

Cardiff and Vale Stakeholder Reference Group

Tue 23 May 2023, 13:30 - 16:00

Agenda



13:30 - 13:30 1. Welcome and Introductions
0 min
Sam Austin

13:30 - 13:30 2. Apologies for Absence
0 min
Sam Austin

13:30 - 13:35 3. Declarations of Interest
5 min
Sam Austin

13:35 - 13:40 4. Minutes and Matters Arising from the SRG Meeting on 23 March 2023
5 min
Sam Austin
 Item 4 - Unconfirmed Minutes of SRG Meeting 23 March 2023.pdf (5 pages)

13:40 - 13:45 5. Feedback from Board
5 min
James Quance

13:45 - 14:35 6. UHB Strategy Refresh
50 min
Marie Davies
 Item 6b SOFW Short Read Strategy Document ENG 23.pdf (5 pages)
 Item 6a SOFW Strategy Document ENG 23.pdf (11 pages)

14:35 - 15:05 7. Statutory Guidance on Representations
30 min
Stephen Allen
 Item 7 - Introducing Llais presentation ENGLISH v2.0 (2).pdf (20 pages)

15:05 - 15:05 8.
0 min

Lloyd Parryth
17/05/2023 08:27:17

**UNCONFIRMED MINUTES OF CARDIFF AND VALE STAKEHOLDER REFERENCE
GROUP MEETING HELD ON TUESDAY 23 MARCH 2023
CONDUCTED VIA MICROSOFT TEAMS**

Present:

Sam Austin	Llamau (Chair)
Richard Cox	One Voice Wales
Shayne Hembrow	Wales and West Housing Association
Duncan Innes	Cardiff Third Sector Council
Dic Jones	South Wales Fire and Rescue
Zoe King	Diverse Cymru
Paula Martyn	Independent Care Sector
Siva Sivapalan	Third Sector, Older Persons
Lani Tucker	Glamorgan Voluntary Services
Chris Willis	WAST

In Attendance:

Abigail Harris	Director of Strategy & Planning, UHB
Angela Hughes	Assistant Director of Patient Experience, UHB
James Quance	Interim Director of Corporate Governance
Jon Watts	Regional Planning Programme Director

Apologies:

Frank Beamish	Volunteer
Rhys Burton	South Wales Police
Lauren Spillane	Care Collective

SRG 23/11 WELCOME AND INTRODUCTIONS

The Chair welcomed Dic Jones to the Group.

SRG 23/12 APOLOGIES FOR ABSENCE

Although not members of the SRG apologies had been received from Marie Davies, Michelle Fowler, John Union and the Community Health Council.

SRG 23/13 DECLARATIONS OF INTEREST

There were no declarations of interest.

SRG 23/14

MINUTES AND MATTERS ARISING FROM STAKEHOLDER REFERENCE GROUP MEETING HELD ON 24 JANUARY 2023

The SRG **RECEIVED** and **APPROVED** the minutes of the SRG meeting held on 24 January 2023.

Strategy Refresh

Abigail Harris thanked those who had provided feedback during the first phase of the engagement.

SRG 23/15

FEEDBACK FROM BOARD

James Quance drew the SRG's attention to some specific items discussed at the UHB Board meeting held on 26 January 2023.

The SRG enquired whether the UHB had performance targets and if so how are they monitored? Abigail Harris explained that the Board regularly receives a comprehensive Integrated Performance Report. These Reports are published on the UHB website along with the other papers for Board meetings. These Reports provide a summary of performance against a number of key quality and performance indicators. The UHB is not achieving all of its targets. It still has a significant backlog which grew during the pandemic. Many of the targets are relatively crude and the UHB is working with Welsh Government to develop a more meaningful set of targets. The quality and safety section of the Integrated Performance Report includes mortality rates which are benchmarked against performance in other similar sized acute health care providers in England. There are also monthly Executive Performance Review meetings with each of the UHB's Clinical at which performance is monitored, trends identified and mitigations agreed.

SRG 23/16

REGIONAL PLANNING

The SRG received a presentation from Jon Watts on the South East Wales regional planning.

The SRG was informed that since he had last attended the SRG in November, two new programmes of work had been added to the portfolio:

- Stroke Programme (Cardiff and Vale and Cwm Taf UHBs only, hosted by Cardiff and Vale UHB). This had come within scope in December 2022.
- Cancer Programme (host to be confirmed). This would come within scope by May and will see Velindre NHS Trust join the regional collaboration.

On 15 February, the Minister for Health and Social Care had announced the purchase of three former British Airways buildings on a site close to the Royal Glamorgan Hospital and the M4. These buildings will be developed into a regional cutting-edge diagnostics and treatment centre for South East Wales. This has given renewed impetus to the regional planning agenda.

Jon Watts explained that the new facility would be just one component of the wider regional planning jigsaw. As with all of the other regional programmes, the process for developing specific proposals will be clinically led and there will be extensive engagement with stakeholders and the general public.

