

Chief Executive CONNECTS



Dear Colleague,

07/07/2021

I'd like to start this week's issue by talking about leadership. There are so many leaders working across our amazing organisation: you may know some, you may be one, you may be line managed by one, you may not manage anyone. When I say leadership, I must stress that I do not just mean line managers. Of course there is an overlap but there is an important distinction to be made as well.

Recently, some of our medical trainees were fortunate to receive a presentation from South Wales Police's Chief Superintendent, Wendy Gunney, about this very matter. In the presentation, Chief Supt. Gunney spoke about some of the values a good leader needs in their role, and how these values distinguish them from being simply a manager. They include the ability to adapt, to listen to dissent and challenge without being defensive and able to react positively to put things right. Whereas a micromanager stifles creativity and innovation by needing control, a leader places trust in those they lead, allowing their staff to flourish in their work.

It sounded like an incredible session and chimes closely with the culture which we have been trying to create in Cardiff and Vale UHB for the last couple of years: one of high trust and lower bureaucracy, where staff have the permission to be bold in their aspirations and deliver what they know is right, or what is best for our patients.

I asked my colleague Rachel Gidman, our Executive Director of People and Culture, to reflect on these points in context of our recovery from the impact of the COVID-19 pandemic for a blog piece.

She writes, "There's an often used quote from author and management consultant, Peter Drucker, which asserts 'culture eats strategy for breakfast.' Personally, I am not sure that one trumps the other. Instead, I believe that aligning an organisation's culture with its strategy is key. A strategy in which a healthy, vibrant, inclusive and compassionate culture is a key part is more likely to succeed than a strategy in which culture is ignored in the hope that it will follow suit. In an organisation of over 14,000 members of staff, this is an incredibly important consideration. If our strategic goals are the mountain's summit, our strategy is the route we take, and our culture is the desire to reach the peak, the belief we can do it, our ability to support each other along the journey, and that which ultimately determines if we are successful.

"Now, as we collectively take a breath ready to plunge into the future of our organisation, we are presented with a unique opportunity to reset our system, really thinking about the core values we want at its heart and build a new organisational culture around that. I would make the case that we should build a new health and care system around our most important asset. Not our estate, nor the equipment we use but our people. The thousands of people who come to work every day each with the desire to help and care for their patients, do their best for the communities we serve, and improve the services they deliver however they can."

You can read Rachel's full blog [here](#). It is a fascinating, thought provoking piece and I would recommend that you make the time to read it when you can.

On the subject of leadership, I am also delighted to share with you that our new leadership programme, Climb, is now open to applications. Climb is a 10-month programme which combines world-leading teaching with the opportunity to build your own leadership practice. With a focus on innovation in health and care you will learn new skills, forge networks and build relationships that will support you as your career progresses.

The Climb programme has been designed to develop the skills, capabilities and mind-sets you will need to navigate disruptive change and the changing landscape in which you are operating. Our programme supports the development of skills that will build a sustainable group of leaders, able to navigate this uncertain terrain and ready to meet the future.



The programme forms part of the All Wales Intensive Learning Academies and will be delivered in Cardiff and Vale UHB by the Dragon's Heart Institute team.

[You can read more about Climb and request an application pack, \[here\]\(#\)](#), but be quick! Applications close on the 13th July.

Len Richards
Chief Executive

Celebrating the NHS's 73rd Anniversary

On Monday, we marked the 73rd Anniversary of the NHS and, as I wrote last week, reflected on how privileged as a nation we are to have universal healthcare which is free at the point of use. We have been especially reminded of this fact in the last 18 or so months and it seemed a fitting opportunity to reflect on our individual contribution to the NHS and the care of the people of Cardiff and Vale throughout the COVID-19 pandemic.

To mark the occasion, our Health Charity organised a number of Big Tea events in our hospital sites and out in the community. I hope that if they were operating near you that you managed to attend one, have that moment to reflect on your achievements (or what you are grateful for), and enjoy some of the treats that were on offer.



