



# COMMISSIONING INTENTIONS

24 -

27

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# INTRODUCTION

This document sets out the high-level commissioning intentions of Cardiff and Vale University Health Board for 2024-27. This is a generic document which gives a broad overview of our commissioning intentions, for internal provision and across other providers. These commissioning intentions are aligned to the Shaping Our Future Wellbeing strategy whilst recognising our current transformation portfolio.

Over the next 3 years, to achieve financial balance, Cardiff and Vale UHB needs to work to eliminate the £20m underlying deficit by the end of the 3 year Integrated Medium Term Plan (IMTP).

It is informed by the Primary Care cluster plans in conjunction with the Cardiff and Vale of Glamorgan population needs assessments and the Wellbeing assessments of the two local authority areas to ensure we are delivering outcomes that matter to our population. These highlight the specific health needs of our population and are supported by the needs profiles for our three localities.

The commissioning intentions form the bridge between revised Shaping Our Future Wellbeing 2023- 2033 strategy and IMTP by continuing to outline our strategic objectives but also look towards the future priorities for our organisation. Our vision in Shaping Our Future Wellbeing:

***Working together we will improve health, reduce health inequity and aspire to deliver excellence so staff, patients and populations have the best outcomes and experience.***

# NATIONAL CONTEXT

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The UHB will respond to the Ministerial priorities to provide effective, high quality and sustainable healthcare as outlined in the Programme for Government 2021-2026, which include:

- Provide treatments which have been delayed by the pandemic.
- Deliver better access to doctors, nurses, dentists and other health professionals.
- Reform primary care, bringing together GP services with pharmacy, therapy, housing, social care, mental health, community and third sector.
- Prioritise investment in mental health.
- Prioritise service redesign to improve prevention, tackle stigma and promote a no wrong door approach to mental health support.
- Roll out child and adolescent mental health services 'inreach' in schools across Wales.
- Introduce an all-Wales framework to roll out social prescribing to tackle isolation.
- Review patient pathway planning and hospice funding.
- Develop an HIV action plan for Wales.
- Introduce an autism statutory code of practice on the delivery of autism services



**The Duty of Quality**, is part of the Health and Social Care (Quality and Engagement) (Wales) Act 2020, which came into force on 1 April 2023. It aims to improve and protect the health, care and well-being of the current and future population of Wales. It strives to ensure a stronger citizen voice and to improve the accountability of services to deliver a better experience and quality of care. By focusing on the six domains of quality, the Act will have positive benefits for the people in Wales, supporting a culture and the conditions needed to drive improvements in health care.

The duty of quality recognises that health services may be provided across geographical boundaries through commissioning arrangements with NHS and non-NHS service providers. As a Health Board, we must look to commission with a view to securing improvement in the quality of health services. Regardless of who is delivering health services when they are commissioned, the duty is the responsibility of the commissioning body.

Our commissioning responsibility is set out as:

- Services commissioned by an NHS body from another NHS body in Wales
- Services provided by primary medical, dental, optical and pharmaceutical services in Wales
- Services commissioned from non-NHS bodies
- Services commissioned outside of Wales

Therefore, it is important to recognise, that whilst certain roles may not be directly aligned to the CAV Commissioning Team, if they are performing these functions of healthcare, they will need to be mindful of the Duty of Quality and its remit.

## Dyletswydd Ansawdd Duty of Quality

**Mae gan y Ddyletswydd Ansawdd ddau nod:**

- Gwellu ansawdd gwasanaethau
- Gwellu canlyniadau i bobl yng Nghymru

Mae'n berthnasol i bopeth a wnawn yn GIG Cymru, gan gynnwys os ydym yn gweithio mewn rolau clinigol neu anghlinigol.

Maent yn gymwys i Weinidogion Cymru yn eu swyddogaethau sy'n ymwneud ag iechyd.

**The Duty of Quality has two aims:**

- To improve the quality of services
- To improve outcomes for people in Wales

It applies to everything we do in NHS Wales, whether we work in clinical or non-clinical roles. It also applies to Welsh Ministers in their health-related functions.

Mae'r Ddyletswydd yn cyflwyno Safonau Ansawdd Iechyd a Gofal newydd. Bydd y safonau yma yn dylanwadu'r ymagwedd byddwn ni yn cymryd wrth wneud penderfyniadau yn ein gwaith.

Mae angen i sefydliadau ddatblygu eu Systemau Rheoli Ansawdd, gyda:

Organisations need to develop their Quality Management Systems, with:

Mae angen i sefydliadau fonitro ac adrodd ar eu perfformiad wella eu Hansawdd trwy:

- Mesurau a dangosyddion
- Straeon staff a straeon cleifion
- Aseidiadau allanol

Bydd y wybodaeth yn cael ei rhannu o fewn sefydliadau a gyda'r cyhoedd.

Organisations need to monitor and report how they are doing on their Quality journey through:

- Measures and indicators
- Staff stories and patient stories
- External assessments

The information will be shared within organisations and with the public.

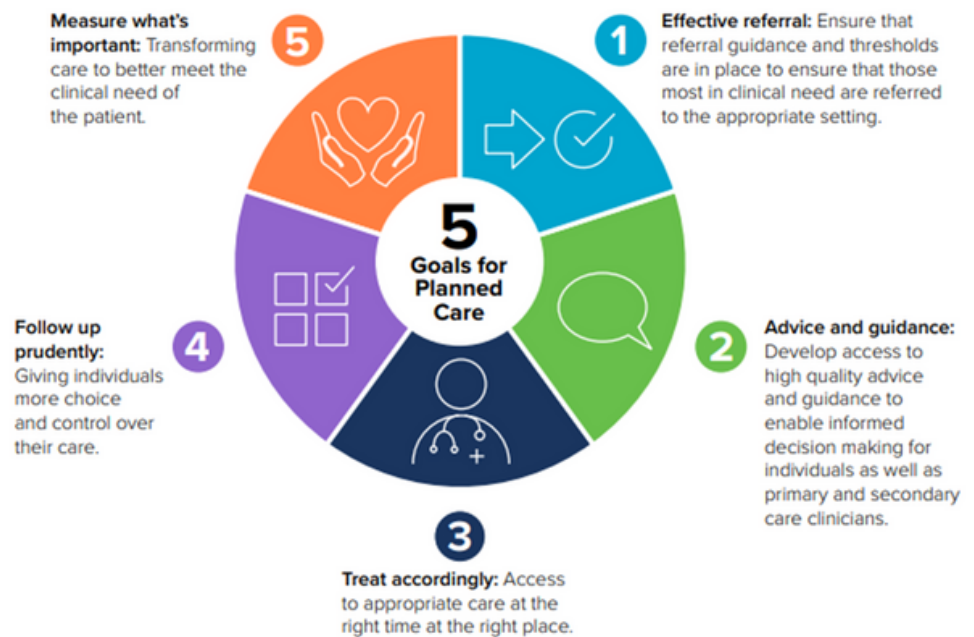
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To learn more, visit [www.gov.wales/duty-quality-healthcare](http://www.gov.wales/duty-quality-healthcare) or scan the QR code

The COVID-19 pandemic has and continues to significantly impact both delivery and access to healthcare services. Whilst COVID-19 has transformed and accelerated development in some areas, other services have slowed. The pandemic has highlighted the need to focus on illness prevention, wellness maintenance and continuing our focus on health inequalities. The current climate gives us a unique opportunity to reset and rebuild through the lens of the pandemic experience.

The **Programme for Transforming and Modernising Planned Care and Reducing Waiting Lists in Wales**, provides five goals for planned care and the National Clinical Framework to ensure sustainable, prudent and value-based services as close to home as possible. It also further reinforces integration between primary care, community services and secondary care and between health and social care.

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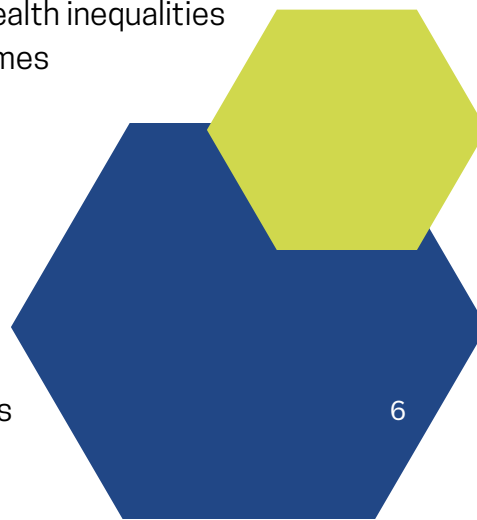
The aim of the programme is to accelerate health and care recovery in the short to medium term focusing on stabilising and recovering the waiting lists, whilst longer-term transformative and innovative change is developed and embedded.

The Programme for Transforming and Modernising Planned Care and Reducing Waiting Lists in Wales focuses on:

- The prioritisation of diagnostic services
- Early diagnosis and treatment of suspected cancer patients
- A fair and equitable approach to patient prioritisation to minimise health inequalities
- Emphasis on those patients at the highest end of the waiting list times
- Building sustainable planned care capacity
- Supporting appropriate information and communication

In order to do this, there will be a drive to:

- Continue to build a sustainable workforce
- Ensure infrastructure and estates are appropriate
- Allow for clinical and pathway redesign as part of the reset
- Use digital and data to evolve and transform the delivery of services



## The **Six Goals for Urgent and Emergency Care** policy sets out the expectations for health, social care, independent and third sector partners for the delivery of the right care, in the right place, first time for physical and mental health. As part of the policy there are six goals for urgent and emergency care to support the best possible clinical outcomes, value and experience for patients and staff involved in the delivery of care.

Emphasis is on strengthening signposting, clinically safe alternatives to admission, rapid emergency care response, good discharge practice and preventing readmission.

Alongside this, there is the need to tackle inequalities and prioritise new or existing models of care that are proven to work for all populations, ensuring we offer the most value to people, based on what matters to them.

The priorities outlined in the policy have medium or longer-term timescales for implementation. This acknowledges the challenges concerning recruitment and retention, and the increasing and complex levels of patient needs. The longer-term milestones recognise that sustainable and effective change will take time and require a cycle of learning, sharing and improving.





