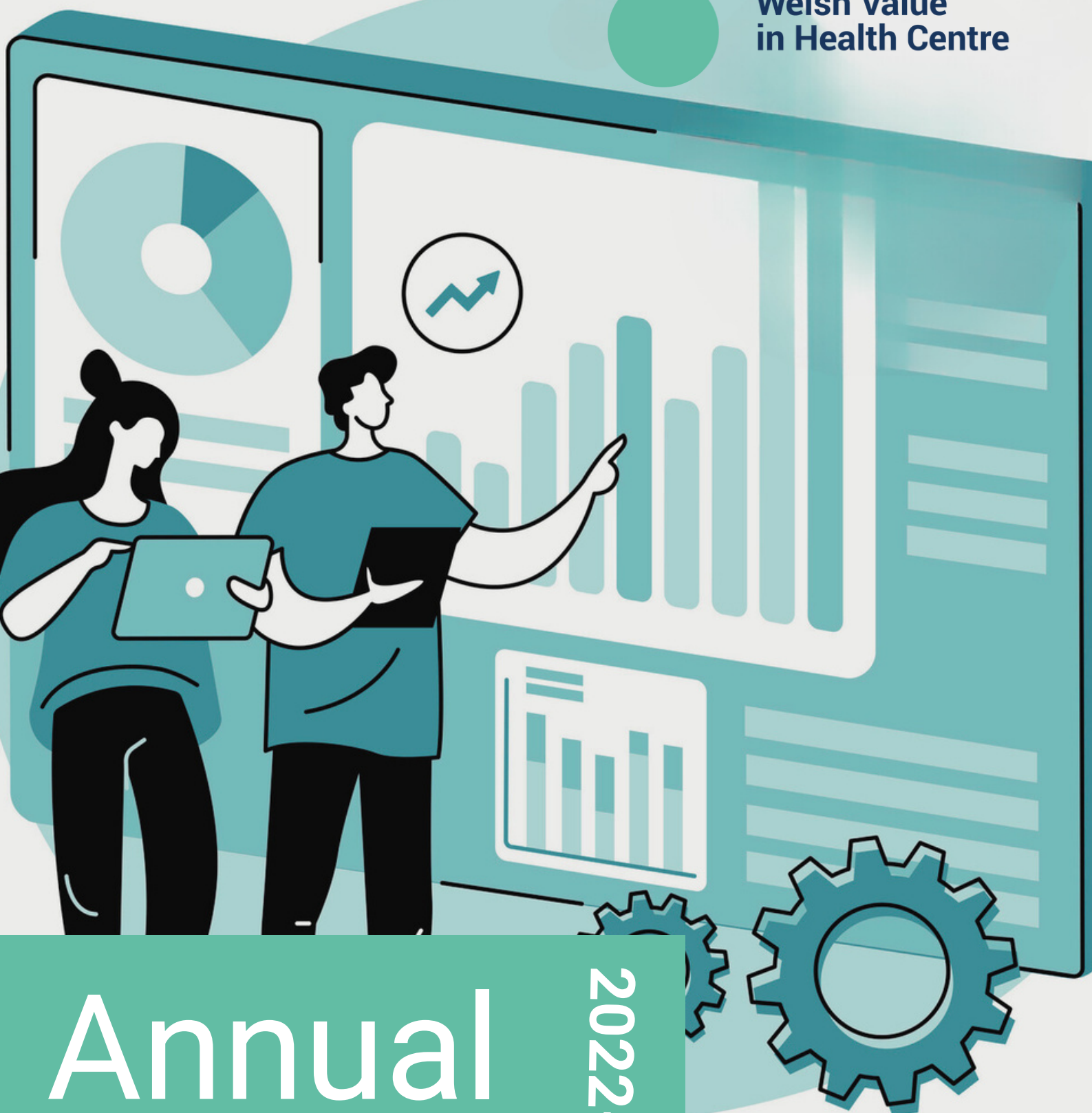




Canolfan Gwerth
mewn Iechyd Cymru

Welsh Value
in Health Centre



Annual Report

2022-2023





Dr Sally Lewis

Director of the Welsh Value in Health Centre
National Clinical Lead for Value-Based and Prudent Healthcare

It is always a challenge to reflect back on a year of work when the pace of change is so rapid. Thinking back to April 2022, we were still in the very early stages of emerging from the pandemic. It was becoming more and more apparent that NHS Wales faced huge challenges if it was to achieve better health outcomes for the population.

I felt that it was more important than ever for the Welsh Value in Health Centre to support policy, health boards and clinical teams in delivering transformational change, and would like to pick out two key areas where progress has been made.

