

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

APPENDIX 1

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

CATEGORY	SUB-CATEGORY	QUARTER 1												Board Assurance Committee
		Apr-20				May-20				Jun-20				
		Action	Lead	RAG	Comments on Status	Action	Lead	RAG	Comments on Status	Action	Lead	RAG	Comments on Status	
Governance and Engagement	Essential Services	Exec lead for Essential Services identified	Hannah Evans	Green	Complete	Baseline assessment against WG Essential services	Hannah Evans	Green	Complete	Full engagement in regional solutions where appropriate	Ian Langfield/ Karen Stapleton	Green	Complete	Board
		Associate Medical Director Essential Services	Richard Evans	Green	Complete	Established work cells to take forward planning for non Covid essential services	Hannah Evans	Green	Complete	Iteration of clinical processes in line with new and emerging evidence	Richard Evans	Green	Complete	Quality and Safety Committee
		Engagement in nationally established groups for Essential services	Hannah Evans	Green	Complete	Regional discussions with C&V and Hywel Dda and commitment to working together	Ian Langfield/ Karen Stapleton	Amber	SW Regional meeting scheduled 11th June 2020	Exploring opportunities for collaborating on a supra regional basis	Ian Langfield/ Karen Stapleton	Green	Further meetings arranged to take forward through Q2	Board
		Wales Cancer Network engagement	Melanie Simmons	Green	SBUHB Cancer Leads attend the weekly WCN Cancer Operational Managers meeting	Regional discussions with CTM and commitment to agreeing plan for NPT	Nicola Johnson	Green	Discussions held between COOs and DoPs. Commitment agreed to scoping future use of NPTH.					Performance and Finance Committee
		Engagement with Sancta as part of national procurement	Craige Wilson	Green	Contract with Sancta established as part of national arrangement	Clinical processes eg pre-op and consent revised and issued	Richard Evans	Green	Adult and Paediatric Pathways finalised, awaiting sign off by Clinical Advisory Group					Quality and Safety Committee
Planned Care	Surgery	Some gynae-onc and urology cases undertaken in Hywel Dda	Jo Williams	Green	Complete	Joint MDT with C&V on Cardiothoracics	Neil Miles	Amber	Draft ToR/SOP for mtg drafted and circulated.Mtg with C&V scheduled 5/6/2020 to agree. Will be implemented in July.	Potential 5th theatre brought back in Morriston dependent on workforce capacity (focus on paed)	Tersa Humphreys	Green	2nd Trauma list operational from the 8th June 2020	Performance and Finance Committee
		Increased theatre capacity in Morriston by 2 theatres	Tersa Humphreys	Green	CEPOD and trauma list in place during COVID. CEPOD list in place in Singleton	Additional lists in Singleton	Tersa Humphreys	Green	Elective list opened in Singleton. Two elective lists opened in Morriston.	If feasible from workforce perspective – NPT theatre suit for some orthopaedics activity	Neil Miles	Amber	Formal discussions commenced between Orthospines and NPTH. Feasibility of additional laminar being explored. Depending on outcome will dictate whether elective starts before or afterwards. This is being taken forward as a holistic Musculoskeletal programme of work through Q2	Performance and Finance Committee
						Working with Sancta to deliver optimum solution for this resource in terms of surgery	Craige Wilson	Amber	Weekly activity monitoring meetings in place with Sancta and WHSCC	exploring option of sancta staff supporting lists in singleton hospital to target priority level 2 cases.	Tersa Humphreys/ Jo Williams/ Phillipa Thompson	Green	Confirmation received on 5th June that 5 to staff agreed to support lists in Singleton/ Singleton DU team to develop operational plan. HB unable to deliver an ongoing arrangement for sancta staff to support therefore staff to return week commencing 6th July. Singleton Hospital to continue to support the lists after this period into Q2 and onwards	Performance and Finance Committee
						ITU reconfigures to support zoning of patients	Michelle Mason-Gawne	Green	PACU model through CITU commenced 18th May and is working well. Requirement for location to change when we work towards 'business as usual'.	Set up a working group in order to develop a permanent solution for PACU	Michelle Mason-Gawne	Green	Working group commenced, next meeting planned week commencing 6/7/20. Interim arrangements continue in CITU.	Quality and Safety Committee
	Diagnostics	Emergency diagnostics inc EBUS and ERCP	Fiona Hughes	Amber	Maintained emergency Endoscopy and GI Bleeds during April. All USC Referrals vetted by Clinical Leads and alternative diagnostic pathways undertaken.	Planned reintroduction of diagnostic Usc Capacity	Fiona Hughes	Green	Reinstatement of USC Endoscopy Capacity within Singleton DU. Reinstatement of weekly EBUS List and introduction of Fit for symptomatic low risk USC colonoscopies. Plan to deploy nursing staff back into the Endoscopy service across the three hospital sites actioned.	Diagnostic plan from Diagnostic work cell enacted – will explore independent sector	Brian Owens	Green	Endoscopy across all 3 sites in progress however capacity remains reduced due to current PPE restrictions and social distancing	Quality and Safety Committee
		Cancer MDTs prioritise cases for diagnostics (scans and other)	Melanie Simmons	Green	Cancer MDTs are aware of the changing circumstances , and sensibly utilise the most realistic options available when deciding how to manage their patients. Cancer MDTs take difficult decisions regarding treatment or advice, corporately and collectively as an MDT, supporting each other, with clear documentation and justification. Cancer MDTs remain the primary source of specialist practice and advice to the Health Board	Rapid Diagnostic Clinic for cancer recommended in NPT	Brian Owens	Amber		Planning for further diagnostics in June	Brian Owens	Green	RDC now running the same volumes of clinics as pre Covid.	Quality and Safety Committee
						Multi-parametric MRI scans recommended on the 4th May 2020	Tersa Humphreys	Green	Complete					Performance and Finance Committee
						Prostate biopsies re-instated w/c 11th May	Jo Davies	Green	Commenced 18th May four all day sessions per week (six patient per session)	Continue with prostate biopsy capacity in order to work towards clearing the backlog	Jo Davies	Green	Complete	Quality and Safety Committee

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									Implementation of attend anywhere to support medical outpatients modernization and delivery of 1:1 high intensity psychological therapies	Gareth Bartley	Amber	Invitation to participate in attend anywhere pilots circulated in April. Plan with Digital services for roll out across all service areas in MHL D being agreed. Attend Anywhere Implementation Lead identified to co-ordinate and monitor system roll out. Engaged with Locality Leads to agree best approach to facilitate system implementation. Initial Attend Anywhere Roll Out plan established to monitor and plan system roll out across all MH & LD services. Attend Anywhere implemented in nine MH&LD teams. Implementation to be completed beyond Q1 with actions included in Q2 operational plan. Hence Amber status.	Performance and Finance Committee	
									Multi-agency suicide and self-harm prevention group to monitor impact of pandemic and advise on mitigation	Gareth Bartley	Green	Multiagency group once again meeting regularly and looking at multiagency action plan for the Swansea Bay area as discussing current rates of suicide as ongoing work. Keith Reed is Health Board Lead for suicide prevention. All incidents of suicide now received by the Health Board through multiagency rapid response group (rather than those in contact with MH services). Paper for next Health Board meeting outlining HB approach to suicide prevention (within the overall Multiagency Planning group work).	Performance and Finance Committee	
									Implement workforce plans to maximize productivity to reflect guidance for social distancing	Gareth Bartley	Green	Social Distancing Risk Assessments complete with Director for Health & Safety content with sample risk assessments. Staff Briefings within Localities & Distribution of IT equipment to support home working. Shared approach on social distancing with Local Authority colleagues as many of our teams are integrated and share accommodation.	Workforce and OD Committee	
Digital	National Digital Collaboration and cross-cutting digital themes					Working in partnership with WG and NWIS to ensure the Digital Priorities Investment Fund is effectively utilised	Gareth Westlake	Green	Ongoing - digital equipment requirements submitted to WG	Continuing to maximise the use of business intelligence and demand/capacity modelling as intrinsic decision support tools for organisation planning.	Lee Morgan	Green	Ongoing - COVID 19 Dashboard and modelling tools developed and available from April with Live information. Additional functionality added as required and will continue to be developed	Board
						Focussing on digitally-facilitated clinically-led business change	Matt John	Green	Ongoing - initiatives such as Teams, Attend Anywhere, Signal, MTED roll outs are all clinically led. SDU Digital groups continue to meet and prioritise requirements					Quality and Safety Committee
	New ways of working					Utilising video consultations where appropriate via Attend Anywhere, with full rollout of the system by the end of May	Dee Roberts	Amber	Outpatients - 2 services fully live. 18 services in pilot phase and going fully live week commencing 1st June. Further services to be in pilot and live phase throughout June	Supporting the Value-Based Healthcare agenda and follow-up management through the capture and analysis of PROMS	Dee Roberts	Green	Ongoing - pilot live with one specialty with view to expand this to 3 by month 6. Procurement process for digital solution to be commenced in Q2.	Quality and Safety Committee
									WiFi will be enabled in the remaining Community, Mental Health and Learning Disability sites to support remote working and social distancing	Carl Mustad	Red	Reliance on suppliers to complete PSBA network connections, cabling and survey work to community sites - suppliers prioritising COVID-19 work.	Quality and Safety Committee	
									Implement virtual consultations with Social Care to facilitate rapid discharge	Carl Mustad	Amber	Model identified and agreed with social care. Devices rolled out to wards. Units working with Social Care to bed in the implementation.	Performance and Finance Committee	
									MS 365 rollout - complete mailbox migration.	Carl Mustad	Green	At end of May 10,553 mailboxes migrated. Will complete mid June.	board	

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					Empowering patients and facilitating See On Symptoms model for follow-up outpatients with further rollout of the Swansea Bay Patient Portal	Dee Roberts/ Matt Knott	Green	Ongoing - Diabetes roll out commenced. Further specialties to be onboarded as part of outpatients transformation program.					Quality and Safety Committee	
	Managing COVID 19				Further implementation of virtual ward rounds to facilitate social distancing and enable shielding clinicians to fulfil duties	Carl Mustad	Green	Ongoing - 2 wards in NPT using virtual ward rounds regularly. Ward C and ICU consultants to go live in June	Rollout of e-Prescribing and Medicines Administration across NPTH and Singleton to increase patient safety and facilitate better social distancing	Dee Roberts	Amber	Go live in NPT wards to recommence in June. (Paused because of COVID19)	Quality and Safety Committee	
				Provide software and devices to facilitate virtual visits for patients and families	Carl Mustad	Green	Ongoing - Software solutions identified and configured. To the end of May 160 devices have been rolled out to wards. Additional devices will continue to be rolled out					Quality and Safety Committee		
				Provide Digital solutions for field hospitals, additional ICU capacity and testing units	Carl Mustad	Green	Digital solutions for all areas complete. 2 Field hospitals and 2 ICU all have access to same digital solutions as main hospital sites with full suite of infrastructure. CTUs networked and utilising Electronic test requesting					Performance and Finance Committee		
	Essential Services								Further development of the Signal Whiteboard to support the planning for the single acute take model and Command Centre and the roll out of the Signal patient flow system to all hospital sites (previously only at Singleton) to support MFFD management and Rapid Discharge Guidance implementation	Dee Roberts/ Matt Knott	Green	Signal Whiteboard solution rolled out across all hospital sites (including field hospitals). Working model established for command centre. Ongoing requirement to develop the solution further.	Performance and Finance Committee	
									Commencing implementation of electronic nursing documentation, reducing duplication and increasing time to care	Dee Roberts	Red	Next phase of national programme is delayed until Q3	Quality and Safety Committee	
									Planning the implementation of the Wales Eye Care Digitalisation Solution to enable Ophthalmology transformation	Dee Roberts	Amber	Planning arrangements in place to coordinate with the national plan for roll out of the proposed solution. Full business case has been approved by WG.	Quality and Safety Committee	
									Accelerating plans for the implementation of the Wales ED System (WEDS) to support paperlite working in the Emergency Department	Dee Roberts	Amber	Confirmation with Morriston SDU that they wish to progress with implementation. Work ongoing to determine agreed Go live date with NWIS and supplier. Likely to be Q4 after CTM go live	Performance and Finance Committee	
	Cancer and Palliative Care	Improving MDT virtual experience utilising newer technologies	Matt Knott	Green	Ongoing - Teams being used to support MDTs eg Neuro Rehab. Business change with clinicians will continue to be part of roll out				Further data modelling of cancer pathways	Lee Morgan	Amber	Ongoing - modelled the pathway for 1st outpatient appointment. Further work to be developed based on new clinical prioritisation codes.	Performance and Finance Committee	
									National collaboration on cancer e-Prescribing solution	Matt John	Green	Ongoing	Quality and Safety Committee	
	Critical Care								Planning the implementation of the Wales Critical Care Information System	Dee Roberts	Amber	Planning process commenced. This will be a scaled down version at this moment in time to expedite implementation during COVID19.	Performance and Finance Committee	
	Workforce wellbeing	Maximising remote working via the provision of mobile devices and MS Teams to support shielding, self-isolation and social distancing	Carl Mustad	Green	Ongoing - teams roll out complete. As at end of May 828 laptops, 309 iPads and 1347 VPNs tokens rolled out								Workforce and OD Committee	
						Access to key workforce information via the Digital Intelligence Dashboard	Lee Morgan	Green	Workforce information built into COVID19 dashboard				Workforce and OD Committee	
	Primary Care	Maximising GP and practice efficiencies through further rollout of Ask My GP	Anjula Mehta	Green	Ask my GP rolled out to all clusters that want it								Performance and Finance Committee	
		Utilising video consultations where appropriate via Attend Anywhere	Dee Roberts	Green	Attend anywhere rolled out to all GPs that want it								Quality and Safety Committee	
		Facilitating GP to Consultant communication using Consultant Connect	Dee Roberts	Green	Consultant connect rolled to out to all GPs and secondary care that want it								Quality and Safety Committee	
									Introduced electronic test requesting for pathology in Primary Care	Dee Roberts	Red	Implementation delayed due to COVID19. Rescheduled to Q2 dependant on access to GPs	Performance and Finance Committee	

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									Improved referral management for ophthalmology supported by electronic referrals	Dee Roberts	Amber	Planning arrangements in place to coordinate with the national plan for roll out of the proposed solution. Full business case has been approved by WG.	Performance and Finance Committee	
									Access to secondary care patient records via the Welsh Clinical Portal	Dee Roberts	Green	Ongoing - MTED rolled out across Morriston in May. Will roll out in NPT in June. Go live of outpatient continuation sheet in May.	Performance and Finance Committee	
Partnership Working and Social Care	Rapid Discharge					Confirmation of operational flow and clinical model aligned to the Rapid Discharge	Nicola Johnson	Green	Complete	Targeted Communications and Engagement Campaign in relation to the Rapid Discharge Process across all stakeholders	Nicola Johnson	Green	Launched 1st July	Performance and Finance Committee
										Launch of the West Glamorgan Rapid Discharge Process	Nicola Johnson	Green	See above	Performance and Finance Committee
	Capacity and Resilience in the Community					Collate lessons learned of things that have been done differently in all sectors supporting the community	Andy Griffiths	Green	Lessons Learned currently being collated and to be presented to Silver on 16th May	Identification of Interdependencies in relation to capacity to help inform capacity planning	Andy Griffiths	Green	Agreement that once lessons learned is completed, this workstream will be stood down	Performance and Finance Committee
		Collate all the data in relation to the External Care Homes, Hotel Accommodation	Andy Griffiths	Green	Complete									Performance and Finance Committee
	Externally Commissioned Care					Establish process and timelines for the emergency funding protocol	Nicola Johnson	Green	Complete					Performance and Finance Committee
						Locations identified and analysis of population that could require support for step up	Nicola Johnson	Amber	Options appraisal to be approved by Community Silver					Performance and Finance Committee
						Analysis of difficult to place cohort of individuals who are medically fit	Nicola Johnson	Green	Complete					Quality and Safety Committee
	PPE / Infection Control	Regional Enhanced PPE Procurement Model				Update and review risks in relation to PPE & infection control	Lisa Hinton	Amber	Supply of PPE on risk register. Currently sufficient supplies of PPE. Regular PPE cell meet to review. PPE training ongoing. Review of practices in relation to the use of PPE planned.					Quality and Safety Committee
						Update and review lessons learned in relation to PPE & infection control	Lisa Hinton	Amber	This will come from the PPE review of practice, survey of products and PPE Cell.					Quality and Safety Committee
						Update and review regional PPE & Infection Control Protocol, in line with Public Health and Welsh Government Guidance, and any regional requirements	Lisa Hinton	Amber	Local protocols aligned with PHW and WG guidance as it is published. This is ongoing					Quality and Safety Committee
	Third Sector	Commence pathway 1 discharge process with Third Support	Andy Griffiths	Green	Complete									Performance and Finance Committee
		Collate lessons learned to reflect on the significant community, volunteer and third sector support	Andy Griffiths	Green	Complete									Quality and Safety Committee
		Identification of risks in relation to future planning around the Third Sector and community support	Andy Griffiths	Green	Complete									Board
Care Homes									Reaffirming the strategic system-wide approach to ensure residents of care homes, and those people being cared for at home, have equitable access to the care they need if they test positive for COVID and need additional care than can be delivered at their normal place of residence	Andy Griffiths	Amber	Step up guidance from Care Homes in development by Community Silver T&F group - includes implementation of fast track COVID testing for individuals who have experience breakdown of normal care arrangements. For completion & sign off in Q2 - expected end of July 2020.	Quality and Safety Committee	
									Reviewing the provision of PPE training to staff of care homes following reviews currently being undertaken by Environmental Health Officers	Andy Griffiths	Green	Incorporated into West Glamorgan Care Home Protocol developed by Community Silver Group	Quality and Safety Committee	
									Ensuring that short term, flexible staffing support for care homes is available if required	Andy Griffiths	Green	Incorporated into West Glamorgan Care Home Protocol developed by Community Silver Group	Workforce and OD Committee	
									Jointly considering proposals and options for financial support for care homes	Andy Griffiths	Green	Incorporated into West Glamorgan Care Home Protocol developed by Community Silver Group	Performance and Finance Committee	

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Regional Working	Contractual Arrangements					Reactivate planning arrangements with C&V UHB to jointly support the resilience of some tertiary and specialised services	Ian Langfield	Green		High-level discussions will be held with Cwm Taf Morgannwg UHB about the future use of facilities at Neath Port Talbot Hospital	Nicola Johnson	Green	Complete	Board
	New ways of working									Exploratory conversations will also be held with Hywel Dda UHB about the regional specialist eye care offer and the opportunities afforded by the Outpatients Transformation Fund Application	Craig Wilson	Amber	Workshop planning meeting held with representatives from both Swansea Bay and Hywel Dda on 22 June. Workshop to scope opportunities for regional services planned for 24 July. SLA for paediatric ophthalmology currently being developed	Performance and Finance Committee
Workforce	Staff Availability	Source hotel accomodation to protect staff availaibility who are concerned to take the virus home circa 200 rooms booked.	Sharon Vickery	Green	Kept under review	Kept under review	Sharon Vickery	Green	Kept under review	Review Accomodation	Sharon Vickery	Green	Provision reduced to 20 rooms with the availaibty to increase to 30	Workforce and OD Committee
										Plan with LA to appoint to the track and protect teams	Sharon Vickery	Amber	Awaiting funding from WG before plans can be finalised	Workforce and OD Committee
		Appoint staff to support Covid-19		Green	1495 staff have been appointed to support the Covid effort.	Appoint staff and end contracts when fixed term contracts have ended.	DWOD	Amber	There remain risk if the HB experienced a second peak	Planning assumption on overall absence to continue at circa 20%	Kathryn Jones	Green	Complete	Workforce and OD Committee
	Virtual induction					Produce a suite of induction videos for our field hospitals which will continue to be available as required. Along with site inductions these resources will provide a legacy of training and be available for refreshers for any staff or volunteers during the coming weeks and months.	Kay Myatt / Ian Langfield	Green	Complete	We will now utilise technology to ensure that the same learning and networking opportunities are delivered to our staff. Staff will be provided with a virtual induction handbook and welcome video from Tracy Myhill and the new arrangements via MS Teams will be in place before the end of the second quarter. Physical classroom spaces will also be made available for any staff who do not have the means to access the sessions online.	Kay Myatt	Amber	On Track for September launch	Workforce and OD Committee
