



GIG  
CYMRU  
NHS  
WALES

Bwrdd Iechyd Prifysgol  
Cwm Taf Morgannwg  
University Health Board

2019 - 2020

# ANNUAL QUALITY STATEMENT



Our hospital services range widely as:

## 1 Community

This diverse sector covers a wide range of services, from those targeted at people living with complex health and care needs – such as district nursing and palliative care – to health promotion services – such as school nursing and health visiting. Community services play a key role in keeping people well, treating and managing acute illness and long-term conditions, and supporting people to live independently in their own homes.

## 2 Primary Care

In the primary care sector, Merthyr Tydfil, Rhondda Cynon Taf and Bridgend have 110 Community Pharmacies, 58 Dental Practices, 54 General Medical Practices and 46 Optometrist Practices

## 3 Secondary Care

The Health Board manages three District General Hospitals and 46 other sites made up of community hospitals, health centres/clinics and support facilities. Several of our hospitals are now amongst the most modern in Wales.

## Our Mission:

*Building healthier communities together*

We deliver quality care to every patient through comprehensive integrated clinical practice, medical innovation, and lifelong learning.

We are dedicated to meeting the needs of:

- Our patient - excellent and cost-effective healthcare
- Our staff - continuing development and welfare
- Our nation - partnership in promoting health

### Our Vision:

*Across every community people begin, live and end life well, feeling involved in their health and care choices*

## Our Core Values

An extensive cultural conversation is underway within the Health Board and with our local population, beginning the process of developing a culture that supports and empowers staff and those who use our services to improve their experiences. The first phase has been a wide reaching engagement process, with over 4000 interactions, through staff and patient listening workshops and surveys. Following analysis, the insight from this and other reviews has informed the co-creation of a shared set of values and behaviours. The organisations new values and behaviours framework will be launched in Autumn 2020.

## Key figures (April 2019 - March 2020)



**1,477**

In-patient Bed Capacity



**689,842**

Outpatient Attendances



**13,500**

Staff Strength



**194,053**

A&E Attendances



**124,848**

Patients Discharged



**21,314**

Planned Surgical Operations





# **Acknowledgements**

**WE WOULD LIKE TO THANK ALL OF OUR  
KEY STAKEHOLDERS WHO HAVE CONTRIBUTED  
TO THE PRODUCTION OF THE ANNUAL  
QUALITY STATEMENT**

**#TeamCTM**

## Feedback from some of our key Stakeholders



*Thank you for sending me the Annual Quality Statement for 2019/2020. It made very interesting reading and I understand the amount of work that has gone into the projects described and also the development of the Statement itself.*

*It reflects the challenges faced by the Health Board following the report on Maternity Services in 2018/19 and the need to develop a quality framework across the enlarged organisation from April 2019.*

*I was particularly interested in the early recognition of the acutely ill adult in the community. I understand that this Quality Statement does not cover the response to Covid 19, but as the Health Board re-aligns services following the Pandemic, it would seem appropriate that this project assumes a high priority, as we know that there may be increased morbidity in the community as individuals have been reluctant to access services. As a CHC we are concerned about the unmet need, particularly in some of our deprived communities. We understand the need to engage with those communities to improve access. This project provides an ideal opportunity for proper multi-disciplinary working within primary and community health care and including social care.*

*Thank you for sharing the Annual Quality Statement with the agency. There has been a vast amount of positive partnership work completed in 2019-2020 and this is reflected extremely well in the AQS.*

*Whilst the Health Board has experienced challenges in 2019-2020 and then Covid arrived where no organisation could ever have foreseen the issues that we were presented with the Health Board has continued to deliver on its objectives. This warrants gratitude to all CTMUHB staff for ensuring our communities are served. I am very pleased to see the agency recognised for its partnership work through its Hospital to Home service. The service is going from strength to strength through a MDT approach to assist with patient flow and prevention. I certainly look forward to developing this service to strengthen the approach between Health, Social Care & Third Sector on 2020-2021.*

*The AQS has provided a great reflection of what has been a very difficult year and the agency is committed to supporting the Health Board in meeting the needs of our communities for years to come. Well done to you and the staff in CTMUHB.*





**VOLUNTARY ACTION  
MERTHYR TYDFIL  
GWEITHREDU GWIRFODDOL  
MERTHYR TUDFUL**

*Thank you for the opportunity to review your Annual Quality Statement. It was very reassuring to read such good news in respect of Cwm Taf Morgannwg Health Board. We were largely unaware that the Health Board was involved in the development/support of so many positive projects. We strongly believe that working in equal partnership with the 3<sup>rd</sup> sector is crucial to the development of services to meet population need, this includes bids for transformation funding among other things. We do feel that*

*improvements in partnership working are required within primary care. It is important to note that funding for two new well-being co-ordinators will enhance the direction of keeping well at home and avoiding the use of secondary care services. We would be pleased to see the Health Board focus on reinstating public partnership meeting groups such as the readership group and the volunteer steering group.*

# CONTENTS

---

INTRODUCTION	7
LOOKING BACK	8
STAYING HEALTHY	24
SAFE CARE	29
EFFECTIVE CARE	38
DIGNIFIED CARE	43
TIMELY CARE	48
INDIVIDUAL CARE	50
OUR STAFF	57
LOOKING FORWARD	62

#PAGE

## Welcome from the Chairman and Chief Executive

Cwm Taf Morgannwg University Health Board (CTMUHB) is committed to improving the health of our communities and the quality and safety of our services. The need to put people and quality at the heart of everything we do is recognised by the Board and significant work is underway to change approaches, systems and processes across the organisation, to ensure that this is embedded across all our localities, and healthcare sites.

It has been a difficult year for CTMUHB following the Royal Colleges of Obstetrics and Gynaecology (RCOG) report into maternity services, our escalation status into special measures for maternity interventions for the joint report.....by Healthcare Inspectorate Wales and the Wales Audit Office, and the independent review into the handling of the Consultant Midwife report. While challenges that continue to exist are not to be underestimated, focus is being placed on improving the way we work so that our staff deliver the best quality care for our communities.

The teams in maternity have been working extremely hard to deliver the recommendations of the RCOG review, putting quality, women's and family experience at the heart of service delivery and design. We have welcomed each report by the Independent Maternity Services Oversight Panel which have found consistent progress being made in this area. Learning from maternity continues to be applied and embedded into our work across the Health Board. Our CTM approach places a strong focus on quality improvement; encouraging our teams to share and learn from good practice and support staff to make changes so quality of services is always put first and that we listen to our communities and patients.

High quality care and patient safety is dependent on strong clinical leadership as well as an organisational culture that promotes the active involvement of all staff. We have now developed a new set of values and behaviours for our CTM using the experience and feedback of our staff and our communities. In addition, programmes to support staff to develop their confidence and skills in leaderships are also underway.

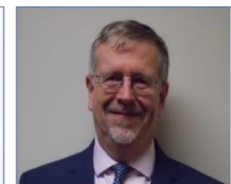
Putting quality at the centre of care requires us to listen to and learn from our staff, partners, patients and communities and we have been developing a new programme called 'Let's Talk' to engage and involve these key groups so their views and ideas actively influence our services.

While work continues to address the challenges there is much to be proud of which is reflected in our Annual Quality Statement. We can demonstrate many examples of compassionate care and quality improvement taking place across the organisation. It is important that this good practice is captured and built on.

The Board are fully committed to ensuring that people, quality and safety are central to all that we do as an organisation as improvements continue to be made for the benefit of our staff and communities.



Sharon Hopkins  
Interim Chief Executive



Marcus Longley  
Chair





## LOOKING BACK 2019-2020

It is a pleasure to welcome you to our **Annual Quality Statement** (AQS) for 2019/20. We continue to be committed to improving the health of our public and the quality and safety of our services.

Some highlights in 2019/2020 are detailed below:

- Developing and **Integrated Care Model** that helps us to deliver extended **alternative service offers** to hospitals and long term care.
- Continue with pace with the project to transform **Dewi Sant Hospital** into a **Health Park** and the cluster hub for Taff Ely is near completion.
- The appointment of a new **Arts and Health Co-ordinator** who will lead on our Arts and Health Programme to **boost wellbeing** among **patients, staff and communities**
- Introduction of the **National Early Warning Score** in primary care.
- Set up a **Falls Mini Collaborative** that is spreading **proven improvements** to other areas with a focus on **prevention** and **reducing harm** from falls. Includes the use of an **Enhanced Supervision Framework** and **Patient Care Rounds**.
- Testing and spread of an **electronic nursing documentation** solution.
- Partnership working with **Cwm Taf Care and Repair** with the introduction of our Hospital to Home service. Helping to promote the independence of citizens.
- Starting to develop our **shared values** and **behaviours**

Some of these highlights are shared in more detail later in the statement along with others.

Like all other health boards in Wales, Cwm Taf Morgannwg University Health Board (CTMUHB) faces significant challenges. However, we are focused on addressing these challenges by changing the way we deliver healthcare services for the future and embedding quality improvement measures in the way we care for our patients.



## A Changing Organisation

### New Boundaries

In June 2018 the Cabinet Secretary for Health and Social Services announced that from 1<sup>st</sup> April 2019, the responsibility for providing healthcare services for people in the Bridgend County Borough Council area will transfer from Abertawe Bro Morgannwg University Health Board to Cwm Taf University Health Board.

Cwm Taf became Cwm **Taf Morgannwg University Health Board** on April 1<sup>st</sup> 2019. The transition of services from Bridgend has been a significant contextual issue for 2019/20. Incorporating Bridgend into the Cwm Taf footprint has increased the population from 298,116 to **441,293** (Stats Wales 2016). This equates to a percentage population increase of **48%** accounting for just over 14% of the Welsh population. Just over 54% of the population live within the area serviced by Rhondda Cynon Taf County Borough Council, 13.5% in Merthyr Tydfil and almost 32.5% in Bridgend. The Health Board's catchment population increases to approximately 530,000 when including patient flow from the Upper Rhymney Valley, South Powys, North Cardiff, Neath Port Talbot and Vale of Glamorgan.

### The South Wales Programme

Back in 2014 the Health Boards in South Wales undertook a large-scale public consultation exercise (known as the South Wales Programme (SWP)). The consultation focused on consultant-led obstetrics, paediatrics and emergency medicine which would in future need to be provided at fewer hospitals across South Wales to ensure their sustainability and provide the best possible care for patients.

There were a number of outcomes to the consultation that were significant for the Royal Glamorgan Hospital including changes to the workforce in Accident & Emergency; development of the hospital as a beacon site for acute medicine and the establishment of a Diagnostic Hub. All of these changes have been fully implemented with benefits for patients already being delivered. The consultation also determined that there would be changes to Maternity and Paediatric inpatient services at the Royal Glamorgan Hospital.

The Health Board continues to work with its staff and community to develop safe and sustainable services taking into account the recommendations highlighted in the South Wales Programme and the voice of the communities affected by the changes.

## Escalation of Services

2018/19 was a significant period of action and reflection for the Health Board; not only as it considered how to deliver its growing responsibilities, but also in light of the Health Board's escalation status being raised from 'routine arrangements' to 'enhanced monitoring' – the second of four levels of Welsh Government's assessment of our quality, service performance and financial management.

Our priority is always to provide the highest quality of care to our population and patients and we were disappointed that serious challenges at that time resulted in concerns raised by Welsh Government, Wales Audit Office and Healthcare Inspectorate Wales.

The Board takes its accountability for the quality safety and effectiveness of its services, and the experience of individuals to whom our health services are provided, very seriously. Whilst we have already made progress in addressing many of the issues that have been highlighted, we recognise that there is much to do in terms of changing systems and cultures to provide better services and greater assurance going forward.

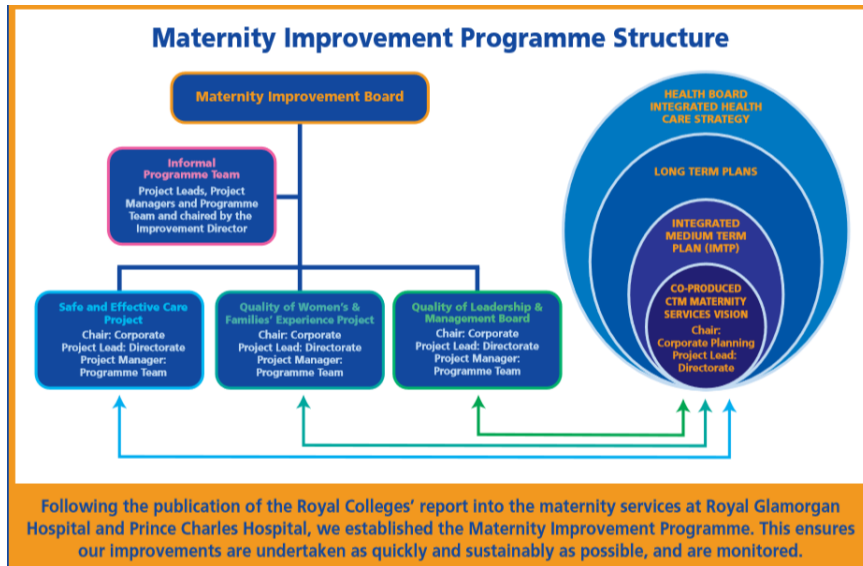
In January 2019 Welsh Government commissioned the Royal College of Obstetricians and Gynaecologists (RCOG) to undertake an independent review of the maternity services within Cwm Taf University Health Board.

