Changing for the Future

GIG CYMRU NHS WALES

Bwrdd Iechyd Prifysgol Bae Abertawe

Swansea Bay University Health Board

Swansea Bay University Health Board Highlights Report 2021-22

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Chair's Foreword

Welcome to our annual report for 2021-22. Although Covid-19 has continued to have a significant impact on our services and staff, I am pleased to say that we have developed plans to address some of our long standing issues. Following a public engagement process over the summer months, we are now starting to take forward our proposals as part of 'Changing the Future', an ambitious service improvement and change programme which will create more sustainable and effective services for our patients.

We are recreating our three main hospitals as centres of excellence, with each site having a concentrated focus to play to the strengths of our staff and address the improvements that are essential: Morriston Hospital for urgent, specialist and regional care; Singleton Hospital for planned care, cancer care, maternity and diagnostics; and Neath Port Talbot Hospital for orthopaedic and spinal care, diagnostics, rehabilitation and rheumatology. We have already started to make some of the changes, with a £4m investment at Singleton Hospital for a new theatre dedicated to eye surgery and four new theatres at Neath Port Talbot Hospital in a modular building for orthopaedic surgery.

It isn't just hospital care we have been transforming during the year. In 2021-22, we launched virtual wards in four of the eight primary care clusters. These provide support for the frail elderly and those with complex health and social care needs in their own homes rather than in hospital. At the heart of the virtual ward is a weekly, virtual multidisciplinary team meeting involving staff from primary care, secondary care and voluntary services who combine their expertise to discuss how to manage and support frail and potentially frail patients within their own community. This improves both patient experience and outcomes and means Swansea Bay's hospital beds are more available for people whose care needs to be provided in hospital. We now plan to develop a business case to expand the wards to the remaining four clusters.

The virtual ward is one of several new developments in out-of-hospital care. Our primary care clusters are focussed on delivering pre-diabetes and obesity services, including addressing backlogs arising from Covid-19 such as the cluster led spirometry (respiratory) clinics. The nutrition and dietetic service has delivered a successful pilot of a primary care irritable bowel service, which will be rolled out across the health board in 2022. Physiotherapy have developed the role of first contact practitioner, within five clusters, targeting musculo-skeletal presentations to primary care, reducing the GP workload, and providing early access to specialist advice and on-going management. Permanent funding is being sought for future years.

Palliative care has been a key focus for us this year, with end-of-life being one of our quality priorities. We launched a pilot service of palliative care paramedics, who, in addition to their everyday skills, offer extra support to those in the last few hours or

days of their lives. They work alongside families to help them care for their loved ones. If the pilot is a success here, it will hopefully be rolled out more widely across Wales.

The environment is an important factor for the health board as it is well-known that the outdoors can help with physical and mental health. We have given a plot of land (not suitable for our own use) near Morriston Hospital to a not-for-profit independent venture to grow a range of crops as part of a community supported agriculture initiative.

And this isn't our only 'green' initiative at Morriston, with the opening of its solar farm. A first in the UK, the £5.9m, 10,000 4MW panel solar farm will supply a quarter of Morriston Hospital's power, reducing electricity bills by £500,000 each year.

We also continue to lead the way digitally, becoming the first health board in Wales to implement the Welsh Nursing Care Record. Neath Port Talbot Hospital is the first to use it and feedback has been really positive, with nurses having more time to spend with patients.

Of course Covid-19 is still with us, but thanks to a comprehensive vaccination programme, the impact on us during 2021-22 was much less than the previous year. We've been able to continue to provide more non-Covid services as well as focus on the opportunities for the future. It hasn't been without its challenges, however. In particular, our ability to deliver elective care has been well below where we want it to be, and we continue to try and reduce the backlog caused by the pandemic as well as see new referrals without too long a wait. Staff have worked tirelessly throughout the year in extreme pressures, some even foregoing their festive breaks to support the booster campaign in the response to the Omicron variant. We are extremely grateful to every single member of our workforce and all that they continue to do. For those who are still recovering from the virus, we have our long Covid rehabilitation service at the Bay Field Hospital. It offers patients access to rehabilitation which is targeted at understanding each person's health and well-being. The team is made up of physiotherapists, occupational therapists, respiratory nurses and dieticians, and also offers access to a GP with a special interest in lifestyle medicine. Aimed at supporting a return to work and daily activities, patients are helped with issues including breathlessness, fatigue, brain fog, cough, fitness levels, nutrition, anxiety and stress management.