The SRG was then asked to consider three specific questions:

- How should we engage on this scheme?
- How would the SRG like to be kept updates?
- What should be considered from a stakeholder perspective?

The SRG then raised a number of questions and made several observations and suggestions.

- Will each of the UHB's move their exiting staff to the new facility?
Abigail Harris explained that the only additional funding was that which Welsh Government (WG) was holding back from last year to facilitate regional working. The workforce model would have to be based on the existing workforce.
- It would be a good opportunity for Llais to take a prominent role in the engagement process. Jon Watts suggested that as part of the engagement process, it would have to be articulated clearly that the diagnostics and treatment centre was just one element of wider regional proposals.
- It was agreed that it would be helpful to use hypothetical case studies/different scenarios as part of the engagement process.
- Accessibility issues must be overcome from the outset. Jon Watts confirmed that all of the regional Programmes were acutely aware of the potential accessibility issues. Evidence is required that patients are prepared to travel for treatment rather than just anecdotal information. A Programme Director has been appointed for development of the diagnostics and treatment centre, and they have already commenced discussions with statutory bodies about transport links and active travel.
- Will services be provided from the existing buildings or will the site be redeveloped. Jon Watts explained that the existing building shells will be used but a huge amount of work will be required to convert them. He assured the SRG that there had been due diligence before they were purchased and it had been identified that they represented significantly better value than starting from scratch on a brownfield site.

- When is the diagnostics and treatment centre likely to open? The SRG was informed that the opening would probably be phased with the diagnostics element likely to open first.
- Has an Equality Health Impact Assessment (EHIA) been undertaken? Jon Watts agreed to check whether an EHIA had been undertaken prior to the purchase of the site but confirmed that EHIAs would be undertaken as part of the process for developing service models.

Action: Jon Watts

- Will the diagnostics and treatment centre provide additional capacity? Jon Watts explained that some activity would transfer from other sites but there would be some additional capacity. The current huge backlog must be reduced but consideration will also be given to how services can be re-configured to make them sustainable in the longer term.

Abigail Harris explained that much of the thinking around the development of the centre was based on evidence from other parts of the UK such as Exeter. An EHIA would be required as part of the process for developing the business case for the diagnostics and treatment centre. It will be imperative that there is equity of access and that certain people/groups are not disadvantaged. The business case must also address active and sustainable travel issues.

SRG 23/17 CIVICA SYSTEM

The SRG received a presentation from Angela Hughes on the CIVICA Once for Wales Feedback System that had been rolled out in October 2022. The system allows the UHB's Patient Experience Team to engage with its local community to understand how the services the UHB provides are working.

The SRG received an explanation of how the system works, feedback on how it was going so far and examples of some of the feedback received to date.

The SRG then raised a number of questions and made several observations and suggestions.

- The variety of ways that patients can provide feedback was welcomed.
- Is there data on the number of respondents from each of the protected characteristic groups? Angela Hughes confirmed that this data was captured but many people chose not to complete the section relating to protected characteristics. There were ongoing local and national discussions about what information is required.
- It is important that there is appropriate support available for people who share their experiences. Angela Hughes agreed that the psychological

safety of staff and patients is important and confirmed that support was available for those who share their experiences.

- Good promotion/publicity is important as many people might think that the text messages are a scam. Angela Hughes concurred and explained that patients are informed that they will receive a message but are given the opportunity to opt out.
- Could it be embedded in the NHS App? Angela Hughes agreed this could be looked into.
- Is there a facility to track peoples' progress? Angela Hughes explained that consideration was being given to linking with the Patient Reported Outcome Measures and the Patient Reported Experience Measures.
- Can patients use CIVICA to raise concerns prior to treatment? Angela Hughes explained that CIVICA was not designed for this but digital teams were looking at the development of complementary systems that could facilitate this.
- If the NHS App is used there must be clarity with regard to who it applies to.
- Some people share mobiles and there would be potential confidentiality issues around sending them text messages. Angela Hughes explained that the UHB was mindful of this and messages were not sent to certain categories of patients. This mitigated but did not entirely remove this risk

It was agreed that Angela Hughes would provide the SRG with a demonstration of the CIVICA system later in the year.

SRG 23/18 ANY OTHER BUSINESS

None.

SRG 23/19 NEXT MEETING OF SRG

1.30pm - 4pm, Tuesday 23 May 2023.



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Bwrdd Iechyd Prifysgol
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Cardiff and Vale
University Health Board

Cardiff and Vale University Health Board Strategy 2023 – 2033

Shaping our Future Wellbeing



Lord Gwyn
17/05/2023 08:27:17

Introducing our Strategy for 2023 - 2033

This strategy describes our long-term, high-level plan to help to improve the health of our communities as well as improve the health and care services we offer. We have spoken to many of our staff, residents and patients to get their views on how we need to refresh our strategy to make it useful and meaningful to them. This strategy is a short summary describing the future direction that the health board needs to develop its services. This is described through our:

- **Aim/Purpose**
- **Goal/Vision**
- **5 Strategic Objectives and Supporting Priorities**

This strategy will not describe the detail of how the strategic objectives and priorities will be delivered, but we will update and develop strategic programmes for each of the strategic objectives described in this document.

