

## Performance Analysis

This section is a summary of the Health Board's performance against the Welsh Government's annual performance measures. Full details can be found at appendix 1.

The Welsh Government's annual performance measures framework aims to demonstrate the annual improvement in the health and wellbeing of people in Wales against the themes listed in the pie chart.











The section that follows (page ?) set out how ABM UHB performed against these Welsh Government measures. It works on the basis of a 'balanced scorecard' approach which provides information as to how the health board is performing over a 12 month period or compared with the same period the previous year. It assesses whether performance has improved, declined or remained the same over that period.

The table below demonstrates the health board's performance where 12 month trend information is available. As can be seen, in 2018/19 ABM UHB has **improved in 40** of the 67 themes and **met the target in full in 19** of the measures. This is consistent with the health board's aim of continual improvement.

Performance against measures within the NHS Delivery Framework is currently assessed on a financial year basis i.e. 1st April through to 31st March. This aligns financial and performance data reporting periods within NHS organisation's Annual Accounts. Due to the nature of some of the measures in the NHS Delivery Framework, such as those which rely on clinically coded information, the availability of data required for assessing annual performance can have a time delay and hence is not always available when annual reports are produced. Further details can be found in appendix 1.

## Welsh Government verified Balanced Scorecard where 12 months data is available – ABM UHB 20018/19

Abertawe Bro Morgannwg UHB	Improved performance	Sustained performance	Decline in performance	Performance summary	Targets achieved*
<b>STAYING HEALTHY</b> - People in Wales are well informed and supported to manage their own physical and mental health	2 measures	0 measures	1 measure		
<b>SAFE CARE</b> - People in Wales are protected from harm and supported to protect themselves from known harm	8 measures	0 measures	7 measures		1 measure
<b>INDIVIDUAL CARE</b> - People in Wales are treated as individuals with their own needs and responsibilities	4 measures	1 measure	0 measures		5 measures
<b>OUR STAFF &amp; RESOURCES</b> - People in Wales can find information about how their NHS is resourced and make careful use of them	7 measures	1 measure	3 measures		2 measures
<b>TIMELY CARE</b> - People in Wales have timely access to services based on clinical need and are actively involved in decisions about their care	13 measures	0 measures	10 measures		9 measures
<b>EFFECTIVE CARE</b> - People in Wales receive the right care and support as locally as possible and are enabled to contribute to making that care successful	3 measures	1 measure	3 measures		1 measure
<b>DIGNIFIED CARE</b> - People in Wales are treated with dignity and respect and treat others the same	3 measures	0 measures	0 measures		1 measure
<b>SUMMARY</b>	<b>40 measures</b>	<b>3 measures</b>	<b>24 measures</b>		<b>19 measures</b>

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## STAYING HEALTHY- People in Wales are well informed and supported to manage their own health

### Performance Summary

#### Achievement of national targets:



### Highlights:

 **We  
vaccinated  
8,581 staff**

 **Time to  
QUIT**  
More than 2,000  
smokers  
supported to stop  
smoking

**88%** of 10 day  
old children seen  
as part of the  
Healthy Child  
Wales  
Programme

### Performance trend:

**2 measures improved ↑ 1 measure declined ↓**

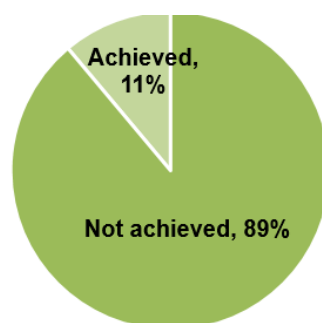
### Summary:

The measures in this section focus on prevention and actions that the Health Board takes to support people to manage their own health and include childhood immunisation and smoking during pregnancy. None of the three measures in this section were achieved. Good progress was made throughout the year to increase childhood immunisations rates however performance fell short of the 95% national target. Whilst full data is not yet available, early indication shows that we will achieve the measure for the percentage of smokers co-validating as quit at 4 weeks but not the percentage of smokers making a quit attempt via cessation services.

