

Aneurin Bevan University Health Board Annual Report



2020/21



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Bwrdd Iechyd Prifysgol
Aneurin Bevan
University Health Board

Dyfodol  Clinigol
Clinical Futures

What will this Annual Report tell you?

Our Annual Report is part of a suite of documents that tell you about our organisation, the services and care we provide, and what we do to plan, deliver and improve healthcare for you. It provides information about how we performed in 2020/21, what we have achieved, how we plan to continue to improve next year and our plans for the future.

This report also explains how important it is for us to work with you, and listen to your views, to better deliver services that meet your needs, as close to your home as possible.

Our Annual Report for 2020/21 includes:

- Our **Performance Report** (separate document) which details how we have performed against our targets and the actions planned to maintain or improve our performance. This can be found at: <https://abuhb.nhs.wales/about-us/key-documents/>
- Our **Accountability Report** (separate document), which details our key accountability requirements and provides information about how we manage and control our resources, identify and respond to our risks, and comply with our own governance arrangements. This can be found at <https://abuhb.nhs.wales/about-us/key-documents/>
- Our **Financial Statement, Annual Accounts and Annual Governance Statement** (separate documents), which detail how we have spent our money and met our obligations. These can be found at: <https://abuhb.nhs.wales/about-us/key-documents/>

Contact Us

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Welcome from the Chair and Chief Executive

We are delighted to introduce Aneurin Bevan University Health Board's Annual Report for 2020/21. During this financial year, we have been faced with unprecedented challenges brought about by the global COVID-19 pandemic. Despite these very difficult circumstances, the organisation has achieved a great deal. As well as working hard to keep our NHS services open and available to local people wherever possible, we have successfully planned and implemented large-scale COVID-19 testing and vaccination programmes across the Health Board area. In addition, we have accelerated the restarting of those services that were most severely disrupted by the effects of the pandemic.

We have continued to change and develop the ways in which we deliver our services and govern our organisation. This Annual Report recognises the outstanding skill, dedication and work undertaken by our staff and our partners to respond to the Pandemic. However, it also recognises the progress we have been making as an organisation over the past year, highlights some of our continuing challenges and also celebrates the successes of the Health Board, and particularly the teams and individual members of staff that have made this progress possible.

Our staff remain our greatest asset and it is only through their efforts that we have overcome the enormous demands placed upon our services. The commitment and hard work of all our staff and those who work with us has enabled us to continue caring for patients and delivering the best possible services for the people living in the Health Board area. Not only have our staff delivered excellent care in the face of the Pandemic, but this year they have also played their part in opening The Grange University Hospital and in improving the way we deliver our NHS services. Our staff continue to appear on award shortlists, win awards, and are recognised nationally and internationally for the excellent work they do. You will see many examples of this in this Report.

The experiences of the Pandemic have accelerated our capability to adopt and evolve new technologies and opportunities to improve the services we provide, in order to ensure the people we serve continue to receive the highest standards of care. With the innovative approaches our staff have adopted, these advancements continue to develop the Health Board's commitment to respond to the Welsh Government's aspirations for 'A Healthier Wales'. We continue to make progress on delivering our Well-being objectives in line with the Well-Being of Future Generations Act (Wales) and also our regional partnership arrangements to respond to the Social Services

and Well Being Act in order to provide integrated Health and Care Services across the Gwent area.

In addition to our response to COVID-19, we have continued to make considerable progress in realising our *Clinical Futures* strategy and with the early opening of The Grange University Hospital in November 2020, we have transformed local NHS services to make them fit for the future. This work has included moving more of our services into our communities and closer to the people who need to use them. During the coming year, we will continue to engage with our communities, partners and all stakeholders to explain how our new Healthcare system works and how people can best use the services available to them.

We have continued to focus on the quality of care provided and this has had a particular focus for us during the COVID-19 Pandemic. We are also encouraging our local communities to improve their own health and well-being. Because of the Pandemic, we are now working more closely than ever with our partners, such as Local Authorities and Third Sector Organisations and through our Regional Partnership arrangements, to encourage people to improve their health and protect themselves and others. The joint approach to the COVID-19 testing, tracing and vaccination programmes during the year exemplifies how we are adapting our services and responding to different demands and needs, using new technologies and other approaches to engage with our communities and encourage their wellbeing and participation.

We were pleased that during the year, we continued to deliver against our approved Three Year Integrated Medium Term Plan (IMTP.) Our draft Annual Plan for 2021/22 has been developed to guide us over the next year. The continuing support of Welsh Government in the implementation of our plans demonstrates their confidence in our ability to deliver and to continue to develop our services. We also achieved our statutory financial break-even target on our budget of just over £1.3 billion. This is a significant achievement.

In conclusion, we wish to emphasise that the Health Board is committed to continuing to progress as we further develop in the coming year. Whilst we continue to respond to the Pandemic, we are now starting the long road to recovery. The period of adjusted governance arrangements has now ceased and the learning from the pandemic response has prompted a change to the way we conduct future business. We are now moving into an agile working environment and the new ways of working that we have developed will continue to minimise the risk of further infections and improve the performance of our NHS services. We remain hopeful that our excellent

vaccination and testing programmes will put us in the strongest position to minimise the effects of COVID-19, as we further restart our NHS services and help to rebuild the future of our communities. In taking forward improvements and new developments, we will continue to undertake our business openly and transparently, provide information publically on our performance, and actively engage with local people and our partners. We will continue to publish information about our services to provide assurance to you all that the services we provide are efficient, effective, are of a high quality and are safe.

We are grateful for the support and feedback we receive from our local communities and we want to continue to hear from you – you can find us on Facebook, Twitter and Instagram, or you can come along to one of our local events or regular Board meetings, which are open to the public, and are now live streamed on our YouTube channel. Find out more on our website, which was refreshed and re-launched during the last year.

In addition to this report, our Annual Quality Statement, Annual Governance Statement and Director of Public Health Annual Report provide more detailed information about the progress we have made in all key areas. All of these documents can be found on our website:

<https://abuhb.nhs.wales/>

We hope you enjoy reading this report and that it gives you a further insight into the work that we do and the progress we have made, as an organisation and in partnership with others, during 2020/21.



A handwritten signature in black ink, appearing to read 'Ann Lloyd'.

Ann Lloyd CBE
(Chair)



A handwritten signature in black ink, appearing to read 'Judith Paget'.

Judith Paget CBE
(Chief Executive)

1. Our Organisation

Aneurin Bevan University Health Board was established in October 2009 and achieved 'University' status in December 2013. We serve an estimated population of more than 639,000 people, which is approximately 21% of the total Welsh population.



With a budget of **£1.3billion** for 2020/21, we deliver healthcare services to people in Blaenau Gwent, Caerphilly, Monmouthshire, Newport, Torfaen and also provide some services to the people of South Powys.

