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Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	27th May 2021		Agenda Item	6.3
Report Title	SBUHB Operational Plan 2020/21 – Delivery of Q4 Actions			
Report Author	Ffion Ansari, Head of IMTP Development and Implementation			
Report Sponsor	Siân Harrop-Griffiths, Director of Strategy			
Presented by	Siân Harrop-Griffiths, Director of Strategy			
Freedom of Information	Open			
Purpose of the Report	This paper provides the reported status against the actions agreed for the end of Quarter 4 as part of the SBUHB Quarter 3&4 Operational Plan for 2020/21			
Key Issues	<p>Within the Q3&4 Plan, which was submitted to Welsh Government on 16th October 2020, a series of actions underpinned by milestones were identified with timescales for achievement.</p> <p>This paper provides a high level summary of the performance position against the actions and milestones for the end of quarter 4, reflecting the breadth of work that has been undertaken across the individual plans. Where actions are off-track, mitigating actions have been highlighted.</p> <p>It has been agreed that delivery of the actions will be monitored and reported to the Executive Management Board with a quarterly report to the Performance & Finance (P&F) and Quality and Safety (Q&S) Committees, followed by the Board.</p>			
Specific Action Required (please choose one only)	Information	Discussion	Assurance	Approval
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Recommendations	<p>Members are asked to:</p> <ul style="list-style-type: none"> • NOTE the actions and milestones identified within the Quarter 4; • NOTE the reported RAG status and supplementary comments against each action that is off-track; • NOTE the areas of achievement as described in Appendix 2. 			

QUARTER 3&4 OPERATIONAL PLAN 2020-21 - DELIVERY OF ACTIONS FOR END OF QUARTER 4

1. INTRODUCTION

This paper provides the reported status against the actions agreed for the end of Q4 as part of the SBUHB Quarter 3&4 Operational Plan.

2. BACKGROUND

Within the Q3&4 Plan, which was submitted to Welsh Government on 16th October 2020, a series of actions underpinned by milestones were identified with timescales for achievement.

This paper provides a high level summary of the performance position against the actions and milestones for the end of Quarter 4, reflecting the breadth of work that has been undertaken across the individual plans. Where actions are off-track, mitigating actions have been highlighted.

It has been agreed that delivery of the actions will be monitored and reported to the Executive Management Board with a quarterly report to the Performance & Finance (P&F) and Quality and Safety (Q&S) Committees, followed by the Board.

3. PROGRESS UPDATE

The Q3&4 Action Plan Tracker was developed, with identified service/planning leads and agreed timescales for achievement, attached for Quarter 4 as Appendix 1. The latest position as at the end of March 2021 is outlined below.

Overall the tracker provides assurance that a good level of progress has been achieved against the actions and milestones agreed for the end of March of Quarter 4. **62.7%** completed, **11.9%** on track to deliver into 2021/22 and **25.4%** not delivered at year end. It should be noted that there are more actions rated Red across a number of service areas (Children and Young People, Cancer, Digital , Diagnostics and Imaging) than in previous quarters as actions have been identified as Red rather than Amber if they had not been completed at year end although the delivery continues into 2021/22. Outstanding actions will be carried forward into 2021/22 as per the Annual Plan 2021/22 and some key areas have been included in the proposals for recovery as part of the initial £100m being made available by Welsh Government and submitted on April 26th 2021.

The four harms remain the context in which the Plan was developed. Each of the actions have been predominantly attributed to one of the four harms and demonstrates that these have been considered and addressed through the actions that are being delivered.