The review detailed a number of findings that resulted in a recommendation of special measures for maternity services (which we outline below). In addition, a number of external bodies also concluded reviews throughout the Health Board, which subsequently resulted in Welsh Government presenting that the Health Board would not only be placed into special measures, but also required targeted intervention for Quality and Governance, broken down into the following areas:

- Leadership and culture
- Quality governance
- Rebuilding trust and confidence

The Health Board has worked very hard with our external bodies and we are committed to listen, learn and improve.

## Improving Maternity Services Together



As a result of the escalation to special measures it is important to communicate how the Health Board has recognised and welcomed actions to improve our maternity services. On 30 April 2019, following the publication of a review conducted jointly by the Royal College of Obstetricians and Gynaecologists and the Royal College of Midwives, the Minister for Health and Social Services announced that he was escalating maternity services in the former Cwm Taf University Health Board into 'Special Measures'. As part of a package of measures designed to support his intervention, the Minister appointed an independent panel to provide the oversight which is necessary to ensure that Cwm Taf Morgannwg University Health Board addresses the failings identified by the Royal Colleges in a timely, open and transparent manner which places the women and families affected by the review at the heart of the process.

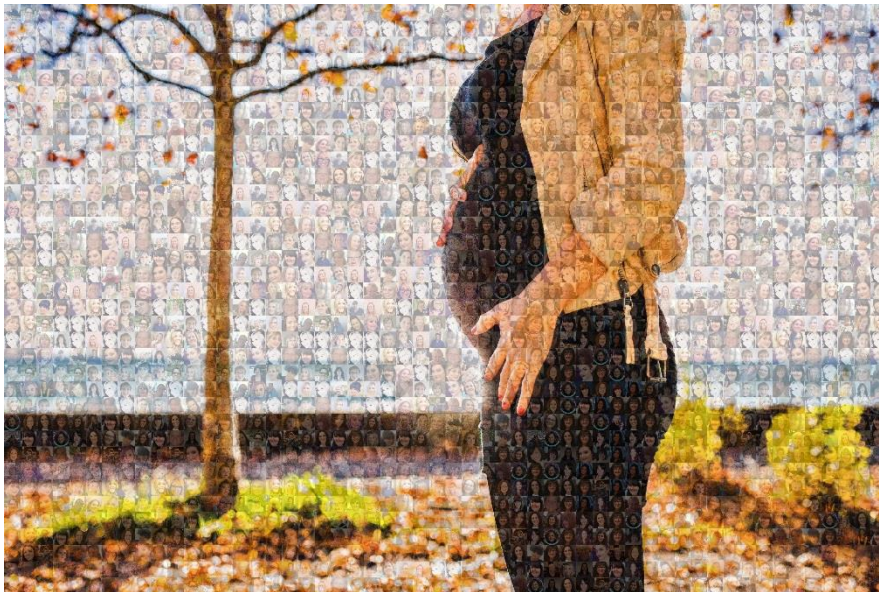
When the Independent Maternity Oversight Panel (IMSOP) last reported in January 2020, it concluded that the Health Board was making good progress in addressing the Royal Colleges' recommendations and it was '*cautiously optimistic that longer-term sustainable improvement in maternity services would be delivered as the programme of work matured*'.

The Health Board was able to demonstrate evidence of incremental progress against the 79 actions set out in the Maternity Improvement Plan and clear indications, supported by information from a range of internal and external sources that the service was improving. This improvement can be seen, not only in terms of the safety and quality of the care being provided, but also in the more positive experiences of the women and families using our service and in the way in which the service is being managed, led and governed.

Furthermore the Panel reported that the '*foundations for continued improvement were now firmly in place; effective leadership, appropriate programme management arrangements, clear lines of governance and accountability and a genuine commitment to deliver change at Board and senior leadership levels*'. The Health Board continues to work collaboratively with the Panel and other stakeholders to deliver our Maternity Improvement Plan within an environment of scrutiny and challenge.

The Panel believes that the Health Board is now **firmly on track**, not only to deliver against the Royal Colleges' recommendations, but also, in time, to deliver a maternity service which they, their staff and their communities can be proud of. That is not to suggest that the job is done and further challenges will undoubtedly materialise along the way. However it is felt that the health board now has the right resources, the right mechanisms and the right people in place to drive and deliver the continuous improvement which is necessary to achieve and embed change.

## Engagement with women and families



With our services improving there is a noticeable positive impact on the experience of women and families. For example, the twice weekly surveys conducted by the Health Board's Patient Advice and Liaison Service (PALS) have continued to demonstrate consistently high levels of satisfaction from women and families using the services at Prince Charles Hospital

The formal opening of the Tirion Birth Centre at the Royal Glamorgan Hospital on 09 March 2020 was one such engagement event. Not only are the state-of-the-art facilities designed specifically around the needs of women and their partners, the strong bonds which have been built between the staff and the women who have given birth there are significant and meaningful.

Since its creation in March 2019, the Tirion Birth Centre has become a hub for women, babies and families and a significant number turned out to join the staff in celebrating its early success. Some spoke passionately about the way they had been cared for by staff and there was a palpable sense of pride and shared ownership.



A range of engagement methods for capturing insight, experience and thoughts on participation in the events have also been built and this will be invaluable for future participation events and the identification and measurement of effective practice. The cascading of experience and learning in face-to-face communication has been a significant feature of the success of the maternity services engagement programme and is now being used more widely by the Health Board in a range of health and care settings to shape services.

The visual minutes provide a rich-picture narrative of the Health Board's improvement against some of the key issues that were highlighted by women and families during the Royal Colleges' review, including poor communication, a failure to listen and a lack of focus on women's experiences.

One of the women and family representatives reflected that the visual maps, poster banners, visual guides and pathways were **"a hundred times better"**, that the atmosphere was **"welcoming, calmer and relaxed"** and that women and families were able to **"make the right contact – who was best to deal with it"** and found it **"easy to mention something"**.



The visual minutes produced during the engagement events are now being displayed in the Health Board's three maternity units together with an action log which highlights the improvements which have already been made in response to the feedback provided.

The women and family representatives have also been highly influential in shaping how they want their stories to have an impact on the clinical review process and also in the way that they want to be supported. In due course, there will be a need to evaluate how this has worked for the wider group who have been involved in the clinical review process and supported to tell their stories.

The continuation of the co-production approach is important and the women and families have suggested that they could make contact with others involved by sharing their personal experience of being part of the IMSOPs update sessions. In an interview for the IMSOP 'women and families' newsletter' women reflected on **"how much it means to be heard – not just listening but understanding"** and **"how the Panel is doing things differently as a result of our views"**.

The Health Board recognises that holding engagement events is merely the first step in the process of co-production. There is little point in listening to women and families if what they say does not then result in changes in the way that the service is provided. For that reason, a detailed thematic analysis of the feedback which was received from the first two engagement events has been undertaken and the analysis of the third event is in progress.

For more information please follow:

[Independent Maternity Services Oversight Panel: clinical review strategy | GOV.WALES](#)

# Self-Referrals



## How we're managing Self-Referrals

Working in partnership with women and families to answer questions, with a focus on learning and improvement.

1. If you have questions or concerns about your maternity care and that care was provided on or before 31 October 2018, you can ask for it to be considered under the Self-Referral Process. If you received care after that date, your concerns will be reviewed in accordance with the 'Putting Things Right' procedures managed by the Health Board.
2. If the Self-Referral Process applies to your care, we will look first to see if the criteria set by the Independent Maternity Services Oversight Panel for an independent clinical review are met. If so, we will refer your care to the Panel and they will contact you to directly to explain what will happen next.
3. If the criteria are not met, a Senior Midwife will contact you to talk through your questions or concerns, either by phone or in person. This may include going through previous records and reviews together to see if your questions or concerns can be answered.
4. You might decide at that stage that the questions and concerns which you had have been addressed to your satisfaction. If not, and you wish the matter to be reviewed further, the Lead Midwife will make a recommendation to the Independent Maternity Services Oversight Panel about how best that review might best be conducted.
5. The review could be conducted by the Health Board or it might be appropriate to arrange an independent review. All reviews will be conducted in accordance with the 'Putting Things Right' principles. The Lead Midwife will explain this process to you and will take your views into consideration when making a recommendation to the Panel.
6. The Independent Panel will consider the Lead Midwife's recommendation, together with the views which you have expressed and decide what is the most appropriate way for the review to be conducted. Their decision will be explained to you together with the reasons for it.
7. When the review has been completed, whether that be by the Health Board or independently, the findings and conclusions will be referred back to the Independent Panel for further consideration. The findings will also be shared with you and you will have the opportunity to ask any further questions.
8. Working with the Panel, we will ensure that any learning which emerges from the review of your care is carefully considered and results in improvements in the way we provide care in the future.

1

**PUTTING THINGS RIGHT (PTR)**

The process for managing complaints and concerns in the last 12 months or so.

2

**INDEPENDENT CLINICAL REVIEW**

The review of cases in the inclusion criteria for the first phase 2016-2018.

3

**SELF-REFERRAL**

To answer questions, concerns and/or to support reviews not managed under 1 or 2.



**Self-Referral Team**

New Lead Midwife in post. In the process of appointing more staff to respond.



**Emotional Support**

The Health Board has commissioned independent counselling services to support women and families.



**How to contact**

CTUHB\_Concerns@wales.nhs.uk or

**01443 744915**





## PROMPT Training – *making childbirth safer*

Through collaboration with Welsh Government and the members of the Wales Maternity Network, a sequence of all-Wales standards have been developed to ensure the successful implementation of multi-professional training.

PROMPT (PRactical Obstetric Multi-Professional Training) is an evidence-based training package whereby multi-professional teams train annually. It's an innovative programme of training adapted by the Welsh Risk Pool which is now mandatory training for all involved in maternity care. It has proven to improve mother and babies care, reduce harm and improve overall teamwork, situational awareness and communication internationally.

Inclusion of colleagues in PROMPT Wales training involves the wider multi-professional team who work in the maternity care environment - including anaesthetists, obstetricians, operating department practitioners, midwives and maternity support staff. Those who regularly undertake allocated duties for the care of women and babies should participate in PROMPT Wales training.

Across the Health Board we have delivered **17** courses to date with a total of **431** health care professionals trained. This equates to a compliance rate of **98%**



30% reduced  
Apgar < 7  
at 5 minutes



50% reduced HIE  
(hypoxic brain  
injury)



45% reduced  
school-aged  
cerebral palsy



100% reduced  
permanent  
brachial plexus  
injury



40% quicker delivery  
at emergency  
caesarean  
section

## Environmental Sustainability

Ideally situated between Wales' capital city, Cardiff to the South, the coastal town, Porthcawl to the West and the stunning scenery in the Brecon Beacons National Park to the North, Cwm Taf Morgannwg University Health Board (CTMUHB) operates within a vibrant community, rich with history, heritage and biodiversity. Our natural resources and ecosystems can help us in many ways; to reduce flooding, improve air quality and supply materials for construction. They also provide a home for a variety of wildlife and give us landscapes we value within the localities of the Health Board sites, encouraging patients to be treated, staff to work and visitors to visit healthily and comfortably.

Working with the goals of Well-being of Future Generations Act (2015) in mind, we are committed to reducing the effects of our day to day activities on the environment wherever possible and actively contribute towards the journey to a resilient Wales, by ensuring that all employees, including independent contractors, are responsible for working in a manner that protects the environment.

Read more about the Well-Being of Future Generations Act here: <https://www.futuregenerations.wales/about-us/future-generations-act/>

During 2019-2020 the key achievements in environmental sustainability by CTMUHB include:

- Two of our three acute hospitals have combined heat and power (CHP) units which use gas to electricity and heat on site, reducing our overall carbon footprint and dependence on the electricity national grid.
- With support from the Major Projects team, a tender for electric charging points has been exercised and awarded to begin work during the summer of 2020, which will allow Estates and Facilities teams to opt for carbon saving options within their fleets.
- The Health Board recycling figure is projected to be 45% for 2019-20. Although this is a significant achievement, this is down slightly on the 49% full year figure for 2018-19 and the 50% Health Board recycling to landfill ratio target set for 2019-20. This is due to the extension of Health Board boundary to include the Bridgend locality sites, which includes one acute and two community sites.
- Food waste collections continue on all hospital sites. We will have diverted an estimated 273 tonnes of waste from landfill to anaerobic digestion treatment this year.
- The All Wales clinical waste contractor Stericycle continues to divert treated clinical waste from landfill to use as Solid Recovered Fuel (SRF). This is now the standard disposal route for treated infectious clinical waste and the 100% diversion has continued during this reporting period.



