Our ten touchstones

The health board uses ten touchstone tests to measure the public’s views on whether we are succeeding in delivering our vision. These are the standards that guide all of the health board’s work, through which the public will be able to hold us to account. The ten tests demonstrate our commitment to more public transparency as a means of building public confidence in the NHS. The ten touchstones tests are detailed below and together form the chapters that make up this year’s report.

1. I will be given higher quality clinical care
2. I will be receiving the most up to date treatment as part of my care
3. I will have a better patient experience and improved customer care
4. I will be receiving more personalised care designed to fit in with my circumstances and closer to home
5. I will experience more seamless care when more than one organisation is involved with my care
6. I will receive advice on the best diet, exercise and lifestyle matters to help me live a healthier life
7. My family and I will have a better opportunity to live a longer and healthier life
8. I will be more involved in decisions made by the NHS
9. My NHS is striving to be a top performer
10. My NHS will be maintaining a sustainable financial position

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This review summarises the work done by Hywel Dda Health Board in 2012/13. Further information is available in our Annual Report and Accounts 2012/13, Annual Governance Statement 2012/13 and Annual Quality Statement 2012/13, all available at www.hywelddahlb.wales.nhs.uk or by calling 01267 239554.

Alternative formats and large print are available on request.

www. facebook.com/hywelddahealthboard
www.twitter.com/hywelddahb

Hywel Dda Health Board is the provider of all NHS healthcare services for Carmarthenshire, Ceredigion and Pembrokeshire, established on 1 June 2009 and became fully operational from 1 October 2009 following a reorganisation of NHS Wales, merging the Hywel Dda NHS Trust, Carmarthenshire Local Health Board, Ceredigion Local Health Board and Pembrokeshire Local Health Board.

We provide acute, primary, community, mental health and learning disabilities services via general and community hospitals, health centres, GPs, dentists, pharmacists and optometrists and other sites for around 375,000 people across Carmarthenshire, Ceredigion, Pembrokeshire and bordering counties.

This is possible thanks to the support of 9,888 invaluable staff, helped in partnership by numerous colleagues from the public, private and voluntary sectors and over 200 volunteers.

Hywel Dda Local Health Board
Merlin’s Court (Headquarters), Winch Lane, Haverfordwest, Pembrokeshire SA61 1SB
Tel: 01437 771220 www.hywelddahlb.wales.nhs.uk
Hywel Dda Health Board, along with the rest of the NHS in Wales, has carried out one of its largest public consultation exercises ever. We have engaged on an unprecedented scale with our public, our staff and our stakeholders about important changes to healthcare services which aim to deliver better quality care closer to people’s homes, in their community and to ensure that hospital services are available for the most seriously ill patients. We are very proud to report that our consultation received a best practice accreditation from the Consultation Institute, an independent organisation which promotes the highest standards of consultation.

We would like to sincerely thank everyone who got involved to have their say in this very important debate. The consultation may be over, but our promise now is that we will continue this conversation and work with our local communities, staff and stakeholders to implement the changes that will ensure health services are safe and sustainable in Carmarthenshire, Ceredigion and Pembrokeshire in the future.

This past year has also seen significant strides made to establish Hywel Dda Health Board as a leader in developing services to meet the specific needs of its population. Our Population Health Programme has been set up to ensure clinical engagement, leadership and successful redesign by multi-disciplinary teams and, in total, ten Population Health Groups will drive forward service redesign to improve patient outcomes. This programme will also be supported by our staff Improvement Academy to ensure our leaders of the future have all the necessary support to shape the very best and most appropriate services for patient’s needs over the next few years.

Finally, this year, in order to fully update our community on our significant progress and achievements, we are pleased that this year’s Annual Report and Accounts is accompanied by an Annual Governance Statement and Annual Quality Statement. These reports provide numerous examples of the innovative and award-winning quality improvements that are being implemented across the health board - everyone who wants to understand the work of this health board should read them.

Of course, none of this would possible without the quintessential ingredient in any successful health service – our staff. We would like to take this opportunity to say a personal thank you to all of our hard-working and committed staff who go that extra mile every day in order to make a difference to our patients. You, truly, are the heart of our local health board and it is thanks to you and your ongoing dedication that the people of Hywel Dda can look forward with confidence to our future healthcare services.

