



# VELINDRE UNIVERSITY NHS TRUST

ANNUAL QUALITY STATEMENT 2019/2020

This is our eighth Annual Quality Statement, through which we would like to share some of our successes and challenges with you. This year as you will see has been a very busy year for all areas of Velindre and this could not have been achieved without the amazing support of our patients, donors, staff and partners.

Velindre University NHS Trust is one of the leading providers of specialist cancer, and blood and transplantation services within the UK, bringing together expert staff, high quality cancer care, donor and transplantation services, together with excellence in research, development and innovation. We have built and continue to advance with a strong reputation across the United Kingdom, Europe and internationally for the services we provide.

We place a high value on ensuring we always keep our patients and donors at the heart of everything we do, and we are grateful for the continued levels of assistance, encouragement and positive feedback we get from our patients, donors, staff, partners and supporters.

We hope you find our Annual Quality Statement interesting and informative, and as always, we very much welcome your feedback on how we are doing and what you would like to see from us in the future. For more information on how to contact us please see page 41.



Professor Donna Mead OBE

Chair



Mr. Steve Ham

  
 Chief Executive

## CONTENTS

|                        |         |
|------------------------|---------|
| Introduction           | Page 2  |
| Our Challenges         | Page 5  |
| Looking Back           | Page 7  |
| <u>Staying healthy</u> | Page 8  |
| <u>Safe care</u>       | Page 12 |
| <u>Effective care</u>  | Page 16 |
| <u>Dignified care</u>  | Page 21 |
| <u>Timely care</u>     | Page 25 |
| <u>Individual care</u> | Page 27 |
| <u>Our staff</u>       | Page 31 |
| Looking Forward        | Page 38 |
| Endorsement & Feedback | Page 39 |

# Introduction

The Trust was established in 1994 and provides a wide range of specialist services at local, regional and all Wales levels. We provide two core delivery services:



**Welsh Blood Service:** providing blood, bone marrow, haematopoietic stem cell and transplant laboratory services, and immunogenetics services across Wales.



**Velindre Cancer Centre:** providing non-surgical tertiary oncology and palliative care services to the population of south-east Wales, and highly specialist cancer services for patients from other regions of Wales.

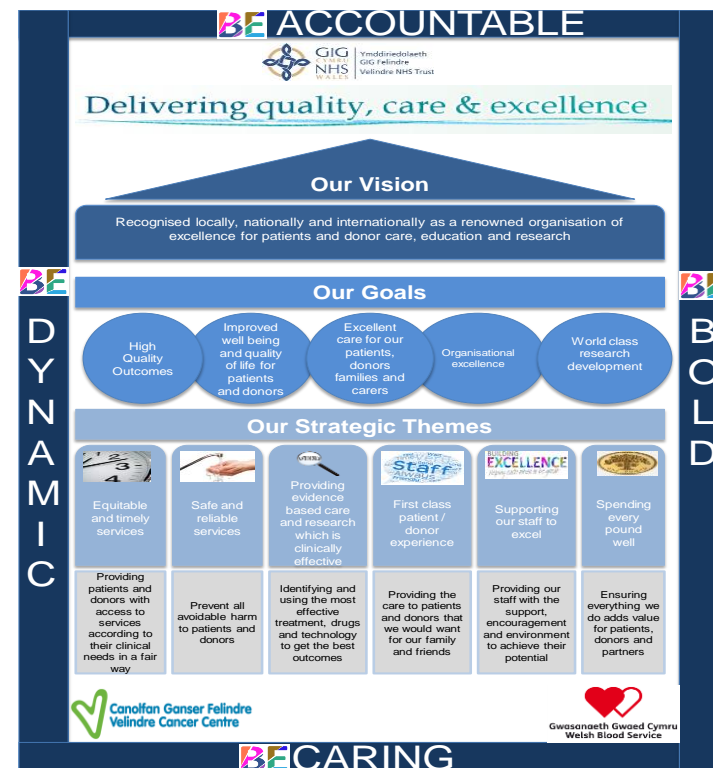


We host three organisations on behalf of NHS Wales, the NHS Wales Informatics Service, NHS Wales Shared Services Partnership, and Health Technology Wales.

We are a very ambitious organisation, striving to provide services which are recognised as excellent by the people who use them, the people who work in them, and peer organisations. Our vision is:

*'To be recognised locally, nationally, and internationally as a renowned organisation of excellence for patient and donor care, education and research.'*

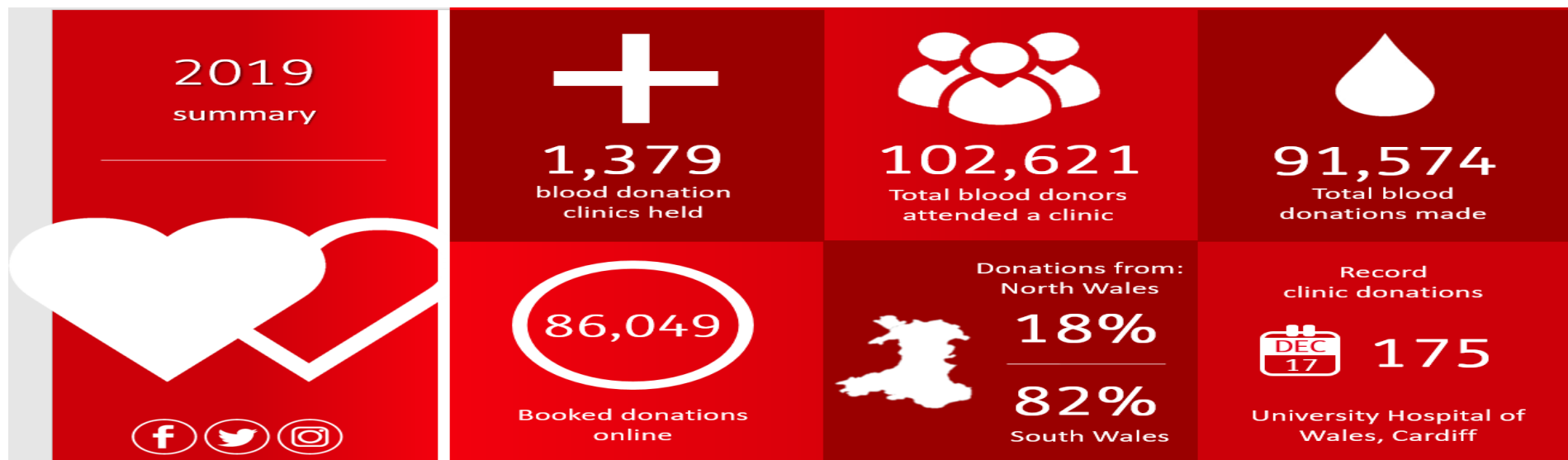
We aim to continually improve the quality, safety, effectiveness and efficiency of our services, provide evidenced based care and research, and spend every pound well.



We apply the four principles of prudent healthcare to all we do.







**Canolfan Ganser Felindre Velindre Cancer Centre**

twitter.com/VelindreCC

facebook.com/velindrecc

instagram.com/velindrecc

### Year in, year out

Velindre Cancer Centre provides specialist cancer services to **1.5 million** people living in South East Wales.

More than **61,000** outpatients

**2,000** Inpatients

**24,000** SACT Day cases

Providing cancer treatments for over **63 years**  
Velindre Cancer Centre was established in 1956.

Although Velindre Cancer Centre is the main focus for services, we provide outpatient clinics and chemotherapy services at **other hospitals** throughout South East Wales.



The Wales Cancer Patient experience survey 2016 revealed we:

**93%** Treated with dignity and respect while in hospital

**84%** Were told sensitively about cancer

**78%** Understood the explanation of what was wrong with them

**89%** Staff did everything they could to help manage their patients pain

Source: Macmillan Cancer Support and Quality Health



### Cancer - the challenge

**Wales** Has one of the highest incidences of cancer

Wales has highest proportion of >65 year olds

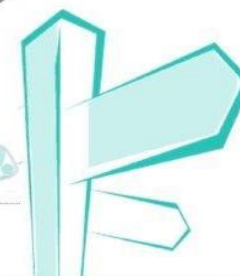


More than **1 in 3 people** Will develop cancer

Disease of old age and lifestyle



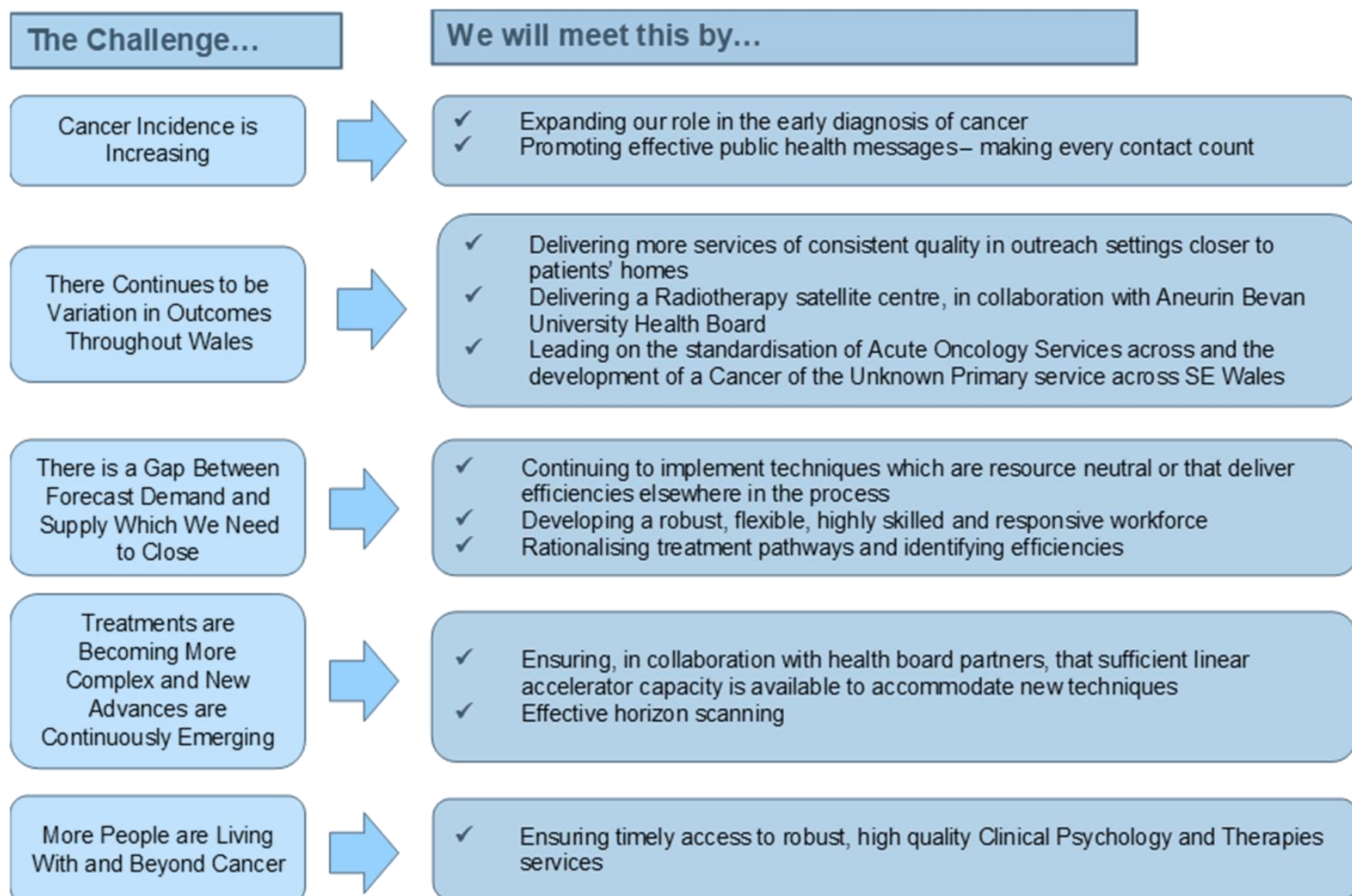
Every day **49 people** hear the devastating news they have cancer