**"Cardiff and Vale UHB will be an exemplar in the delivery of sustainable healthcare, setting the pace that others will follow and learn from. Low environmental impact will be a business as usual consideration where all of our colleagues will be encouraged to make changes to working practices that will see our carbon emissions reduce initiative by initiative."**

CAVUHB Decarbonisation Action Plan 2023-24, Vision Statement

The National Decarbonisation Strategic Delivery Plan sets out 46 initiatives and targets for the decarbonisation of NHS Wales that will be assessed and reviewed in 2025 and 2030. There are three target phases, of which the main aims for 2022-2026 are:

- NHS Wales will have reduced carbon emissions by 16% in line with the 2025 interim target
- Low carbon heat evolution plans for acute hospitals will be in place
- By 2025, all lighting across the estate will be LED
- The total renewable energy potential for the NHS Wales estate will be known, with an implementation plan progressing
- Reducing emissions will be mandated within new procurement contracts for major suppliers
- Procurement emissions accounting will shift to a 'market-based' approach
- Medical gases with low global warming potentials will be used as standard with improved emissions accounting data available to assess the impact
- All cars and light goods vehicles procured will be battery-electric where practically possible. Sufficient charging infrastructure will have been installed to support an increased uptake in fleet, staff, and public electric vehicles
- Digital technology and telemedicine will be increasingly used to increase efficiency and reduce travel

The programme of work undertaken within these phases will play a central role in the Health Board's achievement of the goals of the Wellbeing of Future Generations Act (2015), ensuring that the services we provide remain environmentally sustainable long into the future.



The UHB anticipates that its formal commissioning roles and responsibilities from other providers will continue to include:

-  Specialised Commissioning as a member of WHSSC
-  Specialised adult learning disabilities from Swansea Bay UHB
-  Long Term Agreements: Provision of care for Cardiff and Vale patients in neighbouring and near health boards (Swansea Bay, Cwm Taf Morgannwg, Aneurin Bevan, University Hospitals Bristol) and specialist cancer services from Velindre.
-  Reciprocal arrangements for service provision with Cwm Taf Morgannwg and other neighbouring health boards.
-  Tertiary Services
-  Collaborative commissioning of WAST
-  Collaborative commissioning of low and medium secure and residential placements for adults with mental health and learning disabilities needs
-  Third and independent sector contracts to support early intervention, prevention and service delivery
-  Integrated commissioning with the local authorities under pooled budgeting and other arrangements.

As an integrated health board Cardiff and Vale UHB expects to provide the majority of care for its residents.

As part of the annual strategic planning process is the Integrated Medium Term Plan. The process is designed to capture our core commitments, giving clarity on our priorities. The diagram below highlights some of the key parts of the process for the next year.



Above shows the draft timeline for the forthcoming planning cycle with the diagram below outlining the higher level process.

### Strategic Planning and Commissioning Cycle



# LOCAL CONTEXT

Cardiff and Vale UHB have specified the operational priorities below to allow us to ensure that our resources are targeted to provide maximum benefits to patients and give clarity on process for our teams.



Locally, Cardiff and Vale UHB undertaken a series of engagement events with the public, colleagues and stakeholders to refresh our Shaping our Future Wellbeing Strategy. Shaping our Future Wellbeing 2023-2033 will refine and strengthen the messages of our previous strategy. Current engagement suggests our strategic objectives will be:

- Putting people first**  
We will be an organisation which is a great place to work, learn and be cared for and where we listen to and empower our communities and colleagues
- Providing outstanding quality**  
We will be an organisation that is committed to continuous learning and improvement which delivers the best advice, access, experience and outcomes for all our patients and communities
- Delivering in the right places**  
Care will be provided in the right place, in facilities that are fit for purpose, wherever possible enabling people to receive the care they need in, or closer to, their own homes
- Acting for the future**  
We will be certain that our services are designed and provided to ensure that the needs of the present do not compromise the needs of our future generations and that we help develop and take advantage of new technologies, treatments and techniques to provide the best possible advice and sustainable care





**Putting People First** – we will:

- Empower our colleagues and our communities – so people can make healthy lifestyle choices, and colleagues can work at the top of their licence, making decisions about their work.
- Attract, retain and develop brilliant, passionate people
- Provide excellent training and a culture of continuous learning
- Services provided by the right team: professionals with the right skills, training and expertise.
- Respect and exemplify equality, diversity and inclusion
- Embed a culture of Candour

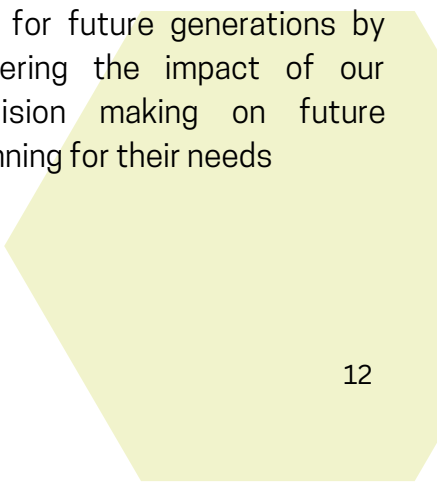
**Providing Outstanding Quality** – we will:

- Focus on minimising inequity to reduce the current life expectancy and healthy years lived gap
- Working with our partners and population to improve health and reduce the risk of ill-health
- Deliver outstanding quality of care every time - care that is timely, safe, accessible and effective – from the most complex care for the most critically ill through to routine care that prevents and protects against ill health and disease –addressing physical and mental health needs.
- Achieve the best outcomes for patients in line with what matters most to them and their families and carers
- Use quality to drive the best use of our resources – people, assets (buildings and equipment) and money.

**Delivering in the Right Places** – we will:

- Provide care in the right care setting for the care required, closer to home or at home where possible.
- Provide the right environment of care. Flexible, appropriately designed and equipped:
- Community facilities – in patients’ homes, in shared-care, integrated facilities with partners and in other community healthcare environments
- Tertiary, regional and acute hospital facilities.
- Inpatient mental health, rehabilitation, ambulatory and planned care facilities.
- Develop effective digital platforms and connectivity to enable our workforce, partners, patients and public to improve all aspects of communication and information-sharing to support the planning, delivery and assurance of excellent care
- Investment in appropriate digital solutions that capture and share patient data in near real time; data sharing across different systems and between different parts of the health and social care system to support patients and services users.

**Acting for the Future** – we will:

- Advancing health care through research, clinical innovation and continuous improvement
  - Maximising our contribution to the foundational economy, using our position as an anchor institution and key contributor to the health and life science sectors in Wales.
  - Responding to the climate emergency, protecting and promoting biodiversity and reducing waste
  - Ensuring provisions for future generations by consciously considering the impact of our planning and decision making on future generations and planning for their needs
- 



Partnership working remains a key characteristic for the future services we are planning and delivering. Underpinning our objectives is our relationship with internal and external partners to embed a consistent approach to engagement and co-production to ensure our communities are effectively involved in developing our plans for future services. We continue to work closely with our university, further education, life sciences and research partners to develop and deliver our research and innovation objectives and to further develop and support our workforce.

We are committed to working with SE Wales Health Boards, Velindre NHS Trust and Swansea Bay UHB (University Health Board) to develop sustainable clinical networks and supporting clinical pathways to improve access and/or outcomes for patients across the tertiary, regional and secondary care service portfolio and WHSSC (Welsh Health Specialised Services Committee) to ensure that strategic tertiary service commissioning plans are deliverable and sustainable.

We'll continue engaging with our PSB (Public Service Boards) and RPB (Regional Partnership Board) partners to deliver our shared objectives to join up our health and care across our system to keep our communities safe and well by improving population health and illness prevention and support them effectively when care is required through our Starting Well, Living Well and Ageing Well Programmes.

These will be underpinned by our organisational values:



Shaping Our Future Wellbeing 2023-2033 outlines many of our current ambitions including moving care closer to home, supporting prevention and wellness, delivering outcomes that matter to people and delivering care that is efficient and effective. Driving this forward we have five strategic programmes designed to deliver our long-term strategic goals. Alongside these are enabling and recovery programmes.

Programme	Description
Shaping our Future Population Health / Local Public Health plan	Strategic goals and actions to improve health and reduce health inequalities across Cardiff and the Vale of Glamorgan over the next three years, working with our partners
Shaping our Future Clinical Services	A clinical redesign programme aiming to develop and ensure the delivery of our Strategic Clinical Services Plan setting out our ambitions, priorities and high-level timeline for delivering excellent quality, sustainable services for the populations we serve
@home (Shaping our Future Community Services)	An RPB partnership programme delivering an integrated, community-focused operating model, across the Health Board, local authorities and third sector partners. This is one of the delivery vehicles for the Six Goals for Urgent and Emergency Care and will deliver the Integrated Community Care Service Further, Faster proposition.
Shaping our Future Hospitals	A programme that will consider the case to rebuild or refurbish our acute estate infrastructure informed by a transformational clinical services plan (Shaping Our Future Clinical Services)
Shaping our Future Wellbeing in the Community	A programme through which the supporting estate and infrastructure is being developed in the community, in partnership with our local authority and community partners to support increasingly integrated services closer to home.

Ensuring a focus on wellness and the prevention of chronic disease and associated risk factors is an important part of value based healthcare provision. The concept of wellness, an optimal state of health has been transforming healthcare. The concept of the 4P Model is an approach which aligns to the aims of Cardiff and Vale UHB.



**The People and Culture Plan 2022 - 2025** is designed to help the Health Board improve the experience of our people both now and in the future, while supporting the integration of health and social care services to deliver a seamless, co-ordinated approach from different providers, based on outcomes that matter to the person.

This Plan is built around seven themes which align to the Workforce Strategy for Health and Social Care, with an added emphasis on retention in theme 3 to recognise the importance of retaining our workforce as well as recruiting new people.

1. Seamless workforce models - to support multi-professional and multi-agency working through integration of Health and Social Care services and the development of alternative workforce models to deliver a seamless, co-ordinated approach with partners based on outcomes that matter to the person.
2. Engaged, motivated and healthy workforce - to have a workforce that feels valued and supported wherever they work.
3. Attract, recruit and retain - to recruit and retain the right people with the right skills.
4. Building a digitally ready workforce - to have a workforce that is digitally ready, with both the technology available and the skills to utilise this effectively.
5. Excellent education and learning - to invest in education and learning to deliver the skills and capabilities needed to meet the future needs of the people we care for and support our people to progress their careers.
6. Leadership and succession - to have leaders in the health care system who embody inclusive, collective and compassionate leadership.
7. Workforce supply and shape - to have a sustainable workforce in sufficient numbers to meet the health and social care needs of our population.

## Quality, Safety and Patient Experience

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The UHB wishes to ensure the provision of equitable services across Cardiff and the Vale which meet the needs of the population. The challenge is to ensure that its residents have equitable access to health care which is effective and of a proven quality. The UHB recognises that those who most need medical care are least likely to receive it. Conversely, those with least need of health care tend to use health services more (and more effectively). Also, rates of immunisation, and screening for cervical and breast cancer, are significantly lower in people living in more deprived areas - areas where cancer mortality rates are highest.

