



Meeting Date	28 January 2021	Agenda Item	3.6
Report Title	Response to the Review of University Health Board Status		
Report Author	Liz Stauber, Head of Corporate Governance		
Report Sponsor	Richard Evans, Executive Medical Director		
Presented by	Richard Evans, Executive Medical Director		
Freedom of Information	Open		
Purpose of the Report	The purpose of this report is to outline the health board's proposed response to Welsh Government's review of its university health board status.		
Key Issues	The organisation has been a 'university health board' for a number of years. Welsh Government reviews this on a three-yearly basis with the process for the current review initially commencing at the start of the financial year. A pause was put on proceeding due to the Covid-19 pandemic and workshops were instead held in October 2020. The original requirement was a formal report submitted by January 2021 followed by panel presentation in March 2021. This has since changed to just the panel presentation but health boards are welcome to submit written reports to support its presentation. As the guidance as to the change in requirements has only just been received, the health board had already drafted its report in readiness for the January 2021 deadline (appendix one) and will use that for the basis of its presentation.		
Specific Action Required <i>(please choose one only)</i>	Information	Discussion	Assurance
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input checked="" type="checkbox"/>
Recommendations	Members are asked to: <ul style="list-style-type: none"> • NOTE the report; • APPROVE the proposed response to Welsh Government's review of its university health board status. 		

RESPONSE TO THE REVIEW OF UNIVERSITY HEALTH BOARD STATUS

1. INTRODUCTION

The purpose of this report is to outline the health board's proposed response to Welsh Government's review of its university health board status.

2. BACKGROUND

The organisation has been a 'university health board' for a number of years. Welsh Government reviews this on a three-yearly basis with the process for the current review initially commencing at the start of the financial year. A pause was put on proceedings due to the Covid-19 pandemic and workshops were instead held in October 2020. The original requirement was a formal report submitted by January 2021 followed by panel presentation in March 2021. This has since changed to just the panel presentation but health boards are welcome to submit written reports to support its presentation. As the guidance as to the change in requirements has only just been received, the health board had already drafted its report in readiness for the January 2021 deadline (**appendix one**) and will use that for the basis of its presentation.

3. GOVERNANCE AND RISK ISSUES

Being a university health board is a prestigious achievement and one which the organisation should continue to nurture. The relationship with Swansea University is integral as it provides encouragement for its students to seek employment within health board services following graduation as well as an attractive prospect for more experienced staff looking for new challenges within their career.

The status is critical to the health board's long-term organisational strategy of *Better Care, Better Health, Better Lives*, as this is an ambition that cannot be delivered without research and development, teaching and education and innovation. These are the pillar stones of creating and continuing good quality health and wellbeing services in partnership with others. The work detailed in the response not only demonstrates this but also the commitment to continue to drive this forward as part of future plans.

While there was no specific guidance as to the content to include in the submission, Welsh Government is clear that the health board's innovation, research and development and teaching and education work needs to be detailed. While this is an integral part of the response, the opportunity has also been taken to highlight the progress made by ARCH (A Regional Collaboration for Health), the programme between the health board, university and Hywel Dda University Health Board, that aims to improve the health, wealth and wellbeing of the south-west Wales region. In addition, given that currently the health board's focus is primarily on its response to the Covid-19 pandemic, some of this transformational work has been highlighted. All of these show the commitment to continually improve the health board in partnership to create modern and innovative local and regional services and opportunities tailored for the local population.

Indications from Welsh Government are that the future review process will be annual to aid organisations to set priorities. It will also to the integrated medium term plan (IMTP – three-year plan) process to enable a more streamlined approach which

easily identifies progress so it is likely this report will be received by the board on a more regular basis.

4. FINANCIAL IMPLICATIONS

There are no financial implications.

5. RECOMMENDATION

Members are asked to:

- **NOTE** the report;
- **APPROVE** the proposed response to Welsh Government's review of its university health board status.