## Providing vocational opportunities in partnership with Elite Paper Solutions

We are proud to share that we have engaged in partnership with Elite Paper Solutions. Their main charity ELITE Supported Employment Agency Ltd has been assisting people with disabilities to obtain and maintain paid employment opportunities, within the community, via one to one support since 1994.

Relying on joint working with local businesses to provide vocational opportunities, ELITE SEA recognised the need to set up their own sustainable business, with the aim of creating paid employment or work opportunities for their candidates – ELITE Paper Solutions then launched in 2015.

The local SME Elite Paper Solutions (EPS), who are based in Merthyr Tydfil, have been appointed as the UHB sole contractor for confidential waste across all CTMUHB sites. They are a supported employment provider whose mission is to assist organisations to reduce their carbon footprint through effective recycling of paper waste, whilst also serving the community through the creation of employment, volunteering and training opportunities for disabled and disadvantaged people.

Elite Paper solutions create opportunities for people with disabilities and those at a disadvantage to gain valuable skills & experience at our facility before moving on and progressing within their local community.



## **Welsh Health Specialist Services Committee (WHSSC)**

Specialised services support people with a range of rare and complex conditions. They are not available in every local hospital because they have to be delivered by specialist teams of doctors, nurses and other health professionals who have the necessary skills and experience. Unlike most healthcare, which is planned and arranged locally, specialised services are planned nationally by Welsh Health Specialised Services Committee (WHSSC) on behalf of the seven Health Boards in Wales. WHSSC works closely with our University Health Board to ensure that any specialised service commissioned is of a high standard and that there are no concerns identified from a quality perspective. They do this on behalf of the University Health Board through a quality assurance frame work which is monitored by their Quality and Patient Safety Committee and reported back into the University Health Board.

## **Engaging with our Population**

The views of our patients, carers and the public are at the heart of improving the way we deliver our services. Monitoring how well we're doing through the eyes of people who use our services is the most effective way of knowing what we do well and what we can do better.

We are fully committed to creating a culture that welcomes and supports the involvement of patients, relatives and carers from all communities. They can help us to develop

and refine solutions to the challenges of providing high quality, sustainable services.

### **How do we engage?**

- A regular meeting of our Stakeholder Reference Group and our four Locality Public Fora Communities ensures that a range of stakeholder views are heard and can influence the planning, design and delivery of services.
- Use of the online community engagement 'hub', which provides the means to:
  - Advertise up and coming public events.
  - Collate information/feedback from the public to assist in the development and/or improvement to our services by means of surveys.
  - Provide feedback on the outcome of all engagement and consultation activities.
- Work closely with the Community Health Council to ensure that engagement is timely and meaningful so that people understand the case for change and the options being considered. As a result of the extensive work that has been undertaken, we have been able to engage with a wide range of groups 'seldom heard' and develop a more robust approach to equality impact assessments.

- With our partners in the Public Service Board (a statutory strategic partnership established under the Well-being of Future Generations (Wales) Act 2015), a co-ordinated approach to engagement and consultation activities will thrive with the continued use of the online community engagement hub.
- Joint working with neighbouring Health Boards on a range of regional service developments.



- The corporate website contains information about key services and cross promotes the work of our partners including Dewis and the Public Service Board's new website 'Our Cwm Taf.'
- Continue to produce a monthly e-newsletter using direct marketing to reach people who have signed up to receive regular updates and information from Cwm Taf University health Board.

- Continue to embrace the use of social media to interact with more patients and staff across our hospital sites.
- We continue to produce impactful short films to illustrate key campaigns such as our One Small Change staff health campaign, service re-design plans and patient stories. All our short films can be found on our Cwm Taf University Health Board YouTube channel.
- In partnership with the Cardiff University School of Medicine, work towards a common goal in ensuring a citizen centred approach to research, service design and evaluation.





## Our population health and social care model



As a community, we believe that we need to focus on integrated care, close to home, tailored to individual and community needs. The potential to pool all our resources (people, skills, estate and money) across the patient pathway opens new opportunities to recalibrate the system – delivering more care at home and in the community and reducing dependency on hospital admission.

The transformation programme is predicated on developing seamless services which are provided closer to home and transform outcomes for individuals and communities.

Our Cwm Taf Morgannwg Population Health and Social Care model has three layers to it, with the voice of the individual at the heart of the development of a seamless service model, the next phase of which is currently under development, as can be seen in the following diagram.

## Stay Well in Your Community

*Delivering extended alternative service options to hospital and long term care*



The current configurations of our Community Health and Social Care Services are based on traditional models of service access and delivery, whereby the public and professionals can access services from Monday to Friday mainly between 9 am and 5 pm.

We are aware that this creates pressure within the system particularly at the beginning and the end of the working week; for example people wait over the weekend for senior reviews on Mondays in hospitals, people are referred into health, social and integrated services on Mondays, where there has been a personal or family crisis over the weekend with an expectation of support and resolution of their issues immediately.



The transformation plan will deliver:

- Common access point open seven days a week 8 AM to 8 PM for access to coordinated community health and social care and third sector support
- Non-selective reablement/enabling services accessible over seven days
- Expansion of the better at home bridging service learning from the Cwm Taf regions *Stay Well At Home Project* accessible over seven days
- Mobile response and care at night
- Acute Clinical Team supporting admission avoidance from the community
- Step up step down facility focusing on reablement, recovery and enabling respite and out of hospital assessment for long term care

## **We have celebrated some key milestones in the organisation this last year**

### **Tenth Year Anniversary celebrations**

#### *Ysbyty Cwm Rhondda*

February 2020 saw Ysbyty Cwm Rhondda celebrate its 10<sup>th</sup> birthday, with a special performance by the Tenovus choir, not to mention plenty of cake! Staff and supporters of the four-ward hospital were treated to uplifting songs and cupcakes to mark a decade at the heart of the Rhondda community it serves, as well as words of thanks by managers and directors.

Ysbyty Cwm Rhondda opened in February 2010 to replace Llwynypia Hospital, which opened in 1903. In the last 10 years, it's provided essential healthcare for patients in the Rhondda valleys, including outpatient services, a minor injuries unit and a primary care health centre.



At the anniversary event, Cwm Taf Morgannwg director of Primary Care and Mental Health Alan Lawrie said: "Community hospitals are a really important part of our health system and sometimes undervalued. We have a fantastic facility here that came about 10 years ago and the dedication of the staff is to be applauded. The community sees it as a fantastic asset and we have to make sure we make the best of it."

Deputy head of nursing Lucie Williams added: "Ten years ago, we were in very separate and disjointed units. Coming here has not only given us a new, wonderful environment for our patients but has brought the community together in a hub. Everyone works really well together and we've brought the community in, I feel, to this environment very well."

To watch the video please click on the link: <https://www.facebook.com/ysbytycwmrhondda/videos/322585362026134/>



### *Designed to Smile Oral Health Improvement campaign*

Designed to Smile is a Welsh Government funded National Oral Health Improvement Programme for Wales. It is a targeted oral health promotion programme focusing on preventing dental decay in children in both pre-school and primary school settings aged 0 -7 years. Designed to Smile was launched in 2009 and Wales now has over 90,000 children taking part in daily supervised tooth brushing in nursery and schools.

Tooth decay is a particular problem for children from disadvantaged areas. Dental disease levels in children in Wales continue to improve across the country. The latest survey shows a 13.4% reduction in the proportion of children with decay, with 15% drop in disadvantaged areas.

The programme has also seen a 35% reduction in the number of children undergoing dental procedures under general anaesthesia in the last six years, resulting in 3,200 less children a year having to undergo treatment to remove decayed teeth.

In Cwm Taf Morgannwg we have over 200 nurseries and schools taking part in the daily tooth brushing programme. As Designed to Smile is a targeted programme, the nurseries and schools are in disadvantaged areas (As outlined in the Welsh Index of Multiple Deprivation 2014) and Cwm Taf Morgannwg has some of the highest levels of dental decay in 5 year old's in Wales.



Rhondda, and Dewi can be seen presenting their award on Twitter. Hafod Primary School held a special award assembly with parents invited to see Dewi the Dragon presenting the 10 year award.

**Data reports can be found at the following link. We report D2S activity to WG via Welsh Oral Health Information Unit at Cardiff University Dental School.**

<https://www.cardiff.ac.uk/research/explore/research-units/welsh-oral-health-information-unit>

Comparing data from 2007/8 and 2015/16, in Wales the overall dental decay figures in 5 year old children has dropped to 34.2%, a decrease of 13%. This improvement is likely to be the impact of Designed to Smile programme.

Many of these schools and nurseries have been part of D2S since its launch and in 2019 we saw Designed to Smile celebrate its 10<sup>th</sup> Anniversary. A competition was launched to design a birthday card for the Designed to Smile mascot, Dewi the Dragon.

Many schools in Cwm Taf Morgannwg were presented with a special 10 year anniversary award to add to their Designed to Plaque. The plaques consist of Bronze, Silver and Gold awards for ongoing participation. One of these schools was Llwynypia Primary in







# STAYING HEALTHY

## PROMOTING PEOPLE TO STAY HEALTHY

BY EMPOWERING PEOPLE TO MAKE  
DECISIONS ABOUT  
THEIR OWN HEALTH AND  
ASSOCIATED BEHAVIOURS  
THEY WILL BE ABLE TO MANAGE  
THEIR OWN HEALTH AND  
**WELLBEING.**  
THE REAL CRUCIAL ADDED  
VALUE IS NOT SIMPLY IN  
ADDING YEARS TO LIFE,  
BUT LIFE TO YEARS.

Old School Surgery in Pontyclun has joined forces with RHA (formerly known as Rhondda Housing Association) to launch a new walking group for patients. The group aims to encourage patients to get fit and healthy without the need to join a gym.

It's being supported by RHA as part of the BeActive programme which promotes activities to improve physical and mental health throughout the Rhondda Cynon Taf area.

Dr Paula Varma, who works at Old School Surgery and will be taking part in the walk with practice team members, said, "We're really enthusiastic to promote health and wellbeing and make it easier for people in the area to take part in activities that will make them feel better and healthier.



"We know that going to the gym can be quite intimidating so wanted to provide an alternative that is easy to do, is in the fresh air and is open to people of all abilities and ages.

"There's no pressure to be a fast walker and the less exercise you do now, the more you can benefit from taking part, so come and join the fun!"



The walking group is open to everyone who wants to improve their general fitness and wellbeing.

Patients showing early signs of diabetes (pre-diabetic) are also being actively encouraged to attend. Diabetes is a growing problem affecting many people but a change to diet and taking regular exercise can help to prevent it developing in people who are showing signs of the condition.

The walking group will be meeting every Wednesday at 10am at the Thirsty Elephant Coffee shop in Cowbridge Road, Pontyclun and will be led by a qualified walking leader, it's free to take part and dog-friendly. The first route will be circular around Pontyclun, heading towards Lanelay Hall taking in Talbot Green Recreation Ground and back along the river to the starting point. It will last around one hour.

To take part in the group call this number 01443 424272. Participants are advised to wear trainers or walking shoes and comfortable clothes.

The walking group is part of a range of services in the community that are being highlighted as part of Cwm Taf Morgannwg University Health Board's #YourLocalTeam campaign.

**The campaign aims to raise awareness of the range of professionals in the community who can help patients without the need to go to the GP. To find out more visit [www.cwmtafmorgannwg.wales](http://www.cwmtafmorgannwg.wales) or follow #YourLocalTeam on social media.**



## **New Arts and Health Coordinator set to boost wellbeing**

There have been significant developments to Arts and Health within CTMUHB during 2019-20. This has involved

implementing the first stages of our CTMUHB Arts, Health and Wellbeing Strategy 2018-2021, including partnership with the Arts Council of Wales in employing an Arts and Health Coordinator, Esyllt George, who started in post September 2019. An arts and health programme to boost wellbeing among patients, staff and communities has been launched in Cwm Taf Morgannwg.

Among the initiatives we hope to establish an eco-art project creating installations made from materials recycled by the health board, a number of volunteer arts and health champions and a photography exhibition involving the three main hospitals.

In response to the Welsh Government's Wellbeing of Future Generations Act, the health board launched an arts, health and wellbeing strategy giving a commitment to the role of arts and health within our work. This strategy celebrates the good work undertaken by the health board since 1998, as well as developing a vision and mission for the future.

Our aim is to develop an arts programme which supports, nurtures and works with our patients, staff, visitors and the wider community in a variety of meaningful, life-enhancing ways. Our mission is to develop worthwhile partnerships with organisations and individual practitioners across a range of art forms. We aim to develop positive environments and promote creative participation in a wide diversity of ways, encouraging a sense of community and connectivity.

Many pledges have already been made across the health board, with staff and volunteers keen to get on board. Esyllt added: "My role includes gathering and developing ideas as well as implementing practical plans to take these ideas forward. I'm excited to be part of an enthusiastic and committed team and I hope to work closely with staff, patients, local communities and partners to connect, create, develop, and inspire. If you would like to have a chat with me or discuss things further, please get in touch!"

