GIG CYMRU NHS WALES | Iechyd Cyhoeddus Cymru
Public Health Wales

Our Strategic Plan
2022-2025

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Executive Summary

Over the last two years, Public Health Wales has mounted an unprecedented response to the Coronavirus pandemic. This has been part of a system-wide effort to respond effectively to the challenges we have faced as the pandemic has evolved. Throughout this, we have prioritised the need to deliver an effective health protection and microbiology response, while utilising our expertise in relation to behavioural insights and change, evidence and research, prevention, and national/international horizon scanning. In addition, we have continued to deliver our maternal and neonatal screening programmes throughout the pandemic, including Newborn Hearing, Newborn Bloodspot and Antenatal screening.

We have also recognised, from an early stage, the impact of the broader and longer-term implications for the people of Wales. The evidence shows us that the pandemic has exacerbated existing health inequalities and disproportionately negatively impacted upon our most deprived communities. We also know that the impact on the wider health and social care system has been dramatic and will require an equally effective response to address this over the coming years.

This Strategic Plan for 2022/23 is our response to these challenges and it aims to support Wales as we gradually move from pandemic to endemic, as set out in the recently published Welsh Government strategy, 'Together for a Safer Future'. As the National Public Health Institute for Wales, we provide data and science-based leadership, expertise, coordination, advice and delivery of key public health services. We must consider our role in the key public health elements of Together for a Safer Future, particularly around our key system-leadership, policy advice, evidence provision and service delivery attributes, in order to support its successful implementation. This will include the key elements of communicable disease control, as we move from a pandemic response to an endemic state, particularly around surveillance, diagnostics, prevention and control. In addition, it will shape our work around tackling the burden of disease and the broader population harms, including socio-economic harms.

We recognise the way to successfully deliver our Plan and address the public health challenges is through strong partnership working with key sectors including local government, third sector the NHS and through regional boards. This will be essential as we collectively work to address issues related to health inequalities.

While the challenges that we face in the coming years are stark, including from issues such as climate change, we have seen the power and impact when we mobilise the collective efforts towards a system response. Within the strategic context set by 'A Healthier Future', and the specific Ministerial Priorities, we have set out the tangible and measurable actions that we will undertake through the delivery of a small number of strategic themes for 2022/23.

This is guided by our existing Long Term Strategy, 'Working to Achieve a Healthier Future for Wales', and seven strategic priorities, which is set out in the diagram below:
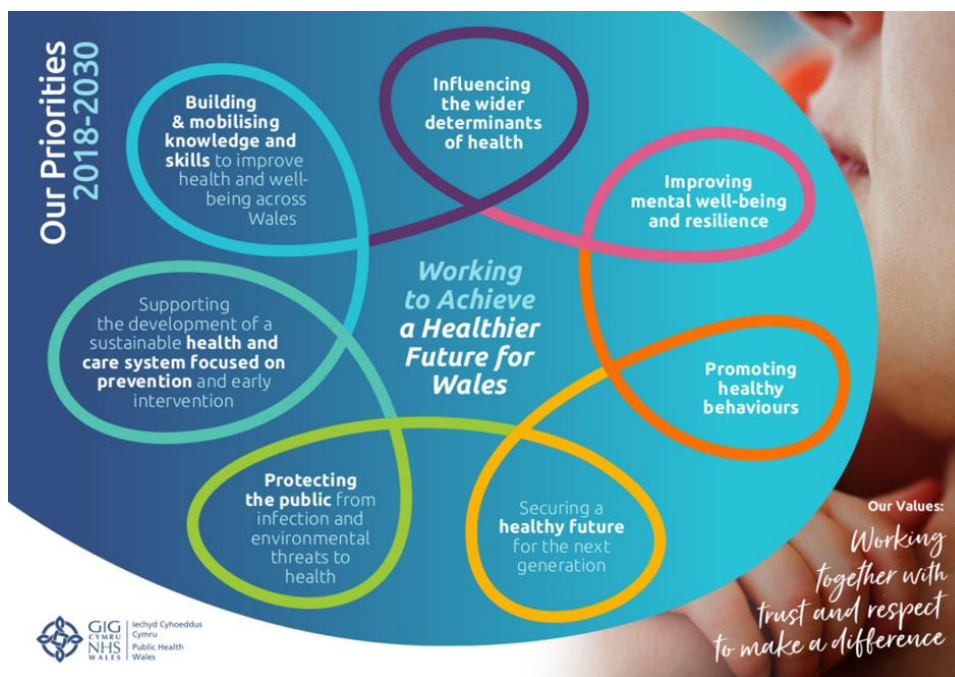
The Covid-19 pandemic has had significant adverse effects – both direct and indirect – on population health and well-being. We must therefore focus on enabling better population health and reducing health inequalities through preventative and sustainable measures. We will do this through influencing the **wider determinants** of health, improving **mental well-being and resilience**, promoting **healthy behaviours,** and securing a healthy future for the **next generation**. In addition, the last two years have demonstrated the need to prioritise additional population health actions, including to mitigate the effects of **climate change**, inform sustainable investment as we move towards an **economy of well-being**, strengthen Wales' **role as an influencer nation,** and support **primary care** transformation and embed prevention.

A key priority will remain protecting the public from infection and environmental threats. In 2022/23, we will do this by focusing on the **delivery of excellent services for population health screening programmes, health protection and infection**. Key aspects of this work will include further developing our **diagnostic and treatment capabilities**, including pathogen genomics, providing **system-leadership** on a range of areas, such as healthcare associated infections, anti-microbial resistance and vaccine preventable diseases, and managing and minimising the risks from **environmental hazards**. In addition, the key focus of our **screening programmes** will be the ongoing delivery of our reactivation plans, addressing the backlogs accrued as a result of the pausing of a number of the programmes, working closely with health boards to address challenges in access to the commissioned elements of the screening pathways and the work to address inequalities in uptake.

We will continue to support the wider system, in light of the challenges faced as a result of the Covid-19 pandemic and the ongoing focus on quality in Wales, particularly through the work of Improvement Cymru. This is intended to **support improvements in the quality and safety of health and care services in Wales**. We will focus on supporting the **transformation of national safety outcomes**, help to strengthen the wider system's **improvement capability**, actively

contribute to the **UK and international improvement community,** and **deliver impactful improvements**.

We will undertake a range of activities, reflected across the actions set out within this Plan, to help build and mobilise knowledge and skills to improve health and well-being across Wales. Within our Plan, we set out the particular actions we will undertake during 2022/23, focused on **maximising the use of digital, data and evidence** to improve public health. This will include **prioritising our evidence and analysis** on what works – and communicating it with impact, **embedding inclusion** into our digital, data and evaluation, and **utilising emerging technologies and data science**.

To support the delivery of our Plan, we will undertake enabling activity around three key themes, focused on delivering **value**, **improving performance** and **delivery**, developing our organisation to be a **great place to work,** and creating the conditions to be an organisation that is **continuously improving and learning**.

The Plan will act as a transitional plan for Public Health Wales as Wales begins to gradually transition from pandemic to endemic. This includes setting out our role in supporting the delivery of Welsh Government's Together for a Safer Wales plan and drawing on our learning from Covid-19 and an assessment of the population health challenges facing Wales.

During 2022/23, we will also undertake a review of our existing Long Term Strategy, which will come into effect from April 2023. This will allow us to formally assess our existing strategic priorities, including engaging with our key partners and stakeholders, to ensure that our future focus and action is having the biggest impact and delivering maximum value for the people of Wales.

At the time of writing this Plan, there are significant atrocities happening in Ukraine as a result of a Russian invasion that are having, and will continue to have, widespread public health implications within Ukraine and across Europe. The full extent to which we will become directly and indirectly involved in supporting Ukraine, its neighbouring countries, displaced populations and the domestic public health implications of such a significant insult, is yet to be determined and will be part of the ongoing review of the Plan.

Introduction

1. Introduction

1.1. Overview

The purpose of this Strategic Plan (Integrated Medium Term Plan) is to set out the key actions that Public Health Wales will deliver in 2022/23 against a small number of strategic themes. In delivering our strategic themes, we will provide system leadership to support others where appropriate, work collaboratively to mobilise the collective efforts of partners, and aim to influence policy and legislation to achieve measurable improvements to population health.

In developing the Plan, we recognise that we are operating in a highly volatile and changing environment, which may require us to respond dynamically to changing or evolving challenges/opportunities. Therefore, the delivery of our Plan will need to be subject to regular review and we will establish robust arrangements to manage delivery and make decisions over potential in-year changes to this plan.

1.2. Strategic context

Several strategic and policy drivers have shaped the development of our Plan, including key legislation, the Programme for Government and delivering against the Ministerial Priorities. The Well-being of Future Generations Act (Wales) 2015 and Socio-economic Duty, have informed and guided decisions that we have made around the strategic themes for 2022/23 and actions set out within this Plan. We have used these to ensure that we balance our focus on long-term prevention, non-communicable diseases and the broader population health harms and delivering better outcomes for the population of Wales, with continuing to effectively respond to the immediate challenges of Covid-19 through the year and supporting local authorities and the health and social care system. This includes the ongoing demands of the Covid-19 pandemic, the reactivation of services and recovery.

1.3. Health inequalities

Covid-19 has disproportionately impacted our most deprived communities and exacerbated existing health inequalities. This has not only affected individuals but also wider communities across Wales, with those in poor health or living in poverty most adversely impacted. The gap in life expectancy between the most and least deprived parts of Wales increased in the years leading up to the Covid-19 pandemic, particularly for women, and stark inequalities in Covid-19 outcomes, including death rate, illustrate the impact of pre-existing health inequalities further.

These inequalities risk being further exacerbated through current geopolitical, socio-economic and health threats. This is likely to result in a cost of living crisis, forcing more people into poverty as a result of rising energy and food prices. This exposes existing issues related to housing, transport and occupation within our most deprived communities. Rising inflation is likely to result in a significant reduction in living standards, and lead to fuel stress, due to the cost of heating homes, and increased cost of food.

The challenges facing us are stark. Understanding our role in mitigating these risks has shaped and informed the development of our plan, particularly our strategic theme focused

on enabling better population health and reducing health inequalities. Key actions are also embedded within each of our strategic themes, including how we address inequalities in the uptake of our key public health services (e.g. screening), and how we work with a range of our partners to address these issues.

1.4 A Healthier Wales and Ministerial Priorities

Our Plan also reflects the ambitions set out in A Healthier Wales (2018) and seeks to support the development of a whole system approach, which is focussed on health and well-being and preventing illness. Our Plan has also been developed to take full account of the priorities, and recently published outcomes, set for NHS Wales by the Minister for Health and Social Services, including:

- A Healthier Wales - as the overarching policy context

- Population health

- Covid-19 response

- NHS recovery

- Mental health and emotional well-being

- Supporting the health and care workforce

- NHS finance and managing within resources

- Working alongside social care

These are embedded throughout the document but a detailed breakdown of how we have reflected A Healthier Wales, and other Ministerial Priorities, in each of our strategic themes, can be found in Annex A. It also sets out our contribution to the delivery of the supporting phase 1 measures.

The National Clinical Framework (NCF) will be fundamental in supporting NHS planning and the delivery of clinical services. Working with partners, we will support the work to adapt and strengthen clinical pathways, delivery models and national population-based programmes, providing key public health data both nationally and locally as appropriate. We will also continue to support Regional Partnership Boards (RPBs) and Public Service Boards (PSBs) through the provision of evidence-based public health interventions, research, data and statistics, which have informed local and regional health and well-being plans. As we build upon these approaches, we will continue to support the wider system in the implementation of the framework.

1.4 Healthcare Public Health

Healthcare public health is one of the core elements of specialist public health practice focused on maximising the population benefits of healthcare and reducing health inequalities. Embedded within our Plan are a number of key actions that we will deliver through this Plan through a healthcare public health perspective, which are focused around improving population health. This includes work to support the wider system around:

- transforming and embedding prevention in primary care to build a sustainable health and care system

- utilising emerging technologies and data science to give public health professionals and the wider system right-time information to deliver services

- supporting improvements in the quality and safety of health and care services

However, we recognise that in light of the challenges faced by NHS Wales over the last two years and the anticipated pressures on the wider system during the years to come that we need to consider the future system approach and model for healthcare public health. During 2022/23, we therefore propose to undertake, in partnership with key stakeholders, a system-wide review of healthcare public health requirements and delivery. This aims to better understand key gaps in current provision and respective roles and responsibilities at both a local and national level. It is proposed that we undertake this work as part of the phase two development of our Memorandum of Understanding with Health Boards.

1.5. Burden of disease

To inform our strategic planning, we have utilised the *Health and its Determinants in Wales Report*[1] and updated information on the current burden of disease in Wales. It shows us that Wales is a country with an ageing population and low fertility rate. Our 'dependency ratio' will therefore worsen in the future, with the working age population shrinking as the number of those needing care increases.

As a nation, there are numerous stark and persistent health inequalities which disproportionately affect people living in areas of multiple deprivation. For example, smoking and obesity rates amongst people living in the most deprived areas, according to the Wales Index of Multiple Deprivation, are much higher than in those living in the least deprived areas. Health is no longer improving at the same rate it was before, as life expectancy and healthy life expectancy have plateaued over the last 10 years, with the estimated 2020 figure substantially lower due to the Covid-19 pandemic. In Wales, according to the National Survey for Wales around a third of people follow less than three out of the five 'Healthy Behaviours'.

The Covid-19 pandemic has exposed and exacerbated existing inequalities and the Covid-19 death rate illustrates this. The inequalities in outcome are driven by pre-existing health inequalities and through higher exposure to risk due to housing, transport and occupation. During the pandemic, more people have reported low levels of life satisfaction and the number of adults reporting to be sometimes lonely has increased considerably.

We also know the pandemic has caused major disruption across the health and social care system which has resulted in delays in treatment. The potential burden of disease due to the delays in treatment remains to be seen but should be closely monitored. Unemployment has fallen from the highs of late 2020 and early 2021, but with reductions in economic activity, the rate remains higher than pre-pandemic levels. Although employment rates have recovered well after the initial waves of pandemic, the quality of employment may not be the same as

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[1] Health and its determinants in Wales (2018) - Public Health Wales (nhs.wales)

before, given the continuing financial distress evident in the number of people claiming Universal Credit and Job Seekers' allowance.

1.6. Together for a Safer Future: Wales' long term COVID-19 transition from pandemic to endemic

Welsh Government published Together for a Safer Future: Wales' long term COVID-19 transition from pandemic to endemic in March 2022. The plan sets out how Wales will gradually move from a pandemic to endemic position and the action that we need to take across the system to support this change. Our contribution is described within the strategic themes of this Plan.

It will focus around, and be underpinned by, a number of elements, including:

- Diagnostics and treatment
- Surveillance and evidence
- Control and prevention
- Economic analysis and modelling
- Social return on investments
- Behavioural insights and change

1.7. Partnership working and engagement

Improved population health outcomes and tackling inequalities can only be achieved through working in partnership with others. We will strengthen effective cross-organisational arrangements that manage multiple lines of accountability to produce genuine collaborative working. Thus, generating meaningful yet realistic targets for change, demonstrating accomplishments and improvements, and building resilience within communities.

Partnerships are challenging and require long-term commitment and effective engagement. Engagement describes the myriad of ways in which Public Health Wales shares with and learns from stakeholders and the public. Engagement in its most mature form should be considered a two-way process, including involvement and listening, with the goal of generating mutual benefit. Effective engagement should demonstrate a clear impact or influence on the relevant services, programmes and functions, to deliver benefits and achieve outcomes. We will be more purposeful in engaging with key stakeholders, which includes the public, and will strengthen existing relationships while establishing new key partnerships. This will be underpinned by improved arrangements to effectively manage these relationships.

1.8. Climate Change

We recognise climate change as one of the most significant challenges facing Wales, endangering physical health, mental health and well-being. Our current response, as set out within this plan, can be categorised in three key areas:

- advocacy of climate change as a public health issue,
- responding to the environmental hazards that climate change brings and,

- working to become an environmentally sustainable organisation.

Our commitment to tackling climate change is seen throughout our Strategic Plan and over the next year, as we undertake our strategy review, we will work on a more cohesive approach from across all areas of the organisation to work together on this key issue.

1.9. Sustainability

As an organisation, our commitment to environmental sustainability is reflected in this plan and our Long Term Strategy. Following the declaration of a Climate Emergency by Welsh Government in 2019, Public Health Wales has been working to reduce our carbon footprint year on year and following the launch of the NHS Wales Decarbonisation Strategic Delivery Plan, and commits to working towards achieving a carbon net zero position by 2030.

As part of our recovery from the pandemic, we recognise that more can be done to embed sustainability at the heart of our culture and the adoption of new ways of working will support this. We will continue to use the Well-being of Future Generations (Wales) Act 2015 and Environment (Wales) Act 2016 as drivers, ensuring that the climate and biodiversity are considered as part of everyday decision making and by reducing our carbon footprint and environmental impact will also make a significant contribution to achieving a resilient, healthier, and globally responsible Wales.

As set out in the NHS Wales Decarbonisation Strategic Delivery Plan, Public Health Wales has developed an implementation plan that will demonstrate how the organisation will contribute to the 46 initiatives. This implementation plan will underpin our Plan and set out, in more detail, how we will deliver tangible action within this area.

We have already begun to undertake significant work across the organisation to reduce our carbon footprint and this will continue through the life of this Plan. We signed the Cardiff Public Service Board Healthy Travel Charter in April 2019. This commits the organisation, and 14 other Cardiff based public sector organisations, to both reduce unnecessary travel and promoting healthy travel. Through future ways of working, we will be emphasising the use of sustainable transport and supporting staff to work flexibly, taking advantage of new and improved technology to support making these sustainable travel choices more appealing. This will support the Welsh Government's commitment to have 30% of public workforce working remotely and reducing the carbon emissions arising from commuting to offices.

We will also work towards the internationally recognised BS EN ISO 14001:2015 during 2022/23 which will help us build confidence and trust with stakeholders that we are compliant with our legal obligations, drive sustainable development through the adoption of environmentally sound processes and contribute to our corporate social responsibility agenda.

The Health and Sustainability Hub has developed various e-guides and resources to support staff embedding sustainable behaviour to help reduce their emissions in work and at home, including the 'Be the Change - Sustainable Home and Agile Working' e-guide and the 'Well-being Goals Challenge'. We have also developed the 'SIFT Healthy Environment Workshop' to enable teams and individuals to identify their environmental impacts and plan to reduce them.

We have established Green Advocates, an internal sustainable development network for staff to enable discussion, learning and action at an individual level.

1.9. Foundational economy

The foundational economy is the part of our economy that creates and distributes goods and service that we rely on for everyday life. There is a significant opportunity for the NHS to become an 'anchor institution' and positively influence the social, economic and environmental conditions in an area to support healthy and prosperous people and communities. Understanding our role in relation to this, as both the National Public Health Institute for Wales and an organisation in our own right, has been a key driver in the development of this Plan.

Through the delivery of this Plan, we will undertake work in support of the wider system, particularly through informing sustainable investment in population health and prevention, and by embedding the foundation economy principles within our approach to value and innovation. In addition, during 2022/23 we will seek to embed the foundational economy principles in our strategic decision making processes to ensure that they are considered when making decisions and changes to our services.

We will build on this further during 2022/23 by embedding it within the review of our long-term strategy so we are able to further understand our role in relation to the foundation economy. This will be a key underpinning enabler to the delivery of our revised strategy and priorities and we will seek to embed it within our governance arrangements, along with how we will work with, and for, communities, stakeholders and the public.

1.10. Long Term Strategy review

Our existing Long Term Strategy, '*Working to Achieve a Healthier Future for Wales'*, was launched in 2018 and was informed by engagement with a range of stakeholders and partners. It resulted in us agreeing seven strategic priorities. As a result of the significant challenges that Wales has faced over the last two years, we have decided that during the first year of this Plan we will review our Long Term Strategy with the intention of developing a new Long Term Strategy for implementation from April 2023. This will see us develop a small number of new strategic priorities, which will also act as our well-being objectives. It will ensure that our Strategy is fit for purpose to meet future public health challenges and opportunities that Wales will face as we move from pandemic to endemic.

Alongside our Strategy refresh, we will also complete the work to develop and agree a Public Health Wales Outcomes Framework. Aligned to the proposed whole system values set out in A Healthier Wales, this will ensure we measure the health and well-being outcomes which matter to people and use that information to support improvement and better collaborative decision making. This is even more important now than it has ever been as we support the public, Welsh Government and our partners in navigating through the breadth of challenges across Wales. These will guide and inform our future activity and allow us to assess progress in the delivery of our strategy.
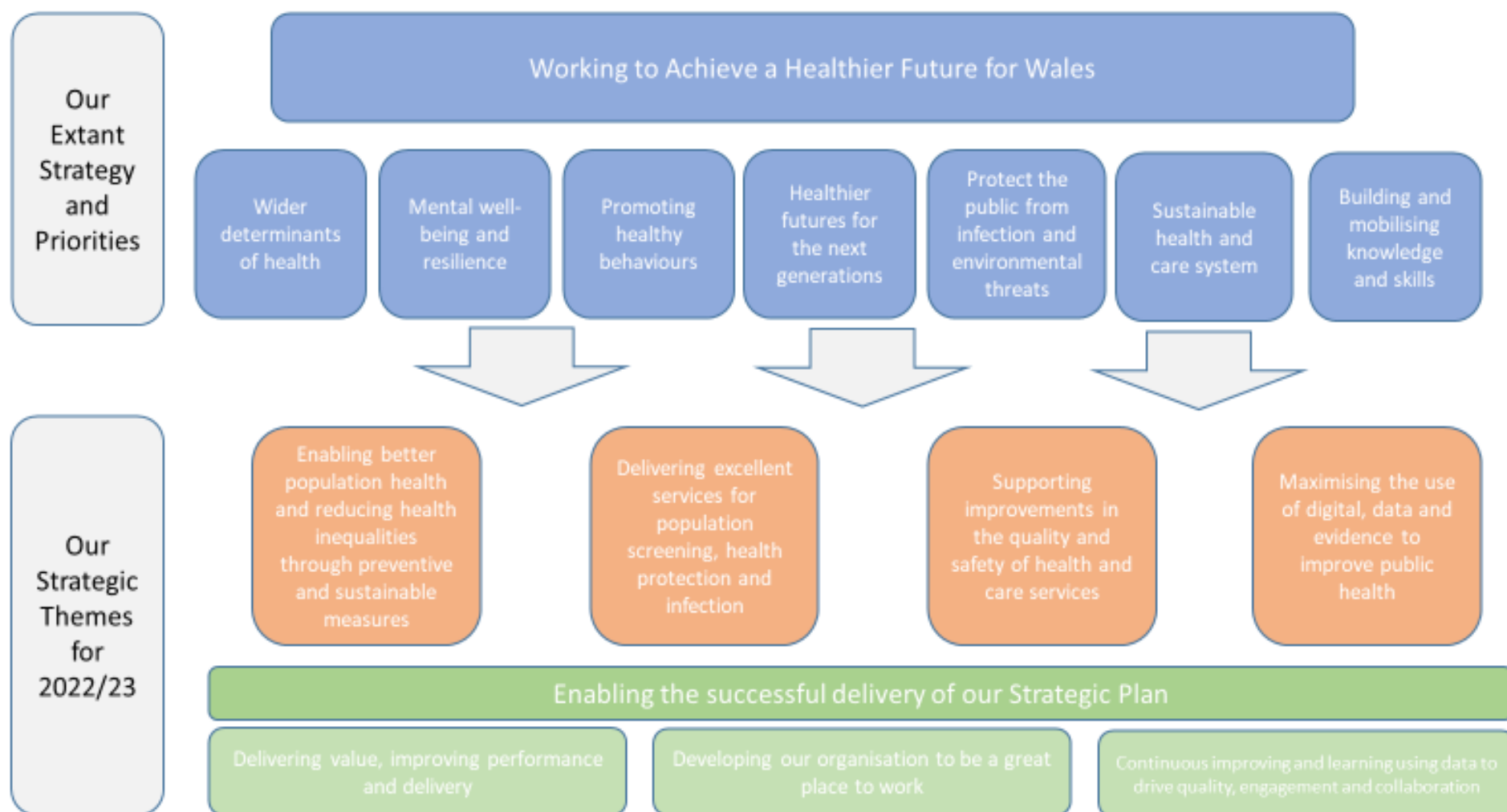
1.11. Structure of our Strategic Plan

A number of key drivers have informed the specific focus of our Strategic Plan for 2022/23, including our ongoing response to Covid-19, tackling the burden of disease, the broader population harms, our need to focus on the recovery and transformation of our key public health services/functions and developments in our approaches and ways of working, particuarly around digitial transformation and data science. These drivers have informed the identification of a small number of strategic themes that we will focus on during 2022/23 in delivering the current strategic priorities.

These are:

Enabling better population health and reducing health inequalities through preventative and sustainable measures.
Delivering excellent services for population screening programmes, 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 public health.
Enabling the successful delivery of our Plan.

Below is our Plan on a page that provides a visual summary of our existing strategic priorities and strategic themes for 2022/23.

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
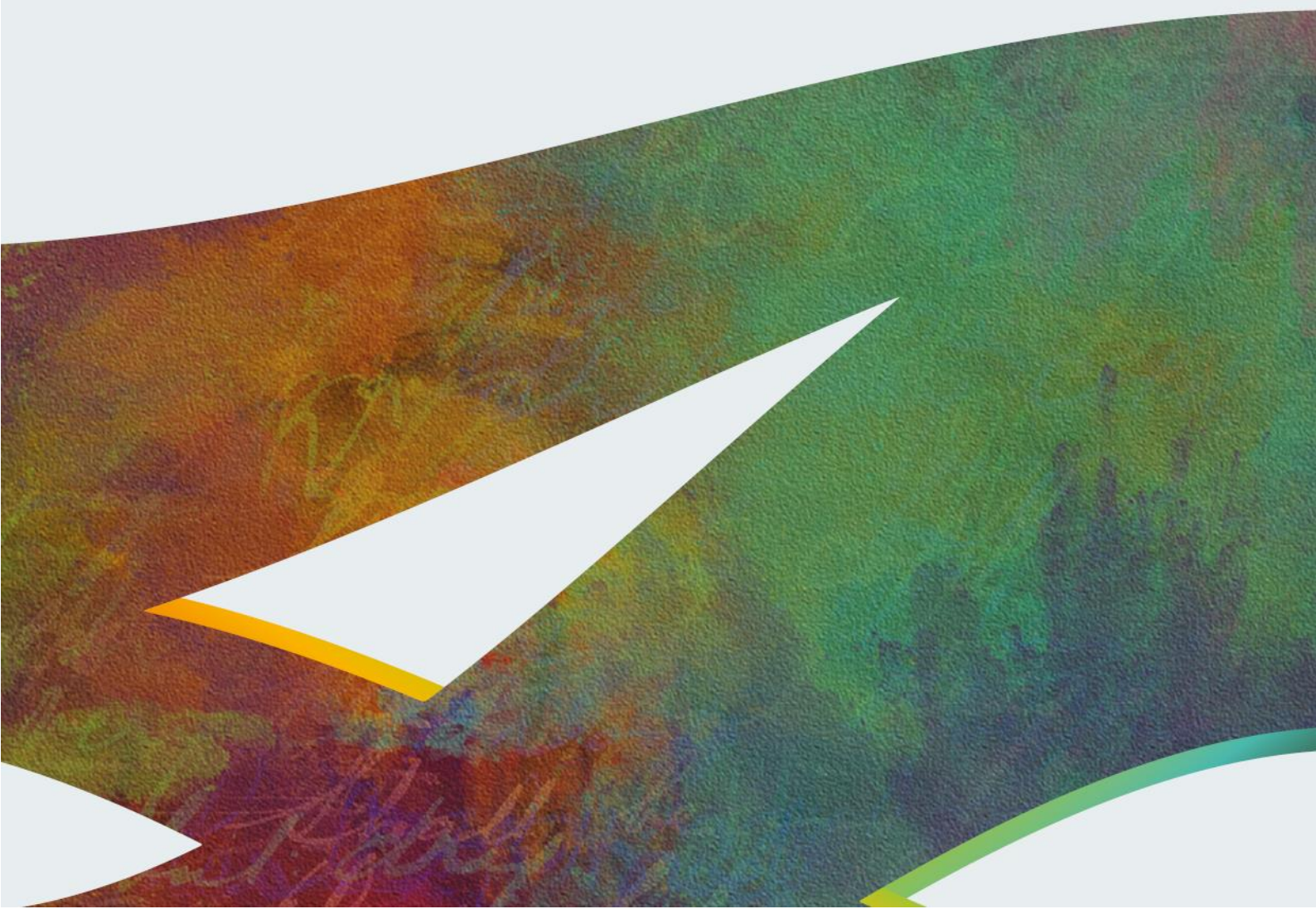- Building and mobilising knowledge and skills

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 public 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

Our Plan

2. Strategic Theme 1 for 2022/23: Enabling better population health and reducing health inequalities through preventative and sustainable measures

The Covid-19 pandemic has exacerbated existing population health and well-being challenges across Wales in relation to healthy life expectancy and health inequalities, both directly and indirectly, with our most deprived communities impacted disproportionately. The pandemic has also added to a pre-existing backlog of care in the NHS, highlighting the need to build capacity to shift the NHS to a 'wellness system' based on prevention and early intervention, as envisioned in A Healthier Wales. The pandemic, as well as the adaptive challenges posed by the European Union Transition and climate change, continues to highlight the profound interdependencies between population health and societal, economic and environmental well-being.

