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Bae Abertawe
Swansea Bay University
Health Board



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Report Title	A HEALTHIER WALES: SWANSEA BAY UNIVERSITY HEALTH BOARD (SBUHB) PROGRESS IN IMPLEMENTATION		
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Report Sponsor	Irfon Rees, Chief of Staff		
Presented by	Irfon Rees, Chief of Staff		
Freedom of Information	Open		
Purpose of the Report	To update the Board on Swansea Bay University Health Board's progress in implementing A Healthier Wales		
Key Issues	To provide an overview of SBUHB's progress in implementing <i>A Healthier Wales</i> locally and in contributing to progress at a national level		
Specific Action Required (please choose one only)	Information	Discussion	Assurance
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recommendations	Members are asked to: <ul style="list-style-type: none"> Note the progress 		

A HEALTHIER WALES – SWANSEA BAY UNIVERSITY HEALTH BOARD (SBUHB) PROGRESS IN IMPLEMENTATION

1. INTRODUCTION

This report updates Board members on the progress Swansea Bay University Health Board (SBUHB) is making in implementing *A Healthier Wales* both through local actions and through its contributions to the national agenda.

2. BACKGROUND

A Healthier Wales is the long-term plan for health and social care in Wales. It sets out a future vision of a whole system approach, with greater emphasis on prevention and wellbeing, using new models of seamless local health and care which are designed and co-ordinated around people's needs.

A £100 million Transformation Fund over two years was announced alongside *A Healthier Wales*, to support new models of local health and social care delivered through Regional Partnership Boards. Significant additional monies were invested by Government in 2019-20 to priorities aligned to *A Healthier Wales* (with funding streams targeted differently through Health Boards, Local Authorities, Regional Partnership Boards (RPBs), or National Bodies).

As well as setting out a long-term vision the plan described a set of short term actions: some for Welsh Government, some for local bodies, and others to be delivered in partnership. Welsh Government established a transformation programme to oversee delivery of those actions at national level.

This paper summarises SBUHB's progress in implementing *A Healthier Wales* locally and in contributing to progress at a national level. The Health Board actions are embedded in wider, core programmes of work and therefore monitored through existing governance mechanisms.

LOCAL CONTEXT

A Healthier Wales landed well locally in that its central vision was consistent with the direction of travel in the Swansea Bay region. The region had long-standing partnership arrangements across health and care including an RPB equivalent since 2012 with significant pooled budgets to support integrated services. Good progress was made in increasing the focus and emphasis on primary care and broader wellbeing, with the development and sign-off of the Health Board's Organisational Strategy and Clinical Services Plan providing further intent and momentum to shifting the balance of care. The ARCH programme was well established, providing a platform for regional collaboration and numerous Bevan exemplars provided evidence of the Health Board's support for innovation and early commitment to a value based approach to healthcare.

The development and publication of *A Healthier Wales* has undoubtedly accelerated the pace and scale of the shift towards a whole system approach, with a greater emphasis on prevention and wellbeing.

PRIORITY AREAS

The following provides a summary of progress against some of the priority areas set out in *A Healthier Wales*. It is not intended to be exhaustive, but rather an overview of progress focusing on the priority actions in the plan:

“[Each] Regional Partnership Board will be the key driver of change in health and social care at regional level”

As noted above, the region had an RPB equivalent since 2012 with pooled budgets to support integrated services. An external review of what was the Western Bay Partnership was undertaken last year and recommended a focusing down on a smaller number of transformational priorities rather than seeking to cover all areas of joint activity that was being progressed across the region (much of which had become business as usual). As a result the new West Glamorgan Partnership has developed a clearer set of transformation priorities and streamlined and strengthened its governance arrangements. SBUHB's Interim Chair is Vice Chair of the RPB and SBUHB's Chief Executive chairs the partnership's Executive Group.

“Clusters will continue to develop models of seamless local partnership working, working closely with Regional Partnership Boards to promote transformational ways of working”

“Each Regional Partnership Board will identify and promote at least two models of seamless locality based health and social care services”

The Western Bay Regional Partnership Board approved and subsequently secured Welsh Government support and funding for two transformation proposals/approaches:

- 1) The *Cluster Whole Systems* approach aims to build on the early progress of the Cwmtawe cluster. The cluster developed a cluster led integrated health and social care system for their area, made up of Swansea Council for Voluntary Services, GP practices and integrated health & social care team managers and covers Clydach, Morriston, and Llansamlet. The cluster developed a three-year plan to improve health and well-being.

