HBS UK

Case Study

10 consecutive months of waiting list reductions in NHS Wales



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GIG CYMRU NHS WALES | Iechyd Cyhoeddus Cymru Public Health Wales

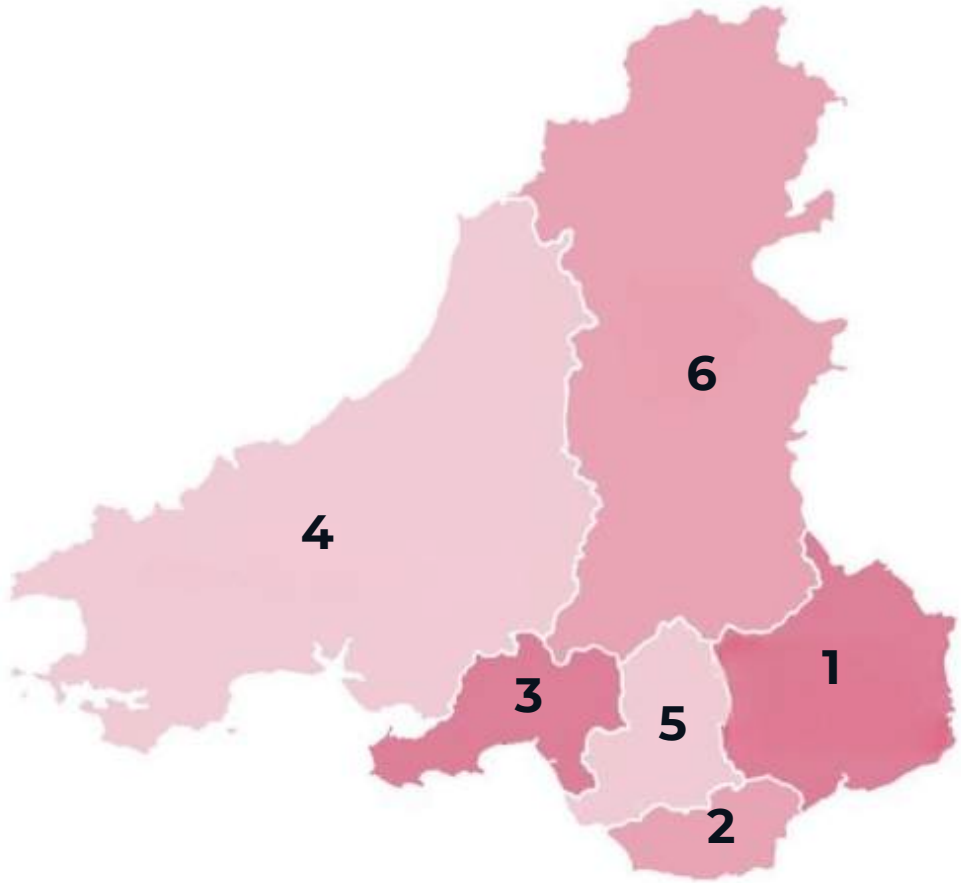
Background

HBSUK partnered with NHS Wales following a competitive tender to reduce extended waiting lists across South Wales. Working across six Health Boards and eleven specialties, the HBSUK team operates as an extension of local NHS services, easing pressures intensified by the COVID-19 pandemic. By increasing elective capacity and delivering targeted clinical support, the project speeds up patient care.

Working together with six Welsh Health Boards

1. Aneurin Bevan University Health Board
2. Cardiff and Vale University Health Board
3. Swansea Bay University Health Board
4. Hywel Dda University Health Board
5. Cwm Taf Morgannwg University Health Board
6. Powys Teaching Health Board

The six Welsh Health Boards provide healthcare across Cardiff, the Valleys, West Wales, Mid Wales and South East Wales. They serve populations ranging from 330,000 to more than 540,000 across diverse urban, rural and ageing communities.