We have still have a long way ahead of us, but we are very much moving into recovery now. Our three year plan sets out how we will work with partners to ensure stabilisation of services and care as well as driving – where safe and appropriate, and recognising staff wellbeing – ambitious improvements in priority service areas to improve quality of care and outcomes for our population.

We already have some exciting plans underway including building a centre of excellence for orthopaedics at Neath Port Talbot Hospital where all such operations

will be done, moving from Morriston Hospital which will create more capacity there for emergency and very complex cases. We will also invest to create additional theatres at Singleton Hospital as a centre of excellence for elective care as well as additional funding for a day case theatre for ophthalmology. Both of these programmes will significantly help more people be seen more quickly for elective procedures. In addition, stereotactic ablative radiotherapy (SBAR) treatment is to be available at Singleton Hospital from spring 2022. It is a specialist technique to cure early lung tumours, and is more effective than standard radiotherapy for early stage lung cancers. This development means more of our local patients can receive this treatment without having to travel to Cardiff.

Thank you all once again. Keep safe.

Emma Woollett
Chair of Swansea Bay University Health Board

Des Keighan, Assistant Director of Finance and Performance (Estates), Chair, Emma Woollett, Scott Lutton, from Vital Energi and Julie James, Welsh Government Minister for Climate Change at the Morriston Hospital solar farm

About the Health Board

Swansea Bay University Health Board plans, commissions and delivers healthcare services for the people of Neath Port Talbot and Swansea, and works to improve their health and wellbeing. We serve a population of approximately 390,000, have a budget of around £1.3billion and employ almost 13,500 staff.

We have three major hospitals providing a range of services: Morriston and Singleton hospitals in Swansea and Neath Port Talbot Hospital in Baglan, Port Talbot. We also have a community hospital at Gorseinon and primary care resource centres providing clinical services outside of the main hospitals.

We provide more than 70 specialised services to the populations of south-west Wales, south Wales and for certain services, on a national basis. This reflects our clinical excellence and our diverse range of local and tertiary services for the people of Wales and beyond.

Primary care independent contractors play an essential role in the care of our population, and the health board commissions services from 49 GP practices, 31 optometry practices, 72 dental practices and 92 community pharmacies across our region.

Mental health and learning disability services are provided in both hospital and community settings for residents within the Swansea Bay region, and we provide a regional service for both learning disability and forensic mental health services.

There are five all-Wales services hosted by the health board:

- Emergency Medical Retrieval and Transfer Service (EMRTS) – provides advanced decision-making and critical care for life or limb-threatening emergencies requiring transfer for time-critical treatment at an appropriate facility.

- Major Trauma Network Operational Delivery Network – provides the management function overseeing the major trauma network, coordinating patient transfers between the major trauma centre, trauma units and local hospitals and enhancing major trauma learning to improve patient outcomes, patient experience and quality standards from the point of wounding to recovery.

- Lymphoedema Network – manages the Lymphoedema Network Wales National

Team.

- NHS Wales Delivery Unit – provides professional support to Welsh Government to monitor and manage performance delivery across NHS Wales;

- Neonatal Transport Service - the Neonatal Transport Service is the service which safely moves babies (neonates) between hospitals across Wales and further when this is required. The service is staffed by specialist medical and nursing staff to provide ongoing neonatal care before and during the journey. If required, the service will also undertake transfers of neonates back to the local unit, at the end of their treatment.

We recognise that to deliver effective health and wellbeing services for our population we must work in close collaboration with key partners, including Swansea and Neath Port Talbot local authorities, third sector organisations, universities, other health boards and our public. We place great importance on our membership of local partnership boards, including public service boards and West Glamorgan Regional Partnership Board.

We are also part of A Regional Collaboration for Health (ARCH), which is a unique collaboration between three partners: Swansea Bay University Health Board, Hywel Dda University Health Board and Swansea University. It spans the local authority areas of Ceredigion, Pembrokeshire, Carmarthenshire, Neath Port Talbot and Swansea and aims to improve the health, wealth and wellbeing of the south-west Wales region.