A summary of the performance position at the end of March and some key areas of achievements are provided in Appendix 2. Detailed feedback is also given for the seven off-track actions including revised milestones where required as set out below:

Theme	Off-Track Actions
Surgical and Theatres	<p><u>Action:</u> Monitor activity and review capacity requirements for ortho-plastic trauma activity in Morriston from across Wales</p> <p><u>Status & Mitigation:</u> Review of demand is ongoing. Further work is required to right size orthoplastic operating capacity in Morriston Hospital to deliver timely access and avoid negative impact on local trauma patients. A Task and Finish group has been established to undertake detailed analysis of orthoplastic demands.</p>
Diagnostics & Imaging	<p><u>Action:</u> Radiology: MRI – Extending reporting capacity and CT - - extending working hours, weekdays and weekends and reporting capacity</p> <p><u>Status & Mitigation:</u> Sustainable solutions not supported during 20/21. Continuing to utilise external provider solution for reporting. There is a lead in time in developing the internal capacity option, part of recovery plan for 2021/22.</p> <p><u>Action:</u> NOUS – utilising additional location (Bay Field Hospital) to deliver service for 25 weeks</p> <p><u>Status & Mitigation:</u> Sustainable solutions not supported during 21/22. The waiting list for NOUS remains high compared to pre covid position, although the numbers waiting over 8 weeks have reduced significantly. Additional NOUS capacity included as part of the recovery plan for 21/22.</p>
Cancer & Palliative Care	<p><u>Action:</u> Development of Radiotherapy Case for released capacity from Breast to undertake additional Radiotherapy work and development of case for hypofractionations for Prostate case to be developed jointly with Hywel Dda and SBU Urology Surgical colleagues.</p> <p><u>Status & Mitigation:</u> Recruited to posts as part of case for release of capacity from breast to undertake additional radiotherapy work- to be in place by Quarter 2 with actions in place to mitigate the delay. Draft Case for hypofractionations for Prostate submitted as part of Annual plan 2021/22</p> <p><u>Action:</u> To undertake Stereotactic body radiation therapy (SABR) treatment for Lung Cancer patients in South West Wales Cancer Centre</p> <p><u>Status & Mitigation:</u> WHSSC decision expected in Quarter 2 of 2021/22.</p> <p><u>Action:</u> Review tracking resources:</p> <p><u>Status & Mitigation:</u> Organisational Change Process commenced for MDT co-ordinator staff to move from 1st May. Tracking staff now all in post</p> <p><u>Action:</u> Develop a number of recommendations for Improving End of Life Care and engaging with our Current Advanced Care</p>

	<p>Planning Team to take these forward along with the wider HB community including primary care.</p> <p><u>Status & Mitigation:</u> Decision not given in 20/21. Case is to be submitted as part of 21/22 Annual Plan Business Case process.</p>
Primary Care, Community and Therapy Services	<p><u>Action:</u> Support the Redesign of Acute Medical Services (AMSR) in SBUHB</p> <p><u>Status & Mitigation:</u> The AMSR programme of work was put on hold in October 2020 due to the second Covid surge. Discussions have begun in April 2021 on restarting the work at pace and aligning with the Frailty programme of work. Included in 21/22 Plan</p>
Children, Young People & Maternity	<p><u>Action:</u> School Nursing: Immunisation and safeguarding - Deliver the HPV programme and MMR to all year 9 pupils. Dates are set and agreed across the 24 comprehensive school sites for March / April. And deliver the catch up Fluenz vaccination programme to aged 4 – 11 years in 52 Primary School sites across the HB area.</p> <p><u>Status & Mitigation:</u> HPV programme and MMR partially completed, outstanding schools set for April and May. Programme delayed due to school closures and workforce deployed to Mass Vaccs. Programme will re commence in January in the next 21/22 year to fall in line with correct time scales. Fluenz programme not completed due to schools closure. Expiry date of fluenz passed. Contingency plans of using alternative sites and venues will be put in place to offer catch up sessions.</p> <p><u>Action:</u> Health Visiting: Increase Number of HCWP contacts and improved data for infant feeding</p> <p><u>Status & Mitigation:</u> 89.7% completeness. Delay in return of data collection forms. There is sometimes a delay when returning Data Collection forms depending on when the child is born and when the 10-14 day contract is made or if the infant is still in hospital. For infant feeding: 10-14-days=86.7%, 6wks=71.8%, 6mths=68.2%. Some data forms will not have been submitted for this cohort as children are being called for checks at 8 weeks and will not have had exam as yet.. The Data Collection forms for March contacts will be sent during April.</p> <p><u>Action:</u> Health Visiting: Numbers of Walk and talk sessions</p> <p><u>Status & Mitigation:</u> No walking groups due to Covid restrictions. These will be restarted as restriction lift as soon as Welsh Government make a statement regarding meeting out of doors in groups of 10.</p> <p><u>Action:</u> Childrens Services - Maintain Childrens Emergency Unit in Morriston Hospital</p> <p><u>Status & Mitigation:</u> Business case to be developed during 21/22 for capital support for ward refurbishment at Morriston site. Service Model under further discussion with clinical teams and when agreed project Board will be re-established.</p>