The significant atrocities happening in Ukraine as a result of a Russian invasion will have a knock on effect the cost of oil, gas and fuel in Wales (which were already rising before the crisis began) which will risk exacerbating inequalities in the wider determinants of health. Set out within this section of the plan are actions designed to mitigate these potential risks.

To improve healthy life expectancy and health equity outcomes, a transformative plan for action and investment is now required which harnesses the expertise, commitment and resources of all sectors, focussed on:

- influencing wider determinants such as housing, education, transport, employment and access to healthy and affordable food.

- promoting and enabling a shift to healthier behaviours on a population scale, using the latest behavioural science and digital techniques.

- equipping our health and care system to become population as well as patient-focussed.

We will do this through evidence and actionable intelligence, effective influence, international learning and collaboration, public engagement and co-production, with health equity and social value at the heart.

What will success look like:

We will work with partners across the public health system, through the delivery of the objectives set out within this theme, to collectively restore and measurably improve population health (as measured by healthy life expectancy and health equity).

We will achieve this through the following areas:

- influencing the wider determinants of health and enabling health equity solutions

- improving mental well-being and building resilience

- promoting healthy behaviours

- securing a healthy future for the next generation through a life-course approach with a focus on early years

- transforming and embedding prevention in primary care to build a sustainable health and care system

- taking action to mitigate climate change to protect health and promote equity

- informing sustainable investment in population health and prevention towards an Economy of Well-being

- strengthening Wales' role as an influencer nation on population health, through international partnerships, shared learning and a global health role.

2.1. Influencing the wider determinants of health and enabling health equity solutions

There will be an unrelenting focus on the **wider determinants of health** and **health equity**.

The **wider determinants** are social, economic and environmental factors that influence health, well-being. By influencing the design and implementation of national and local policies and strategies relating to these determinants, we will improve people's well-being and improve health equity.

The determinants of health we will be focussing on under this priority are fair work and education and skills.

The World Health Organization has identified five essential conditions that impact on **health equity**. In line with these, we will develop our Welsh Health Equity Solutions Platform to synthesise and share evidence and intelligence, develop and embed practical tools (e.g. Health Impact Assessment) and help close the health gap in Wales and beyond.

What we will achieve in the next three years?

By 2025, we will have strengthened the capability of the wider and core public health system to influence the wider determinants of health

We will establish a community of interest for the core public health workforce to support effective working in and influence over wider determinants, as well as reaching the wider workforce through our Public Health Network Cymru.

By 2025, we will have worked with employers and national, regional and local partners to positively influence how work and education can improve health and equity

In respect of employment, our approach will:

1) Promote the value of fair work, working with a range of partners to implement the findings of our expert panel

2) Address the large gap in employment between those with and without long term health conditions and disabilities

3) Remodel our Healthy Working Wales programme to reach more employers (including small and medium sized enterprises) in creating safe and healthy workplaces

To address the educational attainment gap, we will undertake national and international evidence reviews and secure qualitative insights to inform educational policy and strategy.

By 2025, health equity solutions will be successfully embedded in key Welsh policies affecting the wider determinants of health.

We will continue to inform the Covid-19 response and recovery, applying a health equity lens and advancing knowledge and understanding of the pandemic experience in Wales, including insights drawn from public engagement.

We will have successfully established and utilised the Welsh Health Equity Solutions Platform, strengthening Wales' role as a global influencer and a live innovation site for health equity.

We will inform and influence Welsh policy through producing high quality evidence, focusing on the essential conditions for healthy lives and taking an integrated approach to challenges such as the European Union transition, Covid-19 and climate change. We will utilise existing legislation and international learning to tackle inequity, through mainstreaming economic and health impact assessment, modelling, developing futures capacity, engaging across sectors and delivering best public health value from the Socio Economic Duty.

Objective	Milestones
SO1.1 By 2025, we will have strengthened the capability of the wider and core public health system to influence the wider determinants of health.	**2022-23**
	Quarter 1
	• Core public health teams views gathered on approach to community of interest to support system leadership to influence the wider determinants of health
	Quarter 2
	• Specification for core public health system community of interest to support system leadership to influence the wider determinants of health developed
	Quarter 3
	• Community4Change Wales pilot (as a development of Public Health Network Cymru) evaluated
	Quarter 4
	• Community of interest established for core public health system to support system leadership to influence the wider determinants of health
	2023-24
	• Public Health Network Cymru has engaged with the wider public health workforce to influence determinants of health
	2024-25
	• Options developed (following review) for future of community of interest to support system leadership to influence the wider determinants of health
	• The new Health Impact Assessment Network of Practice established by the Welsh Health Impact Assessment Support Unit (WHIASU).
SO1.2 By 2025, we will have worked with employers and national, regional and local partners to positively influence how work and education can improve health and equity.	**2022-23**
	Quarter 1
	• Healthy Working Wales survey tools launched to enable employers to measure their readiness to implement health and well-being approaches and to identify the key areas for action within their workplace and workforce
	• Products released for local and regional agencies to increase participation in fair work to improve health, well-being and equity
	Quarter 3
	• Engagement plan implemented for increasing participation in fair work to improve health, well-being and equity
	Quarter 4
	• Multi-agency programme of work agreed to prevent people from falling out of work due to ill health and improve sickness absence management in workplaces
	• Internal lessons learned from of engagement related to fair work to improve health, well-being and equity undertaken
	• Initial map of the system influencing the educational attainment gap in Wales produced
	2023-24

Objective	Milestones
	• Revamped Healthy Working Wales modular awards programme launched and engaging a wide range of employers including small and medium sized enterprises • Best practice sickness absence management toolkit developed to roll out to employers • System support needed for agencies and partners to influence fair work scoped (dependent on engagement findings) • Evidence reviews and insights commissioned to inform action to reduce the educational attainment gap to improve health, well-being and equity (subject to funding) • Theory of change scoped and developed for influencing the educational attainment gap to improve health, well-being and equity informed by evidence and insights
	2024-25
	• Joint work developed with partners to target efforts at sectors where health inequalities are greatest • Working with GP clusters and employers, develop best practice guidance and training on proactive use of the Fit Note to facilitate a supportive return to work following long-term sickness absences. • Commence implementation of support needs for further influencing participation in fair work, if appropriate • Develop resources to inform policy and decision makers to reduce the impact of the educational attainment gap on health, well-being and equity
	2022-23
SO1.3 By 2025, Health equity solutions will be successfully embedded in key Welsh policies affecting the wider determinants of health.	**Quarter 1**
	• Analysis produced on models of response to support young people affected by homelessness • Insight report produced on trade and health, highlighting opportunities for optimising population health & well-being • Welsh Health Equity Status Report initiative decomposition analysis discussion paper launched to inform and enable health equity solutions
	Quarter 2
	• Health Equity Solutions Platform for Wales launched to drive multi-disciplinary cross-sector action and stakeholder engagement • Report produced on lessons from Covid-19 for preventative approaches to reducing winter pressures on the NHS • Summary report produced based on data from the public engagement survey on health and well-being during Coronavirus measures in Wales
	Quarter 3
	• Publication produced or event held to support understanding of the links between trade, health and well-being • Support package produced for partners to help deliver the best public health value from the Socio-economic Duty
	Quarter 4
	• HIA Guidance for Wales produced (*dependent on Welsh Government Regulations*) • Report produced on Welsh Government's definition of a satisfactory heating regime for health and well-being in Wales • Report produced on the experience of communities in engagement with renewable energy developments (dependent on outcome of literature review in 2021-22)

Objective	Milestones
	2023-24
	- WHESRi thematic report published to inform sustainable and inclusive public health decision-making - Training Strategy updated and support provided to Public Bodies and PSBs to deliver a collaborative approach to implementing the HIA regulations to maximise health and well-being and reduce inequalities - Translational resources developed to support using futures tools to address long-term health and equity challenges - Impact of policy acting through the wider determinants of health on well-being, with a focus on lived experience explored - Additional research undertaken into the status of social cohesion and capital in Wales if required - Developed advocacy messaging that draws together policy considerations around climate change and health and equity, depending on outcomes of futures, HIA and warm homes work
	2024-25
	- HIA Network of Practice -Welsh and international development session held, for knowledge and capacity building - Communications materials produced that make the case for a health in all policies approach through lived experience examples - Report produced outlining the policy considerations relating to social cohesion and capital in Wales to improve health and equity in Wales - Produced materials to aid understanding and action on the status of social cohesion and capital to improve health and equity - Health Equity Solutions Platform for Wales expanded and updated

2.2. Improving mental well-being and building resilience

Population approaches to improving mental well-being and mental health help individuals realise their full potential, make healthy choices, build personal resilience, work productively and contribute to their family life and communities. Good mental well-being impacts upon both physical and mental health and can influence health inequities.

What we will achieve in the next three years?

By 2025, we will have worked with others to increase the visibility of evidence based work to promote mental well-being

We will continue our work to implement the **Framework for a whole school approach to mental well-being** and, subject to agreement, develop the **What Works Toolkit** to support educational settings in making informed choices about what best meets their needs.

We will continue our work to develop and implement the **Hapus** programme. This will focus partnership efforts on areas which are known to aid positive mental well-being such as the arts and culture; heritage; green space and the natural environment, physical activity and sport. It will work through community organisations, workplaces, schools and the health service to encourage people to reflect on what makes them feel well and to prioritise time to focus on what matters to them, working with others to create positive opportunities to build mental well-being for themselves, with their families and in their community. Hapus will also support Welsh Government's strategy 'Connected Communities – Tackling Loneliness and Social Isolation'.

We will also work with the Welsh Government to develop a strategic approach to promoting mental wellbeing and preventing mental illness.

By 2025, we will have enabled mental well-being in all policies

We will continue to enable much more widespread use of **mental well-being impact assessments** to inform policy and programme design. Mental well-being impact assessment provides a structured and systematic process to identify impacts on mental wellbeing of policies, programmes, services and projects and focuses on population groups who may experience health inequalities.

Through our research we know that **adversity in childhood (ACEs)** has a detrimental impact on health, including factors such as not having a trusted relationship with an adult whilst growing up, social isolation and exclusion, lack of participation, unemployment, financial hardship and poor community cohesion.

Objective	Milestones
SO1.4 By 2025, we will have worked with others to increase the visibility of evidence-based work to promote mental well-being.	**2022-23**
	Quarter 1
	• First learning report from the implementation of a whole school approach produced
	Quarter 2
	• Programme board to oversee the implementation of Hapus established
	Quarter 3
	• What Works Toolkit for education launched
	Quarter 4
	• Launch of Hapus aimed to aid positive mental well-being
	2023-24
	• Hapus extended to a minimum of three additional sectors
	2024-25
	• Initial evaluation completed and recommendations for future action made
	• Identification of initial benefits achieved in Hapus; and evaluation complete and further benefits identified
SO1.5 By 2025, we will have enabled mental well-being in all policies.	**2022-23**
	Quarter 2
	• Virtual masterclass on Mental Well-being Impact Assessment held
	2023-24
	• Mental Well-being Impact Assessment guidance or toolkit for practice for Wales produced
	• Evaluation undertaken of the Trauma and ACE (TraCE) toolkit across organisations, sectors and communities
	2024-25
	• Training resources developed to utilise Mental Well-being Impact Assessment to support a 'Mental Health in All Policies' agenda

2.3. Promoting healthy behaviours

People's health related behaviours are influenced by a range of factors including their social, economic and physical environment and their mental well-being. By making it easier for people to adopt healthy behaviours we will reduce the burden of disease and help narrow the gap in heath inequalities arising from long-term conditions such as cancers, cardiovascular disease, type 2 diabetes, respiratory disease and dementia.

Our focus will be on the following areas:

- Reducing smoking prevalence

- Promoting healthy weight

- Increasing physical activity

- Preventing harm from substance misuse

- Maximising preventative approaches for addressing risk factors for the burden of disease within primary care

- Supporting the wider system to take action to promote healthy behaviours

- Enabling the application of behavioural science

What we will achieve in the next three years?

By 2025, we will have worked with others to reduce the proportion of the population who smoke

We will continue to support the development and delivery of the Welsh Government's long term tobacco plan for Wales with the ambitious goal of achieving **a smoke free Wales by 2030**. This will mean reducing rates of smoking in the adult population from around 15% now to just 5% by 2030, as well as addressing significant inequalities in smoking-related health outcomes.

By 2025, we will have worked with others towards halting the rise in levels of overweight and obesity for children and adults in Wales through the implementation of the Healthy Weight: Healthy Wales Strategy

We will continue to support implementation of the Healthy Weight Healthy Wales Strategy, including in relation to the **All Wales Weight Management Pathway** and the whole system approach to a **Healthy Weight Phase 2** and the **Children and Families Pilot**. We will also support implementation of the **All Wales Diabetes Prevention Programme** and the **All Wales Weight Management Pathway** through primary and community care.

By 2025, we will have worked with others to increase the proportion of the population who are active

Through our **Wales Physical Activity Partnership** we will support key elements of the Healthy Weight; Healthy Wales strategy. In partnership with the **Active Travel Board**, we will continue our work to increase the number of children who walk or cycle to school.

By 2025, we will have developed and commenced delivery of new programmes to prevent harm arising from substance misuse

We will work collaboratively on a cross-organisational integrated programme of work, supported by a business case during 2022/23. We will also continue our work with the **National Alcohol Prevention Partnership** in agreeing and implementing shared priorities for action, including contributing evaluation support and further recommendations in relation to minimum unit pricing.

By 2025, we will have supported the wider system to take evidence based action to promote healthy behaviours and to measure the impact of their actions

We oversee and co-ordinate a number of programmes that collectively support the wider system to act more effectively to prevent ill health and promote healthy behaviours and mental wellbeing. Prior to the pandemic we commenced a strategic review of three of these programmes - **Welsh Network of Healthy School Schemes**, **Health and Sustainable Pre-School Scheme** and the **National Exercise Referral Programme** – and these programmes will continue to be improved and reactivated through 2022-23 and beyond.

By 2025, we will have enabled and progressed behavioural science application, capacity and capability building, to improve and protect health and wellbeing, and reduce health inequalities

Recognising the increasing impact that the application of behavioural science can have, our new **Behavioural Science Unit** will build specialist expertise, wider capabilities, and enable activity in this field, to improve health and wellbeing.

Objective	Milestones
SO1.6 By 2025, we will have worked with others to reduce the proportion of the population who smoke.	**2022-23**
	Quarter 1
	• Supported Welsh Government to establish the Tobacco Control Strategy for Wales Implementation Group and associated work streams to determine the required activities to achieve the goals within the Tobacco Control Delivery Plan 2022-2024
	Quarter 2
	• Provided evidence informed policy briefings on introduction of additional outdoor Smoke-Free Spaces
	Quarter 3
	• Provided system-leadership, including the development of national guidance and tools, to support the systematic implementation of secondary care smoking cessation services across Wales
	Quarter 4
	• Reviewed smoking-related data sources to increase understanding of smoking-behaviours in priority groups such as pregnant women, including need for additional data sources and monitoring metrics
	2023-24
	• Reviewed remaining activities within the Tobacco Control Delivery Plan 2022-2024 and with the support of partners and the Tobacco Control Implementation Group identified actions to deliver outstanding work-stream priorities
	2024-25
	• Supported development of Tobacco Control Delivery Plan 2025-2028
SO1.7 By 2025, we will have worked with others towards halting the rise in levels of overweight and obesity for children and adults in Wales through the implementation of the Healthy Weight: Healthy Wales Strategy.	**2022-23**
	Quarter 1
	• Minimum data set and implementation plan agreed
	Quarter 2
	• Initial learning report for Children and Families Pilot produced
	• Work to deliver mandated procurement standards for the public sector food provision scoped
	Quarter 3
	• Phase 1 learning report for Whole System Working Programme produced
	• Healthy Weight: Healthy Wales social marketing programme launched
	Quarter 4
	• Designed and commenced implementation and evaluation of the All Wales Diabetes Prevention Programme;
	• Supported implementation of the All Wales Weight Management Pathway in primary and community care
	2023-24
	• Deliver remaining actions for 2022-24 delivery plan

Objective	Milestones
	2024-25
	• Deliver remaining actions for 2022-24 delivery plan
SO1.8 By 2025, we will have worked with others to increase the proportion of the population who are active.	**2022-23**
	Quarter 1
	• Implementation plan for the Daily Active Programme agreed
	Quarter 2
	• Hands Up to School Survey national roll-out report produced
	Quarter 3
	• Walkability and cycleability to school data analysis report produced
	Quarter 4
	• Active School Route to Improvement Pilots report produced
	2023-24
	• Agreed actions within the Healthy Weight: Healthy Wales delivery plan implemented
	• Agreed actions within the Active School Travel route to improvement national plan implemented
	2024-25
	• Evaluation of Hands Up programme completed
	• Agreed actions within the Healthy Weight: Healthy Wales delivery plan implemented
	• Agreed actions within the Active School Travel route to improvement national plan implemented
SO1.9 By 2025, we will have developed and commenced delivery of new programmes to prevent harm arising from substance misuse.	**2022-23**
	Quarter 3
	• Core programmes to prevent drug-related and alcohol-related harm developed
	Quarter 4
	• Implementation and evaluation plans developed
	2023-24
	• Programme implementation
	2024-25
	• Review of progress to date completed and recommendations for future action made
SO1.10 By 2025, we will have supported the wider system to take evidence-based action to promote	**2022-23**
	Quarter 1
	• Recommence the delivery of the Making Every Contact Count (MECC) programme with a priority to address healthy weight conversations
	Quarter 2
	• Agree a plan with strategic partners to deliver the recommendations of the strategic review of National Exercise Referral Scheme

Objective	Milestones
healthy behaviours and to measure the impact of their actions.	**Quarter 3**
	• Finalise the revision to the national quality award for Welsh Network of Health Schools Scheme
	Quarter 4
	• Review and recommendations for the Healthy and Sustainable pre-school programme completed
	2023-24
	• Building on the MECC logic model, develop a national evaluation framework for national and local agencies implementing Make Every Contact Count
	• Implement recommendations arising from the strategic review of National Exercise Referral Scheme
	2024-25
	• Develop a joint approach with Health Education Improvement Wales and professional bodies to embedding MECC within curricula, training, registration and accreditation of health professionals
SO1.11 By 2025, we will have increased the application of behavioural science in policy and practice, to optimise impact on health and well-being.	**2022-23**
	Quarter 1
	• Behavioural Science Unit for Health and Well-being established
	Quarter 2
	• A guide to using behavioural science produced, as part of a suite of methods and tools, developed to support policy and practice
	Quarter 3
	• Assessment of capability and operating contexts undertaken to inform behavioural science implementation across the system
	Quarter 4
	• Behavioural Science Unit for Health and Well-being promoted to provide specialist expertise and facilitate capability building
	2023-24
	• Tools to support behaviourally-informed interventions developed and promoted
	• Programme of capability building activity, to support behavioural science knowledge and skill development undertaken
	2024-25
	• Mechanisms for trialling behaviourally-informed interventions for health and well-being improvement/protection explored
	• Priority areas for the proactive application of behavioural science for improving health and well-being identified

2.4. Securing a healthy future for the next generation through a life-course approach with a focus on early years

The early years of a child's life set the foundation for future well-being and are an opportunity to influence the inequalities in life and health expectancy across the population. While children have thankfully been largely spared from the direct health effects of Covid-19, the indirect impact of the pandemic on them has been significant. We will agree a longer term programme of work with our partners for supporting the system in the light of the pandemic, as well as develop improved population surveillance for early years.

Securing a healthy future for the next generation is also intrinsically linked to the implementation of Well Being of Future Generations Act through "A Fit for the Future Programme for Government" (Future Generations Commissioner for Wales, 2021).

What we will achieve in the next three years?

By 2025, we will have enabled system partners to understand and act on the case for placing the early years at the heart of the Covid-19 recovery and reducing inequalities

There is growing recognition of the effects of the pandemic on children born in the last two years, such as reduced contact with wider family members, other children or stimuli outside of the home; parents being less supported and susceptible to higher stress and anxiety; and reduced availability of key health services. It is possible that families in need of support may not have been identified as quickly as would have been the case normally. The extent to which these impacts will remain over the longer term remains to be seen but it is important that we work to understand impacts to date and mitigate these where necessary.

By 2025, we will have worked with partners to improve oral health of the children in Wales

Wales continues to have high levels of childhood dental disease which negatively impacts children's lives. Prior to the Covid-19 pandemic, 34% of children aged 5 years and 30% of children aged 12 years in Wales had tooth decay, with children living in more deprived areas are most likely to have poor dental health. The pandemic has had a detrimental effect on children's oral health habits, such as reduced tooth brushing due to disrupted routines, and an increase in sugary snack consumption – particularly for children eligible for free school meals.

We will provide strategic public health leadership for the national child oral health improvement programme, Designed to Smile, as it fully recovers, including reviewing evidence to update materials, engage with primary schools to support oral health elements of their new teaching curriculum and refresh opportunities for partnership working for oral health improvement in the early years.

We will strengthen the monitoring of children's oral health in Wales through dental epidemiology surveys of 5 and 12 year olds in Wales, which will help us understand how the pandemic has impacted upon health inequalities.

By 2025, we will work with our national and international partners to strengthen knowledge on childhood adversities and support evidence-based practise

We are established as global leaders in the fields of tackling adverse childhood experiences (ACEs) and providing multi-sectoral trauma informed services that help secure safe and nurturing childhoods and support to those who suffer from the consequences of childhood traumas throughout their life-course.

Underpinning continued work in our Violence Prevention Unit with police across Wales, we will have translated evidence on what works to address ACES and violence prevention into practical principles and actions for delivering prevention, building resilience and developing trauma informed systems for current and future generations.

We will have supported NHS Wales to evidence identification and response to routinely asking about Domestic Abuse in Emergency Departments, Minor Injury Units and mental health services.

Objective	Milestones
SO1.12 By 2025, We will have enabled system partners to understand and act on the case for placing the early years at the heart of the Covid-19 recovery and reducing inequalities.	**2022-23**
	Quarter 1
	• Social public health model of support for parents based on insight and evidence described
	Quarter 2
	• Review of First 1000 Days programme outputs to inform future approaches and priorities completed
	Quarter 3
	• Recommendations made for future delivery and prioritisation of early years programmes
	Quarter 4
	• Recommence work to replace Bump, Baby and Beyond to meet the needs of parents during pregnancy and the early years
	2023-24
	• Remodel and relaunch First 1000 Days programme, (dependent on outcome of Year 1 review)
	• Develop successor to Bump, Baby and Beyond to meet the needs of parents during pregnancy and the early years
	2024-25
	• Implement successor to Bump, Baby and Beyond to meet the needs of parents during pregnancy and the early years
SO1.13 By 2025, we will have worked with partners to improve oral health of the children in Wales.	**2022-23**
	Quarter 4
	• Provide strategic advice, national leadership and co-ordination of oral health improvement programmes such as Designed to Smile
	• Engage with primary schools to support oral health elements of their new teaching curricula
	• Strategically lead, advise, support and report the dental epidemiology survey of 5-year-olds in Wales to determine current oral health and describe existent inequalities
	• Strengthen the Designed to Smile programme through reviewing the evidence base, expanding provision in schools and nurseries, and improving monitoring.
	2023-24
	• Provide strategic advice, national leadership and co-ordination of oral health improvement programmes such as Designed to Smile
	• Action planning based on 2022/23
	2024-25
	• Provide strategic advice, national leadership and co-ordination of oral health improvement programmes such as Designed to Smile
	• Action planning based on 23/24
	2022-23
	Quarter 1

Objective	Milestones
SO1.14 By 2025, we will work with our national and international partners to strengthen knowledge on childhood adversities and support evidence-based practice.	• Public consultation on the National Trauma Practice Framework for Trauma held Practical resource on prevention of ACEs and building trauma informed systems produced
	Quarter 2
	• Strategic Approach to Violence Prevention in Wales; publication produced and event held to launch the Wales Violence Prevention Strategy • Publication produced and implementation of Trauma Practice Framework • Reviewed and reported on how violence against women, domestic abuse and sexual violence (VAWDASV) is identified and recorded within in all NHS Wales emergency departments and minor injury units
	Quarter 4
	• Report produced on evaluation of Trauma and Ace (TrACE) Toolkit in Higher Education
	2023-24
	• Publication produced exploring the surveillance and prevention of ACEs • Training and workforce development plan to accompany the ACES and Trauma informed framework developed • Repository of ACEs and Trauma informed training materials developed • Reviewed and reported on how VAWDASV is identified and recorded within in all NHS Wales mental health services
	2024-25

2.5. Transforming and embedding prevention in primary care to build a sustainable health and care system

A Healthier Wales: our Plan for Health and Social Care (2018) sets a vision for a 'whole system approach to health and social care', which focusses on health and well-being, and preventing illness. It calls for transformation to an integrated system, with new models of seamless local health and social care. The *Programme for Government* (2021) also calls for effective, high quality and sustainable healthcare.

In support of this vision, we will focus on primary care transformation, given that GPs, community pharmacists, optometrists, dentists, and other primary care providers provide a critical first point of contact to the health care system for many, as well as play a pivotal role in prevention, early identification and risk reduction of disease for their populations. We will ensure population health improvement and inequalities reduction lenses inform and shape wider primary care reform in Wales.

We will continue to develop coordinated prevention and early intervention approaches which address factors related to the burden of disease in Wales and support the delivery of the prioritised work plan for prevention and well-being within the Strategic Programme for Primary Care, focussing on the wellness system for Wales. By supporting the development and implementation of a national framework for social prescribing, we will support an integrated approach to wellness across sectors in Wales.

Ensuring the sustainability of primary care is an essential requirement upon which to build public health activities. Therefore, the implementation of the Primary Care Model for Wales is crucial, including the development of cluster working through the Accelerated Cluster Development programme and reform of other primary care services.

What we will achieve in the next three years?

By 2025, we will have delivered the public health contribution to the national programme for transformation and primary care

We will work with our partners to implement the national evaluation framework to assess the impact of the Primary Care Model for Wales. Specific areas of focus will be (1) provision of specialist public health advice; (2) work to ensure population health improvement and inequalities reduction lenses inform and shape primary care transformation in Wales; (3) building the capacity and capability of the primary care workforce to adapt to new leadership roles and develop public health skills; (4) influencing the wider system to enable primary care to take action against climate change.

By 2025, we will have achieved a coordinated approach to prevention and early intervention in primary care settings

We will ensure public health and primary care work together to achieve population health outcomes, including through coordinated advice, support and access to information, a range of specific resources for clusters and the development and implementation of a national framework for social prescribing.

By 2025, we will have worked with system partners to increase prevention and maximise the value of dental healthcare through the Welsh Government-funded General Dental Services Reform Programme

In seeking to embed prevention, shared decision-making and improving the skill-mix within primary dental care, we will continue to work with partners to further develop and implement a General Dental Services (GDS) Reform Programme. Through an Action Learning Approach, we will continuously improve the programme: testing, learning and working with partners to implement changes, focussing on skill-mix and patient recall.

We will work closely with dental public health experts to ensure a monitoring system is in place to understand the impact of changes, and with HEIW and other partners to ensure training on prevention and quality improvement is included within the dental workforce training in Wales.

