



CHIEF EXECUTIVE CONNECTS

Dear Colleague,

27/01/2022

This is my final CEO Connects before I hand over to our new Chief Executive Officer, Suzanne Rankin on 1 February. Suzanne joins us after spending seven years as Chief Executive at Ashford and St Peter's NHS Trust and I hope you will join me in welcoming her to the organisation.

Looking back over my time as interim CEO and as Medical Director, there are some key highlights and achievements that I would like to share.

Medical Leadership Team - designed to bridge the gap between Medical Directors and Associate Medical Directors, strengthening this team has helped bring together experts at various levels within the organisation in order to share best practice and knowledge to inform new programmes. Each month the team meets to discuss latest challenges and continues to be very well-attended.

Establishing Medicine on Quality and Safety agenda - this has been a priority throughout my time at Cardiff and Vale, to ensure a firm medical presence on the agenda. I've actively encouraged medics to be part of the process and was pleased to see the establishment of the Quality, Safety and Experience Framework.

Surgeries - Despite staffing and operational pressures throughout COVID-19 we have

worked hard to maintain surgeries to keep our waiting lists moving. We have delivered a phenomenal number of surgeries over this time – a total of 18,120 from January 2021 – 20 January 2022.

Launch of the Major Trauma Centre at UHW - in September 2020, the South Wales Trauma Network was established, marking a major step forward in the delivery of emergency care across South Wales, West Wales and South Powys. The Trauma Centre is Wales' only specialist neurosurgery hospital and services provided are highly specialised and available around the clock. The centre collaborates with and supports other hospitals across the network.

The COVID-19 vaccination programme is something I'm incredibly proud of. A huge thank you to our staff, volunteers, community and partners for your collective efforts in rising to the challenge and reaching 1m vaccinations at the end of last year.

How **staff have stepped up** during the pandemic and shown their professionalism and resilience during extremely challenging times. It has been totally inspiring to have witnessed every day so many examples of effective team working, innovation and collaboration throughout COVID but as we have embarked on our recovery and redesign of services.

Establishment of the OPAT centres – to support site-based leadership at UHL and UHW in the wake of the third wave of the pandemic

Welsh Government approved a business case for Genomics Partnership Wales to develop a **£15.3M state-of-the-art genomics facility** at a site in the north of Cardiff.

Creation of Children and Young People Mental Health Services website – co-produced with children and young people, this online resource contains valuable information and resources on emotional wellbeing and mental health. The wellbeing of some children and young people has been significantly impacted by the pandemic, it remains vital that people access support. All information was specially curated by healthcare professionals in partnership with young people.

The Health Board has played a key role in research efforts during the COVID-19 pandemic, becoming the **first Health Board in the UK to open the RECOVERY trial**. The study has played an important role in the fight against COVID-19, identifying Dexamethasone as the first drug to improve survival in COVID-19 in March 2020. As part of the study, Melanie James became the first patient in Wales to receive a transfusion of monoclonal antibodies to treat COVID-19 at University Hospital Llandough early in 2021.

An exciting new era commenced in relation to research in September 2021, with the **launch of the Cardiff Joint Research Office** - a collaboration between Cardiff University and Cardiff and Vale University Health Board that supports a joint approach to the development and delivery of healthcare research and aims to

make the Welsh capital one of the best places in the UK for clinical research.

Introduction of CAV 24/7, a phone-first system for EU

£1.2m refurbishment of the Rainbow Ward at the Children’s Hospital for Wales thanks to funding from children’s cancer charity, LATCH.

New spinal-neuro facility at UHL – rehabilitation services were transferred from our Rookwood site to a new, state-of-the-art purpose-built facility with specialist equipment designed around patient experience

Development of Protected Elective Surgery Unit (PESU) – July 2020, more than 10,000 procedures safely undertaken during the pandemic, with no COVID-19 transmissions on the unit.

Success of the video consultation service (big impact in terms of sustainability, convenience for patients, and ability to continue delivering services during COVID-19)

First Patient In Wales Commences CAR-T Treatment at UHW for lymphoma (November 2019)

Leading the organisation through the pandemic has been incredibly challenging, but despite the operational pressures we have faced, I have remained humbled at the dedication and commitment to patient care. The resilience, drive and talent that continues to shine through from so many members of staff across the organisation is exemplary. I’ve had the opportunity of working beside exceptional and inspirational clinical and non-clinical colleagues and partners outside of the

Health Board who have also demonstrated their strength, creativity and passion for excellence in patient care.

