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Bwrdd Iechyd Prifysgol
Betsi Cadwaladr
University Health Board

Annual Quality Statement

1 April 2018 - 31 March 2019



Health Improvement,
Health Inequalities



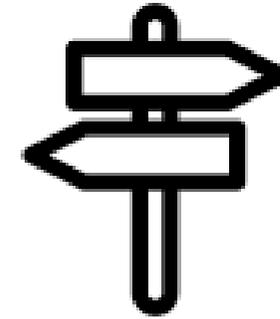
Care Closer to Home



Excellent Hospital
Care

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Where is the information you want to know?

“The different colours represent the 7 areas of the Health Care Standards.”



About this report

The Annual Quality Statement is an opportunity for us to share what we have been doing to improve the quality of our services over the last year. This report follows the format of the Health and Care Standards¹ themes:

Staying Healthy - you are well informed and supported to manage your own physical and mental health.

Safe Care - you are protected from harm and protect yourself from known harm.

Effective Care - you receive the right care and support as locally as possible and contribute to making that care successful.

Dignified Care - you are treated with dignity and respect and treat others the same.

Individual Care - you are treated as an individual with your own needs and responsibilities.

Staffing and Resources - we have enough staff with the right knowledge and skills available at the right time to meet your need.

Thank you for taking the time to read this report.

¹ Published by the Welsh Government on the 1st April 2015. For further information about the standards please use the following link:
http://www.wales.nhs.uk/sitesplus/documents/1064/24729_Health%20Standards%20Framework_2015_E1.pdf

Introduction and Welcome

The purpose of our Board is to govern the organisation effectively. We aim to build confidence in the quality and safety of the care that we provide. For more information about BCUHB Board Members, please find us on our website: www.bcu.wales.nhs.uk



Statement from Mr Gary Doherty, Chief Executive and Mr Mark Polin, Chairman

It is our pleasure to introduce the Annual Quality Statement for Betsi Cadwaladr University Health Board for the year ended 31st March 2019. Throughout this document, you will see examples of where our staff have delivered improvements in quality, safety, research and learning, all of which go to support a better experience for those people who access our services. We are extremely proud of our staff and grateful for their hard work and would like to offer our thanks to every one of them for the contribution they make to improve the quality of care across BCUHB. There has been so much good work over the last 12 months, for example with GP Out of Hours Services moving out of Special Measures (joining maternity services, which was de-escalated the year before) and a range of other quality improvements, particularly reductions in our rates of infection and substantial reductions in ambulance delays. However, we remain in Special Measures due to concerns in a number of areas of service delivery, governance, finance and performance. We are very clear on the improvements that need to be made at pace and the further work required to tackle the range of challenges facing the Health Board. During 2018/19 we strengthened our approach to service planning and have put much more focus on developing our Annual Plan for 2019/20 and our 3 Year Forward Look. We have confidence in the willingness and commitment of all staff within the organisation to strive to overcome the challenges faced by the Health Board, in order to deliver success that translates into better performance and outcomes for patients.

Statement from Mrs Lucy Reid, Chair of Quality and Safety Committee and Mrs Gill Harris, Executive Director of Nursing & Midwifery

We aim to provide high quality, safe, effective care to our patients and population across North Wales and endeavour to ensure that anyone using or coming into contact with our services are treated with dignity and respect. A number of initiatives have been implemented over the last year to improve the care that we provide. We have developed our patient experience systems to enable us to capture the feedback received from you and our staff so that we can learn from these. This report provides examples of some of the feedback received, concerns reported and what we have done about it. We recognise that there is significant work still to be done to deliver on our quality improvement objectives and we will continue to work with our stakeholders and partners to achieve this. Organisational learning is essential to the provision of safe, quality care and will be a key focus for the year going forward.

Betsi Cadwaladr University Health Board (BCUHB)

The purpose of the Board is to govern the organisation effectively. We aim to build confidence in the quality and safety of care that we provide. For more information about Board members, please use the following link:

<http://www.wales.nhs.uk/sitesplus/861/page/40836>

This document forms part of our annual reporting. In addition to this report, our Annual Report and Annual Governance Statement can be found at the following link:

www.wales.nhs.uk/sitesplus/861/page/40903.

This report and supporting documents can be made available in other languages or formats on request from the Corporate Communications Team:

Email: bcuhbpressdesk@wales.nhs.uk

Telephone: 01248 384776

Address: Communications Team
Block 5
Carlton Court
St. Asaph Business Park
St. Asaph
LL17 0JG

There are many opportunities to get involved and share your ideas about how we can improve health in North Wales.