As an integrated healthcare provider, our focus on quality, safety and the patient experience must extend across all settings where healthcare is provided. The QSE Framework 2021-2026, recognises that a significant amount of care received by patients is provided in a primary or community care setting is a crucial element of the patient pathway, and key to delivering safe, high quality care as that part of the pathway which extends from the community to more acute settings. What really matters for our patients, carers and people in our communities must be central to our decision making, so that we can use our time, skills and other resources more wisely.

The challenge to commission services that improve the health of our residents in Cardiff & Vale and provide prudent, integrated health and social care for a growing local population whilst providing increasingly complex emergency, elective and tertiary care to meet local and regional demand within the resources available, has never been greater.

There is a focus on meeting the quadruple aim of excellence in population health and wellbeing, personal experiences of care, best value from resources and an engaged and committed workforce. Our philosophy of value-based, prudent, health and care underpins this and will continue to be a distinctive feature of the Welsh system. The recent Health and Social Care (Quality and Engagement) (Wales) Act which places both an enhanced duty of quality and an Organisational Duty of Candour will strengthen the approach to high quality, safe care. The UHB will be required to set out how it is meeting its statutory duties in annual reports to Welsh Government.

To achieve the aspiration of having a quality-led health service, all organisations need to operate within an effective quality management system. The All Wales Quality and Safety Framework, describes the interlinked key elements that must always be working together to ensure continuous improvement in quality: planning; improvement; and control; and to provide overall assurance that the system is working effectively to deliver the outcomes that we need for the people of Wales.

The Quality, Safety and Experience (QSE) Framework 2021-2026 which has been developed through extensive engagement with a multitude of stakeholders throughout the Health Board, community and with many external partners. This has helped define our priorities for the next 5 years.

Traditionally we have focused on things that go wrong, and of course this is important and something we will always be committed to. However, to really become one of the safest, high quality organisations in the UK where people and patients experience great care, we recognise that there are a number of key enablers that we have to address.

In focusing on these 8 key priorities, we can aspire to provide safe, effective services that deliver excellent user experience equal to the best healthcare organisations in the world.

These eight key areas are:

- Safety culture
- Leadership and the prioritisation of QSE
- Patient Experience and Involvement
- Patient Safety Learning and Communication
- Staff Engagement and Involvement
- Data and insight
- Professionalism of QSE
- Quality Governance arrangements



Some of the key priorities within the QSE Framework 2021-2026 include ambitions to:

- Implementation of a Quality Improvement System (in line with the Clinical Services Framework)
- Working with University/student nursing/Allied professionals
- Implement a systems and human factors approach to workplace safety
- Identify, develop and resource, priority programs that equitably foster and promote workforce safety for staff (psychological and physical) including simulation and coaching for safety
- Develop and implement a Framework to support staff involved in incidents, complaints and claims
- Establish a Patient Safety Specialist Network, MDT Safety and Quality Clinics and a Safety Champion role.

An increasing number of the services provided to the population of Cardiff and Vale are delivered in partnership with the Local Authorities and third sector organisations. It is important therefore that the planning of services involves a multi-agency approach and also involves patients, service users and carers to plan services in a way that reflects the needs to the local population. As an integrated healthcare provider, our focus on quality, safety and the patient experience must extend across all settings where healthcare is provided. Recognising that the majority of care received by patients is provided in a primary or community care setting, this element of the patient pathway is also key to delivering safe, high quality care.

## Recent Achievements

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- New weight management and early years prevention services launched to support children and young people's health
- Celebrating staff achievements in our Children & Women's Clinical Board
- Nurses recognised at prestigious RCN Wales Nurse of the Year Awards
- Cardiff-based organ retrieval team use pioneering technique to recover organs from deceased donors
- Cardiff & Vale UHB's first digital midwife wins the CNO Excellence Award
- Cardiff Neuro-Oncology Centre awarded Tessa Jowell Centre of Excellence status
- Key Welsh landmarks lit up in honour of life-changing research
- New Surgical Same Day Emergency Care Unit opens
- Five Cardiff and Vale UHB colleagues feature on this year's Pinc List
- Clinical Nurses Specialists recognised for Developments in Female Health
- First patients undergo robotic assisted surgery in Wales under innovative national programme
- Britain's first SWAN Clinic offers hope for patients in Wales with syndromes so rare they don't have a name
- Four wins for Cardiff and Vale UHB at the Advancing Healthcare Awards 2022
- Celebrating the Official Opening of the Wellbeing Hub at Maelfa
- Consultant Cardiothoracic Surgeon Miss Indu Deglurkar recognised for her outstanding surgical outcomes
- Bronze Accreditation Award for Ward B1 at UHW

# Equality and Diversity

Cardiff and Vale University Health Board will support the elimination of all forms of unlawful discrimination from all UHB functions, policies, procedures and practices, promote equality of opportunity, foster good relations and create an environment where diversity is valued, respect for personal dignity and recognition of human rights by and for all employees, patients and the public. The Health Board has continued to demonstrate how it is taking into account the Public Sector Equality nine protected characteristics as well as considering vulnerable groups, including for example, carers, homeless, gypsy traveller communities, sex workers and prisoners. The UHB also recognises the requirements of the Socio-economic Duty: to deliver better outcomes for those who experience socio-economic disadvantage, and will consider the prevention of inequalities of outcome caused by socio-economic disadvantage when making strategic decisions.

The Anti-racist Wales Action Plan (formally the Race Equality Action Plan for Wales) provides guidance on delivering better health outcomes for Black, Asian and Minority Ethnic people. The goals of the plan are specified as;

- Leadership and Accountability – to ensure that NHS Wales is anti-racist, with zero tolerance of any form of discrimination or inequality for employees or service users.
- Workforce – to ensure that the NHS Wales workforce reflects the population it serves; and staff in work feel safe, inclusive environments (recognising specific challenges for women in the workplace) that enable them to reach their full potential, recognising the intersectional factors causing cumulative disadvantage in an individual.
- Data and Intelligence – to ensure that health data in relation to race, ethnicity and intersectional advantage is actively collected, understood and used to drive an informed continued improvements in services.
- Access to health services – to ensure public health messages to improve uptake and access to health services are developed through dialogue and in partnership; individuals are supported where necessary in order to access health care.
- Tackling health inequalities – to ensure disease and condition specific delivery plans and strategies include actions to address health inequalities experienced by some Black, Asian and Minority Ethnic people.

The plan refreshed every two years, building on the learning from the previous years. Cardiff and Vale UHB have just approved our organisational response outlining the actions that we will undertake in response.

Cardiff and Vale University Health Board also recognise the priorities in;

- A Healthier Wales
- A more Equal Wales
- Equality Act 2010
- Welsh Health Equity Status Report
- Socio-Economic Duty
- The Duty of Quality
- The Duty of Candour
- Anti-racist Wales Action Plan



We will undertake Equality and Health Impact Assessments for all service developments and changes and associated policies, procedures and practices.

Further, the Health Board has adopted the following Equality Objectives which aligned to our ten Year Safeguarding Our Future Wellbeing will help us define key areas of priority and determine its progress:

- People are and feel respected (this includes patients, carers and family members as well as staff)
- People are communicated with in ways that meet their needs (whether this is through leaflets, face to face, signage, Welsh or other community languages including British Sign Language)
- More people receive care and access services that meet their needs (including those from disadvantaged communities)
- Gender and any other protected characteristic pay gaps are reduced

## **Financial Planning Assumptions**

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- National guidance will be followed.
- Demographic growth impacts will be modelled using ONS population projection
- Demand for services other than universal services may not directly correlate to increased population
- Mapping should include the impact of future population growth and apply these to the impacts of service planning

Savings plans and investments will be agreed and applied on an individual Clinical Board basis, in line with the overall strategic framework of Shaping Our Future Wellbeing and considering impacts across the UHB. Priority will be given to any nationally mandated or legislated investments, after which business cases will need to be made for proposals which demonstrably improve quality, outcomes or value for money and are aligned with our strategic objectives.

The current financial planning assumption is that there will be a 2% uplift and all clinical boards will be required to recover any deficits and make additional estimated 2% savings, there may be some variation to this when final assignments are determined. Over the preceding years, the Health Board will focus on our commitment to eradicate the underlying deficit.

The UHB is working to enable fair share population-based resource allocation and full cost recovery of our provider functions.

# Target Planning

The UHB will continue to work on the improvement trajectories for achieving Welsh Government targets and will work towards no more patients are waiting more than 36 weeks for treatment than at the end of 2023/24. Whilst the waiting times have increased due to COVID-19 disruptions, the reduction of waiting times following the pandemic is part of the focus on recovery and reset plans.

## The Quadruple Aim

The Quadruple Aim are four interlocking aims that help develop a shared understanding of how we want our system to develop and how we will prioritise change. The philosophy of Prudent Healthcare is a distinctive feature of the Welsh system, enabling higher quality and value through reducing variation, waste and harm, and through less intensive clinical interventions.

There is also a commitment to prevention and early intervention, and to co-production and shared voice and control. Using the Quadruple Aim the Health Board will plan how our health and social care system contributes to achieving the goals defined in the Well-being of Future Generations Act.



