



Shaping our Future  
Clinical Services



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Cardiff and Vale  
University Health Board

# Shaping Our Future Clinical Services

2020/2030



## Overview

Cardiff and Vale University Health Board provides local healthcare services for people in Cardiff and the Vale of Glamorgan. We are the main provider of specialist services for the people of south Wales, and for some services, the whole of Wales and wider UK.

We are also a major teaching and research organisation and play a significant role in the Welsh economy. As one of the largest and most complex NHS organisations in the UK, we face unique challenges in the way we develop our services, our staff and our environments.

To ensure we provide high-quality, safe and sustainable care for the future, we need to transform the way we deliver some of our services. As part of this programme, we would like to hear from our population to help shape our plans.

## About us...

Our vision as a Health Board is simple: your chance of leading a healthy life should be the same no matter who you are or where you live. To make this happen, we need to improve our current health system so that it is sustainable for the future.

The ***Shaping our Future Wellbeing*** strategy underpins everything we do:

- Providing joined-up healthcare closer to people's homes and only in hospitals when necessary
- Delivering outcomes that matter to patients and are important to the public
- Minimising harm, waste and variation in our services to improve quality, efficiency and sustainability
- Supporting people to live healthily and self-manage conditions wherever possible

We plan, organise and provide health services for around 500,000 people in Cardiff and the Vale of Glamorgan. We also provide over 100 specialist services for our region, some of which are provided for the whole of Wales.

We employ over 14,000 staff who work across hospital sites and provide care in people's homes as well as in community settings. We are a large teaching organisation with close links to universities, training our future workforce. We deliver lots of the research activity in Wales and are proud to be at the forefront of cutting-edge new treatments and therapies.

The cost of providing our services is around £1.4 billion annually.

## **Our services**

We manage and provide the care and treatment that people receive in hospitals, health centres, surgeries, GPs, dentists, pharmacists, opticians and other places, including care in the community. We also facilitate health promotion and public health.

- **Public Health:** health promotion, tackling health inequalities, preventative healthcare advice, access to health and wellbeing services
- **Primary Care:** our 'front door' – GP surgeries, pharmacies, dentists, opticians and sexual health clinics
- **Community services:** local health centres, community hospitals (e.g. St David's and Barry), district nursing, podiatry, health visiting and community nursing

- **Specialist hospitals:** providing specialised healthcare for our local and regional populations at University Hospital Llandough, University Hospital of Wales and the Children's Hospital for Wales

## **The case for change**

### **Our population**

- Growing – 500,000+ and set to increase by a further 20% within 10 years
- Ageing – 85+ and rising by 40% within 10 years
- Social isolation – 25% of vulnerable people in our area report loneliness, associated with reduced mental wellbeing and life expectancy
- Increasing long-term illness and mental ill health – associated with worse physical health, poor education and unemployment
- Health and social inequalities – some of the most and least deprived areas in Wales
- Premature death due to unhealthy lifestyles

To tackle these issues, we work closely with partners in Cardiff Council, the Vale of Glamorgan Council and the Third Sector (voluntary sector) organisations to deliver integrated health and social care services.

### **Our workforce**

We are one of the region's biggest employers with 14,000+ staff.

- Training, recruiting and employing a world-class NHS workforce
- An environment that meets national standards for education, training and work

Our buildings can have a positive impact on patient outcomes and wellbeing.

- Future hospitals: natural light, privacy, quietness, access to fresh air
- Modern infection control standards

- A future-proof environment for current and future technologies

University Hospital of Wales is the largest hospital in Wales. Planned in the 1950s, it's no longer fit for purpose. In redesigning our services, we aim to be world leaders in sustainability, lowering our ecological footprint and creating buildings that fit in with their settings.

## **Innovation**

Developing and delivering the latest and best therapies to our population.

- Precision medicine – e.g. using genetic information to prevent or treat cancer
- Point-of-care testing – bringing diagnosis systems closer to patients' homes
- Digital technology – to allow people to choose better care, closer to home
- The economy, environment and climate emergency
- Life science sector: a key contributor to the economy in Wales
- One of Europe's biggest NHS organisations, a big role in the local economy and labour market
- Playing our part in the Wellbeing of Future Generations, Welsh Government

***Shaping Our Future Clinical Services*** is our programme for our clinical services redesign, led by clinicians: doctors, nurses, therapists, and scientists, and designed for, and with, patients and carers.

## **Possible changes to clinical pathways...**

**Planned and elective care** covers investigations and treatments that can be arranged and planned; new onset or long-term symptoms and conditions, e.g. painful hip, stomach problems.

Our aims are rapid access to efficient, protected diagnostic or treatment pathways, minimising cancellations and delays; services at home or in the community, e.g. monitoring of long-term conditions; coordinated care for patients with complex needs, with the right people to treat people and the risk of cancellations and delays lowered.