As a health board we are responsible for working with other public sector and voluntary sector services to provide advice and care to people in the community to help them live healthy lives for longer. We are also responsible for making sure that our residents in Cardiff and the Vale of Glamorgan have local GP and community-based services, like district nursing for example when they need them. We are also responsible for providing hospital care for our local residents and also more specialist care which is also available to other residents in Wales. In providing our specialist services, we work closely with our partner health boards and teaching and research partners, in particular Cardiff University to provide the most advanced care.

Much has changed in the last few years, we are still living with the after-effects of the COVID-19 pandemic, our staff are tired and our communities are waiting too long to get the medical advice and treatments that they need. We also have to change the way we work and build, to reduce the impact we have on the environment.

We have long waiting times for residents and patients to get the home care and social support they need in the community which means that people are sometimes having to be admitted to hospital instead and are also having to stay in hospital for longer than they need to be there. We know that we also have too many people who need more help to stay well for longer – particularly in our more vulnerable communities.

Lloyd Gareth
17/05/2023 08:27:17

Our Values, Aims, Goals and Objectives

Our Values

These sit at the heart of everything we do. They reflect the way we want to work and provide care every day. Developed by our teams with patients and their families, our values are:

- **Kind and Caring**
- **Respectful**
- **Trust and Integrity**
- **Personal Responsibility**

Our overarching purpose – helping people keep well, caring for people to get well

Our vision for 2033 – 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

In order to achieve our goal, we have developed five key Strategic Objectives with supporting priorities:

Lloyd Gareth
17/05/2023 08:27:17

Our Key Objectives

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.

Key Priorities are to:

- Respect and demonstrate equality, diversity and inclusion.
- Empower our colleagues and our communities – to better influence the care they provide and receive.
- 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.
- Embed a culture of candour – be open and honest always.

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.

Key Priorities are:

- Focus on reducing the current life expectancy and healthy years lived gap between the most deprived and the least deprived in our communities.
- Work 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 provided quickly and safely – 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

– Care will be provided in the right place, in facilities that are fit for purpose. This is 'home first' - wherever possible - enabling people to receive the care they need in their own homes but we will redevelop our care system to provide buildings and facilities that are modern and well equipped.

Key Priorities are:

- 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:
 - o Community facilities – in patients' homes, in shared-care, integrated facilities with partners and in other community healthcare environments.
 - o Specialist, regional and acute hospital facility which will mean replacing University Hospital of Wales (UHW) with a modern hospital.
 - o Inpatient mental health, rehabilitation, ambulatory and planned care facilities through improving facilities in Llandough Hospital (UHL).
- 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.

Lloyd Gareth
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Working in partnerships –

we will develop integrated health and care plans across our systems to ensure that our models of care are sustainable and meet the important needs of our catchment communities.

Key Priorities are:

- Work with our local authority and voluntary sector partners to plan and work together better to ensure our communities are effectively involved in developing our plans for future services.
- Working with SE Wales Health Boards, Velindre NHS Trust and Swansea Bay UHB to develop safe and effective clinical care where we need to do so together.
- Continue to work closely with our university, further education, life sciences and research partners to develop and deliver excellent research, teaching and innovation and to further develop and support our workforce.
- Work closely with WHSSC (Welsh Health Specialised Services Committee) to ensure that plans for specialist services are sustainable.
- Further develop our alliance with Cardiff University and other key partners to achieve our shared ambitions for excelling at teaching, research and clinical innovation.

Acting for the future –

we will ensure 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 take full advantage of new technologies, treatments and techniques to provide the best possible advice and care.

Key Priorities are:

- Advancing health care through research, clinical innovation and continuous improvement.
- Maximising our contribution to the local 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 that we are considering the impact of our actions on future generations by planning for their needs.

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Cardiff and Vale University Health Board Strategy 2023 – 2033

Shaping our Future Wellbeing



Lord Gwyn
17/05/2023 08:27:17

Introducing our Strategy for 2023 - 2033

This strategy sets out our vision for improving the health of the populations we serve, and improving the services we provide for people over the next decade. It builds on our first strategy, Shaping Our Future Wellbeing, developed in 2013 and reflects its underlying principles - 'home first, empowering people, outcomes that matter to people and reducing harm, waste and variation – which have served us well over the last decade. This strategy was developed in the immediate post-pandemic and our lives have changed irreversibly in many respects; however, the full impact is not yet known.

Responding to the threat presented by the pandemic was the most significant challenge we have ever faced. It was the most extraordinary of times - we changed the way we delivered services overnight and developed new facilities in weeks – mass vaccination centres, the Dragon's Heart Hospital and Lakeside Wing, protected 'green' surgical centres. Our communities came together to care for and support one another, the use of digital technology was revolutionised, vaccine development advanced at unimaginable pace, and we learnt a huge amount about how to change and adapt our services at speed when necessary. Our research capability accelerated - we contributed to national and international trials to develop new treatments that helped us defeat Covid-19. Our collaboration with partners deepened as we worked together with our local authority, third sector, university and wider NHS and private sector partners.