You can find out more about our financial position by reading our Accountability Report and Financial Accounts for 2020/21:

<https://the Health Board.nhs.wales/about-us/key-documents/>

We are governed by a Board, which comprises Executive Directors and Independent Members who make decisions about all NHS services provided to people who live in our area. In 2020/21, the Board was chaired by Ann Lloyd and the Operational Leadership and direction was provided by Judith Paget, our Chief Executive and Accountable Officer.

During 2020/21, we continued to pursue our vision and key priorities;

- Improving public health by working with our partners to promote healthy lifestyles and ensuring there is access to preventative services, particularly for those in areas of greatest need.
- Providing services that focus on the needs of the patient.
- Ensuring safety, excellence and quality in all our services at all times.
- Trusting and supporting our staff to make the right decisions for patients and to improve care.
- Effectively using resources to ensure we provide high quality and value for money patient care.



The Health Board has continued to operate in a patient-focused, safe, open and prudent way. The Board sets the strategic objectives, monitors progress, agrees actions to achieve these objectives, and ensures appropriate controls are in place and working properly throughout the organisation.

A broad range of Committees and Advisory Groups also support the work of the Board. Chaired by Independent Members of the Board, they provide scrutiny, undertake development discussions, assess key risks and monitor performance against the Health Board's plans.

You can find more information on our Organisation, our Committees and Structures in our Accountability Report and Annual Governance Statement:

<https://abuhb.nhs.wales/about-us/key-documents/>



1.1 Our Health Board's Values and Mission

As a Health Board, we strive for excellence in all that we do, and actively encourage a culture of care and compassion, respect, integrity and teamwork.

We assess and challenge services to constantly strive for improvement to match, and where possible, exceed national standards. We seek to learn and identify where improvements can be made.



This ambition is also driven by a commitment to working together and engaging with patients, communities, staff, partner organisations, other stakeholders and Welsh Government. We believe in putting people first, staff taking personal responsibility to safeguard our patients, fostering a strong passion for improvement in delivery of services, and making sure that promoting pride in service delivery stimulates improvements in patient experience.

Our values and plans have always had a strong focus on delivering safe and high quality services. This is particularly important as demands on our health services increase, as populations grow and people live longer (making them more likely to need access to Health services), and we plan for and respond to Major Health Emergencies, such as the COVID-19 Pandemic.

We are determined that our values, developed over recent years, are realised and continue to be sustained. Also, that we are open and transparent with our patients and the public we serve and that we listen to, and engage with our communities, patients, staff, and partners in planning and delivering services of the highest quality, especially during the COVID-19 Pandemic and throughout the realisation of our major Clinical Futures Programme.



Managing Risk

The risks that face the Health Board are continually changing. Some risks can impact on the achievement of our objectives, and we need to put actions in place to mitigate them effectively.

Successfully managing the risks that affect our services helps to ensure high quality and safe health care is provided to local people, and that a supportive working environment is provided for our staff.

During 2020/21, we successfully delivered financial balance at the end of the year, and we also approved a new Board Assurance Framework and Risk Management Strategy to guide this work.

You can find out more about how we manage risk by reading our Accountability Report, Annual Governance Statement and Financial Accounts for 2020/21 by following the below link:

<https://abuhb.nhs.wales/about-us/key-documents/>

1.2 Our Plan

During 2020/21, we continued to follow and update our **three year IMTP (Integrated Medium Term Plan)**, which outlined how we will strengthen, modernise and develop our services to better meet the health and care needs of the people in the communities we serve. This was done within the funding allocated to us by Welsh Government.

Our first three year IMTP was published in June 2015, and subsequent plans have built upon the successes and lessons learned from our approved plans over the past five years. As the COVID-19 Pandemic developed, Welsh Government established a new annual planning process.



We work across many communities, systems and services; our ambition - **to improve the health and well-being of the population we serve, and to work with our partners to provide most care closer to home** – will only succeed if it reflects the needs of our patients and is aligned to the plans and priorities of our partners. We welcome the enactment and continuing embedding of the Social Services and Well-being Act (2014) and the Well-being of Future Generations (Wales) Act 2015. These are positive steps towards integrating the agenda and plans of all public sector

organisations to deliver positive support and change for the communities we serve.

Our new Annual Plan for 2021/22 continues to include the next steps for our Clinical Futures Programme. We, like all Health Boards across Wales, continue to experience unparalleled challenges across Health and Social Care in the form of the COVID-19 Global Pandemic, ageing populations, increasing numbers of people living with long-term health conditions, coupled with rising patient expectations, finite resources and workforce challenges. Irrespective of these challenges, we are committed to treating every patient we care for with respect, compassion and kindness, maintaining their dignity at all times.

We are confident that our plan puts the Health Board in a strong position to ensure local services are safe, effective and organised, in order to deliver the best possible outcomes to those who use them.

Going forward

The Health Board's ambition to deliver improved health services for our local population is reflected in our 2021/22 Annual Plan. This plan also recognises the opportunities, significant challenges and risks that we face going forward.

We will robustly monitor and scrutinise the delivery of our plans, ensuring that benefits are realised by our patients and communities.

We believe that there has been evidence of improvement across a range of our services. Even so, we realise that there are still real challenges to meet the demand for our services, which have been significantly disrupted by the COVID-19 Pandemic.

You can read the full IMTP plan, and our new Annual Plan 2021/22 on our website:

<https://abuhb.nhs.wales/about-us/key-documents/>

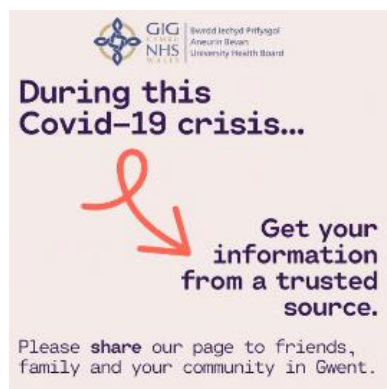
1.3 Our Response to the Coronavirus Pandemic

The worldwide COVID-19 pandemic caused significant disruption to our Health Board services during 2020/21 and our response to local challenges is detailed in this section of the Annual Report.

In March 2020, the spread of Coronavirus (COVID-19) throughout the UK became an unprecedented National Emergency and the services we provide were significantly disrupted.



In April 2020, the Health Board area became the first and worst-hit location in the whole of Wales. Inaccurate information began to circulate, particularly on Social Media, and in a short space of time, the Health Board was contacted by thousands of local residents who were concerned and confused.



We quickly realised that we needed to establish the Health Board as a trusted voice to convey timely and accurate information. We used Social Media and the Mainstream Media to respond to comments and questions, help, counsel, offer advice, dispel rumours and false information, and reassure our local population.

