



# Cardiff And Vale University Health Board Strategy to 2035

Living Well, Caring Well, Working Together





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# Foreword

This strategy sets out the Health Board's Vision for improving the health and wellbeing of the populations we serve by 2035. We have challenging times ahead, but we are confident that by tackling these challenges together, we can support people to live healthier lives and reduce the unfair differences in the prevalence of illness and health outcomes we see in our communities today. We aspire to deliver outstanding care and treatment for people when they need it, where they need it; care that compares well with the best in the world, but to do so, we need to transform how we deliver services over the next decade and beyond.

As well as providing health care to the local Cardiff and Vale of Glamorgan communities, we provide an extensive range of highly specialist services to the population of South Wales and beyond. The Health Board's role in research and innovation means that we are at the forefront of advances in health care technology and treatments which are rapidly changing the way that health care is delivered. Working with our research partners, we are setting ambitious goals for expanding the research we undertake, improving accessibility to clinical trials and advanced therapies so that together we continue to find solutions to the health challenges we face today and into the future as well as improving the outcomes of care and treatments.

Every day we are proud of and humbled by the brilliant people working across the Health Board and in partner organisations. Every day, our colleagues go the extra mile to give people the best chance of leading a healthy life, providing the care and treatment they need with kindness and compassion. We want to be a great place to work, where people feel supported and empowered to make decisions that will improve services and the care of patients, and who get the training and development they need to continuously improve.

Since we developed the Health Board's first Shaping Our Future Wellbeing strategy back in 2013 much has changed. We have responded to and learnt from the Pandemic alongside the increasingly visible impacts of climate change, health inequalities have deepened and the once future opportunity that novel treatments and interventions presented are rapidly becoming reality. We commit to taking the actions necessary to respond to these challenges as well as to adapt quickly and take new opportunities to improve the wellbeing of generations to come. We finalised this strategy as we celebrated the 75th anniversary of the NHS. Born in Wales, the NHS has saved and transformed hundreds of thousands of lives, prioritising those in greatest need. To ensure it continues to have such positive impact we will work together to focus more on prevention and innovation and continuously learn and improve what we do as we invest in our infrastructure and people. This commitment is now enshrined in our new strategic priorities:

- **Putting people first**
- **Providing outstanding quality**
- **Delivering in the right places**
- **Acting for the future**

We would like to thank everyone, all our colleagues, patients, citizens, partners, and stakeholders who have helped us develop this strategy by participating in the many engagement events we held and providing feedback via the surveys. We have listened to what you have told us is important to you and hope that you see this reflected in this refreshed strategy.



**Suzanne Rankin**  
CEO



**Charles Janczewski**  
Chair

July 2023

## Introducing our strategy

This strategy provides us with a high-level description of what we want to achieve by 2035 and the strategic objectives we will focus on to get us there, with the key milestones that we will aim to achieve over five and ten years to deliver on the Health Board's priorities. This strategy builds on Shaping Our Future Wellbeing 2015 – 2025, developed in 2013 and reflects its underlying principles – 'home first, empowering people, outcomes that matter to people and reducing harm, waste and variation' – which have served us well over the last decade.



## About us

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

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

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

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

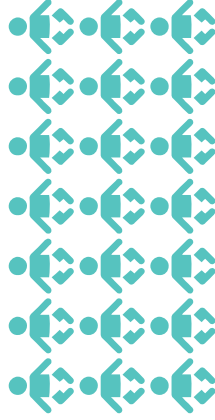
Our services are based in the capital city of Wales, Cardiff, which has a more diverse population than any other part in Wales, and the Vale of Glamorgan which has a greater variation of urban and more rural communities.

*We are here to help people live well*

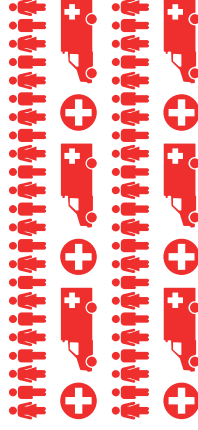
## Our key numbers in 2022/2023

The Health Board's  
**maternity services**

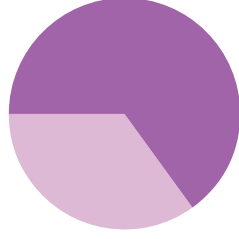
supported the birth  
of **5,220** babies



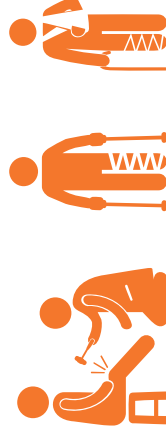
**147,449** people  
attended the Health  
Board's **emergency  
department**



We carried out **71,394**  
**planned hospital  
procedures** – **65%** of  
which were done as a  
**day case**



We provided  
**669,346**  
**outpatient  
appointments**



**102** pharmacies are currently  
eligible to provide the **Clinical  
Community Pharmacy  
Services (CCPS)**.

In 2022/23 a total of  
**76,342** consultations  
were provided.