Firstly, the creation of the PROMs standard operating model (PSOM) has allowed a common approach to the capture and use of patient-reported outcomes across Wales, from software to support direct care through to the development of interoperability and data standards. The health boards have begun to show tangible examples of how this has improved care or demonstrated where we should be directing our resources, a few of which are described in this report.

Secondly, the work done with clinical networks and health board clinical teams on pathways has highlighted where new, higher value approaches to care are needed. Linking this to the £20 million VBHC allocation fund we have begun to drive investment, for example in supported self-management, secondary prevention and new technology to release workforce capacity.

None of this work would be possible without the support of our key partners across the system and I would like to thank colleagues in policy, finance and informatics specifically for the part they have played in these achievements. Also for the fantastic Value-Based Healthcare teams across Wales who are delivering and enabling better outcomes for patients through their work with clinical teams.



"It's been great learning about Value-Based Healthcare, and the way that the Welsh Value in Health Centre, DHCW, CEDAR and the Health Boards and Trusts are all working together to transform healthcare in Wales and for that transformation to be a truly value-based one. I'm looking forward to ensuring this collaboration continues, and that others join us on this exciting journey."

Mike Emery, Chief Health Digital Officer of Wales



"It's a privilege to work so closely with the Welsh Value in Health Centre in its early days. I wait in anticipation as important foundation work is happening with data and digital systems. These will transform clinical pathways, and the healthcare system as a whole, and make a huge difference to the lives of patients, their families and NHS Wales."

Siwan Menez, Head of Value in Health, Welsh Government

Our year ...

the last twelve months of Value-Based Healthcare in Wales



Canolfan Gwerth
mewn Iechyd Cymru

Welsh Value
in Health Centre

We are the Welsh Value in Health Centre and this is our annual report 2022 - 2023.

Our work is mainly twofold.

Firstly, we support the building on the necessary infrastructure to effect change, particularly in the digital and data spaces.

Secondly, we are a conduit to policy, highlighting what should be supported and adopted in NHS Wales.

Our work is completely aligned with Welsh Government and the newly-formed NHS Executive's priorities looking at, among others, recovery (post-pandemic), tackling health inequalities, focusing on prevention, and patient and public involvement in their own health and healthcare.

This annual report evidences how we generate impact within those priorities through our value-based lens: driving better outcomes for patients in a way that is sustainable in the long-term.

Our report is designed to give you just a snapshot of some of our main pieces of work in the last twelve months, this is not all of our work.

We also look forward to the exciting year ahead of Value-Based Healthcare in Wales.





Digital technology is of vital importance to Value-Based Healthcare in two ways:

- firstly, in driving the coordinated approach to patient-facing technology in Wales in support of new models of care and PROM collection.
- secondly, in building the data infrastructure and cultural shift towards outcomes focused decision making in NHS Wales.

The aim of this focus is to effect cultural change by collection and acquiring outcomes and triangulating data as evidence to support value.

Focus 1

Digital Health

PSOM

Value-Based Healthcare demands the timely and consistent collection of Patient Reported Outcome Measures (PROMs) to support the seamless aggregation, comparison and benchmarking of data.

Our team at the Welsh Value in Health Centre has, and is continuing to, work tirelessly behind the scenes to develop the PROMs Standard Operating Model or PSOM for short.

It may sound easy on paper, but the work on the digital enablers needed in Wales to deliver Value-Based Healthcare that our team is carrying out is complex and world-leading.

This year, we released our PSOM animation explainer video.



PROMs data and our process standards

We have continued to develop the data standards for our nationally approved PROM question sets. We have so far developed standards for the collection of 51 question sets and this will continue to increase during the year. There are currently 13 more being signed off.

In addition, working in partnership with Health Boards and Trusts, we have developed pathway guides setting out the minimum standards for the collection points and providing supporting information for PROMs across different care and condition pathways.



Digital Enablement

We have worked with industry, in particular our key partners CEDAR, to deliver the digital data structures aligned to international healthcare standards for each of our nationally approved PROMs. This will enable Health Boards and Trusts to implement PROMs at speed and support the seamless data flows required into the National Data Resource (NDR) once this comes on-stream.

These detailed documents specify exactly what data should be collected, when the data should be collected and how it should be coded.

This makes sure that when the nationally approved PROMs are used anywhere in Wales, the data will be collected in exactly the same way, facilitating accurate and effective analysis for decision making.