The Health Board ensured clinicians working in the Health Board were open and honest about what was happening inside our Hospitals to give people the most up to date information and guidance. Intensive Care Consultant at the Royal Gwent Hospital, Dr David Hepburn,



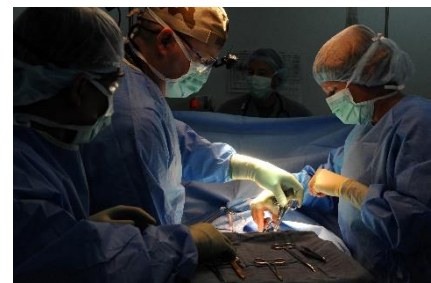
would go on to become a prominent face of the relief effort in the region. Dr Hepburn first shared a video revealing that he had contracted Coronavirus, and on multiple occasions, urged the public to follow Welsh Government advice to stay at home and avoid social contact.



Dr Sarah Aitken, Director of Public Health and Strategic Partnerships, warned that our services would soon be overwhelmed by the number of people needing lifesaving treatment without a "huge effort" by all of us to follow lockdown instructions. At this point, the Health Board area was the worst affected place in Wales, with 309 of the 628 confirmed cases in Wales.

A massive effort from staff working in all roles within the Health Board ensured that we restructured our hospitals and services to care safely for both patients with COVID-19 and patients who did not have COVID-19, but required care and treatment. Although our services were severely impacted, due to our planning, co-ordinated response and the fantastic efforts and commitment of our staff and the public, we were able to continue to support and care for patients admitted to our hospitals and those in community settings.

Many Health Board services (for example, Primary Care, Mental Health, Community Services) continued to offer appointments through telephone or video calls, although many face-to-face appointments and non-urgent surgical procedures were postponed due to the risk of COVID-19 spreading.



As the Pandemic eased during the period of lockdown, the Health Board began to restart services that had been disrupted or halted at the height of the Pandemic's first wave. The latest information on the restarting of our services can be found on our website:

<https://abuhb.nhs.wales/restarting-services/restarting-services/>



To continue to update the public, the Health Board introduced weekly Live Q&A Sessions through social media, enabling the public to communicate directly with high profile Doctors, Nurses and other Clinicians working in the Health Board.

In the first three months of 2020/21, our Social Media activities made more than 5 million impressions, with more than 500,000 reactions, comments and shares.

We also live-streamed the formal meetings of the Health Board to continue making them accessible to the public.

Recognising the efforts of our partners

Throughout 2020/21, we have depended on the knowledge and expertise of our partner organisations in the Health Board area to deliver the best possible response to the COVID-19 pandemic.

We have worked collaboratively with our five local authorities, other Health Boards in Wales, Public Health Wales, Welsh Government, local MPs and Members of the Senedd, the Military, and Gwent Police to share information and to plan and implement the testing and mass vaccination programmes.

The Aneurin Bevan Community Health Council have also been instrumental in ensuring that we have continued to meet the needs of the population we serve during the pandemic.

We recognise that this collaborative approach has been vital to helping to keep local people safe and well informed during the COVID-19 pandemic – and we would like to thank all our partners for their excellent work.

1.4 Test, Trace, Protect

The Health Board's Coronavirus Testing Programme has been operational since March 2020 and has grown exponentially in 2020/21.

The programme aims to deliver timely, efficient and effective testing for anyone that needs a test in the Health Board area. After 12 months, the service has facilitated more than 600,000 tests. The testing programme manages 16 community testing facilities, a fleet of mobile home visit teams, staff to test in each hospital, a regular testing programme for public-facing Health Board staff, and a dedicated team to respond quickly to outbreaks, clusters and incidents. Responsive and regular testing is now offered to thousands of people every week.

The Health Board and the five Local Authorities in our area joined forces to establish the Gwent Contact Tracing



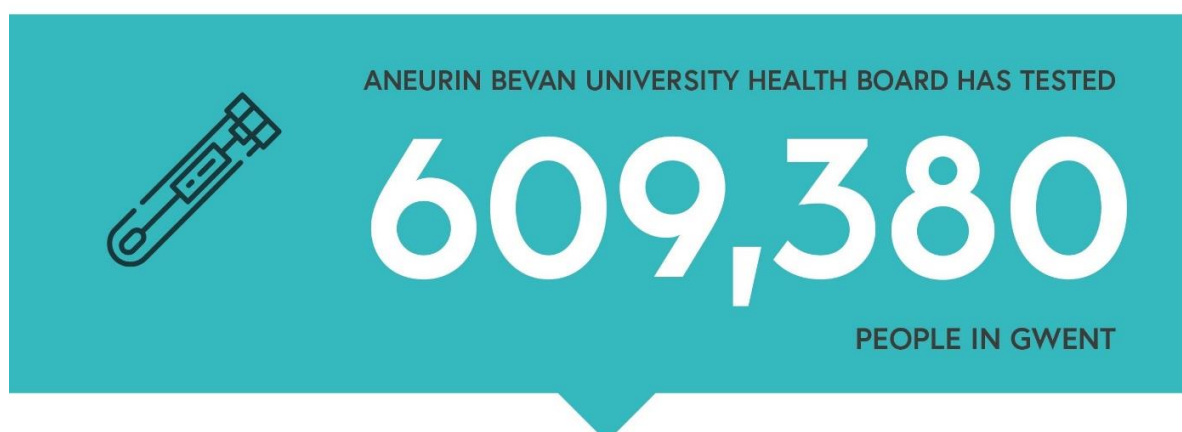
Service. Contact tracing developed to become a tried and tested method of controlling the spread of COVID-19 in our communities. People who test positive are phoned by the service and asked to share details of people they have been in close contact with, for example at home or at work. The service has a 98% contact tracing success rate.

The success of our Test, Trace, Protect service has undoubtedly been down to strong partnerships between the five Local Authorities and the Health Board. Colleagues across the region have been incredibly committed to integrated public services and using the knowledge of our communities has been instrumental in the achievements of the service.

The Test, Trace and Protect service in the Health Board area has protected people from infection and will remain a key part of the battle against COVID-19 for some time to come.

Aneurin Bevan University Health Board

COVID-19 TESTING: March 2020 to March 2021



161,153

People tested through our Regional Testing Site at Rodney Parade, Newport



43

Approved testing locations across Gwent



4,002

Visits to test our most vulnerable residents at their home



3,186

Tests to support patients to have vital surgery and treatments



411

Staff have worked for the Health Board Covid-19 testing team



113,406

Tests to protect staff and residents in Care Homes

1.5 Keeping Our NHS Services Running

The Health Board is proud of the way in which staff have responded, showing resilience, bravery, dynamism, resourcefulness and great skills over the last year. Whilst dealing with the major challenges presented by COVID-19, staff also enabled the health system to introduce new ways of working, revolutionising the number of patients supported through digital consultations and reviews, implementing virtual communications between inpatients and their families, embracing agile working and successfully opening the Grange University Hospital.

Primary and Community services have been front and centre of new ways of working, embracing technology and strengthening resilience through buddying practices. Mental Health and Learning Disability services have maintained all core essential services throughout the pandemic, and have responded to the changing needs presented throughout the year.