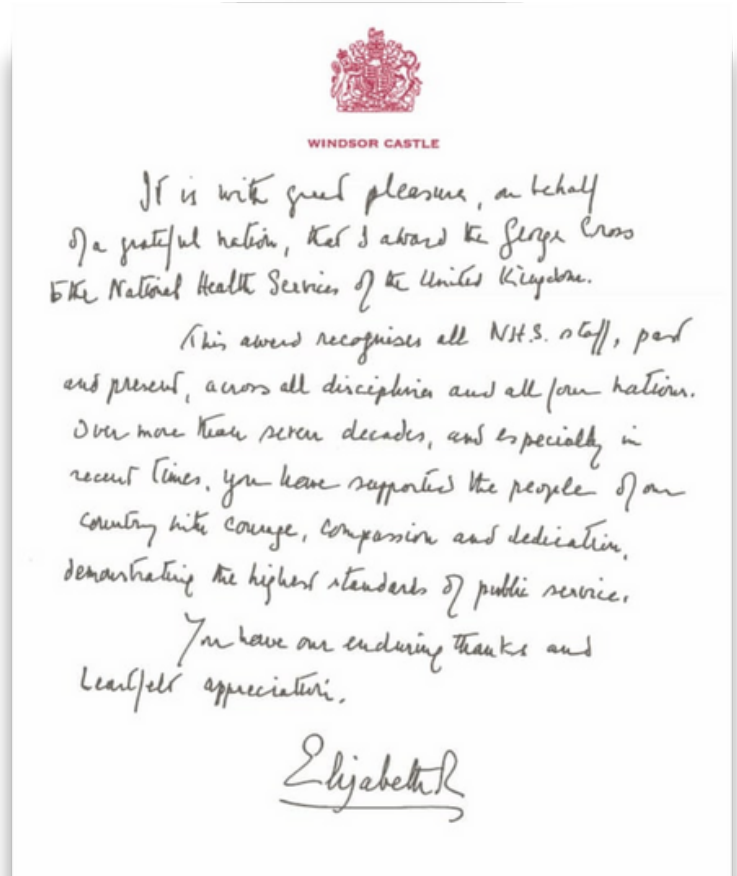
I would just like to take this opportunity to thank our Health Charity for championing the Big Tea and going the extra distance to continue to support staff wellbeing and many other great causes across the UHB.

Also, the Minister for Health and Social Services wrote an open letter to everyone working in NHS Wales in which she writes, "Every year this anniversary provides an opportunity to reflect and give thanks, but never more so than this year. Without doubt over the past 18 months we have seen one of the most challenging periods in the history of our NHS. A challenge shared in every way with colleagues across our social care system. The pandemic has shown in sharp focus the bonds and dependencies that have always existed between the two parts of our health and care system.

"So I would like to take the opportunity to say thanks to every one working in health and care for the incredible work that you have put in over so many months. I would like to pay tribute to all of you for the professionalism, innovation and sheer determination that you have shown."

[You can read the full letter here.](#)

Finally, you will have seen the news that the entire NHS was awarded the George Cross by the Queen. This is the UK's highest award for gallantry and heroism and was awarded to us all for the "courage, compassion and dedication" we have all shown in serving the public for the last 7 decades and in the face of the COVID-19 pandemic. We can all take immense pride in this award and can carry it with us (although not physically) for the rest of our lives.



COVID-19 Vaccine Update

Last weekend we held our first vaccine walk in clinic at Holm View Leisure Centre in Barry as well as continuing our regular walk in clinics at Bayside Mass Vaccination Centre. We had 547 walk-ins at both sites so will be continuing a walk in again this weekend. For anyone that is aged over 18, lives and works in Cardiff and the Vale of Glamorgan and has not had their first dose of the vaccine please attend Bayside between 8am and 4pm on Saturday or Sunday or Holm View between 8.30am and 7.30pm Friday to Sunday.