We are keen to hear from you, whether as a member of the public, patient or carer, or if you have a compliment or a suggestion.

It is your local health service.
Help us to help you!

You can also sign up to our involvement scheme. By registering, (please use the link below) you will get our newsletter, hear about how you can share your views and ideas and get updates on activities and events. We want to involve everyone irrespective of age, disability, gender, gender identity, race, religion or belief or sexual orientation.

<http://www.bcugetinvolved.wales/register>

About BCUHB

BETSI CADWALADR UHB POPULATION

696,300



North Wales has an increasing and aging population. The population is expected to increase to 734,700 by 2036; the percentage of the population aged 85 years and over is expected to increase by 154% between 2011 and 2036.

DEPRIVATION

Around 12% of the population in BCUHB live in the most deprived fifth in Wales. The Health Board has some of the most deprived areas in Wales, particularly along the North Wales coastline.

OLDER PEOPLE

15% of households in BCUHB are occupied by one person aged 65 years and over, which is just above the average for Wales (14%). Conwy has the highest percentage of one person households with people aged 65 years and over (17.1%). Isle of Anglesey, Gwynedd and Denbighshire are also higher than the BCUHB average.

FALLS



1 in 3 will suffer a fall each year. Only 1 in 3 will return to former levels of independence and 1 in 3 will end up moving into long term care. Yet many falls are preventable.

CHILDREN & YOUNG PEOPLE

Almost a quarter of children and young people under the age of 20 live in poverty in Wales. Across BCUHB this ranges from 18% in Gwynedd to 25% in Denbighshire.

LIFE EXPECTANCY

82.5 YEARS **BCUHB** 78.8 YEARS



...but the difference in life expectancy between the most and the least deprived is 8.8 years for men, and 6.2 years for women. The gap in **healthy** life expectancy is between 13 and 14 years for both sexes in BCUHB.

BEHAVIOURS AFFECTING HEALTH

	BCUHB (%)	Wales (%)
 Smoking	19	19
 Use e-cigarettes	6	7
 Drinking above guidelines	18	19
 Physical activity	52	53
 Fruit & vegetable consumption	22	24
 Overweight/Obese	57	60
 Follow 0/1 healthy behaviours	10	10

CANCER

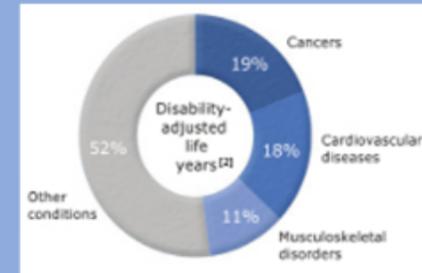
40%

4 in 10 cancers are preventable



BURDEN OF DISEASE

This chart shows the greatest cause of disease burden in Wales, as measured by the Disability Adjusted Life Years (DALY). Other conditions includes mental health problems.



Produced by Claire Jones, BCU Public Health Team, April 2019

696,300
North Wales Population

17,000
Staff Members

78
Optician Practices

86
Dental Surgeries

105
GP Practices

153
Pharmacies

14
Community Hospitals

3
District General Hospitals

Your Feedback over the last year

The Service User Experience team collected 14,924 real-time survey responses from patients, carers and relatives across North Wales about your experience with us. The survey asks service users to share their opinions about:

- 'What was good about your experience';
- 'Was there anything that could be improved' and
- 'Promoting equality in everything we do'.

Over the last year, we have received 11,448 responses with an opportunity for further feedback comments to help us know how we are doing.

The mostly commonly used words in the feedback comments were “friendly, helpful staff”. The total number of comments received via the real-time survey was 18,912; of these 79% were positive. In addition to real-time feedback survey, the Service User Experience team received 1,995 comment cards, emails or letters.

Your feedback is important to us. It is used to focus our improvements in particular on our wards and your feedback is a key part of the information that is reviewed as part of our recently implemented ward accreditation programme. We aim to listen to the voice of our patients from the very young to the older person about your experience with us.





Dywedwch wrthym am eich Profiad.

Beth wnaethom ni'n dda? Sut gallwn ni wella? Hefech chi ddiolch i un o'n staff?

Gallwch ddweda wrthym am eich profiad drwy:

-  **Papur arohwg:** Ar gael ar y ward neu yn coridor y ward. Gall arolygon a gwblhawyd gaelu rhoi i aelod o staff neu eu postio yn y bwlch ar coridor y ward.
-  **Arohwg ar-lein:** Ar gael drwy ddi yn y ddolen: www.listen.bcuhbviewpoint.wales neu gan y QR sganio còd. Cioegau sefydlog am ddim hefyd ar gael ar gyfer defnydd ac wedi'u lleoli yn y fynedfa i adran achosion brys a cheifffon allanol prif.
-  **E-bost:** BCU.PatientExperience@wales.nhs.uk



Please tell us about your experience.

