



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board

2019/20

SWANSEA BAY UNIVERSITY HEALTH BOARD HIGHLIGHT REPORT



Swansea Bay University Health Board was established in April 2019 and looks after the health needs, as well as the commissioning, planning and delivering of healthcare, for the people of Neath Port Talbot and Swansea. This work is not undertaken by the Health Board alone, with strong relationships in place with local authorities and other NHS Wales organisations, as well as through regional partnership arrangements such as public service boards and the West Glamorgan Regional Partnership Board.

Our intention is for our Health Board to move to being a population health focused organisation, commissioning services to meet patient and community needs. The two strategic aims, Supporting Better Health and Delivering Better Care, and associated enabling objectives, are clear as to our ambition to change, and we will become increasingly focused on working with partners to improve the wellbeing of our population.



An Unforgettable Year

We started as a different organisation back in April 2019, following the transfer of the commissioning responsibility for the population of Bridgend to Cwm Taf Morgannwg University Health Board. Although there was sadness at losing colleagues who were moving organisations, there was also a sense of excitement as we developed our plans and ambitions for Swansea and Neath Port Talbot.

No one could have foreseen that we would end the year at such a significantly challenging time, not just for our Health Board, Wales or the UK, but on a global-basis, as the world continues to respond to the Covid-19 pandemic. The commitment and response we have seen from our staff as the pandemic has heightened has been incredible and testament to the hard work and commitment our people bring to their roles every day. We recognise that this is an extremely anxious and worrying time for all, as at the time of writing, we do not know what the future is going to bring. However, we are clear that we must take every opportunity to learn from the significant change we have made and 'lock-in' improvements wherever we can.

Whilst our annual report offers you a detailed analysis of all we have done between the two momentous events mentioned above, we have selected some of the many highlights for you to consider here.

We thank our staff, patients, partners, and local communities for supporting us to continue to provide care to our patients and improve the health of our local population.

Stay safe and well,

Professor
Tracy Myhill
CEO



Changing of the Guard

We said goodbye to our Chair, Andrew Davies, in June 2019. Andrew leaves a strong legacy in our organisational values, Caring for Each Other, Working Together and Always Improving, which he championed tirelessly throughout his tenure and which we are determined should remain core to our behaviours and approach.

Following Andrew's departure, Emma Woollett was appointed interim Chair and following a rigorous selection process, was confirmed as our substantive Chair in April 2019.

Emma said: **"It is a great honour and responsibility to have been appointed substantive Chair of Swansea Bay University Health Board.**

"I remain very optimistic about the opportunities for SBUHB. I am looking forward to continuing to work with and support you; not just through the immediate crisis but for the long term health and wellbeing of all those who live and work across our region."

Elsewhere Martyn Waygood replaced Emma in the Vice-Chair role on an interim basis and we were also very pleased to welcome Nuria Zolle as our third sector independent member.

In relation to executives, we saw the departures of Sandra Husbands, Director of Public Health, and Lynne Hamilton, Director of Finance, who retired in February 2020 and were pleased to welcome Keith Reid as Director of Public Health, first on an interim basis and then, following a recruitment process, substantively appointed in December 2019.

Darren Griffiths has taken up the Director of Finance role on an interim basis and we are grateful to him for supporting our Health Board during this time.





Valuing and Appreciating Our Staff

'Great staff experience results in great patient experience and every role counts!'

The **#LivingOurValues** campaign (launched in July 2019) invites staff to sign a pledge card which describes how they live the organisational values. The campaign is inclusive and encourages participation from every corner of the organisation, from ward to board, including the committee structures, senior unit teams and trade union partnership groups.

To date there have been more than 800 pledges signed by a combination of teams and individuals, with more than 30 #LivingOurValues workshops and a pledge-o-meter created measuring how many pledges have been received.

The *Living Our Values Awards: Celebrating the Swansea Bay Way* were launched as part of a programme of recognition and reward and will be used as a vehicle to help bring the organisation back together and celebrate what they have achieved throughout the Covid-19 pandemic.