Trevor Purt, Chief Executive  
Chris Martin, Chair
Research and development

A new Clinical Research Centre opened at Prince Philip Hospital in October 2012 to increase the amount of research undertaken within the health board.

At the opening of the new facility, Director of Research and Development, Dr Keir Lewis said: “The centre will be used for a mixture of research, some of which will involve patients.

“Having the research undertaken in a central area will enable better communication between trials, with people able to talk to each other and exchange ideas.

“The positive impact that research can have on patients will hopefully be seen very soon.”

The centre is used for a mixture of research. It is the UK base for a global trial on smoking cessation, while other trials include looking at respiratory illness, diabetes and cancer.

The centre is integral to our commitment to enhance research and development and complements the health board’s plan to develop a Rural Health Research Centre in Ceredigion, in collaboration with Aberystwyth University.

STOP campaign

Launched in May 2012, the STOP campaign, developed by 1000 Lives Plus, aims to improve the safety of patient care through better use of urinary catheters and peripheral venous cannulas (PVCs).

The campaign supports the work across Wales to reduce unnecessary usage of these medical devices that can cause infections and illness if they are inserted incorrectly, or are not maintained properly.

Following the launch of STOP, the use of urinary catheters and peripheral venous cannulas has reduced from 584 devices in 2011, down to 370 devices in 2012, with our already below average infection rates continuing to drop.

Mental health and well-being

We will continue to work with our partners to reduce the fear and stigma which can be associated with mental ill health.

Our Mental Health and Well-being Strategy will ensure equality across the health board area, promote mental health and well-being, rather than mental illness alone and ensure that mental health services are accessible and effective.

To view the strategy, please visit www.wales.nhs.uk/sitesplus/documents/862/308MentalHealthandWellbeingStrategy20122017.pdf
Modernising our buildings and estate

Last year we invested £22.9 million in our buildings. Key schemes for 2012/13 included:

- a new clinical decisions unit at Glangwili Hospital (£8.8 million)
- the new build element of the Front of House development at Bronglais Hospital (£38 million)
- the final phases of the priority engineering works project at Glangwili and Prince Philip Hospitals (£8 million)
- the start of the renal dialysis unit build at Withybush Hospital (£7.6 million)
- development works in anticipation of new ward at Prince Philip Hospital (£0.8 million)

We also invested over £2 million in the replacement of equipment and upgrade works, including:

- new ENT equipment at Prince Philip Hospital (£239,000)
- replacement of neonatal monitors at Glangwili Hospital (£96,000)
- upgrade of patient facilities in paediatric ward at Bronglais Hospital (£127,000)
- replacement of patient monitoring system in ICU at Withybush Hospital (£177,000)
- histopathology equipment to clinically support services health board wide (£206,000)

Support for Life small grant scheme

This year saw £100,000 made available to the third sector for community projects which invest in the health and wellness of our local population via the Hywel Dda Charitable Funds Committee of the Support for Life small grant scheme.

In March 2013 small grants were awarded to ten initiatives in the community, including the training of new bereavement volunteers, an outreach phlebotomy service and the provision of community transport for older people.

More information about the scheme and how money raised is used to support patient services can be found in our Charitable Funds brochure. For more information and inspiration please visit www.hywelddahb.wales.nhs.uk/supportforlife
I will have a better patient experience and improved customer care & I will be more involved in decisions made by the NHS

Dignity and respect

It is our fundamental expectation that all patient contact with any aspect of the health board will be conducted with dignity and respect.

The importance of the hospital environment in ensuring a dignified care experience for patients cannot be overemphasised.

In June 2012, Healthcare Inspectorate Wales (HIW) undertook a two day Dignity and Essential Care Inspection visit to two wards in Bronglais Hospital and published its report in November 2012.

We welcome these external visits as it is all too easy to become overly familiar with the environment you are in day in day out and an external pair of eyes can be invaluable in helping us to understand the patient and visitor perspective on the care environment.