What did we do well? How can we improve? Would you like to thank one of our staff?

You can tell us about your experience by:

-  **Paper survey:** Available on the ward or in the ward corridor. Completed surveys can be handed in to a member of staff or posted in the post-box located on the ward corridor.
-  **Online survey:** Available through the following link [listen.bcuhbviewpoint.wales](https://www.listen.bcuhbviewpoint.wales) or by scanning the QR code. Free standing kiosks are also available for use and are located in the entrance to the Emergency department and Main outpatients.
-  **Email:** BCU.PatientExperience@wales.nhs.uk



Progress since last year

We have made significant progress against the priorities outlined in our **Quality Improvement Strategy 2017-2020**.

The key priorities include reducing avoidable deaths, reducing harm and providing reliable care by strengthening our patient care pathways through our services and delivering what matters to patients accessing our services. Among the key things we have done to support these improvements are:

- The implementation of new ways of working and tools to help us thoroughly review all deaths to ensure lessons are learned and shared where we have either worked effectively or where the need for improvement has been identified.
- Our inpatient wards are driving through improvements to provide a better patient experience and reduce avoidable harm. Through a collaborative approach across the Health Board, small groups of wards are focusing on one specific avoidable area of harm and testing new ways of working and interventions to help reduce incidents. The aims of the collaborative is to identify areas where things are working well for our patients that can be implemented across the Health Board as the expected standard in any care setting. The early indications are positive for reducing harm such as pressure ulcers using this collaborative approach and for the coming year we will use the same approach to reduce the number of inpatient falls. The number of inpatient falls reported as serious incident remains a concern as the average number of inpatient falls reported as a serious incident is 9 per month for the past year.
- The continued improvement of our ward dashboard, which supports our ward teams to drive through improvement by providing real time information about their wards.

Looking ahead to the coming year, the aim is to complete a review of progress against the Quality Improvement Strategy and plan for the next three years beyond 2020 by engaging with our patients, staff, partners and our communities.

Progress against our strategic priorities

Improving Health and Reducing Health Inequalities	Care Closer to Home	Excellent Hospital Care
<ul style="list-style-type: none"> • We achieved the Platinum Health at Work standard, recognising our commitment to staff and population well-being and our overall social responsibility. • We introduced the “Let’s Get North Wales Moving” collaboration with partners. • The tier three Weight Management Service was implemented. • The “Help me Quit for Baby” smoking cessation support approach was embedded in Community Midwife Teams. • The hospital based smoking cessation service commenced. • An alcohol licensing framework was established. • The 'Made in North Wales' network developed an approach to social prescribing and an asset-based approach to well-being. 	<ul style="list-style-type: none"> • The new healthcare centre at Flint opened, delivering a range of services and fulfilling commitments previously made by the Board to the local population. • The redevelopment of Corwen Health Centre was completed, an important milestone in care provision for the local rural community. • Recent developments such as Llangollen Health Centre, Canolfan Goffa Ffestiniog and the new wing of Tywyn Hospital now provide a range of services providing benefits for the whole community. • More advanced practitioner nursing, physiotherapy, audiology and pharmacy roles were introduced in primary care settings. • Primary care clusters developed a range of innovative services, such as Advanced Nurse Practitioner roles in care homes, family practitioner and specialist diabetes care. 	<ul style="list-style-type: none"> • The new Sub-Regional Neonatal Intensive Care Centre was opened at Ysbyty Glan Clwyd. • The vascular centre development at Ysbyty Glan Clwyd progressed, with full implementation due in April 2019. • The major refurbishment programme for Ysbyty Glan Clwyd has been completed, bringing major improvements to the environment for patients and staff.