And our teams again demonstrated their dedication and commitment to go above and beyond to put the care of our patients first, supporting one another and showing remarkable resilience.

Reflecting on all that we have learnt through the pandemic, 'Shaping our Future Wellbeing 2023 - 2033' sets out our ambition to renew our focus on tackling the deep-rooted health inequities that exist within our communities, enabling people to keep well, and to deliver outstanding services to those who need them, when they need them. The strategy also sets out how our role in providing tertiary and specialist services, research and the development of novel treatments will expand and accelerate as technology and treatments advance at a faster pace.

We cannot achieve this ambition alone – we will work with our communities, our patients, our teams and our partners as we develop and deliver the detailed plans necessary to achieve the outcomes we want.

To shape this strategy, we listened to people who use our services, our local communities, our teams and our partners and we are very grateful to everyone who took the time to share with us what was important to them.

Lloyd Gareth
17/05/2023 08:27:11

Shaping our Future Wellbeing - Our Values, Vision and Objectives

Our Values

These sit at the heart of everything we do. They reflect the culture we want and guide how we work every day. Developed by our teams with patients and their families, our values are:

- **Kind and Caring**
- **Respectful**
- **Trust and Integrity**
- **Personal Responsibility**

We will continue to work with colleagues, patients and partners to ensure that our behaviours reflect these values, and that our people are confident to challenge others appropriately when behaviours are not in line with our values.

Our overarching purpose – helping people keep well, caring for people to get well

The overarching aim of the health board – our purpose as an organisation – is two-fold. Firstly, it is to help people keep well – from a healthy start in life through to ageing well as we get older. Secondly, we are here to care for people to get well, recognising that as a tertiary centre, we care for people with the greatest levels of illness and trauma. In doing this, we also teach and train the next generation of clinicians and undertake research and clinical innovation to enhance and advance health care.

Our vision for 2033 –

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

Having assessed the needs of the populations we serve and having listened to what is important for us to achieve, our ambition is to be the very best we can be at providing excellent care for our patients and to excel at working with partners and communities to improve health and tackle deep-rooted health inequities that exist within and between our communities.

To achieve our vision, we have developed five key objectives and continue to embed the sustainability principles set out in the Wellbeing of Future Generations Act in the way that we work together to deliver these objectives.

- **Long-term thinking**
- **Prevention of problems**
- **Integration of sustainable development into all aspects of operation**
- **Collaboration between departments, organisations and sectors**
- **Involvement of service-users, communities and staff.**

Kind and caring
Caredig a gofalgar

Respectful
Dangos parch

Trust and integrity
Ymddiriedaeth ac uniondeb

Personal responsibility
Cyfrifoldeb personol

Our Key Objectives

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.

Why this is important:

The absolute life expectancy gap between our least and most deprived communities is 9 years for men, and 8 years for women, both figures having increased by over a year in the last decade. For healthy years lived, the gap has been broadly stable at 14 years for men and 18 years for women. Many people are living with the impact of ill health and disability, and there is more we need to do where disease and ill health is preventable. We know starting well in life has a significant impact on our health and wellbeing as we move into adulthood, and ageing well enables us to remain living independently at home for as long as possible and helps us plan for a dignified death.

Our people are our greatest asset. In the post pandemic environment, our workforce is exhausted, and we have increasing challenges in recruiting, training and retaining staff, so now, more than ever, we need to nurture and develop our colleagues and promote and protect their wellbeing. Our patients are facing longer waits to access healthcare and we are all facing a big rise in the cost of living; this is making it much harder to close the gap between the least deprived and most deprived in our communities.

Key Priorities are to:

- 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
- Ensure services are 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

We will take the following action:

- With our communities and in collaboration with the new Citizen's Voice Body - Llais, we will develop a **comprehensive engagement framework and toolkit** to ensure all our internal and external stakeholders, including our communities, are effectively involved in developing our plans for future services.
- Through our People and Culture Plan, working with Health Education and Improvement Wales (HEIW) and our statutory and third sector partners, we will shape our future workforce to **develop new roles and training provision** to attract and retain staff – particularly in difficult to recruit to areas across the health and care system.
- Embed a **culture of leadership and organisational development** supported by a range of professional, performance and personal development programmes that will

enable our colleagues to have ownership of the services they provide.

- With our **vulnerable and harder to reach communities** develop an approach to improve how we **continuously engage and communicate** and include this learning as part of our mandatory workforce training.
- Through our clinical services plan (Shaping Our Future Clinical Services), we will redesign our services to deliver improved outcomes and experience through **sustainable models of care to meet the future needs of the populations we serve**. These will inform

and be enabled by partnership-working, advances in technology and treatments and will maximise and provide opportunities for our future workforce.

- Be an organisation with a **national reputation for equality, diversity and inclusion** – creating the right culture and developing and delivering our Equality and Anti-racist Action Plans.

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.