We have direct involvement in the digital services for patients and public programme, in partnership with Digital Health and Care Wales (DHCW) as we work towards ensuring our first digital aim, as above, is met.

An All-Wales PROMs Outcome Collection Framework

This year, the team have been continuing work on the All-Wales PROMs Outcome Collection Framework, which resulted in a highly competitive and complex tender process.

The framework will allow Health Boards and Trusts to procure a PROMs service from agreed suppliers on the framework, knowing that the suppliers can fully meet the PSOM specifications. It is now with our health board and trust colleagues to sign off a procurement report and the next step is for the team to work alongside them to help implement it.

This will be a key focus for 2023-2024, and this will enable PROM data to be visualised in the Welsh Clinical Portal and more easily analysed.



Data Dashboard Project

In the last twelve months, in partnership with DHCW and clinicians, we have launched eight dashboards, taking the number of live dashboards to thirteen.

The eight are:

- Epilepsy
- Colorectal Cancer
- Liver Disease
- Last Year of Life
- Additional phase of the Lymphoedema Dashboard
- Additional phase of the Myeloma Dashboard
- Additional phase of Knee Arthroplasty
- Additional phase Hip Arthroplasty

Our dashboards are available to NHS Wales and while they include routine data which is held in DHCW, a lot of our work has been enriching the dashboards further with new data such as Patient Reported Outcome Measures (PROMs) and National Audit Data.

If you work for NHS Wales you can access our dashboards here:



Data to Knowledge

Collecting, pulling together and storing the data is only the beginning.

What do we do with all that rich information once we have it, and how will it have an impact on NHS Wales? That is where Data to Knowledge comes in, and we are proud to have made progress on that concept this year.

Data to knowledge is key to support a learning health and care system as described by the National Clinical Framework.

Examples of Data to Knowledge in action, where our work has effected change would be:

- The evaluation of Long Covid services in Wales that we look at in more detail later in this report.
- The data insights that we have from diabetes services which has led us to push for the adoption of technology, in the form of FreeStyle Libre.
- The creation of optimum pathways (what good looks like) e.g. in heart failure and hip and knee
- Leading to PROM visuals in the Welsh Clinical Portal



"Before we started our data dashboard project, it's always been a bit of a catch 22 situation in NHS Wales.

"In DHCW, we've had the data, but we didn't necessarily know what is and isn't useful for clinicians.

"Clinicians didn't know what data we did or didn't hold, or how they could use it.

"We've changed that now, where we fully engage with clinical networks at all stages of development and in use.

"We sit down with them and we work through the key questions that they need answering and what data we will need to produce or aggregate to answer those questions.

"This is a huge data barrier we are breaking down.

"Now, when we release a new dashboard, it's been a collaborative approach and we know the dashboards will be a vital tool for clinicians and managers to enable effective decision making, to drive change through data and ultimately and most importantly, helping deliver better outcomes for patients."

**Sally Cox, Principle Specialist
Information Services, DHCW**





The aim of this focus is to effect cultural change by providing patients and professionals with materials and tools in order to set goals and preferences, and improve health literacy and support shared decision making.

We are influencing a drive towards investment across NHS Wales in supported self-management.

Person-Centred Care

Population survey 2023

At Welsh Government's request we are leading on Wales' involvement in the Organisation for Economic Co-operation and Development (OECD) PaRIS* project.

*PaRIS stands for patient-reported indicator surveys.

The OECD PaRIS project is an international outcome based benchmarking exercise of patients over 45 with chronic conditions managed by GPs.

Importantly, it will allow us to understand what is needed in the system to drive change and direct resources to meet the needs in GP practices and the needs of our communities. It will give patients the opportunity to have a say on their outcomes and experiences.

They will be asked questions about their general health and quality of life. This is not a "what do you think of your GP practice" survey.



We ran a feasibility study last year, and following that it was agreed to go ahead with the main study (which started in April 2023), with the OECD report expected to be published in 2024.

We are really excited about this vital piece of work in the coming months.

It will become an important data set to inform service redesign, resource allocation and assist with reducing inequalities in health. There is an update in our 23-24 look ahead later on in this report.

Person-Centred Value Based Healthcare programme

Standardised outcome measurement is important in achieving value in health by supporting direct care, quality improvement, service redesign and resource allocation.

However, we also need to understand the needs, goals and preferences of individuals receiving care.

Therefore, we have supported and funded a joint initiative on behalf of NHS Wales to become a supporting partner with Sprink on its Global Centre for Person-Centred Value-Based Healthcare (PCVBHC) Programme.

