

PARTNERSHIPS FOR IMPROVING HEALTH AND WELLBEING

Sandra Husbands, Director of Public Health

Siân Harrop-Griffiths, Director of Strategy

Outcomes

3 Years	5 Years	10 Years
By 2023, we will have put in place the foundations for community based approaches to health and wellbeing through strong partnership working enabling a shift to an asset-based community development approach to whole system thinking and working.	By 2025, will will radically change the way we all deliver services, through true co-production with citizens, based on a neighbourhood focus and building on community assets rather than deficits. This will focus on supporting individuals and communities to take more control of their lives through supporting them by building on their individual and community strengths.	By 2030, we want to have strong partnership with communities where we are all taking responsibility for improving our own health and wellbeing, and those of others. We will work with our partners to deliver the priorities in our local wellbeing assessments and plans. We will also work with others to improve our environments – both built and green – to maximise opportunities for wellbeing and sustainability.
<p>By 2023 we will have:</p> <ul style="list-style-type: none"> • Rolled out ambitious plan to create integrated multi-disciplinary teams of health, local government and 3rd sector staff. • Focused, through clusters and neighbourhoods, on improving well-being across the age spectrum, from childhood to old age, working with local citizens, patients, their families and communities to help keep people well in their own homes and build community resilience. We will have ensured that the most vulnerable people living in a Cluster and neighbourhood area are a key focus of this approach. • Worked with partners, targeting at risk groups to improve Health and Housing including environmental factors, flexible housing, homelessness and future proofing. • Supported the Public Service Boards' collective priority to improve workplace wellbeing 	<p>By 2025 we will have:</p> <ul style="list-style-type: none"> • Driven transformational improvements in wellbeing, health and care for the populations we serve through better practice, better services, better technologies and better use of resources. • Supported health and social care working together to deliver a whole system approach and provide radically different solutions for our citizens, based on what matters to them, and their needs, rather than providing a limited range of fixed options, which may or may not meet these needs. • Changed the way that we work with patients away from paternalistic care to shared responsibility and co-production. • Secured the delivery of seamless care which will meet the outcomes that matter to the people we serve and support through integration, earlier intervention and prevention • Managed our common resources collaboratively and aligned or pooled resources wherever we can. • Implemented our Neighbourhood approach 	<p>By 2030, we will have:</p> <ul style="list-style-type: none"> • Established more opportunities for new partnership working with communities and across organisation • Embedded clinically led models of care focusing on prevention and wellbeing, early detection and improving health • Connected communities with services and facilities across partners leading to demonstrable improvements in wellbeing and health • Worked with local communities, individuals and partners to build community resilience • Given every child the best start in life

CO-PRODUCTION & HEALTH LITERACY

3 Years	5 Years	10 Years
<p>By 2023, we want significant improvements in healthy behaviour rates across our communities with staff and partners in all areas supporting health literacy and working with people to shape their care and manage their wellbeing.</p>	<p>By 2025, we want a radical change in our approach to population health through the adoption of an Integrated Cluster approach to care which facilitates healthy lifestyles, preventative programmes, self-care and out of hospital care.</p>	<p>By 2030, we want people to be actively engaged in designing and supporting their own health and wellbeing. This means that people will understand basic health information and the services they need to make the right health decisions for them.</p>
<p>By 2023, we will have:</p> <ul style="list-style-type: none"> Continued to embed co-production in the design and delivery of services. Improved flu vaccination rates for our at risk populations. Continued the improvement in the uptake of childhood immunisations and screening from key target groups such as those in areas of deprivation which historically have a poorer uptake as part of our work to address health inequalities. Increased brief intervention rates in support of reducing alcohol and substance misuse. Rolled out comprehensive training programme for health and non-professionals based on Health Literacy and MECC. Improved healthy eating and physical activity rates. 	<p>By 2025, we will have:</p> <ul style="list-style-type: none"> Created a new Wellness Centre, initially in Swansea City Centre and in Neath Port Talbot co-designed with the Cluster community providing health and wellness services that promote health and well-being and support people to live healthy lives, managing their physical, mental and social wellness. Worked to support patients with long term conditions to enable them to maintain their health and wellbeing at home, minimising the need to visit hospital and getting people back to normal life as soon as possible. Supported whole populations to develop healthy lifestyles, through preventative programmes, self-care and out of hospital care. 	<p>By 2030, we will have:</p> <ul style="list-style-type: none"> Supported people to live and age well within their communities Promoted healthy choices messages and opportunities Reduced the difference in health inequalities between and within our different communities