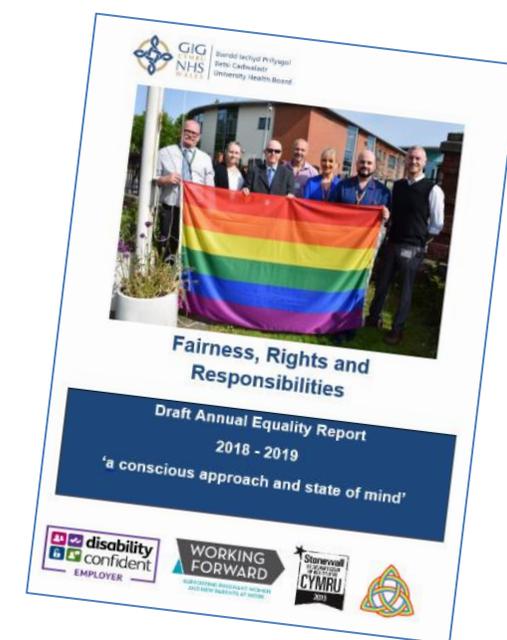
Equality: Fairness, Rights and Responsibilities

At BCUHB our vision is to create a healthier North Wales, that maximises opportunities for everyone to realise their full potential, and helps towards reducing health inequalities. Our purpose is to improve the health of the population, which means that, over time, there will be a better quality and length of life across the whole population of North Wales. We aim to embed and achieve our principles in all that we do as Health Board below are some of key achievements.

Some of our key equality achievements in 2018/19:

- We have supported the implementation of the Health Board's ten-year strategy 'Living Healthier, Staying Well' (LHSW) and its underpinning principle to promote equality and rights in everything we do.
- We have strengthened the accountability, governance and performance management of our equality work.
- We have provided equality and human rights advice to Programme Groups implementing the LHSW strategy and strengthened scrutiny of equality impact assessment (EqIA) in regards to service change driven by the implementation of LHSW.
- We have continued to build organisational understanding and capacity in advancing equality and human rights through our training programmes.
- We have delivered mandatory equality and human rights training and increased compliance in the last 12 months to 85% across BCUHB, and training has also been delivered to 19 GP and dentist practices.
- We have worked to increase employment opportunities for people from protected characteristic groups; and driven forward initiatives supporting people from protected characteristic groups in work.
- We have increased our 'Top 100 Employer' status in the Stonewall Workplace Equality Index 2019, improving our ranking significantly to 37th overall across the UK out of 445 organisations taking part.
- We have held rainbow flag-raising ceremonies at each District General Hospital site in celebration of International Day Against Homophobia, Biphobia and Transphobia (IDAHoBiT) in May.
- We have co-produced a film with stakeholders designed to improve awareness amongst front-line staff of the issues faced by LGBT+ service users.
- We have maintained ongoing public engagement through our Equality Stakeholder Group (ESG) and expanded our membership.

More details about the work we do to promote and support equality can be found in our Annual Equality Report 2018 – 2019.



Staying Healthy

Nursery Nurses

Thanks to the efforts of our Nursery Nurses, more mums across North Wales have started breast-feeding. Our Nursery Nurses carry out antenatal visits and provide advice about breast-feeding and give parents opportunities to ask questions.



Getting immunisation off to a flying start

The Flying Start Programme has helped to give Anglesey some of the best child immunisation rates in Wales in 2018. The programme is aimed at giving disadvantaged children the best start in life when it comes to health and other services. It includes more regular contact with health visitors and more support for parents.

Protecting our children

Our childhood vaccination programme is one of the most significant and cost effective ways in which we protect the health of children and young people against infections, which can lead to serious complications and even death. Our vaccination rates are among the highest in Wales at age 4, although they remain below the 95% target levels. More recent uptake of childhood vaccines among children at age 1 and age 2 suggests steady improvement with target levels achieved in a number of our local authority areas. After a number of years steady increase in vaccination rates, in common with the rest of Wales, rates now appear to have plateaued. Concerted efforts are now needed to maximise uptake to levels at which the whole population is protected.



Safe Care

Point of care testing

We have started to rollout the national Point Of Care Testing (POCT) system. When this goes live, it will connect to all suitable POCT devices, and allow remote management, a full audit trail, electronic storage of all tests and an interface to the Welsh Clinical Portal so that test results can be viewed. As part of this work, we have already started to use connected Glucose Meters across North Wales, which greatly improves patient safety.