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Challenges

Long patient wait times & waiting lists

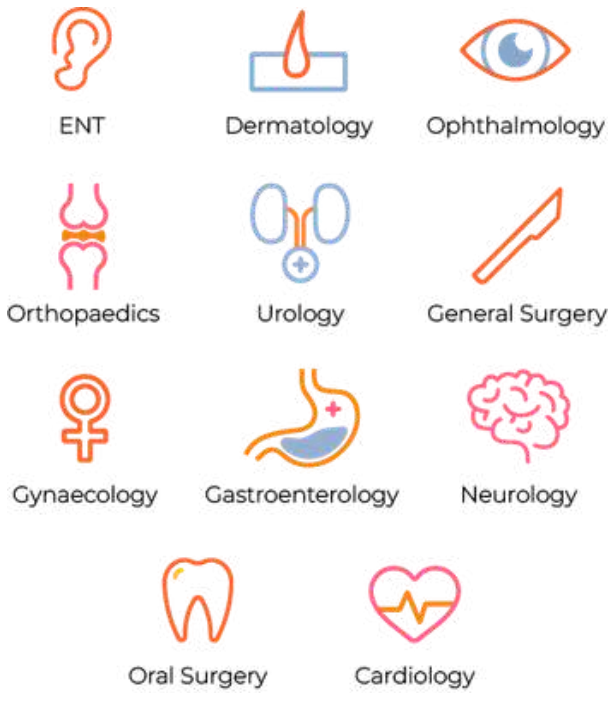
Limited workforce

Capacity & diagnostic pressures

HBSUK delivered insourced first outpatient appointments and additional NHS clinics run by external teams, quickly expanding capacity for first consultations across South Wales and supporting 119,334 patients across 11 specialties This represents the largest insourcing programme in NHS Wales's history.



The scale and complexity of the initiative was significantly heightened by the need to manage multi-layered pathways across multiple, disparate Health Boards simultaneously, rather than delivering a single, full-pathway solution within one organisation. This required extensive coordination, robust governance, and flexible operating models capable of adapting to local system pressures.



covering

11

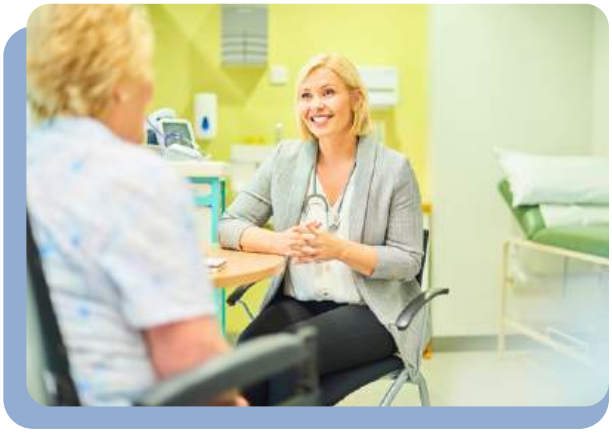
specialties

Largest insourcing project in NHS Wales history

Impact

Between July 2025 and March 2026, HBSUK, in partnership with NHS Wales, delivered ten consecutive months of record-breaking waiting list reductions, driving a sustained turnaround in outpatient performance.

By rapidly expanding capacity, reducing long waits, and deploying a flexible insourcing model, the programme delivered measurable improvements at scale.



119,300+
Appointments delivered

9.27/10
Patient experience FFT

36%
Patients discharged with no further action

4,800+
Clinics delivered

Delivered an immediate, sustained reduction in demand, **driving waiting lists down to a 6 year low.**

>4 Weeks
Swift mobilisation timeline

1,742
Patients cleared per 1 WTE

30+ Patients
With suspected cancer found

51%
Safe PIFU/follow-up management

Digital
Digital dictation deployed



Trust feedback

In early 2025, the Welsh Government invested in reducing outpatient waiting times across Wales through one of the largest centrally managed initiatives in recent years, awarding the project to HBSUK to deliver significant additional patient activity.

As Project Lead for Hywel Dda University Health Board, I worked closely with the HBSUK team to deliver approximately 13,000 appointments for our patients.

The programme required regular communication and collaboration. We established a robust project structure that enabled both teams to work effectively together, with vital input from Informatics, Health Records, operational services, and clinical teams.