Objective	Milestones
SO1.15 By 2025, we will have delivered the public health contribution to the national programme for transformation of primary care.	**2022-23**
	Quarter 4
	• Specialist public health advice and support provided to the Strategic Programme for Primary Care (SPPC) and Accelerated Cluster Development (ACD) programme to advocate the primacy of prevention, the importance of primary care as an intermediate determinant of health and as a critical setting for public health programmes • Facilitate monitoring and evaluation of Primary Care Model for Wales (PCMW) and Accelerated Cluster Development (ACD) implementation • Describe, develop and test, with partners, a programme of learning and OD to increase the capacity and capability of the primary care workforce to adapt to new leadership roles and develop appropriate skills to facilitate improvements in population health outcomes • Forum for information exchange/ sharing between central-local, local-local and central-central public health teams regarding joint primary care interests provided • Strengthen the population health impact of primary care in Wales through support for policy, commissioning, planning and delivering primary care • Have a particular focus on supporting the development and effectiveness of primary care clusters and the Accelerated Cluster Development Programme • Advise on the delivery of prevention and promotion of well-being within primary care settings provided • Worked with partners to influence the wider system to enable primary care to take action against climate change • Developed a Greener Primary Care framework and award scheme for climate mitigations actions in primary care to improve environmental sustainability • Completed participation in the Bevan Exemplar cohort 7 • Input specialist public health advice to inform optometry contract reform • Specialist public health advice and support a system approach to eye health improvement provided
	2023-24
	• Deliverables dependent upon co-production priorities of Strategic Programme for Primary Care
	2024-25
	• Deliverables dependent upon co-production priorities of Strategic Programme for Primary Care
	2022-23
	Quarter 4

Objective	Milestones
SO1.16 By 2025, we will have achieved a coordinated approach to prevention and early intervention in primary care settings.	• Via a system leadership role, influence strategic alignment/ planning direction for primary care cluster impacts on local health status • Influence use of population health indicators to inform cluster-level needs assessment • Planning intelligence provided for evidence-informed prioritisation of cluster health improvement actions • Continue to develop and refine (based on feedback) a portal bringing together all the tools available across the system for producing and refreshing cluster annual plans • Population health information by topic: With the help of topic curators drawn from across Public Health Wales, continue to develop and enhance signposting to prevention-focussed topic-specific strategic context, data analyses and improvement action options • Work with internal and external partners to provide a comprehensive and accessible online resource for information on transformation and prevention in primary care, which articulates the Public Health Wales ask of (and support offer to) clusters • Development and implementation of the social prescribing framework across primary care
	2023-24
	• Deliverables dependent upon co-production priorities of Strategic Programme for Primary Care
	2024-25
	• Deliverables dependent upon co-production priorities of Strategic Programme for Primary Care
SO1.17 By 2025, we will have worked with the system partners to increase prevention and maximise value of dental healthcare through the Welsh Government funded General Dental Services Reform Programme.	**2022-23**
	Quarter 4
	• Work with the system partners to restart the Welsh Government funded GDS Reform Programme and continue to provide dental public health leadership and expertise to the various work streams of the programme • Dental public health expertise provided to ensure the monitoring system is in place to understand impact of changes in the general dental services in Wales • Work with the HEIW and others to ensure training on prevention and Quality Improvement is included within the dental workforce training in Wales • Ongoing Engagement with the key stakeholders to ensure reform programme is jointly owned by multiple partners in the system
	2023-24
	• Continue to provide dental public health leadership and expertise to the dental system reform agenda in Wales • Utilise learning from the 2022/23 to make changes to the programme and ensure ongoing dental public health system leadership and expertise in the GDS System Reform Programme in Wales
	2024-25
	• Continue to provide dental public health leadership and expertise to the dental system reform agenda in Wales • Work with the partners to understand the impact of the GDS Reform Programme in Wales to inform dental policy and strategic planning in Wales

2.6. Taking action to mitigate climate change to protect health and promote equity

Climate change is recognised as the most significant public health threat of the century, endangering physical health, mental health and well-being. It threatens all areas of life that impact the population's ability to achieve and maintain good health – the food we eat, the water we drink, our homes, communities, education and jobs.

Urgent action is needed to limit global temperature rise to 1.5°C to prevent devastating harm to health. Reducing emissions of greenhouse gases through better transport, food and energy-use choices results in improved health, particularly through reduced air pollution.

Wales has the enabling environment and legislative framework to support the transformational change needed to tackle climate change. The Well-being of Future Generations (Wales) Act 2015 (WFG Act) and Environment (Wales) Act 2016 ensure sustainable development and biodiversity are considered as part of everyday decision-making. The Welsh Government declared a climate emergency in 2019 and appointed a Minister for Climate Change in 2021; the current Programme of Government (2021) has a focus on addressing public health emergencies, including climate change.

The 2021 United Nations Climate Change Conference, more commonly referred to as COP26, was held in Glasgow, last autumn. As part of Public Health Wales' contribution, the Wales Health Impact Assessment Support Unit (WHIASU) worked with partner agencies including Natural Resources Wales, Renew Wales and Welsh Government, on a Health Impact Assessment (HIA) of Climate Change in Wales. This ongoing work aims to ensure that organisations and Public Bodies in Wales have the evidence and information they need to plan for and respond to the health and wellbeing impacts on people and communities that climate change will bring.

The third Climate Change Risk Assessment (CCRA3) summary for Wales published in 2021, provides an independent assessment of the risks and opportunities of climate change in Wales, and outlines areas for public health (and wider) action, including a rating of their relative urgency. Simultaneously, the NHS Wales Decarbonisation Strategic Delivery Plan sets out the plan for addressing the climate emergency in Wales, with specific actions for NHS Trusts including Public Health Wales.

Action is necessary across the organisation, to strengthen our efforts to reduce our own carbon footprint, and to positively influence and support our stakeholders and population to prepare for and respond to the impacts of climate change in Wales. This activity includes supporting policy development and implementation, dissemination of evidence and resources for practice, influencing public and professional behaviours, championing low carbon healthcare options, monitoring and responding to adverse weather events, population health surveillance and capturing the co-benefits of this.

Additionally, we will continue to engage with the wider system to develop its vision around how we collectively respond to the climate emergency and the sustainability agenda, ensuring that we maximise impact and avoid unnecessary duplication.

What we will achieve in the next three years?

By 2025, we will have provided public health system leadership so that actions to adapt to and mitigate climate change have co-benefits for health and equity for communities in Wales

We will work directly with partners to shape the strategic landscape to prevent health harms, protect health, improve health and adapt to and mitigate the impacts of climate change across Wales and beyond. We will champion and support sustainability and climate change knowledge to be embedded into the health service, educational institutions and through public engagement.

By 2025, Public Heath Wales will be recognised as an environmentally sustainable organisation, working in partnership to support decarbonisation across NHS Wales.

We will have a leadership group within the organisation to actively deliver the actions within our Decarbonisation Action Plan. We will continue to work closely with partners across NHS Wales to ensure that we share good practice and drive innovation around decarbonisation.

By 2025, we will have produced high quality evidence on the health and well-being implications of climate change, informing policy and action and contributing toward a healthier, more equal and globally responsible Wales.

We will continue to synthesise the international evidence around climate change and sustainability, utilising tools such as Health Impact Assessment and surveillance of exposures and health outcomes related to the environment.

Objective	Milestones
SO1.18 By 2025, we will have provided public health system leadership so that actions to mitigate climate change have co-benefits for health and equity for communities in Wales.	**2022-23**
	Quarter 4
	• Training materials on climate change and the Well-being of Future Generations Act developed • Work with partners to influence the wider system to enable primary care to take action against climate change undertaken • Greener Primary Care framework and award scheme for climate mitigations actions in primary care to improve environmental sustainability developed
	2023-24
	• Circular economies and health workshop held • Review and develop the Hub package of resources to raise awareness and address climate change
	2024-25
	• Case studies and evidence developed on investing in sustainable communities to tackle climate change
SO1.19 By 2025, Public Heath Wales will be, and be recognised as, an environmentally sustainable organisation, working in partnership to support decarbonisation across NHS Wales.	**2022-23**
	Quarter 2
	• Engagement undertaken with the wider NHS system on decarbonisation to ensure sharing of best practice and embedding of sustainable ways of working within the NHS
	Quarter 4
	• Decarbonisation Action Plan, working with the eight directorates and individual service areas, delivered • Engagement undertaken with the wider NHS system on decarbonisation to ensure sharing of best practice and embedding of sustainable ways of working within the NHS • Engagement undertaken with the wider system in Wales regarding a green and just recovery
	2023-24
	• Review of the Public Health Wales Decarbonisation Action Plan to scope and plan for implementation support and ensure trajectory towards Welsh Government ambition of achieving net zero by 2030
	2024-25
	• Support provided to enable the delivery of the Public Health Wales Decarbonisation Action Plan, working with the eight directorates and individual service areas. • Review undertaken of how Public Health Wales have embedded the Well being of Future Generations Act over the past two years, to identify opportunities for further action
	2022-23
	Quarter 3

Objective	Milestones
SO1.20. By 2025, we will have produced high quality evidence on the health and well-being implications of climate change, informing policy and action and contributing toward a healthier, more equal and globally responsible Wales.	• Report produced on public perceptions of health and well-being implications of climate change
	2023-24
	• Climate change, planning and health briefing paper produced
	2024-25

2.7. Informing sustainable investment in population health and prevention towards an economy of well-being

The Covid-19 pandemic has exposed the severe consequences of chronic under-investment in population health on the lives and livelihoods of people in Wales, highlighting how interdependent people's wellbeing, societal progress, economic growth and planetary health are. Joint action to mitigate the harms from Covid-19 has become a priority in Wales and internationally towards building an 'Economy of Well-being' - a type of recovery that leverages health, social, economic and environmental co-benefits of policies, interventions and investments across sectors in rebuilding healthy prosperous lives for all.

Strengthening and progressing the case for investing in public health (prevention) has become particularly relevant and timely now, recognising the importance and need to inform, facilitate and help drive an innovation-led synergetic transformation of health, social and economic systems and budget prioritisation towards improving population health outcomes; while contributing to implementing the Programme for Government and the Building A Healthier Wales.

There is an acute need for innovation-led synergetic transformation of our health, social and economic systems requiring translation and application of economic evidence, data and modelling into enabling action, investment and policies to promote prevention and early intervention; and to address inequities to help address the triple challenge in Wales. The WHO CC has undertaken an innovative programme of work to strengthen the case for investing in population health and prevention; and to inform and facilitate a sustainable inclusive NHS and wider economic recovery in Wales and beyond. We have initiated a 'Value-Based Public Health' to promote and embed Social Value and Social Return on Investment (SROI) as key elements for decision-making and investment prioritisation in public health. Our health economics and modelling work is aiming to support a more sustainable, evidence-informed and Value-Based (public) health policy and practice across Public Health Wales and the NHS.

What we will achieve in the next three years?

By 2025 we will have established a leading role in using Social Value methods, health economics and modelling to inform decision-making and investment prioritisation towards improving population health, reducing inequalities and building an Economy of Well-being in Wales.

We will build on the Social Value and health economics work started before the pandemic, reflecting Covid-19 wider impacts and economic consequences, and strengthening our national and global role as a live innovation site for sustainable investment in wellbeing and health equity, exploring, developing, piloting and promoting new economics approaches and tools.

Objective	Milestones
SO1.21 By 2025, we will be informing sustainable investment in population health and prevention.	**2022-23**
	Quarter 1
	• NHS Footprint Analysis developed with WHO to inform Wales' foundational economy
	Quarter 3
	• NHS Footprint Analysis and other innovative methods and tools used to inform NHS and wider economic recovery
	• Economic Consequences of Covid-19 and Public Health Modelling explored and progressed to support Covid-19 recovery
	Quarter 4
	• Cost of Health Inequality to the NHS in Wales (CHEW) second report developed to inform action towards closing the health gap
	2023-24
	• Cost of Health Inequality to the NHS in Wales third report developed
	2024-25
	• Cost of Health Inequality to the NHS in Wales summary report
	• Modelling for public health programmes through an equity lens
SO1.22 By 2025, we will have embedded a Social Value culture and practice in public health.	**2022-23**
	Quarter 1
	• Social Value Database and Simulator for public health developed to inform investment prioritisation for population health
	Quarter 2
	• SROI pilot of public health programme scoped
	Quarter 4
	• SROI pilot of public health programme initiated
	2023-24
	• Social Value Database and Simulator for public health progressed and expanded
	• SROI pilot of public health programme progressed and developed
	2024-25
	• Capability and capacity building to apply Social Value and SROI assessment of PH programmes
SO1.23 By 2025, we will have informed and promoted an Economy of Well-being in Wales.	**2022-23**
	Quarter 2
	• Economy of Well-being framework for health, social, economic and planetary co-benefits developed with WHO
	Quarter 4
	• Economy of Well-being international expert network established exploring synergies and bringing learning to Wales
	2023-24
	• Economy of Well-being approach and outputs progressed with the Welsh Government and the WHO

Objective	Milestones
	2024-25
	• Wales role and contribution to implementing the Economy of Well-Being strengthened and promoted

2.8. Strengthening Wales' role as an influencer nation on population health, through international partnerships, shared learning and a global health role

Strengthening our global health role and international partnerships has been a priority for us for a number of years, developing and publishing its International Health Strategy in 2017. In addition, the International Health Coordination Centre (IHCC) has been enabling, facilitating and supporting sustainable and mutually beneficial international collaboration and networking, strengthening our leadership across the NHS in Wales, as well as across the UK and Europe.

The Covid-19 pandemic has highlighted the critical importance of global health and international collaboration, and the continuous need for international horizon scanning to support the Welsh Government, the NHS and a wide range of stakeholders and policy makers across Wales, bringing learning to inform the pandemic response and recovery. In addition, the Welsh Government has carried out two reviews of International Health Activity across Wales with implications for the IHCC and our broader leadership role in international health across the NHS.

Building new and consolidating existing international partnership and global health security is especially important and relevant going forward to address and mitigate impacts from the triple challenge of the EU transition, Covid-19 and Climate Change. This requires alignment with the organisational Long Term Strategy, Wales' International Strategy, the Programme for Government, and relevant UK, European and Global developments.

What we will achieve in the next three years?

By 2025, Public Health Wales will be an organisation that regularly engages with the public and internationally to gain insights on key population health issues

We will build upon public and stakeholder engagement to create constructive and effective cross-sector national and international stakeholder relationships and dialogues, informing our work on key population health issues with insights, expertise and perspectives from across the system.

By 2025, International health partnerships across the organisation and Wales will have been strengthened and utilised in ways that improve well-being and health equity nationally and globally

We will continue to strengthen international partnerships, collaboration and joint working and will contribute to the Global Health Agenda through evidence and dialogue. We will strive to maximise our contribution to 'A Globally Responsible Wales' as well as promote the five ways of working by advocating for international health in order to foster partnership working and learning to improve well-being and health equity nationally and globally.

Objective	Milestones
SO1.24 By 2025, Public Health Wales will be an organisation that regularly engages with the public and internationally to gain insights on key population health issues.	**2022-23**
	Quarter 1
	• International Horizon Scanning and Learning reports produced and shared to inform public health policy and practice in Wales and beyond
	Quarter 2
	• International Horizon Scanning and Learning reports produced and shared to inform public health policy and practice in Wales and beyond
	Quarter 3
	• International Horizon Scanning and Learning reports produced and shared to inform public health policy and practice in Wales and beyond
	Quarter 4
	• International Horizon Scanning and Learning reports produced and shared to inform public health policy and practice in Wales and beyond
	• Health equity stakeholder engagement continues to inform sustainable solutions
	2023-24
	• International Horizon Scanning and Learning reports informing public health policy and practice produced
	• Health equity stakeholder engagement continues to inform sustainable solutions
	2024-25
	• International Horizon Scanning and Learning reports informing public health policy and practice produced
SO1.25 By 2025, international health partnerships and capacity across the organisation and Wales will have been strengthened and a culture of Global Citizenship embedded.	**2022-23**
	Quarter 4
	• IHCC review carried out alongside Welsh Government international reviews, producing a Progress Report 2018-2021
	• Public Health Wales International Health Strategy reviewed and updated to align with our Long Term Strategy and Wales' International Strategy
	2023-24
	• Global Citizenship training promoted across Wales, the UK and internationally
	• International health collaborative event explored to facilitate sharing of good practice
	2024-25
	• Opportunities and resources to expand international health partnership working across Wales identified
	• Public Health Wales international leadership role strengthened and recognised
	• Global Citizenship understanding and culture embedded across the NHS

3. Strategic Theme 2 for 2022/23: Delivering excellent services for population screening programmes, health protection and infection

3.1 Health protection and infection

Protecting the public from the health effects of pathogens and exposure to environmental problems, such as air pollution, is a core responsibility of a National Public Health Institute and is a statutory responsibility for us. The Covid-19 global pandemic, including emergence of new variants of the virus, has reinforced why health protection and health security will, within the changing realities of an interconnected world, remain a public health priority.

We continue to respond to both Covid-19 and other respiratory infections, such as influenza, alongside other communicable disease challenges, including food borne infections and measles. In addition, we continue to respond to changing and evolving threats, including other High Consequence Infections, Chemical Biological Radiological and Nuclear, Anti-Microbial Resistance (AMR); vaccine preventable disease, and Healthcare Associated Infections (HCAI).

Covid-19 and other respiratory infections, such as influenza, continue to highlight the importance of immunisation as the most important intervention for disease prevention/reduced severity of outcome, alongside effective outbreak management and control of infection. The pandemic has impacted on other healthcare related activity and if not addressed, increasing AMR will have a devastating impact on human health, as resistant infections lead to higher death rates and are more expensive to treat.

Automation now enables us to manage health security risks more efficiently and we have demonstrated, during our response to the pandemic, our ability and ongoing commitment for the continued development and systematic roll out technology and innovative practice in both molecular testing and whole genomic sequencing (WGS). The pandemic has highlighted the importance of the role of WGS in both infection surveillance and infection management and we remain committed to the further development of genome sequencing across key pathogens as part of Wales-wide and international networks.

In recognition of these changes and challenges, it is vital that we continue to strengthen the resilience of specialist Health Protection and Microbiology services and the whole health protection system in Wales. The submission of a health protection business case and receipt of initial additional funding for 'urgent/critical' workforce resources in 2021 is the foundation for the further transformation work required across the system, applying lessons learnt from the pandemic response.

The additional funding secured to date to support the key areas of: laboratory infrastructure; laboratory diagnostics and skilled workforce (microbiology, epidemiology and health

protection response), has been implemented via investment plans and we will continue to adapt our plans to reflect ongoing developments and the identification of relevant deliverables. We will continue to work to the three key health protection themes outlined in Public Health Wales Strategic Plan and will contribute to the ongoing development of National Health Protection System.

We have built into our priorities the need to 'recover' core health protection and microbiology services which continue to be impacted by the pandemic response. This includes the need to ensure the health and well-being of our staff and the resilience of core services. In collaboration with partners, we will continue to prioritise those objectives informed by priorities agreed by Chief Medical Officer Health Protection Advisory Group.

Since February 2022, our planning focus has moved, with partners, to a focus of Wales' long-term Covid-19 transition from pandemic to endemic. Public Health Wales is currently developing its approach to Wales' long-term Covid-19 transition from pandemic to endemic in support of Welsh Government policy direction.

Our approach has three main themes:

- Diagnostics and Therapeutics
- Surveillance and Evidence
- Prevention and Control

It relates both to our own service delivery and the provision of specialist advice to Welsh Government, for example in relation to future Test, Trace, Protect system policy. These ongoing discussions are relevant to our Strategic Plan and we will continue to review specific objectives, in light of future policy decisions. In particular, we will continue to review decisions at UK and Wales level in relation to laboratory testing proposals for Covid-19 as these are directly relevant to current assumptions for testing which are referenced in our Minimum Data Set (MDS) statement.

We will also refresh our public campaigns and risk communications approaches to ensure we are helping to protect the health of the public from communicable disease and other threats with a clear focus on reducing inequalities, working with underrepresented groups and those who are at greater risk of harm. This includes updating our risk communications strategies to mitigate the harms of COVID-19 as the virus moves from pandemic to endemic.

In addition, we have reflected the changing landscape of health protection response across the UK. New governance for Four Nations working (both statutory and non-legislative) have been introduced following the exit of the UK from Europe and the adoption of a Trade and Co-Operation Agreement. We will continue to take opportunities to strengthen and lead collaborative working both across the Four Nations and Internationally. We will continue to review existing and to develop new partnership working/governance arrangements with the newly formed UKHSA.

As a result of the significant atrocities happening in the Ukraine, we are working closely with our Four Nations partners in relation to how we can support the public health needs of the

people of Ukraine and prepare to deal with any threats posed to Wales. We will need to be adaptive over the coming months as the situation evolves.

What will success look like:

Our Long Term Strategy outlines what we want to achieve for this strategic priority. These are the key themes running through our future actions:

- An integrated, whole system approach to the five key components of an effective National Health Protection Service: surveillance, prevention of infection across the health community and wider population, early effective diagnosis of infection, early effective treatment of infection, and early effective intervention to control the spread of infection

- A relentless determination to drive down the risks from HCAI and AMR and strengthen our response to other risks including vaccine preventable disease

- An effective approach to the health risks from environmental hazards and support Wales to better prepare for and deal with the anticipated effects of climate change.

- Reduce variation and inequality in care and reduce harm in its delivery

What we will achieve in the next three years?

By 2025, working closely with our partners, we will have an agreed service model that includes new diagnostic and treatment capabilities for infectious diseases and has the capacity and skills to introduce and embed innovation

The exceptional response to the Covid-19 pandemic has highlighted the strengths and development needs of our services. During our response, our virology/microbiology services have demonstrated their ability to develop new tests and assays to support response to new pathogens and variants, responded to a massive increase in testing volume, and introduced and rolled out new technology to Public Health Wales laboratories. Our pathogen genomic service has also strengthened its role in supporting both disease surveillance and response. This next year will see a continuation of this response and consolidation and review of this work as part of new Welsh Government testing policy to be announced as part the transition process for 'Wales' long-term Covid-19 transition from pandemic to endemic.

The strengthening our workforce will need to continue to be a key focus. Public Health Wales continues to provide a 24 hour, 365 day a year service to respond to all infectious disease threats. The need for integration of the service is clear when we respond to outbreaks or an upsurge in infections that impact on health and social care delivery. Our ability to respond to these expectations depends on us recruiting, retaining, educating and training the right staff, on having the right environment from which to deliver our services, and on effective relationships with our key stakeholders. In each of these areas, we have significant challenges, such as vacancies in our medical Microbiology workforce, that impact on service delivery. The experience of the Covid-19 pandemic has further highlighted this need.

Following a national workshop in 2019, the Welsh Government has agreed proposals and funding to strengthen the resilience of its national health protection system. A further

submission of a Public Health Wales business case for urgent/critical staff resource in 2021 has resulted in additional Welsh Government funding and a subsequent major recruitment process has been implemented during 2021/22 to increase critical workforce capacity and skills.

We have begun the modernisation and transformation of our health protection and infection services, which will redefine the model of a National Health Protection System for Wales. Further work, with Welsh Government and key partners, including Local Authorities, is now required.

Across Health Protection and Microbiology Services, we will seek to continue to respond to Covid-19 and to recover key priority areas of activity.

Notably, we will aim to focus on:

- continuing resilient and high quality acute response to the Covid-19 pandemic and other communicable disease and environmental hazard incidents

- our laboratory and infection services will continue a response to the Covid-19 pandemic based on Welsh Government sampling and testing policy. This will include a review of current testing assumptions currently referenced in our Minimum Data Set (MDS), in line with any Welsh Government testing policy announcements

- developing and implementing our approach to Wales' long-term Covid-19 transition from pandemic to endemic

- concluding the implementation of a funded plan for recruitment of urgent/critical staff/skills to enhance the health protection and microbiology workforce

- undertaking a comprehensive validation of health protection workforce including impact of recent recruitment and options to inform the review of the health protection operating model as part of the next phase of development

- implementing the Microbiology workforce 'Establishment Review' recommendations

- working with Cwm Taf Morgannwg University Health Board to progress potential consolidation of clinical and laboratory Microbiology services under the management of Public Health Wales

- introducing a centralised National CNS molecular testing service

- completing a review of the National, Specialist and Reference Units in Wales

- continuing to develop our direct provision of pathogen diagnostics to support NHS recovery over and above Covid-19 including the transfer of Pathogen Genomics Unit (PenGU) services to the new Coryton site, Cardiff Edge

- developing (with Welsh Government) a new national commissioning model/process for the strengthening of the Health Protection System in Wales

- undertaking specific work with local authorities to strengthen the public protection workforce

- supporting the revised Four Nations/UK wide arrangements for health protection (following the EU Trade and Co-operation agreement), including attendance at UK Health Protection Committee/ Four Nation Oversight Group and contributing to the delivery of a prioritised work programme.

- continue to engage with the newly established UK Health Security Agency including the review of existing and establishment of revised governance including Memorandum of Understanding (MoU) agreements

As detailed in our complementary workforce plans, we will continue to develop and grow our own skills and leaders at all levels, expanding key roles, flexibly using multi-disciplinary consultant leadership skills, and establishing novel competence-based roles to help address existing unfilled workforce vacancies.

By 2025, we will be providing effective and trusted system leadership on a range of designated risks, including HCAI and AMR and vaccine preventable diseases

We will seek to continue to recover key priority areas of activity, informed by priorities agreed by the Chief Medical Officer's Health Protection Advisory Group.

Notably, we will aim to recommence work to:

- support the Welsh Government in the delivery of the five-year national action plan for AMR and contribute to both the current national delivery plan and the implementation of the HCAI National Collaborative

- work with the Welsh Government (applying learning from pandemic response) to review the immunisation offer in Wales and provide system leadership to the NHS through direct support and advice, training and education, and intelligence for action

- continue to provide advice and leadership in the development of the Covid-19 immunisation plan and annual flu plan. We will continue to work to reduce vaccine preventable disease in part through optimising vaccine provision and implementing the recommendations of the Wales Measles and Rubella Elimination Action Plan 2019-21 and ensuring a specific focus on inequalities in uptake

- work with partners to deliver the Sexual Health Priority Areas 2020-2024, which is part of the NHS Wales Outcome Framework

- continue to focus on the World Health Organization long-term goal to eliminate Hepatitis C as a threat to public health with the roll out and monitoring of a Hepatitis C re-engagement exercise. This will include supporting health boards and primary care, and exploring the possibility for further project expansion

- further enhance our health protection intelligence/surveillance capability by supporting development and implementation of surveillance reports that use Whole Genome Sequencing and working with the Knowledge Directorate to develop systems and processes for analysis and reporting

- continue to build on the resilience of existing All-Wales Acute Response (AWARe) service systems

- contribute to the development and implementation of a revised Tuberculosis strategy for Wales

By 2025, we will have more robust and resilient support to the health and care system in its response to environmental hazards to health and support wider stakeholders to prepare for the impacts of climate change

We provide specialist services to manage and minimise risks of environmental hazards. There are three core elements of our reactive services: responding to acute chemical incidents; addressing chronic environmental public health concerns; and assessing risks to inform planning/permit decision-making.

The service also recognises the need to proactively scope and understand current and emerging environmental health threats, and benefits, and provide policy advice and advocacy around these. Areas of particular focus include air and water quality, extreme weather events, influencing and shaping sustainable planning and transport policy and practice.

Notably we will aim to:

- develop environmental public health surveillance that covers exposures and health outcomes and recognises the overlap between environmental exposures and other health risks and behaviours.

- continue to collaborate on the Welsh Government-led Clean Air Programme and Plan to help reduce air pollution.

- continue to collaborate with Welsh Government to introduce a default 20mph speed limit, along with other transport related interventions, to move towards a more sustainable, healthier, fairer transport system

Climate change is widely acknowledged as one of the greatest public health threats of this century. We recognise that climate change is everybody's business and this is an organisational wide shared objective. We will continue working with partners internally and externally to develop the Welsh Government Climate Change Adaptation Plan, along with policies and practices relating to mitigation, and identify, implement and evaluate the actions arising from these. This will include review of policy and practice in relation to extreme weather actions and the assessment and surveillance of health harms of extreme weather. This, and more proactive work, is support by our collaboration with Public Health Wales' World Health Organisation Collaborating Centre (WHOCC), to contribute to their Health Impact Assessment work.

