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Swansea Bay University  
Health Board



<b>Meeting Date</b>	<b>22<sup>nd</sup> July 2021</b>	<b>Agenda Item</b>	<b>2.2</b>
<b>Report Title</b>	<b>Engagement on <i>Changing for the Future</i> – Our Plans for Changing Urgent and Planned Care Services following Covid</b>		
<b>Report Author</b>	Joanne Abbott-Davies, Assistant Director of Strategy & Partnerships		
<b>Report Sponsor</b>	Siân Harrop-Griffiths, Director of Strategy		
<b>Presented by</b>	Siân Harrop-Griffiths, Director of Strategy		
<b>Freedom of Information</b>	Open		
<b>Purpose of the Report</b>	The purpose of this report is to outline the proposed engagement on <b><i>Changing for the Future</i></b> , which outlines the Health Board's proposals for changes to urgent and planned care services as outlined in our Annual Plan. All changes proposed as a result of learning from the pandemic, new and different ways of providing services, as well as services where temporary changes were made prior to the pandemic have all been included within this engagement. Alongside specific proposals which the public will be asked to comment on, some areas are outlined where the Health Board wants feedback from the public to take account of as it develops further proposals for change. Also included are the timeline and engagement process proposed for the engagement.		
<b>Key Issues</b>	The finalisation of the Health Board's Annual Plan has enabled the range of service changes requiring engagement to be identified and agreed with the Swansea Bay Community Health Council. As a result, the attached engagement document, process and timeline have been developed to enable engagement to take place on the changes proposed to services and to gather feedback to inform the Health Board's future plans.		
<b>Specific Action Required (please choose one only)</b>	<b>Information</b>	<b>Discussion</b>	<b>Assurance</b>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<b>Approval</b>
			<input checked="" type="checkbox"/>

<b>Recommendations</b>	<p>Members are asked to:</p> <ul style="list-style-type: none"> <li>• <b>NOTE</b> the process undertaken to date to develop engagement documentation, timeline and processes</li> <li>• <b>ENDORSE</b> the proposed timeline</li> <li>• <b>ENDORSE</b> the proposed process for engagement</li> <li>• <b>ENDORSE</b> the engagement document and summary version</li> <li>• <b>NOTE</b> the press release accompanying the engagement</li> <li>• <b>NOTE</b> that the outcome of the engagement will be considered by the Health Board in October 2021</li> </ul>
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# PUBLIC ENGAGEMENT ON *CHANGING FOR THE FUTURE* – OUR PLANS FOR CHANGING URGENT AND PLANNED CARE SERVICES AFTER COVID

## 1. INTRODUCTION

This report outlines the progress made since the finalisation of the Health Board's Annual Plan on developing the engagement document, timeline and supporting engagement process for ***Changing for the Future***, our plans for changing urgent and planned care services after Covid. The engagement document and associated timeline and process have been agreed with the Swansea Bay Community Health Council.

## 2. KEY ISSUES

In May 2021 the range of service changes arising from the Annual Plan of the Health Board were analysed and grouped to ensure that appropriate processes could be put in place to enable these service changes to be engaged on, in line with Welsh Government guidance on public engagement and consultation. Many of the changes outlined in the engagement document have previously been engaged on through the Changing for the Better programme, South Wales Programme and other previous engagements. The proposals within ***Changing for the Future*** aim to ensure hospital and associated community services within Swansea Bay are sustainable, safe and of the highest quality possible for our population.

The engagement document includes those changes we had put in place due to the pandemic which we now want to make permanent. At the outset of the pandemic we agreed with the Community Health Council that the Health Board could implement any necessary changes without prior reference to them, on the understanding that these were considered temporary changes. Should the Health Board wish to make any of these changes permanent, these would need to be engaged upon with the public at an appropriate time. It also includes proposals to make permanent temporary changes in services made prior to the pandemic. These relate to the evolving model of urgent and emergency care which will increasingly focus these services at Morriston Hospital. The changes include the closure of the Minor Injuries Unit at Singleton Hospital, so that the staff and resources can be utilised instead to support urgent and emergency care services for patients with more serious needs. This service has been temporarily shut since October 2018 with the service delivered from Neath Port Talbot Hospital's Minor Injuries Unit. The other temporary change to be made permanent is the reduction in overnight operating hours for the GP out of hours' service based at Neath Port Talbot Hospital due to problems with staffing this consistently. This service has been operating with temporarily reduced hours (between midnight and 8am) since August 2017. Finally, the engagement document also incorporates those additional proposals from our Annual Plan which will result in service changes. The engagement document is included as **Appendix A** and a summary version as **Appendix B**.