DIGITALLY ENABLED HEALTH AND WELLBEING

Matt John, Associate Director of Informatics

Outcomes

3 Years	5 Years	10 Years
By 2023, we will have established the foundations that will allow citizens and patients to engage with and manage their health and wellbeing and will have strengthened our population need based planning.	By 2025, patients and citizens will be empowered to manage their health and wellbeing through digital technology, and service planning will be digital first and data driven.	By 2030, we want people to be able to support their own health and wellbeing through maximising the use of digital technology. This means that people will be able to use the latest technology, in partnership with us, to maintain their own health and respond to their health needs.
<p>By 2023, we will have:</p> <ul style="list-style-type: none"> • Provided all citizens with access to their clinical documents • Supported our citizens, working with our partners i.e. Digital Communities Wales, in improving their digital skills so that they are able to access their online clinical record • Expanded the use of technology enabled care tools (TEC) for the management of long term conditions • Established, in partnership with Swansea University and Public Health Wales, a rich data source and analytic capabilities to inform public health priorities in our area 	<p>By 2025, we will have:</p> <ul style="list-style-type: none"> • Provided people with access to their full health record on line • Established, through working with our partners cross Wales, a single 'sign-on' model for citizen providing access to health and care and personalised information • Enabled patients and citizens to regularly access and use technology in relation to health and wellbeing through continuous support of digital skills ensuring they can take advantage of the technology on offer • Established TEC as the norm for self-management of health and wellbeing in most clinical specialties • Established the regular utilisation of a national data resource as part of direct patient care, health care management and service planning 	<p>By 2030, we will have:</p> <ul style="list-style-type: none"> • Supported our citizens and patients in improving their digital skills • Developed digital partnerships within and outside the public sector

BEST VALUE OUTCOMES FROM HIGH QUALITY CARE

Outcomes

Richard Evans, Medical Director
Gareth Howells, Director of Nursing
Lynne Hamilton, Director of Finance
Pam Wenger, Board Secretary

