientific agenda, innovation and transformational change.



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Our Drivers and Challenges

Our Clinical and Scientific Strategy has been developed within the context of key local and national drivers, and current and predicted challenges. Like all NHS Wales providers, our organisation is facing several key challenges.

Local Drivers

- Trust strategy 'Destination 2033', Velindre Cancer and Welsh
- Patient and donor experience and outcomes
- Demographic changes and population need
- Increasing demand and complexity
- Patients living longer with Cancer
- Priorities of commissioning Health Boards
- Need to reduce variation, inequity and inequalities
- Fast paced developments in cancer treatments and options for care delivery
- New advances in science and technology

National Drivers

- A Healthier Wales (2018)
- Well-Being of Future Generations Act (2015)
- Health and Social Care (Quality and Engagement Wales) Act (2020)
- National Clinical Framework (2021)
- Quality Statement for Cancer (2022)
- Cancer Improvement Plan for Wales (2023-2026)
- National Blood Health Plan (2017 and 2024)
- Value based and prudent healthcare

Challenges

- Deliver sustainable and responsive services
- Limited resources
- Keep abreast of new developments and technologies
- Timely response to increased demand
- Tackle health inequalities and support population health
- Improve access and reduce waiting times
- Recruit and retain clinical and scientific workforce
- Access robust data and insight through digital solutions
- Value based and prudent healthcare