	<p><u>Action:</u> Children and Young People (CYP) Emotional Health & Wellbeing - Regional CYP Website</p> <p><u>Status & Mitigation:</u> The development of the website has been delayed due to COVID. The website has now been validated by professionals and young people: May - all final updates and editing will be completed; June - website will be launched.</p> <p><u>Action:</u> Children Services - Named Doctor Safeguarding</p> <p><u>Status & Mitigation:</u> Recruitment not successful during March 2021. Community Paediatric Consultants continue to support role. Post to be re-advertised.</p> <p><u>Action:</u> Childrens Services - Neurodevelopmental service – Develop capacity plan and recruit to vacant posts including permanent clinical lead role</p> <p><u>Status & Mitigation:</u> Demand and capacity work and review of service model, including benchmarking has highlighted the requirement for further posts to support the capacity gap and long waiting times within this service. Requirement for additional funding to support service will be considered for funding from mental health/CAHMS bids.</p> <p><u>Action:</u> Childrens Services- SARC</p> <p><u>Status & Mitigation:</u> SARC Programme Director appointment at All Wales level, await further Programme meetings imminently.</p> <p><u>Action:</u> Maternity Services Continuity of Care – review of Community Servicesand Neonatal workforce – BAPM Standards and Peer Review</p> <p><u>Status & Mitigation:</u> Review of Community Maternity Services service delayed due to COVID. Birth Rate+ completed and received at Quality & Safety Committee. Whilst SBUHB is currently BR+ compliant, financial review is required to ensure sustainability. Maternity Strategy meeting has also been convened to support the staff rotation and reallocation in line with BR+. The review of the community workforce and realignment of staff will complete in July 2021.The review of Neonatal workforce is complete, and staffing gaps have been identified as a result. Decision on funding expected imminently.</p>
Partnership Working	<p><u>Action:</u> Develop recommendations for oesophageal and gastric cancer surgery service in South and West Wales</p> <p><u>Status & Mitigation:</u> Workstream paused whilst temporary urgent service change was implemented. Proposal for recommencing workstream and developing a revised timeline agreed at March RSSPPP.</p> <p><u>Action:</u> Develop service specification for tertiary HepatoPancreatobiliary Services</p>