Wales has been recognised as an international leader in this field, and the programme looks at a model of forming a community of healthcare systems and organisations that work together to implement PCVBHC, and support the development and execution of research and education around it.

Inflammatory Bowel Disease (IBD)

Our work with the Inflammatory Bowel Disease (IBD) clinical network in NHS Wales has been on-going for a number of years.

In the last twelve months, we held a live online patient education event for new or recently diagnosed IBD patients. The panel consisted of NHS Wales IBD specialists and was chaired by a GP who is also an IBD patient. The audience was able to ask questions. The video is hosted YouTube, so clinicians can continue to use it by signposting it to patients to help them better understand their condition and support self-management.

We also helped develop a dietetic video for IBD patients.

Welsh Value in Health Centre Programme Manager Sarah Puntoni explains more: "Dieticians from across Wales led by IBD's national clinical lead were all involved in pulling together the content for the video.

"The purpose of the video is to help patients understand how their diet can impact on their condition, but also how they can manage during a flare up."

UK PROMs Research Conference

In June 2022, we hosted the 6th UK PROMs Research Conference.

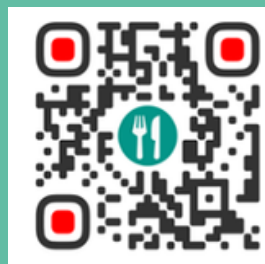
It brought together the very latest PROM research and was a mix of plenary sessions, expert panels and breakouts.

This allowed us the opportunity to support content that took delegates on a journey from PROMs research into the practice use of PROMs in care.

IBD What do I need to know - Patient Education Event



IBD and you diet - Patient video





The aim of this focus is to effect cultural change by developing generalizable new knowledge to support evidence based decision making and evidence the value of our activity.

In this section of our annual report, to illustrate our work we have picked just one example from each section of Research, Impact and Evaluation.

Focus 3

Research, Impact and Evaluation

Research

Research is a vital cog in our work and is carried out by our key partners CEDAR.

The team at CEDAR have carried out a number of research projects for us in the last twelve months, and have many exciting pieces of work coming up in 2023-24.

For this report, as an example, we want to shine the focus on a first of its kind piece of work – PROVISION (PROMs VISualisation).



PROVISION

This study is the first in a programme of research funded by us to develop evidence and tools to improve how PROM data is used in direct patient care.

Patients often complete PROMs, but are not able to see their answers or review their data once they submit their questionnaire. So this key piece of work is asking the question – do patients want to see their PROMs? If so, how would they like to see them? What do PROMs mean to them and how do they think PROMs could be used to improve their own care?

The study is forming patient focus groups in three clinical specialities, heart failure, epilepsy and hip arthroplasty.

The results of this study should establish how patients would like to see their PROMs data and in a way that is easy to understand and meaningful for them.

It is the first step to developing and implementing a patient-friendly model for the visualisation of PROM data.

Impact

It is vital that we are able to demonstrate the impact our work can have on the NHS in Wales, for patients, for healthcare workers and at a policy level.

The example we have picked for this year's annual report is our continuing, and pioneering work in the world of Orthopaedics.

This is just one of many examples of our developing work with the clinical networks under the national clinical frameworks and quality statements.

Delivering Value in Orthopaedics (Hip and Knee)