Governance and Assurance		
Link to Enabling Objectives <i>(please choose)</i>	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input type="checkbox"/>
	Co-Production and Health Literacy	<input checked="" type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input 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 type="checkbox"/>
	Partnerships for Care	<input checked="" type="checkbox"/>
	Excellent Staff	<input type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
Outstanding Research, Innovation, Education and Learning	<input checked="" type="checkbox"/>	
Health and Care Standards		
<i>(please choose)</i>	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input type="checkbox"/>
	Effective Care	<input type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input type="checkbox"/>
	Individual Care	<input type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
Continuing the university health board status signals the organisation's intention to continue to develop high quality, safe services for its citizens.		
Financial Implications		
There are no financial implications.		
Legal Implications (including equality and diversity assessment)		
There are no legal implications.		
Staffing Implications		
There are no staffing implications.		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
The health board has an ambitious organisational strategy, <i>Better Care, Better Health, Better Lives</i> , which aims to transform its services and to build on its partnership work to provide a modern and forward thinking organisation in which to work and from which to receive care.		
Report History	First report to the board.	
Appendices	Appendix one – proposed response	

Swansea Bay University Health Board University Status Triennial Review 2020

- **Introduction**

It was ABMU Health Board which originally achieved university health board status and this was renewed in 2017. Following a Welsh Government consultation in 2018, the decision was made to transfer health services for Bridgend local authority area to Cwm Taf University Health Board. As such, Swansea Bay University Health Board came into being on 1st April 2019 serving Swansea and Neath Port Talbot, retaining its university health board status.

As part of the latest review, this document will set out the health board's evidence against Welsh Government's criteria, *research and development, teaching and education* and *innovation*, to seek to maintain its university health board status. The evidence will also be broken down to demonstrate how this has been achieved in-line with the health board's values, '*Working Together*', '*Caring for Each Other*' and '*Always Improving*'.

It should be acknowledged that the majority of 2020 has been spent by the health board managing its response to Covid-19, the most challenging pandemic the world has seen in this century. While it has had a significant impact on the ability of the health board to carry out its day-to-day role, it has been an opportunity to find new ways of working, especially with partners, as well as opened new avenues for research and innovation. Some of these will be referenced within the document.

However focus will first be given to the ARCH programme.

- **ARCH (A Regional Collaboration for Health)**

ARCH is a long-term transformational collaboration between Swansea Bay and Hywel Dda university health boards and Swansea University that aims to improve the health, wealth and wellbeing of the south-west Wales region.

With a cross cutting, ambitious portfolio of regional work, underpinned by the Welsh Government publication 'A Healthier Wales', the three organisations believe that a joined up regional approach is the only way to deliver meaningful change to address service pressures, workforce fragility and to drive a vibrant life science economy.



ARCH has a strong governance structure in which the university is fully embedded. The ARCH partnership group, made up of the Vice-Chancellor, health board chairs and chief executives, has executive leadership of the portfolio through the delivery and leadership group which agrees the programme's strategic priorities. It is currently chaired by Professor Keith Lloyd, Executive Dean, Faculty of Health and Life Science. The maturity of the relationship has enabled the embedding of

university colleagues in the service transformation group and its clinical work streams and individual projects.

Recent activities of the programme include:

- The Swansea Bay City Deal campuses project is making progress with business planning processes and submission of the outline business case to the City Deal regional office for review is anticipated imminently. Phase one of the project will deliver an Institute of Life Science (ILS) at the Morriston campus and lay the foundations for phase two to develop an ambitious life-science campus;
- In July 2020, the ARCH Innovation Forum was launched to provide guidance, advice, support, and signposting from a multi-disciplinary stakeholder group to innovation projects from across the region. Its purpose is to accelerate innovation across the health and care sector to improve the health, wealth and wellbeing of South West Wales. An invitation for expressions of interest to present innovation projects to the panel was distributed across the health boards, academia and industry and shortlisted candidates presented their ideas to the first meeting of the forum in September 2020. These were on a broad range of areas from digital applications (apps), joint replacements and surface coatings;
- Swansea University hosted a 'Celebrating Medical Innovation' webinar to recognise the outstanding examples of innovation across the region. Key note speakers, including Dr Richard Evans (Swansea Bay University Health Board), Professor Keith Lloyd (Swansea University) and Debbie Laubach (MediWales), were followed by case studies of innovation projects that were undertaken in efforts to support during the Covid-19 pandemic;
- The Healthcare Technology Centre, as part of Accelerate, and embedded within the Institute of Life Sciences at Swansea University, has been continuing to support activity during the pandemic. The teams have been supporting a number of collaborative innovation projects to support the public, patients, NHS and population during the Covid-19 pandemic. Accelerate has secured funding from the European Regional Development Fund until 2022;
- An NHS innovation leads group has been established with representation from Swansea Bay and Hywel Dda university health boards;
- The AgorIP programme is to be extended to 2023, building upon existing projects such as health board secondments. Work through innovation leads to develop the aligned intellectual property commercialisation framework, tools and structures is also continuing;
- A proposal to establish an intensive learning academy in value-based health and social care and innovation has been submitted and is subject to final business case stage with Welsh Government. This is supported by the Health Technology Centre and wider ARCH stakeholders.

