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Health Board



<b>Meeting Date</b>	<b>18 May 2022</b>	<b>Agenda Item</b>	<b>3.3</b>
<b>Report Title</b>	<b>BAY STUDIOS DECOMMISSIONING</b>		
<b>Report Author</b>	Darren Griffiths, Director of Finance & Performance		
<b>Report Sponsors</b>	Darren Griffiths, Director of Finance & Performance		
<b>Presented by</b>	Darren Griffiths, Director of Finance & Performance		
<b>Freedom of Information</b>	Open		
<b>Purpose of the Report</b>	<p>This paper seeks Health Board approval of the decision to decommission Bay Studios which includes the Field Hospital and other services ahead of further discussion and approval at the Health Board meeting on 26<sup>th</sup> May 2022.</p> <p>This paper was considered at the Management Board on 18<sup>th</sup> May 2022 and the decision was made to endorse the closure of the facility for Board approval.</p>		
<b>Key Issues</b>	<p>At the start of the COVID-19 pandemic the Health Board was required to make available an additional 1,242 acute beds as contingency capacity for excessive demand on health services as a result of the emerging pandemic.</p> <p>This was delivered through two field hospitals; Llandarcy Field Hospital and Bay Studios Field Hospital.</p> <p>The bed requirement was halved following the first wave of the pandemic and the decision was made to decommission Llandarcy Field Hospital and retain Bay Studios Field Hospital; albeit not all of the potential space was fully commissioned due to the change in modelling assumptions.</p> <p>The Bay Field Hospital has never been used as a field hospital but due to the flexibility of the full Bay Studios site and the need for other responses and service sustainability challenges posed by the pandemic, it has flexed its utility and has become host to services such as: -</p> <ul style="list-style-type: none"> <li>• Mass Vaccination Programme</li> <li>• Phlebotomy</li> <li>• Long COVID</li> </ul>		

	<ul style="list-style-type: none"> <li>• Nurse education and training</li> <li>• Some outpatient clinics</li> <li>• Equipment storage</li> </ul> <p>Alternative accommodation has been identified for the services which need to continue and contingency plans exist should the need to extend vaccination to surge levels be required in future.</p> <p>During this time field hospital physical capacity has been retained and whilst never used, this capacity has been maintained should it be required to be occupied. The facility continues to be run by a dedicated team of colleagues who have been seconded from substantive roles. Their dedication and diligence is praiseworthy.</p> <p>The lease for the entire Bay Studios facility as a single entity (of which the Field Hospital is one element) comes to and end on 31<sup>st</sup> July 2022. Funding to keep the facility open has been provided through the Mass Vaccination programme.</p> <p>With the need for a Field Hospital in the context of this pandemic no longer required (and the prospect of staffing the facility given other options unlikely) it is proposed that the Bay Studios facility be decommissioned and services currently in place be provided from alternative sources.</p> <p>Finance is available to decommission the facility under the terms of the lease. Discussions are underway with the landlord as to the nature of the decommissioning and plans will be drawn up in this regard.</p> <p>This paper seeks Health Board approval to decommission the Bay Studios facility when the lease expires on 31<sup>st</sup> July 2022.</p>			
<b>Specific Action Required</b> <i>(please choose one only)</i>	<b>Information</b> <input checked="" type="checkbox"/>	<b>Discussion</b> <input checked="" type="checkbox"/>	<b>Assurance</b> <input type="checkbox"/>	<b>Approval</b> <input checked="" type="checkbox"/>
<b>Recommendations</b>	<p><b>Members are asked to: -</b></p> <ul style="list-style-type: none"> <li>• <b>APPROVE</b> the decision to decommission Bay Studios as a facility when the lease expires on 31<sup>st</sup> July 2022</li> <li>• <b>NOTE</b> that plans are in place to relocate all other services to alternative provisions</li> <li>• <b>NOTE</b> that core vaccination services can be relocated and that contingency plans exist should a surge to mass vaccination be required</li> </ul>			

	<ul style="list-style-type: none"><li>• <b>NOTE</b> the contribution of the colleagues who have been deployed from substantive roles to establish and manage the facility</li><li>• <b>SUPPORT</b> the decision to negotiate with the landlord a mutually agreeable decommissioning plan</li></ul>
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# **BAY STUDIOS DECOMMISSIONING**

## **1. INTRODUCTION**

This paper sets out the rationale for decommissioning the Bay Studios facility when the lease on the property expires on 31<sup>st</sup> July 2022.

Since being established as Field Hospital the facility has never been used as a field hospital and due its flexibility has accommodated other key services through the pandemic such as the Mass Vaccination Programme, Phlebotomy services Outpatient clinics etc.

This paper was considered at the Management Board on 18<sup>th</sup> May 2022 and the Board agreed to endorse the decision to decommission the facility ahead of Board discussion.

## **2. BACKGROUND**

At the beginning of the COVID-19 pandemic the Health Board was required to make available an additional 1,242 acute beds as contingency response to the pandemic. Welsh Government funding was made available and in partnership with our two local authorities, this was delivered through two field hospitals; Llandarcy Field Hospital and Bay Studios Field Hospital.

The bed requirement was halved following the first wave of the pandemic and the decision was made to decommission Llandarcy Field Hospital and retain Bay Studios Field Hospital; albeit not all of the potential space was fully commissioned due to the change in modelling assumptions.