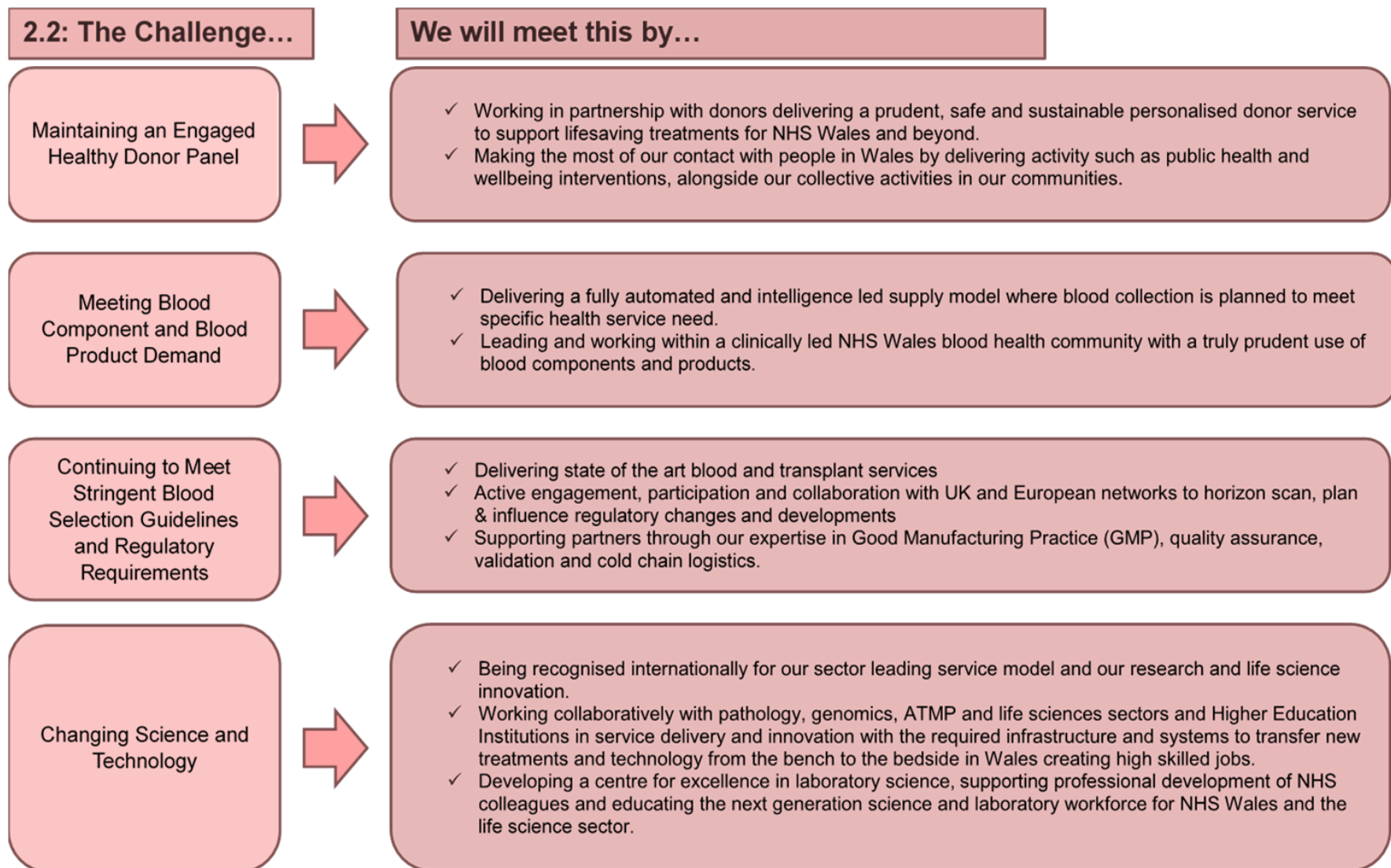


Increase of **80%** people living with cancer between 2010 and 2030

**Rapid** increase of new cancer drugs - how to use most effectively







# Looking Back

**Over the course of 2019, we have continued to build upon the excellent work undertaken by Velindre University NHS Trust, working with our many partners to develop a set of ambitious priorities which will result in people who use our services receiving excellent care, service and support.**

Towards the end of the financial year COVID-19 became a consideration and had a major impact on service delivery. Looking at this positively is difficult as it impacted personally and professionally on Velindre University NHS Trust patients and staff, however it vitally important to ensure a focus is maintained to drive forward with positive aspects of service changes.

Before we move into the body of this statement, COVID-19 the global pandemic must be highlighted. Many of the projects, achievements and challenges have been affected towards the end of the financial year 2019-2020. Some projects were paused, some escalated in order to meet patients' needs and this will shape the Trust in how it moves forward into the next financial year and beyond. Some challenges became heightened and some were overcome as a result of the pandemic.

**Velindre Cancer Centre** wants to lead in the delivery and development of compassionate, individualised and effective cancer care to achieve outcomes comparable with the best. We continue to plan for a new Cancer Centre that will serve generations of people across south-east Wales for decades to come. There have been significant steps towards this throughout 2019 and thankfully some of the infrastructure restraints evident through COVID can be considered moving forward as lessons learnt for 2020-2021.

Looking back over the past year we have achieved a number of key objectives including:

- ✓ Implementation of a range of new radiotherapy techniques.
- ✓ Robust infrastructure to support the delivery of immunotherapies
- ✓ Introduction of a new service model for Acute Oncology Services at Velindre Cancer Centre and across South-East Wales.
- ✓ Implementation of a new cancer of unknown primary/metastases of undefined primary origin pathway.
- ✓ Development of rehabilitation service and review of therapy provision.
- ✓ Implementation of Attend anywhere, linking patients with clinicians during COVID but also for future working. [Video link:](#)

<https://youtu.be/Z9k9q5awtB8>



- ✓ During 2018/2019 recruitment of consultants was a challenge which was successfully overcome with consultants and workforce collaborative approach to recruitment and future planning.



**Welsh Blood Service** We have continued to develop our Blood and Transplantation Services having introduced a truly pan-Wales service in 2016. Over the past year we have achieved several key objectives that include:

- ✓ A programme structure has been set up to undertake work around management of anaemia for pre-operative patients
- ✓ Developed successful partnerships with schools across Wales and with the Football Associate of Wales as their first community partner.
- ✓ Written and piloted a 'Before you donate' leaflet to fully inform donors of the risks associated with donation to enable a fully informed decision to be made.
- ✓ Continued to develop our web based customer portal to enable donors to book their own appointment to donate blood.
- ✓ Developed an award winning game to support education around correct selection of blood and importance of correct patient identification.
- ✓ Developed platelet conservation strategy to reduce waste of blood products
- ✓ Developed a cyber security strategy and plan to protect personal and often sensitive donor and patient data at WBS
- ✓ Introduced a new Donor survey to understand from donors their views on the service and donating.

We have also experienced a number of challenges including:

- Some issues remain and continue from the last statement with our Electronic Patient administration system (CANISC) this prevented Pilot of the electronic nursing care record, however we strive forward to resolve this into 2020.
- Many digital projects being implemented within the organisation, this challenged all members of staff and service delivery.
- COVID-19 was a challenge for all services but a challenge that was risen to and responded to with unity ensuring quality and safety maintained for both service users and staff. This included rapid set-up and training of a HCSW bank to ensure an uplift in workforce was possible if required but maintaining quality and safety for patients.

In the coming pages we provide information about work we have been doing in relation to seven themes; **staying healthy, safe care, effective care, dignified care, timely care, individual care, staff and resources.**

## Staying healthy

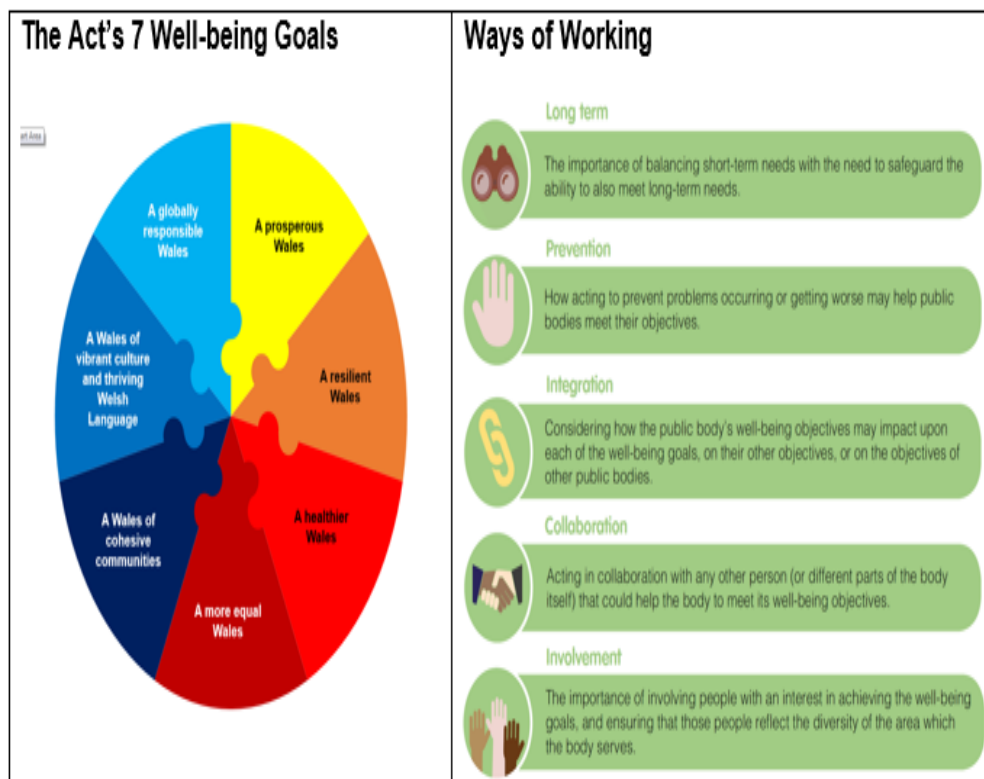
The principle of staying healthy is to ensure that people are well informed to manage their own health and wellbeing. We recognise that through working with others, we can play our part in this important work. We are always trying to find ways of providing advice and support to help our patients, donors and staff to improve their health and wellbeing.



During 2019 and into 2020 we continued to focus on well-being as we work to embed the Sustainable Development Principle, as a normal part of everything that we do following the publication of our own set of well-being objectives based on the Well-being of future generations (Wales) Act 2015

<https://www.futuregenerations.wales/about-us/future-generations-act/>





Below are some of the well-being and sustainable development initiatives that we have been working on over the past year:

- ✓ 2 Occupational Therapists (OT's) have successfully completed their National Institute of disability Management and research qualification (NIDMAR) to deliver vocational rehabilitation – first NHS OT's in Wales to achieve this qualification
- ✓ The daily staff update provides links to well-being, very much a focus all year however really advanced during COVID and will remain a focus. Wellbeing rooms and space have been set up and provided vital escape and regeneration for staff.
- ✓ Menopause Cafés, have had to resign over COVID as online sessions were required. Use of Personal Protective equipment (PPE) created a whole new issue with heat exhaustion.
- ✓ *Retention of Gold Corporate Health Standard*
- ✓ *Mindfulness App and Education*
- ✓ Health and Wellbeing Channel, funded by Macmillan for a Multidisciplinary approach to wellbeing.

**We aim to transform the way in which people are able to access information and the services that they require through the use of digital technology, making it simple, effective and adding value for people. Furthermore, we will use our skills and capabilities to develop our research, development and innovation activities to benefit the population of Wales in staying health and receiving cutting edge services and treatments when they are ill.**

### Staying healthy

*last year we said we would:*

- ***Revisit our well-being objectives.***
- ***Develop a sustainable development strategy and a framework for reporting progress against our well-being objectives.***

Each year, Velindre Cancer Charity organises an overseas challenge event to raise vital funds for Velindre Cancer Centre.

From climbing Kilimanjaro, cycling from San Francisco to LA and trekking across Patagonia to name a few – these events have raised in excess of £3million for cancer patients and their families in Wales.

