

# Joint Executive Team Meeting - Executive Summary

Public Health Wales

1 July 2022



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# Introduction

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The purpose of the Executive Summary is to provide an overview of the key areas of focus for our JET meeting. It is supported by a more detailed year-end Performance and Insights Report (Annex A) and Performance and Assurance Dashboard (Annex B), and a update on Screening Programme recovery (Annex C).

The Executive Summary is structured in line with the agenda and covers the following key areas:

- ❖ Sections 1 and 2 – *Summary of 2021/22 performance (April 2021–March 2022) and lessons learned*
- ❖ Section 3 – *Response to Ministerial priorities*
- ❖ Section 4 – *Plans for 2022/23 and identified risks*

# Overview

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This summary report highlights the progress that we have made in delivering against our approved Operational Plan and in meeting our statutory and performance targets in 2021/22. It outlines how our staff continued to rise to the challenges of maintaining an ongoing system-wide response to COVID-19, while safely reactivating the delivery of key public health services and functions, and leading on how we will address the longer and broader population health impacts of the pandemic through evidence, research and policy advice.

We have continued to maintain an unwavering focus on supporting a wide range of partners including the Welsh Government, NHS Wales organisations and local authorities, whilst seeking to strengthen and embrace the opportunities presented for collaboration, innovation and the use of new technology. This is reflected in the world-leading work we are undertaking in pathogen genomics supported by the establishment of a genomics programme, and our piloting of the adoption of artificial intelligence in our Breast Test Wales screening programme.

Throughout, we have maintained and demonstrated robust governance through the assurance role of our Board and Committees and the leadership of the Executive Team and senior professionals across the organisation.

# ***Sections 1 and 2: 2021/22 Performance and Lessons Learned***

***(see Performance and Insights Report for more detail)***



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# Theme 1. Maintaining a Healthy and Sustainable Workforce

## 2021/22 Review

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Our staff continued to play a critical role in enabling the organisation to respond effectively to the pandemic and support recovery across all parts of the system. Our focus has remained on staff well-being throughout this period:

- ❖ Wellbeing Engagement and Partnership group established to evaluate our well-being provision to support ongoing changes and developments to meet the evolving needs of our staff
- ❖ Developed comprehensive health and well-being support, including Care Circles, Well-being Workshops for Managers and a Reflection and Reconnection Toolkit to support staff returning to substantive roles
- ❖ Continued to monitor and actively manage staff sickness absence, including putting in place additional support, following rises in quarter 2 2021/22. Staff absence trends have returned to expected levels
- ❖ Placed 64th in the UK in the Stonewall Workplace Equality Index and achieved Silver level in the Cultural Competence Certification Scheme - first NHS Wales organisation to achieve this
- ❖ Overall headcount increased from 2,140 to 2,327 (8% increase) and achieved Substantial Assurance upon COVID-19 recruiting activity of 100+ vacancies
- ❖ Statutory and Mandatory compliance remains above national target and actively working to improve staff appraisal with support being provided by the People and Organisational Development team

# Theme 1. Maintaining a Healthy and Sustainable Workforce

## 2021/22 Review

### Lessons Learned

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- ❖ **Staff Engagement** – Extensive engagement with staff through ‘Our Conversation’ and regular pulse surveys
  - Informed our approach to health and well-being support, hybrid and agile working arrangements (Work How it Works Best)
  - Home working and remote telephony enabled staff to stay safe, access support, and complied with working from home restrictions
  - Staff experience during the pandemic likely to shape staff engagement with the organisation. Line managers to play a key role in supporting and enhancing staff experience
- ❖ **Digital Solutions** – Effective use of technology critical to ensure staff remained connected, productive and engaged in a hybrid working environment. Continuously looked to exploit digital solutions, which allow greater accessibility and efficiency
- ❖ **People and OD Re-design** – renewed focus on understanding our customers, enabling our managers and providing insight for leaders on key people metrics to inform planning, decision-making and team management

# Theme 2. Delivering Value and Impact

## 2021/22 Review

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### Overview of our 2021/22 financial position