Improving our estate

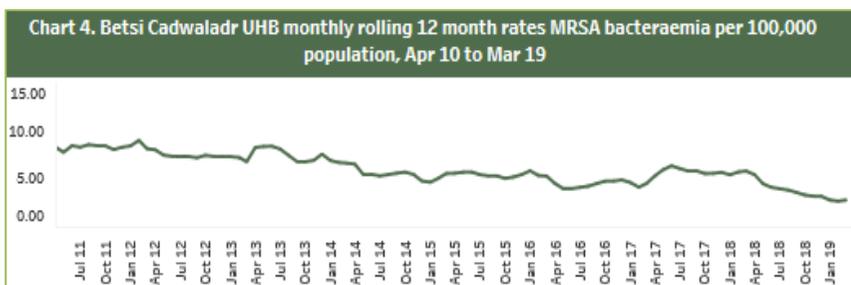
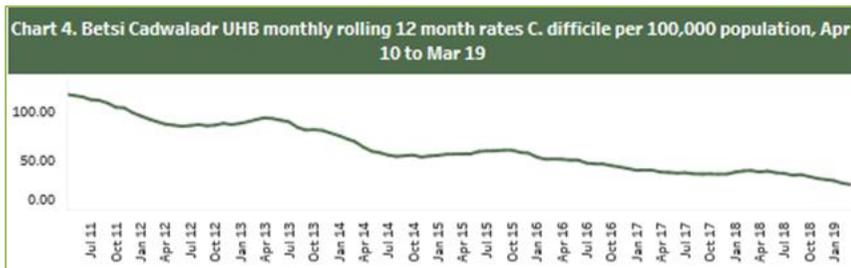
The removal of asbestos from the original Radiology Department in Ysbyty Glan Clwyd is complete. This has taken a number of years to do and involved the temporary relocation and closure of x-ray and scanning rooms, offices and corridors. Our staff, however, have worked both creatively and tirelessly to ensure service users experienced as little disruption as possible.

Providing high quality, critical care

Our new £18m neonatal unit to care for premature and sick newborn babies from across North Wales is now complete. The SuRNICC will provide a range of new facilities and increased capacity to care for newborn babies with significant care needs. The completion of the work means the unit now has its full complement of cots. In total, the unit has five intensive care cots, five high dependency cots, one stabilisation cot and nine special care cots. The service is supported by a dedicated neonatal transport service. The completed unit also has a dedicated parent's area with facilities for families of babies on the unit, including a play area for young children, and additional accommodation to allow parents to stay on the unit with their sick babies if needed.



Safe, Clean Care



There has been significant and focused improvement work relating to infection prevention as part of the Safe Clean Care campaign for the past year. This has seen a massive improvement made in relation to MRSA bacteraemia with the past year reporting of 19 incidents compared to 40 incidents on the previous year (53% reduction). In addition, the Health Board has achieved the national reduction expectation target for Clostridium Difficile Infection (national target is less than 26.00 incidents we have achieved below this as 24.60 incidents). However, we recognise there are still areas of concern that will be our focus into next year such as gram-negative bacteraemia and work programmes in primary and community care to improve E-coli, klebsiella and pseudomonas.

Providing high quality, critical care

The Safeguarding Team is responsible for engaging staff across the organisation to ensure that excellent safeguarding practice is embedded and vulnerable adults, young people and children are protected which includes Adults at Risk, and Children at Risk. Significant achievements this year include:

- The development of a revised, robust reporting process for Adults at Risk.
- Participation in the All Wales Safeguarding Maturity Matrix (Children and Adults) and the development of a BCUHB improvement plan to ensure consistent and standardised quality outcomes for children and adults.
- The delivery of a 'Tell me your story' week in partnership with the Alzheimer's Society where people living with Dementia and their carers provided feedback about their experiences.
- The launch of refreshed communications to support the Safeguarding agenda, including a new intranet homepage and monthly Safeguarding Bulletin.



Effective Care

Supporting mental health and wellbeing

ICAN centres have been introduced at each of our district general hospitals to provide emotional support and signpost appropriate support services for people who do not need to be treated at an Emergency Department or by a Mental Health Practitioner. They are available to people over the age of 18 who are experiencing emotional distress and form part of an ambitious plan to improve mental health support in North Wales. We are working closely with our partners, including North Wales Police, local authorities, Welsh Ambulance Service and mental health charities to establish a seamless integrated urgent care system for people who experience a mental health crisis.



Ward Accreditation

In July 2018, we began the exciting process of developing our new Accreditation Programme for all inpatient Wards/Units across BCUHB.

We are the first Health Board in Wales to have this robust assessment and support programme which follows on from the success of the Safe Clean Care campaign in 2018.

The Accreditation programme is an opportunity for the Health Board to implement a set of standards to frame our quality, safety and patient care agenda. A total of 35 wards have had an unannounced accreditation visit and have been assessed and awarded a score.



Leading the field

Our Cellular Pathology Department continues to lead the field by adopting the very latest in technology to improve service delivery. It is currently the only laboratory in Wales to use digital slide scanning for clinical diagnosis and is currently working on the development of pioneering improvements in rapid reports for tissue diagnosis. The department has also expanded its repertoire of diagnostic procedures with the adoption of the very latest specialised cancer tests to improve treatment for patients with breast cancer.

