

Cyfarfod Cyffredinol Blynyddol

Annual General Meeting

2025-26

Croeso / Welcome

21 Gorffennaf 2026 / 21 July 2026



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Bae Abertawe
Swansea Bay University
Health Board

Cyflwyniad Introduction

Jan Williams
Cadair / Chair



Un Bae Ar y Cyd
One Bay Way



Cyflwyniad / Introduction

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- **2025-26 has been a year of both progress and continued challenge.**
 - **Key Highlights:**
 - Improvement seen, but more progress needed
 - High deprivation impacts health and service demand
 - Strategic priorities shaped by population needs
 - Strong leadership, governance, and accountability₃

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Key Areas of Improvement

- Maternity & Neonatal Services
 - Accepted Independent Review findings
 - Approved Perinatal Improvement Plan
- Mental Health & Learning Disability
- Urgent & Emergency Care
- Strengthened Board Governance & Oversight

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Key Priorities:

- Improve patient flows
- Reduce financial deficit – urgent action needed
- Board oversight & collective responsibility
- Strengthen partnerships with Hywel Dda UHB, local authorities, and the Third Sector
- Collaborate to address health system challenges

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In Summary:

- Thank you to staff, partners, and stakeholders.
- Board's leadership and commitment to improvement.
- Grateful for colleagues' support and guidance.
- Next - Chief Executive, Abi Harris on her reflections of the year.

Myfyrdodau ar 2025-26

Reflections on 2025-26

Abi Harris
Prif Weithredwr / Chief
Executive

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Achievements:

- Strength in organization, big challenges ahead
- Dedicated teams driving improvements
- Planned care: shorter waits, better access
- 25,000+ extra outpatient appointments
- Waiting lists down 90% in some specialties
- Earlier diagnosis and treatment for serious conditions

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Urgent & Emergency Care: Progress & Challenges:

- Quality & safety actions taken
- System under sustained pressure
- Recent changes → measurable improvement
- Fewer ambulance handover & bed wait delays
- Discharge delays still impact patients
- Improving flow & patient experience remains critical

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Financial Sustainability Shift:

- Embedding new ways of working
- Focus on quality care for patients
- Reduce variation and avoid harm
- Improve service flow, cut avoidable costs
- Disciplined prioritization and delivery
- System-wide action for lasting change

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The Journey Ahead:

- Transitioning from Preparation to Delivery and measurable impacts.
- Organisational strategy, **A Healthier Swansea Bay**, and **Transforming for the Future**, our new Strategic Clinical Services Plan will outline service evolution.
- Focus shifts toward sustainable, long-term transformation of services.
- Deep gratitude for staff dedication to patients and communities.
- Continued collaboration with local government, third sector, and Welsh Government to overcome challenges and improve population health.



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Ein Strategaeth Sefydliadol **Our Organisational Strategy**



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Bae Abertawe Iachach

Strategaeth Sefydliadol Bwrdd Iechyd Prifysgol Bae Abertawe 2025-2035

A Healthier Swansea Bay

Swansea Bay UHB Organisational Strategy 2025-2035



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Ein Gweledigaeth

Creu dyfodol iachach i bawb yn ein cymunedau lle mae pobl yn byw yn dda ac yn heneiddio'n dda



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- Mae pawb yn mwynhau bywydau hirach, iachach a hapusach;
- mae pobl yn cael eu cefnogi er mwyn parhau i fod yn brysur ac yn annibynnol am gyhyd â phosib; ac
- yn gallu cael mynediad at ofal o safon uchel pan maent ei angen fwyaf.

Our Vision

To create a healthier future for everyone in our communities where people live well and age well

- Everyone enjoys longer, healthier, and happier lives;
- people are supported to remain active and independent for as long as possible; and
- can access high-quality care when they need it most.