The broader programme now has a number of projects grouped under four themes:

- Improved population health and wellbeing
 - Better quality, more accessible services
 - Higher value health and social care
 - Motivated and sustainable workforce
- 2) The *Our Neighbourhood* approach seeks to make services work as a single system, ensuring staff from across all agencies are engaged in shaping and

implementing changes. There will be a focus on building assets within communities and empowering people to provide support to members of their own community rather than rely on statutory services alone. There are slightly different emphases in approach between Swansea and Neath Port Talbot. In Swansea the focus is on:

- Early Help Hubs and Transition
- Building community Assets
- Community Based Care and Review

And in Neath Port Talbot:

- Asset-based community development
- Connecting people to local resources
- Supporting people to play active roles in their communities

Progress of the work is overseen by a West Glamorgan Transformation Integrated Board (which ultimately reports to the RPB). A multiagency Performance Group has been established to continue to develop baseline measures and the short and medium term measures for both transformation programmes and a joint independent evaluation has been awarded.

Work is also now progressing to implement the first phase of Hospital to Home, with significant investment in new roles and ways of working to deliver care closer to home, in line with the philosophy of *Prudent Healthcare*.

<p>“Establish a nationally coordinated network of hubs which bring together research, innovation and improvement activity within each RPB footprint”</p>

Welsh Government made funding available to each RPB to fund a research, innovation and improvement hub. Western Bay RPB submitted a plan for utilising these monies to Welsh Government in the Autumn, which was approved. Appointments to these posts have been made and the appointees are starting shortly. The hub will be located within the RPB central support team.

From a Health Board perspective the hub will complement existing work. There is a well-established research and development group and the ARCH programme provides a vehicle to progress opportunities and synergies with Hywel Dda University Health Board. There are plans for the development of interdisciplinary fora in 2020, bringing together clinicians from both Health Boards and the wider (health and non-health related) schools from Swansea University.

There is a similar ambition to develop an Innovation multidisciplinary team within the Health Board. The Health Board will also be contributing actively through the newly-established NHS Wales Innovation Group, which will be focusing on intellectual property policy and approaches; social enterprises/revenue creation vehicles; and development of a shared NHS Wales Innovation competency framework and skillset.

“Invest in a small number of priority areas which offer opportunities to drive higher value health and social care, through new approaches, emerging technologies, and strategic partnership opportunities.”

As noted above, an external review of the work of the Western Bay RPB identified the potential to focus down on a smaller number of priority areas. Consequently the Area Plan agreed in May 2019 outlined a smaller number of priorities focused on transformation, underpinned by digital enablers, integrated working and coproduction which are being addressed through the implementation of the West Glamorgan Partnership.

On the broader agenda of value based healthcare, SBUHB has established a Value Based Healthcare programme and developed a delivery plan aligned to the five priority areas set nationally. The Health Board is now collecting Patient Reported Outcome Measures at pace and scale in four of those areas (Cataracts, Lung Cancer, Heart Failure, and Knee Replacement and Follow up) with work starting on the fifth. The PROMs data captured will be fed into all the respective Clinical Redesign Groups established to deliver the Clinical Services Plan in order to apply a value based healthcare lens to pathway redesign. A number of projects are in the pipeline and SBUHBs progress in this area has been recognised nationally.

“Strengthen planning capacity and capability through the health and social care system, including in RPBs and PSBs”

Improved, continuous planning has been a crucial component of the Health Board's improvement journey. The approval of a long term Organisational Strategy and Clinical Services Plan (CSP) were significant milestones in providing clearer direction internally, and a coherent context for the Health Board's work with partners. The significant engagement activity related to the CSP in itself has broadened the ownership of the planning process. There has also been further professionalisation within the Health Board's planning function with planners being enrolled on a national planning diploma.

