

Surgery Clinical Board

At a Glance

Delivers broad local, regional & supra-regional surgical services

34 highly specialised regional or tertiary services

Operates primarily from UHW & UHL

Service Scale

- 9 surgical directorates covering multiple specialties
- 31,576 theatre procedures delivered in 2024/25
- Services include elective & emergency surgery, cancer care, trauma & specialist pathways

Workforce



2,234
WTE

2,564
staff

Ageing
workforce

UHW: 23 theatres
UHL: 6 theatres
& 5 CAVOC theatres

788.99 WTE
Largest directorate:
Peri-Operative Services

Performance

24 theatre student streamliners

8% turnover

35 funded postgraduate modules in 2024/25

Focus on reducing reliance on temporary staffing

Strategic Focus

Deliver cancer, planned care & diagnostics waiting time standards

7-day working models & continuity of care

Development of Surgical Hub at UHL

Supporting same-day emergency care services

Improving trauma, vascular & ophthalmology pathway

Key Challenges



Hard-to-fill roles



Recruitment & retention in Band 2 workforce



Achieving appraisal & job planning compliance



Workforce sickness & operational pressures limiting training

Strategic Priorities

- ◆ Workforce sustainability
- ◆ Recruitment & retention
- ◆ Workforce efficiency
- ◆ Digital transformation

Transformation & Innovation

- Theatres Together programme to improve culture, efficiency & staff engagement
- Enhanced Recovery Unit services at UHL
- Patient Flow Managers & Cancer Coordinator roles
- Band 3 & Band 4 role development in Audiology
- Patient Navigator roles in Trauma & Orthopaedics

Culture & Good Practice



Senior leadership walkabouts & staff engagement sessions



Local Partnership Forums at departmental level



Staff wellbeing



Staff recognition

Highlight

- National recognition via BBC "Saving Lives in Cardiff"
- Professorships awarded to Ms Julie Cornish & Mr Mike McCarthy
- Outstanding Practice awards for theatre staff
- 10-year anniversary of the Children's Hospital for Wales, celebrating paediatric surgical teams