Esyllt can be contacted at [esyllt.george@wales.nhs.uk](mailto:esyllt.george@wales.nhs.uk)

## Cwm Taf Morgannwg Healthy Schools Scheme

*Congratulations Ton Pentre Junior School on achieving phase 6 of the Cwm Taf Morgannwg Healthy School Scheme!*



The World Health Organisation (WHO) recognises the Health Promoting School Framework as playing a key role in promoting the health of children and young people.

The Cwm Taf Morgannwg Health School Scheme is managed centrally through Public Health Wales and sits locally within the Cwm Taf Morgannwg Local Public Health Team over two sites, one in Keir Hardie Health Park in Merthyr Tydfil , and the other in Glanrhyd, Bridgend. The Scheme encompasses the three Local Authority Schemes for Rhondda Cynon Taf, Merthyr Tydfil & Bridgend. All of the **203** Schools in Cwm Taf Morgannwg are registered on the Wales National Healthy School Scheme.

The Cwm Taf Morgannwg Healthy Schools team works in partnership with a range of allied professionals including the Cwm Taf Sexual Health Advisory Board, colleagues in education, the Local Authority Catering Departments, Youth Engagement & Participation Service, Public Health Dieticians, Designed to Smile, Hafan Spectrum, Barod, Education Psychology, Counselling services, the School Health Research Network, School Nurses, Child and Adolescent Mental Health Services (CAMHS) and so on.

Free training is regularly delivered to enhance the delivery in schools around personal development & relationships, safety (including sun safety, personal safety and internet safety), substance misuse, nutrition, hygiene, and emotional health & well-being (for pupils & staff). A range of resources have been developed to complement the delivery of personal development & relationships, substance misuse, hygiene and nutrition.

After completion of the six phases, a school is nominated for the National Quality Award which is conducted by a Welsh Government representative. The National Quality Award is awarded to schools that have achieved the highest standards in all seven Healthy Schools aspects of health & well-being.

## **A Community Zone Approach to building resilient communities**

The University Health Board is looking to develop new approaches to engaging and building resilience within local communities the vision for this work is outlines below:

*"An integrated place-based approach to building resilient communities that prevents and mitigates the effects of adverse childhood experiences (ACEs) and breaks the intergenerational cycle of adversity which challenges so many families across Cwm Taf".*

To achieve this vision, we will work with our partner organisations more effectively through a single recognised approach known as "Community Zones".

This single recognised approach will be piloted within the Gurnos in Merthyr Tydfil and Upper Rhondda Fach areas and will consist of the following key components:

- Taking a whole community approach to better understand the role of the following factors in causing and modifying ACEs:
  - The context in which families live
  - Parent and family factors
  - Household difficulties
- A new prevention, early identification and intervention framework that enables individuals and families to access non-stigmatised support as early as possible to prevent problems from escalating.







## SAFE CARE KEEPING PEOPLE SAFE

Although the provision of care has some associated element of risk of harm we have a shared responsibility with our public for the health, safety and welfare of people keeping them safe from harm and supporting them to protect themselves from known harm. We continue to strive to ensure people will be kept safe and protected from avoidable harm through appropriate care, treatment and support.

### Early recognition of the acutely ill adult in the community

There has been a significant amount of work completed to date within primary care and localities directorate in order to roll out NEWS in the community setting.

NEWS (National Early Warning System) is a patient safety and outcome improvement tool developed by the Royal College of Physicians to detect and respond to clinical deterioration.

This work is focused on Community and Primary Care teams and individuals in their care, who are either acutely deteriorating or at risk of acute deterioration, and the ultimate goal is to reduce harm and variation of care in these patients.

It is believed that over 70% of cases of sepsis arise in the community (NCEPOD, Just Say Sepsis, 2015). A Healthier Wales (2018) also identify the need to focus on prevention and early detection closer to home.

To date we have:

- Secured funding for the appropriate equipment for identification of the deteriorating person
- Reviewed our documentation and are developing community specific documentation which includes an escalation pathway
- A training package has been developed, and planning is now required to arrange and co-ordinate training delivery to all members of staff within the DN service and the @Home service.

We look forward to sharing with you the impact this work will have over the coming year.

## Reporting Patient Safety Incidents

A patient safety incident is defined as '*any unintended or unexpected incident which could have, or did lead to harm for one or more patients receiving NHS-funded healthcare*'.

A total of **19,064** patient safety incidents were reported on the Health Board Incident Reporting system. Below we have highlighted some of the work that we are undertaking in order to reduce our patient safety incidents

## Pressure Ulcers

All grade 3 and 4 pressure ulcers are investigated by Clinical Directorates using an All Wales investigation tool and the lessons learnt are shared with our local improvement.

**95%** of patients who needed assistance to look after their skin had evidence of an up to date plan of care which was being implemented and evaluated and which had been reviewed within the appropriate timescale.  
(source: Health Care Standards Audit Oct – Nov 2019)

## Pressure Ulcer Investigation Panels

In order to support a culture of learning and improvement we have introduced a fortnightly programme of investigation panels where we scrutinise all pressure ulcers incidents.

The panels are consist of a head of nursing, tissue viability nurse and a safety improvement manager. The senior nurse, ward manager and ward staff attend the panels and present their cases using the patients nursing records which are reviewed to help identify any areas for improvement and learning.

Where an outcome of avoidable harm has been made which would indicate that there have been missed opportunities, a referral to safeguarding is made.

An improvement plan which aims to address all missed opportunities with a view to improve care, patient experience and outcomes along with a proposed percentage reduction of pressure ulcer incidents at clinical level is developed and monitored for progress.

The benefits recently identified through this process include:

- the importance of using the correct equipment immediately
- escalation of any difficulties in obtaining equipment
- actual repositioning of patients (and not moving the patient back to the original position),
- use of knee brakes,
- use of cushions when a patient sits out

## Falls Prevention

Patient safety is a priority for us, and reducing the incidence of in-patient falls remains a challenge. Whilst we continue to test and develop initiatives to help us tackle this concern we have seen only a small reduction in the incidence of falls. Being in hospital does not mean we can completely prevent falls, but we are committed as a University Health Board to reducing the number of avoidable falls and any injuries that may occur as a result.

In last year's AQS we shared that in 2019/2020 Cwm Taf UHB are committed to supporting a piece of work focusing on maintaining patients' strength, balance and mental wellbeing whilst in hospital. The priority is to help patients get well and back on their feet as soon as possible. By maintaining your strength and balance it will reduce the risk of falling. Below we highlight the work we have undertaken at the time of writing.

### Our falls mini collaborative

Following some successful changes that were implemented on one of our acute care wards we have pulled together a mini collaborative to look at how we can spread this good practice across the Health Board.

We have brought together key individuals from 2 wards on each of our hospital sites. There are two initiatives that we are looking to test and compare to see which has the most significant impact on falls reduction. The initiatives are:

1. Enhanced Supervision Framework
2. Patient Care Rounding

### Enhance Supervision Framework

Sometimes known as 1:1 nursing or specialising, enhanced supervision is an important part of the patients plan. It involves safe and sensitive monitoring of the patients' physical and mental well-being while at the same time encourages the patient to take part in meaningful activity. Enhanced supervision is commonly carried out by a registered nurse or a health care support worker. At all times the nurse will keep the patient within sight and will encourage conversation and sometimes activities such as reading, listening to music or playing a game. This is aimed at helping to occupy the patient so that they remain calm and therefore helps to reduce distress. There are 4 different levels of enhanced supervision, ranging from intermittent observation to the patient having a member of staff by their side at all times. The length of time for enhanced supervision will vary from patient to patient depending on their needs.

### Patient care rounding

In the current healthcare environment, spending more time with patients is challenging. Patient Care Rounding is a structured approach whereby nurses conduct checks on patients at set times to assess and manage their fundamental care needs. During these checks nurses carry out scheduled and/or required tasks, in other words, Each 'round' is performed with intention – it has a purpose. It helps frontline teams to co-ordinate patient care and cover all patient needs and the consistency of care brings with it the confidence of staff and patients alike.

Greater reliability of scheduled tasks is aimed at reducing pressure ulcers and falls. We think that if we can implement the process reliably that in the long-term it will reduce pressure ulcers, patient falls, complaints, social isolation of patients with dementia and assist with improving patient nutrition and hydration.

We look forward to reporting our finding over the coming 12 months.

In 2020/2021 Cwm Taf Morgannwg UHB are committed to supporting a piece of work focusing on maintaining patients' strength, balance and mental wellbeing whilst in hospital. The priority is to help patients get well and back on their feet as soon as possible. By maintaining your strength and balance it will reduce the risk of falling. We know that patients in hospital often spend a lot of time wearing pyjamas and that can make them feel uncomfortable and vulnerable. Getting a patient dressed and out of bed also helps improve mental wellbeing, enables them to become active participants in their personal health journey and is proven to help people be discharged from hospital sooner.

## Infection Prevention and Control

In our statement last year we said that we would extend the **Infection Prevention & Control (IPC) huddle** to review and investigate all preventable infections in secondary and primary care.

To date we have recently introduced a multi-disciplinary IPC huddle to review all line associated infections in our hospital settings. These reviews are chaired by a Health Board Executive which provides the right level of sponsorship and support for this approach.

The IPC Nurses perform an IPC investigation for other preventable bacteraemia infections, for example urinary catheters. This is shared with the Ward/ District Nursing Team/ Bowel and Bladder team to investigate further and for sharing of lessons learned. This process is currently undertaken on paper and we aim to introduce an "IPC huddle" for these also.

In addition we are pleased to share the following updates:

- As a result of the integration of the Princess of Wales Hospital with the former Cwm Taf UHB, we have appointed 5 new IPC Nurses to support the Directorates and departments to provide a comprehensive IPC service.
- Introduced a robust surveillance system and reporting process for caesarean section surgical site infections which will provide more confidence in our data and infection rates.
- Achieved a reduction in S.aureus bacteraemia and gram negative bacteraemia compared to 2018/19.



## Safeguarding and Public Protection

This year has been led by a focus on the boundary changes and ensuring safeguarding is effective across the new organisation. This has required significant multi agency working with partner agencies in Bridgend in addition to health board staff. Guides have been produced for new colleagues to assist them in identifying and responding to safeguarding concerns and progressing these concerns to the Multi-agency Safeguarding Hubs. The **Multi Agency Safeguarding Hubs (MASH)** are a single point of contact for all professionals to report safeguarding concerns across Cwm Taf Morgannwg. The Cwm Taf MASH has been fully operational since May 2015 and Bridgend MASH since 2018, having been set up to enhance safeguarding practice, with agencies working together in one place to receive all safeguarding referrals and share relevant agency information to make joint decisions. CTMUHB have invested fully in MASH and work successfully in collaboration with partners to protect vulnerable children and adults from abuse.

### Good Practice in Safeguarding

#### Improving care for twin and multiple births

Local safeguarding tragedies reflected that the experience of families with twins mirrored those found in local and national Child Practice Reviews and the wider evidence base, highlighting that close spacing of children may be a significant risk factor for abuse in some families. Twin and multiple births are example of close spacing, therefore, may predispose to an increased incidence of abuse. Through vision and leadership, and working in partnership with others, a proposal for supporting twin and multiple births for midwifery and health visiting was developed, and resulted in the establishment of a comprehensive pathway, designed to improve outcomes for children and families by reducing the likelihood of abuse, neglect and harm of multiple birth children and thereby the risk of them becoming looked after.

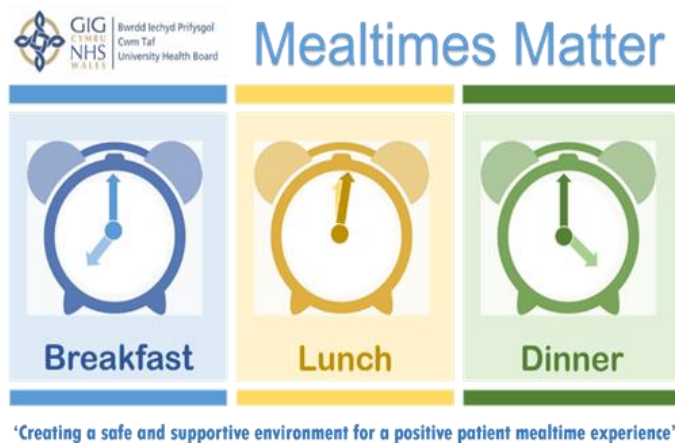
Implementation of the pathway enables improved collaboration and co-ordination between health services, improved assessment of family dynamics shaped by the expectation of prescribed liaison and collaboration between health professionals at key periods. The pathway supports professionals to ensure that twins are addressed as separate individuals. Additionally, the co-ordination of visits from multiple professionals reduces family disruption and makes available the right support and the right time, including access to specialist resources to support families.

The pathway has been shared with other health boards who have adopted the practice of enhanced care. The pathway is supporting the provision of equitable service for individual children, improving awareness, understanding and prioritisation of the needs of families with twins, enabling early identification of risk and early intervention and supporting co-production between professionals and service users. Most of all, the pathway aims to empower parents and reduce the likelihood of abuse and maltreatment - investment in the early years has a significant positive impact on a child's health, social and educational development and longer term outcomes.