	<p><u>Status & Mitigation:</u> Document completed, with impact assessment and Equality Impact Assessment - However, implications to be considered by RSSPPP in May before submission to the NHS Wales Health Collaborative in May for approval in principle.</p>
Digital Services	<p><u>Action:</u> Swansea Bay Patient Portal (SBPP) - continue rollout to support outpatients transformation.</p> <p><u>Status & Mitigation:</u> Action dependant on Information Commissioners Office (ICO) to complete judicial review and this has not been completed. It is unclear from the ICO when this will now happen. Discussions are underway internally on the registration model. These conversations require engagement with the legal team (who supported original discussions). No timeline for completion of the work has as yet been agreed. SBPP - continues to be rolled out</p> <p><u>Action: Implementation of digital solutions including:</u></p> <ul style="list-style-type: none"> – Welsh Clinical Portal (WCP) - Phlebotomy module – commence implementation. Medicines Transcribing and E-discharge (MTED) all implementations complete – Welsh Emergency Department Systems (WEDS): Commence User Acceptance Testing (UAT). – Signal: commence development of V3 – phase 2 – Open Eyes: commence testing of system and integration. <p><u>Status & Mitigation:</u></p> <ul style="list-style-type: none"> – WCP: Phlebotomy module implementation to take place in June. MTED implementations commenced and due to complete in June. – WEDS: UAT now scheduled for June due to delays in Hardware refresh which commenced in March and are due to complete in May. – Signal: New delivery date for phase 1 development agreed - July. Delays due to COVID wave 2 and change requirements needed for existing system. – Open Eyes: Delays in the all Wales Programme have impacted the development of a local plan. Regional plan to be developed by July. <p><u>Action:</u> Networks Telephony – Singleton back up system go live.</p> <p><u>Status & Mitigation:</u> Delayed due to an issue with asbestos. Awaiting for options on resolution before proceeding. It is anticipated that the solution will be fully implemented by September.</p>
Capital	<p><u>Action:</u> Develop Business Case for the refurbishment of Main ITU, Morriston</p> <p><u>Status & Mitigation:</u> Welsh Government 24/11/20, confirmed a business case is not required. External approvals will progress on basis of a cost form submission only. Designed and being procured via SCAPE framework. Initial feasibility costs indicating higher than original estimate. Meeting arranged on 7th May 21 with NWSSP-SES to determine way forward for procurement.</p>

4. GOVERNANCE AND RISK ISSUES

This report is the fifth to be considered since the beginning of the Covid-19 pandemic. It was agreed that delivery of the actions be monitored on a monthly basis and reported to the SLT/Executive Team with a quarterly report to the Performance & Finance and Quality and Safety committees and Board.

The detailed mechanisms and reporting arrangements for the tracking of the Annual Plan 2021/22 are being finalised.

5. FINANCIAL IMPLICATIONS

There are no direct financial implications from this paper.

6. RECOMMENDATION

Members are asked to:

- **NOTE** the actions and milestones identified within the Quarter 4;
- **NOTE** the reported RAG status and supplementary comments against each action that is off-track;
- **NOTE** the areas of achievement as described in Appendix 2.

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 checked="" type="checkbox"/>
	Co-Production and Health Literacy	<input checked="" type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input checked="" 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 checked="" type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input checked="" type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input checked="" type="checkbox"/>
Health and Care Standards		
(please choose)	Staying Healthy	<input checked="" 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 checked="" type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
The paper reflects the impact of Quality, Safety and Patient Experience through the performance against the Q3&4 Plan actions and their delivery in January and February of Q4.		
Financial Implications		
There are no direct financial implications from this paper.		
Legal Implications (including equality and diversity assessment)		
Projects and actions detailed within the Tracker are considered on their own merit through the development of the Quarterly Plans.		
Staffing Implications		
Staffing and workforce performance against the actions in the plan is included in the paper and tracker.		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
The Operational Planning arrangements will aim to deliver our Strategic Objectives which were aligned to our Wellbeing Objectives through the development of the Organisational Strategy.		
Report History	This is the fifth report on the performance status of the actions identified within the Quarterly Operational Plans	
Appendices	Appendix 1 – Q4 Operational Plan Action Tracker Appendix 2- Summary of Progress	

Rules for Managing Tracker

RAG Definition:	Red - Not on track by due by date
	Amber - On track by due date
	Green - Complete

Handling of Actions:	Actions that were completed in Q1	Close
	Actions that were not completed in Q1	Roll into Q2 Tracker
	Actions that are duplicated in both plans	Use narrative from Q2 Plan