- ❖ Revenue funding for 2021/22 totalled £260m, with a year-end surplus of £143k
- ❖ Revenue funding included £68m of non-recurrent COVID-19 funding in respect of our National Leadership role in the response to COVID-19
- ❖ Capital funding for 2021/22 totalled £10.165m, with a year-end underspend at £156k
- ❖ Capital funding was made up of £1.724m discretionary funding and £8.441m strategic funding, which was in respect of year 3 of the Laboratory Information Network Cymru (LINC) and replacement BTW equipment and Maldi Tofs. The capital underspend of £156k was due to the NHS Collaborative Schemes, namely LINC and RISP with underspends of £54k and £115k respectively
- ❖ Our Public Sector Payment Policy has once again be achieved for 2021/22 at 96.6%

# Theme 2. Delivering Value and Impact

## 2021/22 Review

### Lessons Learned

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- ❖ **Financial Reviews** – Introduction of formal quarterly financial review in order to formalise and coordinate financial performance across the whole organisation. These reviews will further enhance our existing financial governance arrangements. Reviews will focus on performance against financial plans and managing deviation from plans in line with organisation priorities as well as introducing a number of new financial performance indicators
- ❖ **Performance and Value Focus** – Creation of new Performance and Value Team
- ❖ **Investment areas** – The IMTP process has been used as an opportunity to begin to shift resources within the organisation and invest in priority areas including digital and data, value based approaches to population health
- ❖ **Annual Accounts** – Action plan being developed to reflect learning from the 2021/22 annual accounts process and audit feedback



# Theme 3. Organisational Quality and Access to High Quality Services

## 2021/22 Review

### 1. Health Protection

- ❖ Provision of acute response focused on the prevention and management of COVID-19, other respiratory viruses, control of other infectious disease/environmental hazards and the launch of the biggest ever flu/COVID-19 booster vaccination campaign
- ❖ Provided ongoing expert Infection Prevention and Control advice/guidance to the health and care sectors in Wales
- ❖ Published systematic and robust surveillance information including Childhood vaccination and immunisation, Healthcare Associated Infection and a wide range of outputs in a timely manner
- ❖ Sustained response to other communicable disease/environmental hazards during the COVID-19 pandemic
- ❖ Provision of advice on future Prevention and Control Strategies for COVID response, including the transition to endemic response
- ❖ Development of proposals for COVID surveillance as part of an integrated respiratory surveillance business plan
- ❖ **Lesson Learned - COVID-19 dashboard data breach** – information mistakenly published on a public-facing page that identified initials and addresses of COVID-19 cases linked to care homes. Action plan developed:
  - Measures identified to practically avoid similar situations and review of procedures for publishing, public audit and training
  - Longer-term aim to peer-review publication arrangements, and increased resources coupled with reduced demands

# Theme 3. Organisational Quality and Access to High Quality Services

## 2021/22 Review

### 2. Infection Services

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- ❖ COVID Rapid Molecular in-lab 4hr Turnaround Time was over 95%
- ❖ COVID high-throughput in-lab 12hr TAT was over 80% for the majority of 2021/22
- ❖ Omicron variant testing scaled up and provided at regional basis within less than 7 days
- ❖ Pathogen Genomics Unit continued to cement itself as a world leader and consistently amongst the top nations in the world for absolute number of SARS-CoV-2 genomes sequenced
- ❖ Maintained increased levels of non-COVID testing despite dealing with unprecedented testing levels in the second half of 2021/22
- ❖ Provision of advice to inform the development of the COVID Testing Strategy for Wales, including for transition to endemic response
- ❖ **Lesson Learned - Stock Management** – challenge to secure and store sufficient testing reagents to meet changes in demand and policy, with stock rotation an ongoing challenge. Actions undertaken included:
  - Robust oversight arrangements to help coordinate through the related technical, logistical and legal challenges
  - Identified areas of improvement for data collection, audit logs and revised SOPs for stock management
  - Internal Audit review undertaken identifying 'High Assurance'