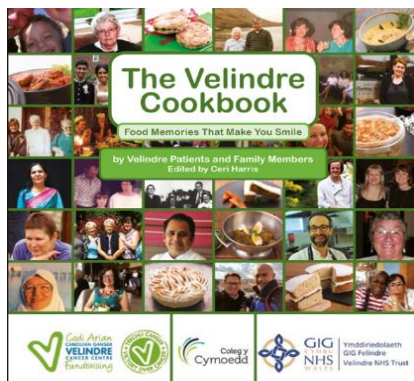


In 2019, 45 participants took part in the Helambu Trek in Nepal, led by Velindre Patron Rhod Gilbert, raising £256,000.

The 5-day trek was extremely tough. The group trekked an average of 9 hours a day over very challenging mountainous terrain, in blazing sunshine and even snow on one day, and camped each night in freezing temperatures.

But it was all worth it to witness some of the most stunning scenery in the world and to share some very special moments in this spiritual, beautiful place.

<http://www.velindrefundraising.com/events/nepal-trek-09-feb-2019>



**The Velindre Cookbook:** The cookbook remains on sale and continues to promote health and wellbeing.

While the cookbook won the award for the best cookbook in Wales and was shortlisted and put forward “best in the world” unfortunately this was not achieved during the event held in China on 3<sup>rd</sup> July 2019.

<https://youtu.be/H3bnzGdSOS8>

Moving forward into 2020, as an organisation we aim to promote keeping fit for the future. The Year of the Nurse and Midwife t-shirts incorporating our Welsh logo were purchased and will be distributed for the event. This is an event, if proves popular could continue within Velindre University NHS Trust.



<https://www.who.int/campaigns/year-of-the-nurse-and-the-midwife-2020>



**Nurses and Midwives keeping fit for the future of our profession**





**Menopause Café and other link initiatives have gone from strength to strength:** Velindre University NHS Trust became the first workplace organisation in Wales to introduce a Menopause Café for staff which Featured on ITV news-

<https://www.itv.com/news/wales/2018-11-28/first-workplace-menopause-cafe-launched-by-velindre-university-nhs-trust/> .

The café creates a supportive space for colleagues of all genders and ages to share experiences and ask questions about the menopause. We will continue to introduce a range of initiatives and schemes to support the Trust's goal of becoming a Menopause Aware and Supportive Employer.

The concept behind the Menopause Café is to remove some of the barriers that can often make the menopause an uncomfortable and off-limits subject for discussion for many women and their families.

The work won the HPMa Wales Award for Health at work and Shortlisted for the HPMa National Awards in June 2020 which did not proceed due to Covid-19 so we don't know the outcome.

Velindre have also rolled out Menopause Café Events for Velindre Cancer Patients which are hosted in Maggies on a quarterly basis. Due to COVID the team reacted quickly and continued this service virtually.



**“What’s my type?” and Schools donation venue programme** have continued with success through 2019 and 2020.

The schools donation venue programme has proactively engaged with schools to propose them becoming a donor venue. In the last 6 months of 2019, seven new school venues were added to the currently list and a further five schools have already expressed an interest in hosting sessions across Wales.

Together these schools have collected over 1,400 units of blood and added 206 students to the Welsh Bone Marrow Donor Registry.

<https://www.welsh-blood.org.uk/whitchurch-high-school-students-learn-a-lifesaving-lesson/>



#### **The Blood Health Plan:**

The Blood health team at WBS support the delivery of Welsh Government Blood Health Plan. The plan has three core aims, which include supporting individuals to manage their health and well-being, avoiding unnecessary intervention. It has done this through the development of several key works streams. In 2019, a work stream to look at pre-operative anaemia was established. The pre-operative anaemia plan for Wales will aim to treat iron deficiency anaemia in patients before they undergo major surgery. This will result in a decreased need for blood transfusion and shorter lengths of hospital stay for the patient



**Football association for Wales Partnership:** In 2019, WBS became the first official community partner for 2019/20 and 2020/21 season of the football association of Wales (FAW) Cymru leagues and Welsh Premier Women's League.

As community partners, the WBS will provide promotional materials to enable the football clubs to promote the importance of giving blood at their local clinic when appropriate.

Clubs will receive bespoke content packs, including the information needed to encourage their fans to donate.

The campaign is intended to be delivered at a local level through relationships between the donor engagement coordinators and the football clubs. The FAW has committed to strengthening these links.



Wrexham AFC captain gives blood during lockdown.

## Staying healthy

### Next year we will:

- *Implement Mental Health Awareness Training for staff*
- *Develop Travel Plan for Velindre Cancer Centre staff, patients and visitors*
- *Develop Plastic Reduction Key Performance Indicator and Strategy*
- *Develop Smoking Cessation Pathway for Patients*
- *Support the further development and implementation of an anaemia strategy for a healthier Wales.*
- *Extend the number of schools on the school donor venue programme*
- *Continue to work with FAW as their official community partner*

## Safe care

The principle of safe care is to ensure that people are protected from harm and are supported to protect themselves from known harm.

Our patients, donors and their families should expect that we will make their safety our first priority and that we will keep them safe and protected from avoidable harm through appropriate care, treatment and support.

### 'Our Challenges'





Within Velindre University NHS Trust we are committed to continuous improvement that impacts positively on the care, treatment and outcomes for our patients and donors. Across Velindre Cancer Centre and the Welsh Blood Service staff continue to be actively engaged in quality and safety initiatives.

Below are examples of some of the areas we have been taking forward:

- All our laboratory and diagnostic services at WBS are successfully audited and accredited to international standards. Welsh Blood continues to host the UK accreditation scheme for Histocompatibility and Immuno-genetics)
- The Welsh Blood Service was inspected and re-approved by both the Medicines and Healthcare Products Regulatory Agency and the Human Tissue Authority for Transfusion and Transplantation services
- Positive Health Inspectorate Wales IRMER (Ionising Radiation Medical Exposure Regulations) Inspection. This is designed to protect people while undergoing examinations and treatment using ionising radiation.
- Continued Compliance against General Pharmaceutical Council Inspections
- Improved the way we identify patients at risk of developing pressure ulcers by with access to expert advice via Service Level Agreement with Tissue Viability Service
- Implementation of Pressure Ulcer Scrutiny Group to provide multidisciplinary led review of all pressure ulcers

## Safe care

*last year we said we would:*

- *Work towards transforming the organisation into one synonymous with excellence in research development and innovation by redeveloping our RD&I strategy.*
- *Pilot nursing e-documentation assessment tools within inpatient services.*

- Implementation of Medicines Transcription and Discharge Advice Letters on inpatient areas providing electronic communications that feed into Welsh Clinical Portal that is accessed by NHS Wales
- Formal Service Level agreement (SLA) for Point of Care Testing (PoCT) advice, training and support
- Donations from women who have miscarried or undergone termination of pregnancy are referred to a physician for assessment.
- In June 2019, WBS enabled guest/public Wi-Fi across all its sites. Visitors can now securely connect to a local Wi-Fi network using a simple passcode.
- The Blood Health Team aims to avoid harm, placing safety and quality at the core of patient care. As part of their work in 2019, they have continued to develop the annual training programme for all final year medical students in Wales, which has four interactive stations including: decision to transfuse; adverse reaction; sampling competency and; 'play your card right'. 'Play your cards right' is a game developed to explain principles around correct selection of blood and the importance of correct patient identification.
- Work with Public Health Wales Antenatal Screening Programme to implement foetal D testing, which aims to prevent unnecessary administration of anti-D prophylaxis
- **Protection of personal and sensitive donor and patient data:** The protection of personal and often sensitive donor and patient data is important to WBS. In May 2019 a cyber security strategy and plan was agreed by the Trust. The strategy aims to implement a range of service to reduce the risk of security attacks and patient and donor data being accessed. The plan will also develop a range of learning and education tools designed to provide staff with a range of skills and knowledge on how to identify and combat cyber security both at home and in their personal lives

Throughout 2019 the Welsh Blood Service has continued to be engaged in the Public Protection and Domestic Violence agenda. In collaboration with the Trust safeguarding lead training, education and resources have been provided to staff in collection teams across Wales to ensure staff are aware and understand their role in public protection.

At WBS a Clinical Governance Operational Service Group (CSOSG) has been created to link patient facing care to the donor service and provide strategic oversight and operational delivery across the supply chain.

Membership includes the donor & patient facing directorates and the group works in close collaboration with the Regulatory Assurance and Governance group (RAGG) to ensure all aspects of governance are covered.

This structure provides visibility and management of clinical issues and ideas from operational areas to the senior management team and facilitates an important channel of information back to staff.

## Safeguarding:



During National Safeguarding Week in Nov 2019 Velindre's Senior Safeguarding Nurse took the opportunity to launch the new Wales Safeguarding Procedures and raising awareness across the Trust.

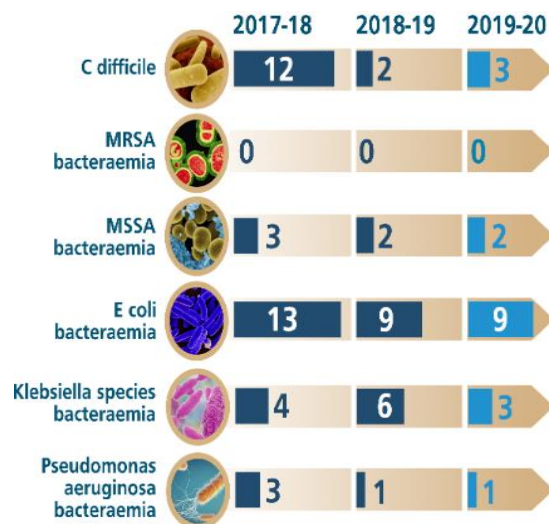
All identified Health & Care 2.7 standard actions for 2019/20 were achieved and were included in the work plan of the Safeguarding and Public Protection Management Group.

Pressure Ulcer scrutiny panel meets regularly to scrutinise each incident report and completed All Wales Pressure Ulcer Reporting Investigation Tool for accuracy, completeness, timeliness, and effectiveness.

A review of the safeguarding arrangements was completed in line with the trusts 2019/20 internal Audit plan, the audit result was that the board can take substantial assurance that arrangements to secure governance, risk management and internal control within safeguarding, are substantially designed and applied effectively.

**Health Care Associated Infections (HCAIs):** The Trust is committed to preventing infections and carefully monitor the number of infections monthly, quarterly and annually.

Our clinical teams take action to reduce healthcare associated infections (HCAIs) in the Cancer Centre, and there has been a 50% reduction in *Klebsiella* species bacteria, while maintaining last years reduction across the board for other HCAIs.



Gram-negative bacteria such as *Escherichia coli* (*E.coli*), *Klebsiella* and *Pseudomonas aeruginosa* are a leading cause of healthcare associated bloodstream infections and can be resistant to antibiotics.

As part of the HCAI/Antimicrobial Resistance (AMR) collaborative with 1000 Lives and Public Health Wales, we are driving quality improvement initiatives to support the reduction of HCAI and promote prudent antimicrobial prescribing throughout the Trust.

**Now 6 years free of MRSA Blood Stream Infections:** On 22<sup>nd</sup> November 2019 we achieved 6 years without an MRSA bacteraemia at Velindre Cancer Centre which is an exceptional achievement (Photo is from the 5 year celebration event)

There has been really good progress against our improvement goals set in May 2019 by Welsh Government in relation to healthcare associated infections and antimicrobial prescribing this year.

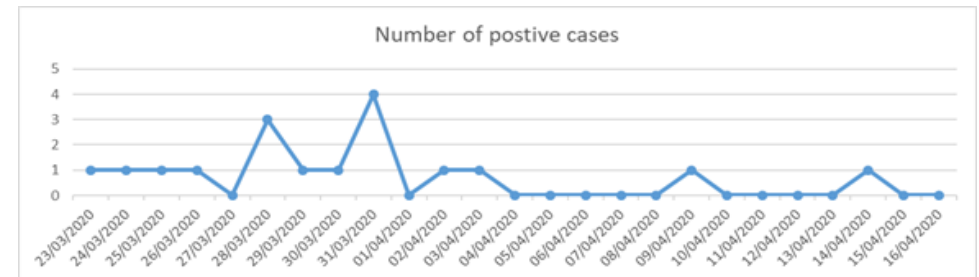
We have managed to reduce or sustain our numbers of infection with only a very slight increase in one case for *Clostridium difficile* (C).

Good progress has also been achieved in intravenous line management, staff influenza vaccination uptake.



Responding to the COVID-19 pandemic required intensive input from the Infection control and prevention team.