3 Years	5 Years	10 Years
By 2023, want to have significantly improved the efficiencies of our planned and unscheduled care systems and expanded our integrated community services to enable transformative whole system changes.	By 2025, want to be integrating primary and community services, physical and mental health services, with our partners, and transitioning care out of hospital into the community on a Cluster basis, where possible to strengthen our care system as a whole and have redesigned are unscheduled and planned care service models to maximise efficiency and improve patient experience.	By 2030, we want to ensure that the services that we deliver are of the highest quality, and respond to the most important things that matter to individual patients and families. This means that we will have services that are simple to understand; are fully integrated across the whole of our health and care system; make the best use of all of our resources and clearly reflect what people tell us works well and not so well.
<p>By 2023, we will have:</p> <ul style="list-style-type: none"> Expanded the range of services available at home and in the community, including services for therapies, pharmacy and those that support self-care and management of long term conditions. Supported the transition of care out of hospital into the community through integrated approaches to new service models, pathways, guidelines and standards of care for the above and starting with Frailty, Falls and Home2Hospital services including a single point of access and effective rehabilitation and re-ablement approaches. Radically changed our outpatient model through our use of digital technology, self-care, telemedicine, telephone and digital appointments and removing follow-ups as a default model; avoiding routine follow ups at set intervals and moving to only arranging appointments when needed by the patient. Improved patient waiting times and experience by making more efficient use of our theatres and bed capacity in Neath Port Talbot and Singleton Hospitals. Introduced a programme of surgical efficiency optimisation based on achieving best practice benchmarks for pre and post-operative assessment, length of stay and enhanced recovery approaches. Thereby improving patient access and reducing delays and cancellations. Implemented a step-change plan for unscheduled care services across all our sites to support the transition to a single acute in-take at Morriston Hospital achieving the CSP Scenario B efficiencies. 	<p>By 2025, we will have:</p> <ul style="list-style-type: none"> Designed a new sustainable surgical model for delivery across all our hospital sites, to better meet patient needs and to reduce unnecessary travel to hospital. Created a 'one system' approach to managing and delivering both planned and unscheduled surgical services across our hospital sites to maximise the efficiency of our surgical services and improve patient experience, particularly in relation to waiting times, cancellations and out of area treatments. Changed current 'routine' out-patient appointment approaches, where appropriate, to models that are responsive to the needs of the patient. Re-organised diagnostic, pre-operative, surgical, surgical support and post-operative services across our hospital sites, and where appropriate for minor surgery, in primary and community services Reduced inappropriate care and length of stay through more effective urgent care, post-acute rehabilitation and re-ablement allowing for resources to be redeployed. Created 'one unscheduled care system' which clearly supports patients and communities in knowing where and when they can get the care they need in an emergency, providing a single point of entry for rapid assessment, investigation, admission and treatment for life threatening illness without delay. 	<p>By 2030, we will have:</p> <ul style="list-style-type: none"> Focused our services on outcomes that matter to people Eliminated unwarranted waste, harm and variation, to maximise efficiency and productivity A clear accountability framework to enable decision making Seamless, integrated pathways for all conditions across the whole health and care system, with more access to care in the local communities The highest standards of patient safety and quality of care Care provided to people in places that are safe, welcoming and efficient

PARTNERSHIPS FOR CARE

3 Years

By 2023, we will have excellent partnership structures in place to enable the development of regional solutions and we will have delivered significant improvements in regional pathways and services.

By 2023 we will have:

- Reviewed opportunities to develop regional approaches to improving women and child health, including access to timely Specialised care, and centralization of neonatal and maternity services.
- Have a modernisation plan for specialist learning disability services that will be worked up in partnership with local authorities for Merthyr, Rhondda Cynon Taf, Cardiff, Vale of Glamorgan, Bridgend, Neath Port Talbot and Swansea.
- Developed a Regional clinical Services Plan for the South West working with hywel Dda UHB.
- Implemented plan for regional Major Trauma Network.
- Explored opportunities for joint working and improving sustainability with Cardiff and Vale University Health Board around a range of specialised or fragile services.
- Developed a feasibility plan to meet the requirements of the National Endoscopy Group.
- Expanded Tertiary Cardiology capacity based on commissioning third catheter laboratory at Morriston hospital
- Undertaken further joint work on vascular surgery orthopaedics and ophthalmology.
- Further developed Perinatal Mental Health Services for women and babies across South West Wales in line with Welsh Government planning priorities
- Established Morriston as the thoracic surgical centre for South Wales
- Re-established the strategic direction of the ARCH Programme to maximise the health, wealth and wellbeing for the population of South West Wales.
- Strengthened our partnership working with clusters with strong Integrated Clusters in Place across the Health Board.

5 Years

By 2025, we will have developed and implemented excellent regional approaches and solutions across the South West Wales Region through strong partnerships working and will be working in a fully integrated way with our local partners to deliver community and neighbourhood approaches to delivering care.