Following the difficult decision to close all Health Board hospitals to visitors during the pandemic, the Health Board introduced a new 'Messages from Home' service. This service was made available for relatives and friends to keep in contact with their loved ones in hospital who may not have access

to communication devices. The introduction of this new patient messaging service enabled families and friends to communicate well wishes to their loved ones in Hospital via a dedicated email address.



In August 2020, the Health Board began to restart many of the routine services that had been put on hold during the first wave of the COVID-19 pandemic, publishing weekly updates to enable patients to track the progress of this work.

The Health Board also established a new service to help COVID-19 patients who had been ventilated in an Intensive Care Unit (ICU) or Respiratory High Dependency Unit (HDU). The unique collaborative Rehabilitation Programme aims to support and aid the recovery of formerly ventilated COVID-19 patients after they have been discharged from hospital.

The Programme, the first of its kind in Wales, aims to get patients back to where they want to be, both mentally and physically, following an extended period in ICU or Respiratory HDU. Long stays in an Intensive Care Unit can have a significant impact on how a patient functions physically, and on their quality of life. Subsequently, the programme brings together several specialist services, including Respiratory, Occupational Therapy, Physiotherapy, Dietetics, Psychology and the National Exercise Referral Team. The support provided is driven and led by each patient, with the programme tailored to individual needs.



We have also strengthened our Employee Well-being Services during the reporting year to support the physical, mental and emotional needs of our staff who have responded – and continue to respond – to the demands of the pandemic. This support for staff continues to be a significant priority going forward.

1.6 Continuing Person-Centred Care

In 2020/21, the Health Board has continued to work closely with its staff and external partners to improve people's experience. Person-centred care is a way of thinking and doing things that sees the people using health and social services as equal partners in planning, developing and monitoring care to make sure it meets their needs. This means putting people and their families at the centre of decisions and seeing them as experts, seeing the




person as an individual, and working together to develop appropriate solutions.

We recognise that our patients have been negatively impacted by visiting restrictions and a lack of social connectedness – both in and out of hospital – and this has resulted in

increased loneliness, compounded by restrictions to the usual activities people can enjoy. We have therefore introduced a number of initiatives to support patients, staff, volunteers and the wider community to improve

people's experience during the pandemic. The following activities have taken place during 2020/21:

- Although our recruitment of volunteers to support patient care during the pandemic has been impacted, this has not stopped virtual recruitment. During the pandemic, our volunteers have supported 654 people, with 2,204 volunteer hours being provided.
- We have recruited and trained 35 volunteer 'End Of Life Companions', who have made more than 103 visits to patients, providing approximately 206 hours to the wards by supporting people who are lonely. The Companions have made 15 visits (approximately 30 hours) to people who are at the end of their lives. Every visit can make a huge difference to a patient.
- In partnership with Coleg Gwent, the Health Board is supporting Health and Social Care students that are unable to undertake work placements to obtain some of their competencies by volunteering. We recruited 19 students who undertook befriending visits and supported our patient and family liaison service. This work involved connecting patients with their loved ones via computer tablets.
- Our ward-based 'Ffrind i Mi' (Friend of Mine) volunteers have provided befriending support and activities for patients in our hospitals. These volunteers have received additional training to be Digital Companions and have supported patients to use a variety of devices to contact their loved ones whilst visiting restrictions were in place.
- More than 100 telephone volunteers have continued to make befriending phone calls to patients living in our communities who are lonely or require support.
- The Health Board worked with the Community Health Council (CHC) to offer hospital patients the opportunity to virtually feedback their experiences to an independent body (via computer tablets). We learned from the feedback given to continue making positive, patient-driven improvements to our services.
- The Health Board enlisted 98 volunteers to support at our Mass Vaccination Centres. These volunteers have supported the smooth running of our Vaccination Centres in Ebbw Vale, Cwmbran, Newbridge and Newport.

- We recognise the importance of looking after the wellbeing of our volunteers. As well as contacting them weekly, we have offered virtual support sessions (once a month) to our volunteers, companions and befriender volunteers. Volunteering can be an emotive experience and these sessions are designed to support well-being, enabling volunteers to discuss openly their experiences and concerns in a safe and confidential environment.

1.7 Opening The Grange University Hospital



In an exceptional year, our workforce took dedication and tenacity to a new level and, through the financial support provided by the Welsh Government, commissioned and opened The Grange University Hospital in November 2020. The new hospital was opened four months early, fully equipped and delivered on budget.

The 'big move' to the new hospital meant large scale changes to NHS services in the Health Board area. Opening a new hospital in the midst of a pandemic was a massive achievement, and the efforts, skill and commitment of our staff across the Health Board were what made this possible.

The planning for The Grange University Hospital goes back over a decade, and many people have been responsible for translating the vision of the Clinical Futures strategy through from business case processes, all the way to eventual building and opening. The pace and complexity of bringing forward such a project at scale was unprecedented.

The early opening of this hospital ensured the very best care for our sickest patients throughout the second wave of COVID-19 infections and ensured safe and sustainable services in paediatrics, obstetric and maternity services. Safe services for more routine, less urgent treatments were also developed at our enhanced Local General Hospitals (Royal Gwent, Nevill Hall and Ysbyty Ystrad Fawr) as a new system of care was developed.

Our new model of healthcare is as important as The Grange University Hospital itself, and the Health Board's Annual Plan, Workforce Strategy, Estates and Improvement Programmes are aligned to support and sustain the Clinical Futures changes going forward. These are vital to the recovery of our NHS services following the impact of the pandemic, and we are committed to continuing to review the changes we're making to ensure our services are safe, efficient and delivering excellent outcomes for our patients.



<h2>You said, we did!</h2> <h3>The Grange University Hospital</h3> <h4>Patient Experience Survey</h4>	
You said	We did
Some relatives have experienced difficulties contacting wards to request updates on their loved ones	<ul style="list-style-type: none"> Employed Patient Liaison Officers who are able to obtain updates from wards and feedback to relatives via telephone Recruited Ward Assistants who work 12 hours, 7 days a week. Part of their role is to assist ward staff in answering telephones Updated phone numbers have been shared
There needed to be additional signage throughout the hospital	<ul style="list-style-type: none"> Additional signage for over 15 departments has been installed. Larger Emergency Department signage also in place.
Doors were too heavy and needed to be automated	<ul style="list-style-type: none"> Hold Open and automated doors are currently being installed across the whole site
The choice and quality of food could be improved	<ul style="list-style-type: none"> A new iPad menu ordering system has been implemented in place of food being brought up to wards in bulk to be chosen from. This allows patients to choose from a mix of options beforehand, and therefore only the food needed for each ward will be delivered. This will reduce waste, improve quality and provide more choice. Monthly meetings are being arranged with site leads in order to monitor and challenge the ongoing quality of food. The outcome will then be fed back to manufacturers in order to make improvements.
The WiFi needed to be improved	<ul style="list-style-type: none"> Posters advertising the Cloud WiFi have been distributed to all departments and regular updates take place to improve the quality of WiFi available
Mobile signal needed to be improved	<ul style="list-style-type: none"> The in-house mobile signal solution will be in place in the immediate future. This was always planned for the GUM, but was delayed due to early opening. Currently, there are x2 masts supporting EE coverage as an interim solution, but over the next few months additional networks will become available.
Some patients were feeling bored and lonely	<ul style="list-style-type: none"> TVs are being installed in each single bedroom across the site, and radios have been shared out amongst wards which can be used by patients
There could sometimes be a lack of social distancing in waiting areas	<ul style="list-style-type: none"> COVID plans are being displayed on waiting area TV screens to explain the protocols that are put into place when social distancing is compromised, due to the department being over capacity
Some patients were escorted through COVID corridors unnecessarily	<ul style="list-style-type: none"> The message about avoidance of the COVID corridor has been reinforced, both verbally and through additional signage The external footpath to ED/ICU is now accessible, which can be used as an alternative route to the COVID corridor
More information is needed for Post Op patients to take home with them, to assist with their aftercare	<ul style="list-style-type: none"> The Health Board will work on creating a detailed information booklet