Reporting:	Monthly to SLT	Third Weds of the Month
	Quarterly to PFC, Q&S and Board	Same Paper to all 3 Audiences

SWANSEA BAY UNIVERSITY HEALTH BOARD - OPERATIONAL PLAN TRACKER 2020/21

Key for 4 Types of Harm:

1. Harm from Covid itself

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

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PROGRESS UPDATE

Appendix 2

RAG Status

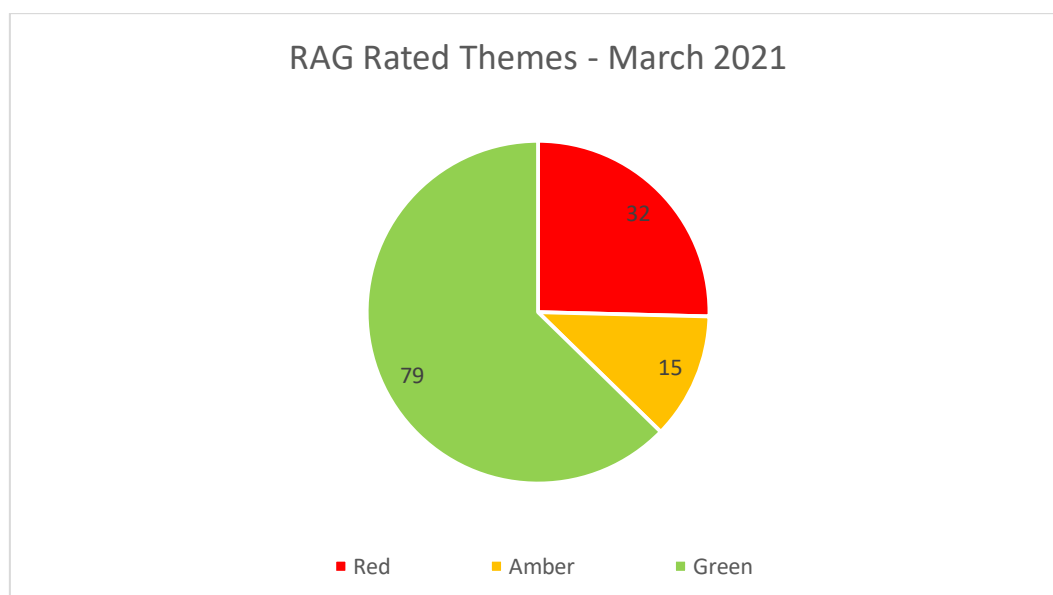
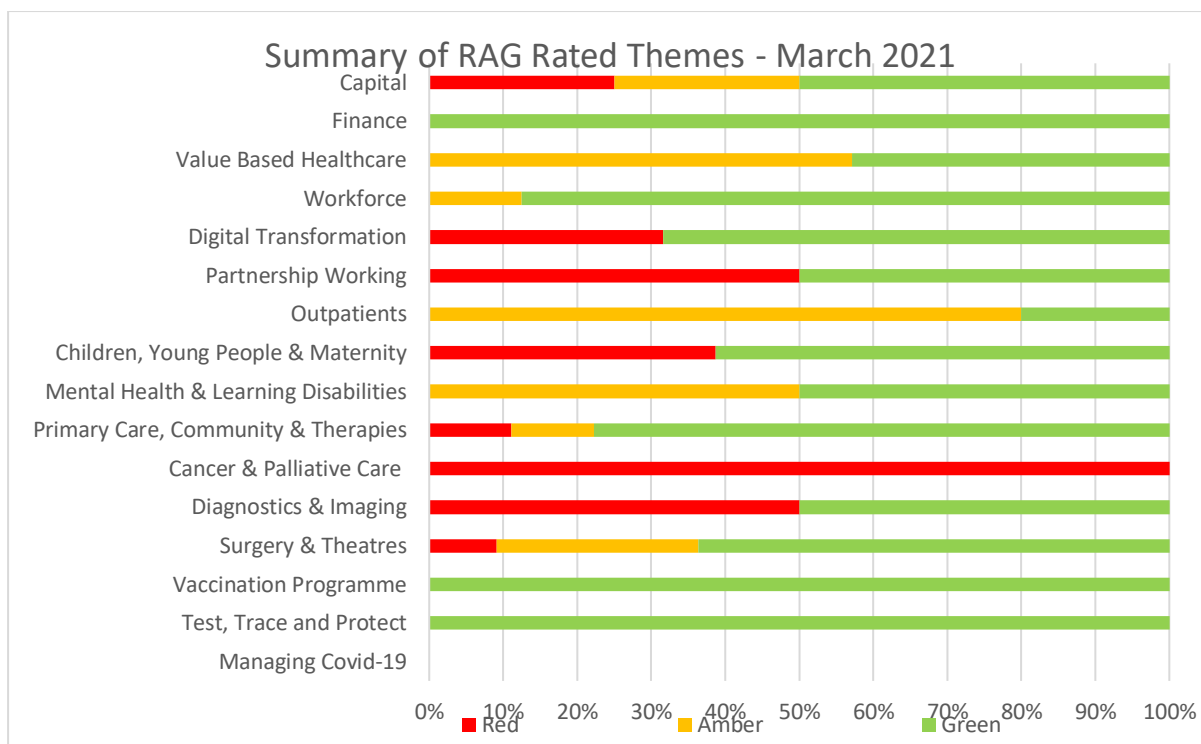
The Q3&4 Action Plan Tracker was developed, with identified service/planning leads and agreed timescales for achievement, attached for the end of Quarter 4 as Appendix 1.