Why this is important:

Quality interventions to protect and improve the health of our population must be at the heart of all that we do and are statutory duties. We know that, despite many examples of good care and support, we are not always getting the best outcomes for our patients, and we are not as efficient as we need to be to provide excellent care that is also good value. Our approach to delivering continuous quality improvement to provide value-based healthcare is fragmented. We know that some of our services are not organised in the best way or in the right place to provide the safest care – this has been exacerbated by the pandemic.

Key Priorities are to:

- Focus on minimising inequity to reduce the current life expectancy and healthy years lived gap.
- Work 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.
- Focus relentlessly on **improving access to care and reducing waiting times** through working with our partners to optimise our capacity for both planned and emergency care by:
 - o **better managing our demand** – keeping people well for longer, keeping people well whilst they are waiting and making sure that patients are signposted to the right service first time ensuring that vulnerable groups are specifically considered.
 - o **optimising our existing capacity** ensuring our resources are utilised effectively and efficiently.
 - o **increasing our capacity** in shortage specialities in collaboration with our partners where appropriate to create additional services where feasible.
 - o **focusing on what we excel at** and being realistic about which services might benefit from even better outcomes if delivered from other specialist centres or in collaboration with other organisations.

The action we will take:

- Working with our partners across the statutory and third sector, we will further develop and improve our programmes to support our local communities to make **healthier life choices** regarding vaccinations, smoking, alcohol, diet, exercise and social isolation, and create health improving policies and environments.
- Through our **Ageing Well @Home** programme, we will create an integrated health and social care service that targets the health and care needs of key groups to provide early intervention and integrated step-down support to reduce the need for admission and/or time spent in hospital.
- **Spread and scale** our approach to delivering **continuous performance improvement** across our organisation to **improve outcomes and value**.
- Working with our patients and clinicians we will develop our monitoring and assurance indicators to **better assess patient experience and outcomes**.
- Set out how we will deliver sustainable services into the future that deliver the best outcomes in our **Clinical Services Plan** through end-to-end pathways of care.
- Working with Cardiff University and other academic partners we will increase the scale of our research activity enabling our patients to benefit from the improved quality and outcomes this achieves.

Lloyd Gareth
17/05/2023 08:27:17

Delivering in the right places – Care will be provided in the right place, in facilities that are fit for purpose. Our overarching philosophy, in line with *A Healthier Wales*, is 'home first' - wherever possible enabling people to receive the care they need in their own homes. People will be able to access advice, care and support in their local community, where we will join up our services with those provided by our local authority and third sector partners.

When hospital care is needed, our care environments will optimise patient experience and recovery, and provide the facilities needed by our staff, supported by technology and data systems that facilitates efficient, patient-centred care across the health and care pathway. We will develop our plans and the necessary business cases to secure the investment needed in our digital and building infrastructure.

Why this is important:

Many of the health board's buildings and facilities are no longer fit for purpose. Many of our clinical environments of care do not meet the modern healthcare design standards and that compromises the quality of care and efficiency of our services. This is threatening the viability of the ongoing delivery of some services. Our digital infrastructure and architecture are underdeveloped and do not support the planning, delivery and monitoring of a modern health and care system. Whilst we collect huge volumes of patient information, it is difficult to join this up across the whole patient care pathway to inform shared care and to provide insights needed for the effective management and future planning of our services.

Key Priorities are to:

- 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:
 - o Community facilities – in patients' homes, in shared-care, integrated facilities with partners and in other community healthcare environments.
 - o Tertiary, regional and acute hospital facilities.
 - o 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.
 - Invest 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.
-

The action we will take:

- Provide **more integrated and shared care community-based facilities** with our partners to deliver the @home programme and our primary care cluster plans, through our Shaping Our Future Wellbeing in Our Community Programme to provide integrated care and support closer to home through the joint development of phased, prioritised revenue and capital investment business cases.
- Through our Shaping our Future Hospitals Programme, with Cardiff University, plan and deliver a **new build to replace University Hospital of Wales and University Hospital of Llandough** that will support our Future Clinical Services enabling the delivery of our local, regional and tertiary services in appropriately sized and fit-for-purpose facilities. These will be designed to aid recovery, support staff wellbeing and facilitate teaching, research and innovation. This will require us to work with Welsh Government and a range of partners as we develop each stage of the business case.
- Working with Digital Health and Care Wales, deliver against our digital strategy objectives to **create a learning health and care system that provides digital solutions to meet the needs of patients, public, clinicians and our partners** which will include for example the implementation of an electronic patient record, fully electronic medication and diagnostic test requesting, results and image sharing as well as digital clinical decision-making support through the development of phased, prioritised revenue and capital investment business cases. Joined up, big data will enable our research capability, translating data into new knowledge, into new treatments, into improved outcomes.
- Develop more shared infrastructure with public and private sector partners to get best value for our investment e.g., Genomics Centre for Wales as part of a regional Life and Health Science Campus, Wellbeing Hubs, regional centres for diagnostic services and planned non-complex procedures.

