

Cardiff And Vale University Health Board Strategy to 2035

Living Well, Caring Well, Working Together





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Introducing our strategy

This strategy provides us with a high-level description of what we want to achieve by 2035 and the strategic objectives we will focus on to get us there, with the key milestones that we will aim to achieve over five and ten years to deliver on the Health Board's priorities. This strategy builds on Shaping Our Future Wellbeing 2015 – 2025, 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.



About us

Our main responsibilities as a Health Board are two-fold:

Firstly, we are here to help people live well – from having a healthy start in life through to maintaining health in later years.

Secondly, we are here to provide excellent care and treatment for people who need healthcare services to keep well or recover to get well and to age and live well to the end.

This includes both physical and mental health, and from prevention through to primary and community services where we aim to deliver services seamlessly with social care and voluntary sector colleagues; and acute and specialist hospital services for diagnostics, urgent and emergency care and planned care procedures. The Health Board's critical role in providing over 100 highly specialised services to people from across South Wales and beyond is central to the wellbeing of the population of Wales. We are a highly research-active university Health Board delivering around 50% of the research undertaken across Wales. We are also one of the largest employers in the region and train the next generation of healthcare professionals – from apprentices and health care support workers to health care scientists, nurses, dentists, doctors and therapists – working with higher and further education partners to do so.

Our services are based in the capital city of Wales, Cardiff, which has a more diverse population than any other part in Wales, and the Vale of Glamorgan which has a greater variation of urban and more rural communities.

Where we deliver our services

Primary care services are provided by 57 GP practices; 106 community pharmacies; 63 optometry practices and 66 dental practices. We also work with partner organisations and communities to improve health and prevent illness.

Hospital Services in Cardiff are provided from:

- University Hospital of Wales (UHW)
- University Dental Hospital (UDH) – at UHW
- Children's Hospital for Wales – at UHW
- St David's Community Hospital
- Cardiff Royal Infirmary (CRI) – (non-inpatient based)

Hospital Services in the Vale of Glamorgan are provided from:

- University Hospital Llandough (UHL) which includes Hafan y Coed Mental Health Unit
- Barry Community Hospital



Our vision for 2035

Working together, we will help improve lives so that by 2035 people are healthier and unfair differences in health outcomes are reduced. The care we provide for people who need our services and those delivering services will be outstanding, with outcomes and experience for all that compare with the highest performing peer organisations.

Our Values

We are a values-driven organisation and our goals will only be realised if our values are at the heart of everything we do. Created by colleagues, patients and their families and carers, our values are:

- We are **kind and caring**
- We are **respectful**
- We have **trust and integrity**
- We take **personal responsibility**

Living by these values every day, we will create the culture needed to deliver our vision for the future. We will continue to collaborate with and listen to colleagues, patients and partners to ensure that behaviours reflect these values and that people are confident to challenge others appropriately when behaviours are not in line with our values.



Our Strategic Objectives

We have set four strategic objectives, the achievement of which will enable us to realise our vision for better health and outstanding care. These are:

 Putting People First

 Providing Outstanding Quality

 Delivering in the Right Places

 Acting for the Future



Putting People First

We will be a great place to train, work and live, where we listen to and empower people to live healthy lives. By 2035, colleagues would recommend us a great place to work, our workforce will reflect the diversity of our communities and more people will be living healthier lives.

Priorities	Key Milestones	
	2027	2035
People will feel valued, developed, supported and engaged.	The national staff survey will show an improved engagement score, with more staff taking part in the staff survey and other engagement activities. We will achieve a workforce engagement score of 4.0 (national index – highest score 5). 50% of our colleagues will take part in the National staff survey. Key workforce indicators as highlighted in the People and Culture plan will be met e.g.: Turnover rate under 10%, Value based appraisals between 75%-85%, Sickness less than 6% .	Higher levels of engagement will have a positive effect on organisational performance, patient satisfaction and patient outcomes. Our workforce engagement score will be 4.5 or above (national index – highest score 5). 70% of our colleagues will take part in the National staff survey. Key workforce indicators as highlighted in the People and Culture plan will be met e.g.: Turnover rate between 7-9%, Value based appraisals more than 85%, Sickness less than 5%.
We will have an inclusive culture, where the diversity of the Health Board’s people will be representative of the Health Board’s local populations.	The Health Board’s Equality, Diversity and Inclusion plans will ensure that our workforce profile becomes more representative of the demographic profile of the Cardiff and Vale population. We will increase organisational ability to deliver services in Welsh through increasing the number of Welsh Essential posts in line with need, and to increase the numbers of staff with Welsh Language Skills Levels 2 - 5 by 25%.	The workforce will reflect the demographic profile of the Cardiff and Vale population as indicated in the census 2031, at all role levels. We will be an inclusive employer of choice and be able to offer Welsh Language care as an active choice. We will increase the numbers of staff with Welsh Language Skills Levels 2 - 5 by 65%.
Through our integrated population health improvement programme, we will enable and empower people to live healthy lives and reduce their risk of ill health.	Life Expectancy for men will rise to 79.6 years and for women to 84 years.	Life Expectancy for men will rise to 80.5 years and for women to 85 years.

