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Iechyd Cyhoeddus
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Public Health
Wales

Name of Meeting
Board
Date of Meeting
29 September 2022
Agenda item:
4.1a

Performance and Insight 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; 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 (20 September 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
- Achieving value and impact through innovation
- Delivering organisational wide 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 and Public Health Rapid Overview Dashboard.

A summary paper is also provided to outline the mandated requirement for Public Health Wales to report against the new NHS Wales Performance Management Framework released by Welsh Government for 2022/23, including key Ministerial Priority measures, and the plans that are in place to achieve this.

The Appendix also sets out the bi-annual qualitative monitoring returns that Public Health Wales submitted to Welsh Government in September 2022. These cover progress against embedding Foundational Economy principles and the NHS Wales Decarbonisation Action Plan, forming part of our new reporting requirements.

| Recommendation: | | | | |
|---|---|---------------------------------------|-----------------------------------|--|
| APPROVE <input type="checkbox"/> | CONSIDER <input checked="" type="checkbox"/> | RECOMMEND <input type="checkbox"/> | ADOPT <input type="checkbox"/> | ASSURANCE <input checked="" type="checkbox"/> |
| <p>The Board is asked to:</p> <ul style="list-style-type: none"> • Discuss and scrutinise the paper and provide feedback and comments; • Note the proposed approach to fulfil our mandated reporting requirement for the remainder of 2022/23 to ensure compliance with the NHS Wales Performance Management Framework. | | | | |

| | |
|--|--|
| <p>Link to Public Health Wales Strategic Plan</p> <p>Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.</p> <p>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.</p> <p>This report contributes to the following:</p> | |
| 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
- Achieving value and impact through innovation
- Delivering organisational wide 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 reporting of the four key themes will see us align to the Welsh Government's *A Healthier Wales* quadruple aims and key measures set out in the 2022/23 NHS Wales Performance Framework.


The report is designed to be read in conjunction with the [Performance and Assurance Dashboard](#) (PAD) and the [Public Health Rapid Overview Dashboard](#). The themes are demonstrated throughout this month's report and are also reflected in the PAD.

A summary paper is also provided to outline the mandated requirement for Public Health Wales to report against the new NHS Wales Performance Management Framework released by Welsh Government for 2022/23, including key Ministerial Priority measures, and the plans that are in place to achieve this.

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 recovery, delivery of public health services and functions, and our role in improving population health and well-being.

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

The September 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.

In addition, during the June 2022 Board development session we identified the need to bring forward the latest data from the [Public Health Rapid Overview Dashboard](#). We are working to incrementally bring this in. This month the focus is on the cost-of-living crisis.

3. Description/Assessment

Key points to consider in this month's Performance and Insight Report are:

- Good progress continues to be reported in the delivery of our Strategic Plan milestones at month 5. 73% (275) of milestones are reported on track, and 23% (87) complete. 3% (10) of milestones have the potential to fall behind schedule and 1% (5) are rated red and behind schedule. A total of seven milestones were completed in month 5.
- Sickness absence decreased in August 2022 to 3.99% from the 5.82% recorded in the previous month. Short term sickness accounts for 61% of absence with short term sickness accounting for 39% of staff absences. The People & OD Advisory Team are continuing to run training sessions on the application of the Managing Attendance at Work Policy with 475 line managers having undertaken the training to date.
- A steady reduction in the number of COVID-19-related absences was evident throughout August 2022. Discussions are underway with Digital Health and Care Wales (DHCW) to refresh staff data for the Welsh Immunisation System which will allow us to re-start the reporting of Staff Vaccine uptake for COVID-19 Boosters and Influenza.
- Our cumulative reported position at month 5 2022/23 is a net surplus of £122k, with an anticipated breakeven position at year-end. Our revenue position is being supported by £8.251m of non-recurrent COVID-19 funding. Our capital funding for 2022/23 totals £6.540m with year to date spend at £1.060m. Capital funding is made up of £1.158m discretionary funding and £5.432m strategic funding. Performance for our year to date Public Sector Payment Policy is above the statutory target at 96.3% (96.5% in month 5).
- COVID-19 testing activity is currently ~1000 tests per day across all laboratories with average in-lab turnaround times above target. The COVID-19 Transition Plan is being finalised for sign off by the COVID Management Team in September 2022. It describes Public Health Wales' proposed response to COVID-19 during an endemic phase. The decision on the integrated respiratory illness surveillance business case proposal is to be confirmed by Welsh Government. Early indications suggest funding for COVID testing and genomics, with a small fund available for development.
- Our screening services continue to be delivered in line with recovery plans. Service user appointments were rearranged due to the bank holiday being held for Queen Elizabeth's funeral on 19 September. The Cervical Screening Information System is