“Significantly increase investment in digital infrastructure, technologies and workforce capacity”

The Health Board has been recognised for its pioneering work on digital. Achievements include:

- The Swansea Bay Patient Portal (provided through Patient Knows Best) continues to be rolled out to patients where they can receive their pathology results, appointments, documents and letters directly from the national architecture and the ability to communicate and share their information with

their clinical teams and carers accordingly, empowering them to manage their condition and care in a more effective way. To date, over 1,000 patients are using this solution and achieving value across a number of areas

- The work noted above on collection of PROMs is also a key project to deliver Digitally Enabled Care. It will also support Digitally Enabled Health and Wellbeing by supporting the process of coaching people back to health, focusing on the key goals of the patients re-enablement and providing patient with key resources need to manage their health going forward. PROMs will also facilitate empowering the patient to only have to see a clinician when they need support.
- WCCIS is the nationally procured solution which aims to transform the way health and social care will work in the future. Our Partnerships with the Local Authorities under the Western Bay Programme are vital in our plans to support Integrated Care via digital transformation particularly as we work together to roll out the WCCIS programme to maximise benefit in terms of information sharing, integrated record keeping and mobilisation. Implementation will commence during 2020/21. The Health Board already has a strong record of digitally mobilising our community staff which has had quantifiable direct benefits in terms of releasing frontline staff to see more patients and help us achieve our aim of providing 'Care Closer to Home'.
- In 2018/19, the Health Board agreed to sign up to the Digital Communities Wales Digital Inclusion Charter, following which it has worked with Digital Communities Wales to explore opportunities to use digital technologies with our citizens and patients to help support health and wellbeing

SBUHB recognises that digital transformation cannot be realised without firm digital foundations. Clinicians are becoming more and more reliant on digital solutions to facilitate the provision of high quality care and this dependency will only increase. The Health Board has already made significant investments in digital infrastructure and this will need to continue and accelerate in the future to facilitate transformation. The Health Board invests a significant element of its discretionary allocation on a yearly basis to the technology refresh programme. Health Board Digital Service leads also work in collaboration with WG and other NHS Wales organisation to prioritise available central funds appropriately.

A key principle of the approach to digital is to ensure that staff have access to the relevant information and are able to complete transactions in the right place and at the right time. This means digital solutions have to be mobile and staff have to have access to the right device. Significant progress has been made with 2,500 community staff being mobilised with iPads by the end of the year, over 2,000 staff able to access work resources on their own device (BYOD) and other numerous mobile deployments of mobile devices across hospitals, from clinicians to patients to estates staff. The investment in WiFi networks ensures we are able to continue to invest in mobile solutions with 100% coverage across our acute sites and we have replaced outdated paging systems with WiFi phones increasing the response time from and communications with our clinicians.

“Make NHS Wales an exemplar employer on wellbeing at work and a healthy workforce, with the intent to share this approach across the health and social care sector and the wider economy”

SBUHB has developed the Staff Wellbeing Advice and Support Service which provides rapid access to staff for support with mental health and musculoskeletal problems. Staff are offered a wellbeing assessment within 5 working days of self-referral and then a range of individualised health and work interventions are delivered to enable staff to remain in, or to return to work. Staff with musculoskeletal issues can be expedited to diagnostic and secondary services for ongoing treatment when required.

The service also delivers a number of health promotion/early intervention training programmes for staff and managers to support health at work that include, 'Managing menopause at work', 'Managing stress at work' and 'Understanding and managing mental health at work.' The service delivers the Health Board's 'Wellbeing Week', specifically focussing on health promotion and empowering employees to manage their own wellbeing.

A network of Wellbeing Champions has been developed with over 350 champions trained. The role includes having an in-depth understanding of support available to staff so signposting can take place as early as possible and promote early intervention within the workplace. The Champions also promote and support National campaigns such as 'Time to Change Wales' along with implementing wellbeing initiatives within their teams and services.

The outcomes of the service to date demonstrate:

- Potential cost avoidance of delivering the service to be £279,280 over a 2 year period
- 67% of staff who were absent from work at referral had returned to work at discharge
- 72% of staff reported that the service had a positive impact on their work status
- 59% of 1321 staff accessing the service in the first year were 'presentees' - seeking support to remain in work and therefore sickness absence and associated variable costs may have been higher without the Wellbeing service
- A survey of the Wellbeing Champions showed 2,023 employees are aware of a Champion in their work location and over 1,064 employees have engaged with a Wellbeing Champion for advice, support or to implement a wellbeing initiative.

SUPPORTING THE NATIONAL AGENDA

A number of the actions in *A Healthier Wales* were for Government in conjunction with NHS Wales. SBUHB has sought to be an active and prominent contributor to the national work. Examples include a SBUHB Assistant Medical Director supporting the development of the National Clinical Plan; the Executive Medical Director sitting on the national steering group for Value Based Healthcare; and through the sharing of good practice in the workforce and digital spaces.

3. RECOMMENDATION

The Board is asked to note the progress report.