It has been a privilege to return and work in Cardiff where I started out in my medical career and to work alongside colleagues old and new. I hope to keep in touch with many of you when I take up my new post in Bristol, and to thank each one of you for your continued commitment and support to a fantastic organisation.

Some of those key highlights are captured here:

1. Bayside Mass Vaccination Centre
2. Celebrating a year of the South Wales Trauma Network
3. 2021 RCN Wales Nurse of the Year Awards
4. £1.4 million refurbishment of Rainbow Ward at the Children’s Hospital for Wales.
5. Spinal and Neuro Specialised Rehab Services move to UHL
6. New, state-of-the-art Genomics Partnership Wales facility
7. Launch of new website for children and young people, offering emotional wellbeing and mental health support
8. OPAT Centre – Day 1
9. Dragon’s Heart Hospital opens



Vaccine walk ins

As restrictions are easing it is still important to get your vaccination. We are seeing a reduction in positivity rates among the over 60s but there is an increase in the number of school age children testing positive in January, so as much as the bigger picture seem to be improving, the vaccination is still our best protection to keep us all safe and continue to manage Covid cases within the community.

Our team have now delivered 1,062,213 vaccinations including 283,766 boosters to the population of Cardiff and the Vale of Glamorgan. We appreciate that some people have been unable to attend their appointments so to make the vaccine more accessible we are now offering walk ins at all of our Mass Vaccination Centres at Bayside, Splott and Holm View. Here you can turn up to receive your first, second and booster doses without the need for an appointment. If you are aged 16 and over you can walk into any centre but children aged 12-15 can only attend Bayside and must be accompanied by an adult. We also some community pharmacies holding walk ins this week for people aged 18 and over with sessions at Central Pharmacy on Thursday and Friday and Cyncoed Pharmacy on Thursday. Again you can walk into these sites if they are near your home to receive the vaccination.

Further information on the times and locations can be found on our [website](#)

Staff Flu Vaccinations

Last week I urged staff to book their free flu vaccine – uptake is still lower than we have seen in previous years.

Flu, like COVID-19, can be very serious and getting your flu vaccine offers good protection against serious illness, helping to protect you, your colleagues and your patients.

The free vaccine is available for all staff (especially those in regular contact with patients) at organised Occupational Health clinics. You can attend the walk-in Occupational Health Open Access Clinic on the 2nd floor of Denbigh House, UHW, every Friday between 9am and 4pm.

Most areas also have a Flu Champion who can vaccinate you in your workplace. If you aren't aware of who your local Flu Champion is, you can ask your manager and they will be able to point you in the right direction.

If you have already received your flu vaccination at a GP or community pharmacy, I would ask that you please complete the HAD ELSEWHERE form. This allows us to track which people have received their flu vaccination, and where. Click [here](#) to complete the form.

Recovery and Redesign: Four Eyes Insight

Our teams across the Health Board have been working hard to return elective activity to its pre-COVID levels. To support our ambition to fully restore our pre-COVID activity and ultimately work towards increasing activity beyond this, our Recovery and Redesign team have commissioned a new phase of work with Four Eyes Insight (FEI). Four Eyes has supported the Health Board on a variety of different projects in the past, and they are specialists in designing solutions to deliver

improvements in patient pathways and have a track record of delivering complex change across the NHS.

The Four Eyes team have been asked to support the Health Board improve in-session productivity and embed new ways of working in line with national best practice principles. Four Eyes will be working with us over the next 20 weeks, starting with a diagnostic phase in which they will meet with teams, observe current practices and analyse data. They will then build on the findings from this diagnostic phase to support improvements and embed new practices.

The team from Four Eyes are completely appreciative of the current pressures that teams across the Health Board are facing and will therefore make every effort to minimise any disruption, whilst still ensuring that they implement improvements that will help our services deliver the best care possible. We are really excited to be working with Four Eyes again at this pivotal time in our recovery.

Patient visiting – message to staff

The numbers of requests for visiting loved ones in hospital is increasing and centrally we receive up to 800 calls per week. We would like to take this opportunity to thank all clinical and healthcare staff for their support in arranging these visits in a safe and supportive manner whenever we are able.

When notifying the patients named contact regarding a change of ward, please check if any visits have been pre-booked and honour the visit whenever it is possible.