North Wales Community Health Council (NWCHC)

The North Wales Community Health Council (NWCHC) is the independent health watchdog for North Wales. It represents the interests of patients and the public who use our health services.

The NWCHC monitors and scrutinises our health services to improve the patient experience; one of the many ways the NWCHC does this is by visiting health premises. All visits are undertaken by NWCHC volunteer members.

During the year, NWCHC members visited all of our main hospitals, as well as our community hospitals, Emergency Departments and Mental Health Units. There has been more than 300 visits to sites during the period. As part of this exercise the NWCHC surveyed issues such as Food and Nutrition, Cleanliness, Dignity and Care and the Environment. NWCHC members also spoke to patients, their relatives and carers about all aspects of their experiences of health care.

The NWCHC has also looked closely at issues such as Catheter Care, Delayed Transfers of Care and MP-mri scans and has used patient experience feedback from hospital visits to champion the causes of patients.

This year, the NWCHC has been visiting many of the North Wales GP practices. We look forward to working with the NWCHC and GP practices in response to the NWCHC findings.

Our Transforming Care team continues to work collaboratively with the NWCHC and this has been successful in ensuring a greater scrutiny of our standards and practices and enabling Equality Diversity and Human Rights and Welsh Language considerations to be considered as part of the NWCHC's monitoring activity.

NWCHC reports now form part of our Ward Accreditation Programme and we look forward to working with the NWCHC to develop this programme into other service areas. To find out more about the work of the NWCHC please contact:

- Email – admin@waleschc.org.uk
- Telephone – 01248 679284 (ext 3)
- Website – www.communityhealthcouncils.org.uk
- Write to – NWCHC, Unit 11, Chestnut Court, Parc Menai, Bangor LL57 4FH



Timely Care

Cancer diagnosis cellular pathology

Waiting times for histology diagnosis have significantly reduced over the last 12 months. This is due to the dedication of the laboratory team and the recruitment of additional expert Pathologists to North Wales. The Pathologists say they join the team at BCU, because the department encourages pioneering work in Cellular Pathology service delivery.



Improving emergency access for children

We have carried out a lot of work to make sure people are getting the most appropriate care in as timely a way as possible when they come to our Emergency Departments. Part of this work has involved having a Paediatrician working in our EDs to make sure children are assessed as quickly as possible before being treated or referred to the most appropriate service. This work supports admission avoidance, the flow of patients through our hospitals and the experience our patients receive, particular younger people.

Child and Adolescent Learning Disability Service

Thanks to a successful bid for support through the Welsh Government Integrated Care Fund our Child and Adolescent Learning Disability Service (CALDS) has been able to recruit additional qualified nurses, health care support workers and a psychology assistant. This has allowed the team to provide a timely service to a larger number of young people without accruing a waiting list. Historically the CALDS team offered a service to those aged between 8 and 18, but as of January 2019 it has increased the age range to those between 5 and 18 years to provide earlier intervention. Other benefits of the enhanced service have included being able to provide more support for young people at home and running accessible music workshops.



Building Better Care

In October 2018, the Health Board launched the Building Better Care Improvement programme which is focussed on the three main areas of Demand, Flow and Discharge. The work on the Demand aspect looks at how we can prevent patients attending our emergency departments by signposting them to alternative healthcare support either in the community or within alternatives such as minor injury units across North Wales. This is also focussed on reducing ambulance Demand with the introduction of our Single Integrated Clinical Assessment and Triage (SICAT) service where a team of doctors intercept ambulance calls and provide advice and support to avoid unnecessary ambulance journeys.

We are also improving the way that patients access our emergency care, are managed within our emergency departments and how admitted patients travel through our hospitals with our Flow programme ensuring that, for patients in hospital, every day counts.

Lastly, we are reviewing the way that we Discharge patients to aim to get all patients home first rather than needing additional support in our community hospitals and supporting them to recover in their own homes and how we prepare patients for Discharge on admission to hospital.

By focussing on these areas, we hope to improve timely care for our patients with fewer delays to their care and treatment and a better experience within our hospitals and to feel supported once they are well enough to go home.



Individual Care

Working together

The Bringing Agencies Together initiative has been helping to support patients to look after their mental health once they are ready leave hospital. The partnership approach between Ablett Unit staff and North Wales Mental Health Development agency, Unllais, helps patients to identify activities and support services in their local community. They are encouraged to link in with these support services after leaving hospital in order to help them to continue to look after their mental health and wellbeing.