Specifically, we will provide support to:

- develop climate based surveillance that covers extreme weather events and the associated health outcomes, along with vector borne disease and gastrointestinal disease surveillance

- inform public knowledge and understanding to mitigate the effects of climate events as well as health service re-design and delivery

- work with partners, internally (including WHOCC and policy team) and externally, to advocate for and inform policy actions around mitigation and adaptation to the climate emergency

Objective	Milestones
SO2.1- **By 2025,** working closely with our partners, we will have an agreed service model that includes new diagnostic and treatment capabilities for infectious diseases and has the capacity and skills to introduce and embed innovation.	**2022-23**
	Quarter 1
	• Support Welsh Government and key stakeholders with provision of timely specialist health protection and microbiology advice to inform Wales' long-term Covid-19 transition from pandemic to endemic and other pathogens **(external dependencies on Welsh Government strategy)** • National Training Forum for Microbiology established • Delivered response to the requirements of the supporting health protection legislation - Health Security (EU-Exit) Regulations 2021 • Support provided to the Four Nations Oversight Group and resulting UK-wide work streams including handover of chair • Concluding the implementation of a funded plan for recruitment of urgent/critical staff/ skills to enhance the health protection and microbiology workforce • Establish a joint programme with Cwm Taf Morgannwg UHB for the consolidation of Microbiology services • Review and update risk communication approaches to mitigate harms of Covid-19 as the virus becomes endemic
	Quarter 2
	• Review implementation of Covid-19-testing proposals in line with Welsh Government policy **(external dependencies on Welsh Government strategy)** • Extend the hot lab function service offer to include non-Covid-19 testing including C diff, Norovirus, CPO and MRSA screening. • Collaborate with Health Protection Services to develop a service offer for centralised sexual health infection diagnostics service • Implement new enteric molecular testing service consistent with competitive tendering outcome • Develop a new Health Protection Operating model including 24/7 specialist service provision
	Quarter 3
	• Well-being resources developed to support the workforce as part of recovery and service development • Collaboration with NWSSP to develop a service offer for Environmental Testing • Implementation of the Public Health Protection and Health Security Framework and development of the supporting MoU • Supporting the UK Health Protection Committee and 4 Nation Health Protection Oversight Group including support to 3 work programme workstreams (health protection workforce, EPRR and Environmental Public Health) • Undertaking a comprehensive validation of health protection workforce including impact of recent recruitment and options to inform the next phase of development • Complete stakeholder engagement regarding consolidation of Cwm Taf Morgannwg UHB Microbiology services
	Quarter 4
	• Supported the NHS through the delivery of critical microbiology and health protection services (e.g. infection prevention, diagnosis, Test Trace Protect and population surveillance) **(external dependencies on Welsh Government strategy)**

Objective	Milestones
	• Continued to support border controls and port health to prevent importation and spread of Covid-19 (external dependencies on Welsh Government and England strategies) • Modified Service Level Agreements introduced to include additional clinical service detail and baseline to facilitate • Centralised CNS Molecular Tender undertaken and implementation commenced • Transfer of PenGU services to new Coryton site, Cardiff Edge • Developing (with Welsh Government) a new national commissioning model/ process for the strengthening of the Health Protection System in Wales • Submit proposals for consolidation of Cwm Taf Morgannwg UHB Microbiology services for Board approval •
	2023-24
	• Continue to support Welsh Government with timely advice on diagnosis, surveillance and prevention/control of SARS CoV2, other respiratory viruses and key pathogens to support policy • Continue to prioritise health protection in line with Ministerial/HPAG priorities and population need • Review and develop proposal to develop local CNS molecular testing tender • Participate in review the Public Health Protection and Health Security Framework implementation • Support the UK Health Protection Committee, Four Nations Oversight Group and resulting UK-wide work stream • Implement proposals for consolidation of Cwm Taf Morgannwg Microbiology services • Consolidate and review the implementation of the new health protection operating model • Work with key partners to support the ongoing process to strengthen the national Health Protection system in Wales
	2024-25
	• Review Health Protection and microbiology services delivery in context of new delivery model • Continue to support Welsh Government with timely advice on diagnosis, surveillance and prevention/control of SARS CoV2, other respiratory viruses and key pathogens to support policy • Continue to prioritise health protection in line with Ministerial /HPAG priorities and population need • Participate in review the Public Health Protection and Health Security Framework implementation • Support the UK Health Protection Committee, Four Nations Oversight Group and resulting UK-wide work streams • Work with key partners to support the ongoing process to strengthen the National Health Protection System in Wales
	2022-23
	Quarter 1
SO2.2 By 2025, we will be providing effective and trusted leadership on a range of designated risks including	• Restart programme of SOPs/Guidance development to support high quality, evidence-based multi-agency response to communicable diseases • Covid-19 response integrated with the development of communicable disease strategies

Objective	Milestones
HCAI, AMR and vaccine preventable diseases.	• Undertake health protection risk assessment and provide advice, guidance and support on health screening and management of infectious diseases for refugees and asylum seekers from Ukraine.
	Quarter 2
	• Re-establish momentum towards eliminating Hepatitis C (target 2030) including development of Welsh Health Circular • Re-engage work-stream for addressing the requirements of the sexual health case management system (subject to Welsh Government funding agreement) • Review inequities in vaccination uptake with a focus on BAME communities and social-economic bands through the vaccine equity programme • AMR surveillance data to be included on the portal
	Quarter 3
	• Delivery of Wales Measles and Rubella Elimination Action Plan • Initiate review of patient information on vaccination programmes to maximise health literacy and ensure information is provided which is accessible and coproduced with the target audience • Harm Reduction Database (HRD) Wales national surveillance system in substance misuse, health, criminal justice and related services delivered • Support and deliver EAAD / WAAW campaign to improve antimicrobial prescribing
	Quarter 4
	• Progress non-Covid-19 related health and justice surveillance and agree an overall surveillance plan • Establish surveillance outputs for trends for Sexually Transmitted Infections, contraception, and abortions from all sources in Wales • Progress Tuberculosis Strategy for Wales implementation and agree a Tuberculosis Action Plan • Deliver and support the maximisation of the influenza vaccination programme to reduce avoidable morbidity and mortality and explore integration with Covid-19 vaccinations • Development of CPE Surveillance and SSI modules through ICNET completed • Antimicrobial guidance for primary and secondary care developed • Community IP&C network established and supported
	2023-24
	• Implement the findings of the patient information review and pilot co-produced patient information for a limited number of key programmes including HPV • Progress a vaccine equity strategy with expansion to additional vaccination programmes • Lead development an action plan for improving uptake in adult vaccination programmes (Shingles and Pneumococcal) • Support delivery of changes to the routine vaccination schedule based on Joint Committee on Vaccination and Immunisation (JCVI) advice • Continue support to the Welsh Government vaccine integration programme • Support development and implementation of surveillance report

Objective	Milestones
	• Supporting work stream for the prevention and control of targeted blood stream infections (BSI) • Review antimicrobial guidance for primary and secondary care
	2024-25
	• Continue support to the Welsh Government vaccine integration programme • Roll out co-produced patient information taking into account lessons learned from pilot resource evaluation • Support delivery of changes to the routine vaccination schedule based on JCVI advice • Implement the findings of the patient information review and pilot co-produced patient information for additional priority vaccine programmes • Complete a vaccine equity strategy with expansion to additional vaccination programmes. • Support delivery of changes to the routine vaccination schedule based on JCVI advice. • Continue support to the Welsh Government vaccine integration programme • Support development and implementation of surveillance report • Supporting work stream for the prevention and control of targeted blood stream infections (BSI) • Supporting UTI working groups for the reducing the burden of infection (link to UK AMR Strategy) • Evaluate antimicrobial guidance for primary and secondary care
SO2.3 By 2025, we will have more robust and resilient support to the health and care system in its response to environmental hazards to health and support wider stakeholders to prepare for the impacts of climate change.	**2022-23**
	Quarter 4
	• Environmental public health surveillance developed to describe both exposures and health outcomes, to monitor both health harms and benefits and support advocacy for action to maximise benefits, minimise harms and reduce inequalities • Review, evaluate and revise incident response and management procedures • Climate surveillance developed to describe exposures and health outcomes, both environmental and communicable disease, to support adaptation and mitigation by both the public and NHS • Extreme weather guidance reviewed and revised and the processes of making it available to the public and partners • Support the strengthening of international health regulations by completing delivery of communications and disseminations work package of the European commission of SHARP Joint Action for Health
	2023-24
	• Provision of specialist public health advice coordinated through partners to support implementation of Wales Clean Air Plan and develop a new Clean Air Act for Wales • Work with Welsh Government to introduce a default 20mph speed limit • Review and evaluate current actions in relation to climate change and determine further actions needed to minimise the long-term health impacts, and narrow inequalities, relating to climate change
	2024-25
	• Evaluate and build on work of previous two years

3.2 Population screening programmes

We deliver, monitor and evaluate seven population based screening programmes, and coordinate the all-Wales managed clinical network for antenatal screening. The screening programmes are informed by evidence-based recommendations from the UK National Screening Committee, which are considered by the Wales Screening Committee and delivered in line with agreed Welsh Government policy.

The aims of the programmes are either to reduce incidence of disease (e.g. cervical screening) or improve early diagnosis to reduce the impact of the disease (e.g. breast screening). The division has a strong record of research and evaluation and a comprehensive programme of improvements in line with policy decisions. There is an equitable offer of screening to the eligible population but there is variation in uptake and enabling informed consent to improve uptake and reduce inequity of uptake is key priority.

What will success look like:

Our long-term strategy outlines what we want to achieve for this strategic priority. These are the key themes running through our future actions. For population health screening programme that is:

- Increase disease prevention and earlier intervention through approaches to maintain and improve focus on national population-based screening programmes. When disease is detected, pathways of care will be seamless

By 2025 we will continue to deliver and develop evidence-based national population screening programmes in line with UK National Screening Committee (NSC) and Welsh Government recommendations

One of our statutory functions as an organisation is to provide, manage, monitor and evaluate population-based screening programmes. Following the Welsh Government's announcement on 13 March 2020 of plans to suspend non-urgent outpatient appointments, Welsh Government agreed the recommendations of Public Health Wales to temporarily pause some of the population based screening programmes. The temporary pause affected the following screening programmes: Breast Test Wales, Cervical Screening Wales, Bowel Screening Wales, Diabetic Eye Screening Wales and Wales Abdominal Aortic Aneurysm Screening. The Newborn Hearing Screening, Newborn Bloodspot Screening and the Antenatal Screening programmes have continued throughout the pandemic and were not paused at any point.

As the numbers of Covid-19 cases started to reduce the approach taken was to set out the conditions required to restart screening; to take a risk assessed approach to prioritise the cohort of participants requiring their offer and to safely phase the programmes restart so that the screening could be offered safely to participants. Programmes were reinstated in the following order: cervical screening (June 2020); bowel screening, breast screening and aneurysm screening (August 2020) and diabetic eye screening (September 2020).

The programmes have continued to be offered since their reinstatement but there are constraints to recover the programmes. These include the reduced numbers of participants being able to be offered screening in each clinic due to Covid-19 safe pathways; limitations in availability of clinic locations; and reduction in staff availability.

To develop the recovery plan each programme put together action plans to mitigate the service backlog. Services needed to operate at over 100% of their pre covid run rate to recover the programmes. The approaches of increasing activity include

- additional staffing
- additional hours undertaken by existing staff
- increasing number of clinic venues and efficiency with existing venues
- increased invitation numbers with associated in-year increase in consumables

Our ambitious screening recovery will see us embrace the use of new technology, approaches and innovation focused on improving practices, such as increasing efficiency of appointment availability through telephone triage and open invitations.

An overview of recovery schemes:

Programme	Recovery Scheme
Bowel Screening Wales	Increased rate of invitation distribution (inc Lab element)
Breast Test Wales	Screening staffing capacity increase - Radiographers, APs & Pathway
	Additional Capacity - Mobile Unit
	Additional Capacity -Screening Centres
Cervical Screening Wales	Increased rate of invitation distribution (inc Lab element)
Cross Programme	Additional Clinic Venues
Diabetic Eye Screening Wales	Screening staffing capacity increase - Screeners & Pathway
	Commissioning of optometry retinal review
Wales Abdominal Aortic Aneurysm Screening Programme	Telephone triage to undertake triage ahead of clinics
	Screening staffing capacity increase - inc Screeners, Clinical Skills & Pathway
Laboratory	Additional hours to support additional capacity of BSW & CSW
Business Team	Screening recovery support manager

A recovery plan has been developed and costed and is being taken forward which is one of the key actions for our Strategic Plan.

Key themes over the lifecycle of our Strategic Plan include:

- continued work to address inequality in screening uptake

- further optimise our bowel screening programme to offer screening in line with UK National Screening Programme to improve outcomes

- key replacement programmes for equipment being progressed to ensure continued high quality delivery

- new IT systems for management of the programmes and explore new technology to enable the continual delivery of high quality screening programmes

- continuing to improve and transform our existing programmes in line with UK National Screening Committee and Welsh Government recommendations

- during 2022/23, we will undertake some initial planning and scoping work, in partnership with the Wales Screening Committee, in relation to lung cancer screening.

Objective	Milestone
	2022-23
SO2.4 By 2025, we will continue to deliver and develop evidence-based national population screening programmes in line with UK National Screening Committee (NSC) and Welsh Government recommendations.	**Quarter 1**
	• Screening activity levels to progress to return to pre-pandemic levels for Breast Test Wales, Wales Abdominal Aortic Aneurysm Screening Programme and Diabetic Eye Screening Wales
	• Cervical Screening Information Management System implemented and embedded.
	• Laboratory Information Network Cymru (LINC) re-procurement process commenced with development of specification agreed
	• Continued implementation and communication of extended screening intervals in line with UK NSC recommendations for women who have HPV negative cervical screening result.
	• Agreement of process with UK countries to share screening history for women moving between countries to ensure safe cervical screening pathway
	• Re-procurement of cervical screening equipment with enablement and continued service provision implemented
	• Confirmed finance and agreement with England to use BSS select to enable cohort selection of breast screening when NHAIS withdrawn
	• FIT symptomatic testing service provided to Health Boards and Primary care that wish to take up offer and included in SLA
	• Optometry support to diabetic eye screening programme evaluated
	• Diabetic transformation programme scoped and initiated
	• Newborn Bloodspot Screening Wales, Newborn Hearing Screening Wales - Continued to work flexibly with Health Boards in response to the pandemic, including both response and recovery
	• Scope and procure ABBR equipment replacement
	• Breast Test Wales replacement equipment programme progressing in line with timelines
	Quarter 2
	• Screening activity levels to progress to return to pre-pandemic levels for Breast Test Wales, Wales Abdominal Aortic Aneurysm Screening Programme and Diabetic Eye Screening Wales
	• Strategic Inequity Plan developed to improve participation in bowel screening, breast screening, cervical screening, abdominal aortic aneurysm screening, and diabetic eye screening by working with the public, the third sector, and health professionals, while reducing inequalities in uptake.
	• First new screening venue established as part of an ongoing estates programme to improve accessibility and offer to participants and support recovery and sustainably delivery
	• Cervical Screening Information Management System post live development work progressed
	• FIT test procurement process completed and outcome actions.
	• ASW, NBSW, NBHSW - Implement Digital First conversion to e-publications as primary source of participant information for Antenatal Screening Wales, Newborn Bloodspot Screening Wales and Newborn Hearing Screening Wales.
	• Evaluate sample-taker registration process evaluated for Newborn Bloodspot Screening Wales
	• Breast Test Wales replacement equipment project progressing in line with timelines

	Quarter 3
	• Screening activity levels higher than pre-pandemic levels to recover the delay in screening offer for Breast Test Wales, Wales Abdominal Aortic Aneurysm Screening Programme and Diabetic Eye Screening Wales • Second new screening venue established as part of an ongoing estates programme to improve accessibility and offer to participants and support recovery and sustainable delivery • Scope and initiate Antenatal Screening Wales project to improved pathway for rhesus negative women with Welsh Blood Service • Preparatory work undertaken with England to use BSS select to enable cohort selection of breast screening when NHAIS withdrawn • Sustain the improved quality of bloodspot cards with sample-takers in health boards • Evaluate Day-4 bloodspot testing
	Quarter 4
	• Screening activity levels higher than pre-pandemic levels to recover the delay in screening offer for Breast Test Wales, Wales Abdominal Aortic Aneurysm Screening Programme and Diabetic Eye Screening Wales • Third new screening venue established as part of an ongoing estates programme to improve accessibility and offer to participants and support recovery and sustainably delivery • Continued roll out of optimisation of bowel screening with starting of offer bowel screening to people aged 55, 56 and 57 • Outsourced Mail process results for Breast Test Wales and Diabetic Eye Screening Wales programmes • Project to implement equitable provision of MRI surveillance for women identified at very high risk of breast cancer progressed • First year of equipment replacement project for Breast Test Wales completed to ensure continuity of service provision • Agree use of BSS select for identification of breast screening cohort with England and identify funding for costs • Delivery progressed against scoped transformation project focused on high quality and accessible service to the diabetic population • Service model changes scoped to 'one ear clear' model for Newborn Hearing Screening Wales • Long term capacity increased and newly appointed screeners trained and working independently for WAAASP
	2023-24
	• Improve participation in bowel screening, breast screening, cervical screening, abdominal aortic aneurysm screening, and diabetic eye screening by working with the public, the third sector, and health professionals, while reducing inequalities in uptake • Evaluate three new screening venues as part of an ongoing estates programme • Complete LINC re-procurement process • Implementation of equitable provision of MRI surveillance for women identified at very high risk of breast cancer • Evaluation of Digital First - conversion to e-publications as primary source of participant information • Potential implications associated with the introduction of self-sampling for persistent non-attenders in Cervical Screening Wales to improve uptake to screening programme scoped • Deliver against scoped transformation project focused on high quality and accessible service to the diabetic population • Implement the evaluation of Day-4 bloodspot testing • Implement the service model change to 'one ear clear' model • Improving health and well-being for participants and surveillance men by Making Every Contact Count

	2024-25
	• Improve participation in bowel screening, breast screening, cervical screening, abdominal aortic aneurysm screening, and diabetic eye screening by working with the public, the third sector, and health professionals, while reducing inequalities in uptake
	• Introducing new ways of working and digital opportunities
	• Continue process of expanding hub and spoke model as part of an ongoing estates programme to improve accessibility and offer to participants and support recovery and sustainably delivery
	• Implementation team and pathway established for rhesus negative women with Welsh Blood Service
	• Deliver against scoped transformation project focused on high quality and accessible service to the diabetic population
	• Evaluation of the service model change to 'one ear clear' model

4. Strategic Theme 3 for 2022/23: Support improvements in the quality and safety of health and care services

Our aim is to support the creation of the best quality health and care system for Wales so that everyone has access to safe, effective and efficient care in the right place and at the right time across the whole care system. To do this we work alongside organisations across Wales to create the conditions, build the capability and make the connections for improvement to flourish. This is also true of the way we are driving quality, improvement and innovation across our own organisation. We focus on:

- supporting health and care organisations to redesign and continuously improve the service they provide

- supporting a focus on reduction in avoidable harm and safety within systems of care

- sustainably building improvement capability within the health and care system

We are ambitious about our role in supporting the bold agenda set out in A Healthier Wales (2018) which describes a whole system approach to health and social care. As an organisation we aspire to be an exemplary quality-driven public health institute and are applying a quality lens to our own work and the support we provide to the health and care system.

Putting quality and safety above all else is the first NHS Wales core value. This focus has been strengthened more recently through the Health and Social Care (Quality and Engagement) (Wales) Act (2020), the National Clinical Framework for Wales (2021) and the Quality and Safety Framework (2021). Collectively these set out an aspiration for quality-led health and care services, underpinned by prudent healthcare principles, value-based healthcare and the quadruple aim. Our role is to achieve this within our own organisation – and to support health and care organisations to achieve this through a focus on improving quality and safety across the system.

Now in the context of this stage of the pandemic and moving into a recovery phase, it is essential that the support that is offered to organisations is tailored and contextualized to local need. We will also support organisations to deliver the eight priorities for NHS Wales outlined by the Minister for Health and Social Care. To enable this, Improvement Cymru has evolved its approach into one new programme: 'Safe Care Together'. Complemented by the wider work of Improvement Cymru, the Safe Care Together programme will offer bespoke support to organisations to identify and improve quality and safety priorities.

We will work closely with key partners including Regional Partnership Boards, Social Care Wales, Delivery Unit and Health Education and Improvement Wales to align its work with the broader context in Wales. We will also work with leading experts across the UK and international partners to ensure improvements and innovations in quality and health are driven by best practice and champion a common approach.

Safeguarding

The National Safeguarding Team (NST) is strengthening its system leadership in support of continuous improvement in safeguarding across NHS Wales and other partnership agencies. A transformed NST will focus on increased use of quality improvement methodologies and approaches, learning together with NHS Wales whilst retaining collaborative leadership of the NHS Wales Safeguarding Network. Recovery from the pandemic will not be a linear process, and in recognition, the NST will continue the flexible and agile approach to safeguarding support and leadership that we have delivered in 2020/21.

What will success look like:

It is our ambition that we will have enabled:

- Transformation in national safety outcomes through demonstrable and measurable system-level improvements in quality and safety

- Organisations to achieve a mature and sustainable approach to building their improvement capability and applying it to their local quality and safety priorities

- Wales to be an integral part of the UK and international improvement community

- We will have developed a co-ordinated approach to prevention

What will we achieve in the next three years?

By 2025, we will have transformed national safety outcomes through demonstrable and measurable system-level improvements

The aim is to offer evidence-based enablers and tools which focus on the culture of a service and which help create the conditions for improvement. We help the service with its work to reduce variation and increase reliability in processes of care and address the bottlenecks that impact on and are impacted by safety and the challenges of the pandemic.

We work with organisations to apply these enablers to make improvements and innovations in the system-wide quality and safety areas that are important to them and support the embedding of evidence-based clinical and operational improvements. We will also work to apply this approach to strategic priorities for improvement and innovation within our own organisation.

Using Improvement Cymru's Delivery Framework, organisations receive tailored and intensive coaching to support the spread and scale of improvements – including application of the Framework within our own organisation. Where necessary and appropriate, national learning sets complement the intensive local support, as well as a series of masterclasses to see and experience alternative models of care from across the world, provide opportunities to share learning, scale improvements at pace and encourage a 'Once for Wales' approach.

By 2025, organisations will have achieved a mature and sustainable approach to building their improvement capability and applying it to their local quality and safety priorities

System-wide quality requires transformational leadership that has quality at the heart of its strategic approach to managing the organisation. The Quality and Safety Framework (2021) sets out the aspiration for a quality-led health and care service, with organisations needing to operate within an effective quality management system.

Our new organisational approach to quality outcomes takes learning from high performing organisations and focuses on strengthening a system-wide approach to quality. It is underpinned by the 'Quality as an Organisational Strategy' methodology and works with system leaders to identify their strategic system-wide quality and safety priorities for improvement and build and align their improvement capability to achieve transformation in these priorities.

This enables executive teams to embed a quality management system approach throughout their organisations and is supported by the Improvement Cymru Academy to build sustainable improvement skills across the system.

The aim of the Improvement Cymru Academy is for everyone in NHS Wales to have access to quality-assured improvement skills, resources and a supporting capability framework by the end of March 2024. The Academy will work alongside organisations to create the conditions, make the connections and build the capability for improvement as a core skill across the whole system. This is delivered by:

- Building the infrastructure and a standardised approach to support the delivery of improvement skills locally, combined with
- Results-based improvement training and coaching which changes behaviour and outcomes

By 2025, Wales will be an integral part of the UK and international improvement community

Working with a number of UK strategic partners, we will champion a common UK wide approach to leading, supporting and sustaining improvement. Using a reliable and efficient process to research innovative ideas, we will assess their potential for advancing quality and safety in healthcare, bring them to action and share learning through articles and white papers. We will also accelerate sharing of learning and improvement work through a range of other opportunities including case studies and resources.

By 2025, impactful improvements will be evidenced through internal and external evaluation

We are working with health and care organisations to enable them to achieve system-wide improvements in the quadruple aim. All of our work is underpinned by Improvement Cymru's measurement strategy which uses a family of measures aligned to the quadruple aim to demonstrate impact and value and inform our approach.

We will externally evaluate the impact of the Delivery Framework and regional approach in enabling organisations to achieve improvements in quality and safety. We will also report regularly to our stakeholders to share progress and demonstrate impact. The impact of our support will be measured through:

- Health Outcomes – Organisations working with us are achieving outstanding sustainable results in the six domains of quality

- Experience of working with us – Increased number of organisations actively engaged in improvement with us and an increased positive experience of working with us

- Experience of working for us – Increased positive experience of working for us

By 2025, innovation and improvement will be integral to Public Health Wales' operating model and culture

Knowledge and experience tells us that high-performing organisations have an improvement and innovation methodology, an approach for managing quality and a culture that is enabling and supportive of change. International improvement thinking also recognises the role of an organisation-wide approach to improving and innovating for quality following the Covid-19 pandemic.

To enable Public Health Wales to deliver strategic improvements and innovations and building on the Quality and Improvement Strategy, the development of an Improvement and Innovation hub (I&I hub) will be accelerated within the organisation. The I&I hub will bring improvement and innovation together to drive strategic changes to the way we work and improve the outcomes of our work.

By 2025, we will have supported the NHS in Wales, alongside multi-agency partners, to embed a quality and improvement ethos in the safeguarding system

We will be as clear as possible in describing the national safeguarding vision for transforming the safeguarding system to one that aligns with the Quality and Safety Framework 2021. We recognise that we will be supported in our aspirations if our approach is understood and valued. Working with our stakeholders and understanding their needs, will iteratively inform the National Safeguarding Team (NST) transformation to system leaders on quality improvements in safeguarding.

The Safeguarding Maturity Matrix (SMM) tool has been in use for four years and has been effective in sharing learning, identifying what works well and what improvements require a collaborative approach across NHS Wales. We will revise the tool through collaboration with the NHS safeguarding Network to be fit for purpose in light of Health and Social Care (Quality and Engagement) (Wales) Act (2020) and the Quality and Safety Framework 2021. Essential to the revision is how the tool can support real time data reports that reflect safeguarding maturity and drive high quality effective and equitable services across NHS Wales. We will build capability in the NHS safeguarding system through adopting similar approaches used by Improvement Cymru with the wider health and care system.

Safeguarding is everyone's business and relies on strong multiagency partnerships, empowered staff and citizens who know how to act when something does not feel right to protect children or adults at risk. Continuous improvements in the safeguarding system requires a shared understanding and common language across agencies. Learning from Cincinnati Children's Hospital Improvement Programme, we will engage with partners in the National and Regional safeguarding Boards to consider the theory of change required to embed quality improvement as a part of the quality management system which are more traditionally focussed on quality assurance and quality control. We will explore how we can co

create a safeguarding community QI programme drawing on learning from Q Lab Cymru and international experience.

Objective	Milestones
SO3.1 By 2025, we will have transformed national safety outcomes through demonstrable and measurable system-level improvements	**2022-23**
	Quarter 1
	• National safety priorities for the Safe Care Together Collaborative established
	• Mechanisms and structure for Improvement Cymru to support regional working established
	Quarter 2
	• Framework for NHS Wales to commission Improvement Cymru support established
	• First set of Safety modules released to NHS Wales
	• Organisation diagnostics to establish safety readiness ahead of Safe Care Together Collaborative completed
	• Delivery of Improvement Cymru Communications & Engagement Strategy
	• Suite of behaviour change resources to engage staff in improvement delivered
	Quarter 3
	• Additional safety offer co-produced to sit within the wider Safe Care Together Programme to support NHS Wales organisations developed
	• Proof of concept computer simulation flow models to support coaching developed
	• Commence Safe Care Together Collaborative with Learning Session 1
	Quarter 4
	• Evaluation of behaviour change resources completed
	• Submission of quarterly report to Welsh Government for Mental Health improvement SLA
	• Submission of quarterly report to Welsh Government for the Learning Disability improvement SLA
	• Submission of quarterly and annual report to Health Foundation for Q Lab Cymru partnership
	• Proof of concept Safety Dashboard released for test audience
	• Complete requirement specification for the Safety Dashboard 'Early Warning System for safety issues'
	• Measurement Platform available to NHS Wales
	• National Improvement Cymru conference to showcase and share learning delivered
	• National safety offer to support Cancer services (pending additional funding from Cancer network) delivered
	2023-24
	• Delivery of a second suite of behaviour change resources building on evaluation learning
	• Submission of quarterly report to Welsh Government for Mental Health improvement SLA
	• Submission of quarterly report to Welsh Government for the Learning Disability improvement SLA
	• Submission of quarterly and annual report to Health Foundation for Q Lab Cymru partnership
	• Strategy evolution based on intelligence gathering and horizon scanning
	• Proof of concept Early Warning System for Safety analytics systems release for test audience

Objective	Milestones
	• Second set of Safety modules released to NHS Wales • Deliver national Improvement Cymru conference to showcase and share learning • Quarterly and annual reporting to Public Health Wales, Welsh Government and partner organisations
	2024-25
	• Submission of quarterly report to Welsh Government for Mental Health improvement SLA • Submission of quarterly report to Welsh Government for the Learning Disability improvement SLA • Submission of quarterly and annual report to Health Foundation for Q Lab Cymru partnership • Evolve Improvement Cymru's strategic approach to reflect feedback from the system • Third set of Safety modules released to NHS Wales • Deliver national Improvement Cymru conference to showcase and share learning • Quarterly and annual reporting to Public Health Wales, Welsh Government and partner organisations
SO3.2 By 2025, organisations will have achieved a mature and sustainable approach to building their improvement capability and applying it to their local quality and safety priorities.	**2022-23**
	Quarter 1
	• Duty of quality guidance and tools to Welsh Government delivered
	Quarter 2
	• Training packages to support the duty of quality guidance for Welsh Government completed • Coaching for Improvement programme available to NHS Wales
	Quarter 3
	• Suite of self-serve Advanced Measurement training materials to NHS Wales released
	Quarter 4
	• Phase 1 Development – Getting started on making quality an organisational strategy in the beta-site – delivered
	2023-24
	• Recruit 3 organisations to support embedding quality through a Quality as an Organisational Strategy approach • Continue to support beta-site for Quality as an Organisational Strategy • Delivery of phase 2 – Using the System – Full integration of the quality process into Improvement Cymru as part of Quality as an Organisational Strategy • Co-develop Advanced Level for Improvement with National Education for Scotland • Commence Scottish Improvement Leader cohort 3
	2024-25
	• Delivery of Phase 3 – Understanding – Quality improvement is a basic component of Improvement Cymru's structure as part of Quality as an Organisational Strategy • Advanced Level for Improvement programme available to NHS Wales
	2022-23

Objective	Milestones
SO3.3 By 2025, Wales will be an integral part of the UK and international improvement community.	**Quarter 2**
	• Continue to work with UK and international partners to advance our learning and reputation
	• Agreement of intended solution to support Improvement Cymru's intelligence gathering system based on scoping recommendations
	Quarter 4
	• Learning from across UK and internationally shared
	2023-24
	• Learning from across UK and internationally shared
	• Strengthen Improvement Cymru's reputation as an improvement leader through the publication of white papers and thought pieces
	2024-25
	• Share and harvest learning across UK and internationally
	• Strengthen Improvement Cymru's reputation as an improvement leader through the publication of white papers and thought pieces
SO3.4 By 2025, impactful improvements will be evidenced through internal and external evaluation.	**2022-23**
	Quarter 1
	• Effective reporting mechanisms established and reports delivered to key stakeholders including Public Health Wales Executive Board, Welsh Government and partnership organisations
	Quarter 4
	• Report on year one findings from the external evaluation of implementing Safe Care Together
	2023-24
	• Report on year two findings from the external evaluation of implementing Safe Care Together
	• Deliver reports to key stakeholders including Public Health Wales Executive Board, Welsh Government and partnership organisations
	2024-25
	• Extend the external evaluation to encompass Improvement Cymru's strategic approach more broadly
	• Deliver reports to key stakeholders including Public Health Wales Executive Board, Welsh Government and partnership organisations
SO3.5 By 2025, Innovation and Improvement will be integral to Public Health Wales' operating model and culture.	**2022-23**
	Quarter 4
	• Submission of I&I Hub annual report to Public Health Wales Executive Team and Board
	2023-24
	• Submission of I&I Hub annual report to Public Health Wales Executive Team and Board
	2024-25
	• Implement Public Health Wales' agreed approach to integrating innovation and improvement in more than one strategic priority area as identified through the strategic planning cycle
	2022-23
	Quarter 1

Objective	Milestones
SO3.6 By 2025, we will have Supported the NHS in Wales, alongside multi-agency partners, to embed a quality and improvement ethos in the safeguarding system.	• Co-creation of a revised SMM tool that support a continuous quality improvement culture, that reflect safeguarding maturity across NHS Wales with measurable impact • National Safeguarding Team transformation vision and plan shared with stakeholders
	Quarter 2
	• Stakeholder mapping exercise, incorporating a survey and needs analysis, commenced to inform NST transformation to system leaders on QI in safeguarding
	Quarter 3
	• Stakeholder Mapping exercise complete and shared with relevant stakeholders • Plan for NHS Safeguarding Network workshops
	Quarter 4
	• Facilitated workshops held to build improvement skills and capability across NHS Safeguarding Network
	2023-24
	• Consider a theory of change with multi-agency partners to embed QI as part of the quality management system for safeguarding • Explore co-creating a safeguarding community QI programme
	2024-25
	• Work with NHS Wales and multi-agency partners to build capability, conditions and networks for improvements in safeguarding

5. Strategic Theme 4 for 2022/23: Maximise the use of digital, data and evidence to improve public health

There has been unprecedented pace of development and use of technology and new techniques to utilise data and inform research practices. Technology has transformed how service are delivered and patients and the public now expect very different services. New devices are increasing the amount of data available with wearable technology being widely adopted for health and fitness monitoring. The data collected has been used to better target services, improve customer experience.

