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Iechyd Cyhoeddus
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Public Health
Wales

Name of Meeting
Board

Date of Meeting
25 May 2023

Agenda item:
3.2

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

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.

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:

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

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| 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 2023/24 NHS Wales Performance Framework is due to be issued by Welsh Government in June/July 2023. An appraisal will be undertaken by the Performance and Value Team to ensure compliance with the key reporting measures that are applicable to Public Health Wales.

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.

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 continued to strengthen our performance management 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. This work will continue in 2023/24 to provide assurance and support effective decision making.

The April 2023 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.

3. Description/Assessment

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

- April 2023 saw the beginning of the reporting cycle for our Strategic Plan 2023/26 that was approved by our Board on 30 March 2023. During Month 1, 332 milestones were reported with 95% (315) identified as being on track or completed. Eleven requests for change were received in Month 1. Of these, there were seven requests to close milestones (five legacy milestones with two included in error), two requests to suspend milestones with another two requests for a change to the delivery date.
- Sickness absence decreased from 3.89% to 3.34% over the latest reporting period, with the rolling 12-month figure at 4.44%. Short term sickness absence accounted for 67% of absences in April 2023, down from 75% in March. The People & OD Advisory team continue to monitor indicators of good absence management and, linking in with the People & OD Partners, identify specific interventions or initiatives to reduce staff sickness or improve staff well-being.
- Appraisal compliance was reported at 70% in April 2023 and remained unchanged from the previous month, following a slight increase in February 2023. Whilst compliance remains below the 85% Welsh Government target, there are early indications that the re-introduction of Pay Progression will have a positive impact.
- The Welsh Language Commissioner has notified us of an investigation into breaches of the Welsh Language Standards across a number of our websites. A response to the Commissioner has been prepared and we are developing a plan to address concerns and a plan to mitigate against any future issues.
- Our cumulative reported position at Month 1 2023/24 is a net surplus of £50k, with an anticipated breakeven position at year-end. Due to Welsh Government reporting timelines, the PAD will be subsequently be updated from Month 12 2022/23 to Month 1 2023/24 data imminently. Please see the accompanying detailed finance report for further information on our financial performance at Month 1.
- Our capital funding for 2022/23 is made up of £1.391m discretionary funding and £0.576m strategic funding. £0.158m of discretionary capital funding has been transferred into strategic capital in Month 1 leaving discretionary capital funding of £1.233m for 2023/24 and total capital funding of £1.809m. The capital forecast is to achieve a break-even capital position.
- Performance on our Public Sector Payment Policy (PSPP) will be reported from Month 2 onwards in line with the Welsh Government reporting requirements. It is anticipated that PSPP compliance will continue to exceed the 95% target for 2023/24.
- COVID-19 and influenza incidents levels remain relatively stable with no significant COVID-19 incidents or outbreaks reported this month. Testing

numbers remain relatively consistent and driven by symptomatic requirements. New guidance from April 2023 have resulted in (expected) reduction to PCR testing rates.

- Screening recovery plans continue to be progressed and active mitigation undertaken to maintain service provision. Diabetic Eye Screening remains the most challenging programme to recover the backlog. Coverage remains significantly below standard, and the programme is taking forward its transformation workplan. The timeliness of the results letters within 3 weeks of screen has seen a sharp decline over the last two months and is being actively worked to resolve. This is due to limitations with staffing following absences, staff retraining after leave and vacancies that are being recruited to.
- All Microbiology indicators remained above or within 10% of respective target levels in quarter 4, with the exception of the Annual urgent sample turnaround time at 84% compliance against a target of 95%. This was due to delays in the transport of 21 of 64 urgent samples to the testing laboratory in Singleton hospital from various off-site locations within Swansea Bay UHB. Feedback of the audit has been provided to users and clinical engagement with Health Board departments regarding the importance of timely transport for urgent specimens.
- One Nationally Reportable Incident was reported in April 2023 relating to the identification of participants potentially not receiving a Bowel Screening FIT test. An incident management team has been convened and an initial meeting held on 4 April which identified 643 participants were potentially affected. A second meeting was held on 24 April to allow time for the pathway team to check the overall cohort to confirm if they had missed their final screening offered and categorise the cohort into actions required to resolve.
- Five formal complaints were received in April 2023. All five complaints have been acknowledged within the 5 working day timescale and are all now under investigation.
- One Duty of Candour incident has been reported in the Screening Division, and is currently under investigation. The first Duty of Candour Decision meeting took place on 4 April 2023 where it was agreed that Duty of Candour applied, and the Duty of Candour process is now being progressed.

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

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|--------------|---|---------------|--|
| Hirdymor |  | Long Term | 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. |
| Atal |  | Prevention | 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. |
| Integreiddio |  | Integration | 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. |
| Cydweithio |  | Collaboration | 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. |
| Cynnwys |  | Involvement | 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 Public Health Wales Board is asked to:

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