Increased visiting should be facilitated by the clinical area for any patient at the end of their life. This is not just the last hours of life but the precious days and weeks before, including patients who are receiving palliative care. Thank you for your continued support.

Cardiff and Vale Green Group



We held our first meeting of the Cardiff and Vale Green Group recently. This group aims to create a supportive platform for discussion and action to reduce our carbon footprint and to promote the delivery of environmentally sustainable healthcare. The group allows members to develop and share knowledge, improve skills, and develop sustainability projects in our places of work and in the local area. Its ethos is to, '**Connect, Learn, and Transform**'.

Connect

Connect staff from across the health board together and with the wider climate and health movement and its leading organisations; use our position as trusted members of the community to raise the profile of climate change and the loss of biodiversity as pressing health issues, and engage staff and patients to become part of the solution.

Learn

Cultivate knowledge through educational events, training, webinars, and directly upskilling colleagues; integrate sustainable healthcare into post-graduate and undergraduate curriculum.

Transform

Transforming working practices in the health board and leading sustainability projects in the wider community. Feedback from our first meeting identified particular areas of interest and action: clinical practice, waste, energy, transport, food and biodiversity.

If the Cardiff and Vale Green Group is something that you would be interested in joining, please contact cavuhb.greengroup@wales.nhs.uk. All staff are welcome.

Environmental accreditation awarded to CAVUHB



We are pleased to announce that following a recent audit, we have been given continued ISO14001 accreditation for our organisation's commitment to environmental management. Cardiff and Vale Health Board has held ISO14001 accreditation since 2003 so to maintain this is a fantastic achievement and fits in with our Shaping Our Future Sustainable Healthcare strategy.

The certification recognises that we have identified and managed our key environmental risks and legal responsibilities across the key disciplines, including the necessary management framework and reporting structures.

In particular, we had positive feedback on our progress including Waste Management Energy/Decarbonisation programs and overall continual improvement. A big thank you to everyone who contributed during the audit and for your ongoing help and support with maintaining the ISO14001 standard.

For more information on how we are making our organisation more sustainable, [visit the website](#).

Read our Sustainability Action Plan [here](#).

People Place Future Project

The Arts for Health and Wellbeing Team have developed a range of projects from exhibitions to multimedia creations as part of 'Cardiff Royal Infirmary: People Place Future', an ongoing project funded by the Arts Council of Wales. Read about the progress made so far and the projects in the works. Read more here: <https://cardiffandvale.art/cri-news/>

Jen Thomas is crowned Health Hero for January

Read how Jen saved co-worker and friend Martine's life, making her a worthy winner of the Health Charity's Health Hero. If you feel you know someone within the Health Board who deserves recognition for the work they

do, please get in touch – fundraising.cav@wales.nhs.uk.

Read more here: <https://healthcharity.wales/jen-thomas-is-crowned-health-hero-for-january/>

Will you step up to the 100 challenge?

The Patient Experience Team is asking you to put your best foot forward and get involved in its 100 challenge during February 2022.

Everyone has good intentions at the start of the new year, to be fitter, healthier and more active. Volunteer Co-ordinator, Jordann Rowley came up with the idea of encouraging

as many people as possible to get involved, either on their own or as part of a team, to take on the 100 challenge to raise money to make a difference to patients on the wards.

You can get involved by:

- Walking 100 miles
- Taking on a 100 mile step challenge
- Climbing 100 flights of stairs
- Cycling 100 miles
- Running 100 miles
- Swimming 100 miles
- Doing 100 laps of your garden
- Doing 100 of any activity you choose

For more information and to get involved please visit: <https://healthcharity.wales/will-you-step-up-to-the-100-challenge/>

JOIN THE 100 CHALLENGE!

We're raising money for the Patient Experience Team to purchase much needed supplies to support and engage with patients, and we'd love for you to join us!

You can choose any activity you like, it could be to run 100 miles, do 100 squats a day, climb 100 flights of stairs, or even to walk 100 laps of your garden. You decide!

#CAVPE100
#SHARETHELOVE

Cardiff & Vale
HealthCharity
Elusen Iechyd
Caerdydd a'r Fro

JOIN IN

Contact us for more details on how to take part, email:
pe.cav@wales.nhs.uk

SHARE

Once you're set up, tag and mention us in your posts with updates on your activity! @Cav_PETeam