Working in partnerships – we will develop integrated health and care plans across our systems to ensure that our models of care are sustainable and meet the important needs of our catchment communities.

Why this is important:

In order to plan and deliver services that will meet the needs of our communities, we must develop a culture of continuous engagement and co-production that involves all our key stakeholders to ensure that collectively we share a common understanding of the challenges we

need to address and jointly develop and prioritise collaborative solutions to meet those needs on a sustainable basis. We need to improve how we work together to plan and deliver care across organisational boundaries with our health and care partners and with our communities. We know that housing, education, employment, diet, exercise and social support networks are

all key contributors to an individual's health and wellbeing, and this requires all of us to recognise and support each other's contribution as we plan and deliver our services within our communities.

Key Priorities are to:

- Work with our 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.
- Work with SE Wales Health Boards, Velindre NHS Trust and Swansea Bay 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.
- 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.
- Working collaboratively 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.

- Work closely with WHSSC (Welsh Health Specialised Services Committee) to ensure that strategic tertiary service commissioning plans are deliverable and sustainable.

The action we will take:

- Develop a shared and compliant framework for engagement and co-production for significant service change.
- Clear and sustainable clinical service and shared workforce plans for services provided in partnership with Swansea Bay, Cwm Taf Morgannwg, Aneurin Bevan University Health Boards, Velindre NHS Trust and Welsh Ambulance Services NHS Trust.
- Strategic commissioning framework with WHSSC to support the strategic development of specialist services.
- With our PSB and RBP partners, deliver the commitments we have made in 2023 – 2027 Wellbeing Plans and Area Plan.
- Develop our strategic alliance with Cardiff University to achieve our shared ambitions for excelling at teaching, research and clinical innovation.

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Acting for the future – we will ensure 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 full advantage of new technologies, treatments and techniques to provide the best possible advice and care.

Why this is important:

As a public body, the health board is legally obliged to 'act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.' Following Welsh Government, we declared a climate emergency in 2020 and still have much to do to reduce our carbon footprint – like many large healthcare organisations, we are a big contributor to greenhouse gas emissions and we prioritise action that will enable us to meet the targets for decarbonisation. We also need to ensure that we remain at the forefront of advances in health c partnership are. With the right leadership, investment and research support from partners, the health board is in a unique position in Wales - working with our local universities, the life sciences and independent sector - to develop and adopt modern diagnostic and treatment technologies that will enable us to transform the way we are able to diagnose, treat and support patients.

Key Priorities are to:

- Advance health care through research, clinical innovation and continuous improvement.
- Maximise 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.

- Respond to the climate emergency, protecting and promoting biodiversity and reducing waste.
- Ensure provisions for future generations by consciously considering the impact of our planning and decision making on future generations and planning for their needs.

The action we will take:

- Become the **Centre of Excellence for Research, Teaching and Innovation** in Wales, in collaboration with Cardiff University and other partners.
- Contribute to the development of and adopt **cutting-edge techniques and technologies** where they deliver improved patient outcomes and improved value.
- Through our procurement approach ensure that we optimise **opportunities for our local communities to secure contracts** to contribute to the health board's planning, service development and delivery activities.
- Be the **exemplar organisation in NHS Wales** for delivering our carbon emissions targets and fully supporting active and sustainable travel for staff and visitors to patients.
- Promote and use **digital technology** to support remote working, virtual clinics and virtual wards reducing the need for patients and staff to travel unnecessarily (where appropriate).
- Promote, reward and embed **successful waste reduction as part of our quality programme** of continuous improvement.

Delivering our strategy

To deliver our strategy we will review, refresh and realign our programmes of work and our delivery plans, setting out clear milestones for years 1, 3, 5 and 10. To track progress we will develop a suite of key indicators, describing our starting point and the milestones for improvement we are aiming for. We will ensure that everyone – from Board to ‘ward’ (hospital wards and neighbourhood wards) is clear on how we all contribute to the achievement of our goal.

Key indicators

Improving healthy lifestyles: reduce smoking, increase healthy weight across all of our communities	Ensuring timely and equitable access to care: consistently achieving access targets for emergency, urgent and planned care
Reducing the health inequity gap: achieving equitable uptake of interventions to promote health and prevent disease and illness	Ensuring safe care: we consistently benchmark in top quartile (UK) across the key mortality indicators.
Improving mental health and wellbeing: increased emotional resilience, reduced mental illness and social isolation	Achieving our goals for research activity.
Measuring how effectively we involve and engage people (colleagues and patients, and partners)	Providing services that we would recommend to our family and friends.
Our people tell us we are a great place to work and learn.	Achieving improved outcomes for people using PROMS (Patient Reported Outcome Measures) and PREMS (patient related experience measures) to measure.
Reducing unplanned hospitalisation rates for older people and those with disabilities or lifelong conditions.	Our partners trust us and say we are great to work with.

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Eich llais mewn iechyd | Your voice in health
a gofal cymdeithasol | and social care

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Introducing Llais

Who are we?

