



Meeting Date	25 September 2024	Agenda Item	1.4
Report Title	Chief Executive's Report		
Report Author	Joanne Abbott-Davies, Assistant Director of Insight, Charity & Engagement		
Report Sponsor	Richard Evans, Interim Chief Executive		
Presented by	Richard Evans, Interim Chief Executive		
Freedom of Information	Open		
Purpose of the Report	To update the Board on current key issues and interactions since the last full Board meeting.		
Key Issues	<p>This report includes updates on:</p> <ul style="list-style-type: none"> • Reopening of Neath Port Talbot Hospital's Birthing Unit and the Home Birthing service 		
Specific Action Required <i>(please choose one only)</i>	Information	Discussion	Assurance
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recommendations	<p>Members are asked to:</p> <ul style="list-style-type: none"> • Note the report 		

CHIEF EXECUTIVE'S REPORT

1. INTRODUCTION

As the Board will be aware a new Chief Executive has been appointed – Abi Harris who will join us on 28th October 2024. Abi is currently the interim Chief Commissioner of the NHS Wales Joint Commissioning Committee and she'll be joining us with a wealth of NHS, Welsh Government and local government experience. It has been a privilege to lead Swansea Bay as Interim Chief Executive for the past year and will continue in this role until Abi arrives, at which time I will return to my substantive post as Executive Medical Director and Deputy Chief Executive. I look forward to working with Abi and our Chair, Jan Williams, in taking our organisation forward to achieve our aim of becoming a High Quality organisation by:

- Delivering the best outcomes for our population, preventing illness and maintaining wellbeing.
- Being a centre of excellence for research and innovation and for teaching and training.
- Being a great place to work where staff feel valued and work together towards a common goal.

I also wanted to take the opportunity to say how grateful I and the Board are for all our staff's continued efforts to provide high quality services for our patients and citizens. The last few months have seen people taking well-earned breaks, but we know sickness levels are high and the pressures and demands across our services haven't eased. Lots of areas are under strain at the moment and things feel difficult both financially and operationally but I want to thank everyone for their commitment to our patients and all that they do.

The Board is aware that Welsh Government representatives have been clear that there will be no more money this financial year and that we will need to live within our means. Since the last Board meeting, teams have been working hard across the organisation to identify additional actions we can take to reduce our deficit and overspending and this work will be discussed later in the Board meeting. Undoubtedly, we will have to make some difficult choices in order to deliver our financial requirements and it is important in doing so that we have due regard to the impacts these changes will have, particularly on equality and disadvantaged groups, and mitigate these wherever possible.

We continue to work hard on our areas in Targeted Intervention and Enhanced Monitoring alongside our efforts to make further cost reductions in order to make our financial plan sustainable and we continue to encourage our staff to join us on this journey by highlighting opportunities to be more cost effective and efficient while providing high quality services.

2. HEALTH BOARD MANAGEMENT

2.1. Further Executive Appointments

We are in the process of appointing substantively to our Executive Director of Nursing, Executive Director of Planning & Partnerships and Executive Director of Workforce & OD which are all currently filled on an interim basis.

2.2 Engagement

- **Cymmer Health Centre Relocation** - As I reported to the last Board meeting, Swansea Bay University Health Board (SBUHB) and Neath Port Talbot County Borough Council (NPTCBC) have been working closely for several years to address the ongoing issues with the highway infrastructure and a need for a replacement healthcare facility within the Upper Afan Valley. The current health centre is no longer deemed fit for purpose and has been sold to NPTCBC and a lease agreed to enable the continued delivery of primary care services from the premises for a period of up to four years to enable completion of the premises development programme.

This scheme involves the development of a Health and Wellbeing Centre in the Upper Afan Valley as a replacement for the outdated Cymmer Health Centre. Public engagement on the options for the new centre was carried out between 24th June and 19th July as agreed with Llais. The ongoing engagement with the population regarding the Cwmafan / Cymmer Practice over the past year has ensured that this can be a shortened engagement period. The engagement sought feedback on two options for relocation:

- A new build on the former Cymmer Comprehensive School site
- A refurbishment of the Croeserw Community Enterprise Centre.

The engagement documents were distributed at public meetings organised by David Rees, MS on 24th June (Cwmafan) and 27th June (Croeserw) and drop-in sessions were held in Cwmafan on 9th July and Croeserw on 11th July to answer any questions that patients had. 54 people or organisations responded to the engagement. Most respondents (83%) strongly agreed that the Croeserw Community Enterprise Centre refurbishment was the preferred alternative site for the health centre. The advantages of this site focused on it being lower cost, a better use of resources, a shorter timescale for delivery, supporting community activities which would make it a logical location for a wellbeing centre. The disadvantages focused on poor public transport and proximity of a bus stop and inadequate car parking, and access in inclement weather. A significant number of respondents identified no disadvantages with this site.

The outcomes of the engagement were considered by Management Board on 7th August 2024 who approved the recommendation for the Croeserw site to be the future location for the Cymmer Health Centre subject to the mitigations outlined in **Appendix A** being actioned. Management Board further agreed that the next steps of securing funding from the Integration and Rebalancing Capital Fund through West Glamorgan Regional Partnership Board should be pursued. A bid has since been approved by the Regional Partnership Board and submitted to Welsh Government for approval in line with their aim to establish integrated health and social care community hubs across Wales.

- **Cymmer / Cwmafan Managed Practice** - This GP Practice has been directly managed by the Health Board but on 1st August 2024 it became a contracted service again, with Waterside GP Practice taking on the practice alongside their current provision. The Health Board has actively been engaging with the practice population to respond to their issues and concerns and following another planned meeting in the Autumn the practice will take this ongoing engagement forward.
- **Strategic Equality Plan** - The Health Board will be engaging on its draft Strategic Equality Plan and priorities in late Autumn. Our “We Belong” plan has been shaped from over 4,500 people’s views (public and staff) from various engagements and will propose our priorities for 2025-28 and how Equality, Diversity and Belonging can be mainstreamed across the Health Board. Following this public and staff engagement the final draft Plan will be submitted to the Health Board at its January meeting for consideration and approval.

2.3 Continuing Transformation of our Acute Medical Services at Morriston

Over the past 18 months we have seen our acute medical services at Morriston undertake a wide range of substantive changes to help address the ongoing operational challenges we face. We are focusing on five key areas of work:

- Management of Frailty
- Senior decision makers with enhanced medical rosters at front door services
- Detailed attention and improvements to the operational management of flow
- Maximisation of community service provision
- Reconfiguration of the Emergency Department at Morriston Hospital

During the week of 29th July – 1st August the Morriston Hospital site worked with our colleagues from NHS England to deliver a Multi-Agency Discharge Event (MADE). Data was gathered for every ward and an Optimum Team for each ward made up of a senior manager, senior clinician, senior nurse / therapist, operational team member and corporate representative worked with the integrated discharge hub, site management, support services and social services to unblock all issues identified. A “gold level” meeting was then held every afternoon to escalate issues that remained unresolved. It is planned to repeat this event to incorporate the whole organisation in October 2024.

We know we have more to do to improve waiting times in our Emergency Department, the flow of patients through our system and the quality of care patients receive, and focusing on these areas will help us achieve this.

2.4 Digital Transformation

- **Welsh Clinical Portal (WCP)** - WCP is a key component of the digital ward and will provide a foundation for the introduction of HEPMA, our electronic prescribing solution. The final phase of implementation is in Learning Disabilities which went live in August. WCP is now being used instead of the ABMU Clinical Portal to maintain correct and accurate information on all admissions, discharges and transfers of inpatients and recording home leave.

Using WCP allows:

- Integration with other digital systems
- Prioritisation of electronic referrals from primary care
- Accessing patients’ GP records
- Viewing patients’ all-Wales pathology and radiology test results and reports

- Viewing patients' all-Wales letters and other electronic documents
- **Health Records Centralisation** – A site in Llansamlet has been identified and secured under a 15 year lease and will house up to 130 staff from across Health Records and Clinical Coding with the Immunisation Team also being housed there. The building is planned to be fully functional from March 2025 and will free up valuable estate on main hospital sites which will be able to be used for other purposes. The move is part of our wider digital strategic plan to move from paper to digital records. Centralising all our active patient records will enable us to be more efficient in the delivery of paper records and optimise our processes for scanning and destruction, while continuing to implement digital record solutions across the Health Board.
- **Hospital Electronic Prescribing and Medicines Administration (HEPMA) Implementation** – Implementation of HEPMA across all Learning Disability sites is now complete, concluding the implementation across the Mental Health and Learning Disability service. HEPMA is now live across all inpatient wards. Over 14,500,000 prescriptions have been prescribed electronically on HEPMA to date.



3. MATERNITY AND NEONATAL SERVICES

3.1 Independent Review of Maternity and Neonatal Services

In August letters were sent out from the Review Team to the first cohort of families who are included in the review (MBRRACE 2022). Further letters will follow to those included in the MBRRACE figures for 2020 and 2021. Families outside the 2020-2022 MBRRACE groups are now also able to self-refer themselves to be part of the review and the process for this is outlined on the website.

The review site's website has been launched [Swansea Bay Independent Maternity and Neonatal Review - Niche \(nicheconsult.co.uk\)](https://nicheconsult.co.uk) with information about the review and contact points for families.

This is a very important review for the Health Board and the work is now moving at pace. More details of the current situation and progress on implementing recommendations from external reports are included in the Board papers.

3.2 Reopening of Neath Port Talbot Birth Centre and Home Birth Service

The Health Board agreed at its special meeting on 10th September 2024 that after a three-year hiatus, that the midwife-led Birth Centre at Neath Port Talbot Hospital would be reopened on Monday 16th September, and our Home Birth Service reintroduced from Monday 21st October 2024. We are also reintroducing home labour assessments and antenatal education classes provided by our community midwives.

Thanks to a £750,000 investment by the health board and the recruitment of a number of hospital-based and community staff, we are now in a position to reopen both services, offering families a wider choice of how and where to have their babies.

The decision, as you know, reflects months of careful analysis, engagement with staff, and feedback from service users and I'd like to pay tribute to all our staff and management teams who have made this possible.

We understand the importance of choice in birth settings and share the disappointment of families affected by the suspension but the safety of our services is our utmost priority, and we have worked diligently to ensure their safe reinstatement.

Families are being urged to discuss their birth place options with their midwife, who can recommend the safest setting according to each mother's individual needs.

3.3 Temporary Closure of Princess of Wales Hospital's Maternity service

On 2nd September 2024, the Princess of Wales Hospital in Bridgend closed for a period of twelve weeks for essential safety upgrade works for Maternity and Neonatal Services. During this period, Cwm Taf Morgannwg UHB will be unable to maintain business continuity across the site, and so both the maternity and neonatal teams will be relocated for a short period of time, away from Princess of Wales Hospital.

All planned care, induction of labour and planned caesarean birth for residents of Cwm Taf Morgannwg UHB will be redirected to Prince Charles Hospital in Merthyr Tydfil. From modelling exercises undertaken, and based on women's indicated preferred option, around 11 - 20 women per month will choose to have their labour and birth care in Swansea.

During this period plans have been made to support the staff at the Princess of Wales Hospital to temporarily move their place of work to support the additional care requirements of the women. Plans are in place for around 25 staff to work with us in Swansea Bay. This number includes midwives, health care assistants and neonatal nurses.

4. OUR STAFF

4.1 Communicating with Our Staff

As part of our continuous efforts to strengthen our internal communications, on 23rd July I hosted the second of our "Ask Richard" sessions for staff. The meeting covered performance across NHS Wales and the challenges we face, what we need to do to achieve financial sustainability, quality and safety priorities, employee retention and recruitment, a greater focus on population health and prevention and financial implications of the NHS pay increase. I was supported by Executive colleagues and the event was well attended by nearly 120 staff from across the organisation. We are planning another event in the next month.

4.2 Staff Recognition Month

September is a month when staff recognition will be at the heart of our internal communications and will feature heavily in our external publicity too. We are shining a spotlight on amazing colleagues who go above and beyond to support one another and deliver the best possible care for our patients.

As an example of this, the first person featured was Christine Morrell, Executive Director of Therapies and Health Science, whose healthcare career has spanned 50 years. I wanted to take this opportunity to recognise her efforts and the valuable

contribution she has made and continues to make in Swansea Bay and NHS Wales. Thank you, Chris and all of our staff, for all that you do for our patients and our organisation.

4.3 Speak Up Month #ListenUp

October is national Speak Up Month providing several opportunities:

- To promote what we are already doing in Swansea Bay to deliver on our commitment
- To empower and encourage collective accountability for both raising and addressing concerns – we all have a responsibility
- To highlight the importance of feedback and action – listening is just the start

We are publicising the ways in which staff can raise work-related concerns within the Health Board, including through our Trade Union partners, staff networks and the Guardian Service.

4.4 NHS Wales Staff Survey

The NHS Wales Staff Survey provides another anonymous way in which staff can have their voices heard and contribute to both local and national improvements. We are preparing to move to more regular, annual staff engagement, building on the success of “Our Big Conversation”. An annual National Staff Survey will provide a timely temperature check across the organisation and prevent the delays in the sharing of results, so that more timely action can be taken to address priorities. The next NHS Wales Staff Survey will launch on 1st October 2024.

4.5 One Bay Way Staff Awards

Our Annual Awards ceremony was planned for 19th September 2024, to recognise staff who have gone above and beyond and the way in which they help us identify and spread best practice. After thinking long and hard about our financial position and whether or not we should press ahead as planned we took the difficult decision to cancel the in-person event.

We will still deliver the One Bay Way Staff Awards – the judging of the entrants, the shortlisting process and the selection of winners is continuing and the winners will be presented with their trophy and their achievements publicised across the Health Board.

5. SWANSEA BAY UNIVERSITY HEALTH BOARD CHARITY UPDATE

Work to develop the profile of the Swansea Bay Health Charity is progressing well with the charity website now established developing well which will support fundraising activities across the entire Health Board as well as spotlight high profile campaigns.

<https://swanseabayhealthcharity.com/>



5.1 Jiffy's Bike Ride

Jiffy's Bike Ride took place on **18th August 2024**. The 50-mile ride set out from Cardiff City Stadium and finished at the Lighthouse restaurant in Swansea's Bracelet Bay. The event was run in conjunction with Velindre Cancer Centre again but with a new events company on board working on a non-profit basis which meant we had to start from scratch in planning the event.



Donations are still coming in but to date over £43k has been raised which will be split evenly between the South West Wales Cancer Centre and Velindre.

We aim to make next year's event bigger and better – put it in your diaries now – Sunday 17th August 2025.

5.2 Cwtsh Clos campaign

The campaign continues as we aim to raise £160k to fund improvements to the houses that are used by the parents of babies in our neonatal intensive care unit. A very exciting partnership with Swansea City AFC has now been announced with them naming the Swansea Bay Health Charity's Cwtsh Clos Appeal as their official charity partner for the 2024-25 season.

Donation stations are now in operation across the Swansea.com stadium and so far, £46k has been raised with further contributions towards the gardens of the houses planned this month.



5.3 Going the extra mile for Cancer Appeal

Our next big campaign in the Autumn will mark the 20th anniversary of the South West Wales Cancer Centre at Singleton. The Charity team and colleagues in DICE are working very closely with leaders and staff in the Cancer Centre to shape a compelling proposition and maximise the fundraising opportunities. The focus of the *Going the extra mile for cancer* appeal is enhancing the patients' experiences when they are facing such a difficult time in their lives.



Future Location of Cymmer Health Centre – Mitigations agreed in taking Croeserw Community Enterprise Centre forward as Preferred Option

Issue	Mitigation	Action By
Difficulties with the bus route and location of the bus stop	<ul style="list-style-type: none"> • Travel plan to be updated. • Discussions to be held with local councillors and NPTCBC to seek funding to improve public transport and bus routes to site from Cymmer. • Work with the NPTCVS and NPTCBC to look at transport options for the Upper Valleys, including community transport and car schemes and exploring funding opportunities. • Liaison will take place with the transport provider(s) to consider the route of the bus and current location of the bus stop to see if there is scope to include the site on the route and adjust the location of the bus stop 	Health Board (PCS) / NPTCBC / NPTCVS
Access to the centre and health services provided when there is inclement weather	<ul style="list-style-type: none"> • An inclement weather plan will be developed with NPTCBC to ensure the continued provision of health services • A gritting contract for the site will be implemented and handrails put in place on the pedestrian route from main road will be considered during the design process. 	Health Board (PCS) / NPTCBC
Ensure adequate parking is available to accommodate a GP Practice and disabled parking is available near the building	<ul style="list-style-type: none"> • Available and required parking will be reviewed to ensure it meets requirements and adequate disabled parking will be provided as part of the design near the building • Drop off / ambulance bay is already in place by main entrance. Drop off points on car park road by main entrance will be considered to improve car park flow and reduce risk of accidents from reversing. This could also be combined with a bus stop depending on negotiations with bus service providers. 	Health Board (PCS) / NPTCBC
Access to health services if there is	<ul style="list-style-type: none"> • Contingency plans will be put in place so that should this occur a ground level alternative 	Health Board (PCS)

Issue	Mitigation	Action By
a lift failure in the building	<p>room(s) will be made available for patients to ensure continued access to health services.</p> <ul style="list-style-type: none"> • An enhanced lift repair service will be considered to reduce lift downtime should issues occur. 	
Signage within the building to be bilingual and opportunities for promoting the use of the Welsh language to be available	<ul style="list-style-type: none"> • Bilingual signs will be in place throughout the building. • Staff will be encouraged to use Welsh language and wear badges indicating their ability to speak Welsh 	Health Board (PCS) / NPTCBC
Pharmacy provision in the building	<ul style="list-style-type: none"> • The Pharmacy Needs Assessment identifies the number of pharmacies required across the Health Board area. An additional pharmacy could only be provided if an unmet need was identified. • The current plans do not include space for a Pharmacy. Space could possibly be found for a small pharmacy within the site and this will be considered at design stage. Planning permission would be needed for additional external access. • Discussions will be held with local pharmacies to see if there is interest in relocating to this facility, but this would potentially result in a move of a pharmacy from another neighbouring area so the impacts of any change would need to be carefully considered. 	Health Board (PCS)