Frequent updates in Public Health guidance as the evidence and scientific understanding developed, proved very challenging at times but was again managed well for safety of both staff, patients and wider population. As expected lessons are continuing to be learnt and will be reviewed further into 2020/21.



The number of cases was contained as above and was cited as the team being visible in all areas and through videos posted on social media or within teams. The management and isolation of patients through a screening process allowed the number of cases to be low, protecting the vulnerable patient group within Velindre.

## Safe care

### Next year we will:

- Continue to deliver an annual training programme for final year medical students
- Continue to roll out cyber security strategy and plan across the Trust
- Review all safeguarding and public protection training package's for the trust
- Review the lessons learnt through COVID and epidemic management

# Effective care

The principle of effective care is that people receive the right care and support as locally as possible, and are enabled to contribute to making that care successful.

Our patients and donors should expect to receive care and support based on best practice, and should have access to information in a format that enables them to be equal partners in decision making.

## 'Our Challenges'



Our aim is to ensure that the services we provide remain fit for purpose now and into the future, and to ensure that patients and donors receive the same quality of care wherever they are treated.

This will include providing care closer to patient's homes and in community settings whenever we can.

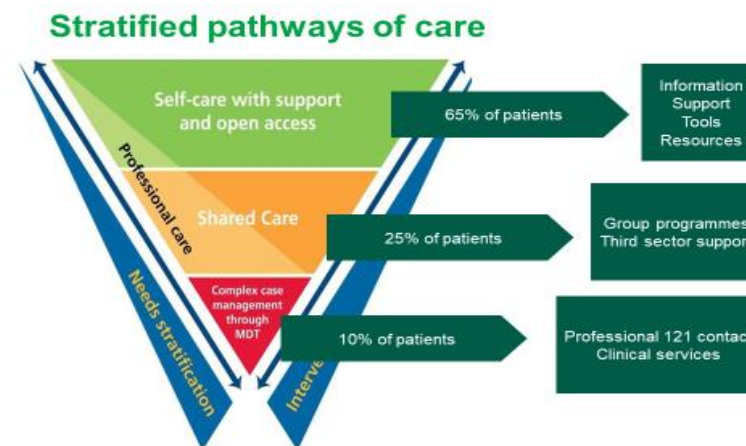
We already provide several services closer to our patient's and donors homes, and in recent years we have been actively working to establish outpatient services and Systemic Anti-Cancer Therapy (SACT) delivery units across south-east Wales.

Timely access to the most appropriate and effective evidence-based care is proven to improve outcomes. The prudent healthcare principles underpin the way in which treatment choices are made, ensuring that patients are equal partners in their care.

The following are examples of some of the areas we have been taking forward:

- Communication group for neuro patients launched at Maggie's – running every 6 weeks.

- Therapy/CNS led integrated neuro clinic (Speech and Language therapy and Occupational Therapy) weekly – introduced November 2019 to ensure patients meet the MDT as soon after diagnosis as possible to support them through treatment.
- Therapies have focused on supporting and empowering patients to self manage where appropriate so that patients who require 1-1 intervention have the resource available. This also promotes treatment within their home environment.



There has been investment into therapies over the last year:

0.8

**0.8 Whole Time equivalent (WTE) band 7 advanced practitioner physio** – 3 years charitably funded between friends of Velindre and VCC charitable funds. Post agreed 2019/2020 but not commenced until April 2020

0.5

**0.5 WTE B6 dietitian for the patient support unit** – charitable funds funded for 3 years.

0.6

**0.6 WTE B5 SLT for the patient support unit** – charitable funds funded for 3 years.

0.6

**0.6 WTE B6 core funded SLT to support the ongoing secondment of a staff member to WPAS** – this is a permanent post however.



- Commencement of a video fluoroscopy swallowing clinic – Speech and Language Therapy (SLT) and radiology combined specialist clinic.
- As part of Acute Oncology service (AOS) the Assessment unit physio continued specialist input throughout 2019-2020
- Continued Charitable funds investment for acupuncture/physical activity - 18 months. The Physical activity part will be in the form of a pilot with Newport Live: Collaborative working between Velindre and leisure services
- Initial work has taken place working with colleagues in Betsi Cadwaladr to look at a platelet conservation strategy and reduce platelet wastage within Health Boards. Platelets are a blood product, which are used in the treatment of medical and surgical patients across Wales. A platelet only has a seven day life span and therefore effective management is essential to prevent wastage.
- The VCC Macmillan Welfare rights service was externally audited and awarded the prestigious Advice Quality Standard (AQS). The AQS is the quality mark for organisations that provide advice to the public on social welfare issues. Organisations that hold the standard have demonstrated that they are easily accessible, effectively managed and employ staff with the skills and knowledge to meet the needs of clients.
- This includes a comprehensive quarterly performance record keeping covering the number of new enquiries, level of reach and amount achieved in financial gains for patients. The lead adviser role is required to complete file reviews and to oversee quality and to ensure the office Manual is being followed.



- Non-medical authorisation of blood transfusion programme has continued, with the aim to equip health care professionals other than medics with the skills and competencies to authorise blood transfusion. In Wales 70 practitioners have been successful in achieving this qualification. By supporting staff within each health board to complete this qualification, care is being delivered closer to the patient providing a patient focused service to improve outcomes.
- The Blood Supply Chain 2020 (BSC20) initiative has continued its programme of service improvements that will enable the Welsh Blood Service to remain fit for purpose now and to enable future service development and transformation projects. BSC20 established in 2017, set out a three-year roadmap of how WBS would support the realignment of the planning, collection, processing and distribution of blood components to hospitals in Wales, working with staff and other stakeholders, to enhance the service provision. The current programme of work is scheduled to be completed by December 2020.
- Improved the supply of specialised platelet components to neonates from Welsh donors by Informing HPA 1a negative platelet donors of their value and staggering appointments.

### Effective care

#### *Last year we said we would:*

- Seek to accelerate the development of a range of innovative services including further developments in proton beam therapy and research.
- Seek to both lead and support a range of initiatives on the use of artificial intelligence, automation and cell and gene therapy.

## Emergency Assessment Unit:



Since opening in September 2018, the Assessment unit (AU) is demonstrating that it provides a designated safe and coordinated assessment approach for patients requiring emergency unscheduled care as a result of an acute episode relating to their cancer or cancer treatments. The AU offers a unique approach by locating a therapies team within an acute oncology

Multi-Disciplinary Team (MDT). Which focuses on providing a dedicated dietetic, occupational therapy and physiotherapy service and early input from Specialist palliative care team.

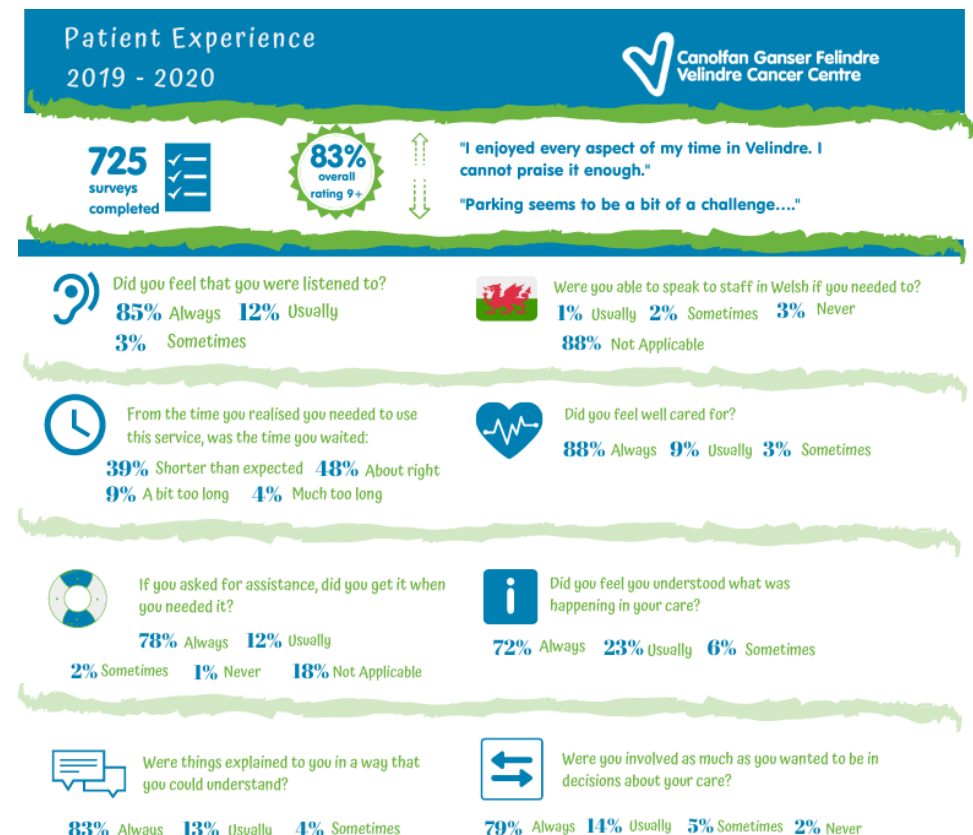
The assessment unit workforce model is proving successful and cost effective. Since opening there has been a considerable increase in emergency unscheduled admissions to the Cancer centre.

By providing one dedicated unit to deal exclusively with cancer emergencies, the process of assessing patients and providing rapid treatment has been streamlined meaning more patients can receive the treatment they need more quickly.

In the first year 1100 patient attended the unit and over half of these patients were able to be discharged back to their usual place of residence. For those patients who did require admission to the inpatient wards at VCC there has been a reduction in the average length of stay.

The AU team have been innovative in the development of new models of care and learning in collaboration with the LHB partners. An example of this is the ambulatory care pathway for MSCC utilising a shared document to improve communication.

Patient feedback has been very positive and has been captured using feedback forms and an online survey.



### Launch of the acupuncture and Physical activity project:

The Physiotherapy team are now in a position to restart the acupuncture and physical activity project which is being funded by Velindre Charitable funds. This 18-month project will focus on providing the following services.

Patients who develop hot flushes as a consequence of their hormone therapy will be able to access a course of acupuncture treatment with aim of minimising and managing their hot flushes and its impact upon their quality of life.

Newport Live and Velindre Cancer Centre Physiotherapy team are working together to create a new cancer physical activity pathway. The pathway is designed to;

- Enhance the physical activity provision for adults with a cancer diagnosis in Newport and surrounding areas
- Increase physical activity levels of individuals in a safe and supporting environment
- Empower patients to be active in the long term, through local physical activity opportunities

### Pre-Donation Haemoglobin screening

During 2018/19 pre-donation haemoglobin screening has been reviewed and a secondary numerical screening test 'Hemacue' introduced to reduce numbers of donors deferred from blood donation as a result of primary screening tests.

This practice implementation has been embedded across the organisation in 2019 and has resulted in a significant reduction in donors being deferred.

### WBS Customer Relations Management System

In October 2019 there was a major upgrade to WBS computer system, which enables the future development of a bespoke customer relationship management system (known as eDRM). This will include a new hospital-based ordering application and a modern donor web portal and smart phone app.

**New treatment researched in Wales doubles time Breast Cancer is controlled:** In December 2019, Velindre University NHS Trust were awarded the Health and Social Care Research Partnership Award with Industry at the MediWales awards for its work on the breast cancer trial called FAKTION.

Consultant Oncologist, Dr Rob Jones co-led the trial that could benefit millions of patients with incurable breast cancer. The Welsh-led research also presented at the world leading cancer research conference in Chicago, the research shows that, by combining investigational therapy with a standard treatment, patients may expect that their cancer will be controlled for twice as long.

The study is now progressing to a phase three trial, where the investigational combination will be tested in a larger number of patients, before any recommendations can be made to take it up as a new standard of treatment on the NHS.

### Velindre Cancer Centre helps worldwide understanding of tumour spread:

Velindre is taking a leading role in understanding the seriousness of cancer and the best treatment for individuals. The Tumor, Node, Metastasis (TNM) staging classification is an internationally agreed means of classifying the stage of a cancer – giving medical professionals a common language to describe the size and spread of cancers.



Classification using the TNM staging classification means treatment results can be accurately compared between research studies worldwide and guidelines for treatment standardisation between different hospitals and cancer centres.

