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Bwrdd Iechyd Prifysgol  
Aneurin Bevan  
University Health Board

Dyfodol Clinigol  
Clinical Futures

Gofalu amdanoch chi a'ch dyfodol  
Caring for you and your future

# INTEGRATED THREE YEAR PLAN 2018/19 – 2020/21 SUMMARY PLAN



# INTRODUCTION

This year marks the 70<sup>th</sup> anniversary of the NHS; over that period medicine has been revolutionised and lives transformed. The founding principles of care for all, on the basis of need not ability to pay have stood the test of time and we are proud that the architect of the NHS, our country's most trusted and respected social institution, was born and raised in Tredegar and his legacy thrives within Aneurin Bevan University Health Board.

This document summarises our plan for the next three years April 2018 – March 2021. It is a statement of our ambition to improve the health and wellbeing of the population we serve and to work with our partners to shift the centre of gravity away from acute hospitals by providing most care closer to home. At the same time, our plan sets out how we will ensure safe, timely and efficient hospital care in the most appropriate location, delivering the best possible outcomes to patients, by well trained staff who feel supported and valued.

We have reflected on the achievements of the last year, taken stock of Welsh Governments ambition for future generations and how we work together across public and voluntary sectors to create an integrated system for health, care and wellbeing for the citizens of Gwent.

Our healthcare system needs to adapt to take advantage of the opportunities that science and technology offer patients, carers and those who provide services to them. It also needs to evolve to meet new challenges; we live longer, with complex health and wellbeing issues, sometimes of our own making. One in five adults still smoke. Two in five of us drink too much alcohol. Two thirds of us are overweight with a quarter of the adult population being classified as obese.

Change is therefore inevitable. Although this will not be an easy journey, it allows us to develop and improve our healthcare system for those who use it and those who work within it. Fundamentally our plan builds on a more engaged relationship with patients, carers, partners and citizens. Respecting and valuing the role of the individual and building upon their own support systems and wider community is critical, not only in the context of increasing demand for scarce health care resources, but more importantly to enable individuals to take control of, and responsibility for their physical and mental health and wellbeing.

Our plan sets out our vision for a better NHS, playing its full part in creating a Healthier Wales, the steps we must take to get us there, and the actions we need from others.

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**Large print versions of this summary document are available on request. Please contact the Communications Team on 01633 435942 or email: [PressEnquiries.ABB@wales.nhs.uk](mailto:PressEnquiries.ABB@wales.nhs.uk)**

# About us

Aneurin Bevan University Health Board is responsible for promoting wellness, preventing disease and injury, and commissioning health care to a population of nearly 600,000 people, approximately 21% of the population of Wales. With an annual budget of £1.2 billion we deliver healthcare services to people who live in the areas of Blaenau Gwent, Caerphilly, Monmouthshire, Newport, Torfaen and South Powys.

The Health Board was established on the 1st October 2009 and achieved University status in December 2013. We employ over 14,000 staff, two thirds of whom are involved in direct patient care. There are more than 250 consultants in a total of over 1,000 hospital and general practice doctors, 6,000 nurses including midwives, and allied professionals and community workers. Through these we provide community based and hospital services, and making sure people can access services they require in their community such as General Practice, Dentists, Pharmacy, Optometrists, Community Mental Health and Learning Disability teams, Community Nursing and Community Midwives as well as a wide range of hospital based services.

The Health Board is governed by a Board, which comprises Executive Directors and Independent Members, who make decisions about all our services; the care provided by our staff and the care commissioned from other NHS organisations for our population. The Board is chaired by Ann Lloyd CBE and executive leadership is provided by Judith Paget our Chief Executive.



# Welcome

## (From the Chair and Chief Executive)

Each year we are required to update our three year plan setting out how we will strengthen, modernise and develop services to better meet the health, wellbeing and care needs of the people in the communities we serve. This has to be done within the monies allocated to us by Welsh Government. Our first three year plan was published in June 2016, each subsequent plan has built upon the successes and lessons learned from our approved plans over the past three years.

During the last year we have continued to progress our Clinical Futures Strategy including moving more of our services into the community and closer to the people who need to use them. We are delighted that construction of the Grange University Hospital is well underway and will treat its first patients within the life of this three year plan (spring 2021). More importantly this new hospital, a centre of excellence for specialist and critical care, will help us to deliver our long standing Clinical Futures Strategy designed to provide 21<sup>st</sup> century health care for the people of Gwent.