Achievements

Some of the achievements of 2021-22 of which we are proud include:

- The rapid diagnosis clinic at Neath Port Talbot Hospital which provides a one-stop shop for suspected cancer patients to see suspected colorectal cancer and neck lump. this is Thanks to funding from Moondance Cancer Initiative, a non-for-profit company giving £700,000 for a two-year pilot;

- The medical illustration department, together with Swansea University, produced a virtual reality training app to help trainees perfect a potentially lifesaving technique, known as the Valsalva manoeuvre, to correct an abnormal cardiac rhythm, called supraventricular tachycardia (SVT);

- Children across Swansea Bay are the first in Wales to be offered sight-saving treatment which will prevent them from needing a transplant. Youngsters with keratoconus, where the cornea bulges into a cone shape and makes it difficult to see, can now undergo a procedure to stabilise their eye. Previously it was only available to adults;

- Morriston Hospital is the first centre in Wales, and only the second in the UK, to offer an outpatient service which will help patients with neurological conditions who may have harmful antibodies within their blood that are attacking their body. Until now, plasma exchange has been performed as an inpatient procedure in the renal unit at Morriston Hospital and involved a stay of up to two weeks;

- The Neath Port Talbot acute clinical team started calling in to care homes across the two county boroughs during the pandemic to check how staff were feeling and whether any residents needed medical attention. Prior to Covid-29, the team's workload was based on referrals;

- A new milk bank hub has opened in Singleton Hospital to supply human milk to babies in hospital, with most of the milk being donated by Welsh mothers. Until now, hospitals in Wales had received donor milk from England;

- A new pilot programme will make accessing fertility services much easier for those hoping to start a family. Fertility Direct will be a one-stop shop where couples can be referred by their GP or contact the health board team themselves. The process will be streamlined with patients given all tests in one visit to hospital following an initial telephone call with a consultant;

- A lending library was opened at Ty Garngoch for patients with cognitive impairments, anxiety or other mental health issues which enables them to try soothing aids to see what works before they buy their own. These even include artificial cats which have a calming and comforting effect by purring and moving when they are held;

- An anonymous digital counselling and support service was launched for young people aged 11-18 years to access emotional wellbeing and early intervention mental health support;

- Virtual group clinics are being used for young adults with skin conditions who could benefit from a particular drug. Normally they would need a half-hour screening appointment but a virtual clinical means that groups can be seen at the same time, saving a hospital trip and more people can be seen in a day;

- We are leading the way in Wales for electronic prescribing with paper drug charts now almost entirely gone in across medical wards Neath Port Talbot and Singleton hospitals;

- A grass verge at Morriston Hospital was transformed into a peaceful oasis for staff (and patients and visitors) to enjoy. It has a roundhouse pavilion in the middle to sit under cover, walkways lined with wild flowers and benches - all to provide outside space for people to spend time in. The work was part of Biophilic Wales, a collaboration by the National Botanic Garden of Wales, with the health board, Swansea University and Natural Resources Wales. There are projects across many of our sites;

- Specialist nurse Melvin Cua became the first non-doctor in Wales to give a steroid injection to avoid sight loss for those with certain ophthalmic conditions;

- A perinatal mental health specialist midwife is making the transition easier for those struggling during pregnancy and following the birth of their child. Based at Uned Gobaith, meaning ‘Unit of Hope’, Ann-Marie Thomas’ role aims to help bridge the gap between maternity and mental health services;

- Natalie Williams, emergency department nurse at Morriston Hospital, Swansea, designed bereavement boxes to give to children who have experienced the loss of a parent or sibling;

- Mr Muhammad Umair Javed, a consultant plastic and reconstructive breast surgeon based in the Welsh Centre for Burns and Plastic Surgery, hopes the reconstructive breast surgery specific abdominal retractor, which he created and is the first of its kind in the world, will improve patient safety. The new instrument enables the surgeon to have a better view of their work, helping to avoid causing accidental injury;

- Morriston Hospital’s Emergency Department Choir appeared on BBC One Wales as part of the first national Covid Memorial Day. The choir was formed around three years ago to give the team a social and wellbeing outlet away from work and has developed massively during the pandemic, with more members joining.

Staff Awards

We know our staff are fantastic and there are some who have also been recognised by other organisations and associations:

- Three Morriston Hospital emergency department nurses were recognised with the ‘Exceptional Commitment to the Safeguarding of Vulnerable Adults or Children’ prize at the West Glamorgan Safeguarding Boards’ Recognition Awards Ceremony for “going the extra mile” for the most vulnerable children and adults needing emergency care during the Covid-19 pandemic’;

- Louise Heywood, a paediatric nutrition nurse in Morriston Hospital, was named as a finalist in the Enhancing Patient Dignity category of this year’s Nursing Times Awards for producing a video called ‘This is Me’, It is aimed at raising awareness to change negative attitudes encountered by families of children with feeding tubes;