progressing well and will be a major achievement with the launch due to take place on 20 September 2022.

- Routine childhood vaccinations in quarter 1 2022/23 showed that for children aged one, uptake of the “6 in 1” vaccination remained below the 95% target at 94%. In children reaching five years of age this quarter, coverage of two doses of MMR was 90.7%, down 0.1% from the previous quarter.
- At 7 September 2022, a total of 148 incidents were reported as open for more than 30 days in the Datix incident management system with the highest being reported in Cervical Screening. This is a deteriorating position and actions are being taken forward to support Divisions to manage their incidents promptly.
- One Nationally Reportable Incident was reported to the NHS Delivery Unit in August 2022 in relation to a Bowel Screening participant being placed on the incorrect surveillance pathway in 2020. One No Surprises Incident was also reported during the same period, relating to a Cervical Screening Wales failsafe review.
- Public Health Wales has recognised the importance of ensuring we take a public health approach to the cost of living and are currently developing an integrated approach, overseen by a cross-Directorate Cost of Living Crisis Co-ordination Group. Our focus going forward is identifying our priority actions to mitigate further widening of health inequity.

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>

Public Health Rapid Overview Dashboard (*not publically available*)

[Public Health Rapid Overview Dashboard](#)

4. NHS Wales Performance Management Framework 2022/23 – Implications for Performance Reporting

Public Health Wales plays a key role in both the delivery of key services and in its national leadership role in supporting our wider NHS Wales partners. Reporting of key performance measures forms an important part of Public Health Wales’ formal accountability arrangements with Welsh Government, alongside other reporting requirements such as the bi-annual Joint Executive Team meeting.

Welsh Government has recently published the NHS Wales Performance Framework for 2022/23, following approval by the Minister for Health and Social Services. The framework sets out mandated reporting requirements for NHS Wales organisations for 2022/23, including the need to report progress against key Ministerial Priority measures that form part of the phased roll out by Welsh Government.

A detailed review of the NHS Wales Performance Framework has been undertaken to ensure that Public Health Wales remains compliant and meets key accountability requirements to the Welsh Government. This included identifying measures applicable to Public Health Wales, including key corporate level data, service delivery performance, and measures related to our role in supporting the wider NHS system.

The accompanying paper provides a summary overview of our requirements including implications for achieving our reporting obligations for 2022/23.

Implications for Public Health Wales' performance reporting include:

- Emphasis remains on Our Healthier Wales' Quadruple Aims; Public Health Wales' performance themes continue to align with Welsh Government expectations.
- A significant number of measures to be reported by Public Health Wales have been highlighted as key Ministerial Priority areas.
- Reporting requirements include existing and new measures in the form of quantitative data and bi-annual qualitative returns to Welsh Government.
- A small number of operational and 'retired' measures remain key areas for reporting internally to support Board assurance (e.g. complaints).

The Appendix outlines a summary of key performance measures aligned to the quadruple aim themes, highlighting new, existing and 'retired' performance measures, and the plans currently in place to deliver against our expectations. It also details the bi-annual qualitative monitoring returns that Public Health Wales submitted to Welsh Government in September 2022. These include progress against Embedding Foundational Economy Principles and the NHS Wales Decarbonisation Action Plan.

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 Public Health Wales Board is asked to:

- **Discuss** and scrutinise the paper and provide feedback and comments;
- **Note** the proposed approach to fulfil our mandated reporting requirement for the remainder of 2022/23 to ensure compliance with the NHS Wales Performance Management Framework.