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Ein Cenhadaeth

Iechyd Gwell, Gofal Gwell, Bywydau Gwell



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- Mae Iechyd Gwell yn golygu canolbwyntio ar atal, addysg ac ymyrraeth gynnar. Rydym yn gweithio ochr yn ochr gyda'n partneriaid
- a'n cymunedau er mwyn mynd i'r afael â gwir achos iechyd gwael, gan gefnogi pobl i wneud dewisiadau deallus, hyrwyddo lles meddyliol a lleihau anghyfartaleddau iechyd.
- Mae Gofal Gwell yn golygu rhoi pobl wrth wraidd popeth a wnawn. Ein nod yw darparu gofal diogel, amserol a phersonol sy'n adlewyrchu beth sy'n cyfrif fwyaf i bob unigolyn.
- P'un ai yn y cartref, yn y gymuned, neu yn yr ysbyty, ein nod yw sicrhau bod profiad pob claf yn seiliedig ar urddas, parch, a rhagoriaeth.
- Mae Bywydau Gwell yn adlewyrchu ein hymrwymiad ehangach i gefnogi lles y tu hwnt i ofal iechyd. Drwy gydweithredu gyda gofal cymdeithasol, addysg, tai a'r sectorau gwirfoddol, ein bwriad yw creu'r amgylchiadau lle gall pobl ffynnu yn gorfforol, yn feddyliol ac yn gymdeithasol.
- Ein poblogaeth - ffeithiau allweddol Ein gwasanaethau a'n safleoedd

Our Mission

Better Health, Better Care, Better Lives

- Better Health means focusing on prevention, education, and early intervention. We work alongside our partners and communities to tackle the root causes of poor health supporting people to make informed choices, promoting mental wellbeing, and reducing health inequalities.
- Better Care is about putting people at the heart of everything we do. We aim to deliver safe, timely, and personalised care that reflects what matters most to each individual.
- Whether at home, in the community, or in hospital, we strive to ensure every patient experience is grounded in dignity, respect, and excellence.
- Better Lives reflects our wider commitment to supporting wellbeing beyond healthcare. By collaborating with social care, education, housing, and voluntary sectors, we aim to create the conditions where people can thrive physically, mentally, and socially.



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Cwmpas ein Strategaeth Sefydliadol

Bydd y strategaeth wrth wraidd ein sefydliad ac yn dylanwadu sawl maes o'n gweithgareddau

Scope of our Organisational Strategy

The strategy will lie at the heart of our organisation and influence many areas of our activities



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Our Priorities – The Five Ms

Key Service Improvements:

- **M**aternity & Neonatal Care: Progressing improvements
- **M**ental Health: Digital records & £3m ward upgrades
- **M**aintaining Improvements in Planned Care: No long waits, focus on diagnostics
- **E**mergency Care: Improved, but not consistent
- **M**oney: Tougher this year

Gwasanaethau Mamolaeth / Newyddenedigol / Maternity / Neonatal Services

Midwifery & Neonatal Services Review - Progress & Next Steps

- Final report received July 2025
- Unreserved and full apology to families for failings
- All recommendations accepted
- Ongoing improvements
- Progress report & updated plan at next Board meeting



Delivering Performance

In line with the Ministerial Priorities, we have baselines and trajectories for our key services that reflect our resources (workforce, finance and capacity) and ambition to deliver in 2025/26.

Mental Health Services in 25/26

- We will maintain 80% target of mental health assessments undertaken within (up to and including) 28 days from the date of receipt of referral
- We will maintain 80% target of therapeutic interventions started within (up to and including) 28 days following an assessment by LPMHSS
- We will support the continued delivery of national mental health and learning disabilities performance targets
- We will appropriately develop the facilities across our mental health services with the support of capital projects and implement recommendations where possible.

Population health and prevention

- We will achieve the vaccination targets outlined in the NHS performance Framework (2025-26)
- We will increase the % of patients (aged 12 years and over) with diabetes who received all eight NICE recommended care processes



Building Community Capacity

- 100% of GP practices achieving all National Access Standards for In-hours GMS
- We will support the increase in number of people accessing Pharmacist Independent Prescribing Service for acute minor conditions and routine contraception services where the patient reports they would have otherwise visited their GP

Quality & Safety in 25/26:

- We will focus on the reduction of cases of HCAI across the Health Board and evidence continuous improvement accompanied by a strong QI approach
- We will continue to implement our duty of quality
- We will monitor delivery of the quality priorities through the Quality digital dashboard



Transforming Mental Health Services

Mental Health Update:

- Reviewed interim and long-term solutions
- Ongoing Welsh Government discussions about capital availability
- Digital upgrades underway
- Progress on recommendations – work remains

Delivering Performance

In line with the Ministerial Priorities, we have baselines and trajectories for our key services that reflect our resources (workforce, finance and capacity) and ambition to deliver in 2025/26.

