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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	27 May 2021	Agenda Item	.19
Report Title	CHIEF EXECUTIVE'S REPORT		
Report Author	Irfon Rees, Chief of Staff and Director of Communications		
Report Sponsor	Mark Hackett, Chief Executive		
Presented by	Mark Hackett, Chief Executive		
Freedom of Information	Open		
Purpose of the Report	To update the Board on current key issues and interactions since the last full Board meeting.		
Key Issues	Updates on: <ul style="list-style-type: none"> • ANNUAL PLAN • COVID • BROADER OPERATIONAL DELIVERY • SERVICE QUALITY AND INNOVATION • FINANCIAL HEALTH • PEOPLE 		
Specific Action Required <i>(please choose one only)</i>	Information	Discussion	Assurance
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recommendations	Members are asked to: <ul style="list-style-type: none"> • Note the report 		

CHIEF EXECUTIVE'S UPDATE

The purpose of this report is to update the Board on current key issues and interactions since the last full Board meeting. Further detail on some of these issues is provided in the detail of the Board reports.

ANNUAL PLAN DEVELOPMENT

A draft of the Swansea Bay Annual Plan for 2020-21 has been shared with the Board and generic feedback has been received on the content from Welsh Government. The plan continues to be set around a number of key drivers and ambitions:

- Responding to COVID – including maintenance of essential services
- Recovery, including starting to improve the backlog position
- Improving patient quality in priority areas
- Improving staff experience
- Improving unscheduled care delivery
- Improving the use of Health Board resources and reducing waste
- Developing and implementing our vision for hospital and community sites, in line with our Clinical Services Plan
- Building our community, primary care and mental health services

Significant work continues on the detail of the implementation planning and in resourcing the priority areas. There has been strong clinical engagement in the process. The final draft will be presented to the Board in June 2021.

Early priorities being progressed through Q1 include:

- Developing business cases for virtual wards and specialist palliative care offer.
- Expansion of our care of the elderly and Hospital to Home approaches
- Establishing hot clinics in key specialties and commencing formal assessment of virtual working across all specialties
- Utilising Welsh Government financial support for recovery to target reductions in the backlogs of elective activity
- Develop options for additional diagnostic capacity.

COVID-19 RESPONSE

The Board continues to operate in a de-escalating Major Response mode due to the coronavirus pandemic and incidence rates per 100,000 population are below the World Health Organisation thresholds of concern. The Intensive Care surge capacity; Enfys Ward at Morriston has now been decommissioned. The Test, Track & Protect (TTP) programme continues to deliver outbreak control; the uptake of testing has stabilised and the positivity rate is now below 1%.

The constraints and operational pressures arising from the need to retain COVID pathways and to minimise nosocomial incidences continue, making the recovery effort challenging.

Vaccination programme

The health board began vaccinating on 8th December 2020, and to date has administered 322,963 doses comprising 231,991 first doses and 92,972 second doses (figures as at 5th May 2021). The vaccination programme continues to operate successfully the health board met the second milestone within the National Vaccination Strategy earlier than originally planned (to offer a vaccine to all those in groups 5 – 9 by mid-April).

Around 72% of all adults in Swansea Bay have had at least one dose and we remain on course to complete the final milestone which is to vaccinate all adults with at least one dose by the end of July.

Workforce remains stable and staff retention has been good; further workforce planning is underway in light of the potential booster programme.

Patient feedback also remains overwhelmingly positive and our heartfelt thanks for all the efforts of our staff on the vaccination programme, which has been terrific.

BROADER OPERATIONAL DELIVERY

The integrated performance report provides detail against a broad range of operational delivery measures. The Board papers also include an update on the Quarter 4 Action Plan Tracker that demonstrates that overall a good level of progress has been achieved against the actions and milestones agreed for the end of March of Quarter 4, with 62.7% completed, 11.9% on track to deliver into 2021/22 and 25.4% not delivered at year end. The latter number have been rated as red as they had not been completed at year end although the delivery continues into 2021/22.

Performance reports include a number of measures that illustrate the increasing levels of non-COVID demand (much of which will have been latest demand built up over the course of the pandemic). Emergency Department attendances continued to rise and in April 2021 were at their highest level for over a year. The same was true for the number of emergency admissions. The level of GP referrals into secondary care also remains high. The latest provisional data (March 2021) show improved performance on the single cancer pathway with the % of patients starting treatment within 62 days at its highest level for over a year (70.4%).

The current 4 hour performance needs to improve and we focusing improvements in the following areas:

- Improving Length of Stay based on internal improvements around patient flow and delays
- Increasing rapidly investment in discharge services
- The transfer of routine surgery to sessions in Neath Port Talbot & Singleton for Morriston
- Development of key service delivery, services at Morriston Hospital to improve service levels for patients in medical and elderly care beds
- The creation of virtual wards and expanded palliative care support

The restart of elective work is progressing and we are increasing our capacity to reduce delays in prompt treatment for patients

SERVICE QUALITY AND INNOVATION

We continue to introduce service improvements and innovations, all ultimately designed to improve outcomes and experience for our patients. Headlines since the last meeting of the Board include:

- A new mother and baby unit – the only one of its kind in Wales – opened in Swansea Bay in April. The WHSSC funded unit has been set up to help women in Wales who experience serious mental health problems during pregnancy and following the birth of their child. Uned Gobaith ('unit of hope') will be the only inpatient unit of its kind in Wales to offer multi-disciplinary mental health care to women from 32 weeks of pregnancy until their baby is one year old. Until now, mothers who needed serious mental health care have either been supported in the community, admitted to acute mental health wards without their babies, or have had to travel to one of the specialist mother and baby units in England. Based at Tonna Hospital, near Neath, the new residential unit is designed to be a home away from home where mums will have access to specialist care for themselves and their babies.
- The Health Board has teamed up with Public Health Wales to find volunteers to participate in the latest clinical trial to test a plant-derived COVID-19 vaccine candidate, and will evaluate the efficacy and safety of the Coronavirus-Like Particle COVID-19 Vaccine. The vaccine has already been through early phase human studies and now requires testing on a large scale and a study involving 1,500 people across the UK is starting. The aim is to recruit volunteers between 18 – 39 years old and who live in Swansea and the local areas.
- It was encouraging to see data last month showing the South West Wales Cancer Centre, hosted at Singleton Hospital, so far in 2021 topping the tables in the UK in terms of cancer centres' proportion of radiotherapy treatment delivered using IMRT (Intensity Modulated Radiation Therapy). IMRT is a highly advanced and personalised technology for treating cancer and a quality benchmark for the service.
- As the all-Wales pathfinder for hospital electronic prescribing and medicines administration, the implementation at Singleton Hospital commenced in March 2021 following the implementation at Neath Port Talbot Hospital in 2020. On-site support at Singleton continues to be provided for 16 hours per day, with on call support in place to address urgent HEPMA queries overnight to maintain patient safety. As at 11 May 2021, HEPMA is live on eight medical wards at Singleton, in addition to the Singleton Assessment Unit. Almost 200 nurses have been trained and are using HEPMA to record medicines digitally following the digital prescribing of over 11,000 medications by 68 doctors at Singleton. The majority of the expected benefits of HEPMA are focused on improving patient safety and quality, including:
 - A reduction in prescribing and medicines administration errors
 - A reduction in missed doses of medications

- Increased allergy documentation and undertaking of venous thromboembolism risk assessments
- Improved antimicrobial stewardship ensuring the correct antibiotic is prescribed for the correct duration reducing antimicrobial resistance and hospital acquired C.Difficile
- Eliminate the requirement for pharmacy technicians to transcribe discharge medications to discharge letters upon discharge

There are also efficiency benefits which will indirectly support increased safety and quality:

- Reduction in annual drug expenditure by 2.5%
- Reduction in medication round duration
- Reduction in time spent searching for medication charts
- The Health Board has been awarded a grant from the Arts Council of Wales to build capacity of our Arts in Health programme. Key areas of focus for the work will be a *Dance to Health* for falls prevention in the community through the HARBWR programme; and social prescribing.

FINANCIAL HEALTH

The Health Board reported a 2020/21 final year end revenue deficit of £24.304m, which was £0.101m less than the revised month 8 forecast of £24.405m. This reported position remains subject to ongoing review by Audit Wales.

The end year position was an opportunity to reflect on the significant capital investment made in SBUHB, with the receipt of end year funding made possible by the significant amounts of pre-planning work that had taken place in the organisation. £13.4m was received from the Welsh Government in the final four months of the year. Highlights of major capital projects completed or substantially completed include:

- Completion of the CT-Simulator replacement at the South West Wales Cancer Centre
- MRI scanner replacement at Neath Port Talbot Hospital
- Creation of the Neo Natal Transitional Care Unit and associated ward moves and refurbishments, Singleton
- Refurbishment of Wards 11 and 12, Singleton
- Refit Carbon Reduction phase 1 project
- Perinatal Mother and Baby Unit, Tonna

Major investments with approved multi-year funding were also made:

- Mental Health & Learning Disabilities Anti-Ligature
- Singleton Cladding
- Refit Carbon Reduction Phase 2 Solar Farm
- Gamma Camera replacement, South West Wales Cancer Centre
- Automated Theatre Stock Management System

- Hospital in-patient e-prescribing

As a result of the additional end of year funding and alongside our discretionary programme, we were able to make some major in-roads into our backlog equipment replacement programme across the organisation and continued investment into our estates:

- Neo Natal Ventilator replacement, Singleton
- Patient Hoist replacement, Health Board wide
- Anaesthetic Machine replacement, Singleton Theatres
- Endoscopy Scopes & Stacks, replacement Health Board wide
- High Acuity Patient Monitoring replacement, Morriston & Singleton
- Cardiac ITU Ventilator replacement, Morriston
- Imaging equipment replacement Health Board wide
- Phase 1 of the catering department upgrades, including catering equipment and dining facilities at Morriston and Singleton
- Estates backlog maintenance
- Digital refresh, including client device replacement (PCs, laptops etc) and network/ server infrastructure

Looking to the in-year position, we recently received confirmation from Welsh Government of the allocation of non-recurrent funding of £16.243m to support our recovery efforts, with a particular focus on addressing backlogs in planned care. The investment will provide us with additional capacity in priority areas such as Ophthalmology; Trauma and Orthopaedics; Radiotherapy and Cardiac Services, and will complement our broader investments set out in our annual plan

OUR PEOPLE

As I write the recruitment campaigns for the substantive Chief Operating Officer and Executive Director of Nursing roles are well underway.

We will shortly begin the campaigns to recruit substantively to the Executive Director of Finance and Executive Director of Workforce and Organisational Development.

ENGAGEMENT

The recent Senedd elections saw our local incumbent constituency Senedd Members retain their seats, and four new members appointed to the regional seats covering the Swansea Bay UHB footprint. We will continue to meet our local Senedd Members to keep them up to speed on service delivery, plans, and to discuss any live issues.

I have continued to engage widely across our service areas to see service developments; discuss priorities; and meet staff. Visits since the last full meeting of the Board have including the birth centre at Neath Port Talbot Hospital (NPTH) and the Obstetric Unit at Singleton; the Rapid Diagnostic Centre at NPTH; the South West

Wales Cancer Centre; our Pathology Services; and the Mass Vaccination Centre at the Bay Field Hospital.

MARK HACKETT
CHIEF EXECUTIVE OFFICER