HIW reports on our services and wards are published online, as well as action plans put in place as a result of these visits to continually improve our services. These are available at www.hiw.org.uk

Equality, diversity and human rights

People should not be disadvantaged because of their age, disability, faith or belief, gender, race, sexual orientation or by being married or in a civil partnership, being pregnant or raising a family.

This year, we launched the first All Wales Public Sector Lesbian, Gay, Bisexual and Transgender (LGBT) Staff Network. The network aims to advise on policy and practice, raise awareness of LGBT issues in the workplace, provide confidential and peer support for staff and support LGBT staff to develop their skills and careers.
Our Siarad Iechyd / Talking Health engagement and involvement scheme has been running for two years. Meet David Harris from Hook in Pembrokeshire, who has recently been involved with a few projects as a member:

**Why did you join Siarad Iechyd/Talking Health?**
“As a Trustee with the H.O.P.E. Multiple Sclerosis Therapy Centre and ‘hands on’ as an Oxygen Therapy Operator I saw information about the health board wanting people to get involved and I thought “That’s me! I want to get involved!”

**What is the best thing about being a member?**
“Being a part of the Signage Focus Group at Withybush. Knowing the outcome will help people to find their way around the hospital, I’m amazed at what has been achieved!”

**Would you recommend becoming a member?**
“From my experience so far it seems patently obvious to me that people should get involved. To progress an initiative it seems the only way - get everyone’s input and you’re 98% of the way there.”

We have more than 800 members and are keen to recruit more. For further information please visit, [www.talkinghealth.wales.nhs.uk](http://www.talkinghealth.wales.nhs.uk), telephone 01554 779510; or write to FREEPOST HYWEL DDA HEALTH BOARD.

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**Eich Iechyd / Eich Dyfodol**

**Consulting our Communities**

Hywel Dda Health Board launched its six week formal consultation, Your Health Your Future: Consulting Our Communities on 6 August 2012. Following an extensive listening and engagement period, the consultation included a programme of engagement with staff, stakeholders and the public.

At an extraordinary board meeting on 15 January 2013, board members agreed a number of changes to healthcare services that will support delivery of more care closer to people’s own homes and communities, ensuring hospitals are equipped to deal with the most seriously ill.

The latest position regarding these changes is available at [www.hywelddahb.wales.nhs.uk](http://www.hywelddahb.wales.nhs.uk)
I will experience more seamless care when more than one organisation is involved with my care

At Hywel Dda Health Board, we know that patients want to receive the care they need as close to home as possible. We want to provide 80% of all NHS care and treatment in the local community with only the most acutely ill needing hospital admission.

Reader in rural health

Hywel Dda Health Board, Aberystwyth University and the University of Wales Trinity Saint David has appointed Mr Manoj Kulshrestha as Wales’ first Reader in Rural Health and Community Well-being.

The position provides the basis for innovative research and recognises the unique opportunity available to the NHS and local universities in West Wales to work in partnership and redefine how policies and services can improve the health and wellbeing of those living in rural communities.

Mr Kulshrestha, a prominent Consultant Ophthalmologist based at Bronglais Hospital and North Road Surgery in Aberystwyth, took up the role on 1 May 2013 for an initial 12 month period.

Supporting carers

The health board recognises and values the role of carers within our communities, supporting those who need help because of old age, physical or learning disability or ill health, including mental ill health.

A new Information and Consultation Strategy for Carers is now available, placing far more emphasis on the NHS to provide information and advice to unpaid carers and to effectively consult with them over any service change.

If you would like to read the new strategy, or you are a carer and need advice and support, visit www.hywelddahb.wales.nhs.uk/carers

Armed Forces covenants

Organisations in Carmarthenshire, Ceredigion and Pembrokeshire came together this year to help members of the Armed Forces Community and their families.

It is an honour for Hywel Dda Health Board to be a part of the Armed Forces community covenants.

The aims of the Community Covenants include:

- encouraging communities to support the Armed Forces community in their areas and vice versa
- promoting understanding and awareness amongst the public of issues affecting the Armed Forces community
- recognising and remembering the sacrifices made by the Armed Forces community
- encouraging activities which help integrate the Armed Forces community into local life
I will be receiving more personalised care designed to fit in with my circumstances and closer to home

**The King’s Fund**

Pembrokeshire Care Closer to Home has been selected as one of five demonstrator sites in the UK to participate in an international research project with the renowned King’s Fund.