The changes we have made have bought some operational challenges during the embedding period following the opening of The Grange University Hospital, particularly in our Emergency Department. Our challenges have been greater than originally anticipated due to the pandemic, which means we must respond to caring for both COVID and non-COVID patients.

The Health Board has responded continually to the challenges and early feedback on a wide range of issues, from staff and patients, since the new hospital opened, resulted in a number of 'You said, we did!' actions being implemented to refine our operations.

1.8 Our Vaccination Programme

In May 2020, staff members from across the Health Board were invited to take part in a ground breaking COVID-19 vaccination trial.

The study, run by Oxford University, eventually resulted in the approval and production of a vaccine to prevent the disease.

Aneurin Bevan University Health Board was chosen as one of 18 sites to take part in the UK – the only one in Wales. Around 500 Health Board staff took part in this successful and extremely important clinical trial.

The Health Board-wide mass vaccination programme was then launched in December 2020 as Wales became the first country in the world to receive supplies of a Covid-19 vaccine. A huge team of Doctors and Nurses became some of the first people to start vaccinating and protecting people against COVID-19. The vaccination programme soon expanded, as larger amounts of vaccine became available, Mass Vaccination Centres were opened across the Health Board area and a huge team of vaccinators was assembled. Vaccinations were also delivered by staff in the community, GP surgeries, pharmacies, and in care homes across the Health Board area.



More than 1,400 people applied for immuniser roles, which provided more than sufficient resources for the delivery of the vaccination programme. The Health Board moved quickly to recruit healthcare students and retired healthcare workers to support the implementation of the programme. Training packages were planned and delivered to new immunisers to ensure a seamless supply of staff to deliver the vaccine across the Health Board area.

In addition, more than 90 volunteers were found through the Health Board's 'Ffrind i Mi' initiative, and these volunteers play an active role within the Mass Vaccination Centres. Military personnel were also deployed to our Mass Vaccination Centres to help with the smooth running of the vaccination programme. Fully trained vaccinators from the Army joined Health Board

staff in the Vaccination Centres and general duty RAF personnel provided non-clinical roles within the programme, which included greeting and chaperoning patients.

The Health Board also received an excellent response from our local authorities and their partners, with more than 200 of their staff working as mutual aid volunteers.

1.9 Celebrating the achievements of our staff

Queen's Birthday Honours 2020

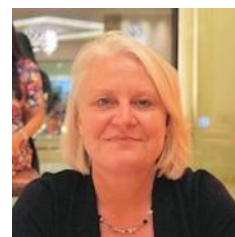
Four members of our staff were recognised in the Queen's Birthday Honours 2020...



Dr Carolyn Middleton (left), Associate Director of Nursing has been granted an MBE for services to nursing.



Elizabeth Waters (right), Consultant Nurse has been awarded an MBE for services to the NHS in Wales.



Neil Pearce (left), Head of Estates, Maintenance and Operations was awarded an MBE for his work at the Health Board during the Covid-19 pandemic.



Former Independent Member **Dianne Watkins** (right) was granted an OBE for services to nursing education and research.

New Year's Honours 2021

Two members of our staff were recognised in the Queen's New Year Honours 2021...



Professor **Alka Surajprakash Ahuja** (left), Consultant Child and Adolescent Psychiatrist for Aneurin Bevan University Health Board was **awarded an MBE** within the New Year Honours list 2021.

Alka helped establish and scale up the NHS Wales Video Consulting Service for people to continue to access healthcare advice and services from their homes during the pandemic.

Professor Tamas Szakmany (right), Critical Care Consultant for Aneurin Bevan University Health Board has been awarded an MBE within the New Year Honours list 2021.



Tamas has been a vital part of the team in leading our response to the Covid pandemic, as well as dedicating his time to leading research in helping to understand the disease, as well as being part of the Covid vaccine trial.

During 2020/21, many more of our staff members won various awards for their professional endeavours – further details can be viewed on our website <https://abuhb.nhs.wales/>

2. Looking to the future – our Clinical Futures Programme

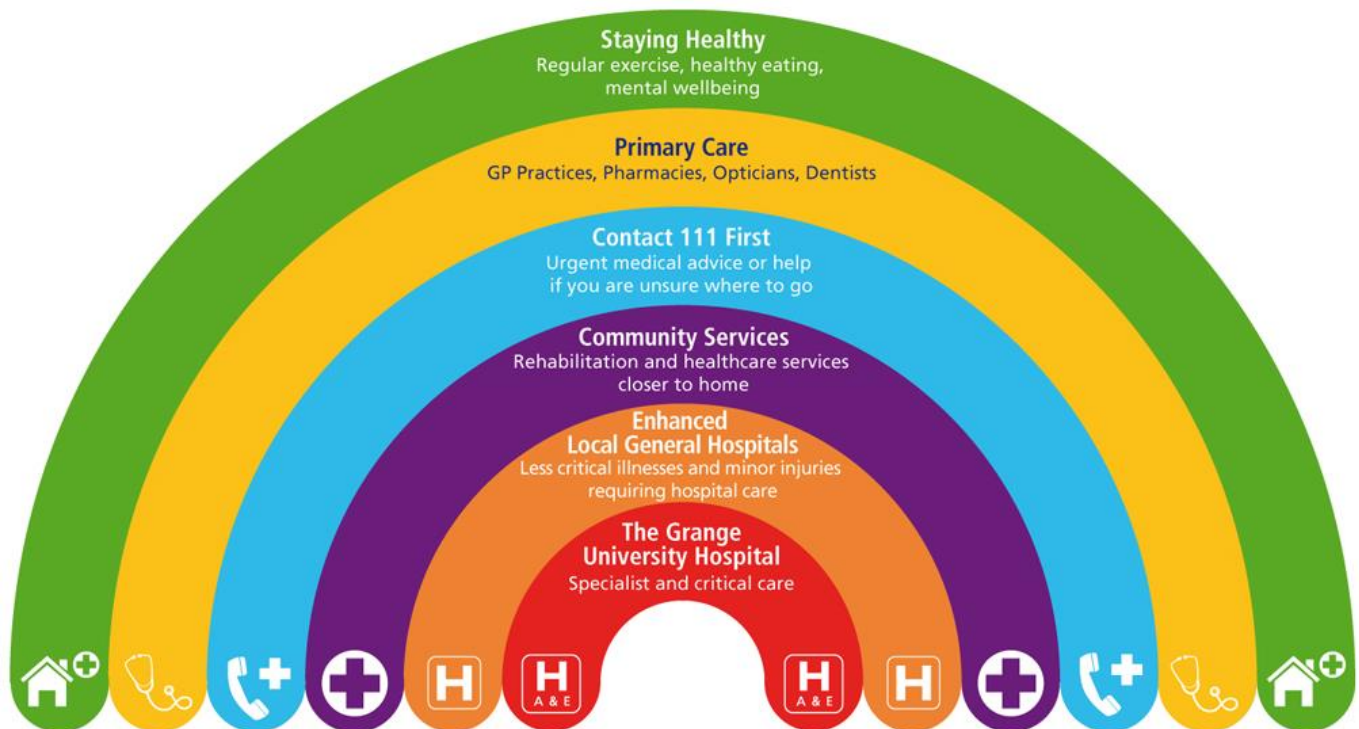
What is Clinical Futures?

