

**Swansea Bay University  
Health Board  
Our journey to sustainable  
healthcare: 2024-2025**

July 2025



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## 1 Introduction

Swansea Bay University Health Board (SBUHB) is an anchor institution within the Swansea Bay region. As a major employer, commissioner, and provider of health services the HB is committed to delivering safe, high-quality care for our patients. Working in collaboration with partners to achieve this and fostering an environment and culture within which we can all thrive, and our populations receive the best services possible, both now and in the future.

This report outlines our approach to advancing sustainability in alignment with the Well-Being of Future Generations Act. We envision a robust, sustainable healthcare system that is resilient to future climatic changes and supportive of coming generations.

Each day, we rise to the challenge of meeting our population needs while enabling them to thrive within the confines of available resources. Integrating sustainable practices into our practices not only has the potential to reduce inequalities and enhance health and well-being, but also to improve the environments in which we live and work, thereby strengthening the resilience of both our workforce and the population we serve and reinforcing our role as an essential anchor institution in the region.

## 2 Sustainability and SBUHB

In Wales, sustainable healthcare is driven through the Well-Being of Future Generations Act (2015) (WBFGA). This act gives Public Sector organisations the:

*‘Ambition, permission, and legal obligation to improve our social, cultural, environmental, and economic well-being’*













Broadening the traditional sustainable development triple bottom line (environment, society and economy) to four, by including culture. This is enacted through the Health Board’s (HB's) Well-Being Objectives, which form the basis of Objective 1 (Section 4), are the Marmot principles and include:

- Every child has the best start in life
- All children, young people and adults are enabled to maximise their capabilities and have control over their lives
- Good work and fair employment are created for all
- A healthy standard of living is ensured for all
- Healthy and sustainable places are created through placemaking
- The role and impact of ill-health prevention is strengthened
- Racism, discrimination and their outcomes are tackled
- Environmental sustainability and health equity are pursued together

Whilst there are extensive reporting requirements for a lot of aspects there is limited opportunity to pull it all together and see what it really means. The purpose of this report is to understand how our work as a HB is driving a more sustainable society and reflect on future work the HB must do.

## 2.1 Our population

The HB has responsibility for assessing the health needs of our population to enable commissioning, planning and delivering healthcare for those people. Recognising the responsibility for improving the health and wellbeing of our diverse communities. We recognise that we are one part of a broader social, economic, environmental and health economy in the region. The lives and health of people in our communities are impacted by wider determinants of health and as an anchor institution we have a role in addressing and responding to these in all that we do.

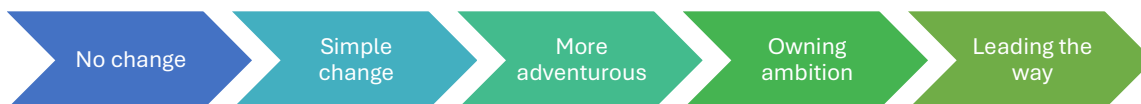
	Approx. population: 396,000		Unemployment: 9% of 16+ in Swansea and 10% in NPT are long-term unemployed
	20% of children in Swansea Bay are living in poverty		Ethnicity: 9% in Swansea and 3% in NPT are from non-white ethnic groups.
	1 in 6 children aged 4 years old are not fully up to date with vaccinations.		Healthy Behaviours: 14% Adults currently smoke 16% Adults drink above guidelines 64% Working age adults not a healthy weight
	Life Expectancy: <ul style="list-style-type: none"> <li>Female: 81.5 years</li> <li>Male: 77.3 years</li> </ul>	 	
	9% of the population in Swansea and 4% of the population in NPT were born outside the UK. 5% and 1% of our population's main language is not English.		
	Gap in Life Expectancy (Most vs Least deprived): <ul style="list-style-type: none"> <li>Female: Healthy years – 19.9; Gap – 6.8 years</li> <li>Male: Healthy years – 14.6; Gap – 7.9 years</li> </ul>		Standard of health <ul style="list-style-type: none"> <li>79% in Swansea and 76% in NPT report Good/Very Good health</li> <li>1 in 14 report Bad/Very Bad health.</li> </ul>

## 2.2 Our impact

### 2.2.1 Ways of working tracker

The HB undertook the WBFGA 'Journey Checker' that supports self-assessment in understanding an organisation's progress in integrating the 'Five Ways of Working' into policies, strategies and assessments; and the cultural shift to embedding the well-being goals.

The Future Generations Office have developed a journey checker and Public Sector organisations are encouraged to use to develop a baseline assessment of how well the Act is embedded into everyday business and strategic thinking. The checker aids organisations to assess their maturity level on a scale from "No change" to "Leading the Way"



The HB’s self-assessment highlighted organisational strengths in ‘Collaboration’ and ‘Involvement’ with these being ‘More Adventurous’. ‘Long-term’, ‘Prevention” and ‘Integration’ all scored as ‘Simple Change’. Highlighting there are a lot of opportunities for the organisation to better develop the way it incorporates the Act.

The assessment serves as a baseline for continuous improvement. Areas, such as annual planning, public engagement, and digital strategy, show signs of more advanced maturity. A key barrier remains in embedding long-term thinking tools into routine practice. There is a need to simplify strategic messaging to avoid overwhelming complexity. Cross-organisational alignment remains a challenge due to differing structures and cultures among partners.

### 2.2.2 Service delivery

The HB has responsibility for assessing, commissioning, planning and delivering the health needs of our population in collaboration with Swansea and Neath Port Talbot Local Authorities. We also have a joint responsibility for improving the health and wellbeing of our diverse communities. We recognise that we are one part of a broader social, economic, environmental and health economy in the Swansea Bay region. The lives and health of people in our communities are impacted by wider determinants of health and as an anchor institution we have a role in addressing and responding to these in all that we do.

In a single year across the Health Board there are:



*Data for 23/24 or 24/25 where available*

In addition, SBUHB provides a range of specialist and tertiary services including Major Trauma and Spinal Networks, Emergency Medical Retrieval Service (EMRTS) for partner HBs in Wales. The Burns and Plastics Service delivered from Morriston Hospital goes further covering the breadth as far as South-West England. Furthermore, regional working with Hywel Dda University Health Board, and the establishment of the Joint Committee now provides us with the opportunity to plan and deliver services together for a total population of nearly 1m people.

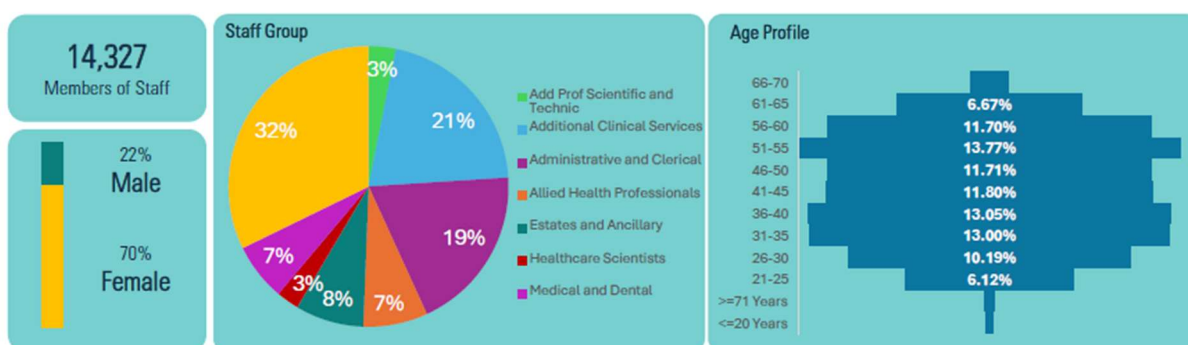
### 2.2.3 Anchor institution mapping

As part of SBUHB’s responsibilities as a population health organisation, acting as an effective anchor institution is a key component to support the medium to long-term recovery and sustainability of SBUHB and in delivering of our high-quality organisational vision and delivery of our strategic objectives. During 2024-2025, SBUHB undertook a baselining exercise of anchor activity in its pursuit of being a purposeful anchor institution and identified priority areas for 2025-2026 under the 3Ps of Foundational Economy- People, Place, Procurement. The priority areas identified through this will continue to inform the development of the HB’s plans and ongoing expectations on delivery.

Alongside this, as part of the Regional Joint Committee between Hywel Dda and Swansea Bay University Health Boards, in February 2025 Swansea Bay initiated a discussion with Hywel Dda and Public Health Wales looking at agreeing regional priorities for addressing inequity driven healthcare demand and as a regional health economy. The role of both Health Boards as anchors featured prominently in these discussions and will be incorporated into plans. This will include sharing intelligence across boundaries to understand and develop a regional approach in line with our ambition to develop an anchor system.

### 2.2.4 Workforce

The HB is committed to teaching and research which is further enhanced by working closely with our partners in Swansea University and local colleges to train the next generation as well as a contributor to finding solutions to the healthcare challenges we face today. The HB already has a diverse workforce, however, there is more to do to ensure that our workforce reflects the diversity of our local communities. A lot of our workforce live in our area – so the services we provide are for them, their families and friends.



### 2.2.5 Strategic Partnerships

Working across the whole of the HB’s footprint with partners is critical to achieving this. Key forums include Regional Partnership Board (RPB) and the Public Services Boards (PSB) for Swansea and Neath Port Talbot, in which the HB actively contributed to the wellbeing goals of both PSBs. Working in collaboration with partners through the RPB [the focus has been on delivering our agreed priorities as outlined in the Area Plan and

informed by the Regional Population Needs Assessment and Market Stability Report. In addition, the importance of placemaking, highlighted in the Population Health Strategy, was developed with the HB actively contributing to the Local Development Plan process for both councils. The process for 2024-25 included undertaking a Health Impact Assessment, led by PHW for both council areas and led to improved collaborative working on assessing the health and well-being impact of proposed developments and plans on our population.

The Health Board is also a statutory partner of the Western Bay Area Planning Board (APB) which is responsible for planning and commissioning Drug and Alcohol Services for the population of Swansea Bay.

### 2.2.6 Spend

2024/25 also saw:



In our role as an anchor, it is important to understand the impact our spend can have on the wider region. In 2024/25

### 2.2.7 Emissions impact

HB emissions for 2024-25 increased by 22.74% from 2023-24 to 174,225.71 tCO<sub>2</sub>e, equivalent to driving 824,932,339.02 miles in a petrol vehicle! The increase was driven by a change in emissions factors in supply chain tier 1 analysis, increase in fluorinated gases (used for refrigeration/cooling), as well as the first inclusion of homeworking.

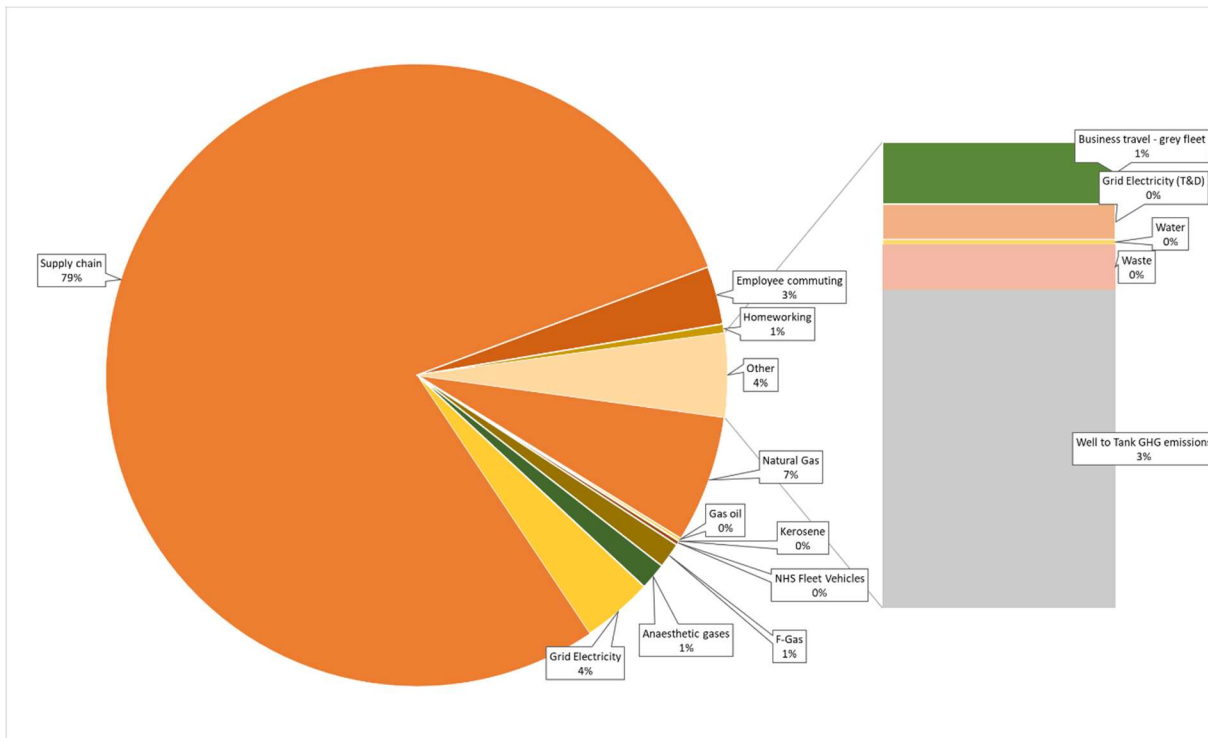


Figure 1: SBUHB emissions 2024/25

**79%** of our emissions are from what we buy and use from our supply chain

**11%** of our emission are from how we heat, cool and power our estate

**4%** of our emission are form how we travel: fleet, commuting & business travel

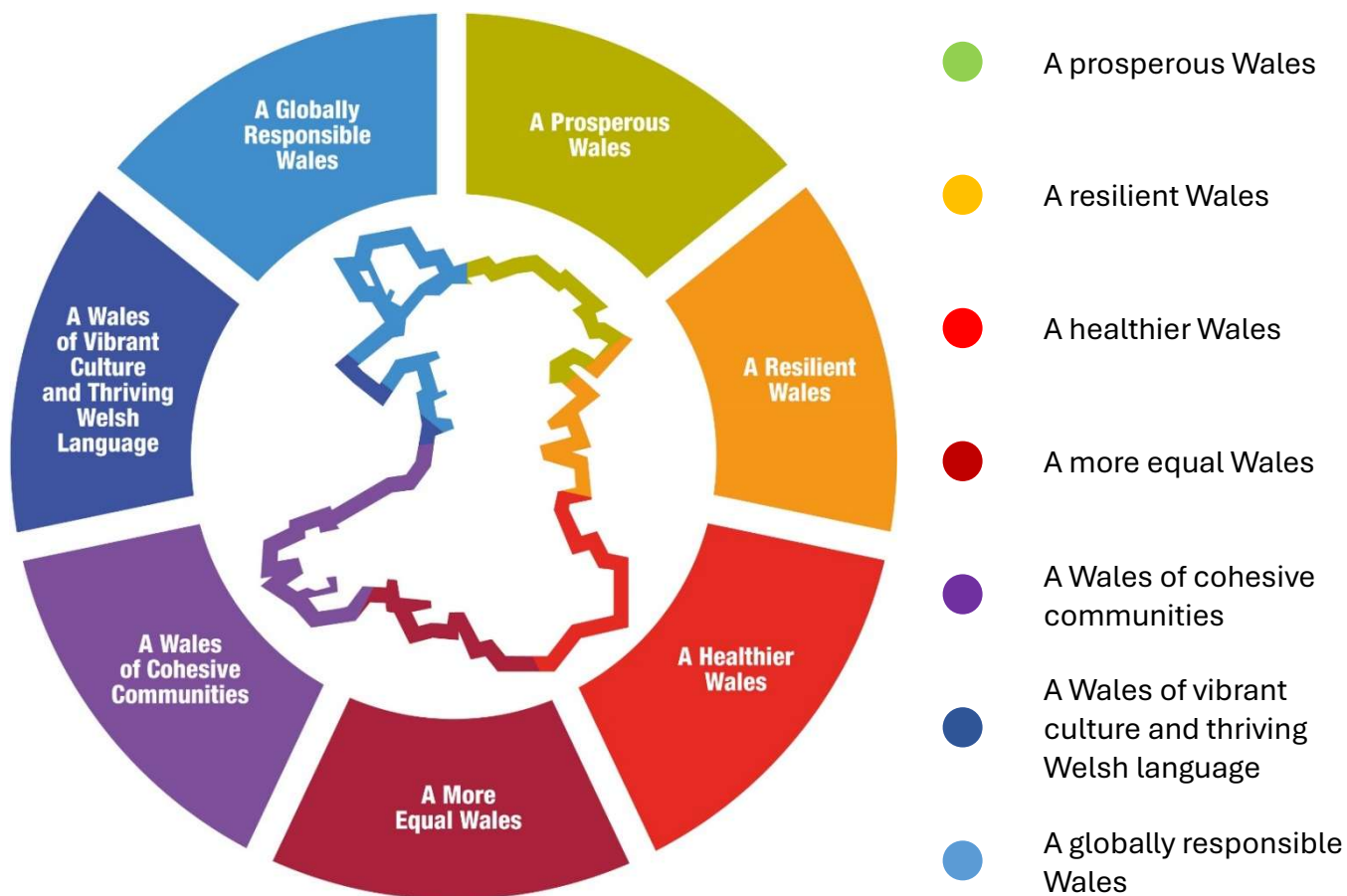
The improved knowledge of what our emissions are will enable us to take meaningful action, both as a HB and with our partners, particularly wider NHS Wales and our suppliers. Reducing supply chain emissions is challenging, with NHS Wales Shared Services Partnership working to move to supplier specific emissions factors, increasing accuracy, as well as working with Welsh Government to reduce double counting across the public sector.

Within the HB’s control is how we deliver services. This has led to the development of a sustainable healthcare working group with a core concern around providing services in an efficient way that reduces waste. Projects from this group will be launched in 2025/26.

### 3 How this report works...

To demonstrate how each project supports our goals, coloured circles are used to represent the Well-Being of Future Generations Act (2015) goals. A key is provided below to explain the colours. Each of the HB’s five objectives contributes to all five ways of working outlined in the Act.

**The seven goals:**



**The five ways of working:**



Collaboration



Integration



Involvement



Long-term



Prevention

More information about the goals and ways of working can be found through [Well-being of Future Generations Act 2015 - Future Generations Wales](#).

## 4 Objective 1: People of Swansea Bay live healthier, equitable and more equal and prosperous lives

This objective focuses on the HB's role as an anchor institution, and is based upon the eight wellbeing objectives, in-line with the marmot principles:

- Every child has the best start in life
- All children, young people and adults are enabled to maximise their capabilities and have control over their lives
- Good work and fair employment is created for all
- A healthy standard of living is ensured for all
- Healthy and sustainable places are created through placemaking
- The role and impact of ill-health prevention is strengthened
- Racism, discrimination and their outcomes are tackled
- Environmental sustainability and health equity are pursued together

The core of the Marmot Principles is the understanding that health inequalities are largely shaped by the conditions in which people are born, grow, live, work, and age. Areas that the WBFGA seek to address through the four key areas of environment, economics, social, and culture. Both seek to address social determinants of health and creating a fairer society where everyone can thrive, now and in the future.

### 4.1 Growing our own workforce

The HB is taking steps to become a stronger part of the local community by focusing on jobs and training. This work is closely linked to the HB's People Strategy, which aims to build a skilled, supported, and local workforce. The first step was to look at how things are currently done and talk to staff and community partners to understand what's needed. The final goal is to make sure these ideas are part of everyday work across the organisation, directly supporting the People Strategy's aim to create a fair, inclusive, and healthy workplace. Recent updates to support this work include:

- In Mental Health & Learning Disability, 11 Health Care Support Workers (HCSWs) were appointed in June 2024 to complete a Level 2 Clinical Health Care Support apprenticeship, helping them progress to Band 2/3 roles.
- Cancer Services in Singleton Neath Port Talbot Service Delivery Group (SNPT) added 2.38 WTE HCSWs.
- Digital Services recruited 5.0 WTE Level 3 apprentices as part of their programme.
- Cancer Services and Planned Care welcomed 2.0 WTE Level 2 Business Admin apprentices.
- Four Additional Learning Needs (ALN) students were offered apprenticeships in Support Services in June 2024 after long-term work experience. Discussions are ongoing to support them into permanent roles or bank positions.

- Between April 2024 and March 2025, 196 work experience placements were provided - a 108% increase. This includes placements for 25 Health and Social Care students from Neath Port Talbot College and 29 from Gower College Swansea.
- The SBUHB Graduate Gateway Programme has been highly successful, with all 28 graduates from the first five cohorts securing management roles in NHS Wales. Notably, 21 (75%) have remained within SBUHB after completing the programme.

These efforts directly support the SBUHB People Strategy by building a skilled, inclusive, and community-connected workforce.



## 4.2 Cae Felin Community Supported Agriculture (CSA) Project

In collaboration with the HB, this project is a pioneering model of regenerative, community-led healthcare. Situated on HB land, the initiative transforms traditional healthcare delivery by addressing the social, environmental, financial, and clinical determinants of health, and highlights the link between soil health, healthy food and human health







Cae Felin offers therapeutic, nature-based interventions for diverse groups including people who are Not in Education, Employment, or Training (NEETs), Gwelfor Ward patients (adult mental health rehabilitation), and patients from the Brain Injury Unit. Through its activities and volunteering programme, Cae Felin supports mental health recovery, builds confidence, and fosters social inclusion through structured activities like gardening, food growing, and community engagement. The project also provides educational programmes for school children, as well as supporting wellbeing through the staffs' Men's Health Group.

Financially, the project creates local employment and skill-building opportunities, particularly for those furthest from the job market. Environmentally, it uses regenerative farming practices, reduces food miles through a veg box scheme, and supports biodiversity and climate resilience. Procurement is local, supporting small and medium-sized enterprises.

Cae Felin is in partnership with Swansea University's School of Psychology's Sustainable Wellbeing Group who are studying the impact of the project on participants, volunteers and others who are involved. The project aims to be scalable, cost-effective, and aligned with the WBFGA, addressing national priorities such as obesity, cancer prevention, and climate action. It exemplifies how the NHS can leverage its assets to deliver care with communities, not just to them, creating a resilient, inclusive, and sustainable health system for the future.



### 4.3 Wider Health Board initiatives

Project	Summary
<p><b>Diabetes prevention programme</b></p> <hr/> <p>Goals: </p> <p>Ways of Working:</p> 	<p>Launched in 2022, to target people who are prediabetic or at high risk of becoming diabetic, this initiative supports people to make necessary lifestyle changes to avoid developing the disease. This is through a 30-minute consultation with a specially trained dietetic support worker. Of the approximately 3,400 people who had an initial appointment with the programme following referral from a GP, 30% were no longer prediabetic 12 months later. Over 4,800 patients have now been seen. The programme is available in all eight of the primary care clusters – with a dietetic support worker based in each.</p>
<p><b>Improving access to healthcare for people who are homeless</b></p> <hr/> <p>Goals: </p> <p>Ways of Working:</p> 	<p>Development of a dedicated nurse led service, in partnership with The Wallich, providing support in the Neath Port Talbot area. The team supports vulnerable people in accessing GP services, dentists, smoking cessation, and sexual health services, among others. This is part of wider work by the primary care clusters to develop primary care health inclusion services that are designed and adapted for people most in need.</p>
<p><b>Sexual Health Service Resilience and Adaptability</b></p> <hr/> <p>Goals: </p> <p>Ways of Working:</p> 	<p>During a recent period of innovation and transformation this service demonstrated exceptional resilience as patient activity quadrupled, with no additional funding. The team integrated digital systems, such as electronic appointments and SharePoint to reduce paper use and improve efficiency. They also repurposed an ambulance for outreach services during the pandemic, reducing patient travel and associated carbon emissions.</p> <p>Clinically, the service expanded to include holistic care such as sexually transmitted infection (STI) screening, Pre-Exposure Prophylaxis (PrEP), contraception, cervical screening, and mental health support. They introduced bimonthly injectable HIV medication and supported early terminations at home, improving patient outcomes and reducing environmental impact. The integration of the local gender service ensured inclusive care for marginalized groups.</p> <p>Quantifiable outcomes include a fourfold increase in patient activity managed within existing resources, a significant reduction in paper use, and measurable reductions in travel-related emissions</p>
<p><b>Healthy &amp; Sustainable Catering Strategy</b></p>	<p>A Healthy and Sustainable Catering Strategy was developed by the Catering Team working in partnership with Procurement, Public Health</p>

Project	Summary
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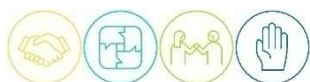
and Sustainability. This strategy outlines measures for implementing healthy and sustainable catering practices throughout the HBs catering services. The main objectives are to reduce the environmental impact of our catering and improve the health and well-being of our staff, patients, and visitors while maintaining high service standards and looking to enhance the catering user experience throughout implementation.

The goals include:

1. Make healthy options more accessible and convenient by providing high-quality, nutritious, sustainable food and drink across our catering services
2. Decarbonise our catering services and supply chain by enhancing the sustainability practices within our catering services and minimise carbon emissions through responsible procurement practices
3. Enhance education and awareness about health and sustainability by driving positive behaviour change and encourage individuals and the wider community to adopt healthier, and more sustainable habits
4. Strengthen our commitment to creating social value by offering affordable food and drink options while implementing sustainable practices that are economically viable for the HB

Goals: 

Ways of Working:



## 5 Objective 2: Care is high quality, safe, efficient and delivers the best possible outcomes for people

This objective seeks to ensure that care:

- Is safe, it helps people and avoids harm
- Is evidence based, effective and improves outcomes
- Is timely and delivered by the right person in the right place
- Is efficient
- Delivers equitable outcomes regardless of demographic, socioeconomic or geographic factors
- Is person centred and delivered with compassion, dignity and mutual respect

Whilst there are extensive examples across the HB, the ones below highlight how this objective also supports how the HB can further the WBFGA (2015).

### 5.1 Cardiac Intensive Therapy Unit (CITU)

Led by Senior Nurse Carly McNeil and team, CITU implemented a comprehensive sustainability programme to reduce environmental impact, cut costs, and enhance patient care. With 979 patients and 2,863 bed days in the last financial year, the team focused on feasible, department-level changes. Key initiatives included:

- **Recycling and Waste Reduction:** Introducing recycling bins halved waste volume. Orange clinical waste bags dropped from an average of 2.06 kg to 1 kg per 12-hour period, while recycling bins collected 1.4 kg. Eliminating large yellow clinical waste bins saved 7.5 kg of waste per bin and halved CO<sub>2</sub> emissions and costs.
- **Energy Efficiency:** A “Switch Off” campaign educated staff on reducing energy use, supported by stickers and social media coaching. Lights were dimmed during night shifts to reduce postoperative delirium.
- **Equipment and Consumables:** Extubating patients directly onto nasal cannulas eliminated unnecessary breathing circuits, reducing plastic use and saving over £2,000 annually. From 2021 to 2024, usage of masks, tubing, and water adaptors dropped by over 50%, cutting costs from £3,167.93 to £1,071.55.
- **Pharmacy Collaboration:** Switching from IV to oral paracetamol reduced CO<sub>2</sub> emissions from 310g to 38g per dose and cut costs. Routine use of PPIs was reviewed, and medication overstocking was addressed.
- **Clinical Practice:** Promoting early mobilisation through ERAS protocols saved 2–3 hospital days per patient, improving recovery and reducing healthcare-associated infections.

This multi-faceted approach demonstrates how targeted, evidence-based interventions can deliver measurable environmental, financial, and clinical benefits in critical care settings.

WBFGA:



## 5.2 Renal services

The HB had a centralised dialysis service, with patients travelling long distances multiple times a week to receive life-sustaining treatment. Recognising the need for a more patient-centred approach, strategic partnerships were formed to expand and improve service delivery. This included collaboration with Fresenius Medical Care, a global leader in renal services. This partnership has enabled development of independent satellite dialysis units in Aberystwyth, Withybush, Carmarthen, and Bridgend, with a planned expansion to Neath Port Talbot. These satellite units allow care closer to home, significantly improving patient experience, reducing travel burdens, and ensuring the sustainability of the service. Positive outcomes include:

- **Reduced travel time and emissions:** The introduction of the Bridgend unit alone has saved patients a collective 5,097 miles per week, significantly reducing travel burdens, emissions, and air pollution in that area.
- **Increased independence:** Many patients who previously relied on NHS transport can now drive themselves due to improved accessibility, including dedicated parking and electric vehicle charging facilities. This has reduced the demand for long-distance non-emergency transport freeing up this resource for others.
- **Greater family & social support:** Closer-to-home treatment means families can provide better support, strengthening patient well-being.
- **Improved workforce distribution:** Clinical staff across hospital and satellite units operate as one team, ensuring best use of skills and expertise.
- **Sustainable infrastructure:** The inclusion of electric vehicle charging points encourages greener transport choices for both staff and patients.

WBFGA:



## 5.3 Wider Health Board initiatives

Project	Summary
<p><b>Launch of the Sustainability in Women’s Health on-line module</b></p> <hr/> <p>Goals: </p> <p>Ways of Working:</p>	<p>Dr Manju Nair, Consultant in Obstetrics &amp; Gynaecology and Anangsha Kumar (S2) led the development and launch of an on-line sustainable quality improvement module for Women’s Health. Utilising expertise from across NHS Wales the tool was developed with funding from Health Education and Improvement Wales (HEIW).</p>

Project	Summary
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**Jill Rowe Neurology  
Ambulatory Unit –  
Peripheral Plasma  
Exchange**

Goals: 

Ways of Working:



The team established a Peripheral Plasma Exchange (PPE) service to provide an alternative treatment for neurological conditions, aiming to improve patient outcomes and reduce healthcare costs. Traditionally, patients were treated with intravenous immunoglobulin (IVIG), which is expensive and can require hospital admission. By shifting to PPE, the team enabled outpatient treatment, reducing the need for inpatient and day admissions.

This innovation led to significant cost savings, estimated between £37,153 and £230,000 annually, depending on the individual’s treatment regime. Clinically, PPE offers comparable or improved outcomes, enhancing patients’ quality of life. Environmentally and socially, the service reduces hospital resource use and supports sustainable healthcare delivery. Due to its success, the service is now expanding to include inpatient care, further increasing its impact. This project exemplifies financial, clinical, and environmental sustainability while delivering high-quality, patient-centred care.

**Waiting Well - optimising  
patients' health before  
and after treatment**

Goals: 

Ways of Working:



3Ps 'Waiting Well' service is a national initiative that supports patients to better manage their symptoms whilst waiting in secondary care, by promoting healthy lifestyles, preventing deterioration and preparing patients for their treatment or surgery. Waiting Well offers a holistic approach, providing tailored advice, self-management resources and signposting to community-based support services.

**Collaboration:** The Waiting Well service has been developed with national and local priorities which include, Effective Referrals, Swansea Bay Patient Portal, Hybrid Mail and Digital Health Assessment solution.



**Involvement:** Patients complete a digital health assessment promoting the six pillars of healthy living, with patient feedback to ensure accessibility and empowerment with a dedicated Waiting Well team available for additional support and advice.

**Prevention:** Early support reduces deterioration, hospital admissions and surgical complications.

**Long-term:** Encourages healthier lifestyles to reduce future demand on acute services and improve recovery outcomes.

**Quantitative outcomes:**

- Nine of the most used WPAS patient appointment letters now include the Waiting well website URL and QR code, reaching 36k patients per month since July 2024.
- Waiting Well website hits rose from 476 in March 2024 to 3,445 in Mar 2025.

Project	Summary
	<ul style="list-style-type: none"> <li>• Patient portal sign-ups have increased from 134 in Jan 2025 to 1,096 in Jun 2025.</li> <li>• Waiting Well team continues to engage patients in lifestyle conversations and signposting Making Every Contact Count (MECC), with 429 MECC conversations held in the last five months.</li> </ul>
<p><b>Making Dietetic enteral feeding patient reviews more sustainable</b></p> <p>Goals: </p> <p>Ways of Working: </p>	<p>The Nutrition and Dietetic Home enteral feeding team implemented a sustainability-focused review of enteral feeding practices to reduce waste and improve efficiency. By reassessing patient needs and streamlining supply use, this achieved a monthly reduction of 354 syringes, 330 500ml flexitainers, 120 1000ml flexitainers, and 240 giving sets. Equating to a monthly saving of approximately 25 kg of plastic waste.</p> <p>Financially, the cost per patient dropped from £44.65 in February 2024 to £29.27 by August 2024, demonstrating significant savings. The initiative also reduced the volume of stock patients needed to store at home, improving convenience and safety. Overall, the project delivered measurable environmental and economic benefits while maintaining high standards of patient care.</p>

## 6 Objective 3: Care is delivered in safe and appropriate settings supported by innovative digital solutions

Objective 3 considers the spaces, settings and innovations in delivering care, including:

- Care is delivered around the patient in the most appropriate setting as close to home as possible supported by digital and data solutions
- Care settings are fit for purpose, appropriately designed and equipped
- Secure, trusted and insightful data and digital platforms empower staff to deliver more and higher quality care and improved patient outcomes and population health
- We have a digitally inclusive culture, where patients, clinicians and non-clinical colleagues work collaboratively to create effective and efficient services and patients are empowered to make informed and meaningful choices about their health and care
- Through where and how they are delivered, services contribute to the environmental, economic, social and cultural well-being of Swansea Bay

This objective supports ‘a Prosperous Wales’, ‘A More Equal Wales’ and a ‘Healthier Wales’, it could also support climate resilience in the future.

### 6.1 Swansea Bay Patient Portal (SBPP) & Hybrid Mail

In 2018, the HB pioneered an innovative online service. to help patients better manage their overall care and help make them feel more in control of their health and wellbeing. The portal allows patients to upload information that relates to their health for their own records, Furthermore, enables them to access a wide range of clinical information and resources to further support their health and wellbeing.

The portal has approximately 11,000 patients already registered, with capacity for over 240,000 new patients to sign up. The service is available for all Swansea Bay residents – including those who work for the organisation- who have recently, currently or are about to receive outpatient care. The SBPP is a pathfinder project for the National NHS Wales patient app.

Overall, this portal has demonstrated several benefits such as a marked reduction in the need for face-to-face appointments and telephone enquiries, allows patients to self-monitor, including symptom trackers, reduction in both clinical correspondence, clinical and admin time, provides a library of resources for patient education, facilitates discharging patients to See on Symptom (SOS) and Patient Initiated Follow up (PIFU).

The SBPP has also been key to the introduction of hybrid mail and digital outpatient letters meaning that patients are increasingly receiving appointment letters and clinical communications via the SBPP, reducing paper, postage, and associated carbon emissions. Letters that are printed are done so from a central location by a third party, further reducing emissions and waste. Patients received their appointment details faster and in their preferred format (digital or paper), with options for font size and language. This flexibility supports better engagement and reduces missed appointments due to communication delays, further reducing waste.

WBFGA:



## 6.2 Continued Digitisation of the Health Record

The HB has made substantial progress in embedding digital solutions across clinical and operational services during 2024/25, delivering measurable sustainability benefits and aligning with the Well-being of Future Generations Act.

**Hospital-Initiated Referrals (HIR)** - By March 2025, electronic hospital-to-hospital referrals via the Welsh Clinical Portal were live for Neurology, with further specialties (e.g. Dermatology, Respiratory, Urology) in preparation. This digital shift eliminated the need for paper-based referrals, improved clinical timeliness, and supported environmental goals by reducing printing and physical document handling.

**Welsh Nursing Care Record (WNCR)** - Throughout 2024, WNCR expanded with new digital forms including the Catheter and Cannula Care Bundles. These replaced paper documentation across adult inpatient wards.

**Pathology Reporting** - In January 2025, the HB ceased routine printing of pathology test results. Weekly printed reports dropped from over 17,500 to fewer than 1,000, representing a 94% reduction. This change significantly reduced paper consumption and supported both environmental and operational efficiency.






**Paperlite Outpatient Programme** - By the end of March 2025, 16 specialties had adopted the Paperlite model, removing the need for paper health records in outpatient settings. This digital-first approach enabled real-time access to patient information, reduced printing, transportation and storage demands, and improved clinical workflows. Where full digital integration was not feasible, a “lite notes” model was explored.



**Hospital Electronic Prescribing and Medicines Administration (HEPMA)** – In 2024/25 the HB successfully completed the roll out of HEPMA across all Mental Health and Learning Disabilities (MHL) inpatient sites. This marked a major milestone in the digital transformation of medicines management, improving safety, efficiency, and sustainability. The transition to digital prescribing significantly reduced the use of paper drug charts and administration records. Clinicians gained access to up-to-date medication records across sites, improving continuity of care and reducing duplication and transcription errors and reduced the need for pharmacists to travel between sites to complete medication reviews.

WBFGA:



### 6.3 Wider Health Board initiatives

Project	Summary
<p><b>Minuteful wound app</b></p> <hr/> <p>Goals: </p> <p>Ways of Working: </p>	<p>Catrin Codd, Interim Head of Nursing alongside the Industry Partner, developed this app which enables staff to scan and measure wounds so they can be virtually monitored. Since inception, the resources saved have facilitated the service to offer more than 1,800 additional patient appointments, as well as several patient benefits include them being able to scan themselves, being more involved and receiving their care sooner, being Furthermore, the team have saved more than 2,000 hours a year travel, as well as 30% less time spent in face-to-face reviews for the Tissue Viability Nurses. Furthermore, within the District Nursing and wound clinic has saved more than 450,000 sheets of paper per year.</p> <p>This is now being rolled out as an All Wales initiative led by the Chief Nursing Officer’s Office.</p>
<p><b>Litter Picking Group in Mental Health Rehabilitation Services</b></p> <hr/> <p>Goals: </p> <p>Ways of Working: </p>	<p>The Gwelfor Occupational Therapy team have promoted patient’s wellbeing taking them into green spaces to undertake weekly litter-picks. These are done in collaboration with the Environment Centre, Swansea on a fortnightly basis. This provides an opportunity for mental health patients to engage in therapeutic activity, develop social networks and to understand the importance of caring for the environment. Patients engaging in meaningful activity improves recovery times which leads to reduced hospital stays. The group also provides physical health benefits to patients.</p> <p>Furthermore, there are wider benefits to the environment, including education of patients/public. The group also has a positive impact on accompanying staff’s mental wellbeing and a positive financial impact.</p> <p>Litter picking as a therapeutic intervention is now being utilised across other services in SBUHB including staff wellbeing sessions.</p>
<p><b>Pregnancy Wellbeing Clinic</b></p> <hr/> <p>Goals: </p> <p>Ways of Working: </p>	<p>Ann-Marie Thomas, Perinatal and Mental Health Specialist Midwife recognised that pregnant women were struggling with overwhelming emotions, low mood and anxiety when going through this big change in their lives, identified a service gap, creating the ‘Pregnancy Wellbeing Clinic’. This service has notably helped to reduce anxiety and stress by introducing learning and coping techniques, whilst also providing support for Mums-to-be that are going through this change. The Maternity Wellbeing service was recognised by being shortlisted and winning the Outstanding Contribution to Perinatal Mental Health category in the National Royal College of Midwives (RCM) awards in 2024. The panel recognised the unique approach to referral pathways through the offer of advice and consultation spaces that provide supervision and psychoeducation for midwives as a whole system approach in upskilling the maternity workforce. The Maternity Wellbeing</p>

Project	Summary
	<p>service has been presented as a poster presentation at various conferences including the Wales and West Maternity Festival and globally within the International Marce Conference held in Barcelona in 2023.</p>
<p><b>Digital Health Assessment solution</b></p> <hr/> <p>Goals: </p> <p>Ways of Working: </p>	<p>Jan-23 the Digital Health Assessment platform (Promptly Health) was procured on an All Wales basis with 6 NHS organisations including Swansea Bay UHB using it to collect outcome measures (PROMs). The platform sends digital forms to patients automatically, enabling remote completion, typically asking patients about their quality of life and symptoms before and after an intervention.</p> <p>This platform is currently sending out digital health assessments (DHAs) across 13 different services/specialities, each with their own specific defined aims, benefits and uses. Examples of form uses include triage &amp; screening to stratify patients to enable appropriate referrals, condition monitoring for patients with chronic conditions to decide the most appropriate follow up and direct patient care to enable patients to share what matters to them and assist informed conversations with their clinical team.</p> <p>DHAs will continue to be rolled out across numerous specialities and as part of the Waiting Well programme. The waiting well assessment will signpost patients to useful resources and support, that promotes healthier lifestyles, prevents deterioration and prepares people whilst waiting for treatment or surgery.</p>

## **7 Objective 4: The health board is a great place to work where staff feel valued and work together towards a common goal**

Our staff, over 14,000, are at the core of what we do, this objective is supported by:

- Our Workforce is engaged, motivated and healthy; they feel valued, rewarded and supported
- The Health Board is recognised as an employer of choice
- We have a well-planned workforce with the right number of skilled people working on the right things
- People feel ready for our digital future
- People are supported to develop the skills and capabilities they need
- People role model collective and compassionate leadership and live our values
- We are diverse and inclusive, ensuring all voices are heard

Initiatives supporting this objective highlight the HB's contribution to 'A Prosperous Wales', 'A More Equal Wales', 'A Healthier Wales' and 'A Globally Responsible Wales'.

### **7.1 Occupational Therapy & sustainability**

Occupational Therapists, Laura Ingham and Annie Hill, established a Sustainability Network to develop sustainability activity, as well as strengthen practices within the Occupational Therapy curriculum with education partners.

The collaborative work with universities in the South Wales region around embedding sustainability into pre-registration Occupational Therapy education has huge potential for significant and lasting change for the Occupational Therapy workforce in South Wales. It includes:

- Provision of online resources to identify sustainability issues in healthcare and consider their personal experiences
- A lecture which guides students in more detail and provides examples of good practice
- Reflections by students on how sustainability principles could be applied to specific cases

In addition, the network is supporting developing staff knowledge, mapping existing sustainability activities within Occupational Therapy services and identifying areas for growth, aligning with broader healthcare and educational priorities. The network also plays a crucial role in empowering staff through sustainability pledges and participation in events such as Allied Health Professional Greener Week, with 45 staff and students having pledged actions so far.

The drive toward sustainability is anchored in global thought leadership, including guidance from the World Federation of Occupational Therapists (WFOT), which advocates for integrating sustainability into professional reasoning and practice. Through the Occupational Therapy Sustainability Champions Network and educational partnerships, SBUHB is supporting occupational science themes surrounding environmental justice and sustainable occupation. By implementing this knowledge





early in an occupational therapist’s journey, it is hoped this will encourage the involvement of the profession in these essential practices. These developments will be highlighted at the upcoming Occupational Science Europe Conference 2025.






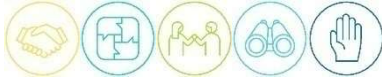
Plans to expand the network to include all Allied Health Professionals (AHPs) are being considered, which would increase the group’s impact and effectiveness. As well as the creation of a sustainability focused leadership student placement, which will include completion of the Planetary Health Report Card.

WBFGA:



## 7.2 Wider Health Board initiatives

Project	Summary
<p><b>Ophthalmology Team’s Garden</b></p> <hr/> <p>Goals: </p> <p>Ways of Working:</p> 	<p>An opportunity to boost staff wellbeing and mental health at Singleton Hospital’s Ophthalmology Department has been taken forward by its staff when they inherited a small garden. Though this space was initially used for staff to sit during their breaks, this slowly developed into a wellness garden where staff dedicated some of their time to planting flowers and installing seating. The garden is enjoyed by all ophthalmology staff, and even now hold meetings within the secluded space. It is a calming environment for staff to enjoy amidst their busy clinics.</p>
<p><b>Staff Wellbeing Champions</b></p> <hr/> <p>Goals: </p> <p>Ways of Working:</p> 	<p>The HB has a workforce of over 13,000 staff members and recognises there is increasing pressure on the workforce and services. Bethan Lavercombe, Workforce Programme Manager established a network of staff known as Staff Wellbeing Champions. Since inception, there are currently over 700 staff champions from various services.</p> <p>monthly welcome meetings are held for new Champions to introduce them to the initiative and provide some background information and examples from other Champions. Regular informal catchup meetings are held with all Champions to connect and discuss ideas. Within their teams Champions discuss wellbeing goals, with regular fun activities taking place to engage staff and assist in staff being able to manage any challenges faced more positively. Examples of activities include creating a wellbeing tree, monthly wellbeing newsletters to encouraging staff to go outside for lunchtime walks and creating a cold-water dipping group.</p>
<p><b>Men’s Health Group</b></p>	<p>During January 2024 members of the HBs Occupational Health and Staff Wellbeing Service launched a dedicated Men’s Health Group.</p>

Project	Summary
<p>Goals: </p> <p>Ways of Working:</p> 	<p>Service feedback has indicated the need for additional proactive support for diverse groups of men working within the organisation.</p> <p>The group aims to ensure that men are not excluded from health conversations with an emphasis on reaching out for help being seen as a sign of strength instead of weakness.</p> <p>The group has held a number digital and in-person sessions, which has raised awareness of the help available. Furthermore, members have also spent time at Cae Felin, and future wellbeing focussed activities planned.</p>
<p><b>Green Group – Staff Led</b></p> <p>Goals: </p> <p>Ways of Working:</p> 	<p>This was created to tackle the climate emergency through enabling sustainable healthcare. Aims are to build collaboration, shares initiatives, and problem solves together to maximise impact. This is through monthly speakers, which have included:</p> <ul style="list-style-type: none"> <li>• Green ED</li> <li>• Minuteful for Wound App, Community &amp; District Nursing</li> <li>• OT &amp; Sustainability at Cefn Coed Hospital</li> <li>• Obstetrics &amp; Sustainability</li> <li>• Oral to IV Paracetamol project and Pharmaceutical Waste project</li> <li>• Zombie Plastics</li> <li>• Sustainability in Primary Care Dental</li> </ul>
<p><b>One Bay Way awards</b></p> <p>Goals: </p> <p>Ways of Working:</p> 	<p>The annual OBW Staff Awards recognises staff, students, volunteers and teams that deliver exceptional care and services whilst demonstrating the HB Values in all their interactions daily. There are 15 categories against which staff can nominate, most of which align with the delivery of the WBFGA including:</p> <p><b>Working Together Award:</b> Neath Port Talbot Children’s Centre for their collaborative work with the Local Authority to help school children navigate their educational experiences which has improved experiences for the young people and their school.</p> <p><b>Excellence in Equality, Diversity &amp; Belonging Award:</b> Engaging BAME Nurses (Omobola Akinade) effectively promotes inclusivity and support, and the Neurodiversity Network increasing awareness and connectivity for staff with neurodiverse conditions.</p> <p><b>Speaking Up with Compassion Award:</b> Lorraine O’Leary, Occupational Nurse Manager for improving services tailored to the more vulnerable populations such as victims of domestic abuse, substance misuse and asylum seekers.</p> <p><b>Sustainability in Healthcare Award:</b> Cae Felin Community Supported Agriculture for their engagement with the community, patients and</p>

Project	Summary
	<p>staff. The community farm has transformed unused land into a working site producing fruits, vegetable, flowers and herbs.</p> <p><b>The Arts in Health Award:</b> Library of Things Project for their simple initiative to provide books, tablets and radios among other things, to patients on wards.</p> <p><b>Welsh Language Award:</b> Hannah Thomas, for her passion for Welsh Language, using this to inspire colleagues to embrace the language; and Dietetic Irritable Bowel Syndrome Service that has transformed care for the Welsh-speaking patients by speaking to them in their mother tongue, improving the experience for Welsh-speakers accessing their services.</p>

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## 8 Objective 5: The health board is a resilient, financially sustainable and responsible organisation

This objective focuses on:

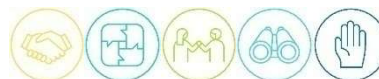
- The health board is financially balanced and able to invest in service transformation and change
- Decisions are made balancing short-term improvements and long-term impacts
- Resources are used efficiently and proportionately, reducing waste and variation
- The environmental impact of health care delivery in Swansea Bay is minimised
- The health board invests in and works with others locally and responsibly, using our assets to positively contribute to the community
- Citizen stakeholders are meaningfully involved and engaged in decision making
- The health board has the capacity to effectively plan for and respond to incident and emergencies

### 8.1 Green ED (Emergency Department)

Following Welsh Government funding and an All Wales ED Network, Sue West-Jones, Consultant in 2024 alongside the team implemented Bronze Award actions within Morriston Hospital. Framework initiatives reduce costs, improve sustainability, and build engagement. Examples include:









- Reviewing the waste streams and improving waste segregation with the Estates
- Installing a water refill point to reduce the number of single use water bottles
- Working with the labs and digital to stop printing reports saving over 2kgs of paper every 2 weeks, with all remaining printing using recycled paper
- Inclusion of sustainability into local inductions into ED
- Reducing unnecessary cannulation, saving money and reducing emissions
- Switch off campaign supported by a competition for paediatric patients to design the materials that would then be used
- Sharing lab reports electronically has saved the department approximately 2kg of paper per day, which will save 1,200kg of carbon emissions annually

WBFGA:



### 8.2 Wider Health Board initiatives

Project	Summary
<p><b>Greener Primary Care</b></p> <hr/> <p>Goals: </p> <p>Ways of Working:</p>	<p>20 practices participated in the Greener Primary Care Wales Framework which engages primary care contractors to take mitigating and adaptation actions to counter the harmful effects of climate change. 2023/24 saw 5 gold, 4 silver and 4 bronze accreditations.</p>

Project	Summary
	<p>Gwaun Cae Gurwen Dental Practice also won the Greener Primary Care award for Wales.</p>
<p><b>Solar farm</b></p> <hr/> <p>Goals: </p> <p>Ways of Working:</p> 	<p>At year 3 the solar farm has generated a third of its power and broken the £3.1 million barrier in electricity savings as well as selling excess power back to the grid. The solar farm has developed significantly with a new battery and extension going live in April 2024. The battery stores excess solar power generated on the brightest days for use after the sun sets. The extension has improved the generation of power to 5 megawatts, with 2,000 extra panels taking the amount to 12,000 in total.</p>
<p><b>Inhaler Recycling Initiative</b></p> <hr/> <p>Goals: </p> <p>Ways of Working:</p> 	<p>A pioneering inhaler recycling pilot in the Upper Valleys Local Cluster Collaborative (LCC) has led to the successful return of 1,249 inhalers over 12 months at the Vale of Neath Pharmacy. Following this success, this scheme has been rolled out across all eight LCC pharmacies, all elements of the inhalers are recycled for plastic and metal while remaining gases, which contribute to global warming are compressed and reused which is safer for the environment.</p> <p>This supports the continuing inhaler work from Pharmacy &amp; Medicines Management, including training to GPs on inhaler prescribing, and Pharmacist-led respiratory review clinics to ensure patients use inhalers in the most effective and appropriate way.</p>
<p><b>Bronze ‘My Green Lab’</b></p> <hr/> <p>Goals: </p> <p>Ways of Working:</p> 	<p>Laboratory Medicine Department staff have successfully renewed their Bronze Certification in Sustainability. This is recognized by the United Nations Race to Zero campaign as a key measure of progress towards a zero-carbon future, this Certification is considered the gold standard for laboratory sustainability best practices around the world. This has also led to collaboration with other labs across NHS Wales.</p>
<p><b>Building sustainability in Radiotherapy</b></p> <hr/> <p>Goals: </p> <p>Ways of Working:</p> 	<p>The service has been actively working to build sustainability into their processes, this includes:</p> <ul style="list-style-type: none"> <li>• Compressed hours to a 4-day week &amp; working from home (when appropriate) reducing emissions from cars</li> <li>• Developing a paperless pathway - reducing paper waste by reducing treatment packs, digital copies of treatment plans, consent forms etc. on patient management system (Mosaik) &amp; electronic check-in for patients</li> <li>• Recycling in patient areas and staff rooms</li> <li>• Attend anywhere virtual open day for patients unable to travel.</li> <li>• Stock audit &amp; reducing unnecessary stock items</li> </ul>

## 9 What's next?

### 9.1 On the horizon

With climate change becoming increasingly evident there are key areas that are likely to develop in 2025/26. This is driven by both increased interest from stakeholders, wider 'ask' from Welsh Government and further collaborative work.

#### 1. Climate Change Adaptation Planning

Planning for how climate change will impact the HB's operations and population has been highlighted by Welsh Government. 2024/25 saw this area of work commence to undertake an initial assessment with all service delivery groups and key corporate areas with nominated leads, building a baseline of knowledge, including:

- Recognising existing work/processes that is already mitigating climate change
- Developing understanding across the organisation of climate impacts and the ways in which the HB can build resilience
- Developing an approach to reviewing, updating and developing the HB's understanding for the future

#### 2. Marmot Nation

In June 2025 Welsh Government committed to becoming a 'Marmot nation' as part of the work to tackle health inequalities. This adopts the eight principles, which aim to eliminate unfair and avoidable differences in health which can be caused by where people live, what kind of job they do and how they are treated in society.

#### 3. Regional Transport Plan by the Corporate Joint Committee

2025/26 will see the development of the 'Regional Transport Plans' by the Corporate Joint Committee. This plan seeks to develop an integrated, sustainable, and efficient transport system across the South West Wales region. By enhancing transport infrastructure, the plan aims to support economic growth and improve job, leisure and business opportunities.

### 9.2 Actions for 2025/26

As a HB there is a commitment to embed WBFGA. There is an acknowledgement of the great work that is being undertaken, but also an understanding that the work is disjointed and a lot of staff do not understand how they are contributing to this legislation. Utilising tools and reports from the Future Generations Commissioner, as well as connections with work in the PSB's there are actions proposed for 2025/26. This includes:

### **9.2.1 Ways of working**

Led by the Executive Director of Planning & Partnerships, the HB will work on progressing through the levels of the 'Ways of Working' progress tracker, this will include:

- To review our assessment baseline against other HBs and within the PSBs
- To connect with organisations that are scoring more adventurous and over to identify best practice and learning
- Board Development Session

### **9.2.2 Responding to the 10 year report**

Led by the Executive Director of Planning & Partnerships, the HB will submit a response to the recommendations in the Future Generations Office's 10 Year report. This response will include a baseline of where we are and feasibility of proposed actions.

### **9.2.3 Clinical services plan**

Led by the Executive Director of Planning & Partnerships, the Clinical Services Plan is currently being refreshed. This 10-year plan will build on the significant progress made since in the last few years in establishing the 'what and where' of our hospital services through testing and reiterating our centres of excellence and taking forward any areas that require more focus. It will also focus on out of hospital care and the rebalancing of resources to primary and community care as well as our regional service delivery. In focussing on these areas of service delivery the CSP refresh will need to work closely and in partnership with all our local and regional partners. The development of the CSP will utilise the five ways of working as an intrinsic aspect of its development.

### **9.2.4 Integrated impact assessment**

Led by the Director of Insight, Communication and Engagement (DICE), the Health Board will utilise an Integrated Impact Assessment tool to review how decisions, planning and other initiatives are mindful of the Act.

### **9.2.5 We all belong**

2025/26 will see the publication of the 'We All Belong Strategy', the HB's three year Strategic Equality Plan. This plan was developed from over 4,500 people's views, including patients and HB staff, reflecting on their healthcare experiences. The HB is committed to recognising this and this plan will help them to access and feel they belong in our services and workplace. The plan sets out the positive steps being taken in response to make sure 'We All Belong'.

## 10 Acknowledgments

This report was co-ordinated by the Sustainability Team which was made possible by a collaborative effort involving passionate staff from across the HB. Thank you to all the staff and wider teams who are enabling this amazing response and truly living the WBFGA. Thanks to all those who have shared their work and agreed for it to be included in this report, this includes:

- Alex Strong and Jill Rowe Neurology Ambulatory Unit for the work on the Peripheral Plasma Exchange
- All members, contributors and speakers who support Swansea Bay Green Group through being innovative, sharing challenges, and challenging the Health Board to do more
- Annie Hill, Occupational Therapist and the Gwelfor Occupational Therapy Team, working to build sustainability and nature into the delivery of occupational therapy
- Ann-Marie Thomas, Perinatal & Mental Health Specialist Midwife for sharing the development of a Pregnancy Wellbeing Clinic
- Bethan Davies and the Renal Services team
- Bethan Lavercombe, Workforce Planning Manager – Wellbeing Services/Champions
- Bethan Phillips and the Dietetics Enteral Feeding Teams
- Cae Felin, the Brain Injury Unit & Swansea University in all the work supporting patients, staff, and the local community
- Carly McNeil and Sameena and their team in Cardiac ITU
- Catrin Codd, Interim Deputy Head of Nursing, PCT
- Catrin Rock, Georgia Hobbs and Catherine Stanford-Evans in building more sustainable practices into Radiotherapy
- Dr Manju Nair & Dr Anangsha Kumar and all contributors to their new training tool
- Estates in developing and running the solar farm supplying Morriston Hospital
- Gareth Westlake, Assistant Director of Digital Services, and the wider Digital Directorate
- Helen Williams, Staff Nurse, and Ophthalmology Team, Singleton Hospital
- Jenna Evans and her wider team in taking lab medicine to re-certification of a bronze award in ‘My Green Lab’ scheme
- Jo Hearne
- Joanne Jones, Rob Daniel and colleagues supporting the Healthy and Sustainable Catering Strategy
- Julie Lloyd leading the One Bay Way awards, and all the winners, including:
  - NPT Children’s Centre & the Local Authority
  - Library of things
  - Hannah Thomas, Mental Health & Learning Disabilities
  - Cae Felin CSA
  - Omobola Akinade, Practice Development Nurse
  - Lorraine O’Leary, Operational Nurse Manager, Sexual Health Service

- Laura Ingham and Annie Hill – Occupational Therapists – for leading the AHP network in the Health Board
- Libby McKavett and Jame Plant
- Marc Davies and the wider Public Health Team’s support
- Mathew Tidball, Allied Health Professional Lead, who founded and runs the Men’s Health Forum
- Niki Watts and Oliver Newman in the inhaler recycling programme
- NWSSP for their work on understanding our supply chain emissions and foundational economy spend
- Planning and Partnerships for leading on partnerships working and building the Act into the Annual Plan
- Primary Care Clusters who have supported and promoted the work of the Greener Primary Care participating teams
- Primary Care Teams who have participated in the Greener Primary Care programme
- Rachel Long, Diabetes Prevention Programme
- Sue West-Jones for leading Green ED and all her colleagues who have supported its deployment and receipt of the Bronze Award
- Sustainability Clinical Leads for joining the journey, and hitting the ground running
- Sustainable Swansea Bay Steering Group for providing a forum and support to the sustainability agenda
- Value Based Healthcare, led by Kerith Jones
- Waiting Well Team, supported by Kerith Jones and Value Based Healthcare
- Workforce & OD – Particularly Ruth Evans and Mark Turp

## 11 Acronyms

AHP	Allied Health Professionals
BAME	Black, Asian and Minority Ethnic
CAMHS	Child and Adolescent Mental Health Services
CIC	Community Interest Company
CITU	Cardiac Intensive Therapy Unit
CSA	Community Supported Agriculture
DICE	Director of Insight, Communication and Engagement
ED	Emergency Department
EMRTS	Emergency Medical Retrieval Service
ERAS	Enhanced Recovery After Surgery
HEIW	Health Education and Improvement Wales
IBS	Irritable Bowel Syndrome
IV	Intravenous
IVIG	Intravenous Immunoglobulin
LCC	Local Cluster Collaborative
MDT	Multidisciplinary Team
MHLD	Mental Health & Learning Disability
NEET	Not in Education, Employment, or Training
NPT	Neath Port Talbot
OD	Organisational Development
OT	Occupational Therapy
PIFU	Patient Initiated Follow up
PPE	Peripheral Plasma Exchange
PrEP	Pre-Exposure Prophylaxis
PSB	Public Services Board

RPB	Regional Partnership Board
SBUHB	Swansea Bay University Health Board
SNPT	Singleton Neath Port Talbot
SOS	See on Symptom
UHB	University Health Board
WBFGA	Well-Being of Future Generations Act (2015)
WF&OD	Workforce and Organisation Development
WFOT	World Federation of Occupational Therapists
WTE	Whole Time Equivalent

## 12 Glossary

Term	Definition
Anchor Institution	A large place-based organisation that is closely connected to the local community. By utilising its assets and everyday business operations (such as employment power, spending power and land assets) it aims to improve the physical, mental and social health and wellbeing of the local population, by impacting social determinants of health, reducing health inequalities and reducing the organisations environmental impact.
Carbon Emissions	Greenhouse gases released into the atmosphere, primarily from burning fossil fuels, contributing to climate change.
Carbon Footprint	The total amount of greenhouse gases emitted directly or indirectly by activities, usually measured in tonnes of CO <sub>2</sub> equivalent (tCO <sub>2</sub> e).
Circular Economy	An economic model aimed at eliminating waste and the continual use of resources through reuse, repair, refurbishment, and recycling.
Climate Change Adaptation	The process of adjusting systems and practices to minimize harm or exploit beneficial opportunities arising from climate change.
Climate Resilience	The ability of a system or community to anticipate, prepare for, and respond to hazardous events, trends, or disturbances related to climate.
Environmental Sustainability	Practices that reduce environmental harm and promote ecological balance, such as reducing emissions and waste.
Five Ways of Working	A framework under WBFGA encouraging: Long-term thinking, Prevention, Integration, Collaboration, and Involvement.
Foundational Economy	The part of the economy that provides essential goods and services (e.g. health, education, utilities) that support everyday life and well-being.
Green Infrastructure	Natural and semi-natural systems that provide environmental, economic, and social benefits, such as green roofs, parks, and sustainable drainage.
GreenED	A sustainability initiative in Emergency Departments aimed at reducing environmental impact through actions like waste reduction and energy efficiency.

Term	Definition
Health Equity	Ensuring everyone has a fair opportunity to attain their highest level of health, regardless of social, economic, or demographic factors.
Marmot Principles	A set of principles aimed at reducing health inequalities by addressing social determinants of health such as education, employment, and living conditions. Developed by The UCL Institute of Health Equity.
My Green Lab Certification	A globally recognized standard for laboratory sustainability practices, aligned with the UN Race to Zero campaign.
Net Zero	A state where the amount of greenhouse gases emitted is balanced by the amount removed from the atmosphere.
Net-Zero Carbon	Achieving a balance between the carbon emitted into the atmosphere and the carbon removed or offset.
Placemaking	A collaborative process of designing and managing public spaces to promote health, well-being, and sustainability.
Regenerative Farming	Agricultural practices that restore soil health, biodiversity, and ecosystem services, often used in community-supported agriculture.
Supply Chain Emissions	Greenhouse gas emissions associated with the production and delivery of goods and services purchased by an organisation.
Sustainability	The integration of environmental, social, cultural, and economic considerations to ensure long-term well-being and resilience.
Sustainable Procurement	Purchasing goods and services in a way that achieves value for money while considering environmental, social, and economic impacts.
Waste Segregation	The process of separating waste into different categories (e.g. recyclable, clinical, general) to improve recycling and reduce environmental harm.
Well-Being of Future Generations Act (WBFGA)	A Welsh law (2015) that requires public bodies to consider the long-term impact of their decisions to improve social, cultural, environmental, and economic well-being.