# Theme 3: Organisational Quality and Access to High Quality Services

## 2021/22 Review

### 3. Population Screening Programmes

- ❖ National screening programmes continued to provide safe services despite further peaks of the pandemic and challenges with workforce due to sickness levels and self-isolation (see Annex C for further information)
- ❖ Implemented recovery plan for the five paused screening programmes with additional funding provided by WG. Key milestones: Bowel screening recovered by Oct 2021; Cervical screening by Dec 2021; Breast screening and Aneurysm screening activity returned to pre-pandemic levels
- ❖ Key developments: Bowel screening continued to optimise from Oct 2021 and started inviting 58 and 59 year olds; Cervical screening implemented extended screening intervals from Jan-2022; Diabetic Eye implemented novel pathway for optometrist retinal review to support recovery; development of screening hub
- ❖ Close working with Health Board colleagues continued: Antenatal screening leads adapted pathways when workforce challenges in Health Boards; established FIT for symptomatic pathway to support Health Boards access to NICE approved pathway for patients with bowel cancer symptoms to inform appropriate clinical pathway
- ❖ **Lesson Learned** - Cervical Screening extension of screening interval communication for routine HPV negative result landed badly with public. Facilitated after action review to identify learning which has informed planned communication campaign to reassure that screening interval is safe, build understanding of HPV and remind that cervical screening can stop cervical cancer. UK meeting held to share learning with colleagues across UK

# Theme 3: Organisational Quality and Access to High Quality Services

## 2021/22 Review

### 3. Quality, Improvement and Risk Management

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#### Quality and Improvement - Within the Organisation

- ❖ Approach agreed to implement a Quality as an Organisational Strategy and Improvement and Innovation Hub
- ❖ 80% reduction in open incidents across all screening programmes
- ❖ Integrated Governance Model pilot work completed and implementation plan approved
- ❖ Programme Board convened to oversee the implementation of The Health and Social Care (Quality and Engagement) (Wales) Act 2020
- ❖ Once For Wales Concerns Management System
- ❖ Significant engagement with delivery services on quality and clinical audit resulting in improved audit activity

#### Risk Management - Within the Organisation

- ❖ Review of strategic and corporate risks undertaken, reflecting the change of context and focus on recovery (additional information on slide 28)
- ❖ Ongoing implementation of our next phase Risk Management Development Plan
- ❖ Continued management of our updated strategic and corporate risks through mitigation plans

# Theme 3: Organisational Quality and Access to High Quality Services

## 2021/22 Review

### 3. Quality and Improvement

#### Improvement Cymru – System Support

- ❖ Strategy published in Sept 2021 - 'Achieving Quality and Safety Improvement', bringing together all support into one national programme for health and care, 'Safe Care Together'.
- ❖ Award of contract to the Institute for Healthcare Improvement to accelerate IC support to NHS Wales and create traction within the system
- ❖ Duty of Quality – Guidance drafted in partnership with the service for WG to take forward through consultation
- ❖ Real Time Demand Capacity (RTDC) Pilot completed– 3 Sites across NHS Wales
- ❖ Leading for Safety Programme – Launch
- ❖ Quality as an Organisational Strategy piloted within the directorate as an approach for managing quality
- ❖ Completion of 2 of the 3 phases of the 90 Day Cycle on Harm
- ❖ Published [Dementia Pathway of Standards](#), a whole system approach to the delivery of dementia care with a focus on community and team around the individual
- ❖ Procured software services to commence development of Improvement Measurement Platform
- ❖ Developed the operating model and approach for the Improvement & Innovation hub in PHW
- ❖ Completion of the care home programme

# Theme 3: Organisational Quality and Access to High Quality Services

## 2021/22 Review

### 3. Quality and Improvement – Lessons Learned

- ❖ **Information Governance** – we aim to learn from all significant data breaches by using formal action plans to address shortfalls and reduce the likelihood of future occurrence. Over 2022/23 our Executive Team will take a more strategic approach to addressing the findings from historical and current data breach action plans.
- ❖ **Putting Things Right (PTR)** – we will continue to lead on the strategic development and management of Public Health Wales's PTR policy in compliance with statutory legislation. Ongoing improvement will include in depth analysis of PTR data, refreshed PTR training packages and implementation of the Duty of Candour:
- ❖ **Internal Influenza Campaign** – A number of barriers influenced staff uptake, including home working arrangements, vaccine fatigue and challenges with data capture and reporting of vaccine administration by other healthcare providers. Actions have been taken to improve the internal influenza campaign for 2022/23 using feedback from a PHW staff questionnaire. These include:
  - Providing a well publicised mobile road show launching simultaneously across key sites in September 2022
  - Identifying more Health Care Professionals as peer vaccinators and Flu champions
- ❖ **Patient Safety Improvement work** - Focus on creating the conditions for improvement in a post COVID-19 landscape where there are system wide capacity issues.