We work across many communities, systems and services; our ambition - **to improve the health and wellbeing of the population we serve** – will only succeed if it reflects the needs of our citizens and is aligned to the plans and priorities of our partners. Since the enactment of the Wellbeing of Future Generations (Wales) Act 2015 partnership arrangements across public sector bodies have strengthened.

We are confident Local Government Leaders share our ambition, determination and drive to collaboratively build an integrated system of health, care and wellbeing for the citizens of Gwent

We, like all Health Boards across Wales, are experiencing unparalleled challenges across health and social care in the form of ageing populations, rising numbers of long-term conditions, and a host of other health issues coupled with rising patient expectations, finite resources and recruitment challenges.

We share Welsh Governments' vision for "A Healthier Wales". We seek to support people to take more responsibility for their own health, care and wellbeing. We are committed to treating every patient we care for with respect and kindness, and ensuring that interventions deliver outcomes that matter to individuals.

As you read through this document we hope you will gain an understanding of the work that we have been undertaking; the progress we have made and the issues we will be focussing on over the next three years.



Ann Lloyd CBE  
Chair



Judith Paget  
CEO

# Our Vision and Values

Our vision as Aneurin Bevan University Health Board is to work with our communities for a healthier future, to care for patients when they need us and for our staff and services to strive for excellence in all that we do. Everyone who works within the University Health Board share four core values that guide the approach we take to work and our interactions with others.

| People First ...   | Personal Responsibility...   | Pride in what we do ...  | Passion for Improvement...   |
|--|--|--|--|
|                 |         |  |   |
| <b>Listen ...</b><br>to patient, carer and visitor concerns                                      | <b>Be Proactive ...</b><br>looking for ways to improve patient experience                | <b>Take pride ...</b><br>in our own work and that of our team                      | <b>Problem solve ...</b><br>use initiative to solve problems                         |
| <b>Prioritise &amp; Promote ...</b><br>actions that improve service and patient safety           | <b>Be curious ...</b><br>Always asking "how can we do better?"                           | <b>Celebrate ...</b><br>success and share good practice                            | <b>Challenge ...</b><br>unhelpful behaviours   |
| <b>Reduce harm ...</b><br>always report incidents or near misses that could cause harm to others | <b>Be ambitious ...</b><br>know what is "best in class", know when we are "top of class" | <b>Be Professional ...</b><br>be a positive role model, be smart                   | <b>Go the extra mile ...</b><br>For patients, make connections and learn from others |
|  |  |  | <b>LEAD BY EXAMPLE</b>   |

Our Clinical Futures Strategy has been in place for several years. We have made good progress putting solid foundations in place for improving the health of our citizens; our primary and community based services have continued to grow and expand the range of services people can access closer to home. We are redoubling our efforts, working with partners to deliver integrated health, care and wellbeing services.

We have made progress in creating a hospital network to support our clinical futures model with two purpose built hospitals already in place and a third hospital - a specialist and critical care centre called the Grange University Hospital - will be opening in spring 2021.

All of our plans take us closer to delivering our change ambition "Caring for you and your Future".

## CARING FOR YOU AND YOUR FUTURE

*In our area, people are looking after their own health and well-being and that of their families. When they need help, this is readily available at home and in their community and supported through innovative technology.*

*We work in a modern system that with partners delivers the best quality outcomes, utilising best practice in the most appropriate setting. Our service provides truly holistic care from home to home and continuously evolves so it remains leading edge.*

*Compassionate care is delivered by talented creative teams that we trust and respect to put the needs of our patients at the heart of everything we do.*

*Our staff tell us they feel empowered, equipped and driven to make a difference to the lives and outcomes of people. Our teams feel listened to, valued and trusted.*