We will provide outstanding services which are equitable, timely and safe, where people are treated with kindness and are supported to achieve the outcomes that matter to them. We will have reduced inequities in prevention, improved access to clinical services and clinical outcomes.

Priorities	Key Milestones	
	2027	2035
Focus on minimising inequity in healthy behaviours, preventative services, access to clinical services, and health outcomes, to reduce current unfair, unjust differences experienced by people in the Health Board's communities	We will see a reduction in inequity seen in number of indicators across healthy behaviours preventative services, access to clinical services, and health outcomes. The historic trend of widening inequality gap in life expectancy will be halted for men and women, with the gap remaining at 9.3 yrs for men and 8.3 yrs for women.*	We will see a further reduction in inequity seen in all indicators across healthy behaviours preventative services, access to clinical services, and health outcomes. The historic trend of widening inequality gap in life expectancy will be halted for men and women, with the gap remaining at 9.3 yrs for men and 8.3 yrs for women.*
Deliver outstanding quality of care every time - care that is personalised, 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, their families and carers.	We intend to be in the top 25% of comparable healthcare providers in the UK for key quality indicators including patient experience, avoidable harm and mortality.	We aspire to be in the top 10% for key quality indicators including patient experience, avoidable harm and mortality.
Develop the Health Board's approach to continuous quality to improvement and make the best use of the Health Board's resources – people, assets (buildings and equipment) and money.	We will increase the proportion of the Health Board's resources to support people to live healthy lives, to reduce risk of ill health and to increase the services delivered in the community.	We will further increase the proportion of the Health Board's resources to support people to live healthy lives, to reduce risk of ill health and to increase the services delivered in the community.

* This is against a backdrop of historically increasing life expectancy gap across the UK. While the Health Board's aim is to start to reduce this gap, this will take time and requires focus at a UK and Welsh Government level, alongside regional partnership working, to address the wider determinants of health such as employment and housing. Over the next 10 years we will follow a basket of 'process' indicators which will indicate if we are starting to narrow the gap in the services for which we are responsible, which will contribute to the wider long-term aim.

By 2035 we will be using real time integrated data to inform joint decision making and multi-disciplinary team working, giving people access to and ownership of their data to enable them to manage their health and wellbeing. We will be well on our journey to provide care in the right place, in facilities that are fit for purpose, flexible and promote recovery.

Priorities	Key Milestones	
	2027	2035
To achieve digital maturity enabling the Health Board's workforce, partners, patients and public to connect and communicate, supporting shared decision making in the planning and delivery of health care services.	We will have in place a digitised health and care system with integrated care records supporting decision making and service planning in real-time, and will have delivered 50% of the digital roadmap (level 3 of the healthcare digital maturity model).	We will have a fully paperless environment with digital solutions supporting the entirety of the patient journey from beginning to end, spanning all care settings, including care at home. Full delivery of the entire digital roadmap, achieving full digital maturity across all the Health Board's services. Both environment and patient data will be combined to deliver digitally-enabled healthcare premises.
Refresh and deliver the Health Board's programme (Shaping Our Future Wellbeing in the Community) for creating integrated health and care facilities in our local communities where people can access the information and support they need under one roof.	We will have the Health Board's updated Programme Business Case endorsed by Welsh Government and next phase of development completed. 50% of the Cardiff and Vale population will have access to services from an integrated wellbeing hub.	80% of the Cardiff and Vale population will have access to services from an integrated wellbeing hub.
With Cardiff University and NHS partners, develop the Health Board's plans for ensuring hospitals providing acute care are fit for the future (Shaping Our Future Hospitals). Develop more shared infrastructure with public and private sector partners to get best value for the Health Board's investment e.g., Genomics Centre for Wales as part of the Cardiff Edge regional Life and Health Science Campus, regional centres for diagnostic services and planned non-complex procedures.	The Health Board's plans will be well progressed to replace or redevelop University Hospital of Wales and University Hospital of Llandough so we provide 'smart hospitals' that enable delivery of our Shaping our Future Clinical Services plan. We will collaborate with partners to realise the Llantrisant Health Park and other regional centres for planned care, including diagnostic hubs. With our partners - NHS, universities, and industry - we will develop Health Science Facilities. The All-Wales Genomics Centre at Cardiff City Edge Life Science Park will be open.	We will be commissioning a new/ redeveloped University Hospital for Wales and have progressed the Health Board's redevelopment plans for University Hospital Llandough. All Health Board's facilities will meet standards of accrediting organisations. We will have delivered in collaboration with our partners national/region shared pathology services. Life Science Park at Cardiff Edge will be an active anchor partner organisation.