Independent, trustworthy and inclusive

We are a new independent statutory body, set up by the Welsh Government, for the people of Wales to have their voices heard in the planning and delivery of their health and social care services – **locally, regionally and nationally.**

Llais has replaced the 7 Community Health Councils who represented the interests of people in the NHS in Wales for almost 50 years.

Llais will build on the work of the Community Health Councils.

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Alyson Thomas
Interim CEO



Medwin Hughes
Chair of the Board



Grace Quantock
Deputy Chair

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Our people

Board Members



Karen Lewis
Non-executive board member



Jason Smith
Non-executive board member



Bamidele Adenipekun
Non-executive board member



Jack Evershed
Non-executive board member



Barbara Harrington
Non-executive board member



Rajan Madhok
Non-executive board member

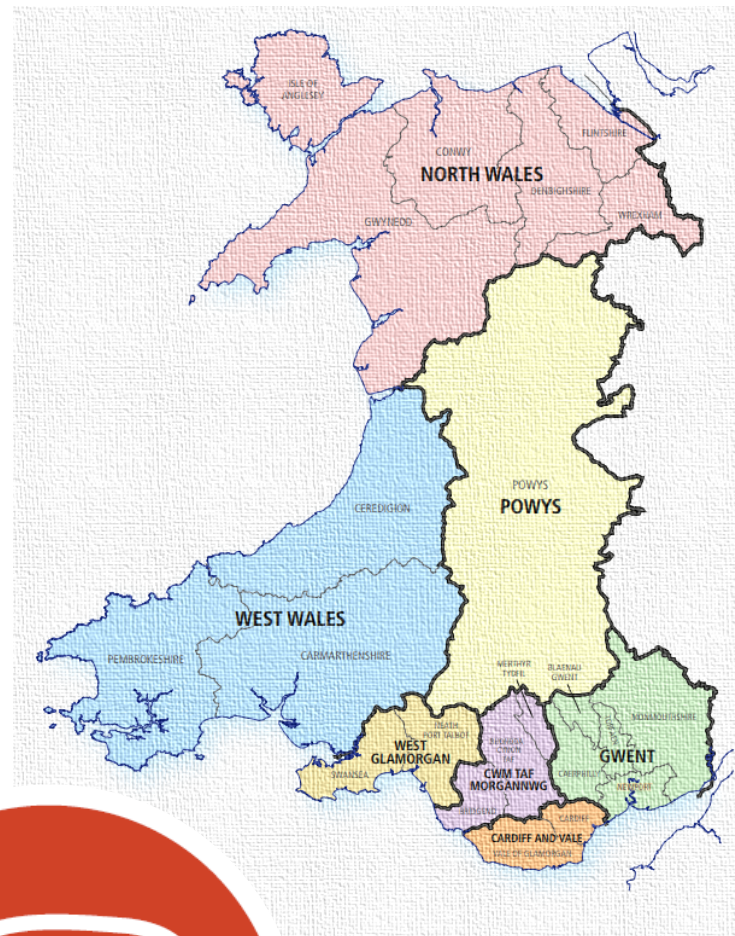
Our people

We have around 100 staff who work in 12 locations across Wales.

We are looking for more staff to support our work.

Our regional areas match the Regional Partnership Board footprint.

We have a committed group of volunteers and we want to expand this group further.



Our people

Our staff

We are led by our Chief Executive Alyson Thomas.

Alyson leads a Senior Management Team made up of:

- 2 Strategic Directors (Strategic Director of Operations and Corporate Services & Strategic Director of Strategy and Engagement)
- 7 Regional Directors
- Head of People, Well-being and Organisational Development
- Head of Finance

Our regional teams are a mix of leadership, engagement, representation and complaints advocacy roles. They focus on working closely within local communities and with local health boards and local authorities to respond to the things that matter most to people in the communities we serve.

Our people

Volunteers

We are currently developing a new approach to our volunteering with our current volunteers, staff and stakeholders. We are creating a new volunteer strategy, focusing on:

- **Flexibility**
- **Diversity**
- **Accessible and inclusive recruitment**
- **Learning and support**

Our aim, once our new approach is in place, will be to grow our volunteering teams across all areas of Wales.

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Our Board's strategic intent

A healthy Wales where people's voices matter.

A new national body which is trusted by our partner organisations and the people of Wales to raise the power and influence of their voices in shaping health and social care services.

It is vitally important to us that we maintain our **independence** to most effectively communicate the views of the people and communities of Wales

We want to be a service organisation where mutual respect, inclusivity, integrity and compassion drives all that we do.



Purpose

We believe in a healthier Wales where people get the health and social care services they need in a way that works best for them

Vision

We will raise the power and influence of people's voices in shaping health and social care services



Mission

We will be an inclusive, independent and leading voice for people centred health and social care services



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Three core areas of activity

1. Our staff and volunteers work with people, community representatives and groups in all parts of Wales to hear local people's views and experiences of health and social care services – to help us understand what works well and how services may need to be improved.
2. We share what we hear with the NHS, local authorities and other decision makers to make sure people's views and experiences improve health and social care services for everyone.
3. When things go wrong, we support people to make complaints.