The commitment and professionalism shown by all teams added real value to both the process and its outcomes. Most importantly, the project helped patients access care more quickly.

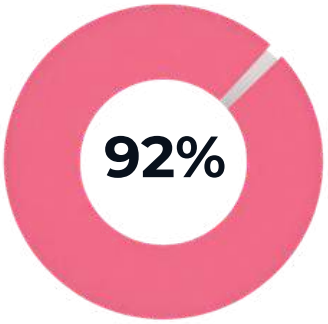
Would we do it all again? Absolutely. Would we apply the lessons learned? Without hesitation.

Thank you to all colleagues at HBSUK and across our internal teams who contributed to this programme.

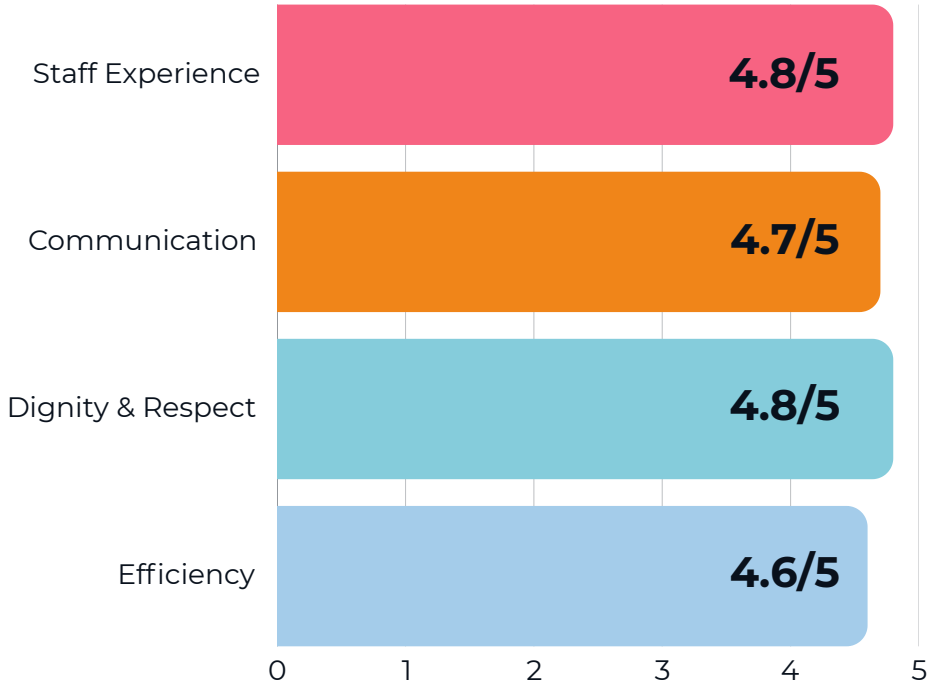
Stephanie Hire
Programme Lead - Transformation Planned Care
Hywel Dda University Health Board

Patient experience

High quality was achieved at scale, with consistently high satisfaction across all Health Boards, strong performance on key patient experience measures, and positive feedback in both rural and urban settings, demonstrating that increased access did not compromise quality.



Attendance rate



Patient impact

- Faster access to 1st appointments
- Reduced clinical deterioration
- Improved mental wellbeing
- Supported patients to remain economically active

Seven months of the waiting list falling. The longest waits down by more than 90% from their peak. Tens of thousands more outpatient appointments delivered. This is real progress that's making a massive difference to people's lives.