Performance is currently assessed on a Red/Amber/Green (RAG) system as defined below. The report is developed on an exception basis with comments requested when delivery is not on track e.g. rated Red.

R	Action not on track by due date
A	Action on track by due date
G	Action complete

The overall summary of achievement of the milestones against the themes for the end of March of Q4 is set out in the following table:

Theme	No. of Actions	No. of Milestones	Red	Amber	Green
Managing Covid-19	5	5			
Test, Trace and Protect	4	3			4
Vaccination Programme	6	6			5
Surgery & Theatres	11	11	1	3	7
Diagnostics & Imaging	9	8	4		4
Cancer & Palliative Care	5	0	5		
Primary Care, Community & Therapies	9	8	1	1	7
Mental Health & Learning Disabilities	2	2		1	1
Children, Young People & Maternity	30	19	12		19
Outpatients	5	3		4	1
Partnership Working	4	4	2		2
Digital Transformation	19	18	6		13
Workforce	8	6		1	7
Value Based Healthcare	7	7		4	3
Finance	4	4			4
Capital	4	3	1	1	2
Total:	132	107	32	15	79



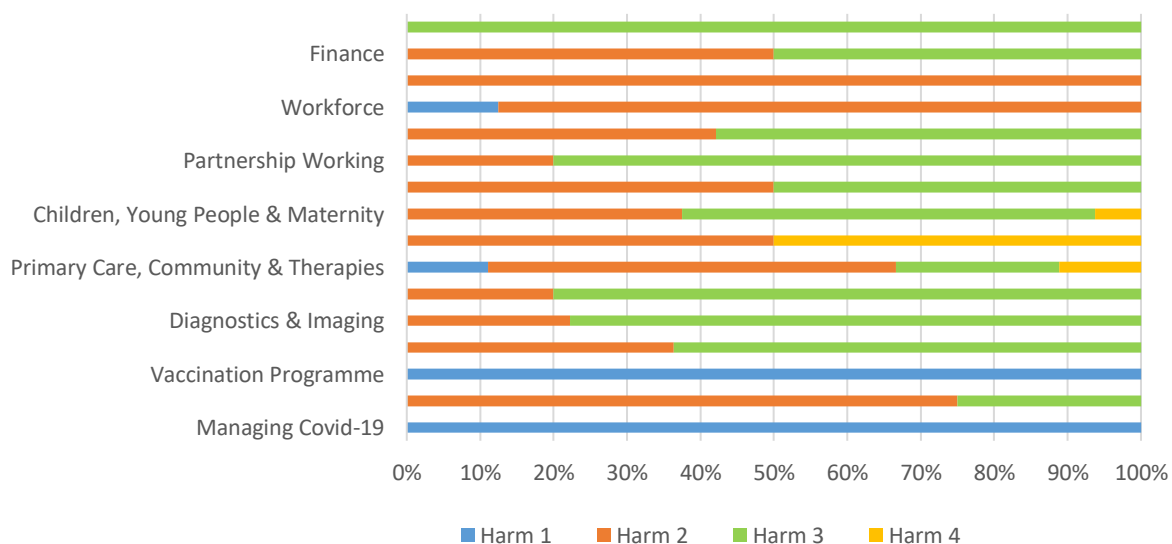
The position shows that there was a good level of progress achieved and delivered against the actions and milestones agreed for end of March of Quarter 4. **62.7%** completed, **25.4%** on track to deliver and **11.9%** off-track. It should be noted that there are more actions rated Red than in previous quarters as leads were asked to rate actions Red rather than Amber against delivering at year end.

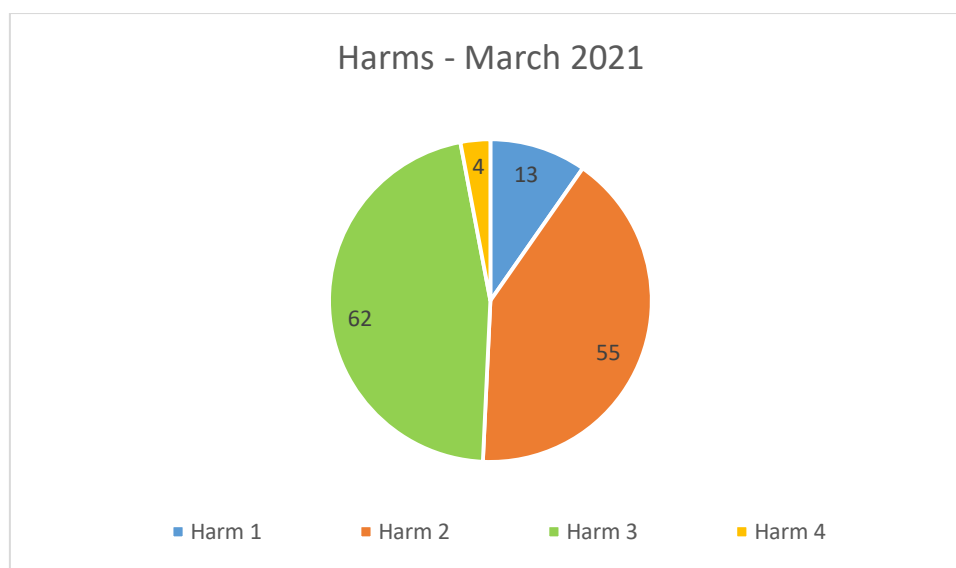
3.2 Four Harms

The four harms remain the context in which the Plan was developed to ensure that direct harm from Covid and indirect harms are considered and addressed. Each of the actions have been **predominantly** attributed to **one** of the four harms, as depicted in the following table and graphs however a large number of them will directly or indirectly address more than one harm.