*We are a dynamic organisation that cares, learns and improves together.*

## We do this by:

- ❖ Supporting citizens to live healthier lives, ensuring they are as knowledgeable as possible about their own health, and involved in decisions about the healthcare they receive;
- ❖ Working with families and communities to give every child the best possible start in life, from optimising health and wellbeing before birth and throughout the early years of life;
- ❖ Building on our Living Well, Living Longer programme to ensure adults in our most deprived communities identify risks to their health and where treatment is necessary help them to access and take advantage of the most effective care regimes;
- ❖ Delivering a model of primary care that brings a broader range of clinicians into General Practice, such as pharmacists, therapists, nurses with advanced skills, to improve access and ensure patients see the most appropriate clinician to meet their need;
- ❖ Designing services around the needs of people, cares, families and communities. We do this in partnership with Local Authorities and the voluntary sector creating integrated system of health care and wellbeing;
- ❖ Preparing and planning how we continue to provide safe services in the context of staff shortages and growing restrictions on how junior doctors can be deployed;
- ❖ Testing and developing our Clinical Future service models to ensure they are fit for purpose, fully exploit innovation and maximise benefits and value for our population. This is a critical focus for us in the lead up to the opening of the Grange University Hospital in the spring of 2021.

Using our University Board status to work closely with our academic partners, embracing clinical and non-clinical research and innovation, embedding service evaluation as part of the way we do things here to ensure the best possible outcomes for our patients and communities.



To achieve our vision we have been, and will continue, to work on a range of initiatives. During 2018/19 greater focus will be given to:-

- ❖ Positive engagement with and improving well-being of our staff
- ❖ Helping people who live in our most deprived communities to successfully stop smoking and to reduce health inequalities
- ❖ Introducing an integrated wellbeing hub together with the new multidisciplinary primary care teams in two of our Neighbourhood Care Network
- ❖ Developing new models of care closer to home for people with complex mental health needs
- ❖ Creating more integrated mental health and wellbeing services for children and young people
- ❖ Supporting people to return home from a hospital admission in a timely and safe manner through our "Discharge to Assess" service
- ❖ Eliminating 12 hour waits in our emergency departments
- ❖ Improving access to planned care by ensuring our operating theatres work as efficiently as possible and rethinking how best to provide outpatient services
- ❖ Co-operating across NHS Wales to ensure we can better meet the needs of people with eye conditions
- ❖ Testing 33 clinical models (for example, cardiology, ENT, critical care) as part of our Clinical Futures Programme

# Some key achievements during 2017/18

## Reducing Health Inequalities and Improving Population Health

- ❖ Over 13,000 citizens have attended for a Health Check across 6 Neighbourhood Care Networks. 658 have accessed Stop Smoking/Help Me Quit; 546 used Exercise Referral Scheme; 305 were referred to adult weight management services and 84 to Alcohol and Drug Services
- ❖ More People, More Active, More Often campaign "Do it your way" targeted at encouraging young women to become more active now has following of 1,019 people
- ❖ Ffrind I mi/Friend of Mine launched with children from local schools and nurseries visiting older people in care homes
- ❖ Pimp My Zimmer has seen local school children decorating Zimmer frames for care home residents to reduce falls in people with dementia

## Shifting Care Closer to Home

- ❖ Practice based pharmacists freed up 4,000 hours of GP time through; 5,871 medication reviews, mostly within the GP surgery and 630 for housebound individuals or nursing home residents. In addition 4,971 prescription based queries and 2,612 discharge summaries were dealt with by pharmacists
- ❖ 896 older Newport residents have "Stay Well Plans" and support in place to remain safely in their own homes.
- ❖ Opened the White Valley Centre "Duffryn Gwyn" – designed for and with children and young people with mental health needs



"Thrilled to see that the young people have clearly been involved in the design of this centre"  
Sally Holland, Children's Commissioner

- ❖ 6 new bungalows built in partnership with Torfaen Council and Bron Afon Housing Association with residents supported by our services to stay at home

## Improvement in Performance

- ❖ The Hyper-Acute Stroke Unit at the Royal Gwent Hospital is the best performing unit in Wales, with over 97% of patients receiving a CT scan within 12 hours
- ❖ Ophthalmic Treatment Centres extended to six locations, improving local access for 630 new patients each year and reducing the need for 3,500 visits to a hospital setting
- ❖ Sustained and exceeded the waiting list target for Children and Young people, adults and older adults with mental health needs – more than 80% waited less than 28 days for assessment
- ❖ We reduced waiting times for diagnostics by 76% with 4,500 more people receiving their investigations within 8 weeks
- ❖ Nevill Hall Hospital has remained on of the best performing hospitals in Wales for Emergency Department waiting times.
- ❖ We have reduced the number of people waiting more than 36 weeks for treatment by 38%

## Ensuring Service Sustainability

- ❖ Refurbished the David Ferguson Neo-natal Unit and implemented a new workforce model creating more capacity to care for very sick babies in Gwent
- ❖ Developed plans with neighbouring Health Boards to improve access to sustainable vascular, orthopaedic, eye and ENT services across South Wales
- ❖ The Greater Gwent Health, Social Care and Well-being Partnership Board agreed the top priorities that will be delivered by the partnership for the benefit of citizens. Its focus to deliver a seamless "whole system of care", working with people in the places they live, investing in preventative services and improving treatment, care and support.
- ❖ July 2017 building work started on the new hospital.