Being a part of this research programme with the King’s Fund provides us with an opportunity to improve care to some of the most vulnerable people by challenging how we currently deliver services and supporting a culture change where the focus is on providing appropriate care in the most appropriate setting.

The full research findings are published in September 2013.

**Delivering integrated care**

From seeing the GP, to having an x-ray, to having physiotherapy, to having an operation in hospital, then having your care provided at home or in a community building as simply as possible – this is what we mean when we talk about integrated care.

To deliver care in this way we have created locality resource teams jointly with the local authorities in each county. These teams will gain local knowledge, build local partnerships, create local credibility and will therefore be able to utilise and delegate resources far more effectively than central teams can deliver remotely. They will be an active delivery component of Foundations 4 Change with the county teams (see page 10).

**New signs lead the way...**

Our project to improve directions and signs for patients in Withybush Hospital won the Citizens at the Centre of Service Re-Design and Delivery award at the NHS Wales Awards 2013.

Judges praised the hospital for working closely with adults with learning disabilities, staff, the local community health council and patients to come up with a new approach to help people find their way around the hospital.

By using colour zones and easily recognisable symbols, all patients have been able to work out more easily which department they need and how to get there.

The project has been so successful the health board is now planning to roll out the new sign system to its other main hospitals.
I will receive advice on the best diet, exercise and lifestyle matters to help me live a healthier life

Hywel’s House

We recognise that the ‘right care’ also needs to include support for self care and independent living. This requires skill, confidence and knowledge for the individual and for staff in promoting health and empowering patients/clients.

In response, we have created Hywel’s House - our online resource centre for health advice. In Hywel’s House there are rooms full of useful tips to make healthy small changes to your lifestyle. Each of the rooms has a specific theme, including healthy eating, sexual health, mental health and alcohol.

We are also supporting our staff by developing a programme of training and development that addresses the range of contacts and skills that exist (from specialist nurses through to health care assistants and volunteers), encompassing:

- **Healthy Chats**
  - everyday contact
  - ‘brief advice’

- **Brief Interventions**
  - specific targeted signposting

- **Motivational Interviewing**
  - specialist, intensive support

To visit Hywel’s House go to [www.hywelddahb.wales.nhs.uk/healthy-wednesday](http://www.hywelddahb.wales.nhs.uk/healthy-wednesday)

Foundations 4 Change

We want to deliver a world class healthcare system of the highest quality with improved outcomes for our population. To support this vision we have developed an internal assurance process, known as the Foundations 4 Change Programme.

The programme supports county teams in engaging their population in designing and delivering a health improvement plan which reflects the needs of their population. County teams have selected the following outcomes:

<table>
<thead>
<tr>
<th>Carmarthenshire</th>
<th>Ceredigion</th>
<th>Pembrokeshire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Life expectancy, health inequalities and immunisations and vaccinations</td>
<td>Alcohol misuse</td>
<td>Obesity/overweight</td>
</tr>
<tr>
<td>Obesity/overweight</td>
<td>Alcohol misuse</td>
<td>Obesity/overweight</td>
</tr>
<tr>
<td>Dependent behaviours (smoking, alcohol, drug abuse)</td>
<td>Improve outcomes for patients following a stroke</td>
<td>Alcohol misuse</td>
</tr>
<tr>
<td>Palliative care</td>
<td>Inappropriate admissions</td>
<td>Frailty</td>
</tr>
<tr>
<td>Frailty</td>
<td>People dying in their place of preference</td>
<td>Smoking</td>
</tr>
</tbody>
</table>
My NHS is striving to be a top performer

Corporate Health Standard

We did it again! Hywel Dda Health Board became the first health board in Wales to be awarded platinum accreditation for the Corporate Health Standard in 2012/13. Schemes including Healthy Wednesday, Volunteering for Health, Give and Gain Day, Siarad Iechyd / Talking Health and Iechyd Hywel’s Health all helped the health board scoop this top accolade.

Best of Health Staff Awards

Hywel Dda Health Board’s Best of Health Staff Awards recognises and rewards staff who go the extra mile in their day-to-day work, as well as demonstrating innovation in improving practice.