Our Clinical Futures Strategy sets out how we are moving to a better balance of care, by:

- delivering most care close to home;
- creating a network of local Hospitals providing routine diagnostic and treatment services; and
- centralising Specialist and Critical Care Services in a purpose-built location – The Grange University Hospital.



The rainbow graphic below summarises our new model of Healthcare:



Progress in 2020/21

The year represented a very important time in the realisation of the Clinical Futures strategy, with many changes and much progress made to implement our new model of healthcare across the Health Board area.

Transformation and change is challenging for any organisation, but ensuring all Clinical Services move forward together is key.

The Grange University Hospital – The construction of The Grange University Hospital progressed to early completion in 2020/21 and the hospital was opened four months ahead of schedule in November 2020 to assist with the extra demands on the Health Board caused by the COVID-19 pandemic. The Health Board Project Team continued to work very closely with the supply chain partner, Laing O’Rourke, and external technical project managers, Gleeds. The move to the new hospital involved a monumental effort by staff and the early opening ensured the very best care for acutely ill patients throughout the second wave of COVID-19 infections and ensured safe and sustainable services in paediatrics, obstetric and maternity services – together with the enhanced Local General Hospitals – as a new system of care was developed.



Clinical Service Readiness – Ensuring our Clinical Services were ready for the changes brought about by the opening of The Grange University Hospital was vital during 2020/21. Many specialist services such as Critical Care, Cardiology, and Paediatrics (to name a few) were centralised in the new hospital and other services began to operate over multiple Hospital sites, including our equally important enhanced Local General Hospitals (The Royal Gwent Hospital, Nevill Hall Hospital and Ysbyty Ystrad Fawr).



Meanwhile, other services are increasingly being delivered in the community or in people’s homes. Throughout the reporting year, the Health Board worked closely with clinical teams to ensure that our planning was thorough and effective. Large scale workshops helped this to happen, complimented by detailed service planning. This work was underpinned by a transparent communication and engagement process.

Clinical Futures In Summary – The opening of The Grange University Hospital has meant a huge shift in how we deliver NHS services, and also how we are stabilising and improving many Specialist Services. The COVID-19 pandemic has changed the very nature and approach of how we deliver healthcare. Despite this, our Clinical Futures ambition was progressed to meet the new challenges the Health Board has faced, without compromising the future quality or timelines of the end goal.



3. Communications, Engagement and Partnerships

In 2020/21, we have strengthened our Communications and Engagement activities with the public we serve and our partners. This has been of real benefit during the COVID-19 Pandemic and we have also continued to develop and innovate during this period. Our Communications and Engagement activities are described below.

The Health Board has continued to lead the way on the use of Social Media and Digital Communications and Engagement. During



the past year, we have seen the numbers of our Facebook, Twitter and Instagram followers continue to grow, with more and more people



communicating with us through these channels. At the beginning of the COVID-19 Pandemic, the Health Board recognised that we needed to establish ourselves as the trusted source of information in Gwent. We worked hard to grow our Social Media audience, and follower numbers increased by around 600% in just one month and numbers continued to grow throughout 2020/21.

We have undertaken a series of high profile Social Media campaigns through our Communications and Engagement Team, but also in partnership with other NHS bodies in Wales and wider Community Partners, such as Local Authorities and Third Sector bodies. These have included a particular focus this year on our COVID-19 Pandemic response, recruitment, celebrating our staff, and Primary Care themes. We also ran a major campaign to inform and engage people on the changes to NHS health services in the Health Board area, which included sending an information booklet to every home in the region. To view the booklet in a variety of formats, please visit our website - <https://abuhb.nhs.wales/clinical-futures/information-resources/>

Our 'Digital First' approach has continued to develop significantly in the last year. In previous years, the Health Board has simply given out information, whereas now, we actively engage and interact with our patients, the public and stakeholders through Social Media. This is done in real time, through patient and public questions on services, their current experience of our services and the quality of their care. The Communications and Engagement Team has invested significant time in co-ordinating and responding to patient and public approaches on a day-to-day basis.

An aspect of our work that has proved particularly successful this year has been the further expansion of our use of graphics, video clips, patient and staff stories, and live Question and Answer sessions to support our more traditional forms of Communication and Engagement with the public and stakeholders. We have also developed a new brand to help describe the changes to our NHS services through the Clinical Futures programme, with specific logos and colours representing each area of the Clinical Futures model of healthcare.

The Communications Team has also been able to assist the Health Board's drive to recruit new staff into vital roles through Digital Marketing and Advertising. This approach provides the Health Board with a reach that we could not achieve through traditional means and Media.



4. Research, Improvement, Innovation and Value Based Healthcare

Supporting the Health Board to think and work differently

Traditional approaches to improving quality and patient safety, such as Clinical Audit, can identify the issues or services that need to improve, and can provide assurance of that improvement. However, we are continuing to develop the way our organisation works through a joined up approach to Research, Improvement, Innovation and Value Based Healthcare.

- **Research and Development (R&D)** – ‘Generating evidence and developing new thinking, knowledge and understanding’. Through commercial/ non-commercial research for Clinical and Scientific areas across the Health Board.
- **Aneurin Bevan Continuous improvement (ABCi)** – ‘Doing things better’. Quality Improvement, training and mathematical modelling.
- **Innovation** – ‘Doing new and different things’. Developing our organisational culture through innovation platforms; partnerships with academia and industry, generating ideas for new products and services, intellectual property, new revenue streams and new resources from National Innovation Programmes/ funding sources.
- **Value Based Healthcare** – Measuring what matters and assessing the real value of healthcare activity; patient outcomes, experience and resource efficiency.