Professor Mason is leading a scheme at Velindre Cancer Centre, who will now lead the TNM review process which gathers and evaluates all new scientific evidence, providing a unique opportunity in Velindre to design and shape the future of cancer staging with worldwide impact.

Cabinet Secretary for Health, Well-being and Sport Vaughan Gething said: “I’m delighted Velindre Cancer Centre is taking an international lead on the classification system for cancer, which is testament to its world-leading skills and reputation.”

**Patient information leaflets for transfusion:** The WBS Blood Health Team (BHT) is currently undertaking a Bevan exemplar project reviewing patient information leaflets (PILs) for transfusion. The Bevan commission agrees a proportion of innovative projects annually and approved the BHT application.

The BHT will engage with patients and clinical colleagues using the prudent healthcare principle of co-production to develop their patient information in an accessible and readily available format.

The revised PILs will ensure that all patients receive information that is relevant and timely in a format that meets their needs.

**Further Clinical Trial success:** We are pleased to announce our Radiotherapy Research Team have been the highest UK recruiters of 2019 for the RAPPER (Radiogenomics: Assessment of Polymorphisms for Predicting the Effects of Radiotherapy) clinical trial led by the University of Manchester, designed to identify the genetic variants that increase a cancer patient’s risk of radiotherapy toxicity.

65 UK hospitals have recruited over 10,500 patients to the study since 2005 and data is collected for nine different tumour types (Prostate, breast, bladder, brain, gynaecological, head & neck, rectal, and sarcoma). Professor John Staffurth & the Radiotherapy Research Team’s efforts in participation of the study meant

Velindre were the highest UK recruiters of 2019 with 57 patients, a remarkable achievement!

## Effective care

### Next year we will:

- Continue to work with health boards to reduce unnecessary variation and reduce wastage of blood and blood products
- Continue to develop the donor web portal and smartphone app in order to improve access and information for donors, communicate directly with donors and to support a more targeted approach to the collection of blood and blood products in line with meeting the demand from hospitals.
- Expansion of WBS collection activities to enable individuals who have recovered from COVID-19 to donate their plasma for the treatment of the infection in others Implementation of the blood transportation model (Ambient Overnight Hold). This means that even more donated blood can be used to manufacture platelets, improving the supply of this precious resource during the COVID-19 pandemic. Review all new projects/programmes implemented in 2019/20





# dignified care

The principle of dignified care is that the people are treated with dignity and respect and treat others the same. Our patients and donors should expect that their rights to dignity, privacy and to make informed choices must be protected at all times. The care we provide must take account of an individual's needs, abilities and wishes.

## 'Our Challenges'



We continually strive to improve support for patients to help them live well through and beyond cancer. As cancer is now recognised as a chronic condition, our patients require longer term support, ongoing treatment and rehabilitation to ensure they are able to maximise their potential and enjoy the highest quality of life. We recognise that our patients require holistic support that meets their needs.

Below are some of the examples of work we have been taking forward over the past year:

- Learning Disabilities Pathway to allow co-ordination of patient care, sharing information and Staff Support Book. However, this requires further development in 2019/20
- Therapies Outpatient Drop-In Clinic established
- Secured funding for implementation of National Systems (WPAS/WCP) to allow the use of national systems allowing for shared communication and information across organisational boundaries

- Document Management Solution created for the storage of clinical correspondence
- The Research Team were involved in the MOHO focus Group representing Wales. In collaboration with Flinders University, South Australia – Model of human Occupation (MOHO) is a model of practice used by OT's in certain clinical settings. They're looking at its use in Oncology / Palliative care settings to establish whether it's appropriate.
- COVID-19 challenged the way supportive care services are delivered at the Cancer Centre, requiring new ways of working including:
  - Writing a new bereavement advice leaflet for guidance for families during Covid 19. This is available electronically so that it can be emailed to any family member unable to visit
  - Scoping the bereavement services still available during covid-19 and created a staff resource on the intranet to help direct bereaved families to local services. The internet version will go online once translated into welsh
  - Guidelines were written to support compassionate visiting when a dying patient has tested positive or suspected to be covid positive. Families have been given the opportunity to visit and say goodbye. We continue to offer children of deceased patient's memory boxes
  - Children' resources have been sent to parents with cancer by email or post and patients attending VCC are still able to speak to the supportive care lead nurse face to face. This includes information for children about covid-19
  - Children/grandchildren whose parents/grandparents have been inpatients have been sent "Forget-me-not" teddy bears and hearts with a card from the patient to help with separation.
  - iPad have been made available for any patient without their own device to connect with their family.

- Ordered 10 Blood Pressure recording machines for patients to take their blood pressure at home as requested by the urology team.
- Purchased new supplies of patients' pyjamas, toiletries, puzzle books, colouring in books particularly for people who were unable to bring items to the hospital due to shielding or quarantine restrictions or for patients without family.
- A new locker system for safe, secure storage of deceased patient property has been put in place. Any property of patients who die of suspected or confirmed covid, needs to be stored for 72 hours. This new system means that property is secure and safe.
- More listening devices have been ordered for patients experiencing hearing difficulties with staff wearing surgical masks.
- The "interpreter on wheels" and face to face interpreters have been used as and when appropriate.
- The supportive care team have increased the amount of money in the Samaritan's emergency payment fund and given two payments to people in financial hardship.
- The supportive care team have worked with Trussel Trust foodbanks to ensure we are still able to administer foodbank vouchers from VCC during Covid-19.
- The supportive care Macmillan welfare rights team have worked closely with the DWP to ensure that documentation and medical reports can be electronically sent to help minimise any delay in accessing benefits.
- Velindre staff including consultants, assessment unit, welfare rights lead, supportive care lead and clinical nurse specialist lead have all made social media clips to help reassure patients and families about the services that are still available to support at VCC during Covid-19.

## *dignified care*

*last year we said we would:*

- *Review how we capture and use feedback from patients and donors*

**Patient Experience Velindre Cancer Centre:** In line with the National Framework for Assuring Service User Experience, we use a range of methods to capture feedback which helps us to listen to, learn from and involve patients in our work. We use the validated core questions at the spine of our survey work and our online snapshot survey (for those who prefer to share feedback in a faster way) Having various options, as recommended in the framework, makes giving feedback easier and faster.

During this period, we collected **725** surveys (*increase of 485 responses on previous year*) with an overall rating of **83%** scoring their experience as excellent (*9 or above*).

Social Media is another valuable tool to engage with our online community and our podcast Someone Else's Shoes enables us to listen and learn from patient stories. The feedback we receive is shared and discussed with staff in a variety of forums including our Listening and Learning Group and directly with department leads. Themes and ideas identified will inform improvement action plans and celebrations of good practice. We look forward to the implementation of a new national patient feedback system which will allow us to improve triangulation of this important feedback with other data captured across the organisation, to give a rich and full picture of patient experience in NHS Wales.

### **Improved patient interpretation services to be rolled out at Velindre Cancer Centre:**

A new service is being rolled out at Velindre Cancer Centre to improve the availability of interpretation and to reduce delays in accessing it. The Interpreter on Wheels service provides audio interpretation 24 hours a

day, seven days a week. It includes an iPad on a stand which can be wheeled anywhere in the building.

Using the Cloud WIFI, it accesses audio and video relay interpretation. A simple touch screen means that you can get support in up to 240 languages.

The new Interpreter on Wheels service will minimise delays and provide additional services, especially for in patient care where an interpreter is unable to provide 24/7 communication support.

The service aims to meet the gaps in provision and save the Trust money in missed appointments and extended interpreter costs.

**Responding to Service User feedback:** Velindre Cancer Centre and the Welsh Blood Service follow the National Framework for assuring service user experience which centres on the three key domains which determine a “good” experience.

Having the option to provide feedback using different routes makes giving feedback easier and faster and developing these options has increased the amount of overall feedback captured. Some examples of you said and we did...:



It is important that we minimise waiting times for patients wherever possible.



A new and simplified process was developed and a nurse led clinic was introduced for patients receiving urology hormone injections in outpatients.



The wait for patients receiving urology hormone injections in outpatients has decreased. Patients are happier with patient feedback saying the following:

*"Great to see the same nurses every time I attend for my injection".  
"Never wait long anymore".  
"Can't fault the service".*





The decor of the Chemotherapy Day Unit was clinical and unwelcoming for patients.



A social media poll was launched asking patients and their families what they would like to see on the walls. Beach images won the poll and we requested all of our followers to send us their beach photos which would be considered for display.



The questionnaire received a huge response and we were inundated with imagery from patients and their families. Patients who spend time on the ward have commented on what a positive difference this made and how much more welcoming the ward feels.



The Maggie's Centre has got off to a great start – welcoming patients and their families from across south east Wales.

Since opening its doors for the first time in May 2019, the centre, which aims to provide practical, emotional, and social support, has welcomed many people with cancer together with their families.

## Dignified care

### Next year we will:

- To utilise digital technology for patient and staff feedback
- Further expand on Quality and engagement with the Health and social care Bill publication.

All free of charge, as well as individual support, organised group sessions at the centre have included yoga, art therapy, tai chi and relaxation. Since COVID disrupted access to the centre, the centre has been an invaluable support for staff and often coordinating donations to both staff and inpatients.



Further information on Maggie's Cardiff is available on their website:  
<https://www.maggiescentres.org/our-centres/maggies-cardiff/>





## Timely care

The principle of timely care is that people have timely access to services based on clinical need and are actively involved in decisions about their care. Our patients and donors should expect that their conditions should be diagnosed promptly and treated according to clinical need.

### 'Our Challenges'



We know that we have an ageing population and more people are living longer with and beyond cancer. We need to enable our patients and donors to achieve the best possible quality of life and experience they can.

There is growing demand for services and we must ensure that we have the ability to treat and care for patients. It is a challenge for us to ensure that we are able to

meet the increasing demand for the services we provide through Velindre Cancer Centre and the Welsh Blood Service.

The prudent and making choices together principles underpin the way in which treatment choices are made. Patients need to be equal partners in their care and receive minimum intervention for the maximum benefit.

We know that timely access to the most appropriate and effective evidence based care is proven to improve outcomes.

- Achievement of Systemic Anti-Cancer Therapies (SACT) waiting time targets despite unprecedented demand
- Opening of Assessment and Probert Head and Neck Units that has provided dedicated triage and supportive care reducing inpatient length of stay
- The donor concerns process has been revised to provide timely responses to donor complaints. This has improved the donor experience and reduced the number, which reach formal status.

The following are some examples of work we have been taking forward over the past year:

- The transformation of cancer services is being clinically and professionally led across the organisation and is focused on the implementation of new models of care that are fit for the future.
- Speech and language therapy funded role to support patients on the PSU
- Charitable funds/friends of Velindre monies approved for 3 years Advanced Practitioner in gynaecological physiotherapy 2020- 2023
- Achievement of Systemic Anti-Cancer Therapies (SACT) waiting time targets despite unprecedented demand
- Opening of Assessment and Probert Head and Neck Units that has provided dedicated triage and supportive care reducing inpatient length of stay
- The donor concerns process has been revised to provide timely responses to donor complaints. This has improved the donor experience and reduced the number, which reach formal status.

## Timely care

*last year we said we would:*

- We will explore opportunities to expand our role in the early diagnosis of cancer.
- We will review demand and capacity to deliver timely access to cancer services

**New service relieves side-effects of treating head and neck cancer:** Around three hundred people with head and neck cancer are referred to Velindre Cancer Centre every year, they are treated with radiotherapy and chemotherapy which can often lead to pain in the mouth and throat, which can make swallowing extremely difficult. In June 2019, the patient support unit, which is the first service of its kind in Wales, will relieve the side effects of treating head and neck cancer.

The service has been funded by a donation from Andrew Probert, whose wife Jean was treated at Velindre Cancer Centre for throat cancer. Due to the innovative thinking of Velindre staff and the generosity of our donors, this new service will improve the care we offer patients.

As well as supporting patients being treated with radiotherapy, the service will also support palliative patients. Velindre hope to reduce the number of head and neck cancer patient admissions by 20 per cent over three years.



Patients with head and neck cancer are found that their well being can be maintained longer if patients feel empowered to self-care.



The Patient Support Unit opened which provides patient centered and pro-active care.