**63** community optometry  
practices across Cardiff and  
the Vale, with approximately **213**  
**Optometrists** who delivered NHS  
services to around **191,278**  
patients during 2022/23.



**66** General Dental Practices  
across Cardiff and the Vale, with  
approximately **300** Dentists  
who provided treatment to around  
**144,000** patients and around  
**31,000** new patients during  
2022/23.



**Primary Care General Medical  
Services (GP services)** are  
provided from 57 practices across  
Cardiff and Vale to a registered  
population of **534,756**.

A total of **954** staff  
are providing the following roles –  
**GPs, Community-based  
Nurses, other Direct Patient  
Care and Admin, clerical  
and support roles.**



**95%** of people **felt safe in the health board's care** and that  
**the health board's staff were kind and caring**.  
When asked '**Overall, how was your experience of the Health Board's  
service?**' **89%** of respondents said '**very good or good**' \*

## People's experience of our services

(\*data collected over 8-month period)

# Our People

On 31st May 2023, the Health Board employed 17,232 staff, with 1,000 more colleagues employed in our GP practices. 76% of our workforce are female and 24% of our workforce are male and includes colleagues from all corners of the world.

Age profile of the Health Board's staff in 2023



We ranked in Stonewall's Top 100 LGBTQ+ inclusive employers for the second consecutive year. We also ranked as the 80th most LGBTQ+ inclusive employer in the UK by the charity.

The Health Board has Disability Confident Leader (Level 3) status as part of the government's scheme.

We have responsibility for improving and protecting the health of the nearly 500,000 residents of Cardiff and the Vale of Glamorgan. While many people in our area are healthy, there are unacceptable differences in health outcomes between communities. People in our most deprived areas die around 9 years earlier than people in our least deprived areas.



*A workforce that includes colleagues from all corners of the world*

*There are stark inequalities in health within our communities*

## Where we deliver our services

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

### Hospital Services in Cardiff are provided from:

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

### Hospital Services in the Vale of Glamorgan are provided from:

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



## Research and Innovation

During the 22-23 financial year:

- CAVUHB approved **171 new research studies**
- **Recruited 6743 non commercial & 329 commercial patients = 7072 in total** – Over 7000 patients for the 2nd year running
- **Non commercial represented 37%** of all non commercial recruitment in Wales.
- **Commercial recruitment represented 42%** of all commercial recruitment in Wales.
- **Generated £2.4 million** from commercial funds.



# Our vision for 2035

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

Everyone should have the best possible opportunity to live a healthy and fulfilling life – where the unfair differences in health outcomes, which impact on life expectancy, are reduced. We will achieve this by working with local communities and the Public Services Board partners to tackle the issues that cause preventable illness and premature death.

We also aspire to provide outstanding healthcare, where the outcomes reflect that we are a highly research-active University Health Board and are comparable with high-performing peers. We will measure our performance against health care organisations that are like us in terms of the size and complexity of the Health Board's services, teaching and research, at UK and international level.

To achieve our vision, we have developed our strategic objectives – the Health Board's wellbeing objectives – which reflect our commitment to embedding the sustainability principles set out in the Wellbeing of Future Generations Act in the way that we work together to deliver them.

## Wellbeing Goals



## Ways of working



# Our Values

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

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

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

*Our values  
are at the  
heart of  
everything  
we do*

# Our Strategic Objectives

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






Putting People First

Providing Outstanding Quality

Delivering in the Right Places

Acting for the Future



**Putting  
People First**

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

People are at the centre of everything we do. As a big employer of local people and a provider of an extensive range of health care services, we aim to attract and retain the best people; people who uphold our values, strive to continuously improve services and continuously develop their skills. We will also ensure that our workforce reflects the diversity of the communities we serve and that colleagues are supported to use and promote the Welsh Language.



People being supported to live healthily, enabled by healthy and supportive environments, is key to achieving the Health Board's vision. This means everyone having the knowledge, opportunity and support to behave healthily at every stage in life – from having a good start at birth and in childhood, to living well through adulthood and as we get older – and knowing where they can find help and support when they need it.



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



## Providing Outstanding Quality

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

To achieve outstanding care, we will ensure that access to services reflects the needs of people so that we reduce both the number of years people live in poor health and preventable premature death, focusing relentlessly on reducing the health inequities that exist within and between our communities. In 2023, the gap in life expectancy between our least and most deprived communities is eight years for women and nine years for men, figures which have been increasing over the last decade. For healthy years lived, the gap has been broadly stable at 18 years for women and 14 for men.



for every patient. We will track key indicators looking at equity across healthy behaviours and preventative services, access to clinical services, and health outcomes. We will work closely with our partners in social care and housing, the third sector and wider Regional Partnership Board colleagues to provide integrated care for people at home and in the community so that they are supported to live as independently as possible and to manage their own condition where they can and to have a planned and dignified end of life.

The Health Board will provide hospital care when it is the best option for patients and we aim to provide excellent care that is timely, safe and delivered with kindness and compassion.