As the data and storage grows, the possibilities are increasing through robotics, artificial intelligence and the metaverse. These all show the pace of change will continue. Yet to a large extent, the NHS in Wales and Public Health Wales is considerably behind both public expectations and other health services.

Alongside this, these new data sources can be developed and used to drive improvements in public health through high quality research and evaluation e.g. the development of Covid-19 pathogen genomics trials and rapid vaccine trials. However, we have yet to fully harness the power of the new data sources coming available or the possibilities of new techniques enabled by them to drive a 'what works' culture in Public Health Wales.

With Digital Health and Care Wales beginning to drive some of the core enablers here for a digital health system, the time is now to transform how we embrace digital, data and evidence to improve the health and well-being of the people of Wales.

What will success look like:

We will play a key role in supporting evidence informed policy and practice to improve population health in Wales.

To maximise impact we will put the user at the heart of our functions to enable the timely generation, synthesis and communication of local, national and international research, evidence and information to improve and sustain the health of current and future generations in Wales.

We will exploit new technologies and develop capacity to deliver the right time information required by our users to take action.

Outcomes will be further defined as part of the development of the Research, Data and Digital Strategies.

What we will achieve in the next three years?

By 2025, evidence and analysis will be prioritised to focus on what works and communicated with impact to improve health and well-being

We will undertake a systematic mapping of research activity across the organisation and work with users to develop a research and evidence programme focused on the biggest needs of Government and users.

These include:

- working with Welsh Government to monitor and evaluate the impact of key public health policy action on health (for example 'Smoke-Free Wales' and action within the obesity strategy)

- evaluating the All-Wales Diabetes Prevention Programme

- working with Welsh Government and local authorities to improve the evidence base and understanding of the evidence on active travel and health

We also need to ensure that we continue to monitor the pandemic and the impacts of the impacts across all aspects of population health. We will develop an ongoing dashboard that enables right-time monitoring of Covid-19, other respiratory and communicable diseases, health-harming behaviours, well-being and the impacts on the burden of disease on other groups e.g. cancer. We will continue to monitor and adapt this as the nature moves. This will move us into the world of closer to real-time monitoring of public health threats.

We will increase our impact by developing user personas that enable us to understand our audience and deliver products and evidence that will be of highest impact.

We will increase our focus on evaluation as we seek to apply and develop methodologies which maximise the use of data to better understand what public health interventions work, especially for populations at greater risk of poorer outcomes.

By 2025, inclusion will be embedded into digital, data and evaluation to ensure we reduce inequalities in public health

Currently, the NHS in Wales does not systematically collect the necessary data to ensure that services are delivered equitably, that we can monitor effectively health inequalities or service user complaints and the evidence base on what works to reduce health in equalities is weak.

We will:

1) Ensure that all our data is linked with the 2021 Census as soon as possible after the availability of the Census results and systematically analyse all aspects of health and equality covering – protected characteristics, employment and socio-economic status

2) Work with Digital Health and Care Wales (DHCW) and NHS Leaderships to put in the systematic processes to ensure these data are routinely collected and available for analysis across the NHS in Wales

3) Systematically review and improve the availability of equality and diversity information across all of our outputs

4) Develop a capability to rapidly evaluate what works in tackling health inequalities

5) Ensure that all our data collections systematically collect equality information standardised where appropriate on the 2021 Census definitions

By 2025, we will be utilising emerging technologies and data science to give public health professionals and the wider system right-time information to deliver services

To support the system to improve population health and reduce inequalities in Wales, we require an inter-connected system of data and applications that enable right-time information to be accessible and actionable for our users. We will seek to maximise the opportunities available to us by improving our existing data assets and bringing them together to better harness health insights, and simultaneously by innovating with new technologies and harvesting novel data such as from sensors and wearable technology to deliver professional data science to drive frontline delivery. Utilising our data science capabilities, such as with predictive analytics, there is the opportunity to share more real-time and precise high quality actionable information on who to target within a whole-population preventative and sustainable approach, with public health professionals.

By 2025, we will be using digital and agile to deliver user-centric services to improve outcomes

We will seek to embrace digital ways of working both for data and evidence, as well as in our operational delivery. As part of this priority, we will seek to support and expand the capacity and skills in this area across the organisation and the wider system. To frame these actions and to ensure we meet needs we will develop a Digital and Data, which will work in line with Welsh Government and partner strategies in these areas. Digital - as well as utilising advances in technology and availability of data make the shift to put the user at the heart of systems design. As part of this way of working we will develop products that improve outcomes through development undertaken in partnership with the user and working in an agile way to iterate, be flexible, adapt and develop quickly. As a result, learning can be incorporated more rapidly into improvements to ensure we have the greatest utility and impact with our users.

We will be working collaboratively with DHCW on the National Data Resource and Digital Services for Patients and Public to ensure that they meet the needs of Public Health Wales and that we contribute to their development fully. We will be focusing on developing our Local Data Repository to feed the National Data Repository and ensuring our systems and standards are inter-operable and developing our services in line with the technologies enabled through DSPP.

Our first stages on this journey will be to complete a discovery phase for the Diabetic Eye Screening Service and to design and deliver a dashboard bringing headline information on all elements of public health into one place.

Objective	Milestones
SO4.1 By 2025, evidence and analysis will be prioritised to focus on what works communicated with impact to improve health and well-being.	**2022-23**
	Quarter 1
	• Process agreed for delivery and prioritisation of data science, analytics and evidence support role through working with Directors of Public Health and local public health teams and other relevant Public Health Wales colleagues • Future actions based on user research findings developed and agreed • Outcome evaluation 'All Wales Diabetes Prevention Programme' Implemented
	Quarter 2
	• Revised Public Health Outcomes Framework reporting tool to users delivered • Coordinated development and approval of Research Strategy for Public Health Wales aligned with revised long term strategic priorities and with infrastructure requirements to deliver identified • High impact evidence materials developed to enable the public health benefits of active travel to be delivered more easily • Structured evaluation programme approached designed and resources secured to determine impact of policy programmes and determine 'what works' to impact health and well-being
	Quarter 3
	• Use of User Personas established within wider Public Health Wales; including development and implementation to maximise the impact of our publications and products • Future delivery plan published for programme of timely high-impact official statistics on the population health of cancer, congenital anomalies, child obesity, and other health conditions
	Quarter 4
	• Delivery commenced for agreed evaluation programme to determine impact of policy and programmes and determine 'what works' to impact health and well-being Future areas assessed to build on following on active travel development of high impact evidence materials to enable the public health benefits to be delivered more easily
	2023-24
	• Research infrastructure for Public Health Wales implemented enabling an active research environment with impact on health outcomes captured • Plan future system for near real time and regular monitoring impact and undertaking user research on our services/products within the organisation • Monitor knowledge mobilisation impact and evaluate implementation of user personas • Scope further research and evaluation programme areas as emerging priorities develop • Assess future areas to develop high impact materials to enable delivery of public health benefits
	2024-25

Objective	Milestones
	• Reflection on research strategy development from 2022/23
	• Deliver further strategically aligned evaluations to determine 'what works' (services and policy action) to improve health and well-being
SO4.2 By 2025, inclusion will be embedded into digital, data and evaluation to ensure we reduce inequalities in public health.	**2022-23**
	Quarter 1
	• Continue (whole-directorate) commitment as collaborating partner with Wales Covid-19 Evidence Centre • Agreed programme of timely impactful research and analysis to inform impact of Covid-19 on recovery of cancer services, early diagnosis and prevention
	Quarter 2
	• Design approach and secure resource for structured evaluation programme with allocated resource to determine impact of policy and programmes and determine 'what works' to reduce health inequalities • Plan agreed to improve collection and monitoring of equalities data, such as gender identity, sexuality and ethnicity within Public Health Wales services
	Quarter 4
	• Commenced delivery of agreed evaluation programme to determine impact of policy and programmes and determine 'what works' to impact 'what works' to reduce health inequalities • Commenced delivery of programme of timely impactful research and analysis to inform impact of Covid-19 on recovery of cancer services, early diagnosis and prevention
	2023-24
	• Continued delivery of programme to evaluate what works in tackling health inequalities • Explore additional opportunities to engage within the UK for collaboration around disease registration/data collection and research • Continued delivery and publications for research programme strategic areas – Covid-19 and cancer outcome/service recovery subject to collaborators, skills-base, funding, and publication acceptance
	2024-25
	• Deliver further strategically aligned evaluations to determine 'what works' (services and policy action) to reduce health inequalities • Explore additional data acquisition within collection and secondary sources
SO4.3 By 2025, we will be utilising emerging technologies and data science to give public health professionals and the wider system right-time information to deliver services.	**2022-23**
	Quarter 1
	• Further iteration and delivery of product which visualises status and trends of Public Health Wales services and responsibilities as well as population health with initial focus on Winter • Commenced delivery of 'real time' suicide surveillance with data and analysis • Plan and agree resource establishment of Adult Rare Disease Registry
	Quarter 2
	• Programme of continuous development of a near-real time Rapid Cancer Diagnosis Dataset (RCDD) delivered

Objective	Milestones
	• Further engagement undertaken with patients, users and stakeholders to move to co-design and co-produce registry services (Child Death Review, Congenital Anomaly Register and Information Service, Adult Rare Disease Register, Welsh Cancer Intelligence and Surveillance Unit) • State of the nation product delivered
	Quarter 3
	• Opportunities created for use of novel data and insight across Public Health Wales to address societal challenges • Wider Public Health Wales automation opportunities supported • Formalise Adult Rare Diseases Registry through long term governance and permissions
	Quarter 4
	• Exploration of user generated data, other sources of data to better understand drivers of ill health to inform action
	2023-24
	• Work with National Data Resource Programme to ensure utilisation with Public Health Wales Local Data Repository • a programme to improve timeliness of a core high quality population-based cancer registration dataset ((dependent on collaboration with registry in England)) integrating data liaison and cancer data standards linkable within Public Health Wales repository • Develop registries further to respond to post pandemic changes • Exploration of Data Science and Artificial Intelligence application in research to better understand drivers of ill health to inform action • Partnership working to scope and develop predictive modelling for disease – such as cancer • Scope additional potential impacts for 'real time' suicide surveillance data
	2024-25
	• Through improved infrastructure and further developed technical and analytical skills realise opportunities for expansion of data reuse across public sector • Deliver accessible, transparent and reproducible research and evaluation outputs to support decision-making.
SO4.4 By 2025, we will be using digital and agile to deliver user-centric services to improve outcomes.	**2022-23**
	Quarter 1
	• Agree action plan for future change in partnership with Diabetic Eye Screening following discovery activity • Lead Public Health Wales engagement in digital readiness for e-prescribing/digital services for patients and public scoping work • Capacity and skills built within Public Health Wales to undertake future discovery activities and user research
	Quarter 2
	• Across registries utilise engagement opportunities to work digitally wherever possible • User research findings utilised to inform development of internet pages for programmes and teams within Data, Knowledge and Research
	Quarter 3
	• Work with colleagues across Public Health Wales to collaborate to align digital agile working approach with the organisational approach to meeting duty of Quality Act

Objective	Milestones
	Quarter 4
	• Build on and apply, disseminate technical learning gained from development of Winter dashboard product
	• Further develop and disseminate agile working approach within activities across Directorate and wider Public Health Wales
	2023-24
	• Spread learning and agile working skills within Public Health Wales
	2024-25
	• Establish a multi-professional digitally skilled workforce
	• Develop partnerships with digital technology sector to strengthen our impact and opportunity to improve outcomes

6. Enabling the successful delivery of our Plan

6.1: Delivering value and improving our performance and delivery

As a result of the unprecedented challenges that Wales, and we as an organisation, have faced over the last 18 months, we have decided to undertake a review of our existing Long Term Strategy, 'Working to Achieve a Healthier Future for Wales'. This will provide us with an opportunity to assess the future key public health issues, and opportunities, to gather the views of our stakeholders, staff and the public. We began this work during 2021 and will complete the strategy review in Autumn 2022.

A key focus of the milestones set out within this theme is on how we will complete the strategy review and ensuring we have the mechanisms and arrangements in place to effectively deliver our revised strategy, with a particular focus on:

- Developing and implementing a quality approach to planning
- Ensuring that we are able to demonstrate the value and impact of what we do
- Using integrated data and information to measure and manage delivery
- And ensuring staff and stakeholders understand their role in delivering the strategy

What will success look like:

By 2030, we will be a high-performing organisation that has a clear strategic purpose, which provides us with a clear long-term prevention focus, and is delivering quality public health services and functions to our stakeholders and the public. We will have adopted a quality, and integrated approach to planning and be able to demonstrate the value and impact of all that we do. Our staff and stakeholders will understand our strategy and contribute to its successful delivery.

What we will achieve in the next three years?

By 2025, we will have developed and commenced implementation of our revised Long Term Strategy and outcomes framework through adopting a Quality as a Business Strategy approach to planning

We will assess the impact of Covid-19 on our Long Term Strategy and priorities through a formal strategy review. This aims 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 or challenges. As part of this work, we will also agree our outcome measures to demonstrate delivery of our strategy.

By 2025, our key stakeholders will understand the role that Public Health Wales plays in achieving a healthier Wales and how our revised long-term strategy contributes to both preventing harm and promoting health and well-being.

We will proactively tell our story to external audiences, helping stakeholders, policy makers, the press and the public to understand the role that Public Health Wales plays in achieving a healthier Wales. We will proactively communicate the organisation's purpose through a range of modernised communications and engagement activities. We will communicate our corporate narrative, refining it to align to the refreshed long term strategy. We will engage with external stakeholders on the refreshed strategy, and we will develop a stakeholder management offer to help staff apply more consistent approaches to stakeholder management and public affairs.

By 2025, we will have developed and be using integrated data and information to enhance our performance reporting and management across the organisation

Performance management is a key strand of our internal transformation and in delivering our Long Term Strategy. The vision of moving towards using more timely and granular integrated performance information, subjected to robust analysis, is key in enabling us to make effective decisions. This will include production of a proposition to our approach in the short, medium and long term and ensuring that we strengthen the performance management arrangements between service, workforce and finance. This approach will include a strong focus on value and outcomes in defining, reporting and managing performance across the organisation. The plan builds on progress we have made and shows how we will improve existing business intelligence products and develop new ones that meet stakeholder needs.

By 2025, we will have high quality, resilient digital services

Working in partnership with DHCW we will develop, operate and maintain a set of high-quality digital services to support Public Health prevention and early intervention programmes. Alongisde these developments, we will continue to develop our cyber security capability in line with the ever changing threat landscape in partnership with the national Cyber Resilience Unit and the Network Information Security (NIS) directive.

By 2025, we will have created environments that are fit purpose and support new ways of working but namely, they are safe, improve well-being, are environmentally sustainable and are value for money

We will ensure we have an estate that supports the wide variety of services and functions we deliver and supports changes to our culture as we adopt new ways of working, making better use of technological solutions to improve how we operate and to enable the organisation to maximise the use of its estate.

By 2025, we will continue to have achieved Financial Break-Even (Revenue and Capital)

We will ensure we commence the period with a budget strategy and financial plan that delivers a financial break-even position. Robust monitoring of the in-year position will ensure that risks and opportunities are managed appropriately. In addition, we will develop our enabler approach to value and impact working closely with others to embed going forwar

Objective/ Area	Milestones
SO5.1 By 2025, we will have developed and commenced implementation of our revised Long Term Strategy and outcomes framework through adopting a Quality as a Business Strategy approach to planning.	**2022-23**
	Quarter 1
	• Review of integrated planning arrangements undertaken
	Quarter 2
	• Long Term Strategy review engagement completed
	• First phase of revised PMO operating model implemented
	Quarter 3
	• Revised Long Term Strategy approved by Board
	• Public Health Wales Outcomes Framework approved by Board
	Quarter 4
	• Phase 2 of revised PMO operating model implemented
	• Mapping of proposed organisational portfolio undertaken
	• Conclude the development of the new Long Term Strategy
	2023-24
	• Commence the implementation of the new Long Term Strategy
	• Interactive Outcomes Framework published
	• Deliver phase 3 of PMO implemented
	• Implement integrated planning approach for 2023/24
	2024-25
	• Undertake formal review of progress against our Long Term Strategy and outcomes framework
SO5.2 By 2025, our key stakeholders will understand the role that Public Health Wales plays in achieving a healthier Wales and how our revised long-term strategy contributes to both preventing harm and promoting health and well-being.	**2022-23**
	Quarter 1
	• Engage with external stakeholders on the refreshed Long Term Strategy
	• Develop stakeholder engagement offer for internal clients
	Quarter 2
	• Present brand audit and strategy recommendation
	• Develop a stakeholder management offer to help staff apply more consistent approaches to stakeholder management and public affairs
	• Tranche two of public understanding and perceptions research and analysis complete
	Quarter 3
	• Update and refine corporate narrative to align to revised Long Term Strategy

Objective/ Area	Milestones
	Quarter 4
	• Planned engagement with external stakeholders on the refreshed strategy
	• Tranche three of public understanding and perceptions research analysis complete
	2023-24
	• Embed stakeholder management principles with internal partners
	• Tranche four and five of public understanding and perceptions research and analysis complete
	• Evaluate stakeholder management and public affairs activity and recommend improvements based on stakeholder engagement feedback
	2024-25
	• Evaluate public perception research and recommend refinements to communications and engagement activity based on findings
SO5.3 By 2025, we will have developed and be using integrated data and information to enhance our performance reporting and management across the organisation.	**2022-23**
	Quarter 1
	• Revised Performance and Assurance Dashboard (v5) launched
	• Continued automation/linkage CDSC Covid-19 data.
	• Finance indicators on the Directorate Assurance Dashboard rolled out Trust-wide
	• Financial performance framework to focus on the new Finance indicators developed
	Quarter 2
	• Directorate and Divisional Dashboards (v2) launched
	• Future performance proposition developed
	Quarter 3
	• Portfolio Monitoring Dashboard (v1) launched
	• Directorate Mid-Year Reviews utilising enhanced DADD resource undertaken
	Quarter 4
	• Value Pilot completed
	2023-24
	• Delivery of predictive insights and deep dives informed by our key performance indicators and wider management information
	• Deliver enhanced Mid-Year and Year End Directorate Performance Reviews
	2024-25
	• Deliver enhanced Mid-Year and Year End Directorate Performance Reviews
SO5.4 By 2025, we will have high quality, resilient digital services.	**2022-23**
	Quarter 1
	• All platform infrastructure prepared/agree and user and performance testing undertaken to transition Abdominal Aortic Aneurysm and Bowel screening services to two new digital services
	• New Cervical screening service digital platform released

Objective/ Area	Milestones
	• Cyber resilience action plan agreed
	Quarter 2
	• Implementation commenced of the cyber resilience action plan
	• Updating of the Diabetic Eye Screening (DESW) Optimise platform to deliver greater service and end user benefits
	• Work undertaken to improve resilience for the Tarian platform
	Quarter 3
	• Perform user acceptance testing and transpose to the modernised DHCW national cancer service (CANISC) offering for Screening
	Quarter 4
	• Preparatory work completed including validating user specifications and testing plan in order to safely transfer over to new LINC programme in 2023/24
	• Undertake testing and migrate data to the replacement Newborn Hearing and Newborn Bloodspot digital services to ensure it meets the needs of the service
	• Update the National Breast Screening System (NBSS) Breast Screening digital service for Cohort selection working with NHS England and NHS-X partners to deliver this service
	2023-24
	• New national LINC service goes live
	• Tarian-2 business case developed
	• Automate several processes and make further use of the Microsoft Power app platform to make Digital service improvements.
	• Continue to further leverage the cloud for our data reporting needs to provide repeatable and robust data pipelines
	2024-25
	• BSW cohort optimisation review and re-modelling completed
	• Tarian 2 goes live
SO5.5 By 2025, we will have created environments that are fit purpose and support new ways of working but namely, they are safe, improve well-being, are environmentally sustainable and are value for money.	**2022-23**
	Quarter 1
	• Plan for stage two of Our Space North Wales developed
	• St David's Park, Carmarthen vacated and handed back to landlord
	Quarter 2
	• Estate performance information collated and utilised to inform decision making
	Quarter 3
	• Stage two of Our Space North Wales commenced
	• IS0:140001 accreditation achieved
	Quarter 4
	• Plan for development of Microbiology estate developed

Objective/ Area	Milestones
	• Review of estate utilisation and configuration completed following 'Work Where it Works best pilot'
	2023-24
	• Equipment and staff moved from UHW to Cardiff Edge and site operational
	2024-25
	• Estates Plan refreshed and updated
SO5.6 By 2025, we will continue to have achieved Financial Break-Even (Revenue and Capital).	**2022-23**
	Quarter 1
	• Detailed revenue and capital spending plans received from Directorates • Spending plans reviewed to identify opportunities to pilot value-based approach to expenditure decisions
	Quarter 2
	• Assurances gained from Directorates that year-end break-even position will be achieved • Pilot completed for value-based approach to spending plans which will include foundational economy principles
	Quarter 4
	• Year-end break-even position achieved
	2023-24
	• Detailed revenue and capital spending plans received from Directorates • Assurances gained from Directorates that year-end break-even position will be achieved • Year-end break-even position achieved
	2024-25
	• Detailed revenue and capital spending plans received from Directorates • Assurances gained from Directorates that year-end break-even position will be achieved • Year-end break-even position achieved

6.2: Developing our organisation to be a great place to work

Our people are critical to the achievement of our significant long-term ambitions. We have a diverse, multi-generational and multi-disciplinary workforce and we need to ensure that we provide all of our people with the environment, skills and knowledge they need to meet the challenges ahead.

In order to attract and retain high quality talent into the organisation, we need to ensure we become an employer of choice, and for people to know that they will be valued and respected, in an inclusive and supportive environment.

We need to support our workforce, fostering two-way communication, engagement, empowerment and good well-being.

We need to understand the diverse needs, expectations and experiences of our people, and use that insight to tailor our offering. We want to attract and retain people in public health, to deliver our Long Term Strategy and ultimately to create a positive impact in the communities we serve.

What will success look like:

As set out in our People Strategy, our people ambition for 2030 is:

- Successful delivery of our strategic priorities through a sustainable workforce supply that meets current and anticipated needs

- Wider access to careers, credible candidates for all vacancies and strengthened talent pipelines for all scarce skills and critical roles

- A vibrant, inclusive and healthy culture where people of all generations and background want to join, stay and are supported to thrive

- An engaged workforce where staff feel they belong, that they are valued, respected and recognised

- A more diverse workforce that reflects the population and greater representation at all levels of the organisation, and staff well-being is embedded into and considered in everything we do

- Improved workforce planning with forward investment in recruitment and development

- Reduced silo working and increased multi-disciplinary and multi- organisation teams aligned around strategic priorities.

- We will manage change successfully, balancing the tactical 'run or improve the business' with more strategic and transformational 'change the business' activities, both of which are fundamental to achieving our long term goals

What we will achieve in the next three years?

By 2025, we will have increased our ability and agility to deploy resources where needed, reducing silos and increasing collaboration and cross boundary working

We will enable and support our managers to work in a different way, particularly dealing with ambiguity and managing relationships. We will increase our capability in change management skills and enable new structures to be implemented effectively. We will have established and embedded new processes and ways of working with a particular focus on identification of resources, resolution of conflicting requirements and performance management. This addresses the feedback we have received in the 2021 Staff Well-being Survey.

By 2025, we will actively plan and manage towards our agreed optimum workforce size and shape

We will develop an integrated workforce planning approach that includes assumptions on long-term shape, technology, critical roles and succession information. We will have well-developed workforce plans outlining build, buy, borrow and bot approaches for addressing all critical roles and skills. We will have addressed gaps in workforce intelligence and built the skills of managers in planning, predicting and identifying supply.

By 2025, we will understand what matters most to our current and future employees so that we can create an employee value proposition and brand that works for all, embracing flexibility, career satisfaction, inclusivity and healthy lives

Following broad consultation and an assessment of our current and ideal cultures, we will have a compelling cultural narrative. All colleagues will be able to see, and share in their own words, how our Long Term Strategy is supported by, and delivered through, our culture.

Following a pilot approach to working where it works best, anticipated to take place during 2022/2023, we will understand where and how our people work best. This will enable opportunities for all colleagues to shape work around life and foster alignment across Estates, Digital and People strategies. During this work and through our Staff Well-being Survey, *the working day* and *workload* have emerged as important aspects of managing staff well-being. By undertaking this pilot, we will address the issues raised, and support people to achieve good well-being outcomes.

Our pilot approach will enable the organisation to have developed an articulated employee value proposition and brand that works for all, reflecting employees' experiences and expectations. We will have developed new processes to support all stages of people's careers and we will support everyone to understand why diversity and inclusion matters.

By 2025, we will increase the knowledge and interpersonal skills necessary for meaningful and mutually beneficial relationships with our partners

We will have a comprehensive interpersonal skills offering based on emotional intelligence, relationship management, facilitation, negotiation and handling difficult conversations. We will have increased the number of placements, secondments, honorary contracts and joint posts spanning academic and organisation boundaries, increasing skills transfer and value in both directions.

By 2025, we will widen access and identify, attract and recruit the best available talent, which more accurately reflects the communities we serve

We will have a strong brand and innovative attraction strategy. We will have clear recruitment strategies in place for targeted scarce skills. We will implement values-based recruitment and selection and we will have a comprehensive programme of work experience, internships and apprenticeship across the organisation including sponsored approaches to vocational qualifications.

By 2025, we will have created a clear approach and investment plans to develop or access the skills required to deliver our strategic priorities.

We will have a sustainable skills development programme prioritised against our strategic goals, with an agreed approach to funding skills development and secondments on a multi-year basis. We will have clear plans for addressing scarce and emerging skills including scoping internal development schemes linked to succession plans.