The above will depend on business cases that will be subject to Welsh Government approval and funding.

Delivering the strategy – how we will work

We will work to ensure that what we do today does not compromise the wellbeing of our future generations. We will protect the environment and develop and use new technologies, treatments and techniques to provide the best possible health outcomes and sustainable health care into the future. By 2030 we will have reduced the Health Board’s carbon footprint by 34% (currently under review) and will have increased our research and clinical innovation activities.

Priorities	Key Milestones	
	2027	2035
Develop and expand the Health Board’s research, teaching and innovation portfolios in collaboration with Cardiff University and other partners.	We will aim for a year-on-year increase in: a) number of clinical trials open and b) number of eligible patients participating The Cardiff Cancer Research Hub will be established.	We will achieve a year-on-year increase in: a) number of clinical trials open and b) number of eligible patients participating
Contribute to the development of and adopt cutting-edge and novel treatment, techniques and technologies where they deliver improved patient outcomes and improved value.	All eligible patients have access to advanced therapies defined in the Welsh Policy Guidance.	We will be a centre of excellence for the provision of advanced therapies meeting all accreditation standards. All eligible patients will receive advanced therapy care within national standard timeframes.
Maximise the Health Board’s contribution to the foundational economy.	We will provide more opportunities for local communities to secure contracts or employment to contribute to the planning and delivery of our services. Through our contribution to the Human Health Industries sector, we will see an increase in its Gross Value Added (GVA) for the Cardiff and Vale Region by at least 1.5%.	We will further expand opportunities for local communities to secure contracts or employment to contribute to the planning and delivery of our services. Through our contribution to the Human Health Industries sector, we will see an increase in its Gross Value Added (GVA) for the Cardiff and Vale Region by at least 3%.
Deliver the Health Board’s carbon emissions targets and fully support active and sustainable travel for staff and visitors to patients. Promote, reward and embed successful waste reduction as part of our quality programme of continuous improvement.	We will continue to aim to achieve the targets for delivering our carbon emission-reduction (currently the target is 34%) and supporting active and sustainable travel for staff and visitors to patients. For emissions that we control directly our ambition is to reach a 40% reduction.	We aim to secure carbon neutral status by 2035. For emissions that we control directly our ambition is to reach a 68% reduction.

The above will depend on business cases that will be subject to Welsh Government approval and funding.

To deliver our strategy we will work in a way that is **participatory**. This means enabling and empowering people to be involved in shaping our plans and taking an active role in their care and health as equal partners. Co-production will be at the heart of how we improve our services and we will act on regular and timely feedback from those who use and deliver our services. **Prevention** will be at the centre of our pathways

of care; preventing illness in the first place, intervening early and addressing preventable deterioration when a health condition is diagnosed. We will work in a way that anticipates people’s needs, using integrated real-time data to plan and deliver **personalised** health care and treatment plans for all the family, and using intelligence to accurately **predict** changing demand to help us plan and manage our services into the future.



Participatory
approach to deliver our strategy. Enabling and empowering people to be involved



Prevention
will be at the centre of our pathways of care; preventing illness in the first place



Personalised
health care and treatment plans for all the family. Working to anticipate people’s needs



Predict
changing demand to help us plan and manage our services into the future

Delivering the strategy – what we will do

This strategy sets out our high-level ambitions and key priorities for realising our vision. Supporting its delivery will be a suite of strategic delivery programmes and supporting plans, with more detailed one-to-three-year delivery plans that will be refreshed each year to ensure actions are adjusted to accommodate any changes needed.

Organisation Strategy <i>10 Year</i>	The WHY Describes the strategic problems we are trying to solve and our response: <ul style="list-style-type: none"> Our vision Our values Our strategic objectives
Strategic Programmes <i>5-10 Years</i>	The WHAT Our blue-print - the strategic plans that describe our future service model and the big milestones we need to achieve over the period for our clinical services, estates and facilities, digital systems and workforce.
Integrated Medium Term Plan (IMTP) <i>Rolling 3 Years</i>	The HOW Our tactical plan - describes how we will align our resources to deliver the strategy and strategic plans and milestones whilst remaining responsive to emerging priorities, opportunities and risks.
Delivery Plans <i>Annual</i>	The DELIVERY Cluster plans, Pan-Cluster Plans, Clinical Board Plans, Corporate function plans. Detailed granular action plans where teams, departments, networks describe their contribution to the IMTP priorities and our strategic objectives.

Tara Rees
RCN Wales
Nurse of the
Year 2023





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Bwrdd Iechyd Prifysgol
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Cardiff and Vale
University Health Board



Shaping Our Future
Wellbeing