Our teams have now delivered 624,662 vaccines to our population with 352,686 first doses which is 86% of our adult population and 271,903 second doses which is 67% of our adult population. Second doses are being scheduled and people will receive a letter and a text message to confirm their appointment slot. If for any reason you are unable to attend for your second dose appointment please call our booking line on 02921 841234 so they can reschedule. It is hugely important that people do attend to receive their second doses so they are fully vaccinated against the new variants.

Innovation and Improvement at Cardiff and Vale UHB

We have had an excellent response so far to [the survey about innovation at the Heath Board](#) which I shared last week. There's still plenty of time to respond, so I would urge you to please do so as your opinions on this matter are incredibly important in shaping how we support innovations in the future. Remember, participants of this survey will automatically be entered into a prize draw (sponsored by the Cardiff & Vale Health Charity) to win either an Amazon voucher or spa treatment and your responses will be treated as anonymous.

If you are working on an innovative project then there are a few exciting opportunities available to you at the moment. For example, the Bevan Commission are currently looking for the seventh cohort of their Bevan Exemplar programme.

Cardiff and Vale UHB has had an excellent level of success with the Bevan Exemplar programme and would anyone working on an innovative project to consider applying to be part of the programme's Cohort 7. Further information about this cohort, including the themes it is addressing [can be found here](#). Alternatively, please contact cav.innovation@wales.nhs.uk for advice and guidance on how to complete an application.

Secondly, I am incredibly excited to say that the Spread and Scale Academy is coming back in October 2021. This three-day programme is for teams who have successfully implemented a project in a particular area of work and want to develop the tools and skills to spread and unleash it at scale. It has been described by past delegates as "the best thing I have attended in my career by a long way". The application process is due to open this Friday so start planning your team's application and keep your eyes peeled for more information!

Finally, the Improvement and Implementation team are accepting applications onto their Improvement Practitioner programme. This programme is for individuals whose current or future job responsibilities include leading on or supporting improvement projects in their place of work and will provide you with the skills and background knowledge to enable you to lead on and support the delivery of improvement in your place of work. The programme comprises live, virtual workshops using web conferencing software, blended with self-directed learning and assignments. [You can read more and apply for this course here](#) by using the password: I&I Course

A Ward Wedding!

Thursday 17 June marked a special day for one of the Rookwood patients where he was able to get married to his partner. It was a remarkable day in which the hospital staff proved excellent in helping to facilitate to ensure the ceremony could go ahead. With the patient having little time left, it was important the ceremony could take place to give the couple a special marriage.

The hospital staff made arrangements with the registry office, put up balloons, fairy lights and flowers and organised for an official photographer to capture important moments. Other patients were also pleased with the celebration as it was something uplifting for the ward to experience.



The couple were extremely grateful for everything that the hospital staff did to give them such a memorable experience. A massive thank you goes to everyone involved in making sure it happened.

[Read more here.](#)

What CAV 24/7 can provide Out of Hours

Hopefully many of you know by now that CAV 24/7 is not only the service you must ring if you think you need to visit the Emergency Unit but it's also the number you call to access the Urgent Care Out of Hours service (previously known as GP Out of Hours). However, we've recently had an influx of calls to the service asking for repeat medications; CAV 24/7 does not provide this service. We ask that patients keep up-to-date with their medications and request repeat prescriptions through their GP practice.

CAV 24/7 is an urgent service for those who require urgent medical care and their condition cannot wait until their GP practice is next open. As it's an urgent service, we're unable to provide routine services such as arranging blood tests or fast-tracking referrals to secondary care and hospital teams.

For more information about CAV 24/7, [please visit our website.](#)

Urgent Primary Care Out of Hours Service provides urgent medical care for patients whose condition cannot wait until their GP practice is next open.



Plastic-Free July and Green Health Wales

Plastic Free July is a global movement that helps millions of people 'be part of the solution to plastic pollution', this means we can have cleaner communities, streets and oceans, especially in and around Cardiff and the Vale of Glamorgan (<https://www.plasticfreejuly.org/>).

We will be publishing tips throughout the month providing you with information on how you can reduce the amount of plastic you use. You can contribute to making a positive impact to the sustainability agenda in CAVUHB - no matter how big or small, each and every change helps.