Evaluation has taken place and enhanced practice has been positively received by families and colleagues.



## Patient Nutrition and Hydration



A meal does not start with the appearance of food on a table, and it does not end with the last bite. It encompasses various aspects including the preparation of food, the anticipation of a meal, the environment in which its eaten, the conversation during the meal, eating with dignity, the end of the meal and cleaning it up. It is important to realize that an individual's experience around mealtimes extends far beyond the food.

Last year we shared with you our pledge to redesign our current protected mealtime's policy so that it is more conducive to a supported positive mealtime experience for patients. Whilst the policy work has been completed and agreed the testing of the new policy has yet to take place. This is due, in the main, to shifting priorities. We will prioritise this work over the next 12 months and hope to report a positive outcome from the testing.

Also in last year's AQS we told you about a group of adult nursing students at the University Of South Wales (USW) – known as Team Hydr8 – who suggested introducing yellow lids for water jugs, rather than the traditional blue lids, for patients who are having fluids monitored. The lids were trialled on a surgical ward at the Royal Glamorgan Hospital in Llantrisant. The trial was such a success that further lids were purchased and introduced to the rest of the in-patient wards at the Royal Glamorgan Hospital and Prince Charles Hospital (Princess of Wales Hospital was not then a part of CTMUHB). We are disappointed to have to share that the lids have not been fully embedded and we need to revisit this intervention to determine why this has happened and deploy strategies to overcome any barriers identified.



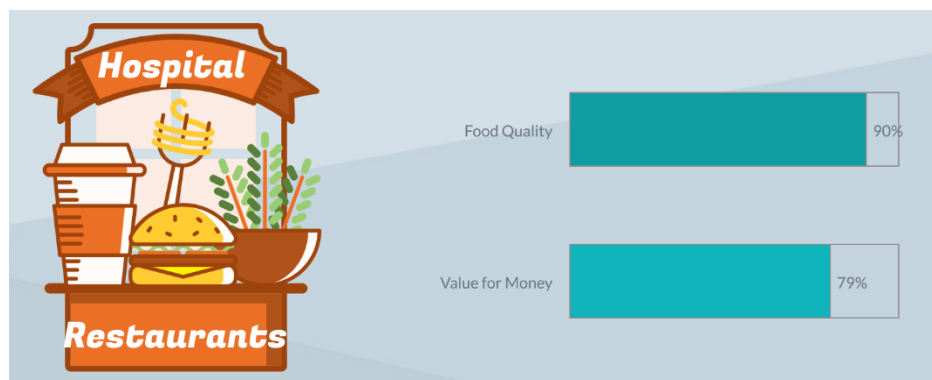
Despite these issues we hope that the improvement work around mealtimes and hydration will continue in earnest during the next 12 months.

## Patient Mealtime Experience



So that we can ensure that our catering services truly enhance the patients experience of their care our facilities team have developed a patient satisfaction survey

They didn't stop there..... They also introduced a satisfaction survey for our restaurants and coffee shops too!



*(Data covers period April 2019- March 2020)*



To ensure that this feedback is utilised, a 'you said, we did' approach has been taken in the reporting of results from the satisfaction surveys and all actions taken as a result of the feedback are captured. Examples of changes that have been made as a direct result of the feedback include:



- + Bacon is too thin and poor quality
- + Please can you reduce plastic waste in catering services
- + Can you display the calorie content of meal choices



- + The bacon options available through the All-Wales contracts was reviewed and a thicker sliced bacon introduced
- + the polystyrene takeaway containers have been replaced with a cardboard container and plastic cutlery is being phased out and replaced with a sustainable bamboo alternative.
- + The electronic menu boards in RGH and PCH restaurants display calorie content of hot meal options. These will be rolled out to other restaurants and coffee shops.

# EFFECTIVE CARE DELIVERING THE RIGHT CARE AND SUPPORT

Ensuring people  
receive the right  
care and support  
will empower  
them to improve  
or manage their  
own health and  
wellbeing.



Sketch Perspective taken from the West

## Work begins on new £4 million Primary Care Centre

Work has begun on a new £4 million Primary and Community Care Centre in Mountain Ash.

The new purpose-built facility, which is hoped to be completed in 2020-21, will become home to two local GP practices, as well as a range of community services delivered by District Nurses and Health Visitors.

The new Mountain Ash Primary Care Centre will replace ageing surgery buildings at existing GP surgeries Cynon Valley Medical Centre and Rhos House Surgery which currently deliver services for around 10,500 patients in the area.

The 1,253 square meter site will provide modern state of the art space for the two practices which will enable a greater range of services to be delivered to patients within a community setting. As well as community led clinics such as Wound Care, the facilities will also provide a health education room for baby massage and breast feeding clinic, minor operations room, as well as space for enhanced health and wellbeing services.

## Waun Wen Leg Club



Our Lindsay Leg Club in Trebanog is having a double celebration. Not only is it their 1st birthday, they've also won a national award!

Last year we were able to share with you our successful award from the National Lottery Grant.

The Waun Wen Lindsay Leg Club in Trebanog, Rhondda, received £8,700 to help sustain the new service.

The first leg club in Cwm Taf area at Waun Wen Community Centre, is a prime example of a community initiative led by volunteers that helps people to stay well and support each other.

## Electronic Nurse Documentation

The lead informatics nursing specialist at Cwm Taf Morgannwg has been collaborating with health board colleagues and Welsh government to develop a digital nursing application for adult inpatients.

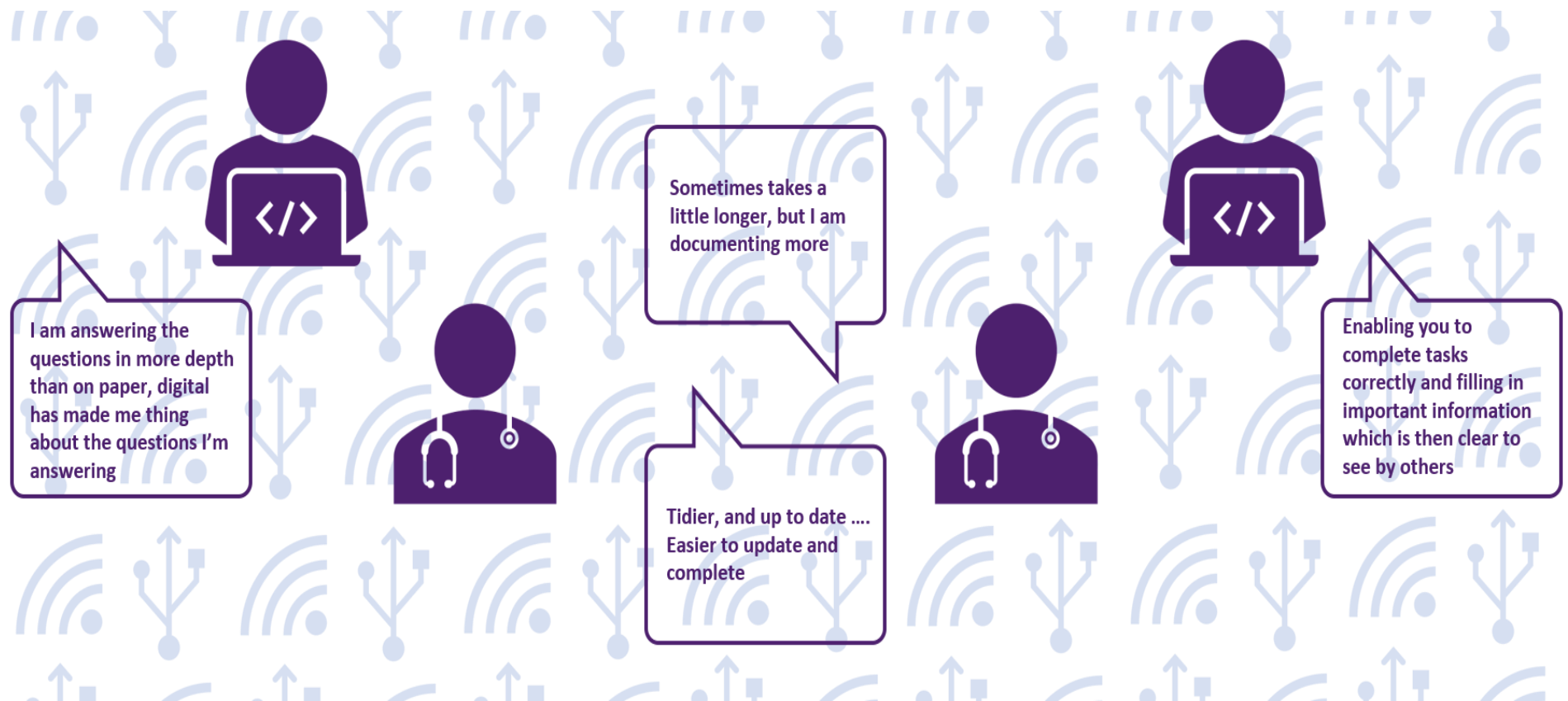
A successful 3 week pilot was undertaken by every health board in early 2020 and ward 3 at Ysbyty Cwm Cynon was chosen to represent Cwm Taf Morgannwg. During the pilot a total of 40 patients had their nursing admission completed digitally and over 1000 forms were completed on the system including pain scores, nutritional, falls and manual handling risk assessments.

Staff trialled a variety of devices including iPads, computers on wheels and Chromebooks.

The benefits of completing nursing documentation digitally include:

- Easy to see information has been collected and up to date.
- Legible and easy to find, without having to try and locate notes
- On discharge the inpatient nursing notes are available to view within Welsh clinical portal
- Reduce the amount of duplication
- Patients notes can be reviewed without having to go onto the ward

## Comments from staff during the pilot:



The pilot has been evaluated on a local and national level and work is ongoing to enhance the system following feedback. The national project team will be developing forms and functionality over the course of 2020 in collaboration with clinicians across Wales and are hoping for to launch the system in late 2020.



## Stage 3 Baby Friendly Accreditation – First in Wales!!!



We are at the Princess of Wales Hospital today with our SCBU colleagues for the presentation of the stage 3 baby friendly accreditation. This unit is the first in Wales to achieve this accreditation. Well done to all involved!

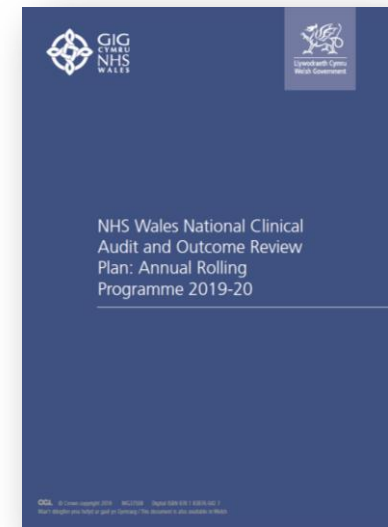
Evidence-based standards have been developed for maternity, neonatal, health visiting/public health nursing and children's centre services (or equivalent early years settings in Wales, Scotland and Northern Ireland). Implementation of these standards will improve the care and support that pregnant women, new mothers and their families receive to build a strong relationship with, and feed and care for, their baby.

## Clinical Audits

All organisations in Wales are required as part of their Quality Strategy to have an annual Clinical Audit Forward Plan in place to fully participate in all national clinical audits and outcome reviews listed in the annual National Clinical Audit & Outcome Review Annual Plan.

Clinical audit is a fundamental component of the organisations quality assurance process, based on transparency and candour. The National Clinical Audit programme helps us to understand the quality of the care we are providing and how we are performing in comparison to other hospitals in UK. We also undertake many audits within other clinical areas to ensure that they are effective and safe, highlighting the need for improvement and enabling the sharing of good practice.

The department has secured investment in staff as part of the creation of the new organisation in April 2019 this has enabled the reshaping of clinical audit services across the new organisation to underpin the new Integrated Locality Groups (ILG) model of working, improving the monitoring and governance processes for the organisation national and organisation 'must do' priority audits.



As part of the South Wales region the organisation was approved for the establishment of Major Trauma Centres (MTC) at the Princess of Wales and Prince Charles hospitals, with the aim of enhancing clinical care and patient experience through introduction of specialist teams and a major trauma pathway. In January 2020, the appointment of two Trauma Audit and Research Network (TARN) coordinators within the clinical audit team has ensured that the organisation achieves the 25 days post discharge compliance target for all trauma cases. The information collected as part of the TARN national audit is essential in monitoring the effectiveness of the MTC.

