



DIRECTORATE REPORT TO BUSINESS EXECUTIVE TEAM AND BOARD

Directorate:	Health and Wellbeing
Executive Lead:	Jim McManus
Reporting Month:	December 2023
Business Executive Team Meeting Date:	17 January 2024
Board Meeting Date:	25 January 2024

Overview of Key Activities During the Month

Wider Determinants of Health Unit:

- Engagement of Health Board Public Health Directors via Leadership Group on Shaping Places for Well-being in Wales
- Internal team workshop on culture held as part of whole team away day
- Groundwork to bring together Building a Healthier Wales Task and Finish Group
- Recruitment activity underway for Shaping Places for Well-being in Wales programme

Health Improvement Division

- A review of the dissemination of the to the Public Health Approach to Parenting, has identified that stakeholders have responded positively commenting that it aligns with their experience and that they have found it useful to frame thinking and support the case for action. The report has captured learning on the best approaches to take for dissemination
- Response prepared to the Outdoor Learning Bill consultation
- Guidance produced through convening and expert group to support the prescribing of weight loss medication within the All Wales Weight Management Pathway
- Meeting with the Chief Nursing Officer, attended by Interim Director of Nursing, to share work being undertaken on Infant Feeding and to explore key priorities in relation to the early years
- Presentations at Swansea Bay Patient Safety Conference on Health Inequalities
- Launch of the Add to Your Life Tool by the Health Minister in the Senedd
- Responding to the Gambling Levy Consultation and supporting Welsh Government in developing the response in Wales
- Helpful cross organisational discussions on an integrated approach to substance use initiated

Primary Care Division:

- Online conference held jointly with partners on 7th December to launch Welsh Government's [National Framework for Social Prescribing](#), including PHW [products](#)
- All Wales Diabetes Prevention Programme (AWDPP) One Year On webinar for professional stakeholders held on 13th December
- Meeting with Chief Medical Officer and Directors of Public Health to discuss systems leadership to support embedding Prevention-Based Health & Care model (PBHC) in the health and care system
- Grant collaboration for systematic review of health checks with University of Newcastle progressing
- 'Plan on a page' developed for CVD prevention, incorporating application of PBHC to CVD, and shared with CVD stakeholders at newly established CVD Prevention Steering Group, chaired by PHW

- 'Financial wellbeing through social prescribing' scoping review commenced
- Ongoing input to national 'Tackling Diabetes Together' programme
- Planning portal for cluster working in development and second User group held.
- Co-development of the cluster self-reflection process underway. Two sessions facilitated with colleagues from Hywel Dda and Cwm Taf Morgannwg Health Boards
- Worked with Strategic Programme for Primary Care colleagues to review and update the documentation and process for the 2023/24 cluster peer reviews, including updating the peer review process independent Chairs
- Primary Care Inclusion Health service specification endorsed at Strategic Programme Board for Primary Care
- 31st January Greener Primary Care Framework Year 3 launch webinar

Successes

Wider Determinants of Health Unit:

- Public Health Network Cymru look back on 2023 includes:
 - 20,000+ website users, 88,000+ website views, 5,000+ YouTube views
 - 2,800+ followers on X (formerly Twitter), 2 conferences, 16 Webinars with 1,000+ attendees
 - 12 e-bulletins with content from over 60 contributors and 2,500+ views
- Published suite of products including a systems map of the factors affecting educational achievement in Wales and a literature review of the pathways and relationships between education and health.

Health Improvement Division:

- Launch of the Feel the Difference New Year Smoking Cessation Campaign on 26th December has seen an increase in contacts to the service of 120% compared to the same period last year
- Healthy Working Wales held the first employer engagement event since the implementation of the new delivery model, 95 participants attended our first webinar in December 2023 on prevention and management of musculoskeletal conditions (MSKs) in the workplace. Attendees included line managers, HR managers, workplace safety officers and occupational health staff from across the public, third and private sector in a range of industries.