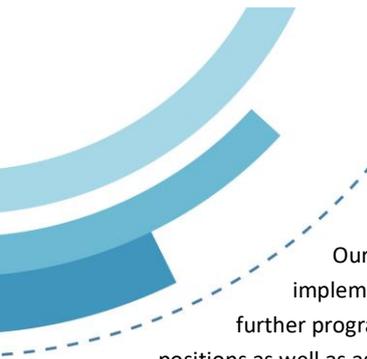
The year also saw the introduction of The Guardian Service in May 2019 as a one-year pilot. The service provides independent, confidential and non-judgmental support to staff raising concerns and focuses on working with both individuals and the organisation to reach a resolution on a 24/7 365 basis. The health board is the first in Wales to trial the service model.

Our Patient Choice Awards provide patients, carers, relatives and visitors with the opportunity to have their say and nominate a member of staff, who they feel has made a real difference, and gone above and beyond their duty. In all, 194 staff members, teams and wards were recognised this year during five events across main hospital sites, with one event for primary and community services delivered in conjunction with social services.

Our very Own Nurse of the Year

Jean Saunders, crowned as the Royal College of Nursing Wales Nurse of the Year for her work to support asylum seekers in her care. It demonstrates the importance we place on patient care and experience, as well as equality and diversity, so to not only have one of our nurses celebrated in this way this, but to have others shortlisted, is a wonderful achievement.





Developing Leadership Capacity and Capability

Our leadership development programmes continue to expand with the implementation 'Footprints', the programme for middle-management, further programmes have been developed for those in more senior leadership positions as well as aspiring managers or team leaders, 'Bridges' and 'Impact' respectively. To date, more than 1,300 people have attended one of these programmes.

We also held three Leadership Summits with a mix of internal and external speakers ensuring that these events were engaging, informative and focussed on up-to-date thinking in leadership best practice, ensuring our staff are supported to deliver excellent patient care.

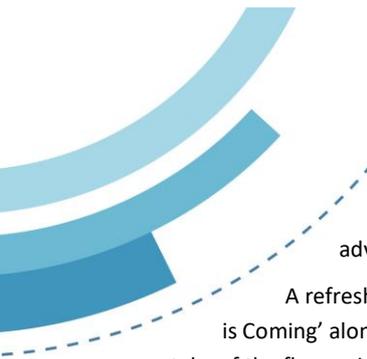
Clinical leadership has also been a focus this year with the launch of our Consultant Development Programme and is now entering its third cohort, with 37 consultants enrolling to date.

Our CEO, Tracy Myhill, certainly led by example in 2019 and scooped two leadership awards. The first being the Leader Award at Chwarae Teg's Womenspire Awards and the second the Leadership in the Public Sector category in the Leading Wales Awards. The Leading Wales Awards judging panel said Tracy "...led from the heart...", and described her as 'humble, genuine and inspirational'.

Supporting Staff Health and Wellbeing

The delivery of mindfulness-based groups and 'Managing your Wellbeing' courses have supported the health and wellbeing of staff and a return to work after sickness absence. Managers have been supported to understand mental health in the workplace and the team has delivered training on the use of the stress standards to enable early support for staff experiencing stress in the workplace.

Increased partnership working with Time to Change Wales to reduce stigma and discrimination associated with mental health in the workplace has seen volunteers sharing their personal stories of overcoming mental health issues and remaining or returning to work. Our Chief Executive signed the Time to Change Wales pledge on behalf of our Health Board in September 2019, demonstrating the commitment to this campaign.



A successful wellbeing week in September 2019 saw staff take advantage of a variety of informative and interactive resources.

A refreshed staff flu marketing campaign for 2019-20 using the theme 'Winter is Coming' along with the new role of staff flu campaign coordinator helped increase uptake of the flu vaccination to 58.6% of frontline staff, with nearly 9,000 receiving the vaccination.

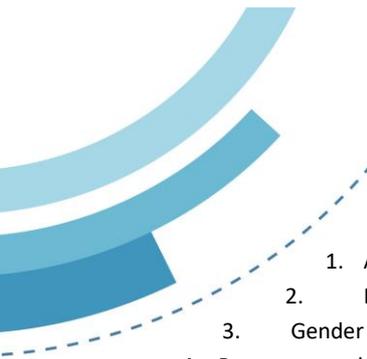


Our Health Board continues to deliver the European Social Funded (ESF) 'In Work Support' service which delivers mental health and musculoskeletal support to local employees working in small to medium size enterprises.

