

# Executive Summary October 2019

At the end of March 2019, the commissioning responsibility for the Bridgend population transferred to Cwm Taf Morgannwg University Health Board (CTMUHB). This is the first Annual Plan for the new Swansea Bay University Health Board and it sets out our plans to deliver our agreed Organisational Strategy Enabling Objectives, which include our Wellbeing Objectives. In January 2019, we also agreed our five-year Clinical Services Plan and this plan describes our approach to delivering it through our Transformation Portfolio. It also includes the first year of our plans to change the way services are delivered for the population of Swansea Bay to achieve our dual strategic aims of improving population wellbeing and health and delivering better care.

Whilst the new Health Board has a clear sense of direction and purpose, at present we are in enhanced Targeted Intervention monitoring status. The majority of this plan was written for submission to Welsh Government prior to the Bridgend transfer, in January 2019. At that time the Health Board was achieving improvements across the range of Targeted Intervention priority areas, including A&E waiting times and waiting times for planned care. However, during the summer of 2019 the Health Board has experienced unprecedented pressures in unscheduled care, and a combination of this, alongside the HMRC pension taxation changes has reduced our ability to use our workforce flexibly which has had an adverse effect on planned care performance. Due to these particular delivery risks this version of our Plan includes additional detailed plans within the Unscheduled Care and Planned Care chapters. The finance chapter has also been updated to reflect the post-Bridgend transfer position and the performance delivery risks.

Despite these challenges the Health Board remains aspirational and confident that our transformation work will improve the health of our population, the delivery of better care and the sustainability of the organisation. We are continuing to improve sustainability in our cancer, stroke and healthcare acquired infections Targeted Intervention priority areas, even though these are impacted by the current unscheduled care pressures. We have sound plans in place to deliver high quality children's and maternity services and we have also established a specific Older People's Programme. During 2019/20 we are working hard to improve

performance across all of our Targeted Intervention priority areas whilst we develop our IMTP 2020-23. Our aim is to be able to submit an approvable IMTP in 2020 and to achieve a de-escalation in our monitoring status.

Much of our transformation planning is undertaken with partners, particularly through our statutory arrangements with the West Glamorgan Regional Partnership Board. These arrangements have also been refreshed to reflect the transfer of the Bridgend population to CTMUHB. In line with 'A Healthier Wales' we have been successful in securing Transformation Funding to develop Our Neighbourhood Model of early prevention and community resilience and we are the only Health Board in Wales which is implementing the Primary Care Model for Wales across all 8 of our Clusters within one year in 2019/20. We have refocussed our plans on both our strategic aims and are making sure that there is a population health focus across all plans. Our mental health and learning disabilities plans also outline a wide range of transformation and change in partnership to improve outcomes for patients and service users in line with the Ministerial priorities.

Our partnership with Hywel Dda UHB continues to strengthen and we have made improvements in our care through developing and delivering services across the region. Our partnerships with other NHS organisations are also maturing and demonstrating the benefits of a more collaborative approach.

We have approved our Workforce and Organisational Development Framework to focus on all the elements which will improve our workforce pressures and make SBUHB a fantastic place to work, train and live. We continue to be a leader in Wales in digital transformation and we will continue to maximise the benefits of digital approaches to improve the experience and outcomes for our patients as we deliver our Clinical Services Plan over the next five years.