Sustainable health and social care is a global challenge. The international profile of the Quadruple Aim means using it will help us learn and share with other health and social care organisations, so that we can share experiences and speed up learning. The four themes of the Quadruple Aim, are:

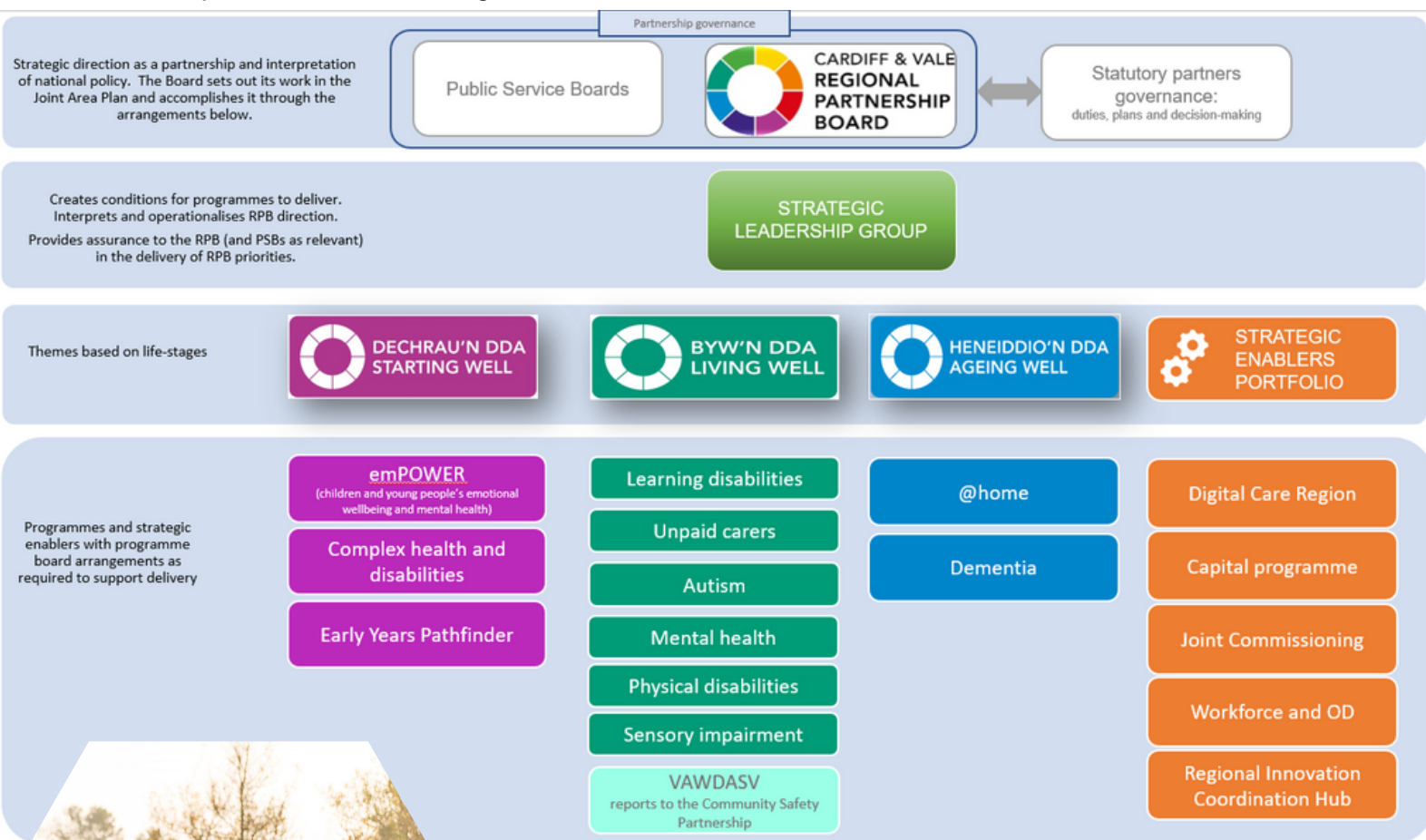
- Improved population health and wellbeing
- Better quality and more accessible health and social care services
- Higher value health and social care; and
- A motivated and sustainable health and social care workforce.

# Integrated Health and Social Care

The Cardiff and Vale Regional Partnership Board (RPB) includes the public sector, local third sector, National third sector and representatives for people with needs for care and support. The aim is to improve the health and wellbeing of our local population through enabling enhanced ways to deliver health and care services. There is an agreed Regional Outcomes Framework to help shape the focus of the and keep on track of the work.

The joint wish to achieve greater social value lies at the heart of this framework which aims to enable people to live the best lives they can in their homes and communities. The work will ensure that the ways to measure the effectiveness in enhancing social value are embedded within each of the underpinning shared priorities and recognises that supporting people and places to thrive is at the heart of the RPB's overarching outcome, enabling people to 'live the best lives they can in the homes and communities'.

The RPB agreed the programmes of work that the Regional Integration Fund will be used to support delivery as outlined in the diagram below:



## **Starting Well:**

- Accelerating work on emotional health and wellbeing for children and young people, in particular with the delivery of new secure accommodation to aid ongoing care and support following a hospital stay;
- Strengthening the focus on planning care and support for young people with learning disabilities.

## **Living Well:**

- Creating and delivering an Unpaid Carers Charter to help raise awareness of available support;
- Strengthening the focus upon service planning and delivery for people with learning disabilities;
- Publication of a Cardiff and Vale Regional Disability Strategy for Infants, Children and Young People
- Embedding the code of practice for people with Autism;
- Building plans and the right governance structure to support work to meet the needs of other key priority groups to live well in their communities.

## **Ageing Well:**

- Continuing delivery of the @Home programme with specific acceleration of Access, Intermediate Care, Cluster development, Health and Wellbeing Centres and Vale Alliance plans;
- Delivering a revised structure to support the ongoing development of services for people with dementia and their families, focused on a refined set of outcomes following from the recent review of dementia work so far;
- Moving forward with work to address loneliness and isolation.

## **Pan Cluster Planning Groups**

Pan Cluster Planning Groups have been established in both Cardiff and the Vale of Glamorgan and are emerging as the vehicles for integrated planning and delivery at a county-level. During 24/25 the Groups will mature into primary care, third sector and local authority partnerships as part of the Health Board and Regional Partnership Board governance to enable planning and delivery on county-level footprints, addressing the health and wellbeing needs of local populations. This will strengthen place-based ownership of region-wide RPB programmes to reflect local assets and need, e.g. local implementation of a whole system out of hospital delivery model/integrated community care service known locally as the @home programme.

Cardiff and Vale UHB will draw together access points, urgent primary care, community nursing, AHP and MDT coordinated care, intermediated care, discharge support, social prescribing, care and support and wider community services into a coherent place-based model of care.

# The Health and Social Care Regional Integration Fund

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The Health and Social Care Regional Integration Fund (the RIF) is a £144.7 million five year fund to deliver a programme of change from April 2022 to March 2027. In order to maximise the impact, this fund merges several existing funding streams and will build on the previous work undertaken through the Integrated Care Fund and the Transformation fund. This is a new fund with distinct aims and objectives.

Key features and values of the Fund include;

- A strong focus on prevention and early intervention
- Developing and embedding national models of integrated care (also referred to as models of care in this document)
- Actively sharing learning across Wales through Communities of Practice
- Sustainable long-term resourcing to embed and mainstream new models of care
- Creation of long-term pooled fund arrangements
- Consistent investment in regional planning and partnership infrastructure

The aim of the fund is that by the end of the five-year programme at least six new national models of integrated care will have been established in relation to;

- Community based care – prevention and community coordination
- Community based care – complex care closer to home
- Promoting good emotional health and well-being
- Supporting families to stay together safely, and therapeutic support for care experienced children
- Home from hospital services
- Accommodation based solutions

The new Regional Integration Fund enables the Regional Partnership Board to plan for the next five years. It is made up of:

- Embedding Fund – to support existing projects that have been tested and evaluated as having had good impact and are part of the delivery of our emerging integrated care models
- Acceleration Fund – allowing us to develop and test new elements of our emerging integrated care models
- National ring-fenced fund – fully funded by the Welsh Government to support delivery of ministerial priorities – our work around the Integrated Autism Service, dementia and unpaid carers
- Infrastructure fund – to support the RPB to fulfil its duties under the Social Services and Wellbeing (Wales) Act

# Working with other Commissioners and Specialised Commissioning

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The UHB is working with other Health Boards collectively and collaboratively to coordinate commissioning and deliver outcomes that matter to people in line with the refreshed Shaping Our Future Wellbeing 2023-33 strategy.

- Specialist – WHSSC
- Collective Commissioning – LD/Velindre/Regional Services
- Collaborative Commissioning – Ambulance/specialist mental health and learning disabilities nursing home beds
- Long Term Agreements – Contractual agreements with neighbouring health boards for provision of services to Cardiff and Vale patients.
- Reciprocal Arrangements - Development of cost neutral reciprocal arrangements for service provision with Cwm Taf Morgannwg and other neighbouring health boards.
- Tertiary Commissioning.



# Appendix A – Detailed Commissioning Intentions for 2024-27

## Putting People First

- Empower our colleagues and our communities
- Attract, retain and develop brilliant, passionate people
- Provide excellent training
- Services provided by the right team: Professionals with the right skills, training and expertise.
- Respect and exemplify equality, diversity and inclusion
- Embed a culture of Candour

Immediate Priority	Medium Term Priority	Long Term Priority
<p><b>Great place to work and learn</b></p> <ul style="list-style-type: none"> <li>• Embed the themes set out in the People and Culture Plan 2022 – 2025</li> <li>• Reduce sickness levels, improve staff wellbeing, and embed absence management</li> <li>• Embed workforce development and implementation plans to support the WOD strategy:</li> <li>• Engaged, sustainable, efficient, transforming, capable</li> <li>• Improve workforce efficiency – ensure an affordable workforce plan is in place which is aligned to service and financial requirements. Make in-year improvements and the necessary recurrent workforce savings.</li> <li>• Increase sustainability of the workforce – ensure right people in right roles, in right place at the right time</li> <li>• Ensure all staff have an up to date Values-Based Appraisal (VBA) to improve performance and accountability</li> <li>• Within VBA, ensure all staff have completed the Statutory and Mandatory Training Core Modules</li> <li>• Develop and maintain systems for clinical revalidation</li> <li>• Engage staff across the health and care system to embed the updated long term strategy vision, including prevention and tackling inequity as a key focus</li> </ul>	<p><b>Great place to work and learn</b></p> <ul style="list-style-type: none"> <li>• Embed the themes set out in the People and Culture Plan 2022 – 2025</li> <li>• Improve workforce capability – deliver quality training and development to meet learning and leadership skills</li> <li>• Transform the workforce to enable quality productivity and continuous improvement</li> <li>• Improve succession planning and manage implications of an ageing workforce</li> <li>• Ensure adequate and timely planning of workforce resource requirements and address staffing difficulties</li> <li>• Continuous improvement of local management actions to recruit and retain staff</li> <li>• Embed education and development within the organisation</li> <li>• Increase apprenticeship opportunities</li> <li>• Move away from traditional ways of working in Primary Care, developing new workforce roles and innovative practice</li> </ul>	<p><b>Great place to work and learn</b></p> <ul style="list-style-type: none"> <li>• Embed the longer term aims set out in the People and Culture Plan 2022 – 2025</li> <li>• Increase workforce engagement by creating conditions to unleash capability, potential and commitment to goals and values of the organisation</li> <li>• Development and embedding of different service models which drive change in the workforce model and skill mix</li> </ul>