## SAFE CARE- People in Wales are protected from harm and supported to protect themselves from known harm

### Performance Summary

#### Achievement of national targets:



#### Highlights:

**37%** less *C. difficile* cases

**7%** less *S. aureus* bacteraemia cases

**4%** less in *E. coli* bacteraemia



#### Sepsis Care Pathway- First Hour Care Duties

Increased compliance with Sepsis Six first hour bundle



Reduced use of antibacterial items

#### Performance trend:

**8 measures improved ↑**   **7 measures declined ↓**

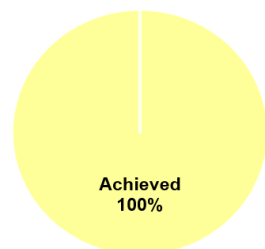
#### Summary:

The measures in this section focus on safety and ensuring that no harm comes to patients and includes healthcare acquired infections, serious incidents, prescribing and self-harm. Compliance with the 'Sepsis Six' one hour bundle was the only measure in this section to be achieved however **significant progress** has been made in reducing healthcare acquired infections and antibiotic prescribing over the year.

## INDIVIDUAL CARE- People in Wales are treated as individuals with their own needs and responsibilities

### Performance Summary

#### Achievement of national targets:



### Performance Summary



90% of residents in receipt of secondary Mental Health services had a valid Care Treatment Plan (CTP)

100% of residents were sent their outcome assessment report within 10 working days

Increased use of national helplines throughout the year for mental health, dementia and substance misuse



#### Performance trend:

4 measures improved ↑ 1 measure sustained →

**Summary:** Access to helplines and mental health services are the themes of the five measures in this section, which were **all achieved in 2018/19**.

## STAFF & RESOURCES- People in Wales can find information about how their NHS is resourced and make careful use of them

### Performance Summary

#### Achievement of national targets:



### Highlights:



Over 9,000 staff received an annual Personal Appraisal Development review



**22%** increase in staff completing all mandatory training (up to December)



Reduction in patients not attending new and follow-up outpatient

### Performance trend:

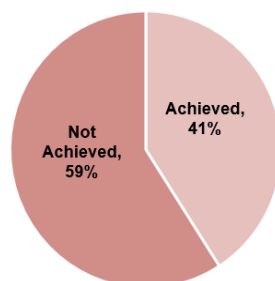
**7 measures improved ↑    1 measure sustained →    3 measures declined ↓**

**Summary:** There are eleven measures in this section however due to availability of data, Welsh Government has provided an assessment on two of the measures only, both of which were achieved in full in 2018/19 hence a 100% achievement. Narrative regarding the remaining measures is included at app 1.

## TIMELY CARE- People in Wales have timely access to services based on clinical need and are actively involved in decisions about their care

### Performance Summary

#### Achievement of national targets:



#### Highlights:



- ✓ **22%** less patients waiting longer than 36 weeks for treatment.
- ✓ No patients waiting over 14 weeks for therapies
- ✓ No patients waiting over 8 weeks for all non-cardiology diagnostics and sustained position in Endoscopy
- ✓ Longest waiting patients reduced by over a third

#### Performance trend:

**13 measures improved ↑**

**10 measure declined ↓**

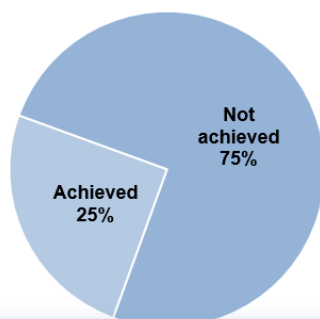
**Summary:** The focus of this section is access to services and the measures primarily focus on waiting times. Nine out of the 14 measures in this section were achieved in 2018/19. Significant progress was made during the year to reduce waiting times to elective treatment, improved delivery of Stroke services and stabilise unscheduled care.



## EFFECTIVE CARE- People in Wales receive the right care and support as locally as possible and are enabled to contribute to making that care successful

### Performance Summary

#### Achievement of national targets:



#### Highlights:



4% reduction in Mental Health Delayed Transfers of Care  
 65% increase in Non-Mental Health Delayed Transfers of Care

We coded over 210,000 clinical episodes during 2018/19

#### Performance trend:

3 measure improved ↑

1 measure sustained →

3 measure declined ↓

**Summary:** This section covers measures that focus on ensuring patients receive the right treatment and that effective processes are followed. The only measure achieved in this section in March 2019 was completion of Universal Mortality Reviews within 28 days of a patient's death. The unmet measures relate to clinical coding and Delayed Transfers of Care (DTOCs) - Mental Health and Non Mental Health. Research Studies and mortality rates are also included within this domain however year-end data was not available for these measures at the time of writing this report.