The Bay Field Hospital has never been used as a field hospital but due to the flexibility of the full Bay Studios site and the need for other responses and service sustainability challenges posed by the pandemic, it has flexed its utility and has become host to services such as: -

- Mass Vaccination Programme
- Phlebotomy
- Long COVID
- Nurse education and training
- Some outpatient clinics
- Equipment storage

Alternative accommodation has been identified for the services which need to continue and contingency plans exist should the need to extend vaccination to surge levels be required in future. Partnership work is underway with our local authority partners to identify premises which can be accessed swiftly and there is a substantial level of experience within the Health Board in rapid stand up of vaccination.

During this time field hospital physical capacity has been retained and whilst never used, this capacity has been maintained should it be required to be occupied. The

facility as a whole is run by a dedicated team of individuals (largely from the Primary Care and Therapy Services Service Group) who have been seconded from important roles to ensure that field hospital capacity is maintained and to provide full site management of the facility. Returning these colleagues to their substantive roles will be beneficial to stretched capacity in other areas of the Health Board. Their contribution is highly praiseworthy.

The lease for the entire Bay Studios facility as a single entity (of which the Field Hospital is one space) comes to an end on 31<sup>st</sup> July 2022. Funding to keep the facility open has been provided through the Mass Vaccination programme.

With the need for a Field Hospital in the context of this pandemic no longer required (and the prospect of staffing the facility given other options unlikely) it is proposed that the Bay Studios facility be decommissioned and services currently in place be provided from alternative sources.

Finance is available (has already been allocated to the Health Board from Welsh Government) to decommission the facility under the terms of the lease. Discussions are underway with the landlord as to the nature of the decommissioning and plans will be drawn up in this regard.

### **3. GOVERNANCE AND RISK ISSUES**

The operational management of the Bay Studios site is undertaken via the Primary Care and Therapy Services Service Group.

Oversight of the use of the site is via the Field Hospital Establishment Group (FHEG) chaired by the Director of Finance and Performance.

It is proposed that the FHEG is repurposed to become the Field Hospital Decommissioning Group and the Health Board's Decommissioning Policy will be used to support the exit. The group will continue to be chaired by the Director of Finance and Performance. This group will report through to the Management Board for assurance on the delivery of the exit plans.

The main risks of the decommissioning are that services currently using the Bay Studios site will be disrupted due to having to move to alternative accommodation. The Field Hospital Decommissioning Group will link with other groups overseeing the service moves to ensure risk mitigation is in place.

Alternative accommodation has been identified for both the vaccination programme and some (but not yet all of the phlebotomy services). Outpatient clinics are fewer and will be managed with nurse training and education to transfer to Health Board headquarters. An alternative storage facility is being considered to house the balance of the equipment currently being stored on site.

The extent of the required decommissioning work will be agreed with the landlord with a view to maximising the utility of the fixtures and fittings to the Health Board whilst minimising the revenue cost of restoring the Bay Studios building to its pre-tenancy state. This work will be carried out in the interest of best value for public money.

The Health Board is carrying a financial provision on its balance sheet for the decommissioning costs which will be a charge to revenue.

#### **4. FINANCIAL IMPLICATIONS**

The funding of the ongoing vaccination service (under which the Bay Studios site has been funded) will continue from Welsh Government for 2022/23.

The termination of the lease will allow the Health Board to cease contracts for heating, lighting, security, facilities services checks etc. Whilst there has been no net revenue impact on the Board due to the site being funded through vaccination, as the scale of the vaccination programme reduces and the model of delivery changes, there is a real risk that funding would not flow for the field hospital element, exposing the Health Board to significant cost for a facility which has little utility and would require further repair in preparation for winter weather.

#### **5. RECOMMENDATIONS**

**Members are asked to: -**

- **APPROVE** the decision to decommission Bay Studios as a facility when the lease expires on 31<sup>st</sup> July 2022
- **NOTE** that plans are in place to relocate all other services to alternative provisions
- **NOTE** that core vaccination services can be relocated and that contingency plans exist should a surge to mass vaccination be required
- **NOTE** the contribution of the colleagues who have been deployed from substantive roles to establish and manage the facility
- **SUPPORT** the decision to negotiate with the landlord a mutually agreeable decommissioning plan.

<b>Governance and Assurance</b>		
<b>Link to Enabling Objectives</b> <i>(please choose)</i>	<b>Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities</b>	
	Partnerships for Improving Health and Wellbeing	<input checked="" type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	<b>Deliver better care through excellent health and care services achieving the outcomes that matter most to people</b>	
	Best Value Outcomes and High Quality Care	<input type="checkbox"/>
	Partnerships for Care	<input type="checkbox"/>
	Excellent Staff	<input type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
<b>Health and Care Standards</b>		
<i>(please choose)</i>	Staying Healthy	<input 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 type="checkbox"/>
	Staff and Resources	<input type="checkbox"/>
<b>Quality, Safety and Patient Experience</b>		
<p>The field hospitals were a critical component of the Health Board's strategy to ensure that all patients are able to receive timely, safe and effective care.</p> <p>The change in the nature of the pandemic has now meant that this requirement is no longer necessary.</p>		
<b>Financial Implications</b>		
The financial implications are detailed in the main body of the paper.		
<b>Legal Implications (including equality and diversity assessment)</b>		
The main legal vehicle here is the lease and the decommissioning requirements therein. This is subject to ongoing negotiation to optimise the position for both landlord and tenant.		
<b>Staffing Implications</b>		
There are a minimal number of staff who provide cover for the Bay Studios site. This staff will return to full substantive duties upon decommissioning of the site.		
<b>Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)</b>		
n/a		
<b>Report History</b>	Strategic decisions relating to Field Hospital commissioning have been approved by the Board	
<b>Appendices</b>	None	