4.1 Developing a Research, Improvement, Innovation and Value Centre of Excellence

Our 2021/22 Annual Plan has set out a clear vision to strengthen and integrate our Research & Development, Improvement, Innovation and Value Based Healthcare functions (RIIV).

Integrating our RIIV functions will make the best use of the RIIV teams given their shared role to support the Health Board to think and work differently – providing a strong capability and capacity offer to support staff to generate new evidence, innovate, improve and add value across the Health Board.

Our new approach to RIIV supports the ambition within 'A Healthier Wales' to establish Research, Improvement and Innovation Hubs across Wales to share best practice and knowledge.

4.2 Research and Development (R&D) within the Organisation

Research and the pandemic

In late March 2020, the UK Chief Medical Officers directed the UK R&D Departments to suspend non COVID-19 clinical trials and instead, focus on Urgent Public Health (UPH) clinical trials as an urgent priority. They directed that such trials must be delivered in order to repurpose existing drugs and develop other new treatment options for patients with COVID-19. These clinical trials became an essential part of front-line treatments in the



patient pathway and were vital to both the development of evidence and knowledge about COVID-19 infection, but also in providing treatment options for patients in a context where there were none. The impact of clinical trials is evidenced in the fast tracking of effective drugs (dexamethasone and Tocilizumab) and the stopping of ineffective drugs (Convalescent plasma, Kaletra, Azithromycin and hydroxychloroquine); thus, saving lives and preventing harm across Wales, the UK and internationally.

From March until May 2020, most non-COVID-19 clinical research was suspended with the exception of treating and following up a small proportion of patients where the study provides their ongoing essential treatment or care, to ease pressure on the system. In May 2020, non-COVID-19 clinical trials were gradually restarted and this approach has continued; running both COVID-19 and non-COVID-19 clinical trials side by side, flexing R&D Department staff to best meet the needs of patients as rates of COVID-19 have fluctuated.

In the reporting year, more than **4,100** patients have been recruited to **32** clinical trials – more than double than the best of other years. The Health Board has consistently been the highest recruiting NHS organisation in

Wales to these trials across the year and was the first to run a vaccine trial. The absolute focus on one topic area and the deployment of staff for a single purpose will account for this. Additionally, the Health Board was the only site in Wales to run the Oxford Astra Zeneca trial.

Service Evaluations

In addition to Urgent Public Health (UPH) clinical trials, staff across the Health Board have been providing services in new and innovative ways. Many of these COVID-19 initiatives have been registered with the R&D Department as Service Evaluations, where an assessment of risk has been



made to enable the safe conduct of data collection. To date, some 53 have been registered and several have been published in peer-reviewed journals, such as the BMJ and The Lancet.

It is important to capture how our services have changed and been transformed as a result of

COVID-19. Service Evaluations are a way to track and measure the way our services are running and to gain an insight into what has worked and what has not worked quite so well, so that we can do more of what works and much less of what does not.

The R&D Department registers Service Evaluations in the Health Board and scrutinises each project to assess its risk and value.

4.3 Aneurin Bevan Continuous Improvement (ABCi)

The ABCi team forms one of the key enabling functions of the RIIV centre of excellence. ABCi aims to enable teams by building their capability *to develop insight and improve quality*, applying these skills to improve the services they provide.



Building Capability

Organisational capability is about teams across ABUHB having the skills, methods and infrastructure that enables them to understand and change their services to achieve what matters to their patients. ABCi comprises two teams, the Quality Improvement (QI) and Mathematical Modelling Units.

QI Capability is about developing:

- Capacity – QI knowledge and skills to lead and coach others
- Connections – working relationships and networks in support of QI
- Conditions – creating an environment where QI can flourish

Analytical and Modelling capability is about:

- Integrating skills within divisions, coupled with
- Applying these techniques to develop insight and enhance decision making.

Supporting the Health Board during COVID-19

The COVID pandemic has placed particular challenges to delivering frontline services over the past year, and the ABCi team continue to support this effort. The Mathematical Modelling team have helped develop insight around the impact of COVID-19, which has assisted the Health Board in planning and in managing the work of our Test, Trace & Protect and Mass Vaccination teams, Personal Protective Equipment (PPE), bed numbers, and COVID-19 testing rates.

Working with clinical teams

2020/21 has been an unprecedented year, and ABCi have continued to support frontline teams to understand and improve their services. A few examples include; optimising transport around pathology; theatre scheduling; implementing a health visitor data capture tool; data analysis

around falls, the Flow Centre and ambulance handovers; and falls improvement work.

You can follow ABCi on Twitter at @ABCIAB

4.4 Innovation

In 2020/21 we further developed our organisational approach to innovation.

The Innovation Team's work in the reporting year has included:

- Securing £772k for the Health Board in external grants, external contributions, internal funding and match funding for COVID-19 and internal innovation projects.
- Involvement in the development of our Research, Improvement, Innovation and Value (RIIV) Centre of Excellence, focusing on industry/academic engagement, income generation, intellectual property, creative challenge, innovation training and working with national innovation initiatives.
- Our Medi-Park proposal (on the site of The Grange University Hospital), which has developed a Strategic Outline Case- a strong foundational partnership made up of Welsh Government, Torfaen County Borough Council, University, industry representative and UK innovation partners and a site masterplan. The team has undertaken developer and occupier market reviews and will be moving into an Outline Business Case stage in mid-2021.
- Leading the national NHS Wales COVID-19 Innovation and Transformation Study alongside Welsh Government, Welsh NHS Confederation and HEIW. This has created a huge evidence base that captures innovation from COVID-19 working and will support the adoption of new ways of working right across the NHS in Wales.
- Overseeing and supporting an additional 14 successful applications to the Bevan Commission's 'Fast Track' Exemplars (4 projects) and Adopt and Spread programmes (10 projects).
- Working closely and in more structured ways with the Life Sciences Hub Wales, Accelerate and AgorIP as 'trusted innovation partners'.



These relationships support us to work with industry, prototype new products and commercialise new products and services, based on clinical ideas, needs and challenges.

- Supporting and teaching on innovation through the newly established Innovation and Transformation Intensive Learning Academy (hosted by Swansea University).

4.5 Value Based Healthcare

At the core of Value-Based Health Care (VBHC) is maximising value for people; that is, achieving the best outcomes for patients using the finite resources that the Health Care system has available. This work involves moving away from a supply-driven health care system organised around what teams do, moving towards a person-centred system organised around what people need. Supporting the Welsh Government's "A Healthier Wales" strategy, Value-Based Health Care work supports delivery through its partnerships, collaborations and new ways of delivering products and services. The programme will, indirectly, have a positive impact on the Well-being of Future Generations Act; A Prosperous, Resilient, Cohesive Community and a More Equal Wales.



Goals and achievements

We have developed the VBHC Tool Kit, which includes the Implementation Framework for Outcomes and Cost, and is being used across NHS Wales in everyday business to realise greater value in care delivery across our systems. The VBHC programme uses Information and IT systems to combine outcome, cost and other data to support Clinicians in direct patient care. This is a pivotal

goal to the success of the programme.

