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| **Compressed Public Health Wales logo** | **Name of Meeting**Board |
| **Date of Meeting**25 June 2020 |
| **Agenda item:**5.5.4 |
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| **Public Health Wales Organisational Recovery**  |
| **Executive lead:** | Huw George, Deputy Chief Executive and Executive Director of Operations and Finance  |
| **Author:** | Nathan Jones, Programme Manager  |
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| **Approval/Scrutiny route:** | Huw George, Deputy Chief Executive and Executive Director of Operations and Finance |
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| **Purpose** |
| The purpose of this paper is to provide the Board with an update on the approach Public Health Wales is adopting to our organisational recovery from COVID-19. This includes the scope, principles, planning assumptions and high-level deliverables for the recovery work.The proposed approach to our recovery work was approved by Gold on 28 May 2020. On 04 June 2020, Gold approved an implementation plan for phase 1 of the work (04 June – 03 July 2020). |
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| **Recommendation:**  |
| APPROVE[ ]  | CONSIDER[ ]  | RECOMMEND[ ]  | ADOPT[ ]  | ASSURANCE[x]  |
| The Board is asked to **receive assurance** on the approach and work Public Health Wales is undertaking in relation to organisational recovery from COVID-19.  |

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| **Link to Public Health Wales** [**Strategic Plan**](http://howis.wales.nhs.uk/sitesplus/888/page/64548)Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives. This report contributes to the following: |
| **Strategic Priority/Well-being Objective** | All Strategic Priorities/Well-being Objectives |
| **Strategic Priority/Well-being Objective** | Choose an item. |
| **Strategic Priority/Well-being Objective** | Choose an item. |
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| **Summary impact analysis**  |
| **Equality and Health Impact Assessment** | N/A  |
| **Risk and Assurance** | Public Health Wales’ approach, and plans, in relation to organisational recovery are informed by a number of risks detailed within the Corporate Risk Register. Risks and issues identified through the implementation of this work will be managed in line with the processes established for the response programme. |
| **Health and Care Standards** | This report supports and/or takes into account the [Health and Care Standards for NHS Wales](http://www.wales.nhs.uk/governance-emanual/how-the-health-and-care-standards-are-st) Quality Themes |
| All themes |
| Choose an item. |
| Choose an item. |
| **Financial implications** | Financial implications identified through the implementation of this work will be aligned with the work of the response programme finance and supply chain workstream. |
| **People implications**  | The workforce work package will take forward a number of people-related issues and actions associated with our organisational recovery. This will align with the people workstream, which is part of our response programme |

# Purpose

The purpose of this paper is to provide the Board with an update on the approach Public Health Wales is adopting to our organisational recovery from COVID-19. This work will run in parallel, supporting where necessary, our response programme, which is likely to run until at least the end of 2020.

The paper sets out a number of agreed areas of focus for our recovery work, along with an outline of the products that will be delivered during phase 1 of the work. Further detail is provided in Annex A.

# Background

On 16 April 2020, Gold received and accepted a set of initial proposals in relation to Public Health Wales’ organisational recovery from COVID-19. The proposals were set within the context of the fundamental impact the coronavirus pandemic has had on society, including the health and wellbeing of populations, and the global economy.

As a result, it was agreed that we needed to consider the post-coronavirus ‘new normal’ for Public Health Wales, which should be informed by strategic opportunities/challenges that we identify; the impact of legislative changes; and feedback/expectations from the public and our stakeholders.

While the ongoing response to the pandemic will be the main focus of the organisation for at least the remainder of 2020, we need to properly plan the reactivation of our services and continue to comply with our statutory and legal responsibilities.

# Approach to organisational recovery

This section sets out the approach that Public Health Wales will adopt to its organisational recovery, including the scope of the work, a series of key principles and detailed planning assumptions.

A phase 1 implementation plan was approved by Gold on 4 June 2020. An overview of the key deliverables within this are included in Annex A.

# Principles and planning assumptions

The development of our approach to recovery has been shaped and informed by the following principles:

* placing the health and wellbeing of staff at the heart of our recovery work, by providing them with the right help and support
* embracing agile ways of working, including supporting staff to continue to work from home over the coming months, as we reactivate our services
* reactivating our services in a planned and phased way, informed by policy, evidence, the availability of support functions and based on clear feasibility assessments and plans
* ensuring that our estate and infrastructure are configured to support effective service delivery and is in line with current legislation
* planning and managing our recovery using recognised methodologies and informed by public and stakeholder feedback

In addition, the following assumptions have shaped the development of the phase 1 implementation plan:

* our COVID-19 response arrangements could be needed for the next 12 months
* our response and recovery work needs to be complementary; they are likely to run in parallel and may call upon common resources that need to be prioritised
* our existing organisational-level strategies and plans will need to be reviewed and refreshed
* our response and recovery implementation plans need to be resourced taking account of the likely financial constraints on the organisation

# Recovery plan phases

Our recovery work will be structured into phases. Phase 1 will run from 04 June to 03 July 2020 and will focus on the immediate action that we need to take as an organisation. This aims to ensure that we effectively plan and manage our recovery, particularly the reactivation of services, giving due consideration to relevant legislation and resources.

Phase 2 will run from July to September 2020 and focus on the implementation of a number of arrangements developed in the previous phase. It will also start the work around assessing the impact COVID-19 has had on our long-term strategy and medium/annual plans. As part of this work, we will examine emerging international evidence on the role of national public health institutes post-COVID-19 and develop an approach for securing feedback from our key stakeholders and the public.

# Work packages

Areas of work have been scoped and are set out below. The phase 1 plan involves the delivery of key milestones within five work packages, which are listed below. This will be undertaken between 4 June and 03 July 2020.

# Reactivating our services (phase 1)

Following an easing of lockdown arrangements, we need to plan a phased reactivation of our services. Through this work package, we will ensure that our services and functions are reactivated in a prioritised, planned and evidenced-based way, giving appropriate consideration to staff and patient safety, legislation and support required from the wider organisation.

This work package will focus on developing a process to help services develop viable reactivation plans, which include agreed enabler support/input. This information will be used to produce an organisational level prioritised reactivation implementation plan, with appropriate governance and public health input, which we will use to activate our services in a planned and controlled way.

Work has already commenced over the reactivation of our screening programmes in line with arrangements within other UK countries and informed by the policy direction set by Welsh Government. This is detailed within a separate paper to the Board.

# Workforce (phase 1)

To ensure that we are able to continue to effectively respond to COVID-19, deliver our wider public health services and provide the necessary support to our staff, we need to implement a range of people-focused measures. This will be informed by key strategic drivers, such as our People Strategy, and work we have undertaking during our response to COVID-19.

This work package will focus on ensuring our people policies are updated to support staff over the next 12 months, the development of a prioritised recruitment plan linked to our response programme. In addition, work will be undertaken to ensure that staff are able to access the necessary training and development, particularly for those services that we will be reactivating in the coming weeks.

# Infrastructure (phase 1)

As part of our recovery, we need to ensure that our organisational infrastructure is designed and operating effectively, and in line with recent legislation on staff and patient safety. This will be informed by our prioritised reactivation of services.

The work package will focus on reconfiguring our estate to comply with legislation and our new ways of working and ensuring relevant policies are up-to-date to reflect existing staff working arrangements.

# Capturing innovation and lessons learned (phase 1)

A key aspect of ensuring that we continue to effectively respond to COVID-19, will be to capture the innovation and lessons learnt from the rapid development and delivery of the organisational response. We will align this work with the evaluation programme to objectively capture knowledge of what works from previous phases in a timely and structured way. This will not only help inform our ongoing response, but also our wider organisational recovery.

# Response and recovery dashboards (phase 1)

Our COVID-19 response to-date has demonstrated the value of utilising high-quality, robust performance information that is presented in accessible ways. This will be essential in providing assurance on our ongoing response, delivery of public health services and statutory responsibilities.

To support this, during phase 1, the Corporate Analytics Team will develop a Response and Recovery Dashboard. This will distil key performance information, including:

* COVID-19 response (e.g. response programme performance)
* Critical service delivery (e.g. screening programmes)
* People (e.g. sickness, staff in post and recruitment)
* Finance (e.g. organisational and covid-19 spend)

# Public Health Wales’ Strategy and Plan (phase 2)

The unprecedented response to COVID-19 means that, as an organisation, Public Health Wales should assess the impact it has had on our long-term strategy and medium/annual plans. In the short-term, we know that for the remainder of 2020/21, our focus and priorities will be on continuing to effectively respond to COVID-19, delivering our key public health services and our statutory responsibilities. As a result, we need to formally update and refresh our internal plans (e.g. Annual Plan for 2020/21), while also systemically assessing the impact on our three-year strategic plan.

We will also begin the work of assessing the impact of COVID-19 on our long-term strategy and priorities. As part of this work, we will examine emerging international evidence on the role of national public health institutes/agencies post-COVID-19, develop an approach for securing feedback from our key stakeholders and the public, and consider future approaches to local, regional and national working recognising the changes in public expectations.

In addition, we will resume work on the three areas of transformation previously identified in our Integrated Medium Term Plan: digital, knowledge and information, and new ways of working. In doing so, we will consider how these will support Public Health Wales in a post-COVID-19 environment, which needs to reflect future global health challenges (e.g. climate change) and our commitment to enabling legislation, such as the Well-being of Future Generations Act (2015).

# Progress to-date

Following approval of the phase 1 implementation plan, progress has been made on the delivery of a number of key milestones. A draft service reactivation process has been developed, will be approved during June 2020. A staff risk assessment process has been agreed and is currently being implemented across Public Health Wales.

Work has commenced around completing the initial necessary changes to our estate and a risk assessment for each location will be completely shortly. This will be done on a prioritised basis.

An initial lessons learned questionnaire has been published and work is underway to gather feedback from a range of staff. This will be analysed and will help inform the next stages of our work around capturing innovation, lessons learned and the sharing of knowledge.

Version 1 of our Response and Recovery Dashboard has been developed and demonstrations on the new system will be arranged in the coming weeks, including with the Board.

# Recommendation

The Board is asked to **receive assurance** on the approach and work Public Health Wales is undertaking in relation to organisational recovery from COVID-19.

**Annex A – Key Deliverables**

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| **Deliverables**  |
| **Phase 1 (04 June to 03 July 2020)** |
| Service reactivation process |
| Service reactivation implementation plan  |
| Recruitment plan for business critical posts (2020/21) |
| Annual leave policy and guidance  |
| Approach and process for the repatriation of staff  |
| Staff risk assessment procedure  |
| Estate risk assessment completed  |
| Analysis of initial lessons learned questionnaire  |
| Closed settings evaluation completed  |
| Approach for capturing innovation, lessons learnt, and sharing knowledge and implementation plan developed  |
| Response and recovery dashboard (version 1) |
| **Phase 2 (July to September 2020)** |
| Response and recovery dashboard (version 2) |
| Updated people policies  |
| Estates implementation plan  |
| Strategic and annual plan impact assessment  |
| Revised Annual Plan for 2020/21 |
| Proposals for strategy ‘look back/forward’ |
| Digital ‘think piece’ to inform strategy work |
| Information and knowledge ‘think piece’ to inform strategy work |
| Ways of working ‘think piece’ to inform strategy work |