## DIGNIFIED CARE- People in Wales are treated with dignity and respect and treat others the same

### Performance Summary

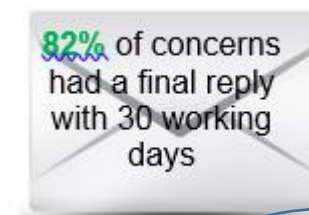
#### Achievement of national targets:



#### Performance trend:

3 measures improved ↑ 0 measures declined ↓

### Highlights:



95% of patients  
would recommend or  
highly recommend  
the Health Board

Over 58,000 friends  
and family surveys  
completed

### Summary:

This section covers a range of measures that focus on patient feedback and experience. There are three measures in this section however full year data is only available for the measure relating to concerns responded to within 30 days which was achieved in 2018/19. The other two measures focus on cancellation of elective procedures and reducing the number of older patients with an active repeat for medicines that may have anticholinergic effects which can cause potential harm. A number of local measures relating to patient feedback have also been included in this section to provide a more informed overview.

## Workforce and Organisational Development Performance (WOD)

### Staff Health & Wellbeing **sort formatting**

- Wellbeing Champions network developed and expanded – over 340 Wellbeing Champions now trained across the Health Board to signpost colleagues to staff support services (supporting early intervention - see related photo's below) and raising awareness of national health promotion campaigns. 2017/18 Bevan Commission Exemplar programme completed and the network was presented at the Bevan Commission Conference last summer.
- New Staff Wellbeing Service launched June 18 providing early intervention for staff support with over 900 referrals in first 10 months - reduced waiting lists for initial contact for mental health support from 6 weeks to 7 days. The service is a 2018/19 Bevan Commission Exemplar.
- 'Mindful Menopause' workshops for staff rolled out across the Health



Board with 60 staff attending to date (see for evaluation 'wordle').

- Scanning of all Staff Occupational Health Records has commenced to enable an e-record
- 8581 flu vaccinations administered to staff during the flu campaign with 54.53% of frontline staff receiving the vaccination helping to protect patients, staff and the wider community.
- Successful 'Wellbeing Week' held across the health board in Sept '18 promoting internal and local services that support staff health and wellbeing (Photo: Alison Clarke and Matt physio).
- 267 managers have attended Work Related Stress Workshops, equipping them with the tools to manage employee stress at work and 209 have attended Mental Health Awareness Workshops, helping managers to recognise and manage mental health conditions in the workplace.
- Successful funding extension to deliver Welsh Government/ESF 'In Work Support Service' until Dec 2022.



### Next year -

- Complete Occupational Health transformation plan – improved, multidisciplinary approach and digitalisation of records/processes will reduce waiting times and improve staff experience.
- Health Board wide Wellbeing Week planned for Sept 2019 – over 40 workshops and presentations to promote services that support staff health and wellbeing.
- Identify services without a Wellbeing Champion with the aim of every Service/Department having a Champion to support staff health and wellbeing.
- Continue rollout of Mindful Menopause workshops for staff.