Congratulations to all our winners this year!

- **Improving quality through better use of resources**: Intravitreal Ozurdex Service to treat retinal occlusions in West Wales
- **Improving the Patient Experience**: Beryl McSweeney, Bronglais Hospital
- **Services to Bilingual Healthcare**: (Joint winners) Nia Davies, Cardigan Hospital and Orthopaedics Department, Prince Philip Hospital
- **Improving Health and Well-being**: Sarah Shute, Pembrokeshire South Community Mental Health Team
- **Public or Staff Engagement and Involvement**: Volunteering for Health
- **Management and/or Leadership**: Bryngofal Ward Team, Prince Philip Hospital
- **Unsung hero**: Susan Cann, Bryngofal Ward, Prince Philip Hospital
- **Volunteer of the Year**: (Joint winners) Gwyneth Morse, volunteer at Bronglais Hospital and Lionel Coulsdon, volunteer at Ty Bryngwyn
- **Joint Working with the Third Sector and Partner Organisations**: Iechyd Da (Carmarthenshire)
- **Chief Executive’s Award for overall best entry**: Bryngofal Ward Team, Prince Philip Hospital

Further awards and successes from 2012/13 can be found in the accompanying Annual Quality Statement.

Our performance

A detailed summary of our performance against national targets such as Referral to Treatment (RTT) time and A&E waiting times can be found in chapter 9 of the full Annual Report and Accounts 2012/13.

The health board also regularly publishes its Risk and Mortality Index (RAMI) and Healthcare Associated Infection data online at [www.hywelddahb.wales.nhs.uk](http://www.hywelddahb.wales.nhs.uk)
Hywel Dda Local Health Board is required, and indeed has met, the two key statutory financial targets in the financial year 2012/13, which are:

- Not to exceed the local health board’s notified resource limit; and
- Not to exceed the local health board’s cash limit.

Full copies of the annual accounts can be obtained from the health board’s website: [www.hywelddahb.wales.nhs.uk](http://www.hywelddahb.wales.nhs.uk)

<table>
<thead>
<tr>
<th>Operating cost statement and achievement of operational financial balance for the year ended 31 March 2013</th>
<th>2013 £’000</th>
<th>2012 £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditure on primary healthcare services</td>
<td>167,692</td>
<td>170,154</td>
</tr>
<tr>
<td>Expenditure on healthcare from other providers</td>
<td>161,480</td>
<td>159,094</td>
</tr>
<tr>
<td>Expenditure on hospital and community health services</td>
<td>427,978</td>
<td>430,064</td>
</tr>
<tr>
<td><strong>Total expenditure</strong></td>
<td><strong>757,150</strong></td>
<td><strong>759,312</strong></td>
</tr>
<tr>
<td>Less: miscellaneous income</td>
<td>58,127</td>
<td>58,020</td>
</tr>
<tr>
<td><strong>Local health board net operating costs before interest and other gains and losses</strong></td>
<td><strong>699,023</strong></td>
<td><strong>701,292</strong></td>
</tr>
<tr>
<td>Investment income</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other (gains) / losses</td>
<td>20</td>
<td>44</td>
</tr>
<tr>
<td>Finance costs</td>
<td>48</td>
<td>41</td>
</tr>
<tr>
<td><strong>Net operating costs for the financial year</strong></td>
<td><strong>699,091</strong></td>
<td><strong>701,377</strong></td>
</tr>
</tbody>
</table>

### How do we spend our money?

Each year, the health board receives a set amount of funding from the Welsh Government with which it has to deliver health services for the whole of Hywel Dda Health Board.

During the year, the health board spent £757.150m on services. Of this £167.692m was spent on primary healthcare serviced. £161.480m spent on healthcare from other providers. £427.978m spent on hospital and community health services. The following diagrams provide further explanation of the expenditure.

A detailed analysis of how we use our annual funding is demonstrated through our 2012/13 Annual Accounts which can be found at [www.hywelddahb.wales.nhs.uk](http://www.hywelddahb.wales.nhs.uk)

Hywel Dda Health Board can confirm that there was no pay rise for NHS senior managers in 2012/13.