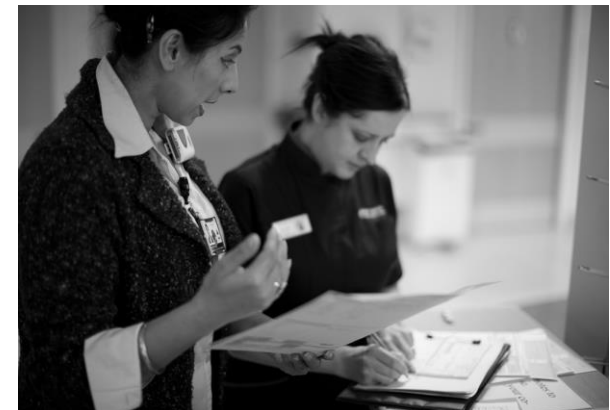


The organisation has taken step to develop and deliver an exemplar model to manage all National Institute for Health & Care Excellence (NICE) guidance and quality standards, working collaboratively with the newly appointed NICE Implementation officer for Wales and colleagues from Welsh Government and Health Boards across Wales. Ensuring our community receive the most cost effective and clinically effective treatments and, most importantly, ensuring quality care for service users. This has included appointment of a NICE coordinator and procuring a system to support the systematic review of all NICE guidance and standards.

In December 2019, the organisation invested in a Clinical Audit & NICE Compliance Monitoring system. An innovative system that will transform the way clinical audits are undertaken making it easier, faster, and more effective for clinicians to participate in audit across the organisation. Staff training within the Clinical Audit and Quality Informatics department has been complete, with plans to roll out to clinicians on an organisation wide basis during 2020-21.

Other key developments have included:

- Development of a new clinical audit training programme designed to empower clinical staff with the tools necessary to audit, analyse and improve care.
- Procurement of 20 clinical audit accredited training places for Health Board staff to lead on audit within the new ILGs
- In response to the Covid-19 Pandemic, introduction of new ways of working that include home working and video linked audit and team meetings helping to improve communication and participation in clinical audit activities



# DIGNIFIED CARE DELIVERING THE RIGHT CARE AND SUPPORT

We are committed to ensuring people experience a care environment where everyone is treated with compassion, dignity and respect. The care provided will take account of the individual's needs, abilities and wishes.

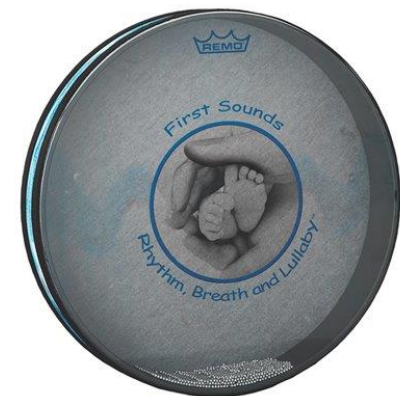
## Using a lullaby ocean drum for babies on our special baby care unit

We have introduced music into our Royal Glamorgan neonatal unit in Cwm Taf Morgannwg. Although there is a lot of recent research on the benefits of music therapy in neonatal units, there is no provision in Wales at the moment. This study provided us with a chance to gauge the acceptability and benefit of music therapy to parents.

The aim of the study was to empower parents and increase confidence and competence in being with their babies. Improve parental wellbeing and support the reduction of anxiety and depression resulting from the hospitalisation of their babies and enhance bonding between parents and babies

The Music Therapy Charity gave a small grant to support the delivery of the workshops. An hour-long music therapy workshop was delivered to 10 families by a Health Care Professions Council registered music therapist. Mums and Dads were invited to attend. The workshop explained why singing and humming to their babies was beneficial. Parents were able to learn about the babies' development and ability to hear while in the womb, and what was the best way to sing to their babies. They had a chance to practice singing and humming with the music therapist in the workshop, and to learn new songs as well as choose their own preferred tunes. Parents completed questionnaires about their experience of the workshop and whether they found it useful. Information was also collected about their wellbeing, their levels of anxiety and depression and whether they felt the workshop supported them in bonding with their babies

All parents gave very positive comments about the benefit of the workshop. Although they were anxious beforehand, they quickly relaxed and found the experience supportive and enlightening. Parents





were empowered by the experience and told us they really valued it. One parent wrote: "I found it really good and an amazing way to bond with your baby in the unit. Fab idea".

Other initiatives in our neonatal services include:

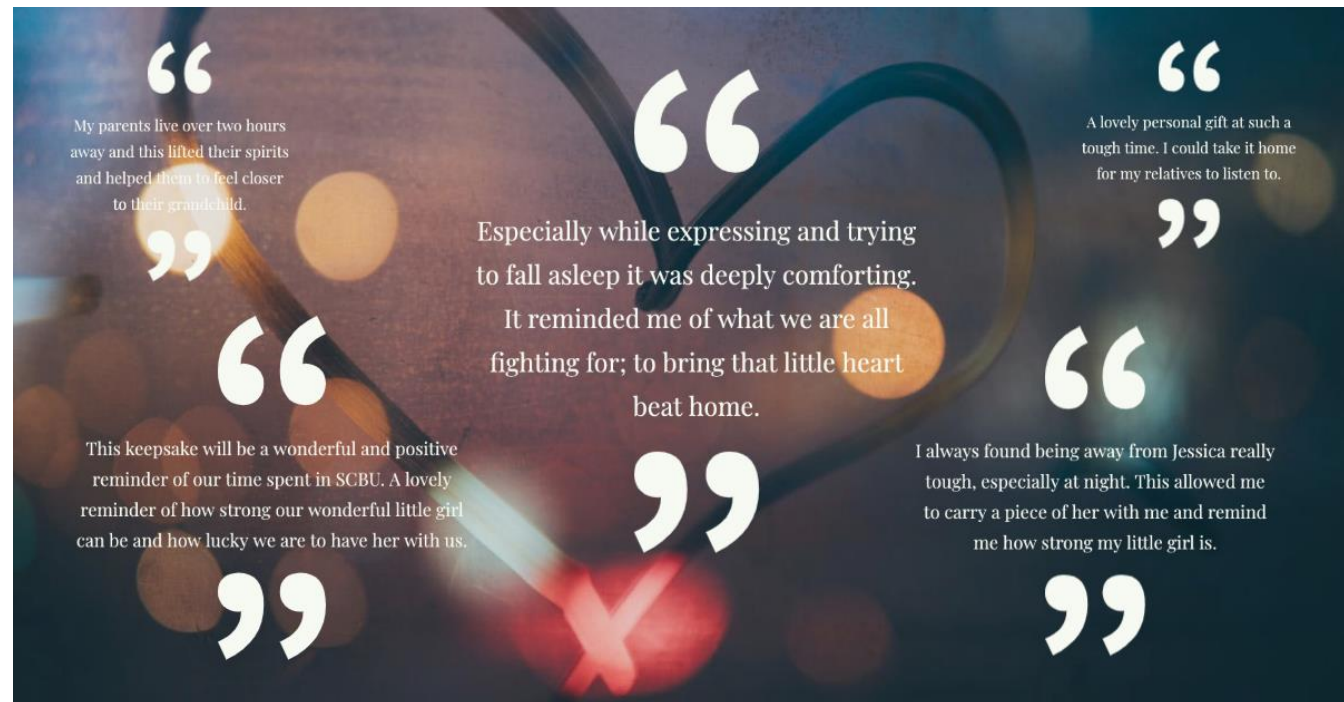
### Milestone Cards

The milestone cards on the neonatal unit in PCH - when we introduced the milestone cards, initially they were quite popular but over time lots of parents either did not want them or brought their own in so we looked at other ways of parental involvement.

Our family integrated care team worked alongside our neonatologist and outside organisations to create events to involve families such as 'Lullaby hour' where outside musicians come into the unit for an hour and provide therapeutic music to improve brain development in our preterm babies and parents were taught how to use specially designed musical instruments that could also improve development. Feedback for these events were excellent.

### Heart Shaped Heart Beat Recordings

Our neonatologist worked with our team and produced little red heart recording devices that babies heart beats are recorded on for parents to take home with them and keep, which improve bonding and attachments when it is not possible for them to be with their baby, again the feedback was excellent from the parents who wished to be involved:





## Memory Assessment Service



*"You transform people's lives and I'm really excited to be here" said Older People's Commissioner, Helena Herklots, when she visited Cwm Taf Morgannwg to find out more about our innovative memory assessment service*

Last year we told you about a new team of Occupational Therapists who were in the process of developing an innovative, enabling service for patients with early stage memory loss.

The innovative Occupational Therapy Memory Assessment Service was funded by the Dementia Action Plan and is the first of its kind in Wales. The service was set up to look at improving diagnosis rates and provide cognitive rehabilitation to people with an early stage dementia. There is Occupational Therapy provision across Rhondda, Cynon, Taff, and Merthyr Tydfil to ensure a systematic equitable service.

The service was developed in collaboration with people living with dementia, family and carers groups and evidenced from research conducted in the Health Board. Current evidence has identified that Occupational Therapy intervention is enabling people living with dementia to remain and regain independence for extended periods of time. This is carried out by utilising tasks and roles that matter and are important to the person. Staff and people accessing the service have had the opportunity to meet with the Minister for Health and Social Care and the Older Persons Commissioner to discuss and share the positive benefits of the service.



“

Having occupational therapy as part of MAS has added value to our service and establishing what skills and difficulties are happening by seeing the patient at home gives an additional clinical perspective

”

“

I was glad of the experience with OT, they helped guide me with things

”

“

I feel confident in the way I can support mum, our relationship is less fractious and i can see how much she can do for herself for the first time in a long while.

”

“

Everything you have done was needed, like a guardian angel

”

“

It has definitely helped rebuild my confidence

”



## A Red Cross Partnership

On December 16<sup>th</sup> 2019 we were delighted to launch our British Red Cross partnership operating from the Emergency Department at Prince Charles Hospital, and has got off to a fantastic start!

The Red Cross volunteers are synonymous with helping people across the globe during times of crisis such as famine or natural disasters. Commissioned by Welsh Government and the joint Collaborative Commissioning Unit, Red Cross workers are now using their expertise to offer support to patients and families; prioritising their pastoral needs while our staff address clinical needs. This can include sitting with patients, keeping them warm and hydrated and providing much needed emotional support. They also support the safe discharge of patients and can ensure they arrive home safely, ensure food and heating are available and help with any care arrangements. The Red Cross are available between 10 am to 10 pm, seven days a week. Claire Cooper, service manager for the Red Cross said "our volunteers are there for reassurance and support...most importantly we spend time with people, listening to their concerns, spotting problems and empowering them to find the right support."

## Welsh Language Standards

The Health Board has made good progress with embedding the Welsh Language Standards into service delivery. Compliance with the standards is monitored through regular ward auditing and Welsh language champions have been identified on each ward. All new staff continue to receive Welsh Language Awareness training during the induction process which includes information about the Welsh Government's More Than Just Words Active Offer.

Welsh lessons for staff are very popular and have been extended to include the Bridgend area.

The Welsh language department has employed a further two translators to ensure the health board is compliant with the Welsh Language Standards. The team of three are working tirelessly to ensure patient leaflets, signs and posters are bilingual and have made good progress with patient appointment letters.







## TIMELY CARE PROVIDING TIMELY CARE AND SERVICES

We appreciate the need for people to have timely access to services based on their clinical needs. Not receiving timely care can have a huge impact on individuals' experience of health services and their ability to achieve the best health outcomes. We are working hard to develop our services to ensure you have easy and timely access to services to enable the best possible outcomes for your health.

## Right Services at the right time

**The New 'Y Bwthyn' Opened** - *The Y Bwthyn NGS Macmillan Specialist Palliative Care Unit at RGH is truly a first class health facility for our patients*

Our state-of-the-art Macmillan palliative care unit is opened its doors in September 2019 at the Royal Glamorgan Hospital offering a warm, welcoming environment to people who need specialist palliative care.

The £7.25m Y Bwthyn NGS Macmillan Specialist Palliative Care Unit opened its doors to offer inpatient, outpatient and day palliative care to people in the Rhondda and Taff Ely area of Cwm Taf Morgannwg University Health Board. The eight-bed unit has been funded in partnership by Macmillan Cancer Support and the National Garden Scheme, Cwm Taf Morgannwg University Health Board and the Welsh Government.

Designed by architects who specialise in creating palliative care buildings, it features artwork inspired by bringing the outdoors in as patients and their loved ones told us they wanted this soothing theme. Each room has doors designed so a patient's bed can be taken outside onto a screened terrace if they wish to go outdoors.

Macmillan have produced several videos to show the development of the unit and the finished product which can be viewed on the Macmillan Facebook site.

<https://www.facebook.com/watch/macmillan.cymruwales/342357079715035/>

For information, support or just a chat, call Macmillan free on **0808 808 0000**. To help Macmillan continue to fund fantastic services like this, do something amazing today and call **0300 1000 200**.



## Our 7 day Stroke Service

A 4 month pilot for therapy 7 day working ended in December 2018. It involved goal setting with patients and relatives aiming to improve family/patient participation, ownership, supporting therapy plans and self-management.

This project enables therapy based interventions to be delivered on Saturdays and Sundays, where families can come to the hospital and be involved in the rehabilitation process, improving the quality of care for patients

The ESD (Early Supported Discharge) Team has had a positive impact on the stroke service and the patient length of stay, however this is funded out of funding on a non-recurring basis. This has been flagged as a risk in the Therapies Plan.