Immediate Priority	Medium Term Priority	Long Term Priority
<p><b>Excel at teaching, research, innovation and improvement</b></p> <ul style="list-style-type: none"> <li>• Become a centre of Excellence, a magnet and an anchor for learning, research and innovation for the region and Wales overall; fully integrated into the local community, fostering a sense of ownership and pride.</li> <li>• Information Technology and Information:</li> <li>• Implement strategic plans outlined in Shaping our Future Wellbeing</li> <li>• Develop IM&amp;T plans and governance for the Primary Care Cluster new models of care</li> </ul>	<p><b>Excel at teaching, research, innovation and improvement</b></p> <ul style="list-style-type: none"> <li>• Innovation</li> <li>• Develop and implement knowledge portal and academy</li> <li>• Research and development</li> <li>• Increase the number of research studies</li> <li>• Increase the number of patients entering trials</li> <li>• Education</li> <li>• Adherence to new GMC Medical Education standards to deliver improved patient outcomes through high quality medical training</li> </ul>	<p><b>Excel at teaching, research, innovation and improvement</b></p> <ul style="list-style-type: none"> <li>• Use R and D to benefit patient care by providing new diagnostic and prognostic testing, more stratified medicine and more innovative therapies to our patients.</li> </ul>
<p><b>Deliver in line with our values:</b></p> <ul style="list-style-type: none"> <li>• Kind and caring; respectful; trust and integrity; personal responsibility</li> <li>• Equality and Diversity</li> <li>• Support the elimination of all forms of unjustifiable discrimination from all UHB functions and policies.</li> <li>• Support the creation of an environment where diversity is valued.</li> <li>• Ensure respect for personal dignity and recognition of human rights by and for all employees, patients and the public</li> <li>• Implement and embed the Strategic Equality Plan and Socio-economic Duty.</li> </ul>	<p><b>Deliver in line with our values:</b></p> <ul style="list-style-type: none"> <li>• Develop corporate level defined set of desired behaviours and embed at Clinical Board and divisional level with all employees</li> <li>• Demonstrate evidence of values being embedded internally through workforce processes such as Recruitment, VBA, Induction, Training and Education</li> </ul>	
<p><b>Prevention</b> Promote MECC training to staff to use in their clinical practice</p>	<p><b>Prevention</b> Encourage and support staff to develop knowledge and skills to promote prevention in their clinical practice Collaborate with colleagues working in educational settings to ensure accurate health promotion / disease prevention messages are given at an early age</p>	<p><b>Prevention</b> Development of knowledge and skills for delivering prevention are a core element of staff job descriptions and roles</p>

## Providing Outstanding Quality

- Focus on minimising inequity to reduce the current life expectancy and healthy years lived gap
- Working with our partners and population to improve health and reduce the risk of ill-health
- Deliver outstanding quality of care every time - care that is timely, safe, accessible and effective
- Achieve the best outcomes for patients in line with what matters most to them and their families and carers
- Using quality to drive the best use of our resources

Immediate Priority	Medium Term Priority	Long Term Priority
<p><b>Minimise Inequity</b> Acknowledge and understand the differential experience, access to health services, health inequity and inequality for local people and by staff Utilise community engagement and qualitative insights to understand lived experience and improve quantitative data collection on equity and use both sources to co-produce service improvements that deliver equity and excellence</p>	<p><b>Minimise Inequity</b> Integrate equity, equality experience and patient safety improvements into existing and new work programmes, staff development initiatives and policies. No new IT systems that do not collect data on protected characteristics as standard- data quality on protected characteristics and socio-economic status to improve towards 100% and to be used by services for improvement purposes.</p>	<p><b>Minimise Inequity</b> Excellent understanding of health inequity in each and every clinical service, including access, experience and patient safety of those who reach services. Plus, a thorough understanding why people cannot attend appointments, making services more accessible and flexible and meeting the health needs of the local population. No differential of outcomes by socio-economic group or protected characteristics.</p>
<p><b>Tobacco</b> All Clinical Boards to offer routine offer of Nicotine Replacement Therapy (NRT) to all patients who smoke on first contact with NHS staff with offer of referral to NHS smoking Cessation support</p>	<p><b>Tobacco</b> All Clinical Boards to offer routine, systematic recording of smoking status on admission to hospital by all NHS staff, with an offer of referral to NHS Smoking Cessation support</p>	
<p><b>Falls prevention</b> In line with NICE guidelines, healthcare staff who have contact with patients aged 65+ routinely screen for falls risks and provide advice on keeping risks low</p>	<p><b>Falls prevention</b> Patients are routinely screened for falls risks and signposted to services/ activities to help them reduce risk and have a multi-factorial assessment if needed</p>	

Immediate Priority	Medium Term Priority	Long Term Priority
<p><b>Restaurant and Retail</b> Standards Improve the availability and access to healthy food for staff, patients, and visitors across all UHB- operated food and food outlets</p>	<p><b>Restaurant and Retail</b> Standards Improve the availability of healthy food for staff, visitors and patients; limiting access to unhealthy food and beverage products on the premises. Ensure that all staff have access to an affordable healthy budget option</p>	<p><b>Restaurant and Retail</b> Standards Maintain and further improve access to healthy food choices across Cardiff and the Vale</p>
<p><b>Food Partnerships</b> Support and enable Food Partnerships in Cardiff and the Vale to increase their reach/work towards achieving Sustainable Food Places Awards where eligible</p>	<p><b>Food Partnerships</b> Support and enable food partnerships in Cardiff and the Vale to increase their reach and focus on food poverty and food insecurity</p>	
<p><b>Move More Eat Well</b> Contribute to the systems approach to ensure successful delivery of the existing MMEW partnership plan and development of the framework for MMEW (from 2024 onwards) Take forward action aligned to the MMEW healthy workplace principles that enables and supports staff to eat well and be physically active taking opportunities to strategically align Engage in the development and implementation of a Healthier Advertising policy for the UHB</p>	<p><b>Move More Eat Well</b> Ongoing contribution to the systems approach to ensure successful delivery of MMEW Framework (from 2024 onwards) Embed action aligned to the MMEW healthy workplace principles that enables and supports staff to eat well and be physically active taking opportunities to strategically align Support the implementation of a Healthier Advertising policy for the UHB</p>	<p><b>Move More Eat Well</b> Ongoing contribution to the systems approach to ensure successful delivery of MMEW Framework (from 2024 onwards) Embed and sustain action aligned to the MMEW healthy workplace principles that enables and supports staff to eat well and be physically active taking opportunities to strategically align</p>
<p><b>Immunisations</b> Increase uptake of Winter vaccinations (COVID-19 and flu) in staff All Clinical Boards to exceed the national target for frontline staff. Maximise uptake of Winter vaccinations (COVID-19 and flu) in 'at risk' groups Increase uptake of childhood vaccinations amongst target population groups Promote and enable equitable access to all vaccination programmes</p>	<p><b>Immunisations</b> Ensure staff and public are offered vaccinations in line with current policy and targets Implement a comprehensive cycle of data cleansing and performance management for immunisation Adapt or introduce new vaccination programmes as directed by Welsh Government</p>	

Immediate Priority	Medium Term Priority	Long Term Priority
<p><b>Alcohol:</b> Increase routine alcohol screening in Primary and Secondary Care to identify hazardous and harmful drinking behaviours and signposting to services if required</p>	<p><b>Alcohol:</b> Patients are routinely screened in Primary and Secondary Care to identify hazardous and harmful drinking behaviours and signposted to services if required</p>	
<p><b>Physical activity:</b> Provide ongoing systems leadership to the Move More Cardiff Physical Activity and Sport Strategy and continue to deliver actions within the Implementation Plan.</p>	<p><b>Physical activity:</b> Collaboratively develop the next iteration of the Move More Cardiff Physical Activity and Sport Strategy.</p>	
<p><b>Screening:</b> Support and promote population screening programmes with relevant patient and staff groups as part of Amplifying Prevention</p>	<p><b>Screening:</b> Further develop a systematic approach to promoting population screening programmes with relevant patient and staff groups in order to increase uptake and reduce inequity</p>	
<p><b>Prevention:</b> Identify the preventative activities that are relevant to clinical teams and assess whether these are being currently delivered</p>	<p><b>Prevention :</b> Deliver preventative actions in line with NICE and other relevant clinical guidelines</p>	
<p><b>Ensure compliance with the Welsh Language Act</b> Set out actions required to deliver services through the medium of Welsh in response to the Population Needs Assessment</p>		
<p><b>Improve identification and support for Carers, in line with the Social Services and Wellbeing Act.</b></p> <ul style="list-style-type: none"> <li>• Supporting carers to recognise themselves in that role and helping staff to spot carers</li> <li>• Recognise the long-term support needs of carers</li> </ul>		

Immediate Priority	Medium Term Priority	Long Term Priority
<p><b>Quality, Safety and Experience Framework</b></p> <ul style="list-style-type: none"> <li>• Support delivery of the Quality, Safety and Improvement Framework, with specific focus on:</li> <li>• Improving compliance with the investigation and timely closure of Serious Incidents and Never Events, within prescribed WG timescales</li> <li>• Reduction in the number of falls that cause serious harm to patients</li> <li>• Full implementation of the revised Sepsis pathway</li> <li>• Reduction in the rates of healthcare acquired infections in line with WG targets</li> <li>• Reduction in the numbers of healthcare acquired pressure ulcers</li> <li>• Development of an annual risk based local clinical audit plan</li> <li>• Demonstrate improvement in all of the Health and Care Standards</li> <li>• Work towards full compliance with all NPSA alerts and NHS Wales Patient Safety Solutions</li> <li>• Implement recommendations from the 2022 IHI review</li> </ul>	<p><b>Quality, Safety and Experience Framework</b></p> <ul style="list-style-type: none"> <li>• Support delivery of the Patient Experience Framework with specific focus on:</li> <li>• Improving performance against the 30-day working response time;</li> <li>• 60% of concerns to be resolved via the informal route</li> <li>• Development of suitable environments which meet the needs of patients with sensory impairment especially those with impaired sight or hearing</li> <li>• Development of a workforce/volunteer network with advanced skills to meet the specific needs of those with sight and hearing loss</li> <li>• Being able to seek the views of patients and carers and the patient experience across all areas of the UHB</li> <li>• Increasing the number and utilisation of patient stories</li> <li>• The actions being taken on the themes emerging from 'what it is like to be a patient in the UHB' (You said/we did)</li> </ul>	
<p><b>Specialised infectious disease services</b></p> <ul style="list-style-type: none"> <li>• To develop a service specification to inform the delivery and commissioning of specialised infectious disease services including performance and quality indicators</li> </ul>		