In 2020/21 we have seen a growth in Clinicians adopting a Value-Based approach, with innovative ideas and methodologies considered across all Major Change Programmes (e.g. Clinical Futures). Clinicians and patients are now better equipped to improve the quality of care that is provided.

Some of the ways in which outcomes are being used to support and improve the quality of care are listed below:

1. Direct Care

Remote (out of hospital) or in-clinic (at hospital) collection of outcomes immediately in advance of patient appointments for consideration and use during cycles of care and or through consultations and shared decision making.

2. Whole cycle of care

The ability to 'routinely' collect outcomes and or data remotely (out of hospital) or in-clinic (at hospital) at specific time points of a pathway (e.g. diagnosis, pre-intervention, post-intervention and every 12 months thereafter).

3. Remote monitoring

The ability to monitor patients in a 'virtual' or remote capacity, reducing the need for patients to present for appointments in hospitals or clinics at points where they are stable and not in a state of need.

4. Greatest Need First

The ability to request outcomes capture remotely (out of hospital), at a referral stage to aide assessment and planning of treatment, in conjunction with diagnostics and clinical data to better manage demand based on level of need and complexity.

5. Follow up Management

To reduce unnecessary follow-up appointments by enabling virtual follow-up of patients, supported by outcomes, an provide ability for rapid access at points of flare-up, and/or deterioration initiated by patients' needs.

2021 and beyond

Our aim is to continue to embed the Value Based Health Care approach as the core way of working, by aligning Clinicians, Managers and Finance professionals around a common purpose.

We will be implementing the approach in a number of additional areas during 2020-21, which will continue to broaden into Primary Care.

We will also be strengthening our partnerships with Local Authorities, to further support a Value-Based approach to Social Care.

5. Well-Being of Future Generations Act (WBFGA)

Why is the WBFGA a leadership priority for the Health Board?

In 2020/21, the Health Board has continued to work in partnership and adopt new ways of working to deliver this Act, but the Act is also helping to improve the way in which the Health Board takes decisions and delivers its services.

This ground-breaking piece of legislation means that when the Health Board takes decisions, it must take into account the impact it could have on the lives of people living in our area, both now but also in the future.

In the context of the focus upon the COVID-19 Pandemic, there are many examples of where the organisation has taken the opportunity to promote more sustainable ways of working, including:

- Setting up and delivering a Pan-Gwent Integrated Test, Trace and Protect Service and also a Mass Vaccination Programme across the Health Board area – requiring effective levels of collaboration and joint working between Public sector Partners;
- The introduction of new and more sustainable ways of engaging and treating patients, such as virtual appointments/consultations for GPs and Consultants; and
- Enabling staff to work in a more flexible and agile way, as well as using Electronic Meeting platforms to hold virtual Board and Committee Meetings.

The Health Board's Well-Being objectives were agreed through internal discussion with staff and wider discussion with other stakeholders during early 2017. However, to ensure that they are still the right ones for the Health Board, they will be reviewed before the end of 2021.

These objectives have established a framework for how the Health Board can continue to work to deliver its services, responsibilities and work with our partners. We are also ensuring that the Act is central to our Clinical Futures transformation programme, which, as highlighted earlier, is the Health Board's Transformation Strategy.



What is the Health Board planning to do next in terms of the WBFGA?

The Health Board's Well-Being Objectives and the reporting and monitoring approach is still evolving. However, overall, the Health Board is making positive progress in delivering against its ten Well-Being objectives and there are many examples of steps/activities that have been undertaken.

The Health Board's progress against its ten Well-Being Objectives for 2020/21 can be seen in the table below. This highlights the relative progress the Health Board is making against the Future Generations Commissioners five stages of its "Journey Checker".

<i>Our Well-Being Objectives</i>	<i>Where we are now</i>
1 – Support every parent expecting a child and give every child in Gwent support to ensure the best start in life	Being More Adventurous
2 – Support adults and children in Gwent to live healthily and to age well, so that they can retain independence and enjoy a high quality of life into old age	Making Simple Changes
3 – Promote Mental Well-Being as a foundation for health, building personal and community resilience	Being More Adventurous
4 – Encourage involvement of people who use our services and those they support, in jointly owned decisions regarding their own health and care plans, and in wider service planning and evaluation, so that we, with our partners, deliver the outcomes that matter most to people	Making Simple Changes
5 – Ensure that we maximise the effective use of NHS resources in achieving planned outcomes for services and patients, by excellent communication, monitoring and tracking systems in all clinical areas	Owning Our Ambition
6 – Promote a diverse Workforce able to express their cultural heritage, with opportunities to learn and use Welsh in the workplace	Making Simple Changes
7 – Develop our staff to be the best that they can be with high levels of employee well-being and, as the largest employer in Gwent, promote NHS careers and provide volunteering and work experience opportunities	Being More Adventurous

8 – Reduce our negative environmental impact through a responsible capital building programme and a sustainable approach to the provision of building services including; carbon and waste management, undertaking procurement on a whole life cycle cost basis and support local sourcing, promoting sustainable and active travel, and advocating improvements in environmental health	Making Simple Changes
9 – Plan and secure sustainable and accessible healthcare services ranging from prevention through to treatment, rehabilitation and recovery that meet current and future needs and address health inequalities and differing levels of need across our communities	Owning Our Ambition
10 – Continue to integrate our actions with wider public, independent and voluntary sector partners with the aim of developing streamlined, whole system services for people who use our services and those they support.	Owning Our Ambition

The Health Board will continue on its journey to fully embed the Act into what it does. Whilst the Health Board is taking a proactive approach to embed the principles of the Act in how it plans, designs and delivers its services, it recognises that there is still much more to do.

The Act remains a leadership priority for the Health Board, and over the next few years, there are a number of steps that will further enable it to continue to deliver against the aspirations of the Act, embed the five ways of work across its functions, and demonstrate progress against its Well-Being Objectives.

6. Summary

Looking Forward into 2021/2022

We will continue, as an organisation, to take forward our improvements and developments. We will continue to undertake our business openly and provide information publically on our performance.

Information about our services will continue to be published to provide assurance to our citizens and stakeholders that our services are efficient, effective, appropriate, and designed to meet their needs and expectations.

Our priorities are shaped by our **Annual Plan 2021/22** which sets out our objectives and plans for the next year. You can read the plan and find out more about our Health Board at: <https://abuhb.nhs.wales/about-us/key-documents/>

Useful Links

We hope that you have found this report useful and informative. Throughout the report, we have referenced other documents and reports that contain more in-depth information for the year 2020/21, including:

- **Accountability Report, Annual Governance Statement and Financial Accounts for 2020/21**
- **Integrated Medium Term Plan 2019/20 - 2021/22**

These reports can be found by following the below link:

<https://abuhb.nhs.wales/about-us/key-documents/>

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