# Service Change Plans for 2018 to 2021

The Welsh Assembly Government published “Prosperity for All” our National Strategy in September 2017. The strategy sets out a vision and actions covering each of the key themes in the Programme for Government – Prosperous and Secure, Healthy and Active, Ambitious and Learning, and United and Connected.

Our Integrated Medium Term Plan sets out how we are developing and implementing plans that:

- Deliver quality health and care services fit for the future;
- Promote good health and well-being for everyone;
- Build healthier communities and better environments.

Like all Health Boards in Wales, we are facing significant challenges to address changes in the population; the associated growth in demand for health and care services at a time of constrained public sector finance. It is likely that the solution to the challenge will need to take an approach that transforms not only the way we deliver healthcare, but how we work with our citizens to improve population health, create resilient individuals, families and communities confident and capable of making prudent decisions about the way they use healthcare.

“Prosperity for All” makes it clear that our focus must be on working collaboratively across boundaries to deliver real improvements in health and wellbeing to the population of Wales. This means a health and care system that is designed to meet more care needs closer to home, together with a hospital network that organises its specialist and limited resources to ensure our citizens have access to the care they need, when they need it.

# Our Service Change Plans 2018 – 2021

## Reducing Health Inequalities and Improving Population Health



Ensuring our children and young people have the best possible start in life is central to our plans for a healthier future for our citizens. We recognise that disadvantage starts before birth and accumulates throughout life. Therefore we will:-

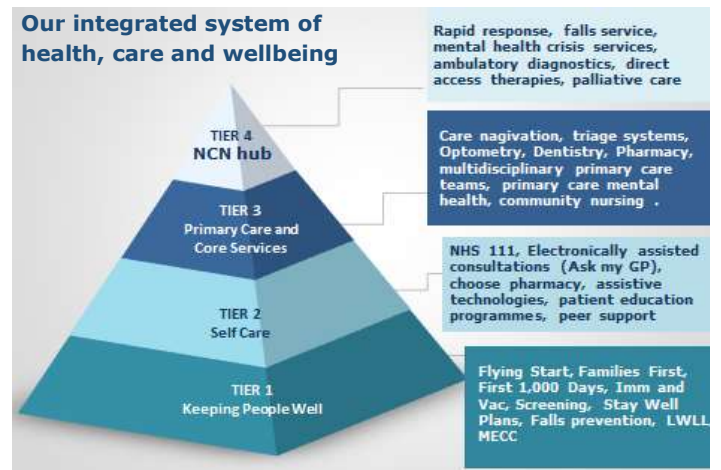
- ❖ Support pregnant women to stop smoking
- ❖ Maintain and improve uptake of immunisation and vaccination for infants, children and young people
- ❖ Relaunch Designed to Smile to help young people avoid tooth decay and have good oral health
- ❖ Launch a level 2 weight management service for children and families with severe obesity

Preventing disease through population scale services that improve health and well-being remains a key priority for the Health Board. We will:

- ❖ Continue to roll out our Living Well Living Longer programme, Health Checks for eligible adults, supported to set personal goals, access help to reduce lifestyle risk factors and appropriate treatment
- ❖ Create and test Integrated Well-being Networks where citizens are linked with support that addresses the social causes of poor well-being
- ❖ Together with our partners create a “Well-being Workforce” focused on improving and maintaining a person’s well-being
- ❖ Encourage our citizens to take up national cancer screening programmes and support the early detection of cancers

## Delivering an Integrated System of Health, Care and Well-being

We are ambitious in our intention to reshape primary and community services to reduce unnecessary complexity and deliver a more integrated, inter-professional way of working across health and social care. Working with partners in social care, housing and the voluntary sector we are building a system that focuses on prevention, self-care, early intervention and improved access for those with a defined care and support need.