Equality, Diversity and Human Rights

Our Health Board is committed to treating everyone fairly as well as prioritising its duty to:

- Eliminate discrimination, harassment and victimisation;
- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not share it;
- Foster good relations between people who share a relevant protected characteristic and those who do not share it.



The nine 'protected characteristics' are:

1. Age
2. Disability
3. Gender reassignment
4. Pregnancy and maternity
5. Race
6. Religion or belief
7. Sex
8. Sexual orientation
9. Marriage and civil partnership (in relation to being treated differently at work)

Examples of key equality highlights for 2019-20 include:

- The primary care children and families' wellbeing team won the Improving Health and Wellbeing Category of the NHS Wales Awards 2019, alongside Swansea Council, for their work to reduce the impact of adverse childhood experiences in the Penderi ward, which takes in some of the most deprived areas of the city;
- The collaborative Diversity and Inclusion Conference with Hywel Dda University Health Board 'This is Me' celebrated the diversity of our workforce and promoted an inclusive workplace for everyone.
- Calon, our Health Board's LGBT+ and allies' staff network, joined NHS Wales's colleagues at Swansea Pride and Pride Cymru.
- A new Black and Minority Ethnic (BME) Staff Network was set up to raise cultural understanding, improve staff support and boost patient care across our Health Board. It was launched at Morriston Hospital during a Black History Month event to celebrate ethnic and cultural diversity.
- Swansea Bay staff organised a major event to mark World Mental Health Day with more than 60 groups and organisations represented demonstrating the range of services available for people needing support.
- We launched PROJECT SEARCH in partnership with...XXX which offers work experience in a variety of departments to interns with learning disabilities whilst they gain a qualification with Gower College.
- Trans awareness training sessions were delivered through our organisation by Stonewall Cymru to help staff gain a basic understanding of gender identity and terminology.

The Welsh Language

Our Health Board is committed to making the Welsh language as visible and accessible as possible and has produced an action plan, based upon joint working with other health boards, to deliver the necessary requirements during 2019/20 into 2020/21.

In March 2020, a Welsh language standards report acknowledged that whilst good progress has been made, we recognise that there is much more to do to improve its Welsh language services.

A full annual report setting out compliance with the Welsh language standards will be available on our website in autumn 2020.

Swansea Bay Health Charity

The year also saw the launch of our very own fundraising department. The team supports the Health Charity in a bid to support patients, staff and services within Swansea Bay University Health Board area.

Swansea Bay Health Charity does not replace NHS funding but uses the generous donations received from patients, their families, staff and local communities to provide above and beyond what the NHS can provide.

In all the charity will manage around 275 funds for equipment, research, training and patient care allowing those who donate the chance to specify which area they would like to benefit.



ELUSEN IECHYD
B A E A B E R T A W E
S W A N S E A B A Y
HEALTH CHARITY

Digital Transformation

Our *Better Health, Better Care, Better Lives* organisational strategy states that the organisation will maximise digital opportunities and use it to transform how people's health is improved and how care is delivered.



During 2019-20, our digital strategy *Destination Digital* established five digital transformation programmes of work to deliver change and a number of essential digital enabling programmes to support delivery. The pace and scale of the digital transformation has been significant during the period and highlights have included:

- The Swansea Bay Patient Portal - a digital tool that provides our citizens with access to their own care records, empowering them to take more responsibility and play an active role in their care
- The Signal E-Whiteboard Solution - replaces physical whiteboards on wards with a digital alternative, to ensure live information is available for every patient in our hospitals
- Mobilisation of Community staff - all of our community staff have access to an iPad to help them work more efficiently and have more time for patients
- Health Records Modernisation - the implementation of electronic tags on paper based patient records. This has improved the effectiveness and efficiencies of paper records provision whilst we transition from paper to electronic
- Enabling business intelligence and analytics - accelerating the use analytics and BI dashboards across the organisation to support evidence based decision making



DESTINATION: DIGITAL
DYFODOL: DIGIDOL



Our Approach to the Wellbeing of Future Generations Act

Our Wellbeing Objectives are:

- Giving every child the best start in life;
- Connecting communities with services and facilities;
- Maintaining health, independence and resilience of communities of individuals, communities and families.

In May 2019, a Board Development Session with the Future Generations Commissioner considered how our organisation could embed the sustainable development principle, and the principles of the Act, in its thinking and actions through all that our organisation does.