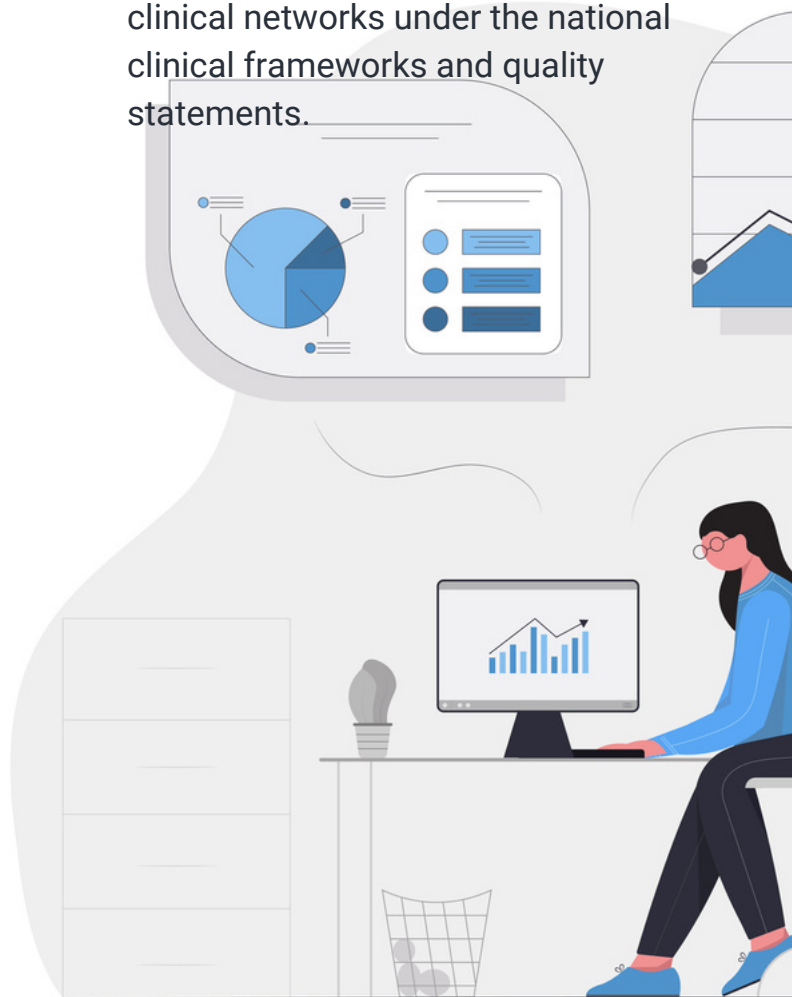
Our work in the MSK field is one of our more mature pieces of work since the formation of the Welsh Value in Health Centre.

We set ourselves a value challenge in hip and knee to look at three questions:

- Do we understand what GOOD looks like at all stages of the MSK pathway?
- Are we doing the right things for our patients? (How will we know? By using PROMs)
- Do we adhere to good practice? (Getting it right first time – GIRFT).

We have made huge forward strides on this value challenge in the last twelve months.

Importantly, this value-based work has allowed us to create opportunities for hip and knee services across Wales, which if implemented would have an impact on the NHS in Wales by driving better outcomes for patients in a way that is sustainable in the long-term.



Delivering Value in Orthopaedics

Our work has identified five value-based opportunities in hip and knee that would impact on NHS Wales driving better outcomes for patients in a long-term sustainable way.

CEMENTED PROSTHESIS

To follow the GIRFT recommendation to increase the use of cemented prosthesis in over 65s across Wales reducing unwanted variation



PREHAB SERVICES

To maximise prehab services in every health board across Wales ahead of hip and knee surgery



PROMS

To collect and then use PROMs to allow for remote monitoring of patients after surgery



BMI

To help patients reduce their BMI improving their outcomes after surgery



NATIONAL INSIGHTS

For all hip and knee networks in Wales to collect all their data through PSOM



Delivering Value in Orthopaedics (Hip and Knee)

- To follow the GIRFT recommendation to increase the use of cemented prosthesis in over 65s across Wales reducing unwanted variation (optimising intervention stage of the pathway)



We say – by choosing the most effective type of fixation for a hip replacement it would ...



MINIMISE COMPLICATIONS



REDUCE THE CHANCE OF NEEDING TO RETURN TO THEATRE



GIVE A COST SAVING (DIRECT AND INDIRECT)

We can see from the data that there is unwanted variation in the type of fixation across Wales.

While the GIRFT recommendation is clear on a cemented prosthesis in over 65s, one health board gives more than 60% of its over 65s fully uncemented prosthesis, while three others give a third of over 65s uncemented.



We say – Optimising patient health before surgery would ...



REDUCE THE CHANCE OF NEEDING TO BE READMITTED TO HOSPITAL



REDUCE THE TIME SPENT IN HOSPITAL



GIVE A COST SAVING



REDUCE SURGERY CANCELLATIONS

Our data illustrates there is a direct correlation between the patient's health ahead of surgery and potential complications, needing to be readmitted to hospital and the amount of time spent in hospital. The data also shows that patients who have significant comorbidities are the most affected.

A specific example is highlighted in the high value work of peri-operative anaemia management. This work ensures that fewer patients have their surgery cancelled, patients have better outcomes and the use of blood products is minimised.

Delivering Value in Orthopaedics (Hip and Knee)

- **To collect and then use PROMs to allow for remote monitoring of patients after surgery (supportive treatment stage of the pathway)**



We say – Using PROMs to enable alternatives to face to face appointments for post-surgical appointments would...

In a ground breaking move, this year we have worked towards making PROMs data available on the Welsh Clinical Portal (WCP).

This means clinicians can use their patient's PROMs for a virtual review of their condition after surgery.

How are they doing since surgery?

Do they need an appointment to see someone face to face?

Are they suitable for patient-initiated follow up?