- ❖ We will ensure people have the information, technology and skills to act as empowered and educated patients that know when to care for themselves and their families
- ❖ We will continue to modernise primary care, developing advanced roles for pharmacists, nurses, social workers and therapists, supporting GPs and improving timely access for patients
- ❖ We will continue to develop integrated community teams where health, social care and voluntary sector work together to build and deliver services to meet the needs of local communities
- ❖ We will continue to move services closer to home, including community cardiology, enhanced dental and eye care services

# Our Service Change Plans 2018 – 2021

## Improvement in Performance

We recognise that our **Emergency Pathway** is an area that has provided significant challenge across the whole of the health and social care system. Fulfilling our commitment to deliver on 4 hour waits and eliminate 12 hour waits in our Emergency Departments requires the effort and actions of many including the public, patients, ambulance, our own staff, social services and the voluntary sector. Together we will focus on:-

- ❖ Managing demand, making it easier for patients who do not require hospital treatment to access appropriate care. This includes Anticipatory Care Plans, Choose Well, technology such as Ask My GP, or Pharmacy First
- ❖ Continuing to improve services for patients who are frail and elderly, including expanding the Emergency Frailty Service at RGH.
- ❖ Continuing to develop Ambulatory Care services that improve patient experience and help reduce the need for hospital beds.
- ❖ Improving the discharge process, making it easier for patients to go home after a hospital stay

In 2017/18 we focused on reducing the number of patients waiting over 32 from **Referral to Treatment (RTT)**. We continue to have challenges in some specialties, due to a shortfall in capacity to meet demand and we have an agreed plan in place to achieve the RTT standard by December 2018.

This year we plan to maintain delivery of the 26 week RTT standard and make further improvements up to 2021. We are focussing on:-

- ❖ Improving access (waiting times) to elective services
- ❖ Maintaining and improving access to diagnostic services (CT scans, endoscopies) achieving 6 week target by 2020

- ❖ Improving the way we use our theatres
- ❖ Reducing the time people are waiting for cancer diagnosis and treatment
- ❖ Transforming the way we deliver outpatient services, particularly optimising the role that technology has to play in supporting follow-up care



## Ensuring Service Sustainability

We will focus on the transition of services that are fragile and present significant sustainability challenges over the next three years in advance of the opening of the Grange University Hospital. Specifically, we are developing transition plans for:

- ❖ Paediatric, obstetric and neonatal care
- ❖ Acute surgical services
- ❖ Acute medical services
- ❖ Breast services
- ❖ Vascular services
- ❖ Orthopaedic services
- ❖ Ophthalmic services

Our plans are being developed with and align to Regional Plans across South East Wales.



# Quality and Patient Experience

Quality and patient safety underpins all our work, our vision, values and objectives. We always aim to put our patients first, so that every person that uses our services, whether at home, in their community or in hospital, has a good experience.

Being able to explain our challenges and the improvements that we are making through our integrated three year plan, and the difference they are making through the year is also vital. Our Engagement Team have used these approaches to hear the voices of over 16,000 Gwent citizens through 188 different engagement opportunities.

Our Quality Priorities are drawn from the views of service users and their carers together with our Annual Quality Statement. Our focus is on:-

- ❖ Safety – having the right systems and staff in place to minimise risk of harm to our patients, and, if things go wrong, to be open and learn from our mistakes
- ❖ Clinical Effectiveness – providing the highest quality of care whilst also being efficient and cost effective
- ❖ Caring and Responsive – meeting our patients’ emotional as well as physical needs, and providing effective seven day a week services.
- ❖ Value /prudence – providing those interventions that deliver the outcomes that matter to the patient



[http://www.wales.nhs.uk/sitesplus/documents/866/AQS%202017-18%20Final\\_.pdf](http://www.wales.nhs.uk/sitesplus/documents/866/AQS%202017-18%20Final_.pdf)

Our Quality Plan sets out the priority areas of work and include: -

- ❖ Avoidance, early detection and management of sepsis, healthcare associated infections, hospital acquired thrombosis, falls and pressure damage
- ❖ Reducing waiting times in Emergency Departments
- ❖ Meeting and exceeding Fundamentals of Care standards including dementia, nutrition, hydration, medicines and continence care.
- ❖ Improving the Quality Improvement Skills of all our staff

Building Bridges across Generations to combat social isolation and loneliness through Ffrind I mi/Friend of mine<sup>®</sup> will continue and expand across care homes, sheltered accommodation and on hospital wards.