	Expansion of Occupational Health to support Covid-19	Re-engineer Occupational Health to 7 day service, 6am-10pm	Sarah Davies	Green	Occupational Health supported by additional deployed staff to meet Covid-19 assessment demands	Over 400 staff supported weekly during April/May with Covid-19 related queries	Sarah Davies	Amber	As deployed staff return to substantive posts, additional resource sought to support additional and continuing Covid-19 work	Work with PHW to undertake monthly antibody surveillance of 900 staff	Sarah Davies	Amber	Recruiting staff to support antibody surveillance. Continued support for staff Covid-19 testing and contact tracing, supporting WF Risk Assessment and management referrals related to Covid-19	Workforce and OD Committee
		Re-engineer Wellbeing service to deliver 7 days, 7am-9pm	Debbie Rees-Adams	Green	Service supported by WF&OD and Psychology colleagues	Develop a trauma pathway including implementation of TRIM trauma assessment training for staff in Covid-19 critical areas. Develop staff bereavement pathway.	Debbie Rees-adams	Green	trauma pathway complete with individual and group interventions available via Wellbeing service. Over 200 staff trained in TRIM REACT MH 1 hour virtual training	Support Critical Care study days aimed at 'reflect, refresh and reset'	Paul Dunning	Green	TRIM and Taking Care Giving Care support to the study days with Wellbeing team supporting planning, delivery and evaluation	Workforce and OD Committee
	Virtual Trainee Doctor Induction									Develop a virtual programme which will be emailed to all trainees due to rotate into the Health Board on the 5th of August. This will be sent 3 weeks prior to date Wc 15.07.2020	Donna Hole	Amber	On track	Workforce and OD Committee
Virtual Training					Postgraduate and Undergraduate clinical skills teaching to restart	Donna Hole	Green	Social distancing implemented and teaching commenced to the end of the curriculum year (undergraduate SIM will continue as part of a catch up programme).	We are seeking out virtual platforms where more than one student can participate in virtual clinics, ward rounds and MDT's ensuring they still achieve the required learning outcome.	Donna Hole	Amber	Pilot to start Wc 13th July 2020	Workforce and OD Committee	

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									Develop a programme of learning to meet new and immediate demands, supporting people who are moving to virtual working and also who are managing teams virtually. Explore options with Open University through HEIW. This will include a focus on management pathways initially converting the 9 core modules - followed by further work on leadership.	Kay Myatt	Amber	Ongoing - initial discussion with OU and HEIW wc 6th July. Recruitment ongoing into L+OD team to ensure capacity to deliver. Interviews booked for WC. 27th July	Workforce and OD Committee	
	Staff Engagement/ homeworking				Develop a local survey focusing on colleagues' wellbeing and views on working from home has been developed and will be available to complete during the month of July 2020.	Kay Myatt	Green	On track	Launch survey and develop working group TOR to work with results	Kay Myatt	Amber	On track - survey launched and due to close on 31.07.2020 Staff Experience and OD Coordinator appointed to lead work	Workforce and OD Committee	
Finance & Capital	Performance & monitoring								Complete first round of finance review meetings with Units	Darren Griffiths	Green	Complete	Performance and Finance Committee	
									Agree full impact of COVID response on financial position of the Health Board	Darren Griffiths	Green	Complete - 25/06/20 - Board will receive routine updates on a monthly basis	Performance and Finance Committee	
									Complete first round review of capital programme in light of COVID response	Darren Griffiths	Green	First round review complete - further review required following Welsh Government update on All Wales and discretionary pressures	Performance and Finance Committee	
									Complete critical review of original financial plan savings plans and investment plans	Darren Griffiths	Red	Not started due to focus on Q2 plan. Will be completed in July.	Performance and Finance Committee	