First Minister Eluned Morgan, BBC News, 19 February 2026
https://www.bbc.co.uk/news/articles/c1mjek53y9po



Patient feedback

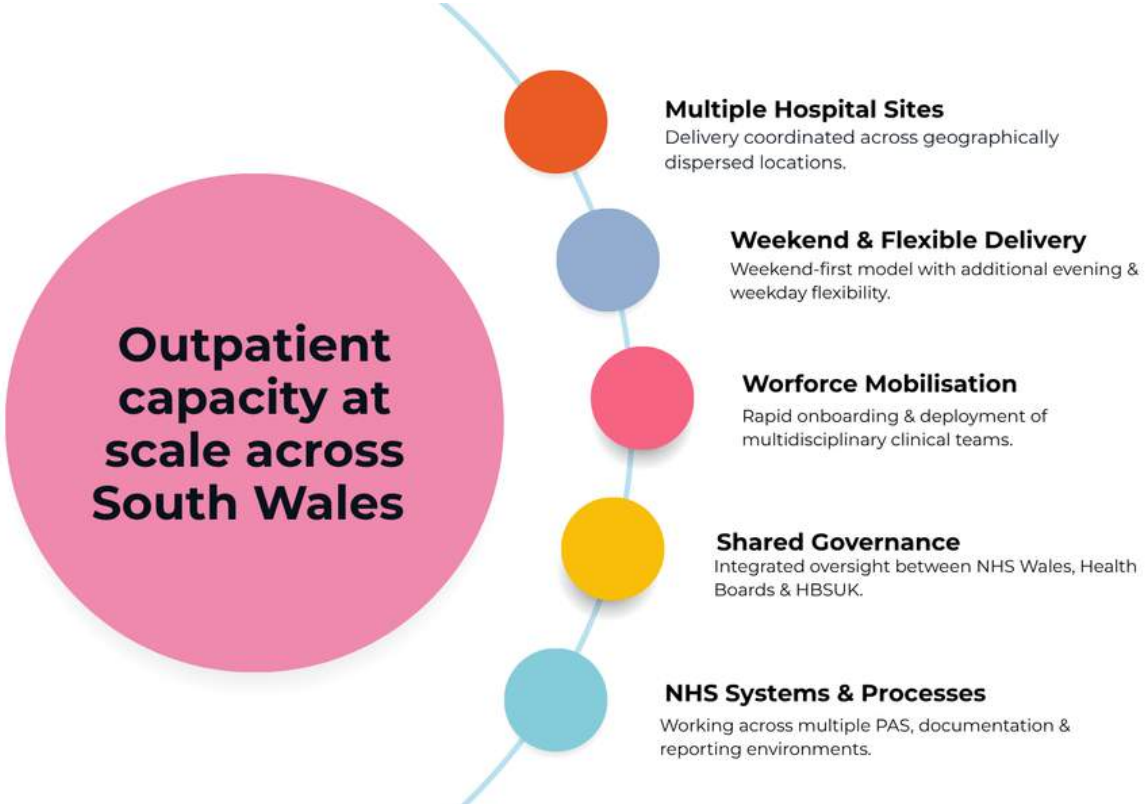
Doctor and healthcare gave fantastic service.

Very helpful and useful that the appointment was available on the weekend.

Great patient care.

Operational complexity at scale

Delivering additional outpatient capacity across South Wales required co-ordinated mobilisation across multiple organisations, specialties and operational environments.



Going above and beyond, addtional value added

We delivered beyond the contract to maximise pace, impact and sustainability, leaving a legacy of strengthened pathways, scalable models and greater operational resilience to support continued performance improvement across South Wales.

Workforce and operational delivery

- +4% additional staffing to maximise throughput and maintain clinical safety
- Senior operational oversight ensured consistent, high-quality delivery
- Funded overtime to maintain clinic continuity and minimise disruption

Pathway and clinical optimisation

- Introduced dedicated PTL tracking to improve flow and visibility
- Added diagnostic reporting capability to support end-to-end pathways

Digital enablement

- Enabled remote reporting, improving turnaround times and efficiency

System partnership

- Worked in close partnership with Health Boards to optimise pathways
- Maintained focus on system-wide outcomes and target delivery

HBS UK

More Connection.
More Care.

We bring together innovative tech and insourcing for a more caring future.

Outpatient assessment or hospital treatment, getting patients the right care in the right time drives everything we do. From digital pathways to insourcing services, we empower the NHS and private healthcare providers to make care more connected.

This is healthcare, built smarter.

We're ready to support you

Get in touch to discuss how HBSUK can reduce waiting times and improve patient care.

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