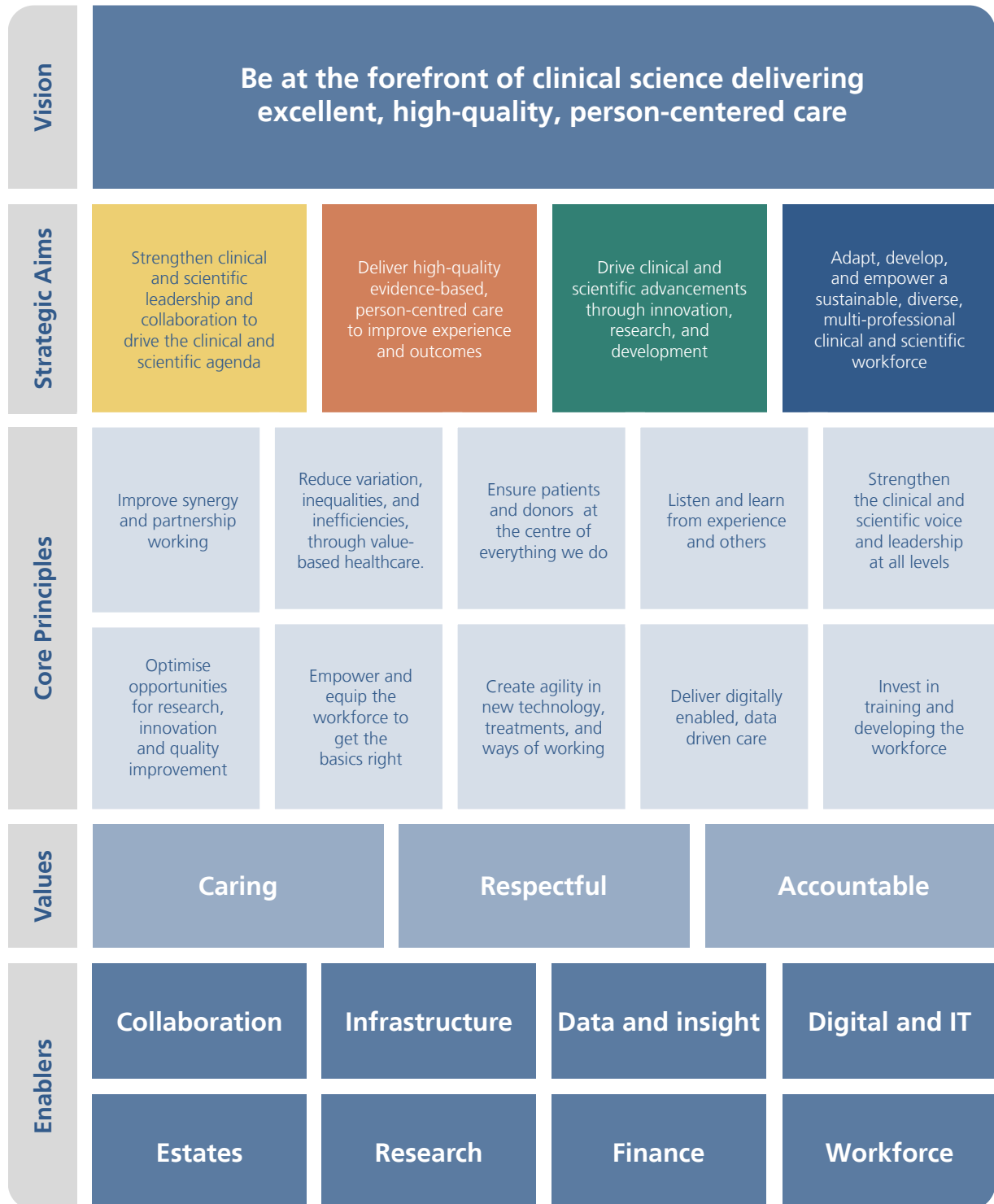


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Our Clinical and Scientific Strategy at a Glance



Leadership and Collaboration

Strategic aim: Strengthen clinical and scientific leadership and collaboration to drive the clinical and scientific agenda.

Our Strategic Objectives:

Enhance our role as a specialist provider at a local, regional, national, and international level.

Optimise opportunities for **collaborative working** to deliver person-focused, sustainable, efficient, and effective services.

To achieve our strategic objectives, we will:

Strengthen working relationships with Health Technology Wales, partnerships and maximise opportunities to collaborate with health boards, academia, third sector and supportive services.	Collaborate with partners across the life science sector and undertake horizon scanning to keep abreast of technological, clinical, and scientific advances, ensuring preparedness for implementation.	Expand networks and ensure strong clinical and scientific representation at regional, national, international, and European strategic groups.
Improve the synergy and collaboration between divisions, maximising opportunities for cross-divisional learning .	Adopt a more system-focused approach to the design and delivery of services.	Collaborating with partner organisations, ensure that strategic priorities align , and develop coordinated regional plans to adapt care pathways and services.
Working with system partners to understand and address inequalities of access to tertiary care across the region.	Promote and strengthen clinical and scientific leadership at all levels to drive forward the clinical and scientific agenda.	Enhance our role as an active participant, collaborator, and leader in national and UK-wide initiatives for blood, cancer, and transplantation.



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Quality

Strategic aim: Deliver high-quality, evidence-based, person-centred care to improve experience and outcomes.

Our Strategic Objectives:		
Through service transformation deliver high-quality, equitable, and sustainable services to meet the needs of patients and donors.	Optimise patient outcomes and experience by embedding the principles of value-based healthcare within all services.	Deliver data-driven, evidence-based, clinically-led care that is outcome-focused and underpinned by research and expert clinical and scientific knowledge.
To achieve our strategic objectives, we will:		
Build capacity and capability through development of the clinical infrastructure in preparation for delivering new treatments.	Implement new ways of working , ensuring a Team around the Person approach, empowering patients and donors to make care choices, delivered where possible close to home.	Improve engagement with patients and donors, working together to ensure the delivery of high-quality services based on population need.
Embed a safety critical culture , with a focus on listening, learning and quality improvement to minimise harm and optimise experience and outcomes.	Ensure that all services are consistently compliant with professional standards of care , and meet regulatory and statutory requirements, NICE guidance, and national and international recommendations.	Work with Health Boards to streamline the delivery of seamless clinical pathways that are patient-focused from point of referral to end of treatment
Work in collaboration with delivery and commissioning partners to ensure preparedness for implementing precision medicine .	Ensure a robust infrastructure to deliver and clinically manage all therapies including new and emerging therapies (e.g., advanced therapies).	Ensure quality management of personalised cancer therapies and treatment toxicities .
Exploit opportunities to deliver new and innovative treatments and therapies.	Apply an evidence-based approach to developing and improving access, and the delivery and quality of care and services.	Improve the safety and traceability throughout the supply chain for blood and transplantation products.
Apply an evidence-based approach to developing services based on the behaviors that drive donors and addressing barriers to donation.	Enhance the use of outcome and experience data (PROMS and PREMS) for patients and recipients of products throughout the care pathway through a digitally integrated system.	Develop a clinically and digitally enabled workforce, optimising the use of digital solutions , including artificial intelligence to improve outcomes.
Invest in digital systems to improve patient and donor safety.	Invest in world class state-of-the-art equipment and keep abreast of new developments, research, and technology.	Expand our role in health education and promotions to enable patients, donors and the public to improve their own health and maximise outcomes.