There is potential for these services to be separated from emergency care services, which may mean moving more of the services away from where they are currently provided. Doing this would offer more certainty to those having planned care.

### **What does it mean for me?**

You may be offered appointments with a doctor online, over the phone, at home or in your local community rather than coming into hospital. You may be able to have testing, investigations such as x-rays and even some treatments in your local community at a Health and Wellbeing Centre.

When you do need to come to hospital, you will have the specialists and services you need to make sure your stay is no longer than necessary. Some services may not be in your closest hospital.

**Emergency and urgent care** covers life-threatening or life-changing conditions that need immediate and intensive treatment and/or people with a problem that needs attention the same day, e.g. severe chest pain, head injury.

Our aims are systems that direct patients to the right service at the right time in the right place; effective integration of GP and specialist teams in the community, and new ways for our staff to provide safe care 24 hours a day, 7 days a week.

### **What does it mean for me?**

You could save time and travel costs with testing such as x-rays, CT scans and some treatments offered in your local community at a Health and Wellbeing Centre. This may mean going somewhere different to your local hospital in order to receive

emergency or urgent treatment. You may need to call or fill in a form online before a hospital visit so your clinical team have all the information they need.

**Highly specialised services (tertiary services)** cover complex, uncommon or rare conditions, illness or injury. This includes patients with long-term conditions requiring ongoing specialised care and support.

We aim to work with partners across Wales to create a clear plan for specialised services; to have a resilient, expertly trained, highly skilled workforce, and to offer pathways for the delivery of these services across different organisations.

### **What does it mean for me?**

You may need to travel further to see a specialist for some treatment. Outpatient clinic appointments may be offered at a local hospital, virtually at home, or in local communities.

Health and Wellbeing Centres at Cardiff Royal Infirmary, Barry Hospital and North Cardiff will offer services such as x-rays and ultrasound, outpatient and GP out-of-hours services, Community Mental Health Teams and Children's Services.

Wellbeing Hubs will cover services for GPs, community midwifery, for children, primary mental health, community and independent living.

### **Where might hospital services happen?**

**University Hospital of Wales (UHW)** is a large teaching hospital serving our local population and a specialist facility serving the whole of Wales. Services include Emergency Medicine, Emergency Surgery, Critical Care, Major Trauma, Neurosurgery, Acute Stroke, Nephrology and Transplantation, Radiology, Cardiothoracics, Haematology, Women's & Children's services.

Our vision is for a state-of-the-art, sustainable and energy efficient facility providing high quality highly specialised clinical services, the ideal healing environment for the

sickest patients with complex, emergency or specialist 24/7 needs, and an optimal learning environment for teaching and research.

Services at **University Hospital Llandough (UHL)** include Orthopaedic and Spinal Surgery, Breast Surgery; Care of the Elderly, General Medicine, Stroke Rehabilitation, Cystic Fibrosis and Inpatient Mental Health services.

We envisage developing UHL as a thriving hospital site specialising in exceptional care for patients who need hospital care but are stable, need planned surgery and procedures, need specialist rehabilitation or need inpatient mental health services.

## **Important considerations**

As we change and improve how and where we offer clinical services, there are important things to think about that will help us to provide the best possible care.

### **Our NHS staff are our most important resource**

Growing and developing our workforce to meet the needs of our future services

- Supporting health and wellbeing
- Education, Training, Research and Innovation

### **Digital solutions will suit many but not all of our population**

Digital tools will enable, not replace, face-to-face services.

- Access to health records and results; viewing and scheduling appointments
- Secure communication with the teams who provide your care
- Uploadable information from wearable devices

## **Active travel and environmentally friendly transport**

We need to take decisive action to combat the climate emergency now and over the next 10 years

- Improved health and wellbeing: cycling / walking for short journeys, public transport for longer journeys

## **What are the next steps?**

1. We want to test our thinking on the need to change our services based on a full understanding of the challenges we face and the benefits which could be gained by delivering them differently
2. We need to find out how clinical services need to change by talking to our patients and clinical staff. This engagement period runs until 19th April 2021
3. We will share your feedback with the South Glamorgan Community Health Council (CHC)
4. We will make recommendations to our Board on the way forward, based on what we have heard from you and the views of the CHC
5. We will let you know the outcome of this engagement and the next steps in our plans for improving clinical services
6. As our plans develop, we will want your views on more detailed proposals on how services may change, e.g. on moving some services between our hospitals, community and home
7. We will start to make changes to our clinical services, buildings, workforce and digital systems

## **Have your say...**

It is important that as many people as possible find out about this programme and share their views. Your feedback will help us to shape our thinking.



Please visit our website or get in touch to find out more, and then complete our feedback form by 19th April 2021.

Visit: [www.shapingourfuturewellbeing.com](http://www.shapingourfuturewellbeing.com)

Email: [engage.cav@wales.nhs.uk](mailto:engage.cav@wales.nhs.uk)

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