



GIG
CYMRU
NHS
WALES

Iechyd Cyhoeddus
Cymru
Public Health
Wales

Name of Meeting
Board

Date of Meeting
26 May 2022

Agenda item:
PHW 4.3c

Performance and Insight Report (Month 1)

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; Meng Khaw, National Director of Screening & Health Protection; Neil Lewis, 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

Approval/Scrutiny route: Business Executive Team - 16 May 2022

Purpose

Our Performance and Insight Report focuses on delivering actionable insights whilst identifying areas for further improvement across the following key performance themes;

- Maintaining a healthy and sustainable workforce
- Delivering value and impact
- Organisational quality and access to high quality services
- Improved population health and well-being

The report is designed to be read in conjunction with the Performance and Assurance Dashboard. This approach aims to support the Board and its Committees in discharging their responsibilities. The themes are demonstrated throughout this month's report and are also reflected in the Performance and Assurance Dashboard.

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 |
|------------------------------------------------|------------------------------------------------|

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

Our Performance and Insights Report focuses on delivering actionable insights whilst identifying areas for improvement across the following key performance themes;

- Maintaining a healthy and sustainable workforce
- Delivering value and impact
- Organisational quality and access to high quality services
- Improved population health and well-being

This approach supports the Board and its Committees in discharging their responsibilities. The introduction of key themes will see us align to the Welsh Government's *A Healthier Wales* and NHS Delivery Framework. The report is designed to be read in conjunction with the Performance and Assurance Dashboard. The themes are demonstrated throughout this month's report and are also reflected in the Performance and Assurance Dashboard.


2. Background

Access to high quality, timely and robust performance information is essential in providing assurance to our Executive Team and Board on our ongoing COVID-19 response, delivery of public health services and statutory responsibilities.

Having strengthened our performance arrangements over the last 12-24 months through the successful development of the Performance and Assurance Dashboard (PAD) we recognised the need to strengthen the accompanying Performance and Insight Report.

3. Description/Assessment

Performance and Assurance Dashboard

The April 2022 PAD can be accessed using the following [Link](#), or by navigating from specific areas of interest in the report by selecting the following symbol , thus enabling direct access to the latest available performance information.

Key points to consider in this month's Performance and Assurance Dashboard are listed below;

- Following a successful 2021/22, April 2022 saw the beginning of our reporting cycle against our Strategic Plan (2022-2025) that was approved by our Board on 31 March 2022. Our Strategic Plan contains 382 milestones. At month one, 1% of milestones were reported as complete, 94% of milestones

| | | |
|-------------------|----------------|--------------|
| Date: 19 May 2022 | Version: Final | Page: 3 of 6 |
|-------------------|----------------|--------------|

reported as on track, and 5% of milestones flagged as having the potential to fall behind schedule. As part of the controls and assurance work to support the plan, we will be introducing a request for change process from month two reporting. The process will be shared with planning leads and scrutinised by the Strategy and Planning Division.

- Staff sickness absence continues to improve since the start of the year (3.7% in-month), with 12-month rolling sickness absence at 4.3%. Health Improvement (5.7%), Screening (5.6%) and Microbiology (5.1%) continue to report the highest absence rates. Work has been undertaken with Microbiology Swansea and Diabetic Eye Screening Wales to identify and put in place measures to aid compliance with return to work and sickness review meetings.
- Staff appraisal compliance for April 2022 continues to decline at 52.7% and is some way off achieving the 85% national target. With pay progression coming into force in October 2022, part of the criteria to be put forward for an increment is staff needing to have an appraisal date entered into ESR within the last 12 months. Communication is being issued to staff over the coming weeks.
- Our reported position at Month 1 2022/23 is a net surplus of £39k, with an anticipated breakeven position at year-end. Our revenue position is being supported by £2.211m of non-recurrent COVID-19 funding. Our capital funding for 2022/23 totals £8.212m with year to date spend at £0.051m. Capital funding is made up of £1.202m discretionary funding and £7.010m strategic funding. The Capital Planning Group have met to review the Statement of Needs provided by the organisation, with proposed use of our Capital Discretionary allocations being submitted to our Board for approval.
- As at 6 May 2022, the 7-day COVID-19 incidence in Wales was 21.9 cases per 100,000, which is a reduction of 10.5 cases per 100,000 compared to the prior 7 days. The 7-day positivity in Wales was 10.3%, 2.3% lower than the prior 7 days. Testing activity is currently ~1300 tests per day across all Public Health Wales laboratories with average in-lab turnaround times at 6 and 2 hours for main and hot lab functions, respectively.
- Screening performance continued to be positive over the latest period with programmes implementing screening in line with current Infection Prevention and Control guidance which includes personal protective equipment (PPE), enhanced cleaning, and at least 1 metre social distancing. Screening will start at the new screening venue in Mountain Ash in June 2022 which will enable improved availability for our Diabetic Eye Screening, Abdominal Aortic Aneurysm Screening and Newborn

Hearing Screening programmes. Additional screening staff are in post and completing training which will support recovery.

- Microbiology testing activity remained positive in Quarter 4 2021/22 with all reported indicators remaining above or within 10% of target levels. Turnaround time compliance for Bacteriology/Virology and the Annual Urgent Sample Turnaround Time fell short of respective targets due to delays in transportation and workload pressures. The Microbiology team will continue to monitor compliance for these areas and further guidance issued to users via the Heath Board e-bulletin on the need for appropriate sample transportation within the hospitals.
- One No Surprises Incident (NS) reported to Welsh Government in April 2022 related to an administrative error made on the survey request letter that was incorrectly addressed. No clinical information was contained in the letter but the incident was reported to the Information Commissioner office in April 2022 due to the number potentially affected although information was not sensitive. A review of the incident was undertaken on 7 April 2022 and identified that the issue was an auto mailer error and time pressure with staff working under pressure with unfamiliar equipment. The learning identified included adequate time and resources needed for work and tasks to be undertaken by staff familiar with equipment and processes.

Further insights from the Performance and Assurance Dashboard can be found on page 2 – Key Performance and Insights Summary.

Performance and Assurance Dashboard (*not publically available*)

<https://phw-tableau.cymru.nhs.uk/t/CorporateAnalyticsPreProduction/views/RecoveryDashboardLandingPage/LandingPage?:linktarget= self&:embed=yes#1>

4. 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.

5. Recommendation

The Board is asked to:

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