Planned Care delivery in 25/26: These trajectories are predicated on the receipt of the Planned Care Monies from Welsh Government (£5.2M).

- We will maintain zero 104 week waits for treatment, as achieved by 31st March 2025
- We will maintain our 'best in Wales' position on 0 patients waiting over 52 weeks for a first outpatients' appointment
- We will work towards reducing the number of patients waiting over 8 weeks for a diagnostic endoscopy, and continue to maintain our current position of patients waiting over 8 weeks for all other diagnostics (80% TI target)

Unscheduled Care Delivery

- We will reduce ambulance patient handovers >1 hr
- We will reduce ED waits >12 hrs
- We will deliver a 12-month reduction trend in Number of people who are delayed in hospital as measured by the Delayed Pathways of Care Dashboard

Cancer Care Delivery in 2025/26

- We will deliver a 12-month improvement trend, patients starting first definitive cancer treatment within 62 days from point of suspicion (regardless of the referral route), building toward achieving the national target of 80% by 31 March 2026.

- We will reduce wait times across the following pathways:

Time to Radiotherapy -

- Scheduled - % within 21 days, % within 28 days
- Urgent SC - % within 7 days, % within 14 days
- Emergency - % within 1 day, % within 2 days
- Elective delay - % within 21 days, % within 28 days

Time to SACT

- Priority 1 (Emergency -within 48 hours)
- Urgent/Priority 2 - within 14 days (for Curative, Palliative/Disease Control, Haematology remission and Neoadjuvant intent)
- Routine/Priority 3 - within 21 days (for adjuvant intent)

/ Urgent and Emergency Care

Urgent & Emergency Care 2025-26

Continued performance pressures

Improved ambulance handovers (MAG targets)

Operational changes: revised assessment, 7-day SDEC, “Your Next Patient” model

Gofal wedi'i gynllunio / Planned Care

Planned Care – Key Achievements & Focus Areas

- No patients waiting >2 years by end 2024-25
- Maintained progress in 2025-26
- Increased activity & targeted initiatives
- Use of insourcing/outourcing
- Focus: Productivity & maximizing capacity

Cancer Care Progress to Date:

- Delivery of Single Cancer Pathway remains a significant challenge
- Recovery now seen in most tumour groups
- Imbalance between seasonal demand and capacity
- Performance: 52%-65% (Target: 75%)
- 40% decision to treat within 31 days
- Sustained focus: patients being seen within 2 weeks of referral
- Diagnostic constraints

Dyletswyddau Ariannol / Financial Duties

Health Board Financial Duties 2025-26:

- Did not meet break-even duty (2023-26)
- No approved financial plan
- Strategy needed for compliance and healthcare improvement
- Plan to be submitted to Welsh Government



Elusen lechyd
Bae Abertawe

Swansea Bay
Health Charity



Appeals

Going the
extra mile
for cancer



Apêl
*Cwtsh
Natur*
Appeal

£200K Target

£19.6K Raised

Apêl CwtshClos Appeal



**100% of
£160,000
fundraising
target raised**

Corporate Partnerships



VILLAGE
HOTELS

A new 'Charity of the Year' partnership that will support the general fund
(2 years)

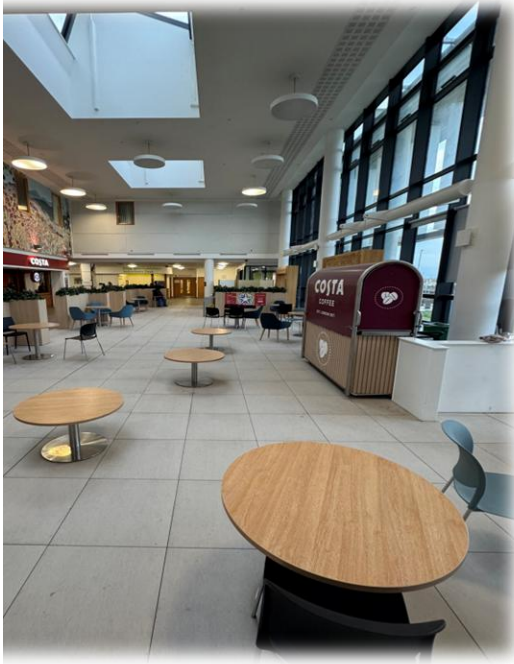
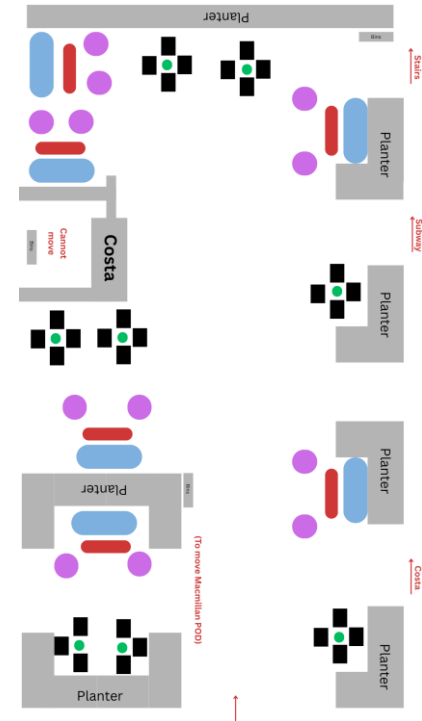