Some of the progress to date has been working directly with colleagues to set up bespoke national school nurse training, working with communities in a neighbourhood area to build on *What is Strong Not What is Wrong*, and our Health Board using our environment to improve physical and mental health.

Organisational Strategy

Our ambitions and opportunities for the past year and beyond are:

- Play a full role in the local and regional health economy;
- Increase focus on improving population health and wellbeing;
- Integrate services with partners in communities;
- Ensure sustainability and delivery of consistently high quality care;
- Support better health and wellbeing by actively promoting and empowering people to live well in resilient communities;
- Deliver better care through excellent health and care services achieving the outcomes that matter most to people.

Clinical Services Plan

Our five-year programme to transform the health and care services in Swansea Bay University Health Board was approved by our Board in January 2019.

It describes how wellness, primary and community services will be transformed to underpin significant service change in major hospitals, enabling them to dedicate their expertise to meeting the needs of those who most need their care, in particular the frail, elderly and acutely ill.

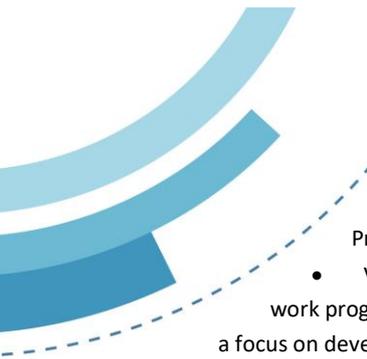


Transformation Programme

The Transformation Board was established formally in May 2019 and meets monthly and includes all members of the Executive Board together with a small number of programme leads and is chaired by our Chief Executive.

Work has focussed on the development of an integrated approach and methodology for transformation within Swansea Bay University Health Board, which will set out:

- The approach to improvement – how does our organisation systematically develop the right skills, mind-set, and tools to embed continuous improvement within the Board and how do we align our specialist resources with the overall goals and priorities of the organisation, including our quality priorities.

- 
- An approach to standardised project management was established during 2019 and there are now around 50 trained Prince2 managers in the organisation.
 - Value-based healthcare work has accelerated since June 2019 and the work programme is now fully aligned with the national strategic direction with a focus on developing an integrated approach so that there is synergy between the improvement approach and the work being taken forward around value.

Risk Management

The key risks which impacted on the delivery of performance within our Health Board during the past year were dominated by the Covid-19 pandemic.

A Gold Command structure was quickly established to manage our Health Board's response and all non-urgent services, such as outpatients and elective surgery, were stopped.

The need to respond and recover from the pandemic will continue both for our organisation and wider society throughout 2020-21 and beyond.

Elsewhere our Health Board experienced unprecedented levels of Unscheduled Care (USC) pressures throughout the year which meant that planned care procedures needed to be cancelled to accommodate the emergency cases, which affected on our ability to deliver on planned care.

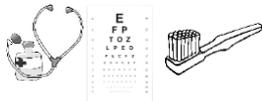
Due to pension changes made by HM Revenue and Customs, the ability of the anaesthetic service to work flexibly ceased, with a number of consultants reducing their number of sessions to the minimum, which impacted on the number of planned care cases which could take place.

Financially, our Health Board started the year with a forecast to breakeven but due to operational pressures, diseconomies of scale following the Bridgend boundary change, and increased continuing healthcare costs, this transpired into a year-end position of a £16.3m deficit.

While in terms of workforce, due to challenges in recruiting, our Health Board is running with a number of vacancies which has increased its reliance on agency and bank staff.

Performance Summary

Primary Care



393,602
registrations
in SBU GP
practices

88% of GP
practices offering
daily appointments
between 17:00 and
18:30 hours

17,828 patients'
received care from
Eye Health
Examination Wales
(EHEW)
(Apr-19 to Feb-20)

278,608 NHS dental
patients treated
(2 year total up to Sept-19)

Unscheduled Care



180,302 new
A&E
attendances

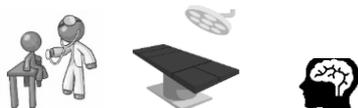
25,648
ambulance
arrivals

70,924
emergency
admissions

537 stroke
admissions
(Apr-19 to Feb-20)

3,557 trauma
cases

Planned Care



232,338 referrals
for new
outpatient
appointments

15,790 Urgent
suspected
cancer referrals

171,039 new
outpatient
attendances and
341,039 follow-
up attendances

3,706 new
mental health
attendances and
19,029 follow-up
attendances

16,601 new
outpatient
appointments
missed (Did Not
Attend)

28,179 total
operations
performed

11,905 cancelled
operations

2,468 newly
diagnosed
cancer patients
treated



Performance analysis

A comprehensive analysis of our performance against the Welsh Government's NHS Outcomes and Delivery Framework is available in the full Annual Report.