Immediate Priority	Medium Term Priority	Long Term Priority
<p><b>Learning disabilities</b></p> <ul style="list-style-type: none"> <li>• Care provision in line with the Improving Care, Improving Lives report recommendations</li> <li>• Early Intervention and Crisis Response</li> <li>• High quality specialist care with a focus on enablement</li> <li>• Timely transition to the best service that meets their needs</li> <li>• Voice and control – putting the individual and their needs at the centre of their care</li> <li>• Supporting people to achieve their own wellbeing</li> <li>• Short, effective hospital admissions, if required (AAU)</li> <li>• Multidisciplinary support for people with the most complex health issues</li> <li>• Support to lead a fulfilled and happy life in the local community</li> <li>• Develop and implement revised transition arrangements for young people moving into adulthood.</li> <li>• Learning Disabilities Commitment to the Joint Commissioning Strategy for Adults with Learning Disabilities 2019-2024 Commitment to ongoing engagement for the Commissioning Strategy for Adults with Learning Disabilities 2025-2027. Co-production in the design and delivery of services</li> </ul> <p><b>Neurodiversity</b></p> <ul style="list-style-type: none"> <li>• Meeting the new national guidance on neurodiversity requirements</li> <li>• With partners, working to embed strengthen the Integrated Autism Service and all elements of the new Autism code.</li> <li>• Access to a skilled, multi-agency service</li> </ul>	<p><b>Learning disabilities</b></p> <ul style="list-style-type: none"> <li>• Commitment to the Joint Commissioning Strategy for Adults with Learning Disabilities 2019-2024</li> <li>• Care provision in line with the Improving Care, Improving Lives report recommendations</li> <li>• Early Intervention and Crisis Response</li> <li>• High quality specialist care with a focus on enablement</li> <li>• Timely transition to the best service that meets their needs</li> <li>• Voice and control – putting the individual and their needs at the centre of their care</li> <li>• Supporting people to achieve their own wellbeing</li> <li>• Co-production in the design and delivery of services</li> <li>• Short, effective hospital admissions, if required (AAU)</li> <li>• Multidisciplinary support for people with the most complex health issues</li> <li>• Support to lead a fulfilled and happy life in the local community</li> <li>• Develop and implement revised transition arrangements for young people moving into adulthood.</li> </ul> <p><b>Neurodiversity</b></p> <ul style="list-style-type: none"> <li>• Strengthening support to ensure the right support is available at the right time</li> <li>• Improving timeliness and access to assessment and diagnosis</li> </ul>	<p><b>Neurodiversity</b></p> <ul style="list-style-type: none"> <li>• Build on transitional arrangements for Children and Young People’s provision to maximise prevention and early intervention opportunities and promote better transitions into adult life</li> <li>• Improving ADHD service provision</li> </ul>
<p><b>Specialised Adult Endocrinology Services</b></p> <ul style="list-style-type: none"> <li>• To develop an implementation plan for the service specification for Specialised Adult Endocrinology Services</li> </ul>		

## Delivering in the right place

- Provide care in the right care setting for the care required, closer to home or at home where possible.
- Provide the right environment of care. Flexible, appropriately designed and equipped:
- Community facilities – in patients’ homes, in shared-care, integrated facilities with partners and in other community healthcare environments
- Tertiary, regional and acute hospital facility.
- Inpatient mental health, rehabilitation, ambulatory and planned care facilities.
- Develop effective digital platforms and connectivity to enable our workforce, partners, patients and public to improve all aspects of communication and information-sharing to support the planning, delivery and assurance of excellent care.

Immediate Priority	Medium Term Priority	Long Term Priority
<p><b>Population health management</b> Engage in work to scope and develop a population health management approach to a defined chronic condition</p>	<p><b>Population health management</b> Implement at least one population health approach to chronic condition management</p>	
<p><b>Healthy and sustainable travel</b> Reduce unnecessary staff travel by enabling staff to adopt agile working as appropriate to their role</p>		
<p><b>Stroke</b></p> <ul style="list-style-type: none"> <li>• Improve outcomes of stroke patients, by reducing the levels of death and disability following a stroke</li> <li>• Reduce length of stay of stroke patients in bed-based services.</li> <li>• Evaluate opportunities for sustainable regional stroke services, including provision of a Hyper Acute Stroke Unit (HASU)</li> </ul>	<p><b>Stroke</b> Improve primary prevention</p>	<p><b>Stroke</b> Social care staff better supported to care for stroke survivors</p>



Immediate Priority	Medium Term Priority	Long Term Priority
<p><b>Cancer</b> Develop shared care and primary care support arrangements for cancer patients. Increasing focus on:</p> <ul style="list-style-type: none"> <li>• Access to screening, early diagnosis, including advice and guidance for GPs</li> <li>• Cancer survivorship, support after treatment and long term follow up arrangements</li> <li>• Acute oncology admissions</li> </ul> <p>Re-establish co-located Acute Oncology dedicated beds and implement optimal pathways for patients with cancer.</p> <p>Continue with further performance improvement including SCP standard and reduction of backlog</p> <p>Implementation of Tumour site pathway improvements (x 4 high volume) Establishment of Rapid Diagnostic Clinic model</p> <ul style="list-style-type: none"> <li>• Deliver implementation plan for the approved UHB Cancer Strategy</li> </ul>	<p><b>Cancer</b> Development of standardised pathways with Velindre and other specialist providers</p>	
<p><b>Long Term Conditions</b> Supporting self-care/management in relation to long term conditions where there is evidence of effective self-care approaches e.g. diabetes, cardiovascular disease and MSK. A number of approaches will be developed:</p> <ul style="list-style-type: none"> <li>• Inclusion of self-care/management activities as appropriate, specifically diabetes and other long-term conditions, frail elderly, MSK</li> <li>• Promotion of and embed self-care approaches within encounters between providers and patients/clients</li> <li>• Inclusion of delivery of public health and self-care activity in staff job descriptions</li> </ul>	<p><b>Long Term Conditions</b> Supporting self-care/management in relation to long term conditions where there is evidence of effective self-care approaches e.g. diabetes, cardiovascular disease and MSK. A number of approaches will be developed:</p> <ul style="list-style-type: none"> <li>• Skilling up health and social care staff to 'Make Every Contact Count'; supporting patients to make behaviour changes for health gain; enabling staff to use appropriate contacts with patients/clients to help maintain or improve their mental and physical health and wellbeing, whatever their specialism or the purpose of that contact</li> </ul>	<p><b>Long Term Conditions</b> Supporting self-care/management in relation to long term conditions where there is evidence of effective self-care approaches e.g. diabetes, cardiovascular disease and MSK. A number of approaches will be developed:</p> <ul style="list-style-type: none"> <li>• Identification of opportunities for inclusion of health promotion and self-care initiatives through contacts with partners, for e.g. local authorities and third/independent sector</li> </ul>

Immediate Priority	Medium Term Priority	Long Term Priority
<ul style="list-style-type: none"> <li>inclusion of public health and self-care activity in staff appraisals</li> </ul> <p><b>Diabetes</b></p> <ul style="list-style-type: none"> <li>Implement pre-diabetes intervention as part of national evaluation</li> <li>Strengthen community-based diabetes provision including diabetes education and support/self-care</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of self-care through patient/client resources</li> <li>Implement the diabetes community workforce plan</li> </ul>	<ul style="list-style-type: none"> <li>Provision of evidence-based self-care/management programmes or piloting innovative approaches where evidence is not available</li> <li>Improve availability of near patient testing and agree offset of costs where appropriate</li> </ul>
<p><b>Mental Health (all ages)</b></p> <ul style="list-style-type: none"> <li>Develop and implement system wide operational resilience plans with capacity and management systems supporting flow across the whole of the urgent care system.</li> <li>Continue the work of the Cardiff and Vale Recovery and Wellbeing College to provide free educational courses across mental health, physical health and wellbeing topics.</li> <li>Enabling a change from traditional and institutionally based services, including moving away from a medical model.</li> <li>Include peer workers within the 111 model</li> <li>Establish a low secure women's service</li> <li>Develop an all age eating disorder pathway</li> <li>Review workforce capacity in respect of mental health support for physical health inpatients.</li> <li><b>Child and Adolescent Mental Health Services</b></li> <li>Embed neurodevelopment services within Community Child Health and develop integrated pathways with CAMHS</li> <li>Focussing on models that meet the needs of children and young people.</li> </ul>	<p><b>Mental Health (all ages)</b></p> <ul style="list-style-type: none"> <li>Develop and implement system wide operational resilience plans with capacity and management systems supporting flow across the whole of the urgent care system.</li> <li>Develop and implement parity of esteem initiatives, including workforce development plans to show how teams can change their skill mix; support training for staff (on methods to assess someone's mental health and how to provide psychological support); ensure physical health assessment and support is routinely included in the care planning of people in mental health services; mainstreaming prevention, promotion and self-management</li> <li>Develop integration of health and social care service provision across sectors and continue to work with partners to enhance the services that are provided 7 days a week, built around the Primary Care clusters, to enable response to health and wellbeing needs close to home.</li> </ul>	<p><b>Mental Health (all ages)</b></p> <ul style="list-style-type: none"> <li>Develop and implement system wide operational resilience plans with capacity and management systems supporting flow across the whole of the urgent care system.</li> <li>Continue to maximise opportunities for working with the local authorities and improve the regular reporting of social care activity, quality and outcomes</li> <li>Primary Secondary care interface</li> <li>Pilot a community secondary care discharge peer support model in one locality/cluster arrangement to act as navigator for vulnerable service users stepping down from community secondary care services.</li> <li><b>Develop realistic and relevant service user focussed outcomes in mental health at the earliest stage possible time and through a service user lens.</b></li> <li>This is in the context of the most disabling impact of mental illness including loss of social networks, employment, and housing.</li> </ul>

Immediate Priority	Medium Term Priority	Long Term Priority
	<ul style="list-style-type: none"> <li>• <b>Child and Adolescent Mental Health Services</b></li> <li>• Embed and integrate commissioned young people's emotional wellbeing service with primary mental health</li> <li>• Develop transition from child to adult services including joint work with children's social services</li> <li>• <b>Primary Secondary care interface</b></li> <li>• Work with Primary Care to improve support for decision making closer to General Practice for Mental Health Care and Treatment. Enabling work of demand capacity analysis of current referrals and whole systems integrated Community Mental Health Team review of Adult and Mental Health Services Older Persons services, to be followed by service redesign to support GP Liaison and develop services through an intervention focus instead of service or team boundary focus.</li> <li>• Develop further shared care protocols with Primary Care on the prescribing of antipsychotics and other areas of prescribing</li> <li>• <b>Other</b></li> <li>• Ensure new Psychological Therapies investment is targeted at waiting list reductions in primary care and facilitate the delivery of psychologically minded care and treatment across non-specialist professional groups and other clinical boards.</li> <li>• Ensure new perinatal investment improves early detection of mental health problems around childbirth across all clinical boards.</li> <li>• Develop interagency practice guidelines for those facing people who are suicidal and/or self-harming.</li> <li>• Work with substance misuse partnership commissioning structures to address the waiting list for addiction prescribing services.</li> </ul> <p>Develop systems and processes to actively participate in wider substance misuse Alliance</p>	<ul style="list-style-type: none"> <li>• <b>Other</b></li> </ul> <p>Develop and implement the requirement for a Dual Diagnosis delivery plan for Cardiff and the Vale (substance misuse)</p>