Primary Care Division:

- Publication of [Social Prescribing Glossary of Terms](#) and [Social Prescribing Case Studies](#), as part of National Framework for Social Prescribing in Wales
- Dr Amrita Jesurasa, Public Health Consultant lead for Primary Care Prevention represented Wales on panel for Faculty of Public Health Lecture on 'Health in an Ageing Society'
- Greener Primary Care Framework webinar held during Wales National Climate Week
- Sian Evans, Public Health Consultant appointed to the Bevan Commission Fellow Programme January 2024 cohort.

Any Concerns being managed:

Wider determinants of Health Unit:

- Recruitment delays and impact, especially via Shaping Places Programme

Health Improvement Division

- Uncertainty over the use of capital or revenue funding for digital developments is causing delays to the implementation of significant programmes of work, discussions are ongoing to seek clarification to aid future planning and current delivery

Primary Care Division:

- Systematic process for 1 year follow-up HbA1c blood tests in General Medical Services practices in AWDPP clusters

Forward Look of key activities for next month

Wider Determinants of Health Unit:

- First two Building a Healthier Wales task and finish group meetings on family finances and child poverty prevention to be held
- Publication of cost of living case studies
- Meeting with Welsh Government Tackling Poverty team to discuss long term strategy

- Collaborative working to develop our organisational approach to health and work
- Cross-organisational working on our approach to health inequalities
- Set-up phase for Shaping Places Programme developments, including second Programme Advisory Board

Health Improvement Division:

- Commence workshops to develop the roadmap for Priority 2 and 3 of the Long Term Strategy
- Planning day with Welsh Government Colleagues on Healthy Weight Healthy Wales Delivery Plan
- Publication of the All Wales Weight Management Pathway Review
- Joint meeting to agree strategic direction for Daily Active with Sport Wales, NRW and WG
- IQPD session on maternity

Primary Care Division:

- Small scale pilot of the cluster self-reflection tool with colleagues who work with clusters, who have been involved with developing the self-reflection process
- Initial work to scope out the key indicators to evaluate the progress of cluster working against the Primary Care Model for Wales
- Agree plan for publication of 'Supporting Healthy Behaviours in Primary Care' and 'Supporting Healthy Behaviours in Optometry' resources, and scope plan for developing pharmacy and dental resources
- Series of meetings with LPHTs to scope current cardiovascular disease prevention activity across Wales
- Draft Prevention Based Health and Care report and develop further outputs
- Continue input into 'Tackling Diabetes Together' programme
- Report on dental epidemiology survey of year 1 school children will be published



DIRECTORATE REPORT TO BUSINESS EXECUTIVE TEAM AND BOARD

Directorate:	Public Health Data, Knowledge & Research
Executive Lead:	Iain Bell
Reporting Month:	December 2023
Business Executive Team Meeting Date:	17 January 2024
Board Meeting Date:	25 January 2024

Overview of Key Activities During the Month

- Co-authoring Tool guide on Evaluating Behaviour Change Interventions with the Behavioural Science Unit.
- Supported Quality, Nursing and Allied Health Professionals (QNAHPs) Directorate to QNAPS team to develop the terms of reference and appoint a contractor to deliver phase 1 of the validated Question Bank/ Surveys in Civica.
- Presented the Prehab to Rehab evaluation plan to the P2R southeast collaboration
- Submitted ethics application to Swansea university for the Mind Our Futures project.
- Engagement with the Health Protection Team and Comms team to use natural experiments to evaluate the 2023/24 Preventative Behaviours Campaign.
- Public Health Rapid Overview Dashboard – published 8 December
- Public Health Outcomes Framework – latest data published 14 December
- Rapid cancer statistics (pathology) January 2018 to October 2023 – published 20 December
- DHCW / PHW partnership meeting held, to discuss improving ways of working together
- AI – led discussion at SBET

Successes

- Data Protection Impact Assessments (DPIAS) for the Prehab to Rehab, Preventative Behaviours and Vaccines evaluation have been signed off.
- The Mind our Futures Rapid review report is complete and ready to share with lead partner.