FURTHER STRENGTHEN THE CURRENT DATA THAT 96% OF PATIENTS DID NOT NEED A FACE TO FACE FOLLOW UP APPOINTMENT



SAVE PATIENTS MAKING UNNECESSARY JOURNIES TO OUTPATIENTS CLINICS – FROM A SUSTAINABILITY POINT OF VIEW AN ESTIMATED SAVING OF 11,000KG OF CARBON EMISSIONS



A DIRECT ANNUAL COST SAVING ESTIMATED TO BE BETWEEN £20,000 - £40,000 PER HEALTH BOARD

Delivering Value in Orthopaedics (Hip and Knee)

- To help patients reduce their BMI improving their outcomes after surgery (optimising intervention and supportive treatment stages of the pathway)



We say – working with patients to reduce their BMI pre-operation would ...



REDUCE POST-OP COMPLICATIONS AND EASE SYMPTOMS



ALLOW FOR PERSON-CENTRED CARE CONVERSATIONS BEFORE AN OPERATION TO SET EXPECTATIONS FOR A PATIENT

Our data shows that people with a higher BMI, who are obese or severely obese are more likely to report a worse patient reported outcome postoperatively than healthy weight patients.

Weight management groups or exercise lifestyle programmes would have an impact on patients here.

- For all hip and knee networks in Wales to collect all their data through PSOM



We say – the potential is huge if all hip and knee services in all NHS Wales' health boards collected PROMs aligned to PSOM. It would ...



ALLOW US TO USE PROMS IN DIRECT PATIENT CARE, TO FACILITATE WHAT MATTERS TO THE PATIENT MOST



IMPROVE CARE FOR HIP AND KNEE PATIENTS ACROSS WALES BY IDENTIFYING LOW VALUE INTERVENTIONS



IDENTIFY WHERE RESOURCES SHOULD BE DIRECTED TO AID RECOVERY

Waiting lists have grown to just shy of 100,000 and baseline activity is only back to 67% of pre-COVID levels.

We may be looking at one the greatest recovery challenges of all time.

However, what it does do is present an opportunity to do things differently through a value-based lense. To do that through PSOM, would mean we have data that can be aggregated to show us the big picture across Wales, at a macro level.

Evaluation

How do we know if things are working?

Are we achieving what we have set out to achieve, is it working for patients?

If it has not worked are we brave enough to say so and work out what we can learn from that?

If it is working, we need to know why and how.

An example of our evaluation work, would be the Long Covid evaluation carried out by CEDAR.

Long Covid

This year, working with our key partner CEDAR, in a Wales first, we were able to demonstrate how collecting and using PROMs and PREMs was a major factor in Welsh Government announcing new funding for a service.

You can read more about our long-COVID reports evaluating Adferiad (recovery) services here:



<https://vbhc.nhs.wales/latest-news/latest-news/long-covid-report-helps-secure-extra-funding-for-adferiad/>





“This is a great example of PROMs and PREMs in action and the importance of collecting them and using the data, to understand in this case, how a new service or services is impacting on patients.

“The lightning speed use of PROMs and PREMs in people using the long-COVID services in Wales, enabled us all to understand the impact on those patients from having the condition, to their experiences of the services available to them.

“Then the question is, what do you do with the data you have collected? The work our colleagues at CEDAR have done on evaluating it and demonstrating the impact of what the data tells us, is a major factor in contributing to the on-going funding announced by Welsh Government.

“For all NHS services in Wales, this example of Adferiad shows the value of collecting PROMs and PREMs and being able to give an evidence-based case for further funding or improved outcomes.”

Dr Sally Lewis

Director of Welsh Value in Health Centre.

National Clinical Lead for Value-Based and Prudent Healthcare.





The aim of this focus is to effect cultural change by fostering a culture of partnership and collaboration, ensuring an evidence base for Value-Based Healthcare.

We know we cannot do this alone.

Focus 4

Strategic Partnerships

Health Boards' Value-Based teams

This year, has been a huge year for Value-Based Healthcare at a health board level.

We end this year with all of Wales' Health Boards and Trusts in Wales having value-based teams.

We host the National Leads for Value Planning and Delivery Group to create a platform for driving VBHC implementation across Wales.

International community of practice

This year we have further strengthened our role within the international community, with key partners such as Portugal's health system, the University of Texas, the Australian healthcare system and NHS Scotland.

It provides us with the opportunity to tackle similar sustainability issues while showcasing our work and Wales' journey towards creating a Value-Based Healthcare system to an international audience.