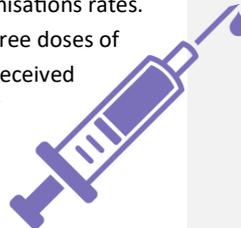
Targeted Intervention Priorities

Our Health Board was placed in Targeted Intervention (TI) by the Welsh Government in 2016 as part of the NHS Wales's escalation and intervention arrangements.

Our Health Board continues to focus strongly on the Targeted Intervention priorities through routine performance reporting and structured performance management. All of the targeted priorities were core to our Health Board's Annual Plan in 2019-20 and continues to be a pivotal element of the 2020-21 Annual Plan.

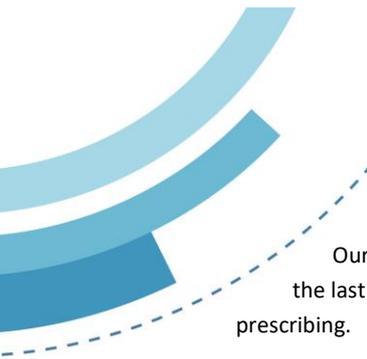
Childhood Immunisations

Good progress was made throughout the year to increase childhood immunisations rates. Between April 2019 to December 2019, 2,690 (96%) of children received three doses of the hexavalent 'six in one' vaccine by age one and 2,867 (92%) of children received two doses of the MMR (measles, mumps and rubella) vaccine by the age of five. Our Health Board achieved the 95% target for MMR for five year olds but fell short of the 95% for the 'six in one' vaccine for one year olds.



Influenza Vaccination

The complete data for the uptake of the influenza vaccination was not available at the time of writing this report, however internal data suggests that our Health Board fell just short of the 60% target for healthcare workers with 59%. Internal data suggests that the uptake among children two to three years old was achieved in 2019-20, however the targets for over 65 year olds and under 65s in at risk groups were not achieved.



National Prescribing Measures

Our Health Board has made significant progress in the last year to reduce overall antibacterial and antibiotic prescribing.



Infection control and reducing the number of healthcare acquired infections is a targeted intervention priority for us and we achieved all of our internal reduction profiles in 2019-20. Although reductions in rates of HCAs (healthcare acquired infections) has been made in each of national measures over the last 12 months, further focus is required to achieve the targets set by Public Health Wales in line with all health boards across Wales.

Eye Care Measures

A new eye care measure commenced reporting in 2019-20 which is based on priority and urgency of care required by each individual patient. We have made steady progress against this target from 67% in April 2019 to 76% in March 2020, and we are above the all-Wales average.



Cancer

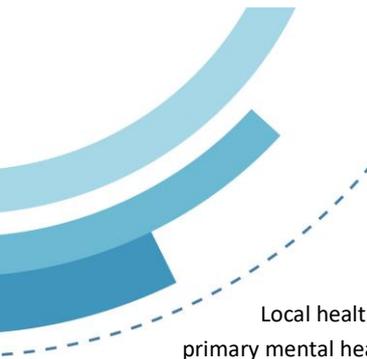
Timeliness of treatments offered to newly diagnosed patients with cancer in Swansea Bay via the urgent suspected cancer and non-urgent suspected cancer routes have generally compared well with other health boards across Wales.

In March 2020, 85% of cancer patients who were referred by their GP as urgent with suspected cancer commenced treatment within 62 days of their referral, against a minimum expected standard of 95%. In addition, 93% of patients who were on a 'non-urgent suspected cancer' pathway commenced treatment within 31 days of the requirement for treatment being agreed with them.



We delivered a number of achievements in 2019/20 including embedding the Rapid Diagnostic Centre into Neath Port Talbot Hospital. An evaluation of the service found that waiting times for some patients were reduced by up to 92%.