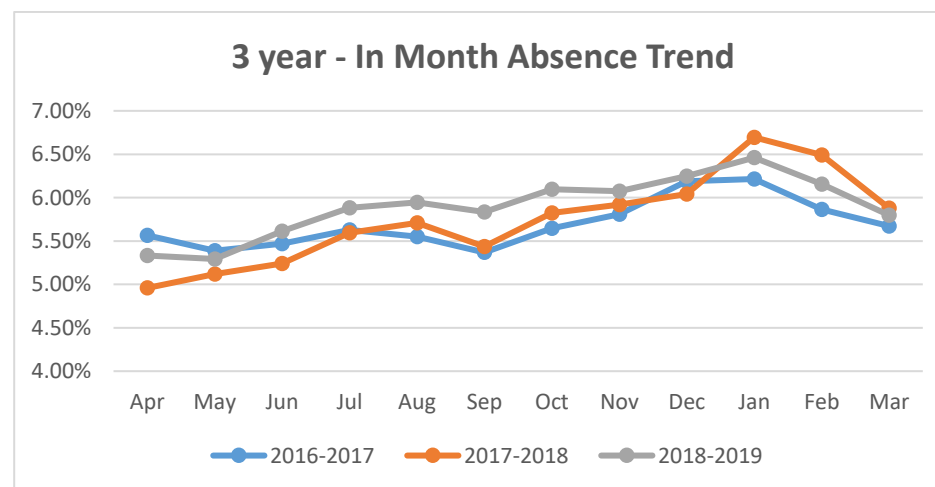


**Photo:**  
Wellbeing  
Champion  
Sharon Taylor  
from the city's  
Acute Clinical  
Team has  
transformed an  
area of  
Bonymaen  
Clinic into a

fully-fledged gym for staff to enjoy. Members of the Wellbeing Service officially open the gym.

### Sickness Absence

2018/19 commenced with in-month sickness absence rate standing at 5.33%, which is 0.37% higher than last year. Due to a number of factors throughout the year, not least the consultation of 3,000 staff through Bridgend Boundary change, absence increased by 0.26%. However, since December 2018 sickness absence has seen an improvement in performance and by focussing particularly on long-term sickness management our performance has improved by 0.80%. A reduction of 2% in absence due to flu helped to achieve this change in trajectory. The cumulative sickness rate in Swansea Bay in March 2019 has seen an improvement of 0.06% since December 2018.



Our aim is to reduce sickness absence throughout the coming year focussing particularly on improving the health and wellbeing of staff.

Plans for 2019/20 include:

- Continuing the rollout of the All Wales Managing Attendance at Work Policy, reinforcing the policy's focus on staff health and wellbeing activities required to increase attendance at work.
- We have trained 252 managers in the new Managing Attendance at Work Policy
- Focus on early intervention for Musculoskeletal (MSk) and Mental Health conditions, via the staff Wellbeing Advise and Support Services. Expediting cases for early referrals and diagnosis. Therefore, reducing related sickness absence and improving the health and wellbeing of employees.
- Enable delivery units and service managers to manage sickness better by focusing on Long-term absence cases, focusing on earlier communication that supports staff to return to work earlier.
- In support of the new Menopause policy launch, monthly 'Menopause wellbeing workshops' have commenced and will continue throughout 2019/20.

### **Medical Workforce Actions include:**

- Success in securing Welsh Government funding to implement e.job planning. The roll out has commenced, and this project will include scrutiny of all Consultant and SAS doctor job plans and annual leave entitlements to increase productivity.
- success in securing Welsh Government funding to roll out 'Locum on Duty', this will digitalise the booking of all locums, with a link to Payroll and will support the introduction of a medical bank to increase internal fill rates to reduce locum expenditure.
- Both of these systems will help the health board with digitalisation of the medical workforce achieving greater transparency and increased efficiency.
- The health board is working closely with Kendall Bluck to review the emergency departments (ED) at Morriston and Neath Port Talbot including undertaking a review of all junior doctor rotas. This has resulted in a set of transformational recommendations for the ED's matching workforce to activity and demand.
- Working closely with Medacs' permanent recruitment team to reduce hard to fill posts. For example a Consultant in Histopathology has recently been recruited.

- Participated in the Bapio recruitment rounds in India in 2016, 2017 and 2018 successfully appointing doctors to help fill junior doctor vacancies. The HB will participate again in 2019.
- Worked with the relevant Royal Colleges and the Deanery to successfully appoint Medical Training Initiatives doctors who can work for the health board for two years. This has helped establish a new training pipeline in different countries
- Developing a comprehensive Medical and Dental recruitment & retention strategy to increase the core medical workforce to break the agency cycle.

### **Boundary Change**

The WOD team managed the largest TUPE transfer of staff in the history of NHS Wales. As part of the consultation exercise the team engaged with over 2000 staff and held over 200 individual meetings with staff. A process was developed that enabled staff to volunteer to transfer to CTMUHB with TUPE protection, the team also adapted the Organisational Change Policy process to manage the change and over 3426 staff were transferred to CTMUHB. This was a significant piece of work for the team who

have been commended by all for the work that they have done and the smoothness in which the process was managed for the staff concerned.

### **Employee Relations**

In the last year there has been a significant reduction in employee relations cases, the team have worked hard to resolve outstanding cases and change the climate of employee relations in the Health Board. The team are working with ACAS to help build strong relationships with trade union colleagues.