One in 4 people experience mental illness during their lives and too many young people are not getting the support they need early enough for their mental wellbeing. We will do more to help people to live well and prevent ill health, providing support and intervening early when a health need arises, diagnosing quickly and providing the right treatment which is evidence-based, and measuring the outcomes

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

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

## Delivering in the Right Places

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

We know that the quality of the environments in which we provide care makes a difference to patient experience and outcomes. Many of our facilities are not fit for purpose and we know that poor quality environments lead to poorer outcomes and experience for patients and our colleagues. To deliver outstanding care, we need to provide services in the right place to meet a person's needs in facilities that are fit for purpose.



This will include caring for people at home using technology to monitor health and access the support needed, enabling people to be in control of their own care. We will deliver as much as we can locally so people can access advice, care and support in their local community, where we will co-locate the Health Board's services with those provided by our local authority and third sector partners, in community hubs.

When hospital care is needed, our care environments will optimise patient experience and recovery and provide the facilities needed by our colleagues for their wellbeing.

Our hospitals will be 'digitally-enabled hospitals' where health and care systems are fully connected across the patient pathway. We will be planning new acute hospital facilities to be 'smart hospitals' which combine patient and environmental data to enable the use of all the data available across the entire patient journey to deliver services in highly efficient ways. We will have the facilities necessary for high-quality research, teaching and training, and which facilitate collaboration with academic and industry partners to develop and adopt innovations in health care. The Health Board's digital and data systems will be integrated and provide real time data to inform joint decision-making between the patient, their family and carers and the multidisciplinary team, and to provide insights needed for research and the management and future planning of services.

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

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



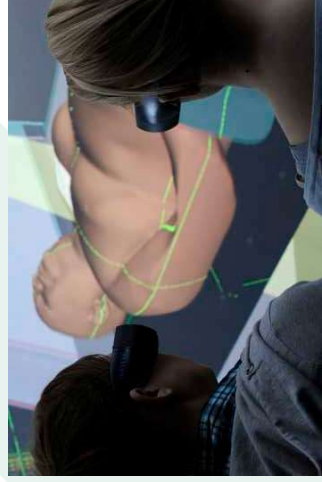
## Acting for the Future

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

Like other health care organisations, we have a large carbon footprint – equivalent to all the households in Barry. We will take urgent action to reduce the Health Board's carbon emissions and protect the environment, creating and promoting green spaces that support healthy living and active and sustainable travel.

Acting for the future also means ensuring we remain at the forefront of advances in health care by working in collaboration with university and industry partners to accelerate the development and adoption of new treatments, increasing research and clinical innovation activities for the benefit of improved patient outcomes and sustainable health care. We will also use the Health Board's significant resources and purchasing power to benefit the local economy in South Wales, creating high value jobs, supporting local businesses and attracting inward investment and, as a large anchor organisation, contribute to economic growth in the region.

As a provider of highly specialised services, the Health Board will continue to develop and deliver new treatments that advance health care and contribute to the best outcomes for patients. Our research supports the provision of outstanding care, with more people participating in trials for new treatments and technologies.



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

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

## Delivering the strategy – how we will work

To deliver our strategy we will work in a way that is **participatory**. This means enabling and empowering people to be involved in shaping our plans and taking an active role in their care and health as equal partners. Co-production will be at the heart of how we improve our services and we will act on regular and timely feedback from those who use and deliver our services. We will actively seek the participation of our partners in the planning and delivery of services – this includes everyone who works in the Health Board, NHS partners, local authority and third sector partners, and university partners. We will participate effectively in the formal partnerships of which we are members – the Cardiff and Vale of Glamorgan Public Services Boards (PSBs) and the Cardiff and Vale of Glamorgan Regional Partnership

Board (RPB), our regional service planning and delivery partnerships (South East Wales health boards and, for tertiary and specialist services, our partnership with Swansea Bay UHB), Cardiff University Partnership, and collaborative commissioning partnerships such as Welsh Health Specialist Services Commissioner (WHSSC). **Prevention** will be at the centre of our pathways of care; preventing illness in the first place, intervening early and addressing preventable deterioration when a health condition is diagnosed. We will work in a way that anticipates people's needs, using integrated real-time data to plan and deliver **personalised** health care and treatment plans for all the family, and using intelligence to accurately **predict** changing demand to help us plan and manage our services into the future.



### Participatory

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



### Prevention

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



### Personalised

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



### Predict

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

Empowering people to be involved in shaping our plans

# Delivering the strategy – what we will do

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

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

To track progress, we will develop a suite of key indicators, describing the starting point and the milestones for improvement. We will ensure that everyone, wherever they work – in our neighbourhood wards and the hospital wards, from front-line teams to the Board – is clear on how we all contribute to achieving the objectives and realising our vision. We will review the strategy at its mid-point and make any adjustments necessary to remain on track to realise our vision for better health and improved outcomes.

**Our vision for better health and improved outcomes**

**Tara Rees**  
**RCN Wales**  
**Nurse of the Year 2023**



**GIG**  
CYMRU  
**NHS**  
WALES

Bwrdd Iechyd Prifysgol  
Caerdydd a'r Fro  
Cardiff and Vale  
University Health Board



Shaping Our Future  
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