- The medical device training team was awarded the President’s Gold Medal by the Institute of Physics and Engineering in Medicine (IPEM) after impressing judges through devising new ways of working. These had a considerable impact on improving patient care, demonstrating excellence and leadership over the last 16 months;

- The national lymphoedema team, which is hosted by the health board, has had a star named after it as recognition for its work during the Covid-19. It was also shortlisted for this year’s Royal College of Nursing award in the community and general practice category;

- Morriston Hospital Professor of Emergency Medicine, Adrian Evans, has been awarded a visiting professorship by the University of Copenhagen’s Faculty of Science. The award is in recognition of his work in the detection and treatment of clotting abnormalities in vascular diseases, such as stroke, heart disease and sepsis;

- Swansea Bay’s primary care audiology team was named ‘Team of the Year’ 2021 by the British Academy of Audiology.

Finance and Performance

For 2020-21, we had a budget of £1.3billion and reported an end-of-year financial position as an overspend of £24.4m. This was in line with the forecast made the start of the year, however, it was a breach of our financial duty to balance, as was the failure to achieve an approved integrated medium plan (IMTP – three year plan).

Urgent and emergency care remained a big challenge for us. To improve the situation, we have centralised urgent and emergency care services at Morriston Hospital so patients can be directed to the most appropriate service and, where possible, be discharged home either the same day or after a very short stay.

There are still patients who will need a stay on a ward, and this is proving difficult due to the numbers of clinically optimised patients on our wards who are medically ready to go home, but who are waiting for a package of care or care home placement before they can be discharged. As part of our work to address this, we commissioned a number of care homes beds. These are used for a maximum of six weeks by patients awaiting a permanent bed elsewhere or a care package to return home.

Quality of care has been an important focus for us this year. A few areas in which care had not been of the optimum standard came to light during the year (review of the children's community nursing team and the 'Getting Things Right First Time' review of cardiac surgery). These, coupled with internal and external audits of quality governance, found that there was urgent need to develop a quality management system. During February and March 2022 workshops were held with the senior leadership team, run by an external colleague, to discuss what world-class systems looked like and to design our own. Work is now underway to create this.

Five quality priorities were included within the annual plan for 2021-22 – sepsis, falls, end-of-life care, suicide and infection control. Good progress is being made across all of these and will carry on into next year. Particular focus is being given to infection control as our rates are stubbornly and unacceptably high.

Planned care has been particularly difficult. Because all non-urgent care was stopped at the start of the pandemic, as directed by Welsh Government, we have a significant backlog of patients to see, as well as new patients now being referred. While we were able to provide non-urgent, non-Covid services during 2021-22, our capacity was reduced for a number of reasons, the most significant being workforce, with high numbers of staff needing to self-isolate for Covid-19 related reasons. Distancing requirements and the changing of PPE (personal protective equipment) also meant we could not work as quickly or as efficiently as we would have liked.

But through our three year recovery and sustainability plan, we have programmes in place to improve quality, performance and finance.

Staff Health and Wellbeing

Our people make this health board what it is. We are truly grateful for the continued hard work and commitment seen each and every day. The wellbeing and resilience of those who work for us is really important, and some of the developments we have made to support, develop and recognise staff during the year include:

- The Apprentice Academy recruited 22 apprentices and had 24 apprentices progressing beyond their qualifications and gaining employment;

- The third cohort of our graduate trainee manager programme, Graduate Gateway, was rolled out in May 2021. Recruitment activities for the fourth cohort are underway and will be completed by the end of March 2022 to a start in May 2022;

- We have worked in close partnership with HEIW (Health Education and Improvement Wales), Careers Wales and the Job Centre Plus to showcase the variety of roles that our organisation offers. 250 pupils received information and guidance in relation to opportunities with us;

- Trauma Risk Management (TRiM), a peer support process, initially developed for the armed forces is now in place, aiming to ensure individuals exposed to trauma are suitably supported in a timely manner within the work environment and ensures are assisted to seek help. 24 managers have been trained to deliver ‘REACT MH’, with more than 1,230 staff trained in this short TRiM intervention. The full roll-out of TRiM has begun across priority areas;

- A variety of workshops, courses and interventions including mental health awareness, work related stress and occupational health referrals for managers; GTEP (a therapeutic intervention aimed at reducing distress from traumatic events) and meaningful and mindful living (a skills training course based on the principles of acceptance and commitment therapy) are now in place;