We focus on driving value by understanding the outcomes that matter to patients, only doing interventions and treatments that provide value and making it easier for people to be informed about the status of their care. We will continue to:-

- ❖ Use DrDoctor as a means to provide updates, reminders and relevant clinical information to more patients
- ❖ Systematically collect and measure outcomes and costs of the interventions we make to ensure we know their true value and concentrate on providing high value treatments.

# Workforce

We aim to improve the experience of our workforce so we can attract and retain the right staff, reduce our use of agency staff and improve patient experience and care.



Some of the key workforce challenges facing the Health Board over the next three years include:-

- ❖ Skills shortages leading to difficulties in recruiting nurses, therapists and some medical specialties
- ❖ Our workforce is ageing
- ❖ Sustainability of junior doctor rotas which will be affected by the reduction in training places provided by the Wales Deanery
- ❖ Specialist skills are spread too thinly across existing sites
- ❖ Continuing to reshape services and ways of working to deliver more care in the community and in patients' own homes, the centralisation of specialist services to improve access to reliable specialist services 24/7 and the remodelling of the hospital system associated with new ways of delivering services.
- ❖ Introducing new roles and career opportunities such as Nurse and Therapy Consultants, Advanced Practitioners in areas such as Emergency & Acute Medicine, paediatrics; Physicians Associates and continuing to develop the primary care team to include pharmacists, social prescribers and others

Our programme of work is based around three priority areas:

## **Using our staff productively and effectively**

- ❖ New Ways of Working including use of new technologies
- ❖ Empowering our staff to apply prudent workforce principles in delivering appropriate care

## **Engaging and developing our staff**

- ❖ Listening to our staff
- ❖ New and enhanced skills
- ❖ Management and leadership
- ❖ Recognition and reward

## **Sustaining service now and for the future**

- ❖ Primary and community care workforce plans
- ❖ Collaboration across SE Wales
- ❖ Work experience/apprenticeships

Despite pressures and demands, our staff continue to be recognised for their excellent work – winning and being shortlisted for high profile awards.

# Looking to the Future

Welsh Government wants everyone to have long, healthy, happy lives. For this to happen we need to help people look after themselves well, and we need to make sure we have the right health and social care services to help people stay well, to get better when they are ill, or to live the best life possible when they have problems that won't get better.



<https://gov.wales/docs/dhss/publications/180608healthier-wales-mainen.pdf>

This means health and social care will:

- ❖ Support people to stay well, not just treat them when they become ill.
- ❖ When people need help, health and social care services will work with them and their loved ones to find out what is best for them and agree how to make those things happen. We call this a 'person-centred approach'.
- ❖ More services will be provided outside of hospitals, closer to home, or at home, and people will only go into hospital for treatment that cannot be provided safely anywhere else. This will take pressure off our hospitals, reduce the time people have to wait to be treated, and the time they spend in hospital when they have to go there.
- ❖ Health and social care services will use the latest technology and medicines to help people get better, or to live the best life possible if they aren't able to get better.

Our Clinical Futures model sets out how we are moving to a better balance of care that delivers the vision set out by Welsh Government by:

- ❖ Supporting people to stay well
- ❖ 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 facility the Grange University Hospital