Any Concerns being managed:

- Concerns around future of All-Wales Diabetes Prevention Programme (AWDPP) ongoing Welsh Government funding, with the announcement being delayed until details of WG budget cuts are clarified regarding spending cuts to prevention services

- Continuing concerns around follow up HbA1C bloods/data collection for the All-Wales Diabetes Prevention Programme (AWDPP) raised with programme team

Forward Look of key activities for next month

- Supporting the Behavioural Science Unit with their evaluation strategy.
- Evaluation Community of Practice Training session - *What is Evaluability Assessment* (22nd January)



DIRECTORATE REPORT TO BUSINESS EXECUTIVE TEAM AND BOARD

Directorate:	Policy and International Health, WHO CC
Executive Lead:	Sumina Azam
Reporting Month:	December 2023
Business Executive Team Meeting Date:	17 January 2024
Board Meeting Date:	25 January 2024

Overview of Key Activities During the Month

Time to Talk Population Panel - Oct-2023 Survey

The October 2023 Time to Talk Public Health (TTPH) report covered seven topics: 20mph speed limits, vaping, the use of antibiotics, HIV, vaccines, addressing inequalities and Coronavirus. Data from the report is to be included in campaign materials and to be shared with the Minister for Health ahead of a Senedd session on HIV.

<https://phwwhocc.co.uk/resources/time-to-talk-public-health-october-2023-panel-survey-findings/>

Skills for Public Health System Leadership: Reflections on Practice

This report, via a brief literature review and qualitative interviews with international public health systems leaders, explores the role of public health leaders in driving change for better health outcomes and the skills and attributes needed to be successful.

<https://phwwhocc.co.uk/resources/skills-for-public-health-systems-leadership-reflections-on-practice/>

Developing a climate change inequality health impact assessment for health services

This paper, co-authored with colleagues from Australia presents a Climate Change Inequality Health Impact Assessment (CCIHIA) framework for health services to assess and address the unequal impacts of climate change on vulnerable and marginalised populations. The paper can be accessed via: PHRP3342336 <https://www.phrp.com.au/issues/december-2023-volume-33-issue-4/climate-change-inequality-health-impact-assessment/>

COP28 debrief from Faculty of Public Health

The Health & Sustainability Hub spoke at the Faculty of Public Health webinar to discuss and debrief from COP28, to consider the Faculty's future strategy for public health action on climate and health.

Trauma Framework: Animation

An animation has been developed to bring the Trauma Framework to life and will be published as part of the implementation phase.

The animation will be used on social media, at events and in training sessions to support organisations and will be hosted on the Trauma Framework website.

The impact of the COVID-19 pandemic on women and employment: Infographic and Explanatory Note

This work engaged with stakeholders from Welsh Government, the Women's Network in Public Health Wales, business and women's groups in Wales and highlights the uneven health and wellbeing impacts on women and their employment circumstances during the pandemic.

Media interviews were aired on Radio Wales and Global

Radio. <https://phwwhocc.co.uk/resources/the-impact-of-the-covid-19-pandemic-on-women-employment-and-health-inequalities/>

Successes

International Horizon Scanning and Learning Report: Embedding Prevention in Primary and Community Care

This report highlights international examples of approaches and best practice for enacting systems change to embed prevention across primary and community care settings. The report identifies the importance of cross-sector collaboration and integration in supporting primary and community care, including in areas such as health promotion, disease prevention and surveillance. The report includes solutions-based approaches and learning, including integrating digital systems and sharing data, comprehensive assessment and analysis of populations health needs and assets, integrated pathways and incentives that support collaboration, social prescribing, and multi professional practices.