Supporting Welsh Speakers

Our Language Choice Scheme, where 'Speaking Welsh' magnets are placed over patients' beds, has been rolled out to community hospitals, allowing wards to plan their workforce so that Welsh speaking staff are paired with Welsh speaking patients. This has also ensured wider planning, allowing multi-disciplinary teams to plan their care when attending to patients.

We have also further developed our Welsh Language Training Programme with more than 600 members of staff accessing language training at various levels. Our Welsh Language Tutor has tailor-made courses in line with service needs, such as specialised CAMHS professionals and staff groups involved with dementia care.



Breaking down language barriers

Wrexham Maelor Hospital has become the first site in the Welsh NHS to gain Makaton-friendly status. This was a great achievement for staff on the Children's and COPD wards. Courses have been running for staff and Makaton boards are in place in both areas, as well as the availability of resources like Makaton stories, activity sheets and DVD's.

Supporting patients with dementia

Ysbyty Gwynedd became the first acute hospital in Wales to receive official recognition of working to become dementia friendly. The hospital has been recognised by the Alzheimer's Society as part of its work to recognise organisations and individuals supporting awareness around dementia. More than 300 members of staff are now 'Dementia Friends' at Ysbyty Gwynedd, which is only the second acute hospital in the UK to receive this recognition from the Alzheimer's Society.

The dementia team became volunteers for the Alzheimer's Society in 2015 and have since carried out a range of activities and 'dementia friends' training sessions to help staff understand more about dementia and how it affects patients and their families.



Improving the way we communicate



Wrexham Maelor Hospital's Children's Service is the first NHS organisation to be granted Makaton Friendly status in Wales.

More than 20 staff in the hospital have been trained so far including doctors, nurses and our staff that work out in the community. Makaton is a simplified system of sign language, which aids those who have communication difficulties.

Staff at the hospital have been undertaking training and also creating resources and new signage for the departments.

Staff and Resources

Empowering our staff

Our Quality Improvement hub launched in September 2018 with one of the aims being to support all staff with the opportunities to improve capability through Silver IQT training. This training provides learners with the knowledge and skills to make improvements in the workplace. A new website has been launched to provide staff with information and resources to support the quality improvement program.



Strengthening staff engagement

The latest NHS Wales Staff Survey results have shown that a wide range of initiatives being used to strengthen staff engagement have had a positive impact on culture. These include the monthly Seren Betsi recognition award, developing Listening Leads to improve two-way communication, using the 3D model as a listening methodology and establishing 'Proud Of' groups to celebrate success and share best practice. We have also launched a new Staff App to help share information and updates across the organisation with staff who do not or cannot access email or the intranet. This platform also allows our staff to post their own news and share information within their own communities.

Celebrating success



More than 500 people packed in to Venue Cymru for this year's Staff Achievement Awards. The event recognised and celebrated some of the great work carried out by our staff every day across North Wales. The winners were picked from hundreds of nominations, which came from patients, staff and members of the public. Among this year's winners was Leyla Ustay (pictured right receiving her award) who picked up the 'New Ways of Working' Award for developing a system to review patient medications so that when they are discharged from hospital, patients quickly receive the right medicine in the right quantities.



Wales for Africa

The Health Board is a signatory to the Charter for IHP in Wales, which signals its commitment to helping others as part of promoting global health and sustainable development. As well as benefitting people in poorer countries who have fewer resources and less developed healthcare systems, involvement in humanitarian overseas work also benefits our staff in a number of ways. These include improving their teaching skills, building leadership confidence, generating ideas for health service delivery within limited resources, learning about the delivery of healthcare to people from different cultures and also gaining direct experience of global diseases that may pose a risk to the population of Wales. This enhanced skill and knowledge can then be used by our colleagues when they return from overseas, for the benefit of patients in North Wales. Teams of local nurses, doctors, midwives, public health specialists, pharmacists, IT experts, researchers and others are involved in our international health links work, most notably as part of the Wales for Africa Programme.

In North Wales, there are active links to healthcare in the Quthing district of Lesotho, hospital care in Hossana Hospital, Ethiopia and primary care and eye care in Hawassa, Ethiopia. Over the past year, the Health Board has supported the work of the links by hosting the International Health Group (IHG), developing national guidance, awareness-raising, and by enabling staff to participate in reciprocal visits involving Wales for Africa partners.