By 2025 we will have:

- Explored opportunities for improving surgical services through regional working with our colleagues in Hywel Dda University Health Board including regional approaches to pre-habilitation and post-operative care.
- Agreed and delivered a sustainable service model for a Sexual Assault & Rape Centre across South West Wales.
- Further developed the South West Wales Cancer Centre, which will see the center moved to Morriston Hospital.
- Developed a Mid & South West Regional Centre of Excellence Cellular Pathology Laboratory and Regional Diagnostic Immunology Laboratory at Morriston Hospital.
- Developed a new regional Hyper Acute Services Unit at Morriston Hospital, which will provide services for the residents of South West Wales
- Developed and be robustly implementing a Tertiary Services partnership plan with Cardiff and Vale UHB.
- Delivered key components of our Clinical Services Plan in partnership including achieving a shift in resources from secondary to primary and community care settings,

10 Years

By 2030, we will have strengthened our partnerships, through the Regional Partnership Boards and more widely with other partners so that most of our services are delivered in partnership. This means that people will receive seamless and integrated services in their local communities and clusters, where appropriate, irrespective of which organisation delivers that care.

By 2030, we will have:

- More people actively participating in their care and helping to shape services
- Developed the regional health system for South West Wales, recognising our specialist expertise

Outcomes

3 Years	5 Years	10 Years
By 2023, clinicians will have significantly more electronic information at the point of care, staff will utilise digital solutions and have the appropriate skills to do so, and care will be increasingly available through virtual means.	By 2025, all clinicians and staff will primarily use digital tools in all parts of their role supported by digital solutions and robust 24/7 support services.	By 2030, we expect digital care to be at the forefront of what we do. This means that we will ensure that any service change is enabled by a digital approach with the supporting training and skills to maximise the benefits.
<p>By 2023, we will have:</p> <ul style="list-style-type: none"> Reduced the need for patients to have face to face outpatient appointments through a combination of patient self-management and virtual communications Mobilised our clinical staff to have easy access to a patient's electronic information at the point of care Established a paper-light outpatient model Delivered significant digital solutions across the majority of our locations to support patient safety and patient flow in ED, MIU, assessment units and wards through to the backdoor. These solutions will include electronic prescribing and medicine administration, nursing documents, and end to end patient flow Enabled strengthened integrated care through the implementation of WCCIS working with Local Authority Partners including in Mental health services and clusters Collected patients PROMs inline with priorities of the Value Based Health Care Programme Significantly increased electronic data capture and the availability of electronic patient records, reducing the reliance on paper records and case Implemented a business intelligence model across the organisation in order to strengthen data driven decision making Supported our workforce in day to day delivery and through business change with increased digital skills, access to up to date digital tools and robust 24/7 ICT support e.g. office 365, digital dictation, single sign-on. 	<p>By 2025 we will have:</p> <ul style="list-style-type: none"> Given all areas complete electronic patient records use of electronic data capture Implemented digital solutions across all sites and locations to support patient safety and patient flow in ED, MIU, assessment units and wards through to the backdoor. These solutions will include electronic prescribing and medicine administration, nursing documents and end to end patient flow Further supported integrated care through digital solutions and care closer to home through partnership approaches Continued the roll out of digital solutions across service delivery Rolled out PROMs across all services Enabled all key decision making is based up on rich business intelligence of service delivery and performance Developed a digitally confident workforce 	<p>By 2030, we will have:</p> <ul style="list-style-type: none"> Maximised digital opportunities through promoting "Digital First" culture and being a data driven organisation Developed staff skills in the use of technology