We will introduce work experience and apprenticeship opportunities across all job families and have an agreed approach to education and training at Masters-level for Public Health Advanced Practitioners, including options for advanced Apprenticeships.

We will make available to employees a clear, sustainable and targeted offering for acquiring, developing and supporting Welsh language skills based on identified service needs and outcomes.

By 2025, we will have developed and delivered an internal communications strategy that supports performance delivery and workforce engagement.

We will develop and deliver an internal communications strategy that focuses on three clear goals:

- Helping staff feel that they belong and that they are trusted, valued, respected and recognised

- Making sure staff understand the organisation's strategy and specifically, helps staff to know how they contribute to the organisation's success

- Empowering staff to do their jobs to the standard of quality expected

Objective/ Area	Milestones
SO5.7 By 2025, we will have increased our ability and agility to deploy resources where needed, reducing silos and increasing collaboration and cross boundary working.	**2022-23**
	Quarter 1
	• Directorate and Divisional Assurance Dashboards roll out supported to enable managers to proactively utilise people data to inform planning, decision-making and team management
	Quarter 2
	• Refreshed and revived Management and Leadership Framework launched
	Quarter 4
	• Approach developed and agreed for organisation design, commissioning and resourcing of organisational change work • Increased capability in change management skills in support of organisational change
	2023-24
	• Approach designed to collect skills and expertise, enabling us to understand more about the mix, spread, gaps and potential for transfer • Ensure our management and leadership development offers are underpinned by our future focussed and robust framework which sets out who they are and what they do, and have secured appropriate investment
	2024-25
	• Develop new working practices that enable agility in respect of recruiting and deploying our people across traditional boundaries within the organisation and throughout public services in Wales
SO5.2 By 2025, we will actively plan and manage towards our agreed optimum workforce size and shape.	**2022-23**
	Quarter 3
	• Established more detail of the workforce required to deliver our refreshed long-term strategic plan, including role mix, grade mix, skill mix, and placement of roles in the wider Public Health system • Established succession plans throughout the organisation for key roles • Developed skills training and support to build the skills of managers in planning, predicting and identifying workforce supply and demand. Includes roll out of Strategic Workforce Planning training and supporting resources from HEIW
	Quarter 4
	• Developed an agreed approach to organisation design and commissioning and resourcing of organisational change work
	2023-24
	• Identified solutions to address gaps in workforce intelligence • Developed the planning/forecasting mechanism to ensure we have the optimum workforce size and shape for any given time-span
	2022-23
	Quarter 1

Objective/ Area	Milestones
SO5.3 By 2025, we will have a compelling cultural narrative.	• Agreed how we will assess current and ideal cultures
	Quarter 3
	• Assess current and ideal cultures (anticipating approval)
	Quarter 4
	• Review outputs from assessments (anticipating approval)
	2023-24
	• Draft narrative and plan to deliver
	• Develop and finalise our narrative through broad engagement with our people and beyond, understand how this translates into everyday behaviours
	2024-25
	• Re-run the assessment to see how we're starting to transform over time
SO5.4 By 2025, we will be working how and where it works best and will understand how our staff are feeling about their work and working environment.	**2022-23**
	Quarter 1
	• Anticipated pilot programme live - timeframe TBC in line with Welsh Government health protection advice/guidance
	Quarter 3
	• Reviewed six months success measures and changes made where required
	• Undertaken the NHS Wales Staff Survey and develop required organisational actions, in partnership with staff side colleagues, staff networks and directorate/divisional leads
	Quarter 4
	• Early review of outcomes and recommendations for post-pilot ways of working
	2023-24
	• Roll out new ways of working with ongoing success measures agreed and monitored (integrated into Performance Assurance Dashboards where feasible)
	2024-25
	• Engage our people to review success of new ways of working and share back alongside qualitative measures
SO5.5 By 2025, we will have an employee value proposition and brand that works for all, embracing flexibility, career satisfaction, inclusivity and healthy lives.	**2022-23**
	Quarter 3
	• Embedded training and support to ensure everyone understands why diversity and inclusion matter
	Quarter 4
	• Reviewed our processes and policies to identify areas of tension and opportunity with the management and leadership framework
	• Portfolio of evidence submitted for reassessment under the Cultural Competence Certificate Scheme
	• Developed a compelling employee value proposition and employer brand for social media and recruitment advertising

Objective/ Area	Milestones
	2023-24
	• Audit flexible working and access to development opportunities to ensure we are achieving equality across all teams and locations
	2024-25
	• Develop a career toolkit and enabling processes which gives people ownership and choice over how to manage their careers, including working patterns, through their working life
SO5.6 By 2025, we will widen access and identify, attract and recruit the best available talent which more accurately reflects the communities we serve.	**2022-23**
	Quarter 1
	• Engaged with communities to better understand barriers experienced by under-represented groups
	• Updated training, guidance and information on recruitment and make available to all staff
	Quarter 2
	• Updated training, guidance and information on recruitment and make available to all staff
	Quarter 3
	• Implemented an integrated approach to engaging young people from all backgrounds
	• Developed a clear plan for building relationships with schools and academia to raise our profile as an employer
	Quarter 4
	• Review and publish workforce data in relation to diversity and inclusion
	• Work with our partners to raise awareness of and widen access to careers in Public Health, e.g. through advanced apprenticeships or other non-graduate routes (to expand our supply of suitably experienced candidates and increase participation and progression from under-represented groups).
	2023-24
	• Explore options for more interactive and values based selection tools
	• Develop job descriptions which better explain the 'equivalence' of qualifications
	• Develop toolkit to support managers to use 'credentialing'
	• Consult with communities and develop our next Strategic Equality Plan
	2024-25
	• Publish our new Strategic Equality Plan for 2024-28
SO5.7 By 2025, we will create clear approaches and investment plans to develop or access the skills required to deliver our strategic priorities.	**2022-23**
	Quarter 1
	• Introduced first cohort of Kickstart Work Placements
	• Ensured all recruitment uses the Assessing Welsh language Skills Needs for Recruitment tool
	Quarter 2
	• Established a medium- to long-term investment planning process for sustainably funding skills education and training

Objective/ Area	Milestones
	• Clarified the responsibilities and objectives of Job Family Leads across each staff group/job family
	Quarter 3
	• Launched Job Families
	Quarter 4
	• Developed clear plans for addressing scarce and emerging skills in line with local and national shortage specialities and forecast gaps between skills supply and demand
	2023-24
	• Increase the number of placements, secondments, honorary contracts and joint posts spanning organisation boundaries, increasing skills transfer in both directions
	• Enable the new approach to investment in/funding of development and learning
	2024-25
	• Develop a programme to support community engagement skills
	• Identify and pilot joint training programmes with selected partners
	• Update our long-term skills priorities and plan accordingly to ensure a sustainable skills development programme against our strategic goals
SO5.8 By 2025, compelling, effective internal communications will be embedded across the organisation, contributing to staff engagement. Staff feedback will indicate that staff understand the organisational strategy, that they trust leadership, that they feel valued, respected and recognised.	**2022-23**
	Quarter 1
	• Internal communications strategy drafted for the organisation, reflecting current issues and needs
	• Established baseline metrics and stretch targets for correlated Staff Survey results, identifying metrics to assess over time
	Quarter 2
	• Reviewed and optimise internal communications channels
	• Established channel metrics
	• Audited existing channels
	Quarter 3
	• Completed on-boarding onto SharePoint Intranet
	Quarter 4
	• Refreshed internal communication strategy to align to in-year objectives and key organisational priorities
	2023-24
	• Evaluate 2022-23 internal communication activity, reporting on metrics and outcomes
	• Draft and deliver in-year Plan
	2024-25
	• Evaluate 2023-24 internal communications activity, reporting on metrics and outcomes

Objective/ Area	Milestones
	• Draft and deliver in-year plan

6.3: Creating the conditions and structures to be an organisation that is continuously improving and learning using data to drive quality, engagement and collaboration

This Theme is a vital component for enabling our Long Term Strategy. This Theme is key to developing a culture that will enable and support quality, engagement and collaboration which impacts positively on health outcomes and the well-being of the population of Wales.

What will success look like:

By 2030 we will have quality, engagement and collaboration rooted at our core, with visible and focused leadership at all levels. This will be accompanied by effective integrated governance, and, wherever possible, real time data to ensure all activities are aligned with the organisation's strategic priorities.

What we will achieve in the next three years?

By 2025, we will have a culture which supports staff to achieve high quality work, through engagement and collaboration, which impacts positively on health outcomes of the people of Wales.

We will review and strengthen existing organisational governance arrangements for all engagement activity across the organisation, enhancing the citizen's voice and providing support to the Executive Team and the supporting Leadership Team to improve assurance and governance in respect of public engagement.

We will collaborate with key third sector partners to identify and develop a proposed approach for a third sector engagement implementation plan to build resilience within communities and improve public health outcomes around communicable disease control, burden of disease and wider harms.

We will develop a risk-based approach to quality and clinical audit and implement an improvement plan which works towards systemisation, digital capacity, reflecting the diversity of the organisation and feeding into the wider organisational learning for improvement.

By 2025, we will ensure that the Integrated Governance Model brings coherence, consistency and simplicity to how we govern and enable the organisation.

We will implement the Integrated Governance Model which was identified as a key enabler for Public Health Wales becoming a high performing organisation and in reaching our next level of maturity. Integrated governance provides a holistic and joined-up approach to our systems and procedures, reporting and outcomes.

We will move into Phase Two of the Records Management Programme to identify a solution that supports Directorates, Divisions and Teams with document control, retention and destruction as well as the archiving of relevant documents.

By 2025, we will ensure that our regulated Health and Care Professionals will have equitable access to learning, relevant professional development and opportunities

We will ensure our regulated Health and Care Professionals (Nursing and Midwifery Council/The Health and Care Professions Council) have equitable access to learning, relevant professional development and opportunities that enable them to maximise their full potential, underpinned by an effective Career Framework and Clinical Governance Framework

By 2025, we will have achieved level four across each of the five elements as identified in the Safeguarding Maturity Matrix.

We will complete the Safeguarding Maturity Matrix to benchmark Public Health Wales' safeguarding position with all NHS organisations in Wales.

We will review the Safeguarding Training Strategy, ensuring it remains fit for purpose and in line with Inter-Collegiate recommendations.

By 2025, we will be able to demonstrate good compliance in the effective management of Infection Prevention and Control in line with the Code of Practice for the Prevention and Control of Healthcare Associated Infections 2014.

We will undertake a review and publish Public Health Wales' Infection, Prevention and Control policies and procedures, whilst developing a digital audit dashboard to enable key performance indicator reporting.

We will drive quality and improvement initiatives through a review of post Covid-19 practices to establish 'lessons learnt' in line with the Code of Practice for the Prevention and Control of Healthcare Associated Infections 2014.

Objective	Milestone
SO5.9 By 2025, we will have a culture which supports staff to achieve high quality work, through engagement and collaboration, which impacts positively on health outcomes of the people of Wales.	**2022-23**
	Quarter 1
	• Reported against the Health and Care Standard Assessment for 2021-2022 • Risk-based approach to quality and clinical audit developed utilising all available evidence to inform the generation of audits against priority levels • Standardised quality and clinical audit reporting methodology developed which will capture responses and enable the production of a thematic analysis of findings for committee review • Civica implementation project delivered, including set-up of the Civica system with relevant bespoke organisational adjustments, to capture consumer feedback and experience data • Level 2 Putting Things Right training package developed in respect of Incidents and Complaints, aligning with the updated PUBLIC HEALTH WALES Putting Things Rights Policy and Procedure and Claims Policy and Procedure
	Quarter 2
	• Existing organisational governance arrangements reviewed and strengthened for all engagement activity across the organisation, enhancing the citizen voice and providing support to the Public Health Wales Leadership Team and Business Executive Team to improve assurance and governance in respect of public engagement • Collaborate with key third sector partners to identify and develop a proposed approach for a third sector engagement implementation plan to build resilience within communities and improve public health outcomes around communicable disease control, burden of disease and wider harms • Gap analysis completed against the key pillars of the Clinical Governance Framework and identify areas for improvement to be progressed
	Quarter 3
	• Public Health Wales organisational framework developed which will outline how engagement should be embedded in our key strategies and processes and ensure appropriate metrics are embedded in our performance reporting and planning
	Quarter 4
	• Organisational approach to capacity and capability building for engagement skills collaboratively designed and developed, and analysis of feedback to inform future planning and improvement • Public Health Wales self-assessment against the Health and Care Standards for 2022-2023 completed • Quality and Clinical audit improvement plan developed and implemented which works towards systemisation, digital capacity, reflecting the diversity of the organisation and feeding into the wider organisational learning for improvement
	2023-24
	• Report against the Health and Care Standard Assessment for 2022-2023

Objective	Milestone
	• Continue the development of a Quality and Clinical Audit thematic analysis of findings utilising a dashboard approach to enhance the level of assurance at committee level • Continue the development of organisational capability to enable the analysis and interpretation of customer feedback data used to inform improvement to protect, promote and improve the health and well-being of the population of Wales • Implement an organisational approach to capacity and capability building for engagement skills to inform planning and improvement. • Review approaches and actions taken in 2022-2023 to implement further identified improvements to Clinical Governance arrangements, ensuring that robust systems are in place for effective management of clinical risks and promoting continuous improvement in services. • Complete the Public Health Wales self-assessment against the Health and Care Standards for 2023-2024
	2024-25
	• Report against the Health and Care Standard Assessment for 2023-2024 • Develop a business case to procure a corporate audit platform to enable centralised reporting of findings and triangulation of subsequent risks in relation to Quality and Clinical Audit • Production of a report setting out the findings and recommendations of the Our Approach to Engagement Programme commenced in 2022-2023 • Embed learning from Our Approach to Engagement throughout the organisation • Informed by previous learning, develop a business case to scope and propose the delivery of future organisational priorities with the third sector • Complete the Public Health Wales self-assessment against the Health and Care Standards for 2024-2025
SO5.10 By 2025, we will ensure the Integrated Governance Model brings coherence, consistency and simplicity to how we govern and enable the organisation.	**2022-23**
	Quarter 1
	• Integrated Governance Model Implementation Plan approved • Once for Wales Concerns Management System launched within Public Health Wales to include modules: Feedback, Redress; Incidents; and Claims
	Quarter 2
	• Information Governance Development Plan implemented
	Quarter 3
	• Migration of data from Datix Web to Datix Cloud completed
	Quarter 4
	• Completion of Phase II of the Records Management Programme • Implementing year one of the Risk Management Development Plan developed in 2021-2022
	2023-24
	• Deliver the Integrated Governance Model Implementation Plan for 2023-2024 • Deliver year two of the Risk Management Development Plan • Implement any outstanding Datix Modules under the Once for Wales Concerns Management System Programme, including training

Objective	Milestone
	• Implement the Public Health Wales Corporate Approach to Records Management
	2024-25
	• Deliver the Integrated Governance Model Implementation Plan for 2024-2025 • Deliver year three of the Risk Management Development Plan • Implement any outstanding Datix Modules under the Once for Wales Concerns Management System Programme, including training
SO5.11 By 2025, we will ensure that our regulated Health and Care Professionals will have equitable access to learning, relevant professional development and opportunities that enable them to maximise their full potential, underpinned by an effective Career Framework and Clinical Governance Framework.	**2022-23**
	Quarter 1
	• Healthcare Sciences' Professional organisational network established • Clinical Supervision Framework developed
	Quarter 2
	• Reported against the annual audit of all registrants across Public Health Wales for 2021-2022
	Quarter 3
	• Health and Care Professions Career Framework completed and submitted for formal approval
	2023-24
	• Implement the Career Framework approved in 2022-2023 • Undertake and report against the annual audit of all registrants across Public Health Wales for 2022-2023
	2024-25
	• Monitor and evaluate the Career Framework implemented in 2023-2024 • Undertake and report against the annual audit of all registrants across Public Health Wales for 2023-2024
SO5.12 By 2025, we will achieve level four across each of the five elements as identified in the Safeguarding Maturity Matrix.	**2022-2023**
	Quarter 1
	• Public Health Wales' annual Safeguarding Report for 2021-2022 published
	Quarter 2
	• Safeguarding Maturity Matrix completed to benchmark Public Health Wales' safeguarding position with all NHS organisations in Wales
	Quarter 3
	• Safeguarding Training Strategy reviewed ensuring it remains fit for purpose and in line with Inter-Collegiate recommendations
	2023-2024
	• Publish Public Health Wales' annual Safeguarding Report for 2022-2023 • Complete the Safeguarding Maturity Matrix to benchmark Public Health Wales' safeguarding position with all NHS organisations in Wales
	2024-2025
	• Publish Public Health Wales' annual Safeguarding Report for 2022-2023 • Complete the Safeguarding Maturity Matrix to benchmark Public Health Wales' safeguarding position with all NHS organisations in Wales
	2022-2023

Objective	Milestone
SO5.13 By 2025, we will be able to demonstrate good compliance in the effective management of Infection Prevention and Control in line with the Code of Practice for the Prevention and Control of Healthcare Associated Infections 2014.	**Quarter 1**
	• Review and formal publication of Public Health Wales Infection, Prevention and Control policies and procedures completed • Final report and recommendations and lessons learnt regarding the Staff Flu Campaign of 2021-2022 published
	Quarter 2
	• Infection, Prevention and Control audit dashboard developed for Public Health Wales to report against key performance indicators
	Quarter 3
	• Review of post Covid-19 practices and establishing lessons learnt to drive quality and improvement initiatives in line with the Code of Practice for the Prevention and Control of Healthcare Associated Infections 2014
	2023-24
	• Conduct an audit of the Infection Prevention and Control dashboard established in 2022-2023 to ensure its effectiveness
	2024-25
	• Conduct an Infection Prevention and Control baseline assessment and training needs analysis of the current skills and knowledge of the Public Health Wales workforce to inform an Improvement Plan

Governance

7. Financial Plan

7.1. Underlying Position

Public Health Wales has historically delivered financial stability with an underlying breakeven position. This underlying breakeven position continues in our 2022/23 three year plan. Further detail is contained within the Public Health Wales Financial Plan and Budgetary Control Framework 2022/23 (March 2022).

7.2. Our revenue plan

Public Health Wales has seen significant revenue growth in the past two years with elements of this growth being funded outside of recurrent core allocations.

Item	2022/23 £m	2023/24 £m	2024/25 £m	Recurrent £m
Income				
2021/22 Income (Core & Non-Core)	174.059	174.059	174.059	174.059
Confirmed Allocation Uplift	15.839	15.839	15.839	15.839
Anticipated Allocations - Non COVID	14.501	18.502	20.155	17.275
Anticipated Allocations - COVID	52.043	52.485	52.899	12.142
Total 21/22 Income	**256.442**	**260.885**	**262.952**	**219.316**
Expenditure				
2021/21 Expenditure	174.059	174.059	174.059	174.059
Changes (Funded in Allocation Letter)				
Transformation of the Health Protection Services	-0.225	-0.225	-0.225	-0.225
Strengthening the National Health Protection Service (4th & final year)	1.275	1.275	1.275	1.275
Improvement Cymru	0.181	0.181	0.181	0.181
Turn Around Time and Resilience	5.874	5.874	5.874	5.874
IP5 Costs	0.830	0.830	0.830	0.830
Real Time Suicide Surveillance (RTSSS)	0.082	0.082	0.082	0.082
FIT Optimisation (up to)	2.633	2.633	2.633	2.633
2021-22 Pay Award Adjustment	1.877	1.877	1.877	1.877
National Cost Pressures	2.175	3.845	4.859	4.859
Local Cost Pressures	1.212	0.677	0.677	0.677
Changes (Anticipated Allocations)				
Early Years & Obesity Grant Funding	3.880	3.880	2.880	0.000
Online STI Testing	3.885	3.885	3.885	3.885
Screening Recovery	1.158	0.951	0.000	0.000
Genomics	0.492	0.492	0.492	0.492
Holiday Pay on Overtime	0.204	0.204	0.204	0.204
Pay Award (4% 2022/23, 2% 2023/24, 2% 2024/25)	4.882	7.420	10.010	10.010

Covid

Test Trace Protect – non-pay testing costs	31.456	31.928	32.167	0.000
Testing Non Pay costs for Non COVID rapid testing	9.512	9.655	9.727	9.727
Test Trace Protect – contact tracing	0.342	0.000	0.000	0.000
Pathogen Genomics	9.153	9.294	9.373	0.784
Mass Vaccination	1.490	1.517	1.539	1.539
PPE	0.090	0.091	0.092	0.092
Release of 2021/22 Non Recurrent Investments	-0.818	-0.818	-0.818	-0.818
Savings	-1.091	-0.056	-0.056	-0.056
Investments	1.834	1.334	1.334	1.334
Total Anticipated Expenditure	**256.442**	**260.885**	**262.952**	**219.316**
Planned variance	**0.000**	**0.000**	**0.000**	**0.000**

These figures include income relating to The NHS Wales Collaborative for Health and the Finance Delivery Unit, which are hosted by the Trust. It is assumed that they will manage within their approved allocations.

A significant element of the costs in the plan relate to Covid Testing. The current assumption on the non-pay costs associated with testing are based on 1,600 tests per day being undertaken in Welsh Laboratories with some seasonal variation through the year. An element has also been built in for testing new variants during the year. The level of COVID-19 testing is dependent on the all Wales strategy and this forecast is likely to change when the updated strategy is published. These changes are likely to be confirmed by 31 March and until then are being managed as a risk.

Screening Recovery costs of £1.158m for 2022/23 and £0.951m for 2023/24 have been identified. Welsh Government funding on an actual basis has been confirmed for 2022/23 but not beyond this.

7.3 Savings and investment strategy

Public Health Wales has agreed that we will not set a target for additional directorate efficiency savings in 2022/23 but would continue with existing corporate schemes (VERS, salary sacrifice, Procurement) while directorates work on efficiency savings plans to be presented at Directorate Mid-Year Reviews and ready to implement in 2023/24.

Identified savings plus the release of 2021/22 non-recurrent investments has enabled a recurrent investment fund of £1.3m and a non-recurrent internal investment fund of £0.5m to be created for 2022/23.

The Public Health Wales Executive Team agreed in February 2022 that investments will be prioritised based on organisational risks and align with IMTP and Long-Term Strategy priorities. Successful bids will focus on:

- Broader Harms;

- Data & Intelligence, and

- Supporting & Developing Corporate Services.

7.4. Our capital plan

Our recurrent discretionary capital funding has been reduced by 24% from £1.580m to £1.202m. Welsh Government strategic capital funding is fully committed for 2022/23 making it unlikely that Public Health Wales will be able to access any additional strategic capital funding. There may be potential to access slippage funding later in the financial year if strategic schemes across Wales slip.

Public Health Wales is required to fund the Breast Screening Select development through discretionary allocation and replacement programme.

The following table summarises the strategic capital requirements for the three year duration of the IMTP:

Strategic Scheme	FY22-23 £000s	FY23-24 £000s	FY24-25 £000s
Screening - Imaging Equipment in Breast Test Wales	3,075		
Laboratory Information Network Cymru (LINC)	3,618		
Radiology Information System Programme (RISP)	317	463	86
Total Approved Strategic Schemes	**7,010**	**463**	**86**
Colposcopy & Colonoscopy Imaging (unapproved)	550	550	
DESW Camera Replacement (unapproved)		463	
DESW Vans (Unapproved)		750	750
Equipment Replacement (unapproved)			223
Estates – 10 year Infrastructure Plan (unapproved)	1,770	8,730	1,175
Digital – 10 year Infrastructure Plan (unapproved)	396	2,370	615
Total Unapproved Strategic Schemes	**2,715**	**12,863**	**2,763**
Total Strategic Capital	**9,726**	**13,326**	**2,849**

Laboratory Information Network Cymru (LINC) programme is due to move outside of Public Health Wales responsibility from 2023/24 with the anticipated capital allocations of £11.688m and £0.718m in 2023/24 & 2024/25 to be allocated to the organisation set to take the programme onto the next phase of implementation

3.5. Risks (and Opportunities)

Public Health Wales is currently anticipating a breakeven position, in line with the 2022/23 budget setting process and detailed work of the IMTP. However, there are a number of financial risks affecting the current year 2022/23 and the 2023/24, 2024/25 and recurrent position.

Risk	Likelihood	2022/23 (£K)	2023/24 (£k)	2024/25 (£k)	Recurrent (£k)
Screening Recovery costs 2023/24 if funding not approved	Medium	0	951	0	0
Possible additional Covid-19 testing costs based on potential future testing strategy	Medium	11,905	11,905	11,905	TBC
Recurrent commitments where 2022/23 funding based on actuals	High	-	-	-	12,142
Implications of all Wales LTA/SLA funding flows agreement	Medium	TBC	TBC	TBC	TBC
Energy prices may further increase above levels included in national costs assessment. Potential for further increases during the year above this risk level	High	250	250	250	250
Risk of wider supply chain price increases due to international events (based on 5% of non-pay spend).	Medium	6,500	6,500	6,500	TBC
Capital – Significant risk to maintaining estate & equipment	High	-	-	-	-
Total Value of Risks		18,655	19,606	18,655	12,392

Our recurrent commitments against 2022/23 funding based on actuals is made up of non-COVID rapid testing (£9.727m), Mass Vaccination Programme (£1.539m), the staffing element of COVID genomics testing (£0.784m) and PPE (£0.092m). The risk of ongoing commitments in relation to non-COVID rapid testing will link closely with the impact of the future testing strategy.

The financial risks will continue to be updated, scrutinised and acted upon as the year progresses. We will work with Welsh Government to resolve the funding issues beyond March 2023.

8. People and Organisational Development

We have mounted an unprecedented and sustained response to the Coronavirus pandemic. The nature of our response has evolved significantly over this period and involved the mobilisation of staff from across the organisation. Alongside this, we also commenced work around the longer-term direct and indirect public health implications on the people of Wales.

Our progress to date is a result of the efforts and commitment of our staff. We need to truly recognise the impact that this situation has had on our people, both personally and professionally, and keep a meaningful focus on ensuring we prioritise and support our staff's well-being, welfare and resilience.

During this period, our plans have necessarily addressed shorter-term needs but our thinking has been guided throughout by our longer-term vision of an inclusive, engaged, sustainable, flexible and responsive public health workforce. Actions to grow our workforce capacity to better respond to the needs of the population and to safeguard the well-being of our workforce have been core to sustained service delivery and some progress has been made against the key strategic aims of our People Strategy (2020-2030).
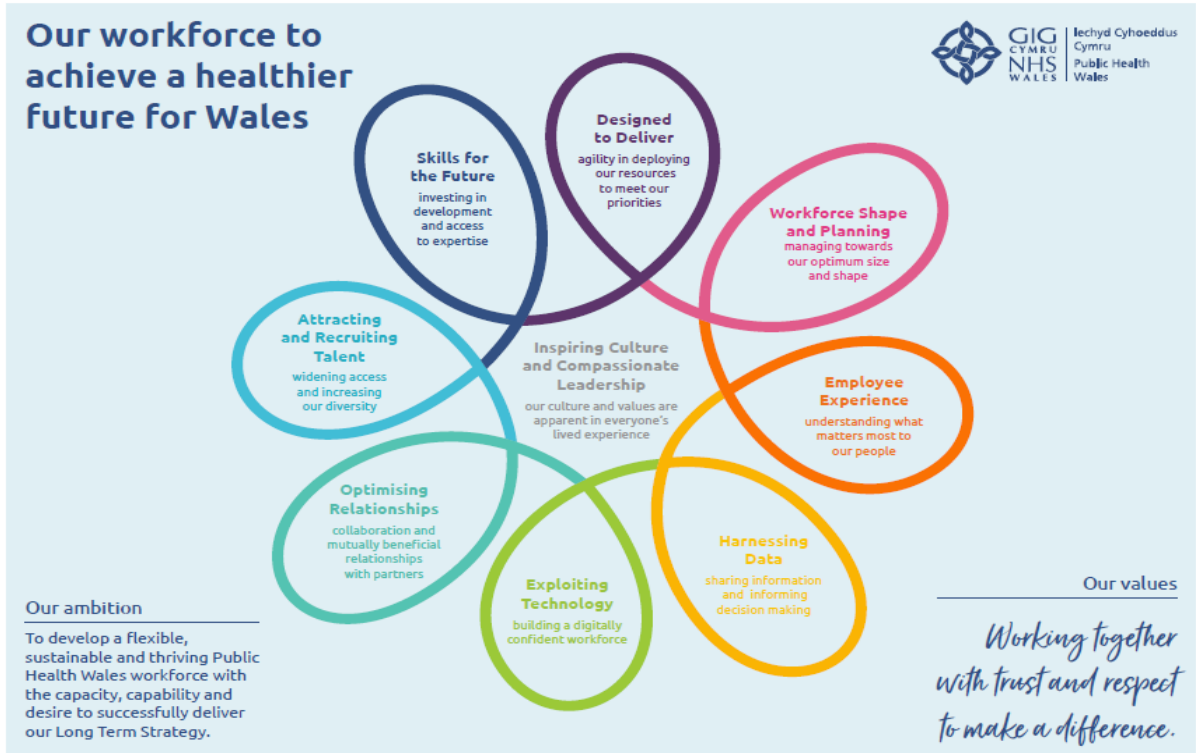
8.1. Our people

Our workforce is at the heart of our ability to deliver our aims and to protect and improve the public's health. Our People Strategy to 2030 provides direction and focus to shape our future workforce, the type of organisation we aspire to be, our culture, ways of working as well as optimising relationships and working in collaboration.