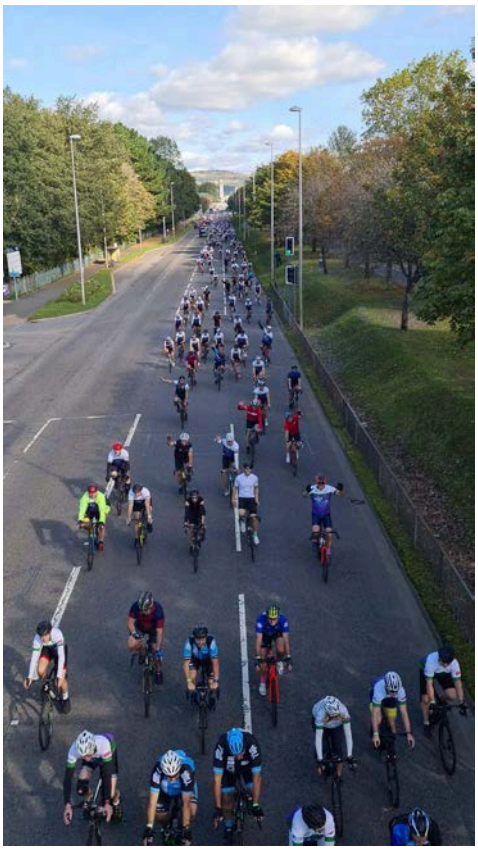
- The wellbeing service has worked with charitable funds, the estates department and staff to deliver new, secure cycle shelters across the hospital sites in order to promote cycling to work.

Staff Recognition and Reward in Numbers

- 15,684 staff and 150 volunteers received Covid ‘thank you’ cards
- 343 staff received long service recognition packages;
- 112 ‘Living Our Values’ awards nominations received, with this year seeing the introduction of our first hybrid event and the virtual part of the awards on the evening of 4th November 2021 had over 650 views – some of the winners are pictured below.

Our Charity

All our fundraising is now managed through the Swansea Bay Health Charity, which oversees all funds and monies donated to our services and these are just some of the highlights from our charity:



- We successfully applied for £180K worth of grants from NHS Charities Together to support community based projects;

- We have continued to run a successful bid scheme to allow items to quickly get to the frontline, and to support larger staff wellbeing initiatives;

- We successfully completed a joint fundraiser with Velindre NHS Trust which saw Welsh rugby legend Jonathan Davies lead a ride of 500 people from Velindre Cancer Centre, Cardiff, to the South West Wales Cancer Centre at Singleton Hospital. This fundraiser raised more than £100k, with our share supporting radiotherapy research;

- We have signed a three-year partnership with Activity Wales Events to be the official charity partner for the Swansea Triathlon, Gower Triathlon, Mumbles Duathlon and Mumbles Triathlon;

- We have grown the fundraising team to maximise fundraising potential;

- We have partnered with Choose2Reuse and launched a clothing bank at Morriston hospital with the hope to extend the scheme to other hospital sites;

- We have supported our fundraisers with new and innovative ways to raise funds, from hosting sports days, to music events.

Next Year

As highlighted, 2021-22 has been another incredibly challenging year for the health board, but also one in which we have taken the opportunity to improve, and we have further plans to create a more sustainable and patient centred health board over the coming years. As the year comes to end, our integrated medium term plan (IMTP – three-year plan) was approved by the board. This is our recovery and sustainability plan and sets out what we will achieve over the next few years, and how. It plans to rejuvenate our hospitals as well as our primary care, community and therapy services to make improvements in a number of areas, including cancer and emergency medicine. For example, we plan to:

- Expand the local primary mental health service;
- Deliver a wellness centre model across the Swansea Bay region;
- Roll-out virtual wards in all eight clusters to include palliative care and care of the elderly;
- Centralise medical take at Morriston Hospital including seven-day same day emergency care centre and amalgamated urgent primary care centre/ ambulatory emergency care/acute GP unit;
- Implement infection prevention and control reduction targets for primary and secondary care;
- Improve the recognition and compliance of end of life care;
- Reduce mortality and incidence of falls;
- Implement recognition and treatment of all patients with sepsis within the hospital setting;
- Early recognition of anxiety and depression reducing risk of suicide;
- Deliver our estates strategy including establishing decant wards;
- Deliver a staff health and wellbeing strategy;
- Deliver organisational culture programme;
- Invest in cancer services;
- Invest in population health schemes;
- Deliver cost improvement plans;
- Modernise learning disabilities services.