# Theme 4: Improved Population Health and Well-being

## 2021/22 Review

### Key Deliverables

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- ❖ Provision of an acute response in relation to the prevention and management of COVID-19, launching the biggest ever combined winter flu and COVID-19 booster vaccinations campaign, and addressing the longer and broader population health impacts of the pandemic
- ❖ Extensive multi-sectoral stakeholder engagement to inform the development of the Welsh Health Equity Solutions Platform as a gateway to data, policies, economics and modelling, key resources and solutions for health equity
- ❖ Published a series of reports to support understanding of the impact of Brexit, including the intersecting impacts of COVID-19 and climate change
- ❖ Undertook a population survey on housing warmth and wellbeing to contribute to Welsh Government's Tackling Fuel Poverty strategy (survey finished on 31 March 2022)
- ❖ Carried out a Mental Well-being Impact Assessment on the impact of the COVID-19 pandemic on young people in Wales (due to be published July 2022).
- ❖ Research on unpaid carers has informed WG's strategy to support unpaid carers' mental health and well-being
- ❖ Mapping the potential outcomes of basic income policies and how these may be evaluated



# Theme 4: Improved Population Health and Well-being

## 2021/22 Review

### National Health Improvement Programmes

- ❖ Impact on programme delivery and the scale of the recovery required due to COVID-19 has been significant. As the recovery phase progressed, a return towards more normal working was adopted with successful innovation being incorporated into the routine delivery options
- ❖ Health Promoting Schools programmes have continued to be delivered in an adapted way focusing on supporting the direct and indirect impact of the pandemic, including supporting the implementation of the Whole School Approach to Emotional and Mental Well-being. Established dedicated support to implement the strategic framework for Mental and Emotional Wellbeing and produced an assessment tool and associated guidance to support schools
- ❖ Healthy Working Wales programme captured learning from the pandemic response and held Commendation Event on 15 December to recognise employers' efforts in supporting the health and wellbeing of their staff, clients and the wider community during the pandemic
- ❖ The Strategic Review and Transformation work for the National Exercise Referral Scheme, Welsh Network of Healthy School Schemes and Healthy Working Wales recommenced towards the end of the year and will continue to be taken forward in 2022
- ❖ Leading on development of Green Primary Care Framework and specialist support to the development of the Social Prescribing Framework
- ❖ Implementation of a children and families pilot in three Health Boards to address inequalities in healthy weight; Whole System Approach, All Wales Diabetes Prevention Programme (AWDPP) and strategic support across the Healthy Weight Healthy Wales delivery plan



# Theme 4: Improved Population Health and Well-being

## 2021/22 Review

### Lessons Learned

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- ❖ **Vaccine Research** – worked with Health and Care Research Wales to generate a Once for Wales approach to implementing COVID vaccine studies in Wales. Operated as a front door organisation for large trials requiring multiple sites which are relevant to public health in Wales. Learning included:
  - A known brand fronting a research programme was beneficial for public perception/recruitment into these studies.
  - Resources needed internally to support clinical trials – particularly for research infrastructure and research governance
  - The lessons learnt from a one-Wales approach to COVID-19 vaccine trials are being applied to other large trials in Wales
- ❖ **National Surveys** – proven the utility of engaging the public to help inform policy and decision-making on issues of population health that affect current and future generations. A population panel will be established to provide maximum responsiveness to emerging issues, aligned with the principles of the WFG Act.
- ❖ **Behavioural Science** – demand grew throughout the year for both specialist expertise and system-wide capability building, to apply behavioural insights, theory and techniques. Behavioural Science Unit now established, with programme of work drawing on global learning in the field; networking academia, government and NHS with suite of tools and guidance in production