Clinical Futures Model of Care



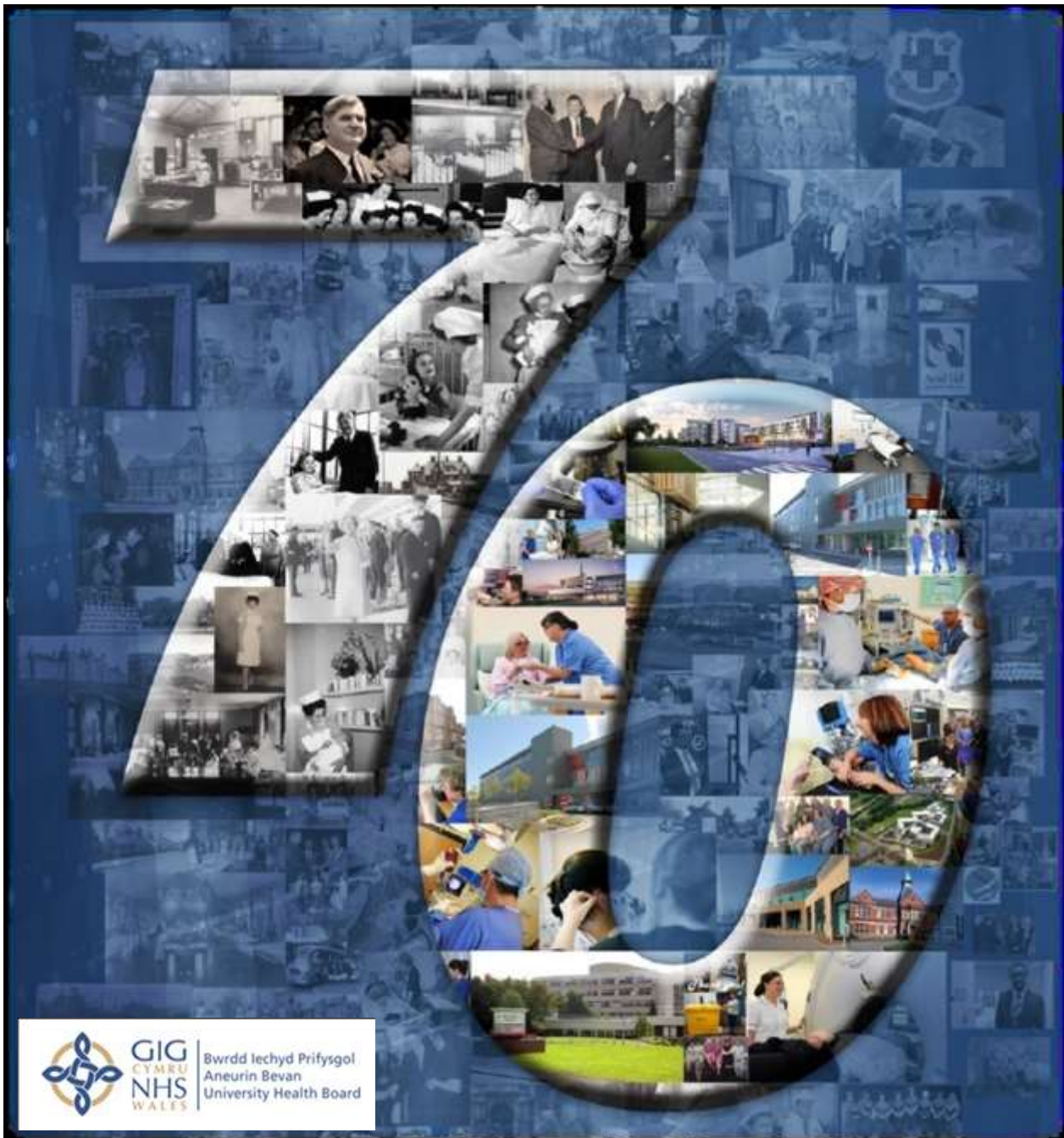
Primary and community services are at the heart of the model and central to developing a new relationship with patients as partners/co-producers in preserving, maintaining and improving their own health and well-being. Investing in and strengthening primary, community and social care services to create the capacity to support and treat patients in their homes and communities is a core component of the strategy and at the heart of integrated service delivery.

The Grange University Hospital was approved by Welsh Government in October 2016 and building work started on site in July 2017. This hospital will play a central role in improving the provision of services and clinical outcomes and sustaining fragile services through concentrating those services in a single site. In essence when the Grange University Hospital opens in spring 2021, we will deliver a key component of our Clinical Futures model - separating where we care for our sickest and most critically ill patients from more planned and routine care that will be provided through the Local General Hospitals. This allows us to organise our staff to ensure highly specialised staff are available 24/7 at the Grange University Hospital for patients with life threatening conditions.



The Royal Gwent Hospital, Nevill Hall Hospital and Ysbyty Ystrad Fawr will all continue to provide routine care and treatment as Local General Hospitals, and primary care and community services will provide more care to people closer to their homes.

Our key challenges is to ensure that people know when, where and how to access services. We are working with clinicians and patients to improve the design clinical pathways, making sure they are patient focused, deliver most care closer to home, drive efficiency and ultimately provide value to our citizens.



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