Between June - October 2019, 234 attendances have been received from 74 patients on the Patient Support Unit with 113 attendances using the ward for feeding and nutritional purposes.



**Green light to procure new radiotherapy equipment:** The next steps to upgrade Velindre's radiotherapy equipment have now been approved by the Minister for Health and Social Services. Vaughan Gething AM, has endorsed the Trust's programme business case and agreed to give Velindre £1.11m to support the procurement process which will run through 2020.

The process will replace and extend the cancer centre's current linear accelerators and associated software systems with a single solution. As a result, Velindre will be able to treat more patients and improve service quality by meeting staff and patient needs.

The plan will see the first of the new linear accelerators in place in the Velindre Cancer Centre in 2021. The contract will cover equipment for the new cancer centre as well as the proposed satellite unit.

The procurement of a leading edge radiotherapy solution will play a key role in supporting us to achieve our ambition to be a leader in research, development and innovation and to drive clinical quality and patient outcomes.

## Timely care

*Next year we will:*

- Review new methods of service delivery implemented during Covid 19 and consider implementing long term, for example virtual consultations
- Review and improve our Acute Oncology Model of delivery across South East Wales, so that patients have timely access to specialist support

## Individual care

**The principle of individual care is that people are treated as individuals, reflecting their own needs and responsibilities. Our patients and donors should expect that the care we provide will respect their rights, and will be tailored to meet their individual needs and wishes.**

As a Trust we are striving to anticipate patient and donor needs, and to better translate the feedback we receive to influence the services we provide today and our plans for the future.

We have well established ways of getting feedback from our patients and donors about their experiences of our services, and in the coming year we will be looking at new and innovative ways of capturing the patient and donor voice.

Our approach will continue to involve face- to-face discussions with patients and donors but will further embrace the use of technology and social media platforms.

Below are some examples of work we have been taking forward over the past year:

- Physiotherapy weekend service restarted November 2019
- Macmillan Support grant approval for the development of a patient's health and wellbeing channel to support patient self-management in the ward environment.
- Fatigue & Coping strategies session @ Maggie's now being delivered monthly.
- Regular nutrition workshop at Maggie's implemented and delivered
- In partnership with Bridgend Council the Supportive care team are able to recommend that a Blue Badge is awarded rather than patients having to go to their local civic centre which means less travel, time and expense at a time when patients least need this.
- BAPS app development and promotion
- OT weekly drop in clinic – initially for pressure, posture and seating – now for all tumour sites / anyone experiencing difficulties carrying out their occupations/Activities of daily living.



Increased bilingual social media presence across all platforms has meant that all divisions now have both English and Welsh platforms. Increasing the use of these will now be our priority for us.

### 'Our Challenges'



- The multi-faith prayer room has been updated with leaflets to support patients and families with the addition of a "Prayer Box" for requests for prayer or support which has received positive feedback. The multi-faith prayer room has been updated with leaflets to support patients and families with the addition of a "Prayer Box" for requests for prayer or support which has received positive feedback.
- In terms of Coproduction, the supportive care Macmillan welfare rights service has developed excellent links with the local Department of Works and Pensions (DWP) and now use their influence to prioritize those in need – a poor prognosis, extreme financial hardship or in the case of a cancer patient with learning difficulties who could cope well with the

required face-to-face assessment, arranging an alternative assessment. The DWP were invited by the team to attend the clinical nurse specialist nurses meeting at VCC. The aim was to build good working relationships and help allay nurses concerns about completing special rules forms to ensure timely, efficient and effect pathways for VCC patients needing to access benefits.

- **Donor** Award ceremonies are held across Wales for milestone donors who have given at least 50 donations. Each year around 12 award evenings are hosted where senior management sit amongst donors and gather feedback.
- Each donor session attendee is invited to complete a digital surgery based on their experience at the session.
- The VCC Supportive Care Team have contacted all Trussell Trust Foodbanks in the geographical area, we have successfully visited and completed training with five food banks. The team hope to visit and complete further training in the near future to enable us to provide comprehensive food bank vouchers for all patients and their families at their most vulnerable time. The first food bank voucher was issued on the 04.12.19 providing the patient and their family with food for at least three days, the food provided has been evaluated by a dietician to ensure it is of good nutritional value.
- In 2019, the supportive care lead nurse celebrated 10 years of partnership working with City Hospice running the children's bereavement group and 20 years since the opening of the Lion's den family room at VCC



### Development of 'Before you Donate' donor information leaflet

To ensure that donors are provided with the relevant information required to provide consent to blood donation the 'Before you donate' leaflet has been written to fully inform donors of the risks associated with donation to enable a fully informed decision to be made in line with the Montgomery Principles.

This has been piloted with donors attending a donation clinic and information was collected on the effect the document had on an individual's decision to continue with the donation having read about the risks associated with donating blood. A total of eight clinics were involved in the pilots.

Four clinic sessions used the existing information leaflet and four clinic used the new leaflet. There was minimal impact on clinic flow on clinics using the new Before You Donate booklet as well as some constructive feedback. The revised booklet will be implemented in 20/21.

### Involvement in MDT late effects

Working in collaboration with the Dietetic team a Specialist Physiotherapist will be present during the Gynaecological late effects of pelvic radiotherapy clinic.

This service aims to identify those patients that are experiencing late side effects of pelvic radiotherapy, such as urinary incontinence, sexual dysfunction and pelvic pain and be able to provide appropriate assessment and management for such issues.



## Individual care

*last year we said we would:*

- *We will commence work to develop a more tailored individual experience for blood donors based on their preferences and lifestyle*
- *We will improve timely access to Clinical Psychology and Therapy services.*

The clinic offers 1:1 sessions but also will be offering information and provision of first-line advice at an information session held every 6 weeks. We are taking positive steps to comply with the new Welsh Language Standards.

### Donor/ Service User Feedback

During 2019 the Welsh Blood Service have worked hard to improve systems and processes relating to concerns management to ensure that donor and service user feedback is consistently managed in a timely and effective manner whilst ensuring lessons are learnt and identified service improvements are introduced.

In 2019, a new donor survey was introduced. The donor survey aims to provide WBS with information on the service it provides from the view of the Donor.

Between September and December 2019, 16,701 email surveys were sent across Wales and 3,445 response were received. Respondents were between the age of 17 and 81. There was an over 95% satisfaction rate.



WBS patient  
satisfaction Apr 19 -

[Link to full report](#)

### For the Assessment of Individualised Risk- 'FAIR' Study

Traditionally blood establishments have introduced donation acceptability criteria based upon a population risk, however, in recent years this has been reviewed and it is considered more favourable to be able to base acceptability criteria upon an individual donor risk assessment. To further investigate the feasibility of individualised donor risk assessments, WBS are collaborating in a UK wide study called 'FAIR- For the Assessment of Individualised Risk Study.

### Launch of new 'Medicines@Home' Immunotherapy service:

On Monday the 3<sup>rd</sup> of June 2019, a new 'Medicines@home' immunotherapy service was launched at Nantgarw by leading members of the Tenovus, Lloyds Pharmacy and Velindre staff.

The Service aims to benefit patients by providing them with access to treatment in a more convenient setting.

### Velindre Cancer Centre staff supporting the worry monsters

Since 2018, through a concept introduced by the supportive care lead nurse, we have been providing families with the opportunity to use worry monsters.

These colourful and huggable worry monsters are funded by Velindre Charitable funds and are available free of charge at Velindre Cancer Centre for children who have a parent or grandparent with cancer.



The monsters have a really important job which is to hold a child's anxieties and worries.

The idea behind the worry monster is that children write down or draw a picture of what's worrying them and put it into the monster's mouth, which is then zipped shut — holding on to their worries. It then gives parents the chance to look at the written or drawn worries and gain an insight into their child's concerns. It provides a valuable opportunity to sit down together and talk about things.

Non- Medical Authorisation of Blood Transfusion (NABT) Programme Delivery of the Non- Medical Authorisation of Blood Transfusion (NABT) programme has been a cornerstone of the WBS Blood Health Team's (BHT) education strategy. The qualification is accredited by Swansea Bay University and is delivered by members of the BHT. It allows Advanced Nurse Practitioners (ANPs), Critical care

Practitioners (CCPs), pharmacists and other relevant staff to authorise the transfusion of blood and/or blood components without the need for medical staff.

The intensive course provides these staff with the skill and competence to understand the transfusion process and when a blood transfusion is necessary. This allows care to be more personalised and nearer the patient as it can be run by ANPs in day unit settings with familiar staff undertaking the decisions. The NABT course has also supported the EMRTS air ambulance to provide life saving transfusions at the scene of an incident.



The demand for Dietetic services currently outweighs the resources available within the department.



New accessible options have been implemented including a drop-in clinic and Skype/telephone clinic.



More people have been seen and 87.5% of patients surveyed stated that they would change at least one aspect of their diet as a result of seeing a dietitian.



**BAPS App:** The breast axilla postoperative support (BAPS) application designed in partnership with Cardiff and the Vale University Health Board has been shortlisted for the 'best new mobile app', at the best mobile app awards. The BAPS breast app developed **by oncology physiotherapists and breast surgeons aims to take post-operative patients** through exercises and includes feedback on progress.

The app sends notifications to remind the user to do their exercises and prompts the patient to contact their key worker if the exercises aren't

progressing as well as expected, to access early intervention and prevent delays in treatment, which could be affected due to restricted movement.

The app aims to encourage self-management, to decrease the users anxiety and to give a sense of achievement and improved well-being. The app was launched in January 2019 and is now available to all breast patients.

**Mindfulness App:** Mindfulness is the act of noticing what's going on in the present moment. Our minds often get caught up in thinking about events from the past or an uncertain future, rather than focussing on what's going on for us in the present moment.

Mindfulness can be used as a grounding tool so that we can take a step back and think about the here and now.

The app was developed by the Department of Clinical Psychology and Counselling at Velindre Cancer Centre to mirror the mindfulness patient groups delivered by the department on a monthly basis. Patients expressed a desire to continue to practice mindfulness after attending the groups but found the use of guided exercises key to this. As a result, the idea of an app to make the exercises easily accessible was developed.

Although the app was created as a result of the patient group feedback, it is non-cancer specific and can be used as a standalone tool to help patients, carers, family members and staff alike to use mindfulness to help better manage difficult thoughts, feelings and emotions and thereby improve wellbeing.



of

- Patient Leadership Programme that has led to improvements in patient engagement
- BAPs App that encourages self-management for breast cancer patients.

- Improvements in collaboration, communication and engagement with Teenage Cancer Unit
- Continued development of Patient Stories *Someone Else's Shoes* podcast stories that are shared both within the Trust and with other NHS Wales organisations.

## Individual care

### Next Year we will:

- Continue to undertake our donor survey
- Roll out implementation of the 'Before you Donate' information leaflet
- Continue to work towards a more individualised donor risk assessments as part of the FAIR study
- Full implementation of an individual focused donor programme, which will use digital to communicate with donors.
- Continue to work on availability of Bilingual Patient information, consultations and communication.

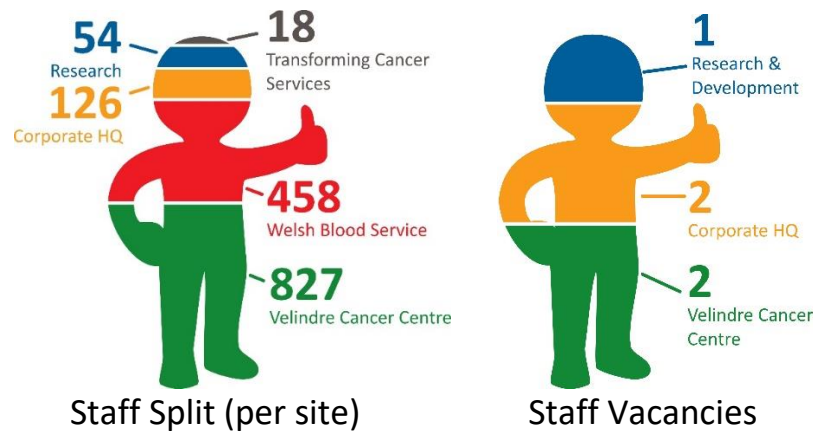


## Our staff

**The principle is that information about how the NHS is resourced to ensure careful use. Our workforce is integral to the delivery of high quality, person centred and safe services.**

**We recognise that individual members of our workforce must be skilled and competent, and the workforce as a whole must be planned configured and managed.**





Our staff recognise that being the best for our patients and donors underpins everything that we do across the Trust and we know how lucky we are to have a committed and highly talented workforce, who make a difference on a daily basis.

