



Cardiff and Vale UHB
Annual Report

2021 - 2022

Abridged Version to read the full report visit [\(Insert link\)](#)

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University Health Board

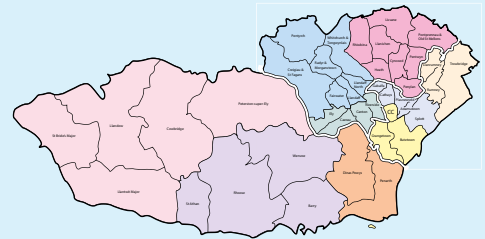
Introduction:

Cardiff and Vale University Health Board is one of the largest NHS organisations in Europe.



We employ approximately
16,000 staff.

We spend around **£1.7 billion** every year on providing health and wellbeing services across 11 different sites to a population of around **472,400** people living in **Cardiff and the Vale of Glamorgan.**



We are a teaching Health Board with close links to the university sector, and together we are training the next generation of healthcare professionals, while working on research that will hopefully unlock the cures for today's illnesses.

Our Services include:

- **Primary and community-based services:** GP practices, Dentists, Pharmacy and Optometry and a host of community led therapy services via community health teams.
- **Acute services through our two main University Hospitals and Children's Hospital:** providing a broad range of medical and surgical treatments and interventions.
- **Public Health:** we support the communities of Cardiff and Vale with a range of public health and preventative health advice and guidance.

- **Tertiary centre:** we also serve a wider population across Wales and often the UK with specialist treatment and complex services such as neuro-surgery and cardiac services.

Our mission is "Caring for People, Keeping People Well", and our vision is that a person's chance of leading a healthy life should be the same wherever they live and whoever they are and to create a sustainable healthcare system with a greater focus on:

- Care closer to home
- Illness prevention
- Enhanced health and wellbeing
- Empowering people and delivering outcomes that matter to the
- An improved quality of life.

In order to achieve this vision, the Health Board works in partnership with Cardiff Council and the Vale of Glamorgan Council, the third sector and wider public service partners to deliver plans to improve the health and wellbeing of our local communities.



COVID Response and Recovery:



The pandemic continued to have a significant and sustained impact on the delivery of services during 2021/22.

The Health Board continued to utilise its COVID-19 operating model which provided the framework for quick decision making and flexibility to coordinate services for both Covid and Non-Covid patient groups.

At the heart of the operating model is the need to remaining "COVID ready" and we ensured this approach was closely correlated with the NHS Wales COVID Control Plan.

At all stages of the pandemic the Health Board has responded quickly to clinically redesign the delivery of services, repurpose and reconfigure the footprint and create the capacity needed to maintain access to essential services and provide more routine services when safe to do so.

Our success in establishing testing services at the start of the pandemic has continued during the last year through close partnership with our two local authorities in Cardiff and the Vale of Glamorgan.

The roll out of the Mass Immunisation Programme across Cardiff and Vale was a true example of what can be achieved through focused and collaborative partnership working.

Throughout the pandemic the Health Board has maintained access to urgent and emergency essential services including urgent and emergency surgery, eye care, cancer treatments, unscheduled care and mental health.

- New outpatient activity is at 90% of pre-Covid levels
- Elective inpatient admissions and day cases are at 80% of pre-Covid levels
- Radiology activity has recovered to over 100% of pre-Covid levels
- Endoscopy activity is at over 120% of pre-Covid levels

The recovery and redesign phase has given us the opportunity to transform patient care, learn from patient and staff feedback over the last year and lock in operational improvements to make access easier.

Our ambitious draft IMPT for 2022-2025 aims to accelerate our journey of transforming services and address the back log of people waiting for planned treatment.



People:



There were times during the past 2 years where providing enough staff to maintain safe levels of care was very challenging. However, the amount of effort by those working in and managing these areas ensured everything was done to keep our patients safe, whilst also maintaining the safety of our staff.