We have been able to guide the development of Value-Based health systems worldwide, cementing our reputation as a global leader in health transformation.

These partnerships are mutually beneficial of course, and we have taken learning from our international colleagues across the world.



Value-Based Health and Care Academy at Swansea University

We have continued to work in partnership with our colleagues, and key partners, at the VBHC Academy at Swansea University (Intensive Learning Academies Wales). Some of our senior management team at the Welsh Value in Health Centre have provided content and presented for the Academy's variety of education programmes. Other members of our team attended the Principle of Value-Based Health and Care executive education intensive short course.

Looking ahead to 2023-24, it is our intention to create and sign a Memorandum of Understanding with the VBHC academy, as part of our role to support the education of Value-Based Healthcare within Wales and beyond.

PICO Wound Management. A Value-Based procurement contract

Working with value colleagues at Aneurin Bevan UHB, we helped facilitate a value-based procurement contract with Smith and Nephew.

This project is an excellent example of how well health boards in Wales and Industry can work collaboratively and innovatively to improve outcomes for patients.

This matters because we want to see a growth in outcomes-based contracts in Wales to ensure we are achieving the highest value from new technologies.



Some other bits we wanted to tell you about...

Extra Value

Our team and the Programme Management Office

The management of the Programme Management Office (PMO) function was transferred across to the Head of Person Centered Care in December. In collaboration with the team a restructure of operational processes has taken place to streamline the PMO functions and strengthen governance.

We remain committed to further strengthening the PMO functions going forward.

New home

In November, we were able to move into our new home, thanks to Cwm Taf Morgannwg University Health Board. It's our permanent home since becoming the Welsh Value in Health Centre.

We are very proud to be working in such a creative and collaborative space. You can find us at The Hub in Llantrisant, next to Royal Glamorgan Hospital.

Value-Based Health Cast

This year, we started the Value-Based Health Cast.

Held monthly, on the last Friday of every month, it's sixty minutes of all things value.

It's an interactive show, in which the audience sign up in advance and can ask questions on that month's subject, and is part of our commitment to engagement and education.

Its regular presenters are Dr David Hanna and Dr Nick Wilkinson.

You can see all the past episodes here:



To be continued...

The next twelve months of Value-Based Healthcare in Wales



The look forward 2023 - 2024

Thank you for joining us on this look back on the last twelve months.

However, we are already working on the next twelve months of Value-Based Healthcare in Wales, and we are excited about it and the possibilities for the NHS in Wales.

As a team, we feel this will be the biggest year yet for the Welsh Value in Health Centre.

Part of our strategy is to continually update all our partners and stakeholders on the impact our work is having throughout 2023 and 2024. So you will be hearing from us regularly.

We have set out our priorities for the year, which are aligned with the NHS Executive's priorities and Welsh Government's priorities for health.

As a teaser, here is what you can expect from us.



The impact of the five million pound Value-Based Healthcare allocation fund

Small amounts of funding create the courage and confidence to do big things.

The five million pounds we awarded to various projects across Wales are already making a real difference and will continue to do so over the coming months.

We cannot wait to share with you their progress.

The PROMs collaborative

We held our first ever PROMs collaborative at the start of the year, however, this is something that will grow in the next twelve months.

The PROMs collaborative will help us support and troubleshoot a coordinated approach to implementation of software, data standards and other technical issues, data visualisation and robust analysis.

The All-Wales Framework

We have talked about the work that has been going on behind the scenes on the All-Wales PROMs Outcome Collection Framework.

This year, is the year that will all come to fruition.