Our long-term people ambition is to develop a flexible, sustainable, diverse and thriving workforce with the capability and capacity to deliver our strategic priorities. To guide this work, we have developed nine themes, underpinned by a set of actions, which are outlined in our People Strategy.

Our people are critical to the achievement of our significant long-term ambitions. We have a diverse, multi-generational and multi-disciplinary workforce and we need to ensure that we provide all of our people with the environment, skills and knowledge they need to meet the challenges ahead. We want to attract and retain people in public health, to deliver our Long Term Strategy and ultimately to create a positive impact in the communities we serve.

8.2. Challenges and opportunities

We continue to face challenges which impact on the work we do and our workforce. The availability of staff, new ways of working and expectations of staff and perspective staff. Factors such as an ageing population, larger numbers of people working to a later age, socio-economic challenges, the impact of the pandemic, climate change and the European Union transition all affect our staff.

We need to be able to recruit and develop a more diverse workforce that better reflects the communities we serve and can provide insight into the needs and motivations of all our service users. We need to harness and utilise advances in technology; support learning agility and investment in continuous development and reskilling and to find, develop and retain the talent needed to execute our strategical priorities for emerging skills, particularly around digital, data and technology.

We need to determine the right culture to support our refreshed Long Term Strategy and assess where we are now, understanding the behaviours that both help and hinder delivery and positive employee experience. We also need to design and embed ways of working to attract and inspire a multi-generational workforce to work effectively together, valuing each other's skills and perspectives, and supporting people's changing needs by increasing the opportunities for flexible and agile working.

We need to support the use of the Welsh language and bilingual careers as demand for Welsh language services increase, develop and support our leaders and managers to lead with compassion and manage a diverse workforce and embed change effectively, and build strategic relationships with partners and suppliers to both deliver our services and strengthen access to capacity and talent.

8.3. Key workforce issues

Some roles remain challenging to recruit and some specific skills are very scarce, such as Consultant Radiologists; Consultants in Microbiology and Infectious Disease; Health Protection specialists such as Consultants in Communicable Disease Control; some nursing roles; and public health practitioner roles; and Biomedical Scientists. We also anticipate some future recruitment challenges in areas of emerging and specialist skills such as data scientists, including analysts and bioinformaticians. We continue to explore opportunities for new ways of working, and new workforce solutions through increasing skill mix, blended roles and extended practice.

Partial solutions to these issues will include re-profiling of teams, use of advanced practice, and the introduction of technology including artificial intelligence and machine learning applications. The development of career pathways, talent management, succession plans and other practices to improve retention will also mitigate the risk. We have already seen some work to adjust structure and job design to make better use of resources. By re-allocation of skills within the workforce and exploiting investment opportunities to make use of new technology, we can reduce our reliance on shortage specialties. We are also supportive of increasing use of secondments and partnership working, building on relationships which have emerged from the pandemic response. We will continue to establish 'job family leads' across the breadth of our professions, ensuring we have better intelligence on the skills and knowledge of our people and utilise this to not only meet business needs, but to capitalise on opportunities to cross-skill, transfer skills and improve how we work together.

We continue to explore multi-professional and multi-agency workforce models as part of our People Strategy and this approach is one aspect of addressing local and national skills shortages, e.g. development of Consultant Radiographer roles working alongside Consultant Radiologists.

Our response to the pandemic necessitated new relationships to be established quickly across the system with existing partners and new organisations. This has created opportunities for staff to forge new links and networks, which will be of value longer term. Relationships, partnerships and systems leadership are crucial to recovery, response and the Long Term Strategy of the organisation.

Wales has committed, as part of the Four Nations Health Protection Oversight Group, to lead on workforce development for health protection, which will need to establish a specific focus on developing and modernising the Health Protection workforce as a key aspect of the vision of strengthening the health protection system across the four UK Nations. This has been determined to be a high priority in light of immediate issues, for example, recruitment and retention (including the insufficient capacity of core health protection specialists) which require rectifying.

8.4. Organisational change

Two significant organisational change projects affecting our population health functions will be completed during year 1 of our Strategic Plan. Both of these were put on hold due to the Covid Omicron variant and also for operational reasons.

The transfer of Local Public Health Team staff to health boards will be completed by September 2022. A Project Board and programme management structure is in place to deliver this change. Preliminary work has taken place to enable the transfer programme to make a strong start in April 2022.

Work to combine our WHO Collaborating Centre and Health and Well-Being Directorates by April 2023 will gather momentum from April 2022, with a programme approach being put in place and further staff engagement. This change will bring together the organisation's population health capabilities to support the delivery of key elements of this plan.

8.5. Regulated Health Professionals

We will establish an Office of the Medical Director to lead and co-ordinate support for doctors and multi-professional public health specialists in relation to appraisal, revalidation, continuous professional development, job planning and upholding professional standards. In addition, we will further strengthen our organisational arrangements to support our regulated health professionals (non-Medical) to discharge their roles safely and competently, creating career pathways which enable people to work optimally within their scope of practice, this will be underpinned by appropriate career and clinical supervision frameworks to support practice from preceptorship to expert level practice.

8.6. Attraction and recruitment

The organisation has received investment to strengthen and expand our health protection resource, which has been pivotal in ensuring the strategic resilience of the organisation and protecting the health of the Welsh population. We continue to recruit additional staff in order to ensure we have a resilient and sustainable workforce that is able to meet any future health protection requirements.

Local activity to develop our employer brand and employee value proposition (EVP) is currently underway, and this will align with the national health and social care brand and national campaigns such as Train, Work, Live.

Recruitment activity has increased dramatically and we have begun to make use of social media for attraction of passive candidates. The market is challenging with ongoing skill shortages and several organisations in competition for the same skill sets, plus the additional barriers to overseas recruitment posed by the UK's exit from the EU. Work is ongoing to explore opportunities for attracting younger people and widening access from under-represented groups.

We hope to be able to capitalise on the public interest in public health and we have a number of unique selling points such as our purpose, status as a National Public Health Institute and a WHO Collaborating Centre, along with vibrant research and evaluation culture we have

opportunities to influence at local, national and international level. Therefore, want to leverage our international reputation and relationships to attract international talent.

While growing a pool of talented young people and marketing our brand to under-represented groups, we are cognisant of the fact that we have teams throughout the organisation where four different generations are working together. It is therefore imperative that we recognise that there are multi-generational concepts that require consideration to enable us to attract, retain and support colleagues throughout their careers.

8.7. Employee experience

Over the past two years, we have sought to develop our understanding of the impact of Covid-19 on our workforce and work proactively with our staff. This has involved capturing people's experience of the pandemic and how they feel the organisation has supported them, or otherwise, as this will have a long-term impact on their psychological contract, motivation, expectations, discretionary effort.

In support of this, we have undertaken three organisation-wide surveys (Tell Us How You Are Doing) which provided insight into people's expectations and experiences of work during this period. These outputs, with other learning gathered over recent months, and a growing published evidence base has informed our work on recovery and shaping the future ways of working, a key action area in the People Strategy.

There is a considerable body of well-being support available to managers and staff including access to toolkits, self-help packages and support programmes. The Well-being and Engagement Partnership Group ensures a co-ordinated and integrated approach to the organisation's achievement in this area, as well as working with the Leadership Team to identify actions to take based on feedback from the Staff Well-being Survey. We will continue to deliver Care Space sessions and Team Well-being Check-ins so we can hear directly about the issues which are causing the most concern and target our interventions appropriately.

Through 'Our Conversation', we understand what is happening when our people feel at and are doing their best, ways of working which are important to keep hold of, and what we want and need the future of work in Public Health Wales to look, sound and feel like. This work is driving principles which will underpin organisational approach of 'Work How it Works Best' - our strategic intent to support increased choice and flexibility, and to shape work around life.

8.8. Equality, Diversity and Inclusion

Our current Strategic Equality Plan (SEP) was launched in July 2020 and was developed in collaboration with a wide range of internal and external stakeholders, covering all of the protected characteristics. The objectives identified cover a number of areas to include training, awareness raising, career progression and development, mentoring and widening access. Achieving the commitments set out in our SEP, aligning them with other organisational strategies and working in partnership with our Staff Diversity Networks will ensure we continue to build an inclusive organisation where everyone can thrive.

Our five Staff Diversity Networks (focused on Women, Carers, LGBT+, Disabled, and BAME staff) continue to grow and play an increasingly important role in shaping our thinking, for

example in relation to addressing our gender pay gap, increasing BAME representation and developing our employee value proposition. We undertake benchmarking exercises such as the Stonewall Workplace Equality Index to ensure continuous improvement towards a fully inclusive workplace.

The pandemic has increased understanding of and focus on the impact of health inequalities. In response to this, we are developing our approach to widening access aimed at ensuring that under-represented groups are aware of the diverse range of careers available within the NHS in Wales and consider the organisation as a potential employer. We continue to engage with young people in the community to promote diversity, particularly through work experience, apprenticeships and greater visibility within school environments.

8.9. Compassionate leadership

We are commissioning a review of our Management and Leadership Framework (2016), to define and design the role of managers and leaders in Public Health Wales and to provide the bedrock of improved recruitment and selection, development and progression. This will be further informed by work recently started with our Joint Leadership Team on our culture, which we intend to assess and define, with everyone able to translate it into their everyday experience. We anticipate, not least owing to the last two years, that compassionate leadership will be essential and we will continue to engage with our people to understand what is important to them. We have developed behaviour-based questions around our current values that are included in assessment processes for management and leadership positions.

Developing our managers and leaders to lead through response and recovery and into the longer-term will be crucial to both our internal capability and broader system credibility. The burden placed on managers throughout the pandemic cannot be underestimated; we also need to strengthen professional leadership for clinical staff. Structured development opportunities have been more limited than normal due to participant availability but we have recently re-started our new managers' development programme and succession planning activity for key leadership positions and this will be given greater priority and investment over the period of the IMTP.

8.10. Workforce profile

Over the last year, as a result of investment in Public Health Wales workforce, our overall organisational headcount increased by 182 (7.58%).

74% of our workforce are female; 31% of our workforce work part-time and 28% of our workforce are over 50 years of age. Additional workforce information is available in the Annual Equality Report and Workforce Report.

As at 1 March 2022, our workforce of 2,399 people, 2,114.37 WTE, were deployed throughout the organisation as follows:

Directorate / Division	Headcount	FTE	%
Corporate and Board	27	22.13	1.1%
Covid 19	256	195.77	10.7%

Health & Well-being	312	275.97	13.0%
Health Improvement	94	82.72	3.9%
HWB Mgt and Admin Division	12	10.24	0.5%
PCIC	29	25.94	1.2%
Public Health Teams	177	157.07	7.4%
Hosted	157	147.72	6.5%
NHS Wales Health Collaborative	140	131.07	5.8%
Finance Delivery Unit	17	16.65	0.7%
Knowledge	103	94.77	4.3%
Improvement Cymru	83	77.22	3.5%
Operations and Finance	129	123.08	5.4%
People & OD	41	33.16	1.7%
Health Protection and Screening Services	1,195	1,061.85	49.8%
HPSS Corporate	4	3.70	0.2%
Health Protection	177	165.45	7.4%
Microbiology	469	431.75	19.5%
SPRs	18	16.00	0.8%
Screening Services	527	444.95	22.0%
Quality Nursing & Allied Health Professionals	43	32.91	1.8%
WHO CC	53	49.78	2.2%
Grand Total	2,399	2,114.37	

8.11. Age profile

Age Band	Headcount
<=20 Years	8
21-25	213
26-30	291
31-35	304
36-40	313
41-45	334
46-50	277
51-55	299
56-60	227
61-65	111
66-70	19
>=71 Years	3
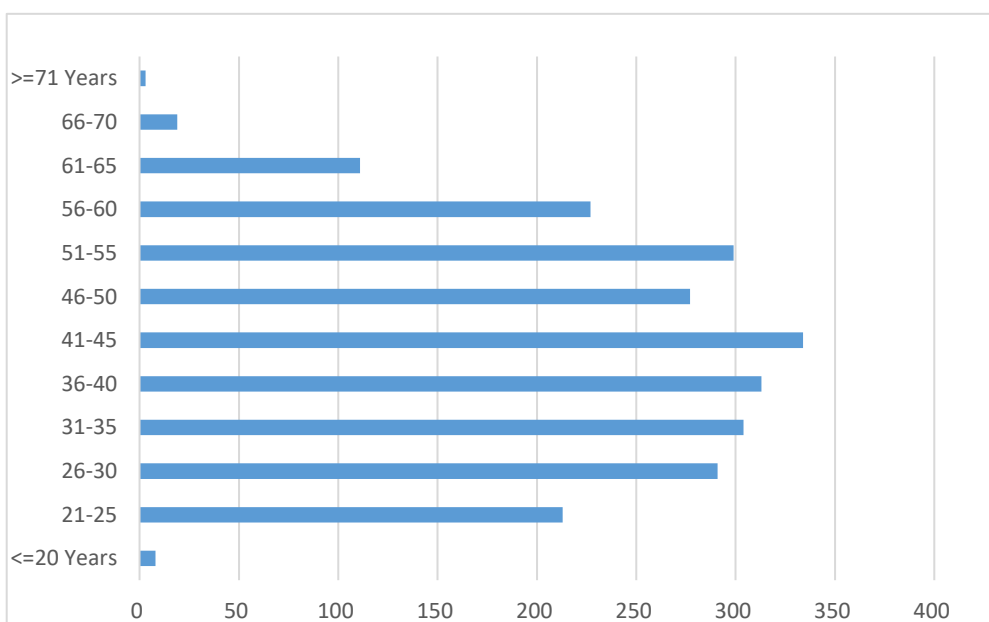
Grand Total	2,399

8.12. Pay grade profile

Pay Grade	Headcount
Other	148
Band 9	43
Band 8 - Range D	32
Band 8 - Range C	68
Band 8 - Range B	86
Band 8 - Range A	187
Band 7	387
Band 6	333
Band 5	341
Band 4	363
Band 3	262
Band 2	149
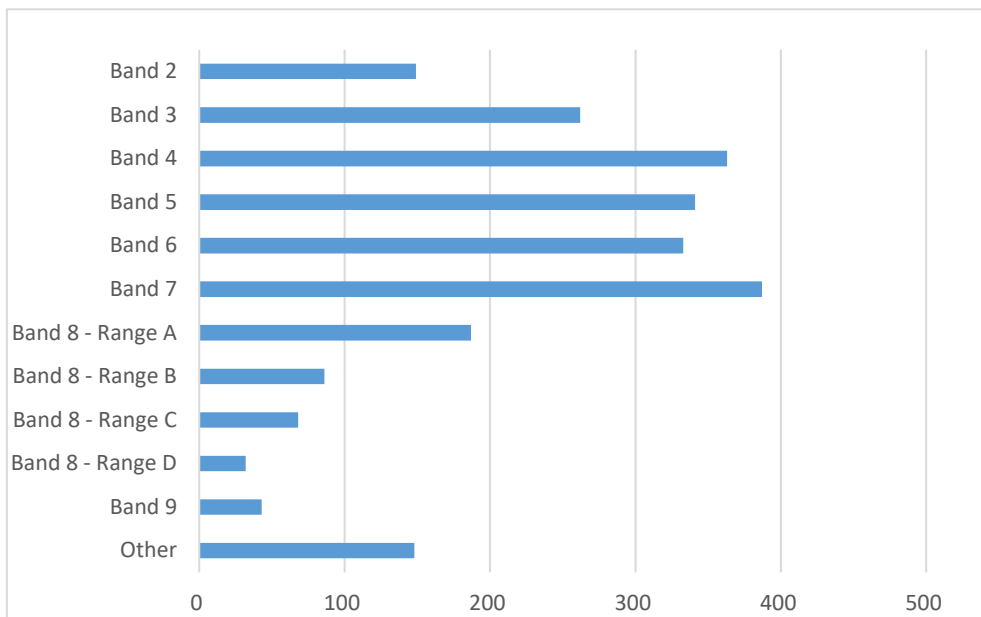
9. Managing risk

9.1. Strategic risks

As we have developed our plan, we have used it to help us review, and revise, our strategic risks. This has allowed us to consider the key factors that may impact on our ability to effectively deliver our plan. We have also taken the opportunity to consider how our existing strategic risks have changed, since they were agreed, as both internal and external factors have evolved, along with the impacts that the delivery of our mitigation plans have had upon them.

In undertaking the review of our strategic risks, we identified a number of related themes and gaps were also considered, including:

o   Failure to influence and partnership working

o   Workforce capability, talent attraction, ways of working and change management

o   Managing expectations (inequalities and improving population health)

o   Prioritisation and failure to deliver our plan

o   Quality and innovation was identified as a potential gap (however features on the Corporate Risk Register)

The refinement of these themes has resulted in the identification of six strategic risks, which are set out in the table below.

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

As part of this work, we have also identified ongoing risks around our Covid-19 response and supporting staff well-being, which will be included on our Corporate Risk Register, together with revisions to the Corporate Risk/s relating to Quality and innovation are proposed. This decision recognises the ongoing importance of these areas and the need to manage the mitigations at the appropriate level.

9.2 Managing Risk

It is recognised over the past eighteen months we have seen a great deal of change and adaptation in order to respond to the Covid-19 pandemic. The organisation has seen existing services placed on hold, new services established and staff significantly adapting their ways of working both in terms of remote working and the roles that they undertake. As the organisation moves forward, it is now timely to reset, further strengthen and build upon our current risk management arrangements at both strategic and operational levels. This will be addressed through our approved Risk Management Development Plan.

The current policy and procedure for Risk Management was adopted by the Board in 2017, and since that time the organisation has been working towards a risk management system that is compliant with the International Standard for Risk Management, ISO31000.

We have measured key strategic risk performance, established its risk profile and instigated thematic analyses through the use of the Strategic Risk Register, Corporate Risk Register and local risk registers. Strategic and Corporate level risk forms an important and regular part of the Board, Board Committee and Executive agendas.

10. Organisational quality and improvement

We aspire to be an exemplar in quality, improvement and innovation and is pursuing an organisation wide approach to managing for quality. We are committed to operating as a system designed for managing quality, focused on continuous improvement and innovation and driven by the needs of the population we serve. This in turn will create a culture and environment that supports our staff and provides a great place for staff to work and thrive. This approach supports recovery to a new future following the Covid-19 pandemic and achievement of our strategic aims.

The pursuit of an organisation wide approach to managing for quality will enable us to implement the Health and Social Care (Quality and Engagement) (Wales) Act (2020) Quality Act, and recommendations within the Quality and Safety Framework (2021), and then move beyond this by focussing more clearly on the needs of the system and purpose of the organisation.

This approach builds on, and complements, our existing Quality and Improvement Strategy which aims to support, enable and drive quality, improvement and innovation which impacts positively on health outcomes and the well-being of the population of Wales. Our Quality and Improvement Strategy is informed by the latest quality and improvement evidence base and informed by the identification of four key enabling foundations:

High performing organisation – Quality and improvement is rooted at our core, with relentless focus on customer need and staff well-being. Visible commitment by the Board and Executive with leadership at all levels.

Quality and improvement driven - We will drive quality and improvement through measurable actions that will impact positively and enable change through a cyclical system of quality planning, quality control, quality improvement.

Creating the conditions - Create the conditions to drive and enable an organisational culture of continuous improvement.

Learning organisation - We will take every opportunity to listen and learn from feedback from citizens, staff and what the data and evidence is telling us. We will recognise and share good practice, learn when things have gone wrong, encourage research, evaluation and innovation.

11. Performance and delivery

11.1. Integrated governance model

Our recently agreed integrated governance model will be a key enabler to us becoming a high performing organisation and in reaching our next level of maturity. Embracing this approach will ensure that we have a holistic and joined-up method to our systems, procedures, reporting and outcomes.

Our integrated governance model is focused on a cultural approach to organisational governance.

11.2. Performance management and change control

Progress against the plan will be reported to the Executive Team and Board on a monthly basis through our Performance and Assurance Dashboard. This will include the ratings for each milestones and exception reports for those where issues have been identified. A control process will be used for managing changes, particularly in relation to milestone delivery.

12. Concluding remarks

We have set out ambitious plans for the delivery of our work over the next three years. Our focus and actions have been shaped by the population health challenges facing Wales, particularly as a result of the Covid-19 pandemic and long-standing health inequalities. We must also be prepared to meet and respond to future public health challenges, particularly as the crisis in Ukraine evolves. We recognise in responding to these challenges that we need to maintain our ability to operate dynamically and flexibly, including mobilise resources around key priorities as they emerge. This will require us to continue to review this Plan and make adjustments accordingly.

We will meet these challenges, and successfully deliver our Strategic Plan through the commitment, professionalism and tireless efforts of all staff. Their efforts will allow us to continue to meet these challenges head-on for which we cannot thank them enough.

Annex A – Ministerial Priorities and Delivery Measures

The NHS Planning Framework 2022-25 outlined the expectations that NHS organisations would need to demonstrate how they are contributing to the Ministerial Priorities, along with the phase one priority delivery measures. We have used the Ministerial priorities to inform the development our strategic themes and specific action. An overview of the specific actions we are undertaking in support of each is set out in the table below. In addition, we have mapped where these related to us directly, or in support of the wider system, contribute to one of the phase one delivery measures. It should be noted that majority of these relate directly to Health Boards and therefore are not applicable to Public Health Wales.

Contribution to Ministerial Priority	Delivery Measures
COVID-19 RESPONSE	
Enabling better population health and reducing health inequalities through preventative and sustainable measures • Covid-19 public engagement survey • International horizon scanning and learning • Economic consequences of Covid-19 modelling series • A joint webinar with WHO Venice Office on how to utilise HIA to support Health In All Policies, as part of the Covid-19 recovery process • Third spotlight paper to look at a specific issue through the lens of Covid-19, Brexit and climate change combined • We will equip system partners with the evidence and tools for placing early years at the heart of the Covid-19 recovery	
Delivering excellent services for population screening programmes, health protection and infection • Revised operating model for HP response, in collaboration with response partners, including health boards and local authorities • Revised approach to managing incidents and outbreaks of Covid-19 in care homes in line with the management of other respiratory illnesses, supported by guidance and an SOP	
Support improvements in the quality and safety of health and care services in Wales • Bespoke advisory briefings to Welsh Government policy leads on Adoption & LAC regulations and service delivery • Supporting organisations to apply improvements in quality and safety by evolving our ways of working to support organisations at this stage of the pandemic, moving into a recovery phase and beyond • Developing and aligning improvement tools and products to support the service with Covid-19	
Maximising use of digital, data and evidence to improve public health • Supporting Public Health Wales and system decision making with data visualisation • Continued collaboration with Wales Covid-19 Evidence Centre	

• Developing and aligning analysis and tools with focussed on Covid-19 and wider public health impacts, for example Covid-19 recovery profile • Research priorities addressing response and learnings from Covid-19	
Creating the conditions and structures to be an organisation that is continuously improving and learning using data to drive quality, engagement and collaboration. • Ensure learning from the 2021-2022 staff flu campaign is built into plans for the 2022-2023 campaign to drive improvement in order that Public Health Wales can be an exemplar for staff flu uptake. In line with previous years, Public Health Wales will continue to promote flu vaccine uptake across all our staff groups, both those working in direct contact with the public and those in supporting services and functions. This approach offers increased protection for individual staff members, their families and increased resilience within the organisation • Performance dashboard developed for both flu and Covid-9 booster vaccinations to offer assurance to the Public Health Wales Board that our staff are protected and can better protect those they work with, plus vulnerable members of the public who are accessing our services (ie: population screening) • Bespoke advisory briefings to WG policy leads on Adoption & LAC regulations and service delivery • Consultation with Public Health Wales Young Ambassadors on how best to reach children and young people during the pandemic	
NHS RECOVERY	
Enabling better population health and reducing health inequalities through preventative and sustainable measures • Cost of health inequality to the NHS in Wales • Report produced on lessons from Covid-19 for preventative approaches to reducing winter pressures on the NHS • Review and reactivate key health improvement programmes, including First 1000 Days and Just Be Smoke Free • Relaunch the Designed to Smile programme to prevent tooth decay and promote good oral health, including engagement with primary schools	• Percentage of adults (aged 16+) reporting that they currently smoke either daily or occasionally • Percentage of adult smokers who make a quit attempt via smoking cessation services
Delivering excellent services for population screening programmes, health protection and infection • Direct provision of pathogen diagnostics to support NHS recovery over and above Covid-19 • IP&C guidance – to improve patient flows, discharge policies, testing policies • Recovery of the 5 screening programmes that were paused due to the pandemic – to reduce impact of the pandemic and enable early diagnosis to improve outcomes • Supporting Health Boards on surveillance – ensure FIT testing for symptomatic referrals • HAI/AMR support – support World Antimicrobial awareness week	• Cumulative number of laboratory confirmed bacteraemia cases: Klebsiella sp and; Aeruginosa • Cumulative rate of laboratory confirmed bacteraemia cases per 100,000 population: E-coli; S.aureus bacteraemias (MRSA and MSSA) and; C.difficile
Support improvements in the quality and safety of health and care services in Wales • Provide tailored support for senior leaders, managers and frontline staff to address their quality and safety challenges in the context of the pandemic and recent policy changes	• Cumulative number of laboratory confirmed bacteraemia cases: Klebsiella sp and; Aeruginosa

• Support organisations to rebalance care away from hospitals and focus on preventing and reducing pre- and post-Covid-19 harms across the continuum of care	• Cumulative rate of laboratory confirmed bacteraemia cases per 100,000 population: E-coli; S.aureus bacteraemias (MRSA and MSSA) and; C.difficile
Maximising use of digital, data and evidence to improve public health • Provide tailored supporting evidence and information regarding 'what works' for the wider system address the challenges in the context of the pandemic, recovery and recent policy changes • Further develop right time and modelling capacity and provision to support prevention strategies, targeted early interventions and reducing impacts on the system	
Creating the conditions and structures to be an organisation that is continuously improving and learning using data to drive quality, engagement and collaboration. • Recovery of National Safeguarding Team work programs (currently operating at level 2) as an essential service. • Commissioning of temporary resources to reduce the backlog of open incidents. • Review and refresh of Public Health Wales risk management approach including strategic, corporate and directorate-level registers and risks	
WORKING ALONGSIDE SOCIAL CARE	
Enabling better population health and reducing health inequalities through preventative and sustainable measures • Enhancing integrated planning between clusters, health boards and local authorities • Development and implementation of a social prescribing framework across primary care	
Delivering excellent services for population screening programmes, health protection and infection • Guidance for management of care home Covid-19 outbreaks and incidents • Advice to WG on IP&C and protocols for care homes • Revised approach to managing incidents and outbreaks of Covid-19 in care home in line with the management of other respiratory illnesses, supported by guidance and an SOP • Education and training to care homes – community lead IP&C nurse supporting care homes	• Cumulative number of laboratory confirmed bacteraemia cases: Klebsiella sp and; Aeruginosa • Cumulative rate of laboratory confirmed bacteraemia cases per 100,000 population: E-coli; S.aureus bacteraemias (MRSA and MSSA) and; C.difficile
Support improvements in the quality and safety of health and care services in Wales • Working alongside health and social care, taking a whole system approach across the continuum of care • Independent health expertise on regional multiagency safeguarding partnership • Working with Social Care Wales on multiagency training safeguarding competencies framework	
Maximising use of digital, data and evidence to improve public health • Within our priorities the work to understand our stakeholders and users will enable us to ensure we are offering the products social care colleagues and users need	

• Continue to develop our research partnerships with local authorities and third sector to support the broadest public health agenda	
Creating the conditions and structures to be an organisation that is continuously improving and learning using data to drive quality, engagement and collaboration. • On behalf of Public Health Wales' statutory footprint, letters sent to all the Regional Safeguarding Boards on behalf of Public Health Wales providing copies of our Annual Reports from 2019-2020 and 2020-2021, requesting to become corresponding members with the option of attending where appropriate for specific agenda items. • Agreement that the corporate Safeguarding lead to be invited to attend the WG / All Wales Safeguarding Board Business leads' meeting. • Independent health expertise on regional multiagency safeguarding partnership. • Working with Social Care Wales on multiagency training safeguarding competencies' framework.	
A HEALTHIER Wales	
Enabling better population health and reducing health inequalities through preventative and sustainable measures • Welsh Health Equity Status Report initiative (WHESRi) & Health Equity Solutions Platform for Wales • Economy of Well-being • Remodelling of the Healthy Working Wales programme, broadening the offer to small and medium sized enterprises and shifting to a modular awards process • Helping employers to close the employment gap affecting people with long-term health conditions and disabilities. • Maintaining progress towards a smoke-free Wales by 2030 through effective social marketing and investment in Help Me Quit • Implementation of Welsh Government Healthy Weight: Healthy Wales strategy through development of the All Wales Weight Management Pathway, Children and Families Pilot and opportunities for physical activity. • Third spotlight paper to look at a specific issue through the lens of Covid-19, Brexit and climate change combined • Resources developed to enable futures capability and capacity within PSBs and public bodies • We will facilitate the delivery of the Public Health Wales Decarbonisation Action Plan, working with the 8 directorates and individual service areas • We will develop training materials on climate change and WFG Act to increase understanding of actions needed to support decarbonisation • An accessible toolkit summarising evidence on what works and on how to implement prevention, resilience building and trauma informed systems • A report presenting findings from a systematic review and meta-analysis of available global evidence measuring associations between parental or household unemployment and ACEs • A publication exploring the health and well-being impacts of climate change in Wales, based on analysis of data from the climate change and health and well-being in Wales survey	• Qualitative report detailing the progress of NHS Wales' contribution to decarbonisation as outlined in the organisation's plan • Qualitative report detailing evidence of NHS Wales advancing its understanding and role within the foundational economy via the delivery of the Foundational Economy in Health and Social Services 2021-22 Programme • Percentage of adults (aged 16+) reporting that they currently smoke either daily or occasionally • Percentage of adult smokers who make a quit attempt via smoking cessation services

- A publication exploring the association of loneliness with adverse physical and mental health outcomes and health behaviours during the Covid-19 pandemic, using data from the public engagement survey on health and well-being during Coronavirus measures in Wales
- National Trauma Framework
- An accessible toolkit summarising evidence on what works and on how to implement prevention, resilience building and trauma informed systems
- Supporting Primary Care Transformation, focussing on prevention, early identification and risk reduction, through supporting improved cluster working, leadership, planning and integration.