## Know Your Local Team

We want to work hard on improving the health intelligence of our populations and believe that much of this needs to be done through on-going links with our public through every form of communication. We take full advantage of the well-established Public Forum and are working closely and being supported by the Communications Team in the Health Board to progress key elements of this work, such as the development of 'know your local team campaign'. The Your Local Team campaign highlights the many healthcare services available in the local community.

While for a lot of patients the GP might be their first port of call when they pick up an illness or injury, the campaign acts as a reminder that it may not always be the most appropriate call.

Promoted with funds from the Welsh Government, the campaign features local primary care professionals, recognisable to patients in communities across Cwm Taf Morgannwg University Health Board.

The 2020 campaign included indoor and outdoor advertising, posters and banners, social media and features in community magazines.





## INDIVIDUAL CARE PROVIDING SERVICES BASED ON INDIVIDUAL NEEDS AND MAINTAINING INDEPENDENCE

We are committed to ensuring people are treated as individuals, reflecting their own needs and responsibilities. Through listening and learning from your experiences we strive to design and develop services that reduce inequalities, support carers as well as improving services for vulnerable groups

## Supporting Our Carers

Last year we committed to continue the roll out of the AGORED Supporting Carers Training across Cwm Taf Morgannwg University health Board. This training enables us to identify Carers at the earliest opportunity, offering support, advice, assistance and signposting to third sector organisations. This year we are pleased to share our progress with you.

Across Cwm Taf Morgannwg, we have engaged with a total of 80 General Practitioners. All were sent letters inviting them to nominate a Carer Champion and the opportunity to undertake the AGORED training. We had an initial response from 18 requesting more information. From these, 10 practices enrolled staff to undertake the training, in total 13 staff (with some practices putting two through training). To date we have successfully certificated 8 learners and the remainder are continuing. In addition, we have also rolled out the training to Healthcare Support Workers, Pharmacies and Dental Practices.

Feedback from learners indicates the learning has given them the confidence to approach “a what matters” conversation with Carers and they feel more confident identifying Carers. Largely due to the training course they are able to signpost Carers for additional support and advice. The benefit of this training is that Carers can receive support and advice before they reach crisis point, or before the Carer of cared for requires hospital admission.

Each GP surgery signed up to the Agored training is given a Carers Notice Board that is updated by the Carers Champion monthly. There is also a Carers Champion poster to notify patients who is their Carers Champion. In addition the Carers Champion wears a badge so they are easily recognisable to patients.

A GP in Kier Hardie Health Park nominated his receptionist Judith Cullen, who has undertaken the AGORED training and is a Carers Champion, for the Support Staff

of the Year at the South Wales Argus National Award. Judith won the award based on the impact she has made in her Carers Champion role.

A link to this great success: <https://newsquestevents.co.uk/swa-health-care-awards/>

Cwm Taf Morgannwg continue to build on the success of supporting unpaid Carers. This year we have trained 18 GP practices on how to identify and support unpaid Carers in their community, building on this we also offer training to Health Care Support Workers, Pharmacies and dental practices.

We have worked with third sector organisations to strengthen the support and services they provide for Carers and are currently establishing a hospital discharge service in our general hospitals. This will give Carers the opportunity to voice their concerns around discharge of the person they care for at an early stage. The project will endeavour to assist, support and signpost Carers to organisations who can help with a smooth, timely discharge.

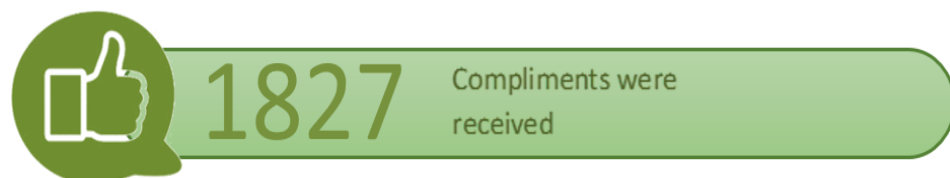
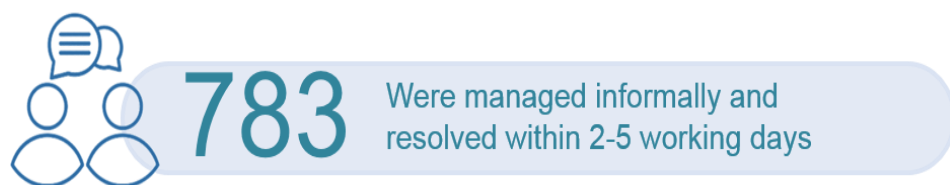
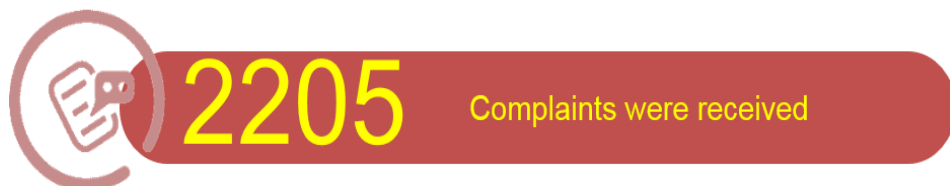
We continue to promote the role of the Carer at corporate events and training days. Recently we held a joint information session with third sector and representatives from the local authority. Collectively we were able to answer any queries from the vast services that are on offer.

Collaborating with Young Carer organisations we deliver a ten week cookery class. The course covers food hygiene, healthy cooking whilst adhering to a low budget. Week on week the young Carers have grown in confidence and produced many tasty dishes. With young Carers estimated to miss an average of 48 school days due to their caring role it's imperative we continue to identify skills that will build their confidence and support their wellbeing.

In addition we recognise we have staff who may be a Carer, we regularly hold information events and update our Health Boards social media sites so staff Carers are supported with relevant and timely information.

## Listening and Learning from Feedback

As a Health Board we are committed to listening to people who use our services, resolving their concerns where possible in a proportionate and empathetic manner. We aim to provide an effective and timely process for responding to concerns, which enables the Health Board to improve services based on lessons learnt, with the aim of achieving high quality, compassionate and effective care for all service users.



The top 3 areas for complaints remained the same from the previous year, these are Medicine, Accident and Emergency, General Surgery and Trauma and Orthopaedics

### **Top 3 Complaints:**

1. Treatment errors
2. Communication
3. Delays/issue re Admission / Transfer / Discharge

The Health Board makes every effort to resolve concerns to the satisfaction of patients or their family, however if they remain dissatisfied following receipt of the Health Board's response, they can contact the Public Services Ombudsman for Wales who considers whether or not to investigate further.

**Primary Care Complaints:** Primary Care Contractors, including GPs, Dentists, Opticians and Community Pharmacists, are independent of the Health Board and are responsible for managing their own complaints about the services they provide. The majority of complaints are resolved directly by practices but where the complaint is made via the Health Board, involvement can be considered if appropriate. 26 complaints about Primary Care Contractors were received by the Health Board during the period. The common theme for primary care complaints is treatment error which mainly relate to a delay perceived by the patient in referral to secondary care.

*(Data covers period April 2019- March 2020)*



**Referrals to the Public Services Ombudsman for Wales:** The Health Board makes every effort to resolve concerns to the satisfaction of patients or their family, however if they remain dissatisfied following receipt of the Health Board's response, they can contact the Public Services Ombudsman for Wales who considers whether or not to investigate further. During the year, 80 cases were referred to the Ombudsman (75 during 2018/19); of these, 22 progressed to further investigation a **reduction** from 32 during 2017/18.



The Health Board has introduced Real Time in patient surveys in conjunction with the Patient Experience Network and North Umbria NHS Trust. During 2019-2020, **2696 patients were surveyed** across the three acute hospital sites. Each site had an **average score above 9.5 out of a possible score of 10**. Also during this period **1815 compliments** were received via the PALS Team.

"I have nothing but praise for everyone working in Ward 3, PCH and in Theatre and Recovery. The excellent work that you all do is greatly appreciated. I was always treated with respect and friendliness. Thank you."

"I would like to thank all staff at the hospital especially the nursing team on Ward 5, all the theatre staff and consultants involved in my excellent care throughout my surgery and recovery thereafter. There are so many unseen personnel who patients never see. I would particularly like to compliment the hospital laundry staff. Having had the experience of the laundry at The Heath hospital, I am very impressed with how all sheets, pillow covers etc. are pristine, and please can your team teach The Heath Hospital in particular how to achieve the ultimate service? The Royal Glamorgan will be my first choice of hospital should I ever need the services of an excellent NHS hospital."

- The Maternity Team are fantastic, outstanding and amazing. So grateful to all the staff.
- Could not have asked for better care on the Maternity Unit.
- Midwives & HCA's brilliant. HCA's don't get enough praise.
- Everyone has been really lovely on the Maternity Unit.
- Midwives are very supportive.
- Everything has been perfect
- Maternity always watching over mums and babies during the night
- Staff have been brilliant providing clear communication throughout my stay

## Hospital to Home – working in partnership with Cwm Taf Care & Repair



### Care & Repair

# Hospital to a Healthier Home

We work directly with hospital teams and patients to identify and resolve housing problems that may lead to a delayed discharge when the patient is medically fit to be discharged.

We access direct funding to pay for things to be done quickly, where this will mean a patient can be safely and more quickly discharged.

There are many other housing problems the service can solve, and free up clinical staff's time in troubleshooting, identifying who can help, and problem solving.

To ensure a patient can live independently and safely at home, and to prevent re-admissions. All patients returning home are offered as routine a Care & Repair Healthy Home Assessment.

**What sort of things does the service cover?**

Examples of the things that the service covers, that can speed up safe discharges are:

- quick home adaptations such as handrails, grab rails and small ramps;
- moving beds from upstairs to downstairs;
- carrying out essential small repairs that makes a patient's home safe to return to; for example, repairs to electrics
- providing key safes;
- preventing falls by making properties safer; or
- making the home warm by improving heating and insulation.

**To find out more or make a referral, please contact:**

**Jemma Lewis**  
Prince Charles Hospital  
Merthyr Tydfil  
[jlewis@cwmtafcr.org.uk](mailto:jlewis@cwmtafcr.org.uk)  
07527 871510

**Cwm Taf Care & Repair**  
[enquiries@cwmtafcr.org.uk](mailto:enquiries@cwmtafcr.org.uk)  
01443 755696

Chief Officer: Nerys Williams



Working together with Cwm Taf Care and Repair we have Hospital to a Healthier Home (H2HH) Caseworkers on both the Royal Glamorgan and Prince Charles Hospital Sites, whose role is to work directly with hospital teams and patients to identify and resolve housing problems that may lead to a delayed discharge when the patient is medically fit to be discharged. The Caseworker has direct access to funding to pay for things to be done quickly, where this will mean a patient can be safely and more quickly discharged.

Making sure H2HH Caseworkers can have conversations with patients as early as possible helps identify housing problems and solutions quicker. In the past conversations have happened too late, or even at the point where safe medical discharge is possible which has led to delayed discharge and poor patient flow.

Discharging a patient is not the end of the journey. There are often wider housing problems that need to be addressed to ensure a patient can live independently and safely at home, and to prevent re-admissions. A key element of the service is the longer term relationship the H2HH Caseworker, and the wider Care & Repair Team can have with the patient to resolve bigger housing problems such as the need for large adaptations, major repairs to make their homes fit to live in, or tackling cold homes and fuel poverty. Issues such as these often lead to respiratory illness, circulatory problems, and further admission to hospital if left unresolved. The best impact is achieved where all patients returning home are offered as a Care & Repair routine "Healthy Home Assessment"

Other third sector and support services in hospitals can be a vital source of referrals into H2HH, and vice versa. Where there are services such as those offered by British Red Cross, Age Connects Morgannwg, Age Cymru, Royal Voluntary Service and others, that support patients with help such as transport home, and settling in, H2HH Caseworkers should develop cross referrals and joint working to maximise the help provided to each patient.

## Equality and Diversity

The Equality Team have developed and published a new Strategic Equality Plan for 2020-24, which will set out the health board's priorities in the area of Equality for the next four years. As part of this we carried out an extensive public consultation with public sector and third sector stakeholders and partners, as well as patient groups.

As in previous years we have demonstrated our ongoing commitment to our LGBT staff. We have continued to support our staff LGBT Network which led to our nomination for a prestigious NHS Wales award. In partnership with the staff of Angelton Clinic, Glanrhyd Hospital, we held an 'Ageing With Pride' event with guest speakers focusing on the LGBT experience and issues in relation to older people. We also hosted Trans\* Awareness sessions for staff, and developed a policy for Transgender Patients, to ensure that Transgender patients have the best possible experience. We are also developing a staff Toolkit from a range of external and internal sources as a 'one stop shop' for information.

### Transgender Service

A New Welsh Transgender Service was introduced in September 2019. When a GP identifies a patient could have symptoms of gender dysphoria they will follow the pathway as described below.