The Trust faces the same workforce challenges and opportunities as other NHS organisations; Increasing demand for services from an ageing population, new treatments, technology and skills shortages across the healthcare workforce.

Over the coming years we need to develop a resilient, efficient and appropriately skilled workforce to meet these challenges.

The patient information and support services manager Leigh-Anne Porter won a UK NHS Unsung hero award 2020. The annual "Unsung Hero Awards" shine a light onto the hard work that non-medical / non-clinical staff and volunteers of the NHS strive towards providing on a daily basis. The VCC Macmillan welfare rights team were also finalists in the UK NHS Unsung hero awards 2020.

## Unsung Hero awards 2020



The VCC Macmillan welfare rights team won the VUNHST Employee Excellence award 2020 for partnership working category and accessing over £4million in benefits and grants for VCC patients in 2019-20.

The supportive care lead nurse Michele Pengelly won the VUNHST Employee excellence award Patient's choice category

Kate Baker Clinical Lead Physiotherapist in VUNHST Awards Won the Leadership category recognising her work with the BAPS app.





## Safeguarding Recognition Awards Ceremony

The Safeguarding Recognition Awards Ceremony was held during national safeguarding week.

Velindre staff recognised for their contribution to safeguarding include Michele Pengelly, Helen Way, Zoe Gibson and Sian Lewis.

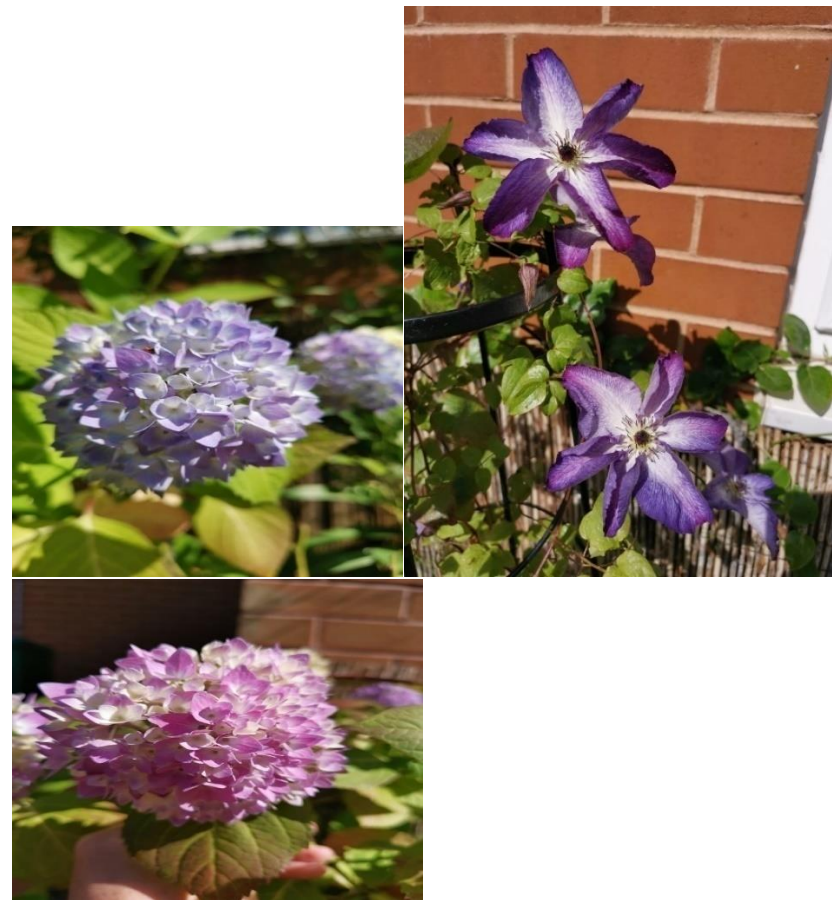
The ceremony was a fantastic opportunity to celebrate an array of outstanding contributions to safeguarding in a multi-agency context and to also recognise all the hard work of staff who have made a real impact on people's lives.



Carol Lowe the wonderful VCC volunteer gardener has been unable to attend the hospital to care for the CIU garden due to current Covid restrictions.

She was really worried about plants dying and the garden becoming over grown when so many plants had been donated in memory of people who had died. Hospital switchboard operator Tristan Fareel and Dr Sheena One-Sim Lam have been watering and tending the garden (along with some nursing staff) every day and even bought plants to bring more colour to the garden.

Not only did Tristan and Sheena do this they also set up a social media group with Carol so that she can see photos of the garden, give advice on what to plant and stay connected with something she has worked so passionately on for so many years.



As we move forward with our transformational service changes set out in the [Welsh Blood Service Supply Chain 2020](#) and [Transforming Cancer Services](#), our responsibility to our workforce is to enable them to continue to give their best. Over the past year:

- ITV Wales broadcast from Velindre Cancer Centre highlighting the incredible work of our staff who care and treat cancer patients in south east Wales.
- We received positive NHS Wales Staff Survey results with over 90% of staff happy with the standard of care provided by the Trust.
- We have demonstrated our continued commitment to a healthy and engaged workforce through retention of the Platinum Corporate Health Standard award.
- The Trust has undertaken the Mindful Employer 'On the Way' Commitment Review Process and as a result has been given Charter Status from 2019-2024.
- We launched a Change Toolkit.
- Launched a workforce planning guidance for staff.
- The Education & Training strategy was approved and will support talent management and succession planning.
- Our leadership and management programme was re-shaped to focus on compassionate leadership.
- We continue to take steps to attract Consultants and other specialist staff to ensure our services are fit for the future.

### *Our staff*

*last year we said we would:*

- *We will evaluate the Clinical Leadership Programme*
- *We will develop our workforce planning models in collaboration with others to identify ways to fill current and predicted skills gaps and shortages.*

### **Clinical leadership Programme:**

The Welsh Blood Service in collaboration with Velindre Cancer Centre and the RCN developed and delivered a multidisciplinary clinical leadership programme.

Launched in late February 2019, the Clinical Leadership Programme was the first of its kind for Wales, and sought to provide frontline clinical staff at all levels with the skills, knowledge and confidence to advance their leadership abilities.

Although offering this approach was initially considered bold it has proved to be incredibly successful enabling an enhanced learning opportunity for all.

The Clinical Leadership Programme was designed to drive high standards of clinical care through effective, efficient and evidence-based continuous improvement across the organisation.

The initial cohort consisted of 12 staff from Welsh Blood Service collection teams and Nursing Staff from VCC. Programme ran over 9 months and all 12 individuals successfully completed the programme and delivered 12 excellent service improvement projects.

- Although offering this approach was initially considered bold it has proved to be incredibly successful enabling an enhanced learning opportunity for all. R&D active
  - DT support for ***eat-CIT trial*** - An investigation of eating problems in people with stage I-III colorectal cancer receiving Systemic Anti-Cancer Therapy (SACT): the potential for nutritional care to potentiate cancer treatment
  - Leading on ***EDMONd*** trial - EDMONd - A feasibility study of the elemental diet as an alternative to parenteral nutrition for ovarian cancer patients with inoperable malignant bowel obstruction
  - ***Be Treatment Ready (BeTR)***: research to evaluate proactive preparation to cope with side-effects of radical head and neck cancer treatment, compared to reactive in-treatment care

- Growing research profile, Rachel Evans completion of MSc in palliative care, oral presentations at national neuro conference and various poster presentations at research conferences including NCRI in Glasgow. Collaborative working with Tenovus grant looking at MDT therapy working.
- Involvement in research trials, PEARL (PET-BASED ADAPTIVE RADIOTHERAPY CLINICAL TRIAL)
- Dietetic assistant has commenced her Agored Cymru HCSW level 3 qualification.

#### **Velindre Trust wins Silver Award for supporting the armed forces community:**

In November 2019 Velindre University NHS Trust was awarded a Defence Employer Recognition Scheme, Silver Award. The award is afforded to organisations that pledge, demonstrate or advocate support to defence and the armed forces community.

The Trust was awarded a Bronze award in spring 2019 recognising that it was improving its offer and support for the number of service leavers employed from both the Reservists and Armed Forces. A memorial placed in the Velindre grounds has drawn many positive comments.



**Macmillan Professionals Excellence Award:** Acute oncology services (AOS) provide care for patients with unscheduled cancer related emergencies. This includes disease-related and treatment-related complications, as well as previously undiagnosed cancer. The Macmillan funded AOS quality assurance and service development project was a two year project, in collaboration with the Cancer Network; to develop services across Wales.

Driven by a commitment to improve the patient experience and a passion for educating staff, Rosie Roberts, Chemotherapy Specialist Nurse at Velindre Cancer Centre and Macmillan Clinical Lead Nurse for Acute Oncology and Systemic Anti-Cancer Treatment (SACT) has worked tirelessly to contribute to the development of AOS services.

#### **Palliative care Team:**

Nikki Pease Palliative Care Consultant Won the Welsh Ambulance Service Trust Commendation Award for end-of-life-care training for paramedics 2019

Mark Taubert Palliative Care Consultant was entitled [2019 Researcher of the Year Winner - European Association Palliative Care](#) in the 16th EAPC World Congress Berlin



Follow the link for the full article.

Palliative Care Team/TalkCPR project on Do Not Attempt CPR conversations: [Winner RCP Excellence in Patient Care Awards 2019 - Royal College of Physicians, London](#)

“The impact of these videos on patients, nurses and doctors was measured through pre- and post-video surveys and a focus group session. Results showed a significant increase in the confidence of staff with regards to openly discussing DNACPR after watching the videos”

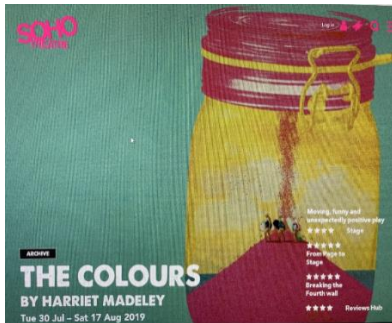


Dr Mark Taubert, clinical director/consultant in palliative medicine, #TalkCPR team

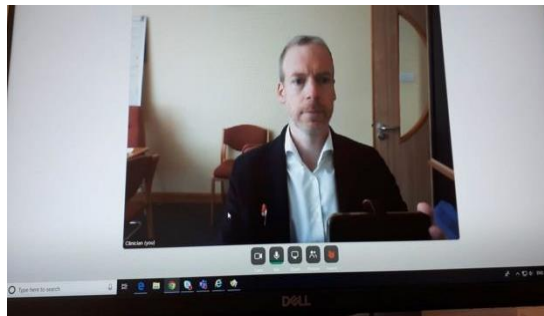
Palliative Care 'Op-Ed' [article in the Washington Post](#) voted a 'top-pic' by the US newspaper for 2019

"what's the last song you would want to hear before you die?"

'The Colours' theatre production ran in London's Westend and featured the work of Velindre palliative care and its patients <https://sohotheatre.com/shows/the-colours/>



BBC authored article by Mark Taubert Coronavirus: Helping the bereaved with 'emotional PPE' <https://www.bbc.co.uk/news/uk-wales-52833504>



BBC Listening Project 2019: Interviewed with a Palliative Care Registrar at Velindre for the BBC Listening Project.

<https://www.bbc.co.uk/programmes/m000b0ry>



**WBS clinical workforce:** workforce changes to strengthen the clinical directorate have included: the appointment of a consultant with expertise in donor medicine and the appointment of a consultant in transfusion medicine with specific responsibility for the transfusion laboratory and Welsh Boone Marrow Donor Registry.

WBS clinical staff have routinely provided advice and support to Welsh Government.

Within the UK/Internationally members of the clinical services staff have:  
Championed and facilitated WBS staff to become members of – the Joint Professional Advisory Committee (JPAC) Specialist Advisory Committees, the Safety of Blood Tissues & Organs (SABTO), the Serious Hazards of Transfusion (SHOT) working group, the NHS Blood & Transplant National Comparative Audit committee and the UK Blood Stocks Management Steering group. This allows influence over decisions, learning, and implementation of best practice.