Immediate Priority	Medium Term Priority	Long Term Priority
<ul style="list-style-type: none"> <li>• <b>'Home First'</b></li> <li>• Managing Ambulatory Care Sensitive Conditions to reduce bed days, specifically pathways around:</li> <li>• Atrial Fibrillation; Chronic Heart Failure; Chronic Obstructive Pulmonary Disease</li> <li>• Move early stages of pathways into primary and community care, specifically:</li> <li>• Diabetes; Gastroenterology; Dermatology; Urology</li> <li>• Accelerated cluster development: a consistent target operating model which is sensitive and responsive to the needs of each GP cluster;</li> <li>• Health and Wellbeing Centres: Detailed scoping to align capital developments of Barry Hospital, Cardiff Royal Infirmary and North and West Locality Health and Wellbeing Centres;</li> <li>• Intermediate Care: Developing a common service specification and implementing a consistent, region-wide intermediate care service model;</li> <li>• Single Access Point: Design and specification of a target operating model to deliver co-ordinated, joined up access to health and care community services;</li> <li>• Enabling a new governance structure to enable increased integrated working through the Vale Alliance.</li> <li>• Ensuring timely and effective flow from hospital.</li> <li>•</li> </ul>		<ul style="list-style-type: none"> <li><b>'Home First'</b></li> <li>• Managing Ambulatory Care Sensitive Conditions to reduce bed days, specifically pathways around:</li> <li>• Atrial Fibrillation; Chronic Heart Failure; Chronic Obstructive Pulmonary Disease as part of the All Wales Pacesetters programme</li> <li>• Move early stages of pathways into primary and community care, specifically:</li> <li>• Diabetes; Gastroenterology; Dermatology; Urology</li> <li>• Develop model for 'discharge to assess' in the community</li> </ul>

Immediate Priority	Medium Term Priority	Long Term Priority
<p><b>Planned Care</b></p> <ul style="list-style-type: none"> <li>• Focus on the five goals set out in the Programme for transforming and modernising planned care and reducing waiting lists in Wales, especially in relation to health and care recovery.</li> <li>• All Clinical Boards and Corporate Departments to identify one or more priority projects for implementation during 2022-23 which demonstrate the ways of working, and contribute to the goals identified, under the Wellbeing of Future Generations legislation</li> <li>• Frail Elderly:</li> <li>• Increase integration of health and social care and consider whole systems partnerships, agreeing and implementing pooled budgets for residential care for older people</li> <li>• Sustain the reduction in the number of admissions from nursing homes and further reduce length of stay following admissions from a nursing home</li> <li>• Work with our partners to publish a Market position statement and integrated commissioning strategy for care and support services for Older People</li> <li>• Transform outpatient services, moving appointments away from acute hospital sites</li> <li>• Reduce DNA rates</li> <li>• Reduce percentage of patients with more than 1 cancelled procedure and increase number of new dates offered within 14 days</li> </ul>	<p><b>Planned Care</b></p> <ul style="list-style-type: none"> <li>• Focus on the five goals set out in the Programme for transforming and modernising planned care and reducing waiting lists in Wales, especially in relation to health and care recovery.</li> <li>• All Clinical Boards and Corporate Departments to provide a brief case study and evaluation of the WFG project implemented during 2022-23; and identify additional project(s) for implementation during subsequent years which contribute to the Wellbeing of Future Generations goals and ways of working</li> <li>• Review and implement efficient, effective whole systems pathways, specifically: <ul style="list-style-type: none"> <li>• Ophthalmology</li> <li>• Dermatology</li> <li>• Gastroenterology</li> <li>• Urology</li> </ul> </li> <li>• Expand and implement new telehealth/assisted technology</li> <li>• Reduce number of follow up appointments delayed past their target date</li> </ul> <p>Deliver NHS Outcomes Framework targets or develop action plans and improvement trajectories as appropriate.</p>	<p><b>Planned Care</b></p> <ul style="list-style-type: none"> <li>• Focus on the five goals set out in the Programme for transforming and modernising planned care and reducing waiting lists in Wales, especially in relation to developing and embedding longer-term transformative and innovative change.</li> <li>• GPs and secondary care clinicians to develop multidisciplinary care and access to specialist services within clusters around pathways of care</li> <li>• Ensure INNU, Prior Approval and IPFR policies are understood by primary care and all Clinical Boards</li> <li>• Ensure that the INNU intervention list is fully implemented and monitored by Clinical Boards</li> <li>• All Clinical Boards to understand the cost effectiveness of interventions and work to remove variation between services and locations.</li> <li>• Aim to reduce cost per Quality Adjusted Life Year (QALY) across services.</li> </ul>

Immediate Priority	Medium Term Priority	Long Term Priority
<p><b>Urgent &amp; Emergency Care</b></p> <ul style="list-style-type: none"> <li>• Co-ordinate planning and support for populations at greater risk of needing urgent or emergency care</li> <li>• Signposting people with urgent care needs to the right place, first time</li> <li>• Clinically safe alternatives to admission to hospital</li> <li>• Rapid response in physical or mental health crisis</li> <li>• Optimal hospital care and discharge practice from the point of admission</li> <li>• Home first approach and reduce the risk of readmission</li> <li>• Develop ambulatory emergency care model</li> <li>• Highly responsive urgent care services outside hospitals</li> <li>• GPs and primary care</li> <li>• Community services e.g. MH and community nurses</li> <li>• Admission avoidance (e.g. Support to residential homes)</li> <li>• Decrease emergency readmissions in the 30 days following discharge</li> <li>• Develop urgent and emergency care networks</li> <li>• Develop broader emergency care networks that connect all urgent and emergency care services together</li> <li>• Transform acute medicine and provide a reconfigured footprint that reduces pressure on the emergency department</li> <li>• Develop our Lakeside model to provide an appropriate environment for patients with delayed transfers of care</li> <li>• Re-model our medical model and bed footprint to better meet the needs of acute geriatric medicine patients</li> </ul>	<p><b>Urgent &amp; Emergency Care</b></p> <ul style="list-style-type: none"> <li>• Co-ordinate planning and support for populations at greater risk of needing urgent or emergency care</li> <li>• Signposting people with urgent care needs to the right place, first time</li> <li>• Clinically safe alternatives to admission to hospital</li> <li>• Rapid response in physical or mental health crisis</li> <li>• Optimal hospital care and discharge practice from the point of admission</li> <li>• Home first approach and reduce the risk of readmission</li> <li>• Access to care in the right place and the right time</li> <li>• Review and develop an integrated plan for medicine</li> <li>• Consider role of Llandough and community hospitals</li> <li>• Develop reciprocal arrangements with Cwm Taf and other neighbouring health boards</li> <li>• Work with 111 project to ensure meets need; input to accurate Directory of Services for Cardiff and Vale to ensure residents are signposted to appropriate services</li> <li>• Develop urgent and emergency care networks</li> <li>• Evaluate the 2021/22 winter pressure schemes and commission/implement these on a substantive basis where appropriate</li> <li>• Ambulance services</li> <li>• Improve productivity</li> <li>• Decrease conveyance rates</li> <li>• Increase proportion of direct admissions (not via A&amp;E)</li> <li>• Increase proportion of patients for Hear and treat/See and treat to ensure a reduction in ambulance responses</li> </ul>	<p><b>Urgent &amp; Emergency Care</b></p> <ul style="list-style-type: none"> <li>• Co-ordinate planning and support for populations at greater risk of needing urgent or emergency care</li> <li>• Signposting people with urgent care needs to the right place, first time</li> <li>• Clinically safe alternatives to admission to hospital</li> <li>• Rapid response in physical or mental health crisis</li> <li>• Optimal hospital care and discharge practice from the point of admission</li> <li>• Home first approach and reduce the risk of readmission</li> </ul> <p><b>• Improve inter-practice referrals in Primary Care to reduce the number of secondary care referrals</b></p> <ul style="list-style-type: none"> <li>• E.g. sexual health/contraception</li> </ul>

Immediate Priority	Medium Term Priority	Long Term Priority
<ul style="list-style-type: none"> <li>Develop proposals which will move us towards a single point of access for urgent and emergency paediatric patients</li> <li>Reduce length of stay and improve the experience for patients and staff through our "Releasing Time to Care" programme</li> </ul>	<ul style="list-style-type: none"> <li>WAST and health board to embed and improve the agreed process to ensure that frequent service users are managed consistently and equally</li> </ul> <p>Reduce patient transport bookings to be made on the day journey is required</p>	
<p><b>Accessibility of Primary Care</b></p> <ul style="list-style-type: none"> <li>Address GP sustainability issues both in and out of hours</li> <li>Increase number of dentists and optometrists with extended hours</li> <li>Improve performance of OOH service</li> <li>Improve availability of GP referred direct access to diagnostics over increased hours</li> <li>Develop pathway and service plans for the operation of integrated community health and wellbeing centres</li> <li>Improve integrated community working with primary, community care and partnership working</li> <li>Improve service delivery for the Cardiff and Vale Health Inclusion Service to support our prevention and tackling the inequities agenda</li> <li>Deliver an Integrated Community Care Service through our @Home programme including intermediate care and roll out of cluster MDT care model in conjunction with our local authority partners</li> </ul>	<p><b>Accessibility of Primary Care</b></p> <ul style="list-style-type: none"> <li>Review and consider increased opening hours of Barry MIU</li> </ul>	<p><b>Oral Health</b></p> <ul style="list-style-type: none"> <li>Increase percentage of resident population with access to NHS dentists</li> <li>Implementation of integrated pathways agreed by C&amp;V Oral Health Action Group (OHAG)</li> <li>Deliver Local Oral Health Plan</li> </ul> <p><b>Eye Health</b></p> <ul style="list-style-type: none"> <li>Optometrists and GPs to work together to ensure patients are seen in the most appropriate setting</li> <li>Implement Together for Health – Eye Health Care Delivery Plan</li> </ul>