Members of the IHG have made a number of overseas visits – including those to Lesotho and Uganda as part of the International Learning Opportunities (ILO) scheme; to Ethiopia to provide hospital informatics support as well as ophthalmology, cardiology and basic emergency department training; to Lesotho to provide mental health and HIV anti-stigma training; and to Kenya on a fact-finding visit as part of plans to establish a new link. The Health Board holds a list of 150 individuals who are either actively undertaking international work, involved in supporting this work, or who have expressed an interest in becoming involved in volunteering.

Listening to Concerns and Incidents

As a Health Board, we strive to provide safe, high quality care and treatment to all, but sometimes things can go wrong and we let our patients down. If this happens we respond to the concern raised in line with the 'Putting Things Right' Regulations (PTR). For concerns that can be easily and speedily addressed verbally with our patients or representative these are called 'on the spot' concern if these are not resolved satisfactory for the patient or representative, or if harm has occurred at any point this will be raised as a formal concern. All concerns are collated, monitored and reviewed for opportunities for learning, sharing and improvement across the Health Board.

Concerns 2018/19

In 2018/19, the Health Board recorded more than 3,000 concerns that were resolved as an 'on the spot'. The top themes identified were access, appointment, admission, transfers, discharge, and were in particular relating to the unacceptable waiting times and the lack of communication and confirmation of a date for admission for further treatment.

The Health Board received 1,408 formal concerns in 2018/19 this is a decrease of 1% on the previous year. The top themes identified were in relation to treatment, procedure with consent, confidentiality or communication. In terms of treatment and procedure, 99 formal concerns related to wrong diagnosis.

Incidents 2018/19

Our electronic incident reporting and management system is known as Datix. This system is available to all staff within the Health Board to report incidents or near misses. Over the past year, we recorded **32,458** incidents on the System, of which 75% were patient safety incidents. Across the Health Board, the levels of reporting are similar in number and themes. This data is a key part of the ward accreditation programme and wards are expected to use this data for improvement projects alongside other sources of data such as Patient Experience feedback.

The most reported incidents across the Health Board are Pressure Ulcers and inpatient Falls as a patient safety incident. For the last year there were more than 5,000 incidents reported under the heading of Pressure Ulcers and for Inpatient Falls over 5,000 incidents were reported under the heading of Slips, trips, falls and collisions. As described earlier in this document the Health Board has taken a new approach for improvement by using a collaborative approach.

The collaborative is a multidisciplinary team from a small number of wards who are focusing on reduction Health Acquired Pressure Ulcers by using established improvement methodology that will promote and sustain a culture of improvement not only for this but also for other areas requiring improvement. The overall aim of the collaborative is to develop a Health Board standard to care in relation to pressure areas, which will be implemented in any ward setting.

Building on the success of the HAPU collaborative programme of work, we will commence an inpatient Falls Collaborative with aim to reduce inpatient falls by using the same approach.

Special Measures

The Health Board has been in special measures since June 2015. Work has been ongoing to make improvements in line with the expectations of the Special Measures Improvement Framework issued by Welsh Government. The Framework covers four themes: leadership & governance, strategic & service planning, mental health and primary care including GP out of hours services.

Over the past year, quality improvements under special measures have included the implementation of the Mental Health Quality Improvement Plan, focusing on improving dementia care, stopping inappropriate out of area patient placements and taking action to address findings from the reports published about failings in care on Tawel Fan ward.

Initiatives to improve patient safety during special measures include the roll out of patient safety 'huddles' (meetings designed to enable teams to focus on patients most at risk), use of technology to reduce avoidable harm through the 'Harms dashboard' electronic system, use of the 'SAFER bundle' (a method promoting best practice in patient care), and having better systems in place to support learning from concerns, incidents and claims.

The work undertaken has led to a variety of improvements to the patient journey, such as patients being seen more quickly when they arrive at hospital by ambulance, a reduction in the MRSA and c.difficile infection rates, and fewer delays for patients who are ready to go home from hospital. In February 2019, GP out of hours services were deemed to have improved to the extent that it was removed from special measures.

Working towards the achievement of all special measures expectations, in particular improving the Health Board's challenging financial and performance position, will continue to be a priority. Further quality improvements will continue to be made on an ongoing basis, with progress overseen locally by the Special Measures Task & Finish Group, and reported to the Health Board.

Looking Forward. 2019-2020

We will continue to focus on providing safe, effective and companionate care and services, by building on the success of our campaign style approach to Health Board wide improvement as seen with the Safe Clean Care programme and the collaborative approach to quality improvement. We will review our current Quality Improvement Strategy and prepare for our next Quality Improvement Strategy for 2020 onwards. Our preparation will include engaging with our staff, our partners in care delivery and with you our users of our care and services.