We have increased our surgical and radiotherapy capacity by working in partnership with other NHS providers, and we have developed a cancer programme business case which will modernise and improve service delivery in our South Wales Cancer Centre.



Mental Health

Local health boards and local authorities work together to establish a local primary mental health support services (LPMHSS) to provide:

- Assessment
- Short-term interventions
- Information and advice
- Onward referral to other services, where appropriate

We achieved the 80% for 10 out of the 12 months and consistently achieved the target every month with the exclusion of CAMHS, which is provided by Cwm Taf Morgannwg University Health Board on our behalf and we are actively working in partnership to address the challenges they face in relation to waiting times for under 18s.



Universal Mortality Reviews

The Welsh NHS has undertaken pioneering work to ensure that reviews are completed of the clinical records of patients who die in hospital. Throughout 2019-20 our Health Board met and often exceed the 95% national target for this measure and were consistently the best performing health board in Wales.

Commented [LL(BU-CG1): Is this a specific service???)

Delayed Transfer of Care



Delayed transfers of care continue to be a challenge for many health boards across Wales. We continue to focus on reducing length of stay but also reducing the number of people who are 'discharge fit' and it is not in their best interest to be in a hospital bed.

A major cause of the ambulance delays is the flow (release of beds) through hospitals and despite the improvements at 'the front door', delays at 'the back door' continue to be a key contributory factor. In 2019-20, our Health Board in partnership



with our local authority colleagues, introduced the Hospital to Home pathways to support more timely flow of patients from hospital into the community.

The service provides provision that encompasses the physical and mental wellbeing of individuals and it is felt that this service has the potential to maximise the use of the existing social care capacity to best effect and ensure there is flow across the system.

Phase one of Hospital to Home, for patients with less complex care needs, was implemented in December 2019 and initial figures show that there has been a positive impact on medically fit for discharge patients.

Clinical Coding

We have significantly improved our compliance against the coding measure relating to the percentage of episodes clinically coded within one month by increasing performance from as low as 20% in 2016 to 94% in March 2020.



Complaints

During 2019-20, over 1,300 complaints were received by our Health Board with the main themes relating to communication issues, admission, and clinical treatment. Throughout 2019-20, 100% of complaints were acknowledged within two working days and every month we achieved the national target of providing a final response to complaints within 30 working days.

Sustainability



Our Health Board is responsible for 67 sites comprising three acute hospitals, four community hospitals, clinics, health centres and learning disability units, as well as three associated support buildings without direct patient access including headquarters and central laundry.

All six sites that require ISO14001 Environmental Management accreditation successfully retained it in 2019-20.

Environmental Targets

We more than met our environmental targets on waste, electricity, and gas and water for 2019- 20 although the results are largely due to the reduction in size of the building portfolio following the Bridgend boundary change.

Our Health Board's overall waste volume reduced by 23.22%

The total electricity consumption has reduced by 24%

The total gas consumption has reduced by 20%

The total water consumption has reduced by 34%

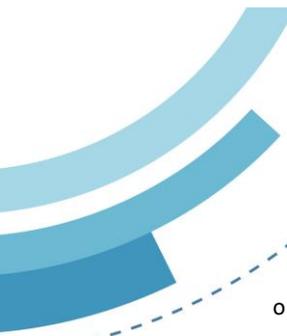
Sustainable Development

Our Health Board is fully committed to reducing its carbon footprint and in previous years achieved and retained ISO14001:2015 accreditation for the environmental management systems at all its hospitals. This demonstrates the commitment to achieving legal and regulatory compliance.

Green Projects



Our Health Board has progressed our collaboration with Welsh Government local partnerships regarding the possible purchase of the rights for a solar farm and a private wire from a large solar farm located approximately two miles from Morriston Hospital.



Green Infrastructure - since the enactment of the Wellbeing of Future Generations Act, we have actively engaged with other bodies within Wales who are responsible for the stewardship of the natural environment in order to promote green infrastructure within our organisation and contribute to our well-being objectives.

National Lottery Funding 'People's Choice' – our Health Board was successful in securing a grant from the National Lottery administered by Keep Wales Tidy and received £50,000 to improve two courtyards at Morriston and Gorseinon hospitals.