Some of the ARCH programme's strategic priorities for the next phase of delivery and some examples include:

- Working with the university to deliver their aspirations through the recommissioning process with Health Education and Improvement Wales (HEIW). These courses will be core business for some years to come, helping to deliver the health board's workforce of the future. Therefore, as a partners in the process, it allows the university to respond to the health board's workforce strategies and three-year plan requirements, particularly for new professional groups;
- Expanding the funding portfolio to attract monies via a large collaborative bid in a joint area of interest, such as value-based healthcare or artificial intelligence. An example of which has been the recent successful bid to conduct the NHS Covid-19 innovation study;
- Capturing, sharing and building upon the learning from the Covid-19 insights report and any national publications to ensure that the clinical lessons that come of the pandemic help shape future planning;
- Co-designing approaches to attract individuals to honorary positions in the health boards and university. The Health Board's Chief Executive, Tracy Myhill, is already an honorary professor at the university.

- **Research and Development**

The health board has a strong and successful partnership with the university, with many examples of collaboration, and the research and development teams often work out of the ILS building at the university to enhance the partnership.

One of the main partnerships is the operation of the Joint Clinical Research Facility (JCRF), a dedicated unit for conducting clinical trials staffed by university employed research nurses with honorary contracts within the health board. Commercial studies are conducted as well as collaborative non-commercial studies, led by health board consultant investigators. The two self-funded clinical units bridge both the health board and university – one is based in Morriston Hospital and has with six beds and the other in ILS2 (Swansea University) with seven beds.



As a “niche” department, the JCRF has advantages over other research units with its close links and working relationships with professorial staff and NHS clinicians. It can collaborate at a high level and contribute to study designs for both pharmaceutical and peer funded studies.

Over the years, the JCRF has contributed to numerous studies across wide therapeutic areas. Many of these drugs now have market authorisation. The opportunity for clinicians and patients to participate in early research enables both parties to have insight into new medicines and to be very much part of innovative

technology and new classes of medicines. With an excellent track record for both delivery and quality research, the JCRF's portfolio is mainly for blue chip pharmaceutical companies and large scale peer-funded work spanning. It has close collaboration with many UK universities and participates in large multi-centre studies in many of the high priority disease areas for healthcare.

Other key areas of collaborations include:

- A joint human tissue research licence;
- Women and child health research forum with strong academic links with the medical school, supporting recruitment of samples for basic science research and also exercise in pregnancy;
- Collaborative research within clinical psychology;
- An academic nursing lead jointly appointed within the health board who leads the nursing research and development strategy;
- Medical physics, oncology and pharmacy have strong academic links along with a new pharmacy school into which the health board will have an input into delivering courses and offering placements;
- A joint study review committee, co-sponsorship models and shared standard operating procedure with the trials unit;
- There are plans for a sports/wellbeing village expansion at Singleton Hospital and there is an established academic collaborative research between the university and JCRF in the field of exercise and diabetic medicine which can support this new development in terms of pipeline of future research activity.

In addition to this, a number of exciting projects are either underway or have been completed in the area of research and development:

- *Bowel Cancer*

A collaboration which started in 2014 between the health board's department of colorectal surgery and Swansea University's physics department within the Centre for NanoHealth has resulted in a potentially groundbreaking blood test that can be used for rapid and cost-effective detection of early stage colorectal (bowel) cancer. The Biospectroscopy group, led by Professor Dean Harris (*pictured*) and Professor Peter Dunstan, has attracted over £1m in funding from Cancer Research Wales, Welsh Government, Health Care Research Wales and AgorIP. The group discovered that combining laser Raman spectroscopy techniques with artificial intelligence revealed a biological fingerprint unique to bowel cancer and polyps. The technique has been trialled in primary care as a way to rapidly exclude bowel cancer in patients with colorectal symptoms and reduce the need for referral for colonoscopy.