The report can be accessed at: <https://phwwhocc.co.uk/resources/international-horizon-scanning-and-learning-report-47-embedding-prevention-in-primary-and-community-care/>

Wales Climate Week 2023 (4th-8th Dec) PHW presentation

A number of teams from across Public Health Wales presented at the Wales Climate Week 2023 and shared our work on climate change and health. The conference aimed to explore "How do we tackle climate change in a fair way?" and had 4,400 viewers over the week.

The on-demand recordings for all sessions can be accessed at:

https://www.climateweek.gov.wales/EN/pages/On_demand

Any Concerns being managed:

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Forward Look of key activities for next month

Value in Public Health masterclass to help build organisational and NHS capability in assessing holistic value and wellbeing impact

We will be delivering a virtual masterclass on social value and the Wellbeing Economy in collaboration with Public Health Network Cymru in order to build system capability and capacity in measuring and demonstrating the wider value of public health, and increase awareness and understanding of the key concepts and key published work by the Directorate. The masterclass will include launch of the Wellbeing Economy Animation Video which showcases Wales as an influencer and innovation site for the Wellbeing Economy Approach

Presentation of 'Early Intervention Crime Reduction Report' to the National Police Chief's Council (NPCC) Prevention Coordination Committee

Liverpool John Moores University (LJMU) have been invited to present the joint PHW and LJMU 'Early Intervention Crime Reduction Report' to the National Police Chief's Council (NPCC) Prevention Coordination Committee. The report summarises the evidence on early intervention for crime reduction. It aims to develop understanding of the role that police and multi-agency partners can have in preventing harms that cross public health and criminal justice landscapes. The Committee includes senior representatives from the College of Policing, Home Office, Ministry of Justice, Association of Police and Crime Commissioners and Society for evidence Based Practice.

<https://phwwhocc.co.uk/resources/everybodys-business-early-intervention-crime-reduction/>



DIRECTORATE REPORT TO BUSINESS EXECUTIVE TEAM AND BOARD

Directorate:	Quality, Nursing and Allied Health Professionals
Executive Lead:	Claire Birchall
Reporting Month:	December 2023
Business Executive Team Meeting Date:	17 January 2024
Board Meeting Date:	25 January 2024

Overview of Key Activities During the Month

- Implemented tools and resources for the Integrated Governance Sharepoint site to include guidance and advice centred on the benefits of effective integrated governance.
- Reviewed current Information Governance policies and procedures that were due for review, update, consultation and approval
- Maintained resources to enable and empower our people to actively seek out and identify risks and opportunities
- Published revised Putting Things Right (PTR) Policy & Procedures (Incidents, Redress & Complaints).
- Relationship Building: Mapped the internal teams/projects focusing on 'health inclusion' groups and prioritising them for engagement support. Shared via E&E Network.
- Preparation complete for the delivery of a high-quality public-facing report in line with the requirements of the Quality & Engagement Act on steps to secure quality of services, responding to service user feedback.
- Developed a QNAHP's Internal Shared Learning Group using a collaborative approach with PTR, Service user experience, Risk and Clinical governance to share learning from data / triangulation with incidents, complaints / concerns, compliments and service user experience.
- Launched the Safeguarding Leadership Hub and develop a Business Case for sustainability.
- Identified a diverse range of safeguarding leadership media and input content into the Safeguarding Leadership Hub.
- Facilitated the implementation of the 2023 Safeguarding Maturity Matrix across NHS Wales.
- National Safeguarding Service (NSS) support provided to Aneurin Bevan University Health Board in relation to learning and practice improvement, with planned Showcase event March 2024.
- NSS support also provided to Betsi Cadwaladr University Health Board in relation to corporate safeguarding supervision and advice.

Successes

- Head of Risk appointed and will join Public Health Wales on 5th February 2024.
- NSS contributed to a study to build consensus on definitions and types of child maltreatment to improve recording and surveillance in Europe. The paper, published in the BMJ online, represents the first Global electronic Delphi (e-Delphi) study in this field involving 34 European countries and 70 prominent multisectoral, multidisciplinary experts.