Research, Development and Innovation

Strategic aim: Drive clinical and scientific advancements through innovation, research, and development.

Our Strategic Objectives:

Empower the clinical and scientific workforce to drive **transformation and quality improvement** initiatives by engaging in research, development, and innovation.

Keep abreast of the pace of change in science and technology, ensuring **preparedness for new developments**.

To achieve our strategic objectives, we will:

Embed a research-driven **culture**, creating opportunities for patients, donors, and staff to engage in research, development, and innovation.

Build clinical and scientific **knowledge** and expertise through **shared learning** and continuous improvement.

Actively seek external support and secure **investment** from commercial partners to drive forward new research and innovation optimising intellectual property opportunities.

Build **capacity and capability** to ensure that the workforce has the skills, time, and resources to engage in research, development, and innovation.

Maximise opportunities for **collaborative research** and **clinical trials**, providing a translational pipeline between the laboratory and clinical areas.

Maximise opportunities to improve the number and diversity of participants engaging in **research and clinical trials**.

Develop **research leaders** to work alongside research champions to promote the research agenda and provide advice, expertise, and mentorship to the workforce.

Accelerate the implementation of new scientific discoveries into clinical practice, through **translational research**.

Promote the role of **principle investigator** and expand the role to include other members of the multi-professional team.



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Workforce

Strategic aim: Adapt, develop, and empower a sustainable, diverse, multi-professional clinical and scientific workforce.

Our Strategic Objectives:		
Build capacity and capability to deliver a multi-professional, clinically-led model to ensure that the right professional has the right knowledge and skills to deliver the right care in the right time and place.	Equip the clinical and scientific workforce with the knowledge and skills to respond to changes in care and treatment and harness the use of new equipment, systems, and technology.	Create a professionally equitable, fully engaged, and empowered workforce that can meet delivery challenges within a supportive and psychologically safe culture .
To achieve our strategic objectives, we will:		
Adopt a multi-professional clinically-led workforce model that focuses on maximising the use of specialist skills .	Develop career pathways for all clinical and scientific professions with a focus on growing our workforce and developing a more diverse pipeline of specialist roles.	Implement enhanced, advanced and consultant career pathways (Nursing, AHP and HCS) to allow staff to continuously develop and progress in their careers.
Implement an innovative, prudent, and flexible approach to workforce modernisation through the introduction of key roles .	Embed the advanced practice framework , maximising the use of advanced practice and associate practitioner roles.	Embed a psychologically safe and support culture of compassionate, inclusive, and collective model of clinical and scientific leadership.
Develop skills and capacity across the workforce through education, training , and development opportunities within a supportive culture.	Deliver a comprehensive programme of continuous professional development for all professions, providing opportunities for shared learning and development.	Work with universities and maximise use of the Velindre Oncology Academy and the Collaborative Centre for Learning and Innovation .
Adopt a multi-faceted approach to improve recruitment, retention, and succession planning across all clinical and scientific professions.	Work with Health Boards, HEIW and academic partners to ensure a sustainable multi-professional clinical and scientific workforce .	Improve access to leadership development programmes , learning and continual professional development.



How will we deliver our Clinical and Scientific strategy?

A Clinical and Scientific Strategic Board has been established to provide strategic oversight of the strategy's implementation. This will help ensure that our Trust and the services we deliver are clinically and scientifically driven. The Clinical and Scientific strategy will empower the clinical and scientific workforce from operational teams to the Trust Board to drive the agenda and strive for excellence.

The Velindre Futures and Welsh Blood Futures Programmes are the planning framework through which each of the services will deliver their future clinical model. The Clinical and Scientific Strategy compliments these Programmes supporting our teams to deliver to deliver safe, effective, evidence-based, person-centered care.

The Clinical and Scientific strategy will align to the Trust wide enabling strategies for Digital, Research, Nursing and People.

The Clinical and Scientific Board will work collaboratively with the Trust's divisional and corporate leadership teams to ensure that the strategy underpins all organisational plans, including our annual Integrated Medium-Term Plan.

A Clinical and Scientific Strategy Delivery Plan will underpin the Board's work and be driven by the Clinical and Scientific Manager working in partnership with colleagues across the Trust. The Clinical and Scientific Strategic Board will oversee the prioritisation and delivery of this plan, monitor progress and provide delivery reports to the Executive Management Board and Trust Board.



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