***Changing for the Future*** aims to be a single, integrated engagement process including all the proposed changes to Hospital and associated Community Services. This will mean that the resultant messages are more coherent, balanced and manageable, both for the Health Board and also for its partners, stakeholders and the public, bearing in mind the extent and range of service changes being proposed. A press release has been prepared alongside the Board papers on this engagement, which is included as **Appendix C**. A similar staff bulletin has also been prepared and shared with staff electronically.

The title for the engagement was specifically considered as it is important that this has resonance for our staff and the public. Bearing in mind the high visibility and ongoing credence of the Changing for the Better programme, undertaken in 2013, it has been agreed that ***Changing for the Future*** would

resonate with the large number of both internal and external people who were involved in Changing for the Better and the recent Clinical Services Plan. For those not involved, it would still convey the Health Board's intention to change services to meet the challenges of the future.

The engagement process involves a wide range of groups and organisations, and different ways to engage with them. A virtual engagement hub is being established with all key information and the ability for people to electronically submit views on the Health Board's proposals. The engagement document will be available in a range of languages and accessible formats. The Equality Impact Assessment is being developed and will be available for consideration by the public as part of the engagement process. More details regarding the engagement process can be found at **Appendix D**.

The engagement process and timeline are set so that we will involve Health Board staff as well as partners, stakeholders and the public and ensure they have opportunities to give their views on the changes proposed. The engagement has been agreed with the Swansea Bay Community Health Council as a 10 week engagement, From 26<sup>th</sup> July to 1<sup>st</sup> October 2021 and the detailed timeline is included as **Appendix E**.

Alongside the engagement, formal staff consultation utilising the All Wales Organisational Change Process will progress in parallel, with the pre-consultation stage running during the summer and autumn and the formal consultation running over the winter months.

### 3. RISKS

The ***Changing for the Future*** engagement programme is wide-ranging but outlines the range of changes being proposed in line with Changing for the Better, our Clinical Services Plan, and set out in our Annual Plan. Progress with the engagement will be monitored closely throughout to ensure that all stakeholders, including hard to reach groups have the opportunity to give their views on the changes to services proposed.

The service changes included in this engagement document are key components of the Annual Plan 2021-22 and the financial implications of these changes are being managed within these arrangements.

The engagement programme outlined and associated staff consultation process will require significant input and collective effort from all concerned within the Health Board to ensure that these proposals result in the improvements in services and outcomes anticipated.

### 4. RECOMMENDATIONS

Members are asked to:

- **NOTE** the process undertaken to date to develop engagement documentation, timeline and processes
- **ENDORSE** the proposed timeline
- **ENDORSE** the proposed process for engagement
- **ENDORSE** the engagement document and summary version
- **NOTE** the press release accompanying the engagement
- **NOTE** that the outcome of the engagement will be considered by the Health Board in October 2021

Governance and Assurance		
Link to Enabling Objectives (please choose)	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input checked="" type="checkbox"/>
	Co-Production and Health Literacy	<input checked="" type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input checked="" type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input checked="" type="checkbox"/>
	Partnerships for Care	<input checked="" type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input checked="" type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
Health and Care Standards		
(please choose)	Staying Healthy	<input checked="" type="checkbox"/>
	Safe Care	<input checked="" type="checkbox"/>
	Effective Care	<input checked="" type="checkbox"/>
	Dignified Care	<input checked="" type="checkbox"/>
	Timely Care	<input checked="" type="checkbox"/>
	Individual Care	<input checked="" type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
The changes outlined are focused on improving the quality and outcomes for patients and building these changes on the experiences of our patients and staff.		
Financial Implications		
The service changes included in this engagement document are key components of the Annual Plan 2021-22 and the financial implications of these changes are being managed within these arrangements.		
Legal Implications (including equality and diversity assessment)		
The Health Board has a requirement to ensure that it complies with Welsh Government guidance on public engagement and consultation and that it considers the impacts of these proposed changes on the protected characteristic groups outlined in the Equality Act 2010, including the newly introduced Socioeconomic duty.		
Staffing Implications		
For some staff the changes proposed in the engagement document will result in changes in working arrangements which will be subject to the Organisational Change Policy. There is no risk to the employment of any member of staff.		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
The actions outlined in the report support the five ways of working outlined in the Act. Swansea Bay UHB is working collaboratively with partner organisations to improve services provided for older people with mental health needs.		
Report History	-	
Appendices	<b>Appendix A</b> – Engagement Document <b>Appendix B</b> – Summary Engagement Document <b>Appendix C</b> – Press Release <b>Appendix D</b> – Engagement process <b>Appendix E</b> – Engagement timeline	