Needs picture or graph



## Welsh Language Standards

Abertawe Bro Morgannwg University Health Board recognises the importance of patients, services users and families being able to receive safe and responsive quality services in a language of their choice. Wherever possible and practical this has been the approach with the health board being fully compliant with the Welsh Language Scheme, this was based on the Welsh Language Act 1993.

In July 2018 ABM UHB was issued with a draft Compliance Notice in respect of the new Welsh Language Standards (No.7) Regulations by the Welsh Language Commissioner's Office. The health board was offered the opportunity to participate in a consultation with regards to the draft Welsh Language Standards which applied to it. The response to the compliance notice was submitted to the Welsh Language Commissioner at the beginning of October 2018 with an appeal being submitted thereafter resulting in a Final Compliance Notice being received at the end of November 2018 with an effective implementation date of **May 2019 (?)** Many of the requirements reflect the existing Welsh Language Scheme however some are completely

new. To facilitate delivery and compliance with the standards a comprehensive action plan has been produced which will be delivered via a new task and finish group overseen by the Director of Governance.

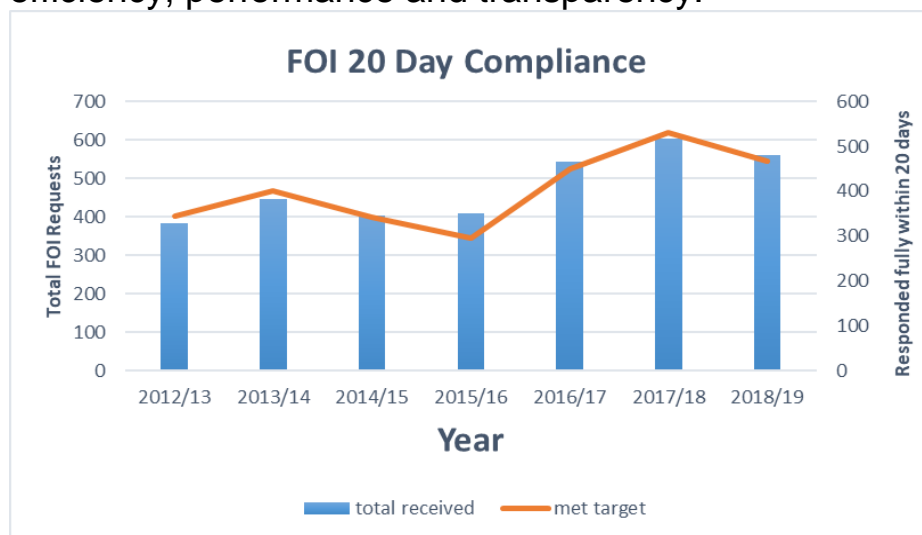
Whilst attention has largely focused on the new Welsh Language Standards during 2018, the health board has continued to improve its existing offer as demonstrated by the achievements listed below:

- The health board ensures that Welsh language considerations are included in the commissioning and contracting of services;
- The language preferences of all inpatients is collected on admission;
- The staff handbook has been to include a section on the importance of language awareness.



## Freedom of Information Act Compliance

The Health Board received 561 FOIA requests in 2018-19, 83% of which were responded to within the 20 working day time limit. Appeals about the Health Board's responses remain low at 1%. The type of information requested continues to focus mainly on efficiency, performance and transparency.



### Internal Reviews

Any expression of dissatisfaction about the handling of an FOIA request is subject to an internal review with an independent re-assessment of the response completed. The Health Board received 6 complaints about its FOIA responses in 2018/19, all of which were

upheld. There have been no investigations from the Information Commissioners Office (ICO) during 2018/19.

### Transparency

The FOI Act carries an inherent presumption in favour of disclosure; information must be released unless one or more of the exemptions are engaged. From July 2017, the FOIA Team started to record the number of requests where an exemption has been applied. Please find below the number and type of exemptions applied.

S12-Cost of compliance exceeds limit - 49

S21-Information reasonably accessible to the applicant by other means - 31

S22-Information intended for future publication - 1

S40-Personal Information protected by the DPA / GDPR - 67

S41-Information provided in confidence (but only if this would constitute an actionable breach of confidence) - 3

S43-Commercial interests - 11