This can be by bringing in your own water bottle, rather than buying a bottle and ensuring you use the recycling bins throughout your offices and the estate. Keep an eye out online and on social media for further info on how you can help be part of the change.

I am happy to see more and more action being taken in the field of sustainability and sustainable healthcare in particular. Last week, I was delighted to be a part of and see such great representation from the UHB at the inaugural Green Health Wales conference.

I would like to especially mention the work of our Clinical Leadership Fellow for Sustainable Healthcare, Amarantha Fenell-Wells for her contribution to organising the event with and incredibly short turnaround time. It was an impressive feat to pull it together and have over 450 people register to attend.

It is an excellent initiative and one which I was very proud and happy to support, and will continue to do so. [You can read more about Green Health Wales on their website.](#)

Freedom to Speak Up initiative – Your Voice Matters

As a Cardiff and Vale University Health Board employee, you have a unique view of our large and complex organisation.

We are committed to fostering a culture of openness which supports and encourages staff to raise concerns. We need you to let us know about anything you see or hear that worries you.

The Freedom to Speak Up Initiative provide you with a range of routes to alert us to any concerns. The systems in place ensure that your concern will be heard by the right people, and will be taken seriously and acted on promptly.

Where appropriate, your anonymity will be fully protected.

To raise a concern, raise your concern directly with a member of staff such as your line manager, shift supervisor, mentor, or volunteer co-ordinator.

If you are unable for any reason to do that, or have done that but not had a satisfactory response, escalate your concern to a senior manager within your department, or clinical board, a trade union representative or HR.

If you are dissatisfied with the outcome of this, or feel the matter is so serious you cannot discuss it with any of the above, email the Freedom to Speak Up support team directly on F2SUCAV@wales.nhs.uk or telephone 02921 846000.

Your openness will help us to address any concern and continue towards our goal of keeping Cardiff and Vale University Health Board a positive, empowering place to work where every voice matters.

[Find full details of our Freedom to Speak Up initiative here.](#)

Cardiff Council – free parking for NHS staff

As you may be aware, for the last year, Cardiff Council have offered free parking to NHS, Public Health Wales and other essential workers at some of their car parks around the city.

From the 19th July, staff will be unable to use the current system to take advantage of free parking and will instead need to apply for a digital parking permit via Cardiff Councils 'MiPermit' application, which will need to be downloaded on a smartphone/tablet in order to create a free stay each time they are on duty.

In order to apply for a permit, staff will need a letter of eligibility from their line manager which they can upload in the form of a photo or a PDF. A V5 document or insurance document linking them to the use of the vehicle will also be required.

[Apply on the MiPermit portal here.](#) Details of how to apply for a permit [can be found here.](#) All permit applications will be reviewed by Cardiff Council and will appear on the staff member's MiPermit app if approved.

Free parking via the permit system will only be available in the following Cardiff Council car parks –

- Heath Park
- Sophia Gardens
- Leckwith Road
- Severn Road
- Gray Street
- Harvey Street

Staff are reminded that if they are issued with a permit, they must adhere to the specific regulations within each car park and ensure they are parked within a marked parking space at all times.

As of 19/07/2021, if any staff who fail to apply for a permit (or are unsuccessful) continue to use their current paper permits they may receive a parking charge notice. In such circumstances, the Health Board cannot intervene.

Other news and events

Walk 10 miles to Celebrate 10 years of the Breast Centre Appeal!

Cardiff & Vale Breast Centre Appeal along with Caerphilly Nordic Walking Society are offering a sponsored guided walk around Cosmeston Lakes Country Park to the Breast Centre at University Hospital Llandough.

[Read more.](#)

Staff Lottery Winners

Staff Lottery winners announced for June's MegaDraw

[Read more](#)

NHS Virtual Pride

NHS Virtual Pride is taking place between 23rd-27th August, there are a number of ways you can get involved

[Read more.](#)

Celebrating 10 years of Cardiff & Vale Health Charity

Here are just some of the activities and events held by the Health Charity, supporters and fundraisers in 2014.

[Read more](#)