### **Welsh Gender Team (WGT) – Hosted by Cardiff UHB – based at St David's Hospital**

The patient will be referred directly to the WGT. Roles of the WGT:

- Screening - complex cases and children referred directly to Charing Cross Gender Identity Clinic
- Assessment - endocrine evaluation, psychological evaluation, surgical evaluation and diagnosis
- Output - discharge to LGT with hormone therapy endorsement, SLT and counselling/psychology referral



## **Local Gender Team (LGT) – Hosted by Taff Vale – based at Dewi Sant Health Park**

The patient is discharged from the WGT. Roles of LGT

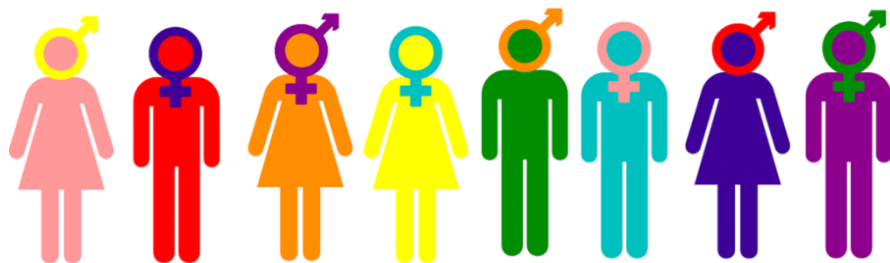
- Initiation and optimise hormone treatments for patients discharged from the Welsh Gender Team.
- Each patient will remain with the LGT usually around 9-18 months

### **Direct Enhanced Service**

The patient is discharged to a GP within their locality. Role of the GP

- Provide lifelong hormone treatment

Where practices have not signed up to the Enhanced Service, a Network arrangement exists whereby a GP from a local practice will manage patients on behalf of the registered practice.



## Sensory Loss

We have also continued our work on Sensory Loss and our work on a new Accessible Buildings Policy led to an Excellence in Healthcare award from Action on Hearing Loss for the second time. This year, our work has focused on access to Mental Health Services for patients with Sensory Loss and the production of a Mental Health Toolkit and on rolling out Sensory Loss training and equipment in the area to ensure equity of access for all our patients. We have also produced a set of guides covering accessible information, the Organisation of accessible events and reasonable adjustments.

We have established and promoted the use of Online Interpretation in all areas of the health board. Patients are now able to access interpretation in British Sign Language and all foreign languages thus ensuring accuracy in communication and more equitable Access to services as well as representing a considerable financial saving.

In the coming year we hope to expand our work in relation to BAME (Black, Asian and Minority Ethnic) and Disabled staff, as well as continuing our work in the above areas





## OUR STAFF

### DEVELOPING QUALITY TRAINED STAFF WHO ARE FULLY ENGAGED IN DELIVERING EXCELLENT CARE AND SUPPORT TO YOU AND YOUR FAMILY

We value and respect our staff and wish to do all we can to have happy motivated workforces who are supported and developed at all stages of their career with us.

Dr Les Ala, acute physician at the Royal Glamorgan Hospital, is leading some amazing work enabling the Health Board to form a special partnership between medics here and in the South Pacific to fund medical supplies and send health professionals to island communities to teach new skills.

Currently in the early stages, the partnership aims to raise funds and share best practice with health professionals in Vanuatu, who often work with basic equipment and in simple facilities.

From Vanuatu originally, Dr Ala returns to his home nation as regularly as he can, taking supplies donated by Cwm Taf Morgannwg and running training sessions, as well as visiting his family.

On his most recent visit at the end of 2019, Dr Ala was able to take with him two donated defibrillators, one for each of the main hospitals in Santo and the capital, Port Vila, while the health board has also previously supplied 10 boxes of intravenous cannulas. Well done to all involved!



We are also pleased to say that Cwm Taf Morgannwg UHB is the first in Wales to appoint a **Donor Family Support Volunteer**. Odette Ward, from Aberdare, took up post as the Donor Family Support Volunteer in January and will support families by providing support and guidance. She will provide emotional support to donor families during the donation process and will work closely with the chaplaincy service and will be trained to provide spiritual care to donor families should they request it. Thank you Odette, your work will be greatly appreciated by families.



## **Lets talk Culture – building an organisation culture we feel proud of**

### *What is it?*

As we come together to form our new organisation, Cwm Taf Morgannwg UHB, we have the opportunity to shape our culture and make Cwm Taf Morgannwg a great place to work and be cared for. To do this, we need to develop our shared values and behaviours, and we want everyone to be part of this important conversation

### *What are we doing?*

It's a major project involving as many staff and patients as possible sharing their views about how we build our new organisation. We want everyone to feel valued, happy, motivated and supported in their workplace.

We also want our patients to have a great experience in our care. Studies show that when healthcare professionals and teams have a good experience, are engaged in their work and work well as teams, patient experience, safety and quality also improves. 'How' we work is just as important as 'what' we do

### *How have we done it?*

We have had thousands of inputs; both face to face and via our survey to shape the way forward. We had over 4000 people complete our survey and just under 400 participating in listening workshops to hear all about what you feel is important. We also engaged over 200 patients via a survey and listening workshops to hear what they feel is important from us.

All of the information was analysed and presented back in workshops in February 2020. The workshops were designed to agree as an organisation what our organisational values and associated behaviours should be. This was accompanied by 3 co-creation workshops looking at values based recruitment, beyond bullying and how we can put our values into action

During the next phase, we will hold further workshops to really look at how we launch and lead our values.

Essentially, Let's Talk Culture aims to:

- Involve as many staff and patients as possible. We want to hear about your personal experiences at work or in our care, and your views on how we can improve.
- Define our values and reinforce what's important to us in our work and care for patients. We then want to translate these values into behaviours that show what we want our future culture to look like in day-to-day interactions with patients and each other.
- Make it easier to see and recognise good practice and to speak up about poor behaviours. Our values need to be included in everything we do moving forward whether that's recruiting and appraising staff, making decisions or measuring our performance.
- Help make our organisation a better place to work, and an even better place to be cared for.





## Congratulations to our practice nurses Rhianydd Davey and Alice Lewis – runners up at the RCN Nurse of the Year Awards 2019!



We are incredibly proud of Rhianydd Davey and Alice Lewis, two of our fabulous practice

nurses at New Ty Newydd GP Surgery in Treherbert. Their passion for practice nursing in Cwm Taf Morgannwg was recognised at the RCN (Wales) Nurse of the Year Awards (2019) where they were runners up in the **Mentorship Award**.

*In 2017, the New Ty Newydd GP practice became an accredited learning placement for students undertaking the Bachelor of Nursing degree at the University of South Wales.*

*Rhianydd and Alice have developed a 'gold standard' mentoring scheme for students selecting Primary Care as their chosen career. Mentoring is a core element of the 'student induction programme' which focusses on introducing students to the full breadth of the role of GP Practice Nurse.*

*Receiving their RCN recognition, Rhianydd and Alice said:*

"Through our mentoring scheme, our placement students get to experience the full breadth of the role of a GP Practice

Nurse. It motivates and encourages many of them to go on to pursue a career in practice nursing, and many mentored students have been successfully placed into practice posts.

"The RCN Award highlighted the valuable role of mentorship in general practice and put a spotlight on the important role of family centred, multi-generational nursing care in our communities. To be recognised for doing what we love has been a career highpoint for us both."

A few student nurses who have participated on the mentorship programme at Ty Newydd said: –

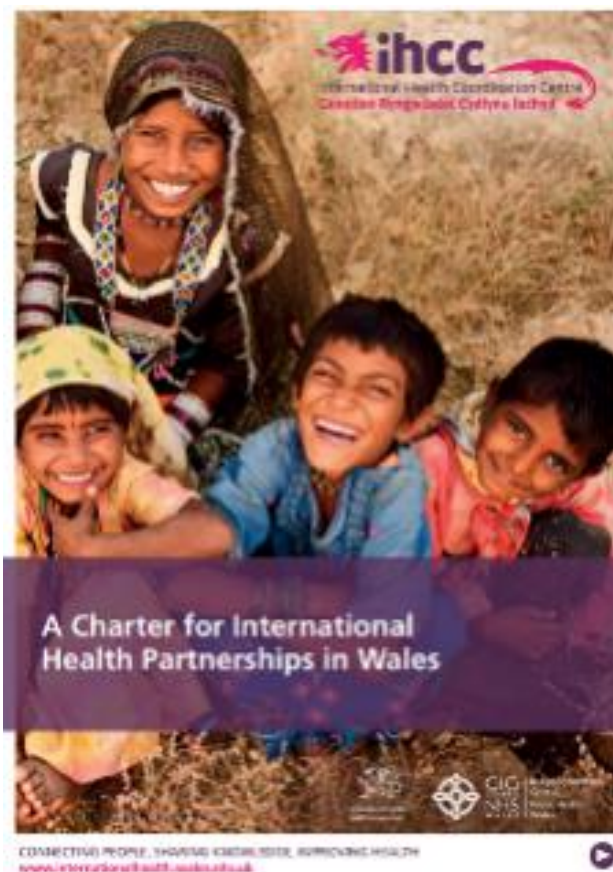
"The placement exceeded my expectations as I was unaware of how many primary care services are available. I now feel I have a better understanding of what is available to patients. I feel I have gained excellent knowledge and skills that I can put into practice throughout my career."

"I felt I was learning continuously. I thoroughly enjoyed the six weeks. I felt part of the team from day one."

"All the staff were very helpful and encouraged me throughout. This placement has given me a lot of confidence and I would highly recommend it to other students."

***This Mentorship award was open to an outstanding Registered Nurse or Registered Midwife who demonstrated an innate understanding of the importance of good mentorship in supporting highlight quality learning environments and who act as a role model to others.***





# WALES FOR AFRICA

Cwm Taf University Health Board (CTUHB) continues to work closely with the International Health Co-ordination Centre (IHCC) in embedding the 'Charter for International Health Partnerships in Wales'.

CTUHB, being responsible for developing Continuing Professional Development (CPD) aspects of international health working on an 'All Wales', basis are pleased to see the locally developed 'CPD' toolkit has been approved by the All Wales CEO forum and now forms part of the overall IHCC toolkit available for wider use.

CTUHB are continuing to support the IHCC in preparing to formally launch the IHCC toolkit and in the 5 year Charter anniversary plans.



# LOOKING FORWARD 2020-2021

## Looking Forward to 2020/2021

As well as the areas for improvement we have talked about throughout this document, here are some more things that we are committed to doing to improve the quality of care in 2020/21.

- Continue to improve **quality, safety** and the **patient experience** through **effective governance** and **risk structures** with the implementation of a new **governance structure** and framework of assurance.
- The continued development and focus on **engaging and empowering** our people, **embedding our values and behaviours**, and a clear structure and operating model.
- Grow **clinical and community leadership**, learning through **quality improvements** and **strengthening involvement** of **patients, staff** and **partners** in service redesign.
- Continue to implement the **Maternity Improvement Programme** under the scrutiny of the **Independent Maternity Oversight Panel (IMSOP)** to address the serious issues raised
- The organisation has acknowledged the need to develop a **frailty model** across social, primary and secondary care to **meet the needs** of the **ageing population**.
- We are committed to supporting a piece of work focusing on maintaining patients' **strength, balance** and **mental wellbeing** whilst in hospital with a view to reducing the incidence of **falls**.

## Recognition Awards

Do you feel that a member of staff has made a positive impact on your care? Every year we ask for patients and/or their families to nominate staff for a recognition award.

Please write *to the Communications Team at* -  
Cwm Taf University Health Board  
Ynysmeurig House  
Navigation Park  
Abercynon  
Rhondda Cynon Taf  
CF45 4SN

## Feedback on the Annual Quality Statement .....

We develop this statement in the hope that we can share with you what we have been doing to improve our services and your experience of those services. We would really like to hear any feedback you may have about the statement and any suggestions for improvement. You can click the link below to access a quick survey:

Survey Link:

<https://www.surveymonkey.co.uk/r/QKFS953>

Alternatively please contact the University Health Board Headquarters for a hard copy of the survey.

If you would like further information about this statement or if you would like to comment on it please contact:

Louise Mann , Assistant Director Quality & Safety, Cwm Taf University Health Board, Ynysmeurig House, Navigation Park, Abercynon, CF45 4SN [Louise.Mann@wales.nhs.uk](mailto:Louise.Mann@wales.nhs.uk)

## **Follow the links to find out more about the work of Cwm Taf Morgannwg University Health Board**

*Cwm Taf Morgannwg University Health Board Website:*

**[Cwm Taf University Health Board - Homepage](#)**

*For committee papers and reports:*

**[Board Meetings - Cwm Taf University Health Board](#)**

### ***Social Media:***

We love to hear from our patients, and social media gives us the perfect platform to ensure that everyone hears about the great service you have received. Please visit our [Face book](#) page and/or [Twitter](#) page to leave your comments.



[Cwm Taf University Health Board - Home | Face book](#)



<https://twitter.com/cwmtaf>

@CwmTaf  
@CwmTafCymraeg