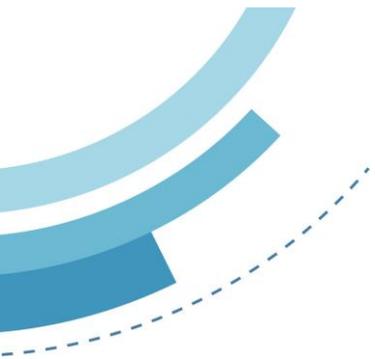
Financial

We maintained our focus on recovery and sustainability during 2019-20 and further developed our transformational agenda through the identification of high value opportunities. Through recovery and sustainability, our Health Board was able to deliver £19m of the £22m savings requirement, which was a higher level of delivery than in previous years.

During the year, however, our Health Board experienced significant operational pressures which resulted in the reported end of year deficit being £16.3m.

Going forward, our Health Board's clear ambition and focus is on developing and delivering a sustainable and balanced financial plan. Understandably this approach has been affected by our organisational response to Covid-19, but the ambition for a sustainable financial plan for future years remains unfaltering with an emphasis on management of cost pressures and cost avoidance; developing and delivering savings through local schemes; transformational change; revised financial delivery mechanisms and key efficiency opportunities.





Find out more

**For more information about the topics covered in this Highlight Report,
please see our full annual report, which is available under:**

About Us: Key Documents on our website: www.sbuhb.nhs.wales

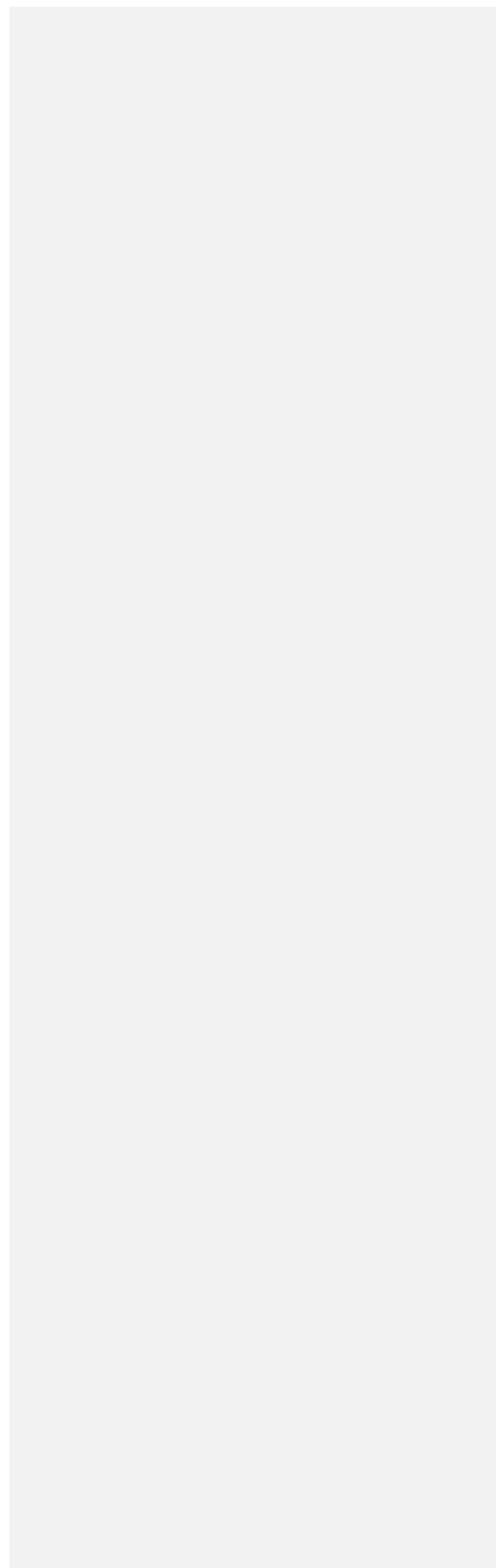
FOLLOW US ON:



@Swanseabay.nhs



@SwanseabayNHS





GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



**FOR MORE INFORMATION ABOUT THE TOPICS COVERED IN THIS HIGHLIGHT REPORT, PLEASE
SEE OUR FULL ANNUAL REPORT, WHICH IS AVAILABLE UNDER ABOUT US: KEY DOCUMENTS
ON OUR WEBSITE: WWW.SBUHB.NHS.WALES**