**Swansea Bay UHB Recovery & Sustainability Plan 2022/23 – 2024/25**

Improving the health and health care of our patients and communities

**IMPROVING CARE FOR PEOPLE TOGETHER**

We are the NHS in Swansea Bay, providing NHS services for the people of Swansea, Neath Port Talbot and surrounding areas and specialist health services for the South West Wales region and further. We aim to keep people healthy, support them to avoid ill health and be there with excellent healthcare when people need it. We are focussed on what counts for patients and communities and shaping services around their needs and lifestyles.

To do this we have a three-year Recovery and Sustainability Plan setting out how we will implement the priorities in our Clinical Services Plan. These ideas formed the basis for our Changing for the Future engagement through which we received overwhelmingly positive support from patients, the public and staff, giving us a mandate for change and improvement which we are now delivering. The priorities include three Centres of Excellence, creating thriving primary, community and mental health service to provide care in and closer to people’s home for those who don’t need to be in hospital; reducing healthcare associated infections; maintaining COVID vigilance and resilience; and supporting staff and community wellbeing.

We will achieve this through strong partnerships, with our staff, communities, local stakeholders and neighbouring health boards. This Everyday Plan provides an easy overview of what we aim to deliver.

**Our Strategic Objectives**

**A focus on population health:** We will deliver more effective action aimed at preventing ill-health and supporting good health and well-being and addressing inequalities.

**The transformation of primary and community care, mental health and learning disabilities:** We will ensure care is better coordinated to promote the wellbeing of individuals and communities.

**Networked hospitals and a systems approach:** We will make each of our main hospitals a centre of excellence for different services. Rather than each site serving just its local area all three hospitals will serve the whole of the Swansea Bay area as part of a network of specialist providers.

**Benchmarking well with peers from a quality and performance perspective:** We will allocate our resources to maximise health outcomes, improve population health and ensure our resources are allocated to deliver best value.

**Demonstrably improved safety, quality and reduced harm:** Our rates of Healthcare Acquired Infections are high and need to reduce significantly. We will iincrease our focus on incidence surveillance, education, training and compliance.

**Excellent staff experience:** Our key priority is to support and look after our amazing staff who have worked tirelessly through these unprecedented times. We will deliver the Staff Health & Wellbeing Strategy, improve staff experience, strengthen our training links with universities, improve recruitment availability and retention.

**Improved financial health:** The Health Board has met the financial challenge of the ongoing pandemic in 2021/22 and maintained financial stability in 2021/22. We are committed to continue with this drive and focus on the delivery of savings to deliver continued financial balance.

**CENTRES OF EXCELLENCE**

In addition to the challenges that COVID-19 has brought we also need to make sure that the way we work is right for the kind of modern health service we aim to provide. Our hospitals were designed years ago in a way that was best suited to peoples’ health care needs at that time, but the challenges and expectations of the 21st century are very different.

Our three centres of excellence will reduce long waits for emergency, cancer and planned care services and enable our staff to use their skills to the maximum effect. This specialisation will support our three hospital sites working together to provide the full range and level of health care services needed though a network of care.

Through a combination of expanding and repurposing physical areas within our hospitals, moving some of our services to different sites, and investing in new staff, we aim to unblock bottle necks and streamline how we deliver care.

These changes will not only improve our delivery of care but they will enhance staff and patient experience.

**Morriston hospital** will be the centre of excellence for urgent and emergency care, specialist care and regional surgical services, including complex medical interventions.

* Urgent and Emergency Care
* Critical Care Provision
* Regional Major Trauma Network & Trauma Lead
* Short Term Treatment of Acutely Unwell Patients
* Specialist and Complex Care
* Unscheduled and Complex Surgery across a broad range of specialities
* Specialist and Regional Diagnostic Support
* Tertiary Services including Cardiology and Cardiac Centre
* Paediatric Services
* Research Partner with Swansea University and Development of Institute of Life Sciences

**Singleton hospital** will be the centre of excellence for planned care, cancer, maternity and diagnostics.

* Planned Healthcare including outpatients
* Diagnostic Testing
* Extensive Range of Elective Surgery, including for high complexity patients with lower acuity
* Ophthalmology Services
* Women’s and Maternal Health
* Cancer Care
* Strategic Hospital Partner to Swansea University Medical School to establish a Healthcare technology Centre
* Main link with University campus for teaching our Future Doctors, Nurses and Allied Healthcare professionals

**Neath Port Talbot hospital** will be a centre of excellence for orthopaedic and spinal care, diagnostics, rehabilitation and rheumatology.

* Provision of some Specialist Services E.g. Neuro-rehabilitation and Wales Fertility Institute
* Rehabilitation and Re-ablement Services
* Rapid Diagnostic Access and Support
* Outpatients
* Daycase Elective Surgery
* Treatment Centre for Minor injuries
* Orthopaedic and Spinal Care and other musculoskeletal care
* Research partner with Swansea University and Development of Institute of Life Sciences

**URGENT AND EMERGENCY CARE**

**What will we do in 2022/23?**

  Centralise urgent medical care at Morriston hospital including 7 day same day emergency care centre and Ambulatory Care to reduce waits in A&E and unlock blockages in planned care

 Build on our £1.2m investment to roll out virtual wards in all 8 clusters including support for high risk and frail patients in the community to keep people at home

**PRIMARY & COMMUNITY CARE**

**What will we do in 2022/23?**

  Deliver Home First pathways with Local Authorities to support timely discharge of clinically well patients and improve flow through our hospitals

 Implement new pathways for diabetes, atrial fibrillation and heart failure

 Provide Community Diabetic Nurses in all GP Practices to support people to manage their condition and avoid admissions into secondary care (we’ve invested £250K into Diabetes Prevention scheme this year)

***What does this mean?***

***People can get urgent care when and where they need it without long waits***

***People are able to receive treatment at home and in their community***

***People have diagnostic test quickly and don’t have to wait too long for treatment***

***People diagnosed with cancer receive effective treatment quickly***

**PLANNED CARE**

**What will we do in 2022/23?**

 Implement centre of excellence for orthopaedics at Neath Port Talbot improving waiting times and outcomes

  Implement centre of excellence for surgery at Singleton improving waiting times

  Implement plans to increase capacity in all diagnostic services so people are diagnosed more quickly

CANCER SERVICES

**What will we do in 2022/23?**

  Extend capacity to improve outcomes and reduce waiting times (including £125K for SABR lung cancer, £217K for Radiotherapy Prostate Hypo-Fractionation, £57 K for Oesophagael Gastric Cancer Surgery, £218K Acute Oncology)

  Expand the Rapid Diagnosis Centre model so people are diagnosed more quickly and invest £41K for breast Cancer MRI programme

**POPULATION HEALTH**

**What will we do in 2022/23?**

  Deliver Adult Weight Management Service and obesity project in primary care and establish CYP weight Management Service

  Develop Wellness Centre model to support people’s wellbeing in the community

  Deliver our Decarbonisation Action Plan to reduce our carbon footprint and deliver sustainability

**CHILDREN, YOUNG PEOPLE & MATERNITY**

**What will we do in 2022/23?**

 Provide 24/7 Children and Adolescent Mental Health crisis service support in line with adult services

  Recover dedicated outpatient department space at Morriston hospital so children are treated in the appropriate environment

  Develop a Peri-Natal Mental Health model to support new mothers across the region

***What does this mean?***

***People are healthier, have fewer chronic conditions and have longer life expectancies***

***Children have a healthy start in life***

**MENTAL HEALTH & LEARNING DISABILITIES**

**What will we do in 2022/23?**

  Implement 24/7 Mental health Assessment Hub

 Begin Learning Disability Service Redesign to transform our service and improve the care people can expect

 Develop and submit Business Case for the Centralisation of Adult mental Health in-patient services to improve the environment and care that people receive

**QUALITY & SAFETY**

**What will we do in 2022/23?**

 Implement Infection Prevention Control reduction targets supported by recurrent investment of £300k into Quality & Safety Team

  Reduce mortality and incidence of falls

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|  Improve compliance with End of life care |
|  Recognition and treatment of Sepsis within hospital settings |

***People receive the right mental health interventions and support at the right time***

***Hospital environments are safe and clean***

**DIGITAL**

**What will we do in 2022/23?**

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|  Increase use of remote and virtual ways of working across care settings |
|  'Paper light' Outpatient Departments - Enabling safe care across multidisciplinary teams |
|  Implement Hospital Electronic Prescribing and Medicines Administration to improve medication safety, efficiency and governance   Roll out new ED system and Welsh Clinical Records Service |

CAPITAL

**What will we do in 2022/23?**

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|  Refurbishment of Burns/ITU |
|  Modular Theatres at Singleton Hospital and Neath Port Talbot Hospital |
|  Business Case for Adult Acute Mental Health Unit |
|  Tonna Roof Refurbishment Case to Welsh Government |

***What does this mean?***

***People receive higher quality care with improved outcomes delivered in innovative ways***

***Investments can be made in new services and care is delivered in safe environments***

**COVID-19**

While the worst of the COVID-19 pandemic may be behind us we must remain vigilant to its ongoing presence across our communities, the possibility of new variants of concern and the ongoing impact of Long COVID as well as the effects of lockdowns on people and their communities.

* **Long COVID:** We have established a long COVID rehabilitation service which supports self-management and provides supported self-management / virtual and direct interventions.
* **Immunisation** We will deliver seasonal booster programmes in line with JVCI guidance to the applicable cohorts.
* **Workforce:** We will continue to manage the impact of Covid by ensuring there are a range of responsive and targeted interventions which aid restoration and recovery including rapid access services for staff with Covid –19 related health impacts, including mental health, trauma and bereavement.

**SUSTAINABILITY**

We have a duty to deliver services not only for our current patients and population but also ensuring we work in ways that consider the wellbeing of future generations. One aspect of this is our work to deliver exciting, innovative and transformational carbon reduction projects that currently lead the way in the UK and Europe such as:

* Morriston Hospital Solar farm which provides the hospitals electricity, saving estimated £500,000 a year.
* A 7.6 Acre Community Supported Agriculture project utilising Health board land.
* A £1.1M project with Biophilic Wales developing green spaces across our sites

**WORKFORCE**

Our key priority is to support and look after our amazing staff who have worked tirelessly through these unprecedented times. During the pandemic workforce has been the biggest challenge both in terms of health and wellbeing and now resilience.

To support the workforce and the Health Board’s ambitions we will deliver the Staff Health & Wellbeing Strategy, improve staff experience, strengthen our training links with universities, improve recruitment availability and retention and widen access, support seven day services and improve workforce efficiencies. Our People Plan focuses on five areas:

**Health and Wellbeing**

Staff are supported to be resilient, well and in work through staff health and wellbeing services, health and wellbeing strategy, long COVID support

**Recruitment & Retention**

There is a recruitment and retention strategy which widens access and enables a sustainable workforce including talent development, opportunities for apprenticeships; we will start to recruit over 500 nursing staff

**Supporting the Plan**

Delivery of the recovery and sustainability plan is supported by effective resource design, new roles, skills and ambitions

**Staff Experience**

Staff have improved staff experience and rate the Health Board as excellent by 2025

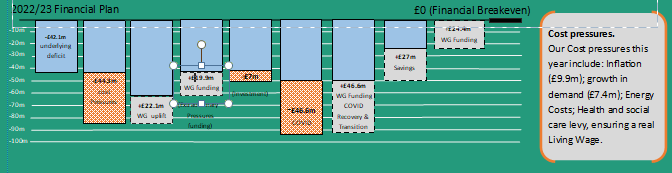
**Workforce Efficiencies**

Service leaders and clinicians can achieve efficiencies through use of effective workforce information and data

**FINANCE**

The Health Board has met the financial challenge of the ongoing pandemic in 2021/22 and maintained financial stability in 2021/22. Whilst achieving this we also delivered our ambitious savings programme delivering significant recurrent savings totalling £54m over two years. Our 2022-23 financial plan sets out how we will deliver a balanced financial plan with significant ongoing cost pressures through combining cost control, targeted investments, Welsh Government support and challenging savings plans. There are a number of risks in the delivery of this financial plan. The most important part of our financial plan is our drive to use our saving to reinvest in our services, improving outcomes for our population.

**2022/23 Financial Plan**



**EXECUTION & DELIVERY**

We have a strong plan and a clear vision for the future and achieving this requires all our efforts to deliver. Delivery of the plan will be managed through Health Board management structures and Services Delivery Groups with Programme Boards directing and managing improvement across system areas. There are limited resources for investment so schemes in our plan have been prioritised based on quality, workforce deliverability, risk and finance.

**HOW CAN YOU HELP DELIVER THE PLAN?**

When you’re working to improve services and delivering change keep the four principles below in mind:

**One System of Care**

Planning and delivering in a way that looks at the whole pathway of care crossing specialities, departments and delivery units

**Right Place, Right Person, Right Time**

Consider how we can utilise our workforce differently, make best use of our estate, maximise use of our equipment and exploit digital opportunities

**My Home First**

Prioritising and increasing the ways in which we can enhance care delivery in or close to people’s homes where clinically safe

**Better Together**

Taking advantage of opportunities for regional and local collaboration for networks and services that meet the care needs of patients

**More information?**

If you want more information about the plan, how we plan in Swansea Bay or how you can get involved contact:

**SBU.Strategy@Wales.nhs.uk**