Delivering excellent services for population screening programmes, health protection and infection

- Review inequities in vaccination uptake with a focus on BAME communities and social-economic bands through the vaccine equity programme
- Delivery of evidence-based population screening programmes to enable early diagnosis and improved outcomes.
- Continued optimisation of the bowel screening programme with roll out to people aged 58 and 59 from October 2021.
- Chief Executive agreement of establishing equitable service of MRI surveillance women identified at very high-risk breast cancer in line with NICE guidance
- Contribution to CMO Public Health Protection Advisory Group priorities (non-Covid-19) to agree priorities.

Support improvements in the quality and safety of health and care services in Wales

- Address the technical, social and cultural elements required to spread and scale improvements in any setting
- Enable organisations to improve quality and safety, as defined by their service users, families, carers and workforce, and engage them in aspects of care at all levels and in all settings across the continuum of care including primary care
- Support organisations to rebalance care away from hospitals and focus on preventing and reducing pre- and post-Covid-19 harms across the continuum of care
- Collaborative leadership across NHS Wales safeguarding network:
- OfWCMS for safeguarding incidents, concerns and learning through development of the safeguarding management system
- NHS preparedness for Mental Capacity Amendment with Liberty Protection Safeguards

Maximising use of digital, data and evidence to improve public health

- Work with health and social care partners to maximise the benefit of digital ways of working for example through enabling technologies such as Artificial Intelligence and data science
- Continue to publish official statistics to support decision making and measurement within the system
- Undertake further engagement with patients, users and stakeholders to move to co-design and co-produce registry services (Child Death Review , Congenital Anomaly Register and Information Service, Adult Rare Disease Register)

Creating the conditions and structures to be an organisation that is continuously improving and learning using data to drive quality, engagement and collaboration

• Collaborative leadership across NHS Wales' safeguarding network including the Once for Wales Complaints Management System for safeguarding incidents, concerns and learning through development of the safeguarding management system and NHS preparedness for Mental Capacity Amendment with Liberty Protection Safeguards • Development of Public Health Wales' Career Framework for Health and Care professionals (Registered Nurses and Midwives, Allied Health Professionals (including HCPC's) • Public Health Wales Quality and Improvement Strategy and Implementation Plan commenced to support organisational readiness for the Quality and Engagement (Wales) Act • Provide leadership and organisational arrangements to implement 'Duty of Candour' as identified in the Act (see above) • Internal engagement with all directorates to inform plan for facilitating roll-out of Citizen Feedback and Experience System in a consistent and effective way • Review and strengthen existing organisational governance arrangements for all engagement activity across the organisation, enhancing the citizen voice and providing support to the Public Health Wales Leadership Team and Business Executive Team to improve assurance and governance in respect of public engagement • Development of the Young Ambassadors' Programme to adapt to the Covid-19 context and maintain high levels of engagement with participants; virtual monthly meetings successfully developed and implemented for Young Ambassadors, with additional support worker sessions also provided	
NHS FINANCE AND MANAGING RESOURCE	
Enabling better population health and reducing health inequalities through preventative and sustainable measures • Social value and impact (value-vased public health) • Economy of Well-being - NHS Footprint Analysis for Wales • Cost of health inequality to the NHS in Wales	• Qualitative report detailing evidence of NHS Wales advancing its understanding and role within the foundational economy via the delivery of the Foundational Economy in Health and Social Services 2021-22 Programme
Delivering excellent services for population screening programmes, health protection and infection • Health protection business case implementation • Introduction of rapid testing and establishment of hot labs	
Support improvements in the quality and safety of health and care services in Wales • Making the case for quality and supporting organisations to improve systems and outcomes, resulting in long-term cost reduction and avoidance	
Maximising use of digital, data and evidence to improve public health • Expansion of capacity and skills in supporting digital ways of working to reduce lost opportunities in the wider system • Provide evidence to the system on 'what works' and evaluation of interventions • Support for prevention and early intervention agenda	

• Working with the value in healthcare teams	
Commence the period with a budget strategy and financial plan that delivers a financial break-even position • Detailed revenue and capital spending plans received from Directorates • Spending plans reviewed to identify opportunities to pilot value-based approach to expenditure decisions • Assurances gained from Directorates that year-end break-even position will be achieved • Year-end break-even position achieved • Pilot completed for value-based approach to spending plans which will include foundational economy principles	• Agency spend as a percentage of the total pay bill • Report detailing evidence of NHS Wales embedding Value Based Health and Care within organisational strategic plans and decision making processes
SUPPORTING NHS WORKFORCE	
Developing our organisation to be a great place to work • we will have increased our ability and agility to deploy resources where needed, reducing silos and increasing collaboration and cross boundary working • actively plan and manage towards our agreed optimum workforce size and shape • understand what matters most to our current and future employees so that we can create an employee value proposition and brand that works for all, embracing flexibility, career satisfaction, inclusivity and healthy lives • increase the knowledge and interpersonal skills necessary for meaningful and mutually beneficial relationships with our partners • widen access and identify, attract and recruit the best available talent, which more accurately reflects the communities we serve • created a clear approach and investment plans to develop or access the skills required to deliver our strategic priorities. • developed and delivered an internal communications strategy that supports performance delivery and workforce engagement.	• Overall staff engagement score • Percentage of staff who report that their line manager takes a positive interest in their health and well-being • Percentage compliance for all completed level 1 competencies of the Core Skills and Training Framework by organisation • Percentage of sickness absence rate of staff • Percentage headcount by organisation who have had a Personal Appraisal and Development Review (PADR)/medical appraisal in the previous 12 months (including doctors and dentists in training)
DECARBONISATION	
Enabling better population health and reducing health inequalities through preventative and sustainable measures • We will facilitate the delivery of the Public Health Wales Decarbonisation Action Plan, working with the 8 directorates and individual service areas • We will develop training materials on climate change and WFG Act to increase understanding of actions needed to support decarbonisation	• Emissions reported in line with the Welsh Public Sector Net Zero Carbon Reporting Approach • Qualitative report detailing the progress of NHS Wales'

	contribution to decarbonisation as outlined in the organisation's plan
MENTAL HEALTH AND EMOTIONAL WELLEBING	
Enabling better population health and reducing health inequalities through preventative and sustainable measures • Launch of Hapus, a new long-term programme of work focussed on areas which are known to aid positive mental well-being such as the arts and culture; heritage; green space and the natural environment, physical activity and sport • Continued support for educational settings, including through a Whole School Approach to Mental Health • Masterclass to build on the mental well-being impact assessment carried out in 2021-22 (impact of Covid-19 on children and young people) • National Trauma Framework • An accessible toolkit summarising evidence on what works and on how to implement prevention, resilience building and trauma informed systems • A report presenting findings from a systematic review and meta-analysis of available global evidence measuring associations between parental or household unemployment and ACEs • A publication exploring the association of loneliness with adverse physical and mental health outcomes and health behaviours during the Covid-19 pandemic, using data from the public engagement survey on health and well-being during Coronavirus measures in Wales	
Support improvements in the quality and safety of health and care services in Wales • Deliver the Welsh Government SLA including supporting national work on Early Episode Psychosis; Liaison Psychiatry; Psychological Therapy Management as well as Mental Health Delivery Plan - embed use of Outcome Measure Tools in Mental Health and Learning Disability teams in Wales; and support the implementation of the Dementia Action Plan	
Maximising use of digital, data and evidence to improve public health • Continue established research programme in this area such as around children and young people's mental health • Support for system and Welsh Government with work regarding real time suicide surveillance programme and the established Child Death Review Programme	
Creating the conditions and structures to be an organisation that is continuously improving and learning using data to drive quality, engagement and collaboration. • Consultation with Public Health Wales Young Ambassadors on how best to reach children and young people during the pandemic. • Co- create a Client Satisfaction Questionnaire to accompany LAC health assessment framework.	
SUPPORTING THE HEALTH AND SOCIALCARE WORKFORCE	
Enabling better population health and reducing health inequalities through preventative and sustainable measures • International Health Coordination Centre (IHCC) strengthening capacity and support • Local well-being representatives coming together to work on employee well-being improvements	

• Well-being tools, resources and training • Engagement with and development of the wider public health workforce through Public Health Network Cymru and a new Community of Interest to influence the wider determinants of health	
Delivering excellent services for population screening programmes, health protection and infection • Protecting staff health and well-being – recognised fatigue • Initiative in microbiology – established engagement events with staff/NOS referral – high-level data returned – NOS have been invited to attend staff meetings – improved well-being and sickness absence • POD lead	
Support improvements in the quality and safety of health and care services in Wales • Upskilling workforce - training packages Ask and Act (NHS Wales), paediatrician masterclasses, updated safeguarding supervision guidance • Improvement tools- LAC Health assessment Framework • Covid-19 advice for Health Professionals LAC, Adoption and Fostering • Building capacity and capability to improve quality and safety in social care to improve health outcomes and service user experience, and increase staff satisfaction	
Maximising use of digital, data and evidence to improve public health • Support the upskilling and expansion of capacity and skills for digital and data science skills within the health and social care workforce	
Creating the conditions and structures to be an organisation that is continuously improving and learning using data to drive quality, engagement and collaboration. • Draft Clinical Supervision Framework in development and will be subject to further consultation • Upskilling Workforce - training packages Ask and Act (NHS Wales), paediatrician masterclasses, updated safeguarding supervision guidance • Improvement tools - LAC Health Assessment Framework • Covid-19 advice for Health Professionals LAC, Adoption and Fostering	
POPLATION HEALTH AND REDUCING INEQUALITIES	
Enabling better population health and reducing health inequalities through preventative and sustainable measures • Population health and reducing health inequalities • Welsh Health Equity Status Report initiative (WHESRi) & HE Solutions Platform for Wales • Promoting the value of fair work, working with a range of partners to implement the findings of our expert panel on fair work for health, equity and well-being • Economy of Well-being • Social value and impact (value-based public health) • Annual workshop on planning and health, designed to bring together partners across sectors and disciplines to create collaborative working for healthier environments.	• Emissions reported in line with the Welsh Public Sector Net Zero Carbon Reporting Approach • Qualitative report detailing the progress of NHS Wales' contribution to decarbonisation as outlined in the organisation's plan

- Third spotlight paper to look at a specific issue through the lens of Covid-19, Brexit and climate change combined
- Publication/event to support understanding of the links between trade, health and well-being
- Infographic produced on threats and opportunities trade agreements create for achieving the goals in the Well-being of Future Generations Act
- Support package produced for partners to help deliver the best public health value from the socio-economic duty
- Report produced on Welsh Government's definition of a satisfactory heating regime for health and well-being in Wales
- A climate change and health adaptation draft toolkit which will utilise learning from the HIA of climate change (published 2021-22) and will look to identify measures to adapt to climate change in Wales
- We will facilitate the delivery of the Public Health Wales Decarbonisation Action Plan, working with the 8 directorates and individual service areas
- We will develop training materials on climate change and WFG Act to increase understanding of actions needed to support decarbonisation
- Launch of the Violence Prevention Strategy setting out the strategic approach to Violence Prevention in Wales
- Evaluation of Trauma Informed Ace (TrACE) toolkit in Higher Education
- Public consultation, publication and implementation on the National Trauma Practice Framework for Trauma aligning with the WG 'ACEs Policy Plan
- An accessible toolkit summarising evidence on what works and on how to implement prevention, resilience building and trauma informed systems
- A report presenting findings from a systematic review and meta-analysis of available global evidence measuring associations between parental or household unemployment and ACEs
- A publication exploring the association of loneliness with adverse physical and mental health outcomes and health behaviours during the Covid-19 pandemic, using data from the public engagement survey on health and well-being during Coronavirus measures in Wales

Delivering excellent services for population screening programmes, health protection and infection
- Inequity working group with screening and health board public health leads to develop and implement strategy to reduce inequity in screening uptake with learning from Covid-19 vaccination inequity approach
- Exploring data on uptake of screening by ethnicity on cancer screening programmes using SAIL data with colleagues in research and evaluation
- Monitoring and addressing vaccine inequity

Support improvements in the quality and safety of health and care services in Wales
- Supporting a whole system approach to improvement of quality and safety across the continuum of care - from prevention to end of life care, to achieve outstanding sustainable results in the six domains of quality
- Providing support to organisations at a local level whilst enabling scale and spread of improvement work nationally
- VAWDASV steering group- working with OPC on Domestic Abuse in the elderly
- Revised clinical pathway for female genital mutilation (FGM) in NHS Wales

Maximising use of digital, data and evidence to improve public health • Our overall vision is to support users within Public Health Wales and the wider system in their work to improve population health and address health inequalities • Develop workplan to support use of equalities data collection and monitoring • Develop evaluation of actions across agencies to reduce health inequalities • With evaluation of interventions ensure a lens and measure of reduction in health inequality	
Creating the conditions and structures to be an organisation that is continuously improving and learning using data to drive quality, engagement and collaboration. • Cymru Awards • Collaborative working with Bangor University: 'Using cultural, natural and community assets to mitigate physical and mental health inequalities faced by Deaf British Sign language users in Wales' • HEAR2: Health Experiences of Asylum Seekers and Refugees in Wales - collaboration between Public Health Wales and Swansea University • Supported the Equality Leadership Group in a coordinating role, in line with the agreed requirements following the dissolution of the Centre for Equality and Human Rights • Violence Against Women Domestic Abuse and Sexual Violence Steering Group- working with the Older People's Commissioner on domestic abuse in the elderly • Revised clinical pathway for FGM in NHS Wales	

Annex B – Developing our outcomes

To help develop our Strategic Plan, we have focused on the key population health outcomes that we aim to address. This has provided a focus for the strategic objectives and milestones set out within this transition plan. We recognise that we will need to further develop these outcomes, in partnership with our key stakeholders, as we undertake our strategy review during 2022. We have set out below our draft outcomes for each of our strategic themes.

Influencing the wider determinants of health and enabling health equity solutions

	Outcomes	Outcome indicators
Fair work	• Material resources support the best start in life • Inclusion in work that is good for health	• Percentage of children in households in income poverty relative to the UK median • Percentage of people in employment • Gap in employment rate for those with long term health conditions • Percentage of people in employment, who are on permanent contracts (or on temporary contracts, and not seeking permanent employment) and who earn at least the real Living Wage
Education and skills	• Narrowing the socio-economic gap in education and skills attainment	• Year 11 pupils' results from a maximum of nine of the qualifications available in Wales, including subject specific requirements (based on average capped 9 points score of pupils, including the gap between those who are eligible or are not eligible for free school meals)
Health equity	• Improvements in health equity in each of the WHO five essential conditions	• Welsh and UK policies relevant to improving health equity informed and influenced • Health Impact Assessment embedded into strategic decision making processes by public bodies in Wales

Improving mental well-being and building resilience

	Outcomes	Outcome indicators
	• Overall mental well-being	• Mental well-being among adults (PHOF 3b)

	Outcomes	Outcome indicators
Mental well-being	• Gap in mental well-being between areas	• The gap in mental well-being between the most and least deprived among adults (PHOF 6b)
	• Strong community	• A sense of community (PHOF14)
	• Loneliness and isolation	• People feeling lonely (PHOF16)
	• Mental well-being in all policies	• Mental well-being assessments being carried out in Wales

Promoting healthy behaviours

	Outcomes	Outcome indicators
Tobacco	• Children and adolescents are smoke free	• % of adolescents who smoke • % of 15/16 year olds who are regular smokers • (potential change to <5% of adolescents are regular smokers)
	• Adults in Wales are smoke free	• % of adults who smoke • (potential change to <5% of adults are regular smokers)
Healthy weight	• Children and adolescents are at a healthy weight	• Children at age 5 of healthy weight or underweight (PHOF32) • Adolescents of healthy weight (PHOF33) • Adolescents drinking sugary drinks once a day or more (PHOF22) • Adolescents eating five fruit or vegetable portions a day (PHOF23)

	Outcomes	Outcome indicators
	• Adults are at a healthy weight	• Working age adults of healthy weight (PHOF38a) • Older people of healthy weight (PHOF38b)
	• Children are physically active	• Physical activity in adolescents [PHOF19]
	• Adults are physically active	• Adults meeting physical activity guidelines [PHOF24]
Substance misuse	• Reduced alcohol use	• Adolescents using alcohol [PHOF21] • % adults reported drinking above CMO low risk drinking guidelines on a regular basis [PHOF26]
	• Reduced drug use	• % of young people reporting regular use of drugs • prevalence of problem drug use (based on EMCDDA definition) • reduction in number of hospital admissions related to drugs
Reduction in 'burden of disease' risk factors through prevention and early intervention	• Maximised opportunities to prevent disease through primary and community care interactions with patients	System-wide Working age adults in good health (PHOF 35a) Working age adults free from limiting long term illness (PHOF 36a) Older people in good health (PHOF 35b) Older people free from limiting long term illness (PHOF 36b) Premature death from key non communicable disease (PHOF 40) Tooth decay amongst 5 year olds (PHOF 34) PHW-specific Implementation of MECC in primary and community care

	Outcomes	Outcome indicators
Behavioural science	• Use of behavioural science in public policy	• Evidence of behavioural science informed policies and programmes across Wales

Securing a healthy future for the next generation through a life-course approach with a focus on early years

	Outcomes	Outcome indicators
Outcomes from pregnancy	• Optimal outcome from every pregnancy for mother and child	• Low birth weight (PHOF 341) • Tooth decay among 5 year olds (PHOF34)
Developmental milestones	• Children achieve their developmental milestones	• Young children developing the right skills (PHOF 8)
Adverse childhood experiences	• Fewer ACEs across Wales • Services are trauma informed	• All public services embedded trauma informed policy and practise into their procedures(will be further developed to align the Welsh Governments ACEs policy plan)
Support to parents	• Parents have the support to give their children the best start in life	• Not currently available

Transforming and embedding prevention in primary care to build a sustainable health and care system

	Outcomes	Outcome indicators
Transformation through implementing the Primary Care Model for Wales (PCMW); Accelerated Cluster Development (ACD) programme;	• Empowered communities • Support for well-being, prevention and self-care • Seamless working	Whole-system outcome indicators: • In development, via Strategic Programme for Primary Care Contributing to a wide range of outcome indicators, for example: • PHOF 4: The gap in life expectancy at birth between the most and least deprived • PHOF 3b: Mental well-being among adults

and	• Enhanced integrated planning between clusters, health boards and local authorities	• PHOF 14: A sense of community
		• PHOF 16: People feeling lonely
A coordinated approach to prevention and early intervention	• More effective leaders across the primary care system, collaboratives and clusters	• PHOF 36a : Working aged adults free from limiting long term illness
		• PHOF 38a: Working age adults of healthy weight
	• Improved equity of cluster care service provision based upon local need	• PHOF 34: Tooth decay among 5 year olds
	• Development and implementation of the social prescribing framework across primary care	• Evidence of primary care action on climate change in support of population health and health equity
		• NHS finance prioritisation (budget share) demonstrates a shift towards care closer to home/ reduction in avoidable hospital episodes
		• PHW's system leadership role in influencing a sustainable health and care system is recognised by key partners, such as the Strategic Programme for Primary Care and Welsh Government
		• PHOF 30: Vaccination rates at age 4
Transformation through dental services reform	• Dental services which are more preventative and risk based	(Tentative indicators below but the GDS Reform Programme Workstream 2 will be working on indicators during 2022/23 and beyond)
		• Increased delivery of prevention through primary dental care (currently fluoride varnish as an indicator)
		• % of patients receiving oral health risk and needs assessment using the ACORN toolkit developed for the programme
		• % of patients reporting that dental team discussed risks to improve oral health (in development)
		• Reduction in recall/review of patients with healthy mouths compared to those with dental care needs

Taking action to mitigate climate change to protect health and promote equity

	Outcomes	Outcome indicators
System leadership	• PHW is demonstrating public health system leadership on climate change	• PHW Decarbonisation Action plan in place by April 2022 • Delivery of training on latest knowledge and research on decarbonisation • Sustainability in wider NHS – Greener Primary Care Health Framework • Highlighting opportunities for the public to reduce emissions • Championing carbon literacy training
Leading organisation	• PHW is an environmentally sustainable organisation	• Reduced organisational carbon footprint • PHW is a carbon neutral organisation
Informing policy and action	• PHW is informing policy and action on climate change in support of population health and health equity	• Evidence of informing policy and action on climate change in support of population health and health equity

Informing sustainable investment in population health and prevention towards an Economy of Well-being

	Outcomes	Outcome indicators
Social value and health economics methods	• Increased application of social value methods, economic evaluation and modelling within PHW and across the wider NHS	• Public health (PHW) programmes using SROI or other health economics evaluation • Use of Social Value assessment and economic modelling to inform budget prioritization within PHW and other organisations
Investing in prevention	• Increased investment in prevention and early intervention across the NHS	• NHS finance prioritisation (budget share) for population health increased

| Economy of well-being | • Population well-being and societal progress are central economic values | • Population well-being and societal values are key parameters in the foundational economy |
| | | • NHS role as a foundational economy and local anchor is recognized and strengthened |

Strengthening Wales' role as an influencer nation on population health, through international partnerships, shared learning and a global health

	Outcomes	Outcome indicators
Engagement	• High quality public engagement on population health issues	• Level of public health engagement, involvement and participation nationally and internationally (e.g. through surveys, stakeholder engagement activities, etc.)
Partnerships	• Strengthened international health partnerships	• Number and scope of international health activities across PHW/NHS
		• Number of NHS/PHW staff involved in international collaboration
		• International income generation and other opportunities across PHW/NHS promoted and utilised
Influence	• Active and visible influence	• PHW's global leadership role in public health recognised by key international organisations and networks, such as WHO and IANPHI

Delivering excellent services for population screening programmes, health protection and infection

Outcome Indicators
• Reduction in vaccine preventable disease in part through optimising vaccine provision
• Increase in the numbers of children vaccinated with MMR and reduce inequalities in vaccination uptake
• Reduction in Hepatitis B and C infection as a significant threat to public health in Wales

Outcome Indicators
• Reduction in HCAIs
• More appropriate use of antibiotic prescribing
• Strengthened international collaboration on bio-security thereby reducing further the threats from infectious diseases.
• Strengthening of the health protection system in Wales
• Improve outcomes (reduction in disease specific mortality) in eligible population offered screening for bowel cancer, breast cancer, cervical cancer and abdominal aortic aneurysm screening and reduce inequalities in screening uptake
• Improved outcomes (morbidity and mortality) for conditions screened for in eligible new-born babies offered screening and reduce inequalities in screening uptake
• Reduction in sight loss as result of diabetic retinopathy for eligible diabetic population offered screening and reduce inequalities in screening uptake

Support improvements in the quality and safety of health and care in Wales

Outcomes	Outcome indicators
• **Health Outcomes** – Organisations working with us are achieving outstanding sustainable results in the six domains of quality	• Organisational progress on improvement maturity matrix* • Organisational quality and safety assessment scale*
• **Experience of working with us** – Increased number of organisations actively engaged in improvement with us and an increased positive experience of working with us.	• Service satisfaction • Number of organisations with completed contract of engagement with Improvement Cymru • Request fulfilment • Spend by organisation
• **Experience of working for us** – Increased positive experience of working for us	• Staff turnover • Staff sickness rates • Staff Well-being Survey results

Maximise the use of digital, data and evidence to improve public health

Outcomes	Outcome indicators
• Systematic identification of the gaps in public health evidence base and systematically fill the highest priority gaps	TBC
• Multidisciplinary programme to develop evidence base encompassing data science/analytics, research, & evaluation	TBC
• Develop inclusive digital, data and evidence to ensure we help reduce inequalities in public health	TBC
• Right-time monitoring/surveillance data available for partners	• Products available for partners • Reduction in ad-hoc requests as data accessible
• Ensure public health services are fully integrated into Digital health services and keep pace with technology	• Data over time on utilisation/satisfaction/impact/

Enabling the successful delivery of our Plan

Outcomes	Outcome indicators
• Successful delivery of our strategic priorities through a sustainable workforce supply that meets current and anticipated needs	• Our Business Assurance Framework, the right number of skilled applicants who match our values, fewer vacancies, and timely recruitment
• Wider access to careers, credible candidates for all vacancies and strengthened talent pipelines for all scarce skills and critical roles	• Career frameworks and succession plans in place, internal and external talent schemes producing great applicants. Increased diversity of applicants
• A vibrant, inclusive and healthy culture where people of all generations and background want to join, stay and are supported to thrive	• Culture and engagement scores increase, external recognition as an exemplar employer, invited to share case studies

Outcomes	Outcome indicators
• A more diverse workforce that reflects the population and greater representation at all levels of the organisation	• A more diverse pool of applicants and increased diversity of staff, representative of the population. Reduced pay gaps
• Improved workforce planning with forward investment in recruitment and development	• All managers trained in workforce planning, workforce planning embedded in our strategic planning processes. Plans in place for all identified scarce skills and critical roles
• Reduced silo working and increased multi-disciplinary and multi-organisation teams aligned around strategic priorities	• Skills and competence database in place, mechanism for identifying and matching talent to strategic priorities requirements
• Increased capability in core change management skills for both specialist and our managers and leaders, to enable us to deliver successful change programmes and increase our ability and agility to deploy resource where needed	• Successful change programmes delivered to embed new processes and ways of working. Resources deployed where needed and appropriate mechanisms to enable easy cross boundary working and movement. Success is measured both by the realisation of benefits made in the case for change – the what – and our people's experience – the how
• An engaged workforce where staff feel they belong, that they are valued, respected and recognised	• Staff engagement as measured in the NHS staff survey will increase over 2019 figures incrementally year-on-year over the next three years

Outcome(s)	Outcome indicators
• A mature and consistent organisational approach to engagement	• Our organisation will have cutting edge analytics platforms to provide meaningful measures which can track performance across all aspects of quality, engagement and collaboration • We will utilise proactive and reactive feedback and experience to ensure a strong focus on the citizen's voice and effective accountability of services, functions and programmes to meet the needs of the public

Outcome(s)	Outcome indicators
• The approved Integrated Governance Model will provide a holistic and joined up approach to systems, procedures, reporting and outcomes	• The approved Integrated Governance Implementation Plan will allow the organisation to achieve a high level of consistency and ownership at all levels
• Improved development and learning opportunities to ensure individuals are enabled to work to the top of their licence, underpinned by an effective Clinical Governance Framework	• Our regulated health and care professionals (Nursing and Midwifery Council/ The Health and Care Professions Council) will have equitable access to learning, relevant professional development and opportunities that enable them to maximise their full potential, underpinned by an effective Career Framework and Clinical Governance Framework
• Strengthened corporate safeguarding arrangements using the Safeguarding Maturity Matrix	• The organisation will strengthen corporate safeguarding arrangements with clear measures of improvement, demonstrated through progress in self-assessment and peer review against the Safeguarding Maturity Matrix
• Strengthened management of infection, prevention and control throughout PHW	• We will strengthen our progress in the effective management of Infection Prevention and Control across the organisation measured against the Code of Practice for the Prevention and Control of Healthcare Associated Infections 2014