Cwtsh Clos to benefit from 3 Years of Support from
John Pye Auctions & DVLA Partnership
(With a 2 year extension possibility)



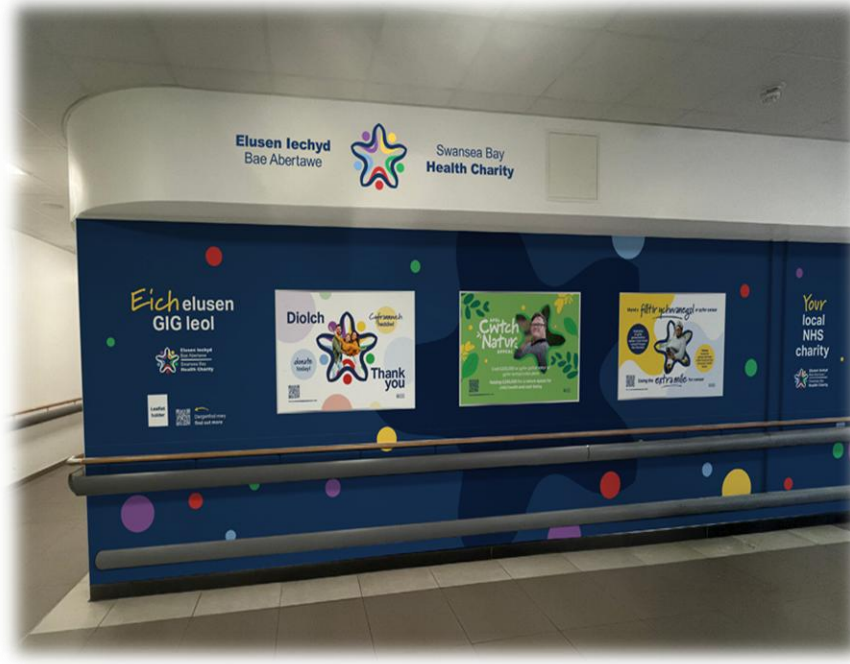
90% of 'Touched By Cancer' sponsorship places confirmed

Morryston Refurbishment



Wellbeing / Waiting area

- Y Lolfa
- New Sofas
- New Coffee Tables
- Additional standard seating
- Working with Morryston Team for opinions



New Charity Branding

- Plan to strengthen the awareness with the option to give and ask for support





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Edrych ymlaen at 2026-27

Look Forward to 2026-27



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Edrych ymlaen at 2026-27 / Look Forward to 2026-27

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- Our main challenges in 2026-27 follow on from our progress in the past year and are:
 - Developing a population health focus in all we do
 - Improving access for our patients to the treatment they need, be that in urgent and emergency care, waiting for appointments, tests, treatments and operations.
 - Transforming the services where our patients are not receiving the care or outcomes they should, in particular:

- Maternity and Neonatal care
- Mental Health services

Edrych ymlaen at 2026-27 / Look Forward to 2026-27

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- Ensuring our staff are supported to do their jobs effectively and efficiently, focusing on every patient / client as an individual
 - Renewing our organisation to focus on long-term financial sustainability, improved delivery and outcomes in all that we do
 - Moving towards financially sustainable services and financial balance, spending every penny of public money wisely



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Cwestiynau ac Atebion

Questions & Answers



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Diolch / Thank You



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