Any Concerns being managed:

- Improvement Cymru and the transfer of Duty of Quality to the Quality, Nursing and Allied Health Professionals' Directorate in Apr-24, including staff members.
- PTR Team – two key posts will have new postholders at the start of 2024; will take time to acclimatise.
- Director of NSS – post vacant; pay slippage plus impact on the service provided and NSS staff.
- Within the NSS, the reduction of Designated Doctor sessions. Development of a contingency plan and exploration of workforce sustainability plans for NHS Wales is ongoing, including meeting to share progress with All- Wales named doctors.
- Professional Lead for Therapies and Health Sciences – post vacant, case being worked up for fixed term appointment whilst permanent funding is sourced.
- Flu Programme - vaccination records captured on Tarian for reporting purposes, however, this is not an individual clinical record. DPIA submitted.
- Our Approach to Engagement – organisational progress and adoption of OA2E; paper being presented to BET in January 2024.
- The planned YA residential for February 2024 has been postponed to allow for a programme refresh and revision of governance arrangements to meet best practice.

Forward Look of key activities for next month

- Interviews for Nurse Retention post to take place on the 10th January 2024 - three candidates shortlisted.
- Submitting first revised Performance Report to ACGC.
- New Quality, Safety and PTR Manager commenced in post 2nd January 2024.
- An IPC Link Workers programme is being introduced to four Screening Services. This will increase IPC audit capacity within the teams, with a view to rolling this out across all services by December 2024.
- PTR Team and Service User Experience (SUE) Lead to refresh PHW Internet page to make a more accessible format for members of the public to raise compliments and complaints.
- Delivery of Quality in Safeguarding Statement co-created by NHS Safeguarding Network.
- Consider and identifying the use of appropriate Person Reported Outcome Measures (PROMs) and Person Reported Experience Measures (PREMS) for safeguarding.
- NSS facilitation of a national action plan for sexual safety in the NHS.



DIRECTORATE REPORT TO BUSINESS EXECUTIVE TEAM AND BOARD

Directorate:	Health Protection and Screening Services Directorate
Executive Lead:	Meng Khaw
Reporting Month:	December 2023
Business Executive Team Meeting Date:	17 January 2024
Board Meeting Date:	25 January 2024

Overview of Key Activities During the Month – December

Health Protection Division (HP)

- Declaration of a Measles outbreak in Cardiff & Vale.
- Roll-out of influenza vaccination programme for the season.
- Epidemiological report on new HIV diagnosis in Wales, 2022.
- Supporting Welsh Government in the quarterly monitoring meeting with regional Health Protection (HP) teams.

Infection Services Division

- Implementation of respiratory testing algorithm, with clinical focus. This included additional adjustment in response to the increase in mycoplasma pneumoniae.
- Implementation of centralised molecular Central Nervous System (CNS) testing at the Welsh Specialist Virology Centre.
- Ongoing collaboration with NWSSP-Procurement to advance the procurement activities for molecular enteric testing and syndromic molecular testing.
- Enacted business continuity arrangements to support laboratory testing services for Aberystwyth due to significant staffing challenges at the Bronglais Hospital laboratory.

Screening Division

- Progressing with new Picture Archiving and Communication System (PACS) as part of the All-Wales Radiology Information System procurement.
- Progressing with the development of the breast cohort IT system.
- Meetings continue with colleagues from England around sharing cervical screening histories, with testing underway.

- Preparation of presentations to Quality Safety and Improvement Committee (QSIC) and development session for Board on screening.
- Review of the IMTP priorities to incorporate the relevant enabling functions.

Emergency Preparedness, Resilience and Response (EPRR)

- Support/advice to PHW Strategic Response Directors for the Major Incident declaration in Treforest (13.12.23).
NB. EPRR Team fully engaged in ongoing response and recovery activity, supported by Env. PH Team.
- Preparing an organisation-wide internal exercise to validate new PHW Emergency Response Plan (V.3).
- Working ongoing via Emergency Planning & Business Continuity (EPBC) Group prepare for potential industrial action by Junior Doctors in January 2024.
- Multi-Directorate Planning Group established to scope delivery of a series of staff-wide debrief events for Covid 19 in 2024.
- PHW (EPRR) representation at Local Resilience Forum Groups, All Wales NHS Emergency Planning Advisory Group, NHS Wales CBRN National Response Group.