Immediate Priority	Medium Term Priority	Long Term Priority
<p><b>End of Life care</b> Ensure all end of life patients have advanced care plans in place and do not attempt CPR (DNACPR) orders in place</p>	<ul style="list-style-type: none"> <li>• <b>End of Life care</b></li> <li>• Decrease the number of people who die in hospital</li> <li>• Develop End of Life planning processes to support patients to choose where to die</li> <li>• Include End of Life protocols and support within the winter pressures schemes</li> </ul>	
<p><b>Regional Planning</b></p> <ul style="list-style-type: none"> <li>• Deliver Cardiff and Vale elements of South Wales Programme i.e. Embed and evaluate the changes to service configuration to implement the enhanced neonatal network capacity and support the changes to obstetrics and paediatric flows arising from changes to inpatient service</li> <li>• provision at Royal Glamorgan Hospital Develop and implement the recommendations of the regional projects to improve the collaborative provision of: <ul style="list-style-type: none"> <li>- Orthopaedics</li> <li>- Ophthalmology</li> <li>- Diagnostics</li> <li>- Other collaborative service improvements that are agreed through the Regional Planning Forum Agreement of a new Area Plan for the Regional Partnership</li> </ul> </li> <li>• Board taking on learning from our Population Needs Assessment and Market Stability Reports.</li> </ul>	<p><b>Regional Planning</b></p> <ul style="list-style-type: none"> <li>• Deliver NHS Outcomes Framework targets or develop action plans and improvement trajectories as appropriate. Utilise information collected through the Patient Reported Outcome/Experience Measures (PROMs/PREMs) to redesign services and pathways to deliver improved outcomes and patient experience</li> </ul>	



Immediate Priority	Medium Term Priority	Long Term Priority
<p><b>Tertiary Services</b></p> <ul style="list-style-type: none"> <li>• Develop recommendations for the future delivery of HPB surgery for patients in South Wales, and identify interim arrangements to improve resilience and service sustainability</li> <li>• Agree the future model for delivering OG cancer surgery for patients in South Wales</li> <li>• Through our Tertiary Service Oversight Group we will identify specialised services which require a collaborative approach for delivery, or which have critical interdependencies with services delivered by another provider for discussion at the appropriate partnership forum</li> <li>• Develop our partnership approach with SBUHB to identify services that both organisations provide which would benefit from a collaborative approach</li> </ul>	<p><b>Tertiary Services</b></p> <ul style="list-style-type: none"> <li>• Implement the recommendations for the future delivery of HPB surgery for patients in South Wales</li> <li>• Implement our partnership approach with SBUHB for services which would benefit from a collaborative approach</li> </ul>	<p><b>Tertiary Services</b></p> <ul style="list-style-type: none"> <li>• Implement the recommendations for the future delivery of HPB surgery for patients in South Wales</li> <li>• Implement our partnership approach with SBUHB for services which would benefit from a collaborative approach</li> </ul>
<p><b>Estates</b></p> <p>Deliver against estates plans: Develop estates plans to support the delivery of the South East Wales Regional Planning Forum</p> <p>NICU development Obstetrics expansion</p> <p>Develop strategic service and capital blueprint for integrated community health and wellbeing centres and wider integrated community infrastructure</p>	<p><b>Estates</b></p> <p>Deliver against estates plans: Deliver full business case to re-provide Rookwood Hospital services at Llandough</p>	
<p>Working better with partners</p> <p>Improve interoperability between Clinical Boards, Local Authorities, 3rd/independent sector providers</p> <p>Develop interoperability between different areas of the health board and local authorities and 3rd/independent sector providers that enables service transformation through the sharing of patient information. Support tactical patient information-sharing initiatives that are aligned with the broader strategic objective of seeing accurate, timely and relevant patient information available to practitioners to support patient care</p>		

## Acting for the Future

- Advancing health care through research, clinical innovation and continuous improvement
- Maximising our contribution to the foundational economy
- Responding to the climate emergency and reducing waste
- Ensuring provisions for future generations

Immediate Priority	Medium Term Priority	Long Term Priority
<ul style="list-style-type: none"> <li>• Engage with the climate change debate. The public sector explains its case for taking sustainability seriously and considers how it can impact on the wider society.</li> <li>• Staff and citizens understand what you can do. You know you should act. You know you can make a difference.</li> <li>• Agree on responsibilities, mechanisms and measures including legislation, regulation and public reporting of progress.</li> <li>• Research how to use all types of resources better to enhance health and minimise waste. Identify, prioritise and address gaps in knowledge.</li> <li>• Explore sustainable models. Increase investment to prevent disadvantage and improve well-being. Optimise benefit from nature.</li> <li>• Adopt and invest in sustainable technologies. Reduce the risk of investment in new technology. Welcome innovation.</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate action on climate change into our public facing engagement. We show how we appreciate the value of low carbon products, services and places.</li> <li>• Staff and citizens expect to be able to make choices based on sustainability and well-being criteria when considering services and products.</li> <li>• Account for climate change future impacts in all decision making processes. Life cycle costing is the norm in the public sector.</li> <li>• Model business decisions so entire resource impact is accounted for. All resources need to include full life cycle carbon costings.</li> <li>• Collaborate with cross sector partners to prevent disadvantage, promote well-being and develop sustainable joint service plans.</li> <li>• Enable and support technology to allow the empowerment, equality and well-being of individuals.</li> </ul>	<p><b>Leadership</b> Our leaders will set the example and encourage their teams to drive improvement in our carbon emissions</p> <p><b>People and Communications</b> We will provide our colleagues with the tools to make a difference to the ways they work to minimise our impact on the environment.</p> <p><b>Clinical</b> We will continue to find ways to treat our patients with the same high-quality outcomes, but with a smaller impact on the environment.</p> <p><b>Estates/ Waste/ Water/ Biodiversity</b> We will establish the potential feasible scope of projects that would help reduce the impact our energy consumption makes to the environment.</p> <p><b>Travel</b> We will encourage staff and patients to travel to our sites in more sustainable ways.</p> <p><b>Procurement</b> We will make sustainable procurement decisions.</p>
<p><b>Healthy and sustainable travel</b> Support the implementation of relevant actions in the <a href="#">Level 2 Healthy Travel Charter</a>, led by Estates, to increase the number of staff and visitors travelling to our sites by sustainable modes</p>	<p><b>Healthy and sustainable travel</b> Support the implementation of relevant actions in the <a href="#">Level 2 Healthy Travel Charter</a>, led by Estates, to increase the number of staff and visitors travelling to our sites by sustainable modes Estates and strategic planning to prioritise walking, cycling and public transport access to new healthcare premises in our area as they are being designed and locations identified</p>	<p><b>Healthy and sustainable travel</b> Estates to scope and implement simple segregated cycle path network through UHL and UHW. Estates and strategic planning to prioritise walking, cycling and public transport access to new healthcare premises in our area as they are being designed and locations identified</p>

Immediate Priority	Medium Term Priority	Long Term Priority
<p><b>Digital</b></p> <ul style="list-style-type: none"> <li>• Create a roadmap to describe elements that will be delivered by each channel of the strategy</li> <li>• Determine how the Programme Boards are constituted, arranged and used to oversee implementation</li> <li>• Clinical engagement - a plan will be drawn to develop a more formal structure of clinical engagement across the organisation ▪ Clinical Informatics will be developed as a discipline in its own right, in line with national strategy and the recommendations of recent important national reports e.g. Topol, Wachter, Nuffield Trust.</li> </ul>	<p><b>Digital</b></p> <ul style="list-style-type: none"> <li>• Patients will access their own health and care records, reports, and results</li> <li>• Clinicians will access information about individual patients</li> <li>• The data collected will be used to build the foundation for a Learning Health and Care System</li> <li>• Patients will be able to choose which information to share, and which they do not wish to share.</li> </ul>	

## Appendix B - Legislative Context

### Social Services and Wellbeing Act (2014)

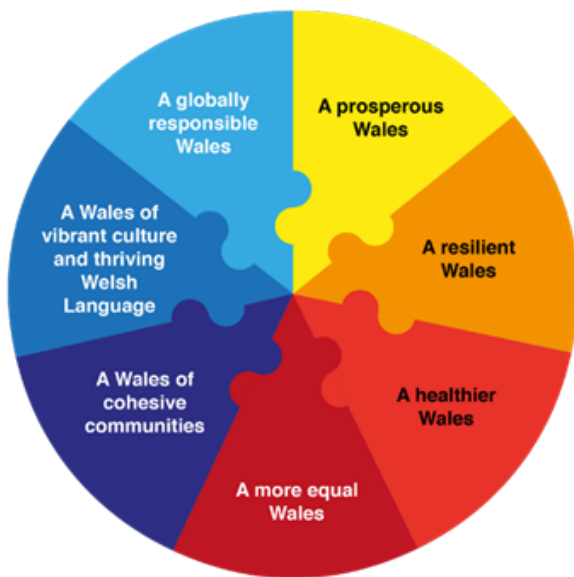
We are pursuing further integration with our local authority partners. Key priority areas for extending joint working and integration include:

- Prevention and early intervention
- Older people with complex needs and long-term conditions, including dementia;
- People with learning disabilities;
- Carers, including young carers;
- Integrated Family Support Services;
- Children with complex needs due to disability or illness;

Establishment of pooled funds – pooled funds are established in relation to older persons residential care has been in place since 2018.



## Wellbeing of Future Generations Act (2015)



We will work to achieve the Wellbeing Goals as we develop, redesign, deliver and commission services. Cardiff and Vale will consider the sustainable development principle when providing and commissioning services. We will:

- Long Term – Balance short-term needs with the need to safeguard the ability to meet long-term needs.
- Prevention – Act to prevent problems occurring or worsening
- Integration – Consider the impact of our own wellbeing goals on other goals and objectives, or on the objectives of other public bodies and partners
- Collaboration – Act in collaboration with patients, carers and partners to meet our wellbeing objectives.
- Involvement – Involve others in the achievement of our wellbeing goals and ensure that the diversity of the population is reflected.

## Health and Social Care (Quality and Engagement) (Wales) Act (2020)

We will work to deliver the duties laid out in the Health and Social Care (Quality and Engagement) (Wales) Act (2020). We will:

- Focus on the enhanced 'Duty of Quality' to strengthen quality governance arrangements to ensure high quality and safe care
- Promote a culture of transparency and openness with patients in the event of an adverse outcome to enable learning and improved care quality in alignment with the organisational 'Duty of Candour'
- Use service user feedback and the Citizens Voice Body as an integral part to drive improvement, supporting patients to raise concerns about their care.

Welsh Language Standards

We will consider the Welsh Language Standards when providing and Commissioning Services.