We actively promote our work so that people understand what we are here to do and how we can help.



1. **Engage** and gather people's views
2. Work with decision makers at a local, regional and national level through **making representations**
3. Provide health and social services **complaints advocacy**.



What does this mean for our NHS and social care partners?

1. NHS bodies and local authorities are under a duty to promote our activities, making sure people are aware of our services.
2. NHS bodies and local authorities must make arrangements to co-operate in the exercise of our functions, including sharing information with us when we ask.
3. NHS and local authorities help us to hear from people while they are receiving health and social care services.
4. NHS bodies and local authorities are under a duty to consider and respond to the things we say to them – including about service change proposals.

We work closely with, but independently of, the NHS and local authorities to help shape health and social care services for the future.



- Part 4 – sections 17 of the Health and Social Care (Quality and Engagement) (Wales) Act 2020 imposes a duty on the NHS and Local Authorities to promote awareness of our activities.
- Our requests to visit will be conducted in line with the Code of Practice on access to premises and engagement with individuals.
- Representations will be handled in line with the Statutory Guidance on representations made by the Citizen's Voice Body – Llais. NHS guidance for engagement and consultation on changes to health services will be published alongside the statutory guidance.



Our work is informed by the people living in Wales. We work directly and with others to identify the **PEOPLE'S PRIORITIES**.

Our focus is on **building relationships** with a wide range of people, community representative groups and organisations so that we can work together to use our collective resources to make a difference.

We want to be an organisation where inclusivity, integrity, compassion and mutual respect drives all that we do. We will work with our people to develop this approach.

How we work with people and make decisions

Accessibility and inclusion
ensuring the views and needs
of the diverse population of
Wales are represented and no-
one is excluded.

Independence
acting on behalf of
the people of Wales.

Collaborating and partnering with
the public, the health and social
care sector and the voluntary and
community sectors.

Influence and advocacy for
person-centred health and
social care services in Wales.

Good governance so that we use our
resources for greatest impact, with clear
plans and priorities, transparency and
accountability.

What have we done to far

We have developed and launched our 100 day plan.

Our plan outlines our plans within our first 100 days of being operational.

We will:-

1. Launch a national public consultation on our proposed vision, mission, and strategic priorities. We will actively seek input from the diverse voices and communities of Wales.
2. Work with people in our communities to create simple and accessible ways for the people of Wales to connect with us and receive our services.



OUR FIRST 100 DAYS APRIL 2023



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What have we done to far

We will:-

3. Set up a strong regional presence in each of the following areas

-  Cardiff and Vale of Glamorgan
-  Cwm Taf Morgannwg
-  Gwent
-  Neath Port Talbot & Swansea
-  North Wales
-  Powys
-  West Wales

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OUR FIRST 100 DAYS
APRIL 2023



What have we done to far

We will:-

4. Publish regional statements on priorities and activities in health and social care identified by the former Community Health Councils.
5. Work with our people and the public to develop our organisational values and establish a healthy, inclusive, culture. We will develop and publish a diversity, equality and inclusion policy to support equity in Llais and across health and social care in Wales.
6. Work with Welsh Government to further develop digital ways of working that support our activities.
7. Launch a national volunteering campaign to attract a diverse community of people to help shape and support the delivery of our activities.
8. Launch a marketing campaign to promote and raise awareness of our independent role in driving improvement in health and social care services in the areas that matter most to people living in Wales.



OUR FIRST 100 DAYS
APRIL 2023



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What have we done to far

We will:-

9. Develop and agree how we will work together and co-operate with Welsh Local Authorities, NHS bodies and other key partners.
10. Send evidence to the UK Covid-19 inquiry on what Community Health Councils in Wales heard from people living in Wales about their experiences of the Covid-19 pandemic.
11. Appoint to new roles to build the capacity of our organisation to deliver our functions and wider responsibilities.
12. Publish our response to the Welsh Government's consultation on its draft Code of Practice on Access to Premises.
13. Develop partnership arrangements with other UK bodies involved in representing people's voices in health and social care.

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OUR FIRST 100 DAYS
APRIL 2023



What have we done to far

We will:-

14. Engage with communities across Wales to hear from people about health and social care services, including proposals for service delivery changes. We will do this through an early, planned programme of activities aimed at working with people, community representatives and groups in all parts of Wales.
15. Share what we hear with the NHS, local authorities, and other decision makers locally, regionally, and nationally, so that people's views and experiences drive the development and delivery of improvements in health and social care services for everyone.
16. Support people to raise their concerns about health and social services through our independent complaints advocacy service.

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OUR FIRST 100 DAYS
APRIL 2023





**How we want to
work with you..**

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What we would like you to do

- Raise awareness within your organisation and the communities you serve so that everyone knows about us and our role.
- Work with us to develop our ways of working and how we can work effectively in partnership with you so that the voices of people in your communities are heard.
- Help us to understand the key priorities and challenges for health and social care services in the areas you serve.

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Any questions?

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