Office of the Medical Director (OMD)

- E-job planning training undertaken following completion of system build.
- Meeting held with UKPHR regarding public health practitioner development.
- Revalidation and Appraisal process planning workshop held.

Successes

Health Protection Division (HP)

- Successful presentation at Water Health Partnership meeting.
- 2 papers published– Coal fields vaccine hesitancy and Prison Cardiovascular Disease risk.

Infection Services Division

- Transfer of PenGU to Coryton.
- Reduced utilisation of Biofire respiratory testing.
- Positive United Kingdom Accreditation Site (UKAS) assessment across the laboratory network.

Screening Division

- Services are recovering well, post pandemic. Significant improvement noted in breast screening.
- Positive UKAS visit to the screening laboratory.
- Progressing with recruitment of 3 priority posts on roadmap for Diabetic Eye Screening Wales (DESW) transformation, with roadmap funding agreed.
- Confirmation from Welsh Government to take forward the planning for the National Lung Cancer Screening Programme.

Emergency Preparedness, Resilience and Response (EPRR)

- Successful delivery of joint PHW/UK Health Security Agency (UKHSA) presentation of PH response in a CBRN (Chemical, Biological, Radiological, Nuclear) incident to Strategic Commanders from emergency services in Wales.
- HPSS approval to establish a resilient EPRR 24/7 on-call service.
- Successful delivery of a Deep Dive presentation for the UKHPC on the work of 4 Nations EPRR Subgroup.
- Issued Strategic Response Director (EPRR) Packs, with positive feedback.
- FINAL DRAFT of the Communicable Disease Outbreak Plan for Wales approved by Welsh Government. Publication to follow.

Office of the Medical Director (OMD)

- Appraisal Lead appointed to replace current lead changing roles.
- Facilitation of action plan for Out Of Hours rota future management.

Any Concerns being managed

Health Protection Division

- Health Protection, out of hours service provision being closely managed.

Infection Services Division

- Ongoing concerns and risks associated with laboratory estate, in particular the Containment Level 3 facilities.

Screening Division

- Colonoscopy waiting times.
- Pathology waiting times.

Emergency Preparedness, Resilience and Response (EPRR)

- Concern highlighted as risk throughout 2023 re; that changes to partner alerting processes will mean that PHW stop receiving alerts for emergencies and major incidents (E or MI). HPSS approval to establish a resilient EPRR 24/7 on-call service. Work to establish the new service will commence with a target completion date on 31/03/24.

NB. Agreement to move the risk from the Directorate Risk Register, update the narrative to reflect the progress made and add it to the Corporate Risk Register.

Office of the Medical Director (OMD)

- Support to the HP Out of Hours rota in a facilitation capacity.
- Support to areas with junior doctors regarding impending industrial action providing advice and feedback (jointly with POD colleague) following attendance at various all-Wales meetings involving HBs/Trusts, WG, NHS Employers etc to ensure consistency of approach by PHW.

Forward Look of key activities for next month – December

Health Protection Division

- Supporting Welsh Government in the preparation for rolling out of three possible new vaccination programmes – Mpox, Gonorrhoea and RSV.
- Continued work around integrated respiratory surveillance.

Infection Services Division

- Progress the use of metrics for the service as part of Directorate-wide work.
- Close monitoring of income and expenditure – Q4 typically higher and more volatile.
- Evaluation of the syndromic and enteric tenders.

Screening Division

- End of year financial management continues to be a focus.
- Refreshing of the divisional performance measures.
- Progression around the Service Level Agreements relating to the very high-risk MRI for Breast Screening.

