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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	22 July 2021	Agenda Item	2.1
Report Title	Urgent Emergency Care Plan – Enfys redesign		
Report Author	Darren Griffiths, Director of Finance and Performance (interim)		
Report Sponsor	Darren Griffiths, Director of Finance and Performance (interim)		
Presented by	Darren Griffiths, Director of Finance and Performance (interim)		
Freedom of Information	Closed		
Purpose of the Report	<p>This paper seeks Board approval of plans to design, procure, build and commission the existing Enfys Ward (and co-located existing space) at Morrison Hospital to establish an Ambulatory Emergency Care and an Acute Medical Assessment Unit.</p> <p>The paper also seeks Board approval for the reconfiguration of the 2021/22 discretionary capital plan to fund the plan.</p> <p>The establishment of this facility is critical element of the Health Board's Urgent Emergency Care (UEC) plan and has been discussed and agreed at Management Board.</p>		
Key Issues	<p>Key points: -</p> <ul style="list-style-type: none"> • UEC access performance and consequently patient experience is currently below the standards the Health Board wishes to provide for its patients • The establishment of the appropriate clinical space for Ambulatory Emergency Care and an Acute Medical Assessment facility is critical to the Health Board's UEC improvement plan • It is not possible to use the facilities that were designed and built for COVID response (Enfys and Tawe) as originally envisioned, due to their non-compliance with Health Building Note (HBN) requirements. This introduces a delay into the plan from November 2021 to March 2022 • Accelerated mitigating actions are in place to support the increased performance levels expected in our plan despite the delay • A significant amount of work has been undertaken to deliver the quickest possible time to establish this 		

	<p>facility (whilst maintaining good governance and compliance)</p> <ul style="list-style-type: none"> • Provision has been made within the revised discretionary capital plan to create a £3m budget for the development in the absence of capital support from Welsh Government. Should Welsh Government support be forthcoming the capital plan will be flexed to accommodate further prioritised demands for scarce capital resource • The Management Board has considered this and has agreed the plan for Board approval • Board approval and then Welsh Government approval is required given the financial sum involved and the extant approvals required in respect of discretionary capital deployment 			
Specific Action Required <i>(please choose one only)</i>	Information	Discussion	Assurance	Approval
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Recommendations	<p>Members are asked to:</p> <ul style="list-style-type: none"> • Approve the establishment of the Ambulatory Medical Assessment Unit utilising Enfys Ward and the co-located existing building space at Morrison Hospital • Approve the changes to the discretionary capital plan to fund this important development • Note the risk to the current Annual Plan performance trajectory and the actions being taken by the Chief Executive Officer and Chief Operating Officer to review this for September 2021. 			

URGENT EMERGENCY CARE PLAN – ENFYS REDESIGN

1. INTRODUCTION

This paper seeks Board approval of plans to design, procure, build and commission the existing Enfys Ward (and co-located existing space) at Morrison Hospital to establish an Ambulatory Emergency Care and an Acute Medical Assessment Unit.

The paper also seeks Board approval for the reconfiguration of the 2021/22 discretionary capital plan to fund the plan.

The establishment of this facility is critical element of the Health Board's Urgent Emergency Care (UEC) plan and has been discussed and agreed at Management Board.

2. BACKGROUND

The Management Board held on 7th July 2021 received two papers in respect of this development. The first (attached as **Appendix 1**) sets out the benefits and plans to deliver the development. The proposed timeline, as agreed by Management Board is Health Board Standing Orders and Public Contract Regulations compliant.

Whilst Welsh Government has been approached for capital support they are unable to confirm funding at the time of writing but there is active lobbying for increased capital resource to be allocated to Health. There are no clear timescales for this at this stage. The Health Board's discretionary capital plan has been flexed to create a £3m allocation to funding this development within 2021/22. The paper attached as **Appendix 2** shows how this has been done and how this impacts on the construct of the previously agreed balanced plan. Should Welsh Government be able identify additional resource this will be redeployed into the discretionary capital plan and will release schemes and spend held to accommodate this development.

Our current performance trajectory for 4 hour ED access plans that performance will be at 80% at the end of Quarter 2, 84% at the end of Quarter 3 and 95% at the end of Quarter 4. This is the Health Board composite trajectory which includes Morriston Emergency Department and Neath Port Talbot Minor Injury Unit performance.

The change in plan introduces a potential delay on the UEC performance improvement timeline. This delay was not anticipated requiring additional mitigating actions to be put in to place to ensure that the improved patient experience resulting from improved unscheduled care performance will be delivered. The bullet points below capture the additional actions in this respect: -

- Escalation of UEC performance in line with Health Board Performance Management Framework (PMF) for Morriston Hospital resulting in the

development of improvement plans for streaming of patients in the Emergency Department and length of stay reduction within the hospital itself from July 2021.

- Implementing our virtual ward model to support patients without the requirement for a hospital attendance with impact from September 2021
- Our home first model incorporates further development of patient pathways beyond those set out in our original plan attracting additional resource from the Regional partnership board process in line with the original plan from November 2021
- Recruiting four additional care of the elderly physicians working between the hospital front door and community services to avoid admissions and facilitate more swift discharge
- Critical review of diagnostic capacity to increase access times for inpatients awaiting scans prior to discharge and eliminating diagnostic delays for discharge on the Morriston site from September 2021
- Investing in enhanced specialist palliative care services to support those at the end of their lives outside of a hospital setting from January 2021
- Co-locating and extending the Beacon urgent primary care centre with Morriston ED to triage and treat patients who do not require Emergency Department care from July 2021
- Implementing the principles of Same Day Emergency Care to reduce length of stay without dedicated facilities from November 2021
- Daily silver command led by the Morriston triumvirate to de-escalate the site and reduce LLOS with weekly Executive oversight

We anticipate that the impact of these actions will mitigate the change in timescale to implement the AMAU element of the plan. This is currently being assessed against the existing performance trajectory by the Chief Operating Officer as growing demand and the third COVID wave pressures also need to be taken into account. This requires a further assessment which will be presented to the Board in September 2021.

3. FINANCIAL IMPACT

The capital impact of the project is set out in the report. The facility will need to be staffed and work is currently underway to understand what the workforce requirements will be. The full year revenue effect is anticipated to be in the region of £1m and will need to be considered in the overall quantum of the Health Board's financial plan investment allocation.

4. GOVERNANCE AND RISK

The timescales set out in the attached reports meet the governance requirements of the Board and the Procurement regulations. Health Board approval is required ahead of submitting to Welsh Government for approval as the scheme is in excess of £1m. Preliminary discussions have been held with Welsh Government and they are anticipating receipt should Health Board approval be forthcoming.

5. RECOMMENDATION

Members are asked to:

- **Approve** the establishment of the Ambulatory Medical Assessment Unit utilising Enfys Ward and the co-located existing building space at Morrison Hospital
- **Approve** the changes to the discretionary capital plan to fund this important development
- **Note** the risk to the current Annual Plan performance trajectory and the actions being taken by the Chief Executive Officer and Chief Operating Officer to review this for September 2021.

Governance and Assurance		
Link to Enabling Objectives (please choose)	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 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 checked="" type="checkbox"/>
	Partnerships for Care	<input type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
Health and Care Standards		
(please choose)	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 checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
Good financial governance will provide the support needed across the health board to deliver services which are of sound quality and safety and provide the right patient experience.		
Financial Implications		
Set out in the paper.		
Legal Implications (including equality and diversity assessment)		
There are no legal implications to highlight.		
Staffing Implications		
The unit will need to be staffed and work is underway to consider how this will be done		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
Robust financial governance arrangements will ensure the right decisions are made for the long-term future of the health board.		
Report History	This is the first report on this specific matter to the Board.	
Appendices	Appendix 1 – Enfys redesign case (to Management Board) Appendix 2 – Revised capital plan (to Management Board)	