Theme	No. of Actions	No. of Milestones	Harm 1	Harm 2	Harm 3	Harm 4
Managing Covid-19	5	5	5			
Test, Trace and Protect	4	3		3	1	
Vaccination Programme	6	6	6			
Surgery & Theatres	11	11		4	7	
Diagnostics & Imaging	9	8		2	7	
Cancer & Palliative Care	5	0		1	4	
Primary Care, Community & Therapies	9	8	1	5	2	1
Mental Health & Learning Disabilities	2	2		1		1
Children, Young People & Maternity	30	19		12	18	2
Outpatients	5	3		2	2	
Partnership Working	4	4		1	4	
Digital Transformation	19	18		8	11	
Workforce	8	6	1	7		
Value Based Healthcare	7	7		7		
Finance	4	4		2	2	
Capital	4	3			4	
Total:	132	107	13	55	62	4

Summary of Actions Addressing the 4 Harms - March 2021





Key for 4 Types of Harm:

1. Harm from Covid itself
2. Harm from an overwhelmed NHS and Social Care System
3. Harm from reduction in non-Covid activity
4. Harm from wider societal actions/lockdown

3.3 Achievements (On-Track)

A short summary of some key areas of achievements at the end of March 2021 are provided to reflect the breadth of work that has been undertaken across the individual plans through to the end of Quarter 4.

Theme	On-Track Actions
Test, Trace & Protect	<p><u>Action:</u> Implement local testing sites targeting students, hard to reach areas, vulnerable public</p> <p>All testing options are in place with accessibility a key focus.</p>
Vaccination Programme	<p><u>Action:</u> Secure locations for Mass Vaccination Sites (beyond the Bay Field Hospital) and undertake site/logistics visits to finalise</p> <p>3 Mass Vaccination sites are in operation. Delivery through Primary Care has been established with General Practice in all 49 practices and a pilot with delivery through Community Pharmacies has also been established.</p>
Surgical and Theatres	<p><u>Action:</u> Sustain theatre programme - Sustain delivery of enhanced theatre capacity at July 2020.</p> <p>Delivery of agreed theatre programme has been sustained with minimal disruption during the second COVID wave.</p>
Diagnostic & Imaging	<p><u>Action:</u> Increase Endoscopy capacity at NPT - Reinstate PH manometry and breath tests procedures</p> <p>This has been recommenced for priority patients</p>
Primary Care & Community	<p><u>Action:</u> Provide support protect the most vulnerable people in our communities, in particular care home residents - Develop long term plan for Care Home service provision aligned to Strategic Programme for Primary Care Framework</p>

	<p>Work on a memorandum of understanding for a pooled bank of staff to support Care Homes is ongoing. Discussions with Local Authority providers is also underway to review the commissioning Strategy for the sector. Market stability reports are to be undertaken</p>
Mental Health & Learning Disability	<p><u>Action:</u> Progress development of interim Mother and Baby unit</p> <p>Service commenced on the 19th April 2021. Ongoing service stakeholder meetings continue to manage operational delivery of the service at this early stage.</p>
Children, Young People & Maternity	<p><u>Action:</u> Maternity Services - Family Centred Care - A Women's engagement strategy is being developed to ensure full consultation and involvement of the local population in how maternity services are delivered now and developed in the future.</p> <p>Priorities for service provision for 2021/22 agreed and presentation to CHC planned July 2021.</p>
Outpatients	<p><u>Action:</u> Redesign approaches to improve waiting list management via pathways and digital solutions</p> <p>The management of historic SOS cases has been completed.</p>
Partnership Working	<p><u>Action:</u> Develop memorandum of understanding with Cardiff and Vale UHB</p> <p>Memorandum of understanding has been signed off.</p>
Digital Transformation	<p><u>Action:</u> Primary care Virtual Consultations - Support with the evaluation of Ask my GP and Attend Anywhere.</p> <p>Ask my GP and Attend anywhere contracts have been extended.</p>
Workforce	<p><u>Action:</u> Extend/expand Occupational Health and Wellbeing services to support staff health & wellbeing.</p> <p>A post Covid Staff Wellbeing Strategy has been developed based on current evidence with a focus on maximising staff resilience, utilising Occupational Health and Wellbeing services.</p>