Emergency Preparedness, Resilience and Response (EPRR)

- Coordinate information and provide internal and external assurance via Emergency Planning & Business Continuity (EPBC) Group relating to industrial action by Junior Doctors in January 2024.
- Deliver further Loggist Training to support the PHW response to an emergency or major incident.
- Dates for Exercise Wales Gold 2024 course released – offer place across PHW to new Strategic Response Directors and nominated deputies.
- Delivery of Exercise CYHYREATH: the organisation-wide internal exercise to validate new PHW Emergency Response Plan (V.3) (30.01.24).
- Establish multi-agency exercise planning group to prepare and deliver an exercise to test new Communicable Disease Outbreak Plan for Wales in Spring 2024. Provisional date set for the delivery an exercise (19/03/24).

Office of the Medical Director (OMD)

- First pilot to be held of e-job planning – mid January.
- Preparation for revised Good Medical Practice (GMP) guidance – talk by General Medical Council.



DIRECTORATE REPORT TO BUSINESS EXECUTIVE TEAM AND BOARD

Directorate:	Improvement Cymru
Executive Lead:	John Boulton
Reporting Month:	December 2023
Business Executive Team Meeting Date:	17 January 2024
Board Meeting Date:	25 January 2024

Overview of Key Activities During the Month

Safe Care Collaborative (SCC)

- Supported Organisational (Day 1) Learning Sessions in each health board across Wales.
- Delivered virtual SCC Learning Session 4 (Day 2), including closed Executive session which identified qualitative impacts of SCC on organisational approaches to quality and safety.
- Delivered final workshop for Leading Patient Safety cohort 2.

Cancer Network

- Work is due to commence with three health board Pathology teams focussed on employing Toyota Production Principles on standard work. The aim is that this will help Pathology teams to reduce any waste and optimise their processes.

MatNeo Safety Support Programme (MatNeoSSP)

- Launching a high reliability improvement approach to support existing clinical work in health boards to detect and escalate care for mothers and babies. The aim is to help to minimise variation and promote good practice.
- We are focussing on safety improvement work to support teams to reliably identify and escalate concerns of the deteriorating mother and baby.

NHS Executive

- Discussed Quality, Safety and Improvement Directorate proposal at directorate team meeting.
- Additional staff drop-in session hosted by members of the Senior Leadership Team and Vivienne Thorngate from P&OD.
- A 'Better Together' NHS Exec led virtual event held with a focus on Mid-Year Review.

- New wellbeing-focused staff support sessions being scheduled weekly to create a space for people to talk about, process, share their reflections on the latest information.

PHW Quality as an Organisational Strategy (QOS) and Improvement & Innovation Hub (I&I Hub):

- QOS:
 - A system mapping workshop was held to further develop and ratify a PHW (macro) system map. This will support understanding of processes and interdependencies across the organisation and identify improvement opportunities.
 - A measurement workshop was held to support a refresh of the Performance Assurance Dashboard and ensure measures are aligned to the PHW purpose to begin development of a vector of measures.
- I&I Hub
 - The SimplyDo challenge on climate change ran for 8 weeks and closed at the end of November. Over 220 staff registered on the platform and 23 ideas were submitted by staff. The project review group supported prioritisation and progression of ideas. The I&I Hub team are also discussing with partners delivery of regular coaching sessions to support staff who have submitted or supported ideas to develop them further.
 - An interim Data Breach project report has been submitted to the Integrated Governance team which identifies areas from which they can select change ideas and begin testing them.
 - Six Online Pocket Improvement sessions have now been run, attended by staff from teams across the organisation. As a result of the increased interest in improvement generated through these sessions, the first cohort of the Hub's 2-day Leading on Improvement and Innovation Programme, due to run in February/March 2024, has now been recruited.
 - The Hub are currently in the scoping phase of an improvement project aiming to increase the percentage of successful image captures during the screening process at DESW.
 - The Hub continues to support a Job Evaluation project led by POD, with weekly huddles, support for process automation and project planning.
- Innovation
 - A working group with colleagues from other health boards, trusts and Welsh Government has been formed to discuss the development of a national innovation training module for all health and social care staff.
 - Ben Gray (Health Protection) and Mark Griffiths continue to organise and host the Dysgu@Lunch seminar series. In November we hosted a talk by Caryn Cox entitled 'Public Health and Mass Gatherings – planning, preparedness and response' sharing learning from the 2022 Birmingham Commonwealth Games. This has relevance for events in Wales, such as Euros 2028 when Wales will be a host country.

Mental Health (MH) and Learning Disabilities (LD):

- Presented with colleagues from the NHS Executive at a Ministerial summit focused on the development of a NHS Wales mental health safety programme, attended by Health Board senior leaders and Welsh Government, including the Deputy Minister.
- Presented at the University of South Wales 'Looking back, looking forward: How do we make Wales a better place for people with learning disabilities for the next 40 years? Event.
- Delivered the first LD workshop to design a future Learning disability quality, safety and improvement programme for Wales.
- Delivered PROMS embedding workshops to ABUHB, BCUHB and C&VUHB.

Improvement Capability:

- The Events and Communications teams worked closely to deliver the first virtual NHS Wales Awards ceremony on 15 November; with c.150 finalists and other stakeholders attending an online event hosted by Ruth Dodsworth (ITV), Judtih Padget and John Boulton.
 - Our NHS Awards website news story received 4,087 views in first 24 hours, with 339 likes on social posts in first 24 hours (interactions).
- Our Academy and Programmes teams are collaborating on delivery of a new 3-day version of the well-established Improvement in Practice course in partnership with Aneurin Bevan UHB.
- Our Communications & Engagement team have:
 - developed communications plans to support launch of the new MatNeoSSP MEWS and ATAIN collaboratives in January 2024 - integrating behaviour science into the delivery of this work.
 - worked closely with the wider team on the delivery of the latest Safe Care Collaborative (SCC) learning session, attending local events and an online learning session, alongside publications of more promotional content.
 - been working with our learning disabilities team to support the easy read flu campaign, develop storytelling around the improvement grant funded projects and developing RRP educational resources.
- Mesur, the improvement measurement platform being developed by Improvement Cymru has been shared with more health boards for beta testing and early adoption. Our Communications team have worked closely with Analytics colleagues on the Mesur branding and in developing promotional videos for its launch.
- FreeSPC, MS Excel based tool for creating Statistical Process Control Charts has been shared with Improvement Hubs across NHS Wales.
- Head of Improvement Capability delivered 'Delivering Change in the NHS' session on NHS Wales Graduate MSc module.

Successes

- Series of virtual wellbeing sessions run internally for staff, curated to align with the priorities identified by our Wellbeing and Engagement group, drawing insights from the IHI's Joy in Work paper and the findings of the Organisational Culture Inventory.
- John Boulton and Kate Mackenzie presented a workshop for 'Creating Improvement Momentum' at the IHI International Forum.
- Two Improvement Cymru projects have been selected to present at the International Forum on Quality and Safety in Healthcare in April 2024:
 - Michaela Morris presenting 'a hexagon approach to improving dementia care across a nation – Wales' alongside a member of Lleisiau Dementia Voices.
 - and, Sarah Patmore presenting a MatNeoSSP case study - '3-Stage National Discovery Phase – triangulation in a maternity/neonatal learning cycle'

Any Concerns being managed:

- Upcoming departures within the Leadership team; Head of Improvement Analytics leaving in January and the Director and Clinical Lead (Nursing) leaving in March.

Forward Look of key activities for next month

- NHS Executive engagement process to commence - date will be confirmed shortly by Welsh Government.
- A new project group is being set up internally to help in the delivery for the transition to the NHS Executive. The Transition group will be an addition to the current governance structure, supporting achievement of key milestones internal communication.
- NHS Executive led online event for all staff will take place in January.
- Director and Head of Analytics presenting at the IHI International