**Blood Health Team:** As part of their role in transfusion education and promoting best practice the WBS Blood Health Team (BHT) submitted six posters to the British Blood Transfusion Society (BBTS) Annual Scientific Meeting (ASM).

One of the posters reviewed a novel and innovative approach to training 5<sup>th</sup> year medical students by developing an immersive board game which puts the medic at the centre of transfusion giving them a unique perspective on transfusion requesting. The poster won first prize in the education category at the ASM.

**Acute Oncology Service (AOS):** Through Rosie's leadership, hard work and enthusiasm, AOS services in Wales have developed from a few pockets of good practice in 2013 to established services within every acute hospital/health board by 2018 and strengthening going into 2020.

A key strength is standardisation of systems and processes for patients receiving SACT across Wales and Rosie has led this work from a nursing perspective.

Beyond this project, Rosie continues to lead on AOS in the UK, provide expertise to SACT projects, and lead the treatment helpline at Velindre Cancer Centre.

Rosie also achieve a PhD in March 2020, so many congratulations to Dr Rosie Roberts.

**Clinical Oncology Registrars:** Training plan wins double award for Sam Cox in July 2019.

Newly-qualified doctors can now give better quality care to cancer patients thanks to a double award-winning initiative by a Velindre junior doctor.

It has transformed their training to guarantee they gain experience of a wide variety of cancer emergencies. They also spend time shadowing consultants in their outpatient clinics and multidisciplinary teams. And senior medics hope that as well as benefiting patients it will encourage more young doctors to specialise in oncology.

The enhanced training is being provided at the South West Wales Cancer Centre at Singleton Hospital, Swansea.

It was devised by clinical oncology registrars Emma Christopher and Sam Cox, who now works at Velindre. They realised that with just a one-week placement in

the oncology department during their four-year training programme, the experience gained by Swansea University medical students could be hit and miss.

To complete their placement successfully, students have to learn how to manage four different emergencies that cancer patients might experience. These include an overwhelming infection known as neutropenic sepsis and malignant spinal cord compression, when a tumour presses on the spinal cord and nerves.

But unless patients were admitted with these conditions during their placement they would not gain the experience.

So Sam wrote a one-hour tutorial based on four real but anonymised patient cases and a step-by-step guide for the students. This ensured they were guaranteed the required training in these cases and was delivered on a weekly basis by the oncology registrars.

She also arranged for several consultants to host the students in their outpatient clinics so their experience was not limited to the ward. All of this, together with a new timetabled and structured approach to the week and a glossary of oncology terms she produced, won her glowing feedback from the students.

They reported feeling better prepared to care for cancer patients as they entered clinical practice. The initiative won Sam the Swansea University Medical School Clinical Teacher of the Year award and the Undergraduate Education, Innovation and Excellence Prize from the Royal College of Radiologists.

Sam said: "This simple yet rewarding project has not only improved medical student training but also enabled the registrar doctors to gain teaching and leadership experience. "I hope it has demonstrated that involvement in medical student teaching has real benefits, not only to our patients but also the department and the next generation of junior doctors."

Caption: Dr Sam Cox receives the Swansea University Medical School Clinical Teacher of the Year award

# Looking Forward

Some of our priorities and aims for 2020/21 are set out below and we will provide an update of how we have progressed in next year's Annual Quality statement.

## Staying healthy

- Support the development and implementation of an anaemia strategy for a healthier Wales.
- Extend the number of schools on the school donor venue programme
- Continue to work with FAW as their official community partner
- Development of bone marrow donor strategy
- Work with Public Health Wales Antenatal Screening Programme to implement foetal D testing, which aims to prevent unnecessary administration of anti-D prophylaxis

## Safe care

- Continue to deliver an annual training programme in relation to blood transfusion for final year medical students
- Continue to roll out cyber security strategy and plan across the Trust
- Review all safeguarding and public protection training package's for the trust
- Review the lessons learnt through COVID and epidemic management

## Effective care

- Continue to work with health boards to reduce unnecessary variation and reduce wastage of blood components
- Continue to develop the donor web portal and smartphone app in order to improve access and information for donors and

to support a more targeted approach to the collection of blood and blood products in line with meeting the demand from hospitals.

- Blood Supply Chain 2020 (BSC20) to conclude its programme of service improvement.

## Dignified care

- *To utilise digital technology for patient and staff feedback*
- *Further expand on Quality and engagement with the Health and social care Bill publication.*

## Timely care

- *Review effectiveness of new services implemented in 2019/20*

## Individual care

- Full implementation of an individual focused donor programme, which will use digital to communicate with donors.
- Continue to develop an understanding of views of donors through the donor survey.
- Continue to work towards a more individualised donor risk assessments as part of the FAIR study
- Implement the Electronic Donor Relationship Management (eDRM) system, to support the introduction of a personalised communications approach for our donors.
- Roll out implementation of the 'Before you Donate' information leaflet across Wales

## Our staff

- Implement Mental Health Awareness Training for staff

- Develop Travel Plan for Velindre Cancer Centre staff, patients and visitors
- Staff achievement recognition awards to continue and to celebrate and highlight these achievements widely locally and nationally.

## Endorsement & Feedback

**This year as last year, Shared Decision Making has been the focus of some very interesting and worthwhile meetings that have taken place with clinicians, members of the PLG and Patient Leaders.**

### PLG Report 2019-20

Patient Liaison Group meetings for 2019-20 provided members with an excellent overview of the work being carried out throughout the Trust. We are very grateful to all the speakers who came to our meetings each month to tell us about their work and the projects they are involved in.

As patient and carer representatives we are also pleased to hear about the work being carried out in the hospital which will benefit patients directly. The changes proposed for Outpatients and patient appointments will be of particular interest to the group.

We also had an interesting meeting with health care professionals from the Welsh Blood Service who were planning to set up a patient and carer group. They were interested in the work we do and requested our help in reviewing their patient information. We look forward to hearing from them.

Last November we were asked if PLG members would like to be involved in a project with Cardiff University who were planning to produce a self-management book for people affected by cancer. We were making some progress on this work and hope we will have the opportunity to complete it in the coming months.

PLG members have always taken a particular interest in the plans for the new hospital, some time ago we attended a number of meetings held in the community, took part in discussions and presentations. We were always impressed by the way the consultations were carried out and the opportunities we were given to comment on the location of the new hospital as well as the design and environmental issues. We continue to support the project and look forward to hearing that work will go ahead as planned.

This July the PLG were able to hold their first (Zoom) meeting following lockdown in March. We have a great deal to catch up on. Throughout these difficult and worrying times patients have continued to receive excellent care from the amazing and dedicated staff who work at Velindre hospital. On behalf of PLG members our sincere and grateful thanks for all you do.

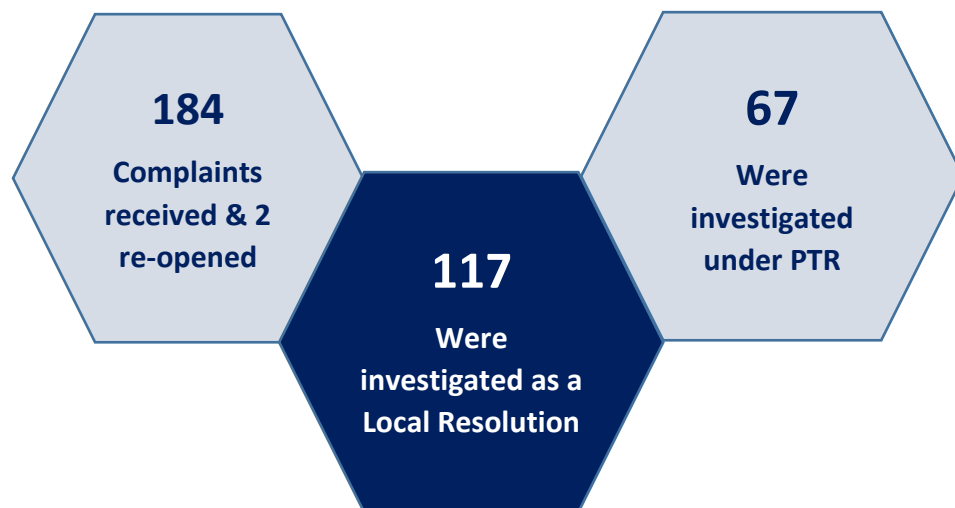
**Welsh Blood Service:** In 2019, a new donor survey was introduced. The donor survey aims to provide WBS with information on the service it provides from the view of the Donor.

**Velindre Cancer Centre:** In line with the National Framework for Assuring Service User Experience, we use a range of methods to capture feedback which helps us to listen to, learn from and involve patients in our work. The feedback we receive is shared and discussed with staff in a variety of forums including our Listening and Learning Group and directly with department leads. Themes and ideas identified will inform improvement action plans and celebrations of good practice. We look forward to the implementation of a new national patient feedback system which will allow us to improve triangulation of this important feedback with other data captured across the organisation, to give a rich and full picture of patient experience in NHS Wales.

During the past year we have undertaken the following activity relating to the Velindre NHS Trust and listening to Patients', Service Users and Carers who use their services.

Putting things Right Annual report 2019-2020.

#### Complaints received between the 1<sup>st</sup> April 2019 – 31<sup>st</sup> March 2020



PTR annual report  
2020 ver 8.docx

Follow link for full report

#### Peer Review of Systemic Anti-Cancer Therapy (SACT) services – Velindre NHS Trust

This was completed on Monday 3<sup>Rd</sup> February 2020 by the Wales Cancer Network, This identified no immediate risks and no serious concerns.

Good Practice was identified and listed as:

- Excellent education package for the nurses.

- Demonstrates a collaborative approach to working with primary care.
- Allocated resource for scheduling is having a positive impact.
- Good quality validated data for performance.
- Achieved targets for implementing new drugs.
- A good team that are passionate about what they do and work well collaboratively.
- All the nurses do an outstanding job, are a very supportive and flexible team that put the patients' needs at the centre.
- A dedicated patient experience manager, an active patient liaison group and cohort of patient leaders.
- A dedicated complaints manager who in conjunction with the Director of Operations monitors the formal complaints/concerns.

<http://www.walescanet.wales.nhs.uk/home>

#### Community Health Council



#### **The Independent Patients NHS 'Watchdog'**

During the past year we have undertaken the following activity relating to the Velindre NHS Trust and listening to Patients', Service Users and Carers who use their services.

#### Independent Advocacy – Velindre NHS Trust

The CHC uses the information provided by the users of the Advocacy Service, alongside that obtained from Continuous Engagement and other forums, to focus its Scrutiny Visiting to NHS services.

#### Scrutiny Visits

Visits are undertaken by CHC volunteer members to listen to the views of patients, carers, and the public on their experiences of using services.

In 2019/20, we undertook a wayfinding visit, to look at signage from a patient perspective especially for someone visiting for the first time we plotted our journeys by car, train, bus and walking we made a number of recommendations



which resulted in a commitment by the Trust to take action. We are aware the Trust is working through these and we will undertake a follow up visit 2020/21.

#### Continuous Engagement & Service Change

The South Glamorgan CHC Officers & Members have continued to provide support and advice in relation to the 'Transforming Cancer Services' Programme, specifically on engagement processes, on behalf of the CHC's in Wales.

Additionally, the CHC have been invited as regular attendees of the Trust Quality & Safety Committee, where we are able to observe the Trust's arrangements for improving the quality and safety of patient and service user centred healthcare.

#### Summary

The CHC has provided input into this year's Velindre NHS Trust Annual Quality Statement and are confident the information provided is an honest appraisal of the specialist services it provides its local and regional population. The CHC has endorsed this Annual Quality Statement for 2019 – 2020.



**Malcolm Latham**  
**Chair**



**Stephen Allen**  
**Chief Officer**

Write to:

AQS Development Manager  
Velindre NHS Trust  
Corporate HQ  
Unit 2 Charnwood Court  
Parc Nantgarw  
Cardiff  
CF15 7QZ

Email:

[Corporate.Services2@wales.nhs.uk](mailto:Corporate.Services2@wales.nhs.uk)

#### **Further Information and Giving Feedback**

If you require further information about anything contained in this Annual Quality Statement, please contact by: