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Iechyd Cyhoeddus
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Public Health
Wales

Name of Meeting

Board

Date of Meeting

30 July 2020

Agenda item:

5.3.2

Public Health Wales Organisational Recovery

Executive lead: Huw George, Deputy Chief Executive and Executive Director of Operations and Finance

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Approval/Scrutiny route: Huw George, Deputy Chief Executive and Executive Director of Operations and Finance

Purpose

The purpose of this paper is to provide the Board with an update on progress made during the first phase of our organisational recovery, and to set out proposals for the next stage.

The paper builds on the update provided to Board in June and has been informed by the approach to recovery agreed with Gold in April and May, and subsequent discussions with the Executive Team on 21 July 2020.

Recommendation:

APPROVE

CONSIDER

RECOMMEND

ADOPT

ASSURANCE

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

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.

This report contributes to the following:

Strategic Priority/Well-being Objective	All Strategic Priorities/Well-being Objectives
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Strategic Priority/Well-being Objective	Choose an item.
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Strategic Priority/Well-being Objective	Choose an item.
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Summary impact analysis

Equality and Health Impact Assessment	N/A
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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.
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Health and Care Standards	This report supports and/or takes into account the Health and Care Standards for NHS Wales Quality Themes All themes Choose an item. Choose an item.
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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.
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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
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1. Purpose

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The paper builds on the update provided to Board in June and has been informed by the approach to recovery agreed with Gold in April and May, and subsequent discussions with the Executive Team on 21 July 2020.

2. Introduction

The coronavirus pandemic has had a fundamental impact on society, including the health and wellbeing of populations and the global economy. As the national public health institute for Wales, Public Health Wales has mounted an unprecedented response, involving the mobilisation of all of the organisation's resources and the pausing of a broad range of services.

While the focus since January 2020 has been on ensuring the delivery of an effective response, we recognised early on the need to consider the post-coronavirus 'new normal'. In particular, its impact on our long-term strategy, priorities, plans, services and staff.

It was recognised that our approach to recovery, and the role that we will need to undertake as an organisation in the future, would need to be informed by a number of factors, including:

- the health of the people of Wales
- strategic opportunities and challenges (e.g. a second wave of COVID-19, Brexit and climate change)
- the impact of legislative changes
- feedback and expectations from the public and our stakeholders.

3. 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. This set out a number of broad areas of consideration, including: the need to consider the impact on our strategy, workforce, infrastructure and plans.

This initial thinking was further developed into a formal proposal, which was approved by Gold on 28 May 2020. The proposal set out the work that would be undertaken to support the first stage of our organisational recovery, alongside our ongoing response to COVID-19. It included a set of

agreed principles and planning assumptions, which have informed our work and approach thereafter.

On 4 June 2020, a plan for the initial phase of our organisational recovery, which ran until July 2020, was approved by Gold. It focused on delivering key preparatory work and action in a number of areas, including:

- reactivation of our services
- learning from previous phases of our response
- implementing a range of people-focused measures
- reconfiguring our estate and infrastructure
- providing high-quality information to inform action

4. Update on first phase of recovery

Our first phase of recovery, which ran from June to July 2020, has been completed. It focused on the immediate action that we needed to take as an organisation to ensure that we effectively planned and managed our recovery. This has involved putting in place a number of arrangements, such as the process for reactivating services, and taking forward key enabling work around our estate and to support staff.

A summary of the key products delivered during this phase is provided in the table below and a more detailed update on each area is included as Annex A.

Completed Products
Reactivation of services
<ul style="list-style-type: none"> • Draft public health service/function reactivation criteria • Draft public health service/function reactivation process
Performance and assurance
<ul style="list-style-type: none"> • Version 1 of the Performance and Assurance Dashboard (formerly titled Response and Recovery Dashboard) • Dashboard demonstrations to key internal stakeholders
Workforce
<ul style="list-style-type: none"> • Recruitment plans for COVID-19 business critical posts • Approach and process for the repatriation of staff • Policy review process established, including trade union representation • Annual leave approach and guidance

<ul style="list-style-type: none"> • Staff risk assessment procedure implemented
Infrastructure
<ul style="list-style-type: none"> • Risk assessment of our estate being undertaken on a prioritised basis (to be completed by August 2020)
<ul style="list-style-type: none"> • Draft principles for future 'ways of working'
<ul style="list-style-type: none"> • Development of updated DSE/Home Working Policy
Capturing learning
<ul style="list-style-type: none"> • Completion of Closed Settings Evaluation
<ul style="list-style-type: none"> • Analysis of initial lessons learned questionnaire and key themes identified
<ul style="list-style-type: none"> • Analysis of staff wellbeing questionnaire results and action plan process established

5. Next phase of recovery

The approach and action we undertake during the next phase of our recovery from COVID-19 presents significant opportunities for us as an organisation. We must embrace the innovation, collaboration and effective cross-sector and organisation working demonstrated during the response, for how we will operate in the future.

While our priority will always remain to deliver an effective and robust public health response, we must also consider its impact on our long-term strategy, services and ways of working.

We should seek to use the next phase of our recovery to review our strategy, develop and implement a clear and agreed plan for the organisation for the next 12 months, reactivate services in a planned way and ensure that we continue to support our staff, stakeholders and the people of Wales.

An overview of the key areas of focus for the next phase of our recovery is provided below. A number of these will involve engagement and input with the Board. It is anticipated that this will involve regular formal and informal engagement and collaboration.

5.1. Strategy, planning and reactivation

As part of the next phase of our recovery, it is proposed that we undertake a formal review of our organisational strategy (look back/forward). An approach for how we will take this forward will be developed for consideration, which will include engagement with the Board, Executive Team, staff and our stakeholders.

We aim to assess whether our current strategy remains valid or needs to be revised/refreshed in light of the experiences and learning from COVID-19, and horizon-scanning of future opportunities and challenges. It will be informed by the latest evidence on the direct and longer-term population health impacts of COVID-19, along with wider strategic challenges, such as Brexit and climate change.

For the remainder of 2020/21, our focus and priorities will be on continuing to respond to Covid-19, effectively reactivating and delivering agreed public health services/functions, and our strategy refresh. It is proposed that we draw together all of these key commitments into an overarching delivery plan for the organisation that covers next 12 months.

This will provide clarity on our priorities and allow us to agree and allocate resource, recognising that our ongoing response will remain our main focus. Once agreed, the plan will form the baseline position on which to agree any reactivation of additional services or functions.

5.2. Workforce and infrastructure

From a workforce perspective, our focus will be on planning, progressing and implementing work that will assist broader and more transformational organisational recovery, whilst continuing to respond to the pandemic. This will include aligning work with our People Strategy and the key themes set out within it, including:

- providing learning and development in a safe and sustainable way
- delivering targeted interventions to support staff wellbeing and engagement
- using recent experiences to further develop our organisational culture
- developing proposals for the future of work within Public Health Wales

Our work on infrastructure will focus on both ensuring our estate is safe, while also exploring how we maximise the opportunities provided by COVID-19. This will include changes to the infrastructure and the implementation of digital solutions to support new ways of working.

5.3. Capturing the learning

As a knowledge and data-rich organisation, it is vital that we continue to capture lessons and innovation learned from the rapid development and delivery of the organisational response and recovery from COVID-19. This will complement our evaluation programme, enabling us to identify what works well and areas where we need to change and adapt.

To enable all staff to see how capturing learning supports wider organisational growth, we will develop and implement a simple model for this during the next phase of our response.

5.4. Performance and assurance

We have developed the first version of our Performance and Assurance Dashboard, which will be launched to the Executive Team and Board, as a minimum viable products, in August 2020.

Further engagement is planned over future development of the dashboard, which will be reflected in version 2. This will be informed by key inputs, such as the indicators proposed by Non-Executive Directors.

6. Conclusion

Significant progress has been made during the first phase of our organisational recovery. A number of key developments, and supporting processes and policies, have been produced. We will utilise these, and build upon them, during the next phase, while also considering the strategic and long-term implications of COVID-19 on Public Health Wales.

7. Recommendation

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

Annex A – Summary of progress during first phase of recovery

Reactivating our services

During the initial phase of our recovery, the focus has been on developing key tools to support the organisation to make effective decisions around the reactivation of services that we paused as a result of our response to COVID-19. This has included developing a set of draft public health criteria to support and inform decisions on the reactivation of services. The criteria, which were shared with the Executive Team on 21 July 2020, are intended to support Public Health Wales during the next phase of our recovery to reactivate services in a prioritised, planned and evidenced-based way.

To support the implementation of these criteria, a tailored OCG Gateway Process has also been developed. This provides a number of 'readiness checks' for services during their reactivation, which will allow Public Health Wales to ensure that they are being established in a safe, planned and effective way. The transparent process will also improve collaboration between services and support functions, and provide control over the pace of reactivation for decision-makers during this fluid and uncertain period.

Work has also progressed, particularly with our Estates, Health and Safety and Informatics Divisions, to support the Screening Division, as they begin the reactivation of various programmes.

Performance and Assurance Dashboard (formerly titled the Response and Recovery Dashboard)

Our Covid-19 response to-date has shown the value of high-quality, robust performance information that is presented in accessible ways. During our initial recovery work, the Corporate Analytics Team developed a Performance and Assurance Dashboard, utilising cutting edge business intelligence tools.

The dashboard will provide analysis of key information to facilitate knowledge and actionable insights. It does this by integrating key corporate information around a number of key areas to support effective decision-making and assurance.

The dashboard has been developed as a minimum viable product, which will launch in August 2020, and will be iteratively developed through phase 2 of our recovery. Demonstrations are currently being held with the Executive Team and Non-Executive Directors.

Workforce

Our initial work in this area focussed on progressing or delivering activities to assist the continued response, and to put in place foundations for our longer-term organisational recovery.

This involved the development and implementation of recruitment plans for all COVID-19 critical roles, updating/developing supporting guidance and policies (e.g. annual leave) and putting in place arrangements for the repatriation of staff who have been providing mutual aid.

Infrastructure

We have focused on ensuring that, in the first instance, our estate is compliant with relevant regulations and legislation so that our staff are safe in the workplace. To support this, an external health and safety compliance risk assessment has been commissioned. Risk assessments are currently being undertaken across 28 of our buildings, which will inform the development of an action plan. This will be implemented and monitored through the Health and Safety Group.

We have also started to explore how we will work and operate in the future, by taking advantage of some of the opportunities that COVID-19 presents. We have developed a set of draft principles that will support the planning of any changes to the infrastructure as we progress our recovery work.

Capturing the learning

As part of our approach to capture and learn lessons from our response to-date, we published a questionnaire to gather the initial views of key people involved in our response to COVID-19. The result, and key themes from this, are being analysed and will inform future work.

We have also developed a model and process for how we will be capturing learning and innovation during our ongoing COVID-19 response. This will be implemented during the next phase of our recovery.

Evaluation of key aspects of our response has also been completed, such as the Closed Settings, and been reported to key groups.