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Iechyd Cyhoeddus
Cymru
Public Health
Wales

Name of Meeting
Board

Date of Meeting

30 July 2020

Agenda item:

5.3.1.300720

Integrated Performance Report

Executive lead:	Huw George, Deputy Chief Executive/ Executive Director Operations and Finance
Contributors:	Huw George, Deputy Chief Executive and Executive Director of Operations and Finance; Executive Director of Public Health Services/Medical Director; Phil Bushby, Director of People and Organisational Development; Rhiannon Beaumont-Wood, Executive Director of Quality Nursing and Other Allied Health Professionals; Angela Fisher, Deputy Director of Finance; Ioan Francis, Head of Performance; Sally Attwood, Deputy Director, Strategic Planning and Performance
Approval/Scrutiny route:	Business Executive Team (21 July 2020)

Purpose

The purpose of the Integrated Performance Report is to provide an update on Public Health Wales' performance, including:

- our COVID-19 response
- Financial performance – month 3 2020/21
- Workforce performance and COVID-19 related absence
- Operational performance including indicators within the NHS Wales Delivery Framework
- Quality – Putting Things Right

Please note that in light of significant organisational wide support being provided to the COVID-19 response, some performance related information was not available at the time of reporting.

Recommendation:

APPROVE

CONSIDER

RECOMMEND

ADOPT

ASSURANCE

The Board is asked to:

- **Discuss** and scrutinise the paper and provide feedback and comments

Link to Public Health Wales [Strategic Plan](#)

Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.

In order for Public Health Wales to deliver the strategic plan, effective performance management arrangements need to be in place to monitor and report on progress against achieving our strategic priorities to improve health outcomes. This intelligence is used to draw the Board's attention to areas of underperformance and is fundamental for effective and efficient decision making.

This report contributes to the following:

Strategic Priority/Well-being Objective	All Strategic Priorities/Well-being Objectives
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Summary impact analysis

Equality and Health Impact Assessment	An Equality and Health Impact Assessment is not required. Equality and Health Impact Assessments will be completed as part of delivery of the specific actions within the Plan.
Risk and Assurance	Our Strategic Risks are detailed within Our Strategic Plan and the Implementation Plan for the Test Trace Protect Strategy.
Health and Care Standards	This report supports and/or takes into account the Health and Care Standards for NHS Wales Quality Themes All themes
Financial implications	An update on the organisation's financial performance is enclosed
People implications	An update on the organisation's people performance is enclosed

1. Purpose / situation

The purpose of the Integrated Performance Report is to provide the Board with an update on Public Health Wales' performance. As a result of the current pandemic and to mobilise an effective response, the arrangements underpinning the implementation of our long term strategy have been stood down.

This means that the performance report (attached) includes:

- information on our COVID-19 response
- financial performance – month 3 2020/21
- workforce performance and COVID-19 related absence
- operational performance including indicators within the NHS Wales Delivery Framework
- quality – Putting Things Right

In light of significant organisational wide support being provided to the COVID-19 response, some performance-related information may not be available at the time of reporting.

2. Background

The Integrated Performance Report is discussed and scrutinised at each Board meeting as part of the regular agenda items.

3. Description/Assessment

A summary of key performance highlights and key performance issues by Strategic Priority area is provided in the main body of the report.

4. Integrated Performance Reporting Developments

Scope of future developments

As a result of Public Health Wales' ongoing response to COVID-19, we need to adapt our performance and assurance arrangements to reflect the priorities and key areas of focus for the organisation, during the remainder of 2020/21. This needs to demonstrate our performance across a range of areas, including: delivering statutory functions and critical services; our ongoing COVID-19 response; and supporting organisational recovery. As an example, work is in hand to develop indicators of quality/success for our four public health workstreams in the pandemic response programme.

Assurance in relation to these areas will be provided to the Board, its Committees and the Executive Team through a number of sources, including: regular performance reports, service/area specific reports and regular updates produced as part of our response, such as our weekly response programme Delivery Confidence Assessment.

Indicators proposed by Non-Executive Directors

The additional indicators proposed by Non-Executive Directors have been mapped as part of the work to strengthen performance reporting and assurance, during our ongoing response to COVID-19. As part of this mapping, work has been undertaken with subject matter experts across the organisation to identify:

- availability of information
- existing reporting arrangements
- data ownership

This process has identified the richness and robustness of data and information within Public Health Wales. It reflects the rapid development of a number of new and innovative reports and dashboards that have been developed in response to COVID-19. These focus on specific areas of Public Health Wales' service delivery and also broader population health trends.

It is proposed that these are presented through a coherent package of regular reports to the Executive Team and Board. This will allow colleagues to consider both population health and organisational-level performance information. The mapping and proposals are currently being validated with relevant Executive leads before being shared more widely with Board members for consideration.

Performance and Assurance Dashboard (Formerly titled Response and Recovery Dashboard)

A key element of the arrangements set out above will be our new Performance and Assurance Dashboard, which will 'go-live' as a minimum viable product from August 2020. This will replace our existing Integrated Performance Report and provide key organisational-level performance information to Board and the Executive Team on a monthly basis. The dashboard will be supported by a narrative report, which will summarise key performance issues, identify trends and provide an integrated analysis.

A demonstration of the new dashboard will be delivered to Non-Executive Directors in advance of its launch. This will provide an opportunity to familiarise colleagues with the new system, gather feedback and identify potential areas for future developments.

In the meantime, the attached Integrated Performance Report is a powerpoint presentation of screenshots from a number of dashboards as well as data derived from operational systems. Links to the dashboards are below for information:

PHW Rapid COVID-19 surveillance (*publically available*)

<https://public.tableau.com/profile/public.health.wales.health.protection#!/vizhome/RapidCOVID-19virology-Public/Headlinesummary>

COVID-19 Staff Absence Dashboard (*not publically available*)

<https://phw-tableau.cymru.nhs.uk/#/site/CorporateAnalyticsPreProduction/views/COVID-19StaffAbsenceDashboard/COVID-19SicknessAbsence?:iid=1>

5. Well-being of Future Generations (Wales) Act 2015



Ensures Public Health Wales is able to successfully monitor the delivery of its functions; assess areas of underperformance; and can use this intelligence and knowledge to aid decision making.



Effective and efficient decision making by senior managers, Executive Team and the Board is paramount to successful performance of the organisation in order for it to achieve its purpose, whilst preventing the potential to cause harm through underperformance.



The development of Public Health Wales' Long Term Strategy and Integrated Medium Term Plan has been grounded in collaboration and integration across our workforce. To demonstrate that the organisation is achieving what it set out to achieve over the short, medium and long term, high quality monitoring and reporting of information is essential through the integrated performance report. This approach has been reflected in the approach to the pandemic response.



Reporting of data and information through the integrated performance report requires collaboration across the organisation to ensure timely delivery of key service, quality, workforce and financial data. The potential for the development of business intelligence tools will require

close working relationships with Directorates and especially Informatics to maximise potential.



To ensure compliance with the Welsh Audit Office Structured Assessment, agreeing and reporting Division / Directorate level performance measures will require involvement across the full breadth of the organisation. Monitoring and reporting against the strategic plan will involve working closely with staff to ensure accurate and timely intelligence for the Executive Team and Board.

6. Recommendation

The Board is asked to:

- **Discuss** and scrutinise the paper and provide feedback and comments