# ***Section 3 – Response to Ministerial Priorities***



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# Ministerial Priorities (1)

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## COVID-19 response

- ❖ Revised operating model for Health Protection response , in collaboration with response partners and revised approach to managing incidents and outbreaks of COVID-19 in care homes (details on slide 9)
- ❖ Circa 1.7m COVID Tests processed in 2021/22 (including variant and sequencing)
- ❖ Provision of 18 Advice Notes to Welsh Government to inform policy decisions
- ❖ Work on the longer-term and wider impacts of COVID-19, including public engagement surveys, international horizon-scanning, economic consequences modelling, health impact assessments and first Welsh Health Equity Status report

## NHS recovery

- ❖ Implemented recovery plan for five paused Screening Programmes (details on slide 11)
- ❖ Intensive improvement support to health boards, National Programmes and Preventative Approaches to Winter Pressures (publication Summer 2022)
- ❖ Recovery of National Safeguarding Team as an essential service

# Ministerial Priorities (2)

## NHS recovery continued...

- ❖ Learning from the GDS Reform Programme, advice to WG and HBs on safe recovery of NHS dental services focussed on prevention
- ❖ Participation in International Cancer Benchmarking Partnership, creation of new linked near real-time Rapid Cancer Diagnosis Dataset (RCDD) and impact of COVID-19 on cancer incidence and diagnosis
- ❖ Award of contract to IHI to accelerate Improvement Cymru support to NHS Wales

## Population health

- ❖ Implementation of Healthy Weight Programmes including phase 1 of Whole System Approach, Child & Families pilot and publication of reports on obesity prevention in primary care.
- ❖ Reports and publications covering a range of population health topics including: Cost of Inequality in Health, Social Value of Investing in Public health Across The Life Course, Brexit, Insights for policy and evidence on fair work for health, well-being and equity and Childhood adversity
- ❖ Inequity working group with screening and health board public health leads to develop and implement strategy to reduce inequity in screening uptake including inequalities by ethnicity

# Ministerial Priorities (3)

## Social care

- ❖ Completion of the Care Home Programme
- ❖ Connected Communities Strategy and National Framework for Social Prescribing
- ❖ Accelerated Cluster Development programme and Cluster peer review (involving RPBs as equal partners in PCMW/ ACD delivery)

## Mental health and well-being

- ❖ Mental well-being impact assessments of COVID-19 on children and young people, delivery of Welsh Government SLA and implementation of Whole School Approach to Mental & Emotional Well-being Framework
- ❖ Establishment of Real Time Suicide Surveillance and rapid review of possible suicide in under 18's
- ❖ Examined patterns of children and young people presenting in mental health crisis in Wales

## NHS finance and managing within resources

- ❖ Delivered break-even position for 2021/22
- ❖ Economy of Wellbeing project with the WHO, including an economic 'footprint analysis' for NHS Wales
- ❖ Cost of Health Inequality to the NHS in Wales first report and interactive dashboard published

# Ministerial Priorities (4)

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## Supporting the health and care workforce

- ❖ Placed 64th in the UK in the Stonewall Workplace Equality Index, and achieved Silver level in the Cultural Competence Certification Scheme - the first NHS organisation in Wales to do this
- ❖ Launch of Work Where it Works Best following regular Pulse Surveys and establishment of Wellbeing & Engagement Partnership Group
- ❖ Active participants in UK Government Kickstart Campaign and Apprentice Programme
- ❖ Global Citizenship online training launched

## A Healthier Wales

- ❖ Quality as an Organisational Strategy approach approved (details on slide 12)
- ❖ Organisational response to climate emergency, including establishment of Programme Board to provide co-ordination and strategic direction; approved Decarbonisation Action Plan; hosting a COP Cymru event
- ❖ Publication of the design of the All Wales Diabetes Prevention Programme intervention and development of robust outcomes evaluation

# ***Section 4 – Plans for 2022/23 and Identified Risks***



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# Overview: Delivery and Planning

