

Swansea Bay University Health Board provides a wide range of high quality health and care services to the populations of Swansea and Neath Port Talbot. However, the organisation has undoubtedly had a challenging few years. Following the Andrews *Trusted to Care* report, significant work was undertaken to develop a more open culture, based on our core values. This is now paying dividends.

I joined Swansea Bay UHB as Vice Chair 2½ years ago, around a year after the Health Board was escalated to Targeted Intervention. I applied for the position because of the opportunity it afforded to influence care across an integrated system, having spent a decade in the English system as Vice Chair for a large tertiary Foundation Trust in Bristol. When Andrew Davies stepped down as Chair in June 2019, I was appointed as Interim Chair. The 9 months since this appointment has given me the opportunity to develop an overview of the entire organisation and its needs as well as to strengthen my relationships within the organisation and establish others across local partners and stakeholders and nationally.

We have made significant progress over the past few years, with the recruitment of a new board and the development of a new vision and strategy. Our progress was recognised in our recent Structured Assessment by Welsh Audit Office, which identified a clear strategic direction and open, engaged leadership. There remains much to do, with the imperative to improve performance and confidence to allow de-escalation from Targeted Intervention. However, I do believe the organisation is now on an upward trajectory.

Maintaining stability and focus on our agreed priorities is key to ensure progress continues over the next few years. When the opportunity arose to apply for the substantive role, it felt like a natural step for me to take and I was encouraged in that view by my colleagues. I am honoured to be the recommended candidate following interview and very much looking forward to leading Swansea Bay UHB to achieve the very best health and wellbeing for the population of Neath Port Talbot and Swansea.