This was achieved by Identifying and Training Staff to Undertake New Roles Healthcare Support Worker (HCSW), New HCSW roles, A new Kickstarter role called "the Patient Environment Support Worker", [The Overseas Nurses Programme](#), The Future Nurse and Midwife Standards, Preceptorship Programme, Skills training and Leadership and management development.

The Health Board is passionate about caring for the wellbeing of its staff members.

After a successful bid to the Health Charity in November 2020 the Health 48 Intervention Team (HIT) was established in March 2021. The two-year team consists of four professionals drawn together to promote and integrate a proactive approach to wellbeing within the organisation.

The Strategic Wellbeing Group set up in 2020 and chaired by the Executive Director of People and Culture, has worked well to highlight where the Health Board focuses its attention when responding to our staff wellbeing needs.

Examples of actions taken forward by the group which are currently in development include:

- Introduction of additional peer support in pilot areas, e.g. Schwartz Rounds
- Collaborative work with the [Recovery and Wellbeing College](#) to enhance Peer Support
- Increased capacity of [Employee Wellbeing Service](#) for staff
- Investment in additional water stations across hospital sites
- Enhanced leadership and management development and support
- Staff room refurbishments and improvements to staff nursery facilities
- Wellbeing retreats for staff at risk of, or experiencing, symptoms of burnout
- Equality, Diversity and Inclusion awareness raising, education and development sessions.



This year has also seen the development and launch of the Health Board's '[People and Culture Plan](#)', setting out the overarching themes and actions we will take over the next three years, with a clear focus on improving the wellbeing, inclusion, capability and engagement of our workforce.

People and Culture plan - Rachel Gidman



The Plan is built around 7 themes which are based on the themes set out in the Workforce Strategy for Health and Social Care, and aims to ensure a workforce that is happy, healthy and supported, so that they can in turn, support the wellbeing of the people in their care.

The [Staff Benefits Group](#) explores and coordinates discounts and benefits offered by external organisations for Health Board employees. The Group ensures and agrees 'best deals' for staff and reports their work

to the Charitable Funds Committee and the Local Partnership Forum.

The current [Strategic Equality Plan \(SEP\), Caring about Inclusion 2020-2024](#), has a number of key delivery objectives and demonstrates our commitment to embedding equality, diversity, human rights, and Welsh Language into the Health Board's business processes.

Quality and Safety:

During the pandemic we have developed our five-year Quality Safety Experience Framework with our frontline staff, patients, carers, relatives and external regulators. Our focus on quality, safety and the patient experience extend across all settings where healthcare is provided.

This includes our responsibility as a commissioner of services from a wide range of providers to have the necessary assurances in place where care is being provided by others for our population.

As an integrated healthcare organisation, our focus on quality, safety and the patient experience must extend across all settings where healthcare is provided as we look to be one of the safest organisations in the NHS.



We have eight key enablers in our revised QSE Framework for the next five years:

These are:

- Safety Culture
- Leadership for QSE
- Patient Experience and Involvement
- Patient Safety learning and communication
- Staff engagement and Involvement
- Data and Insight
- Professionalism of QSE
- Quality Governance

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.

Sustainability:

In January 2020, the Health Board declared a climate emergency, and gave a commitment to redoubling our efforts to reduce our carbon footprint.

We produced our first sustainability action plan which set out the actions we would take to significantly reduce our carbon use. Following the publication of the Welsh Government Decarbonisation Strategy, with the commitment to reach carbon zero by 2030, we refreshed the [Sustainability Action Plan](#) and approved the revised plan at our Board meeting in November 2021.

This latest plan uses the NHS Wales Decarbonisation Strategic Delivery Plan as a base plus builds upon the learning from the first Action Plan in order to challenge the Health Board to further mature its reaction to the Climate Crisis.

We now report annually on progress with our carbon reduction plan, and an Executive level oversight group is being established to ensure that key milestones are delivered on time.

Financial overview

For financial statements and annual accounts, see pages 176-272 of the full report.