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- ❖ 2022/23 'transition year'. Effective implementation of IMTP (Strategic Themes next slide)
- ❖ A number of key strategic drivers have shaped the development of our IMTP, including:
  - Programme for Government and Ministerial Priorities
  - Our ongoing response to COVID-19 and move towards endemic
  - Broader population harms and emerging areas (e.g. climate change)
  - Need for focus on recovery of key services and support to wider system
  - Developments in approaches and ways of working (e.g. digital and data)
  - Initial work around our long-term strategy review
- ❖ Review of Long Term Strategy for a new Strategy to come into effect from April 2023



Our  
Extant  
Strategy  
and  
Priorities

Working to Achieve a Healthier Future for Wales

Wider  
determinants  
of health

Mental well-  
being and  
resilience

Promoting  
healthy  
behaviours

Healthier  
futures for  
the next  
generations

Protect the  
public from  
infection and  
environmental  
threats

Sustainable  
health and  
care system

Building and  
mobilising  
knowledge  
and skills

Our  
Strategic  
Themes  
for  
2022/23

Enabling better  
population health  
and reducing health  
inequalities  
through preventive  
and sustainable  
measures

Delivering  
excellent  
services for  
population  
screening,  
health  
protection and  
infection

Supporting  
improvements  
in the quality  
and safety of  
health and care  
services

Maximising the  
use of digital,  
data and  
evidence to  
improve  
population  
health

Enabling the successful delivery of our Strategic Plan

Delivering value, improving performance  
and delivery

Developing our organisation to be a great  
place to work

Continuous improving and learning using data to  
drive quality, engagement and collaboration

# Enabling Delivery: Maximising the use of digital, data and evidence to improve health and well-being of the people of Wales

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- ❖ Evidence and analysis will be prioritised to focus on what works communicated with impact to improve health and well-being
- ❖ Inclusion will be embedded into digital, data and evaluation to ensure we reduce inequalities in public health
- ❖ We will be utilising emerging technologies and data science to give public health professionals and the wider system right-time information to deliver services
- ❖ We will be using digital and agile to deliver user-centric services to improve outcomes

# Strategic Risks

There is a risk that Public Health Wales will not be sufficiently focused, agile and responsive in discharging our functions, caused by the unpredictable and changing nature of the current and emerging geopolitical, socio-economic and health threats, resulting in an inability to tackle the population health challenges in a sustainable way.

There is a risk that Public Health Wales will not deliver its plans for delivering high quality, safe and effective services for population screening, health protection and infection caused by uncertainty of the impact of current and future health threats and lack of specialist workforce, resulting in inability to prioritise service delivery and transform models of care.

There is a risk that we will not manage organisational change well, caused by multiple change programmes being implemented simultaneously, but in isolation, and insufficient time to effectively engage an exhausted workforce, resulting in high levels of sickness absence, vacancies, staff turnover and stress.

There is a risk that we are unable to attract and retain the required skills, knowledge and experience caused by skill shortages and increased pressures on staff, which has been exacerbated by the Covid-19 pandemic, resulting in there being insufficient capability and capacity to deliver our plans.

There is a risk that we will fail to exploit data to inform and direct public health action and interventions. This will be caused by data being held in silos, difficulty accessing the data and inability to access to provide the impact on public health. This will result in worse public health outcomes in Wales and increased information governance risk within Public Health Wales

There is a risk that Public Health Wales will suffer a cyber-attack on its IT systems of such magnitude that it will be unable to maintain core business and public facing services. This will be caused by our inability to keep pace with the technological advances of cyber criminals and will result in statutory functions not being met and public safety being seriously compromised

# Delivery Arrangements

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- ❖ Strategic themes align to our Directorates, with supporting enabler input, monitored through agreed mechanisms
- ❖ Monthly IMTP performance reporting to our Executive Team and Board through our Performance and Assurance Report and supporting interactive dashboard
- ❖ Milestone RAG ratings, including exception reporting, and formal Request for Change process established
- ❖ Quarterly feasibility assessments to be undertaken throughout 2022/23, including:
  - Horizon scanning
  - Cross organisation assessment (risks/issues/opportunities/dependencies)
  - Delivery confidence and progress