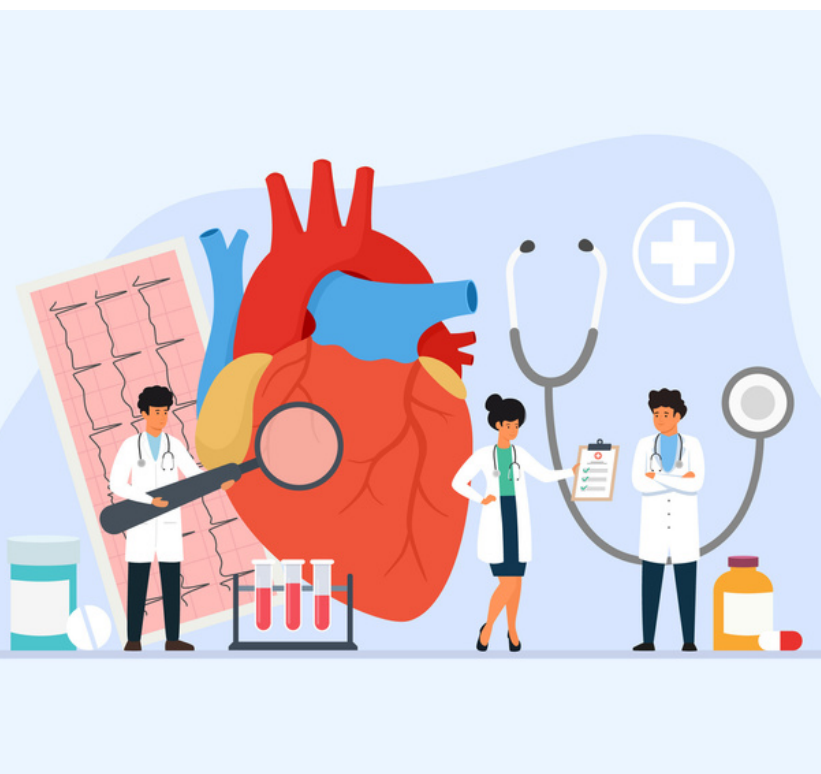
We will be able to announce which suppliers are on the framework, and work alongside health boards to help implement it.

Population Survey 2023

We have just finished recruiting for the provider (GP) part of our population survey 2023. Thank you to all the sampled GP practices that took part and thank you to all our stakeholders who have worked so closely with us and supported this work.

The next stage now is the most important part of the survey, hearing from patients and what life is like for them using the NHS in Wales. It will give patients the opportunity to have a say on their outcomes and experiences. This survey will allow us to benchmark ourselves with other countries around the world. More importantly, it will provide us with the evidence of where the pressure is, where resources need to be directed and how we can improve the systems.

The system cannot change what the system cannot see, so the results of this survey will be vital to put in front of policy makers.



Major projects

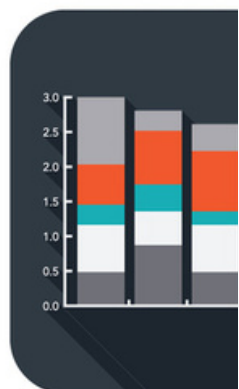
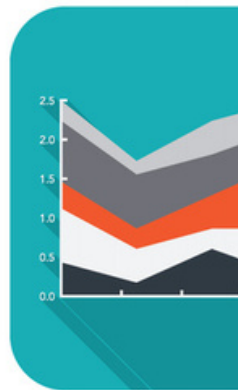
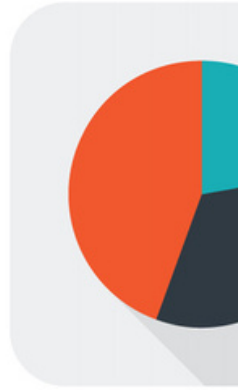
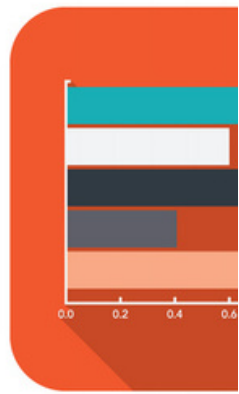
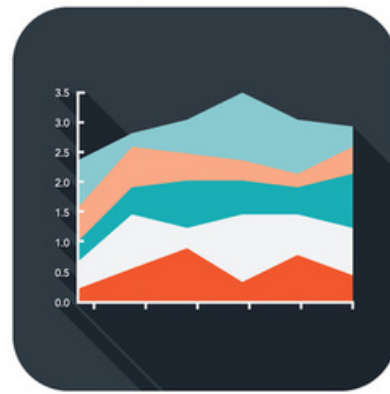
We have some major projects planned for this year.

We are working with Welsh Government on a new **PREMs (patient reported experience measures) framework**.

We are working on with the **Palliative Care Network**, having already helped produce a dashboard for the team, we are now looking at that data with clinicians to work out a value-based approach to the pathway.

Working with **Vascular/Diabetes teams** will be a major piece of work. One of which is already starting to develop as we look at the benefits of implementing new technology to help manage diabetes with the ultimate aim of reducing unwanted amputations.

Our colleagues at **CEDAR** will continue another twelve months of vital research and evaluation including the **PROVISION study** and a **PROMs score analysis guide**.



Our key partners



We cannot achieve our programme mission in isolation.

We rely on other organisations, programmes and teams to help us achieve a Value-Based Healthcare system for Wales.

We would like to take this opportunity to thank every single one of our key partners, teams and individuals for their work in the last twelve months and looking forward to working with you in the future.



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