It also holds significant promise as a more acceptable bowel screening tool. A spin-out company was formed in 2018 (CanSense Ltd) to commercialise the blood test

towards NHS adoption. CanSense has won major awards (MediWales Best Start-Up 2019; South Coast Tech Awards Innovative Tech Company 2020) and is focused on improving cancer outcomes through early detection.

- *Coagulation*

Partnership working is also taking place with the University of Copenhagen looking at how blood flow changes affect coagulation in stroke patients who are undergoing exercise rehabilitation. This is part of an ongoing collaborative programme between the Welsh Centre for Emergency Medicine Research and Copenhagen. A travel fellowship has been awarded to Adrian Evans, Professor of Emergency Medicine and Haemostasis, to develop these links further. This research has also results in joint research between the two institutions.

- *pH Changes*

Work is taking place with Swansea University in the development of new sensors for the early detection of pH change which occurs in many acute diseases.

- *Chronic Obstructive Pulmonary Disorder (COPD)*

A study is looking why patients who present with acute respiratory distress in COPD develop abnormal clotting profiles.

- *Obesity and Diabetes*

This trial sees the microscopic organisms harvested from the faeces of healthy volunteers and transplanted into the bowels of people with type 2 diabetes who are also obese. This has the potential to be a global game-changer by leading to weight loss and even to some people being able to stop taking diabetes medication – saving the UK billions of pounds in healthcare costs.

- *Breast Cancer*

Thanks to pioneering work at the south-west Wales cancer centre at Singleton Hospital, breast cancer patients' radiotherapy treatment now takes place over five days rather than 15. Investment was made into new equipment which allows higher doses to be delivered safely without causing worse side-effects. The change was a result of the findings of a five year trial known as 'Fast Forward'.

- *Education and Training*

University places for all healthcare programmes (with the exception of medicine and dentistry) are commissioned by HEIW based on annual/three-year plans calculated by the health boards across Wales. Swansea University and Swansea Bay University Health Board work closely together to deliver high quality clinical placements for students on a range of programmes including nursing, midwifery, graduate entry medicine, physicians associate and healthcare science. Clinicians participate in all stages of the student journey including recruitment, curriculum design delivery and assessment. Inter-professional education in practice placements ensures that every student is familiar with the roles and expectations of other healthcare professionals and become familiar with the concept and benefits of

multidisciplinary working from a very early stage which is hugely beneficial when students become registrants and practice in their chosen field.

Also, a number of clinical staff hold honorary titles and many also contribute to undergraduate education outside of clinical placements. Medical students and junior doctors have the opportunity to undertake placements within a variety of services and there are also physician associate posts within the establishment. In addition to this, there are a number of achievements by staff for their own education and development, which for the more senior, are an opportunity to help develop the future generation.

- *Best Student Nurse*

Rea Pugh-Davies (*pictured*), support worker in Neath Port Talbot Hospital, was named Best Nursing Support Worker at the 2020 RCNi (Royal College of Nursing) Awards. Rea impressed the judges by her work as part of the learning disabilities team, drawing up individual care plans, helping to improve their experience and health.



- *3D Printing*

Professor Iain Whitaker, consultant in the Welsh Centre for Burns and Plastic Surgery at Morriston Hospital and Chair of Plastic Surgery at Swansea University Medical School, has been leading a research project to develop 3D-printed tissue made from human cells for the first time. He was invited by the Royal Australasian College of Surgeons to present a keynote lecture on The Future of Plastic Surgery at its annual scientific congress in May and also been awarded a Cutler/Royal College of Surgeons of England Fellowship to work with Dr Françoise Firmin at the Clinic Bizet in Paris with a view to bringing expertise in ear and facial reconstruction to Wales. Since his appointment as Chair of Plastic Surgery in 2013, Professor Whitaker has developed the Reconstructive Surgery and Regenerative Medicine Research Group (ReconRegen), which has now become the UK's largest plastic surgery research group. He has also been awarded a European Association of Plastic Surgeons and American Association of Plastic Surgeons academic scholarship. It was the first time the award had been made to a UK-trained surgeon and will lead to a visiting professorship at Harvard Medical School.

- *Renal*

Morriston Hospital's Chris Brown, consultant renal pharmacist, is a Fellow of the Royal Pharmaceutical Society as well as the national lead for Welsh Renal Network and an honorary senior clinical lecturer with Swansea University.

- *Wider Roles*

Five clinicians from the health board were invited to join Health and Care Research Wales:

- Dr Ceri Battle, consultant physiotherapy practitioner, has been appointed specialty co-lead for injuries and emergencies;

- Professor Steve Bain of Singleton Hospital has been reappointed to the role of specialty lead for diabetes, which he has occupied as part of the Diabetes Research Unit Cymru infrastructure since 2016;
- Professor Iain Whitaker, consultant plastic surgeon at Morriston Hospital and Chair in Plastic and Reconstructive Surgery at Swansea University has been appointed specialty research lead for surgery;
- Dr Chin Lye Ch'ng, gastroenterology and hepatology consultant at Singleton Hospital has been appointed specialty research lead for hepatology;
- Dr Manju Krishnan was reappointed deputy stroke research lead.

- **Innovation**

Innovation is key to the future of the health board as it encourages staff to consider new ways of working making services more efficient and providing care in different ways to better the experience and outcomes of patients. The Innovation Forum (described above) will be a major driver to encourage and support innovation and collaboration with Swansea University and industry. Some examples of recent work are set out below, but one of the constraints innovation is resource within the health board to lead the process and consideration is being given as to how to strengthen this.

- *Skin Cancer*

The health board became the first in the world to develop a technique to enable a complex skin cancer procedure to be undertaken while patients are awake, as it was too risky to do the procedure under general anaesthetic once Covid-19 hit. Sentinel lymph node biopsies can potentially save the lives of people with melanoma by detecting at an early stage whether the cancer has spread. Morriston Hospital's plastic surgery and anaesthetics teams have developed a technique using a series of specially-developed nerve blocks, which allows these biopsies to continue.

Pictured: consultant plastic surgeons Jonathan Cubitt and Sarah Hemington-Gorse



- *Nanoscience*

Working closely with Swansea University, a clinical advisory group has been established for nanoscience.

- *Industry Visit*

Software company Utterberry visited in September 2020 with an opportunity to test cutting-edge technologies.

- *Hepatitis C Elimination Project*

The BBV Team (Hepatology and Blood Borne Virus Team) has been working alongside Public Health Wales and health boards across Wales to increase the Swansea Bay University Health Board University Status Triennial Review 2020

number of patients with hepatitis C being treated, resulting in a cure rate of 95%, which is at least equivalent to other major international centres. The work has been now been recognised by the British Medical Journal and has been named winners of the Clinical Leadership category in its 2020 awards and resulted in over £29million worth of savings to NHS Wales since October 2015. The project has also enabled the transplantation of hepatitis C infected organs to non-infected individuals.

- *Renal*

Across the south-west Wales region, around 1,200 dialysis treatments are performed each week and around 5,000 drugs are administered to enable dialysis for people with kidney failure. This amount of treatment meant a significant amount of paperwork, so Morriston Hospital's renal unit created a bespoke in-house digital system that could deal with the complexities of dialysis, yet be simple and intuitive for staff to navigate. The results have led to a significant improvement in quality and efficiency, the way staff work has been modernised and patients can also access their medication and blood results on the smartphones.

- *Age Related Macular Degeneration (AMD)*

A multi-disciplinary team of eye specialists and doctors at Singleton Hospital (*pictured*) is working together to deliver treatment for AMD. The treatment for wet macular degeneration is the injection of a drug into the eye every few weeks in order to stop the bleeding, which is now provided by a multi-disciplinary team of nurses, orthoptists, optometrists, co-ordinators and doctors working to the top of their remit. The team has also partnered with Specsavers in Swansea in order to assess patients in the community.



- *Bevan Exemplars*

The Bevan Exemplars scheme was launched by the Bevan Commission in 2015 to put prudent healthcare into practice and improve outcomes, experience and efficiency. This is a dedicated area for innovation within the health board with a number of successful projects ongoing, for example:

- Enhancing interventions for fibromyalgia patients;
- Evaluating the value and impact of occupational therapy in primary care;
- Integrated facilities management system.

- ❖ **Digital**

A number of digital developments have been put in place over the recent months as electronic and digital working is key enable to the health board's future. Some examples include:

- The Swansea Bay patient portal - a digital tool that provides citizens with access to their own care records, empowering them to take more responsibility and play an active role in their care;
- The Signal e-whiteboard solution - replaces physical whiteboards on wards with a digital alternative, to ensure live information is available for every patient in the health board's hospitals;
- Health records modernisation - the implementation of electronic tags on paper based patient records. This has improved the effectiveness and efficiencies of paper records provision as part of the transfer from paper to electronic;
- Enabling business intelligence and analytics - accelerating the use analytics and business intelligence dashboards across the organisation to support evidence based decision-making.

❖ Health Board Values

The health board, in partnership with its staff, patients, service users and local community developed a values framework. Below are some examples of the progress the organisation has made in living those values:

➤ Working Together

• Radiotherapy Showcase

An annual radiotherapy showcase takes place between the health board and university to highlight the exciting and innovative research being carried out. At the 2019 event, a patient diagnosed with a brain tumour in his first year of university, now studying for a master's degree, praised the care he had been given.

• Storytelling

Swansea Bay University Health Board is the first health provider in the UK to have accredited digital story training for staff and the team is now delivering that training for NHS staff across the UK. In addition to this accolade, its digital stories team won a Patient Experience Network National (PENNA) Award for its work.

• GP on the Frontline

Dr Mikey Bryant is an out-of-hours Swansea GP and is spending time in Liberia, with his wife, Dr Bethany Bryant, paediatric doctor at Morrision Hospital, Liberia's capital city, to set up a large paediatric programme, mainly working with malnourished children. As a result of the pandemic, he has ended up running one of the few hospitals in the country with an isolation ward and a supply of oxygen, funded by Swansea Bay Health Charity's Africa Health Links Fund and Welsh Government's Wales and Africa grants scheme.

➤ *Caring for Each Other*

- *Calon*

Calon is the health board's LGBT+ network and aims to make a more inclusive and equitable work place for all, irrespective of sexuality or gender identity. One of the events it takes part in regularly is Pride and, despite Covid-19, managed to do it again this year, participating in the virtual Pride event.

- *BAME (Black, Asian, Minority Ethnic) Network*

A new BAME network (*pictured*) has been set up to raise cultural understanding, improve staff support and boost patient care across the health board due to staff demand. They saw the work of other networks, like Calon, and wanted to do something similar for BAME staff.



- *RCN Wales Nurse of the Year*

Jean Saunders was crowned RCN Wales Nurse of the Year for her work supporting asylum seekers. This demonstrates the importance placed on patient care and experience, as well as equality and diversity, so to not only have a nurse celebrated in this way this, but to have others shortlisted, is a wonderful achievement.

- *Health and Wellbeing*

A number of initiatives were put in place to support health and wellbeing during the Covid-19 pandemic, including enhanced seven-day occupational health and staff wellbeing services for staff and partnership working with chaplaincy, psychology and learning and development to enhance the staff support offer. As a result, the health board was a double winner at the Personnel Today Occupational Health and Wellbeing Awards winning 'Occupational Health Team of the Year (Public Sector)' and 'Best MDT (multi-disciplinary team) Initiative' for the wellbeing team.

➤ *Always Improving*

- *Antibiotics Reduction*

A campaign to reduce the overuse of antibiotics is expanding across Swansea after Morriston Hospital became one of two Welsh sites to be invited to join the final phase of ARK-Hospital. Its aim is to reduce serious infections caused by antibiotic resistance in the future by safely reducing antibiotic use now. ARK (Antibiotic Review Kit) initially started as a three-month pilot in medicine within Morriston Hospital but expanded across the hospital and has been so effective that it is now being introduced at Singleton Hospital.

- *ITU Physiotherapy*

A first in the world physiotherapy service at Morriston Hospital is following-up patients after they leave intensive care – first on the general ward and then back home. The programmes includes bringing people to Morriston Hospital for

hydrotherapy and offering community-based exercise programmes, as well as physiotherapy sessions at home or exercise advice by phone if they prefer.. Anyone who has been in intensive care for more than three days is offered the opportunity to take part.

❖ Covid-19

Like so many organisations across the world in 2020, the health board has had to develop a response to Covid-19 in order to continue to provide as many services to as many people as possible. While this has been a significant challenge, it has also provided an opportunity for developments to be accelerated. Some examples include:



➤ Innovation

- *Acute Medical Services Redesign*

There is a vision for the future of urgent and emergency services of a 'single point of entry' where senior clinicians review and decide, with patients and their families, the most appropriate care and/or treatment they need and the best way to provide it. Work has commenced to establish such a service with several workshops and test and challenge sessions. Discussions are now taking place with the community health council as to what level of public engagement/consultation is needed.

- *Paediatric Emergency Unit*

A children's emergency unit was established at Morriston Hospital to provide an appropriate environment in which to see assess, treat and where necessary, admit children presenting as emergencies. As it has its own entrance, children no longer have to be seen in the main emergency department. *Pictured: consultant emergency paediatrician Clare Dieppe*

- *Outpatients*

The outpatient department at Morriston Hospital was redesigned into a critical care area to enable more patients needing higher level medical treatment to be cared for due to the level needing intensive care during the first wave of the pandemic.

➤ Research

At the start of the pandemic in Wales, 217 studies had to be suspended, although a proportion have now restarted. During this time, the health board has been extremely active in Covid-19 research, in particular delivery of the urgent public health studies. Key platform studies, Recovery and Remap Cap, have offered therapeutic interventions of repurposed drugs and also convalescent plasma. It is hoped that the health board will participate in Covid-19 vaccine projects in 2021.

- *Ventilated Patients in ITU*

A study is ongoing looking at the effect of Covid-19 on the outcome in patients being ventilated on ITU.

- *Blood Clots*

Researchers at Morriston Hospital have been awarded Welsh Government Ser Cymru funding to look at the effect of Covid-19 on clotting in patients who are admitted via the emergency department at Morriston Hospital. This study is looking at how the severity of the underlying inflammation changes with time and the secondary effect of treatment in reducing the inflammation and its effect on clotting.

- *Recovery Trial*

The health board is one of 176 health boards and trusts across the UK recruiting patients for the 'Recovery' trial, which is testing a range of treatments against the virus and more than 50 patients have already taken part.



- *DNA*

Patients at Morriston Hospital with Covid-19 have given blood to help discover why some people are more susceptible to it than others. Morriston Hospital is one of 194 participating sites in the UK, led by Ceri Battle (*pictured*), Luke Newey and Karen James from the emergency department major critical care unit physiotherapy team.

- *Convalescent Plasma*

This trial sees patients injected with the plasma of those who have already had the virus to determine if the antibodies can aid

with recovery.

- *REMAP-CAP*

This trial tests severely ill patients with Covid-19 with multiple treatments at the same time.

- *Digital*

As the number of people accessing hospital or clinical sites in person needed to be reduced, digital innovations become critical to enable services to continue without putting patients at risk by seeing them face-to-face:

- *Consultant Connect*

The health board became the first in Wales to launch Consultant Connect, which has been successfully used by the NHS in England and Scotland. It is used by GPs, paramedics and allied health professionals when with a patient in the community and they can use the app to dial a number to the relevant specialist within a matter of

seconds, any time of day. Evidence suggests that in more of half of cases this has avoided hospital admissions or outpatient referrals. As well as accessing telephone advice and guidance, they are able to use the app to take photographs and share them confidentially with consultants.

- *Virtual Appointments*

Patients now able to keep their appointments from the comfort of their own homes via Windows, Android and Apple devices thanks to digital services To date there are over 250 users with the likes of South West Wales Cancer Centre, Burns and Plastics, Children's Services Group, Psychology, as well as individuals, already signed up to the service.

- **Conclusion**

In summary, the health board continues to strive to demonstrate its commitment to its university status, a prestige which is critical to its long term organisation strategy of *Better Care, Better Health, Better Lives*, an ambition that cannot be delivered without research and development, teaching and education and innovation. These are the pillar stones of creating and continuing good quality health and wellbeing services in partnership with others.