EXCELLENT STAFF

Hazel Robinson, Director of Workforce & OD

Outcomes

3 Years	5 Years	10 Years
By 2023, we will be doing the basics brilliantly, our managers will have excellent people management skills, coaching conversations will be the norm. Staff will understand the common objectives of the HB and what it means to them in their everyday work. The values will be embedded in everything we do.	By 2025, we will continue to improve our manager's people management skills and ensuring that our staff are listened too. Staff will have good opportunity to develop their skills and practice to support the changing needs of the service. Team working ethos will be embedded.	By 2030, we will have strengthened our workforce, so that SBUHB is clearly seen as a great place to work. This means that we will have a workforce which meets our service needs, leads and supports change and is fully engaged in all that we do.
<p>By 2023 we will have:</p> <ul style="list-style-type: none"> Improved our results across the staff survey Reduced sickness absence rates at 5% or below Appraisal compliance at 85% Mandatory and Statutory training rates at 85% Reduced our number of vacancies Reduced the number of consultant vacancy rates Improved retention rates in the first two years. Workforce plans in place that meet service need and spend Recognisable Swansea Bay brand in the recruitment market Growth in number of coaches and mentors across the HB Improved Employee Relations climate, less disciplinary, grievances and dignity at work Improved % staff having PDP plans in place Reduced agency and locum expenditure 	<p>By 2025 we will have:</p> <ul style="list-style-type: none"> Capacity and demand matching job plans Career pathways in place for the unregistered workforce Improved junior doctor survey results Rotational posts in place between PCC and GP practices Apprenticeship programme aligned to future workforce plans and enable skills development , linked to career pathways Advanced Physiotherapist and Occupational Therapist roles within PCC Reduced agency and locum expenditure (move to 3 years) Clear talent and succession plans in place Increased Team job planning Team rostering to support seven day working 	<p>By 2030, we will have:</p> <ul style="list-style-type: none"> Staff practising at the top of their competence – focusing on outcomes that matter to people and working across boundaries Made “ABMU” a great place to work by listening and acting on staff and stakeholder views Clinically led service improvements and change Built great teams across the whole organisation and with partners

OUTSTANDING RESEARCH, INNOVATION, EDUCATION & LEARNING

Outcomes

Richard Evans, Medical Director

Hazel Robinson, Director of Workforce & OD (for Education & Learning???)

3 Years	5 Years	10 Years
By 2023, we will demonstrate excellence in the areas of research, education and training and innovation through strong links between the UHB and both Swansea and Cardiff Universities and collaborative opportunities through ACCELERATE and the Institute of life Sciences (ILS).	By 2025, will be a leader in reseach and innovation with strong partnerhsips with Universities and our student and will be know to provide excellent educational opportunities for undergraduate and postgraduate studies.	By 2030, we will have truly put the “U” at the heart of the Health Board – across all of our services. This means that we will be at the forefront of implementing research, enterprise and innovation and also influencing research to respond to our needs. Staff across all disciplines will be able to benefit from our University relationships.
<p>By 2023 we will have:</p> <ul style="list-style-type: none"> Embedded approaches to quality Improvement and Value-Based Healthcare that see clinical leaders primary and secondary care paired together to work on discrete projects. Adopted a different approach, whereby we involve our postgraduate trainees to a greater extent in the life of the organisation Established an innovation Hub for the UHB, with the intention that this should generate ideas and novel ways of thinking that contribute to the development of new clinical models. Portfolio studies and commercially sponsored studies. Increase in number of participants recruited into Health and Care; Research Wales Clinical Research Portfolio studies and commercially sponsored studies. Increased the role of clinical leadership in the organisation and appointed specific leads to take portfolios for Quality Improvement and Value-Based Healthcare. Increased the number of Health and Care Research Wales Clinical Research Portfolio studies and 	<p>By 2025 we will have:</p> <ul style="list-style-type: none"> Worked with Swansea University to promote Clusters as innovative clinical arenas for high quality research, education and training for undergraduates and postgraduates. Successfully promoted University Research and Undergraduate and Postgraduate Education in a vibrant community setting Advanced Therapy and Treatment Centre to support future cell and gene therapy and promote our unique opportunity to be at the forefront of research into therapies for patients with challenging conditions. Successfully promoted University Research and Undergraduate and Postgraduate Education in a vibrant community setting Developed in partnership with Swansea University the Institute of Life Sciences on the Morriston campus. 	<p>By 2030, we will have:</p> <ul style="list-style-type: none"> Made full use of our University Health Board status to drive research, learning and innovation Maximised benefits to the regional health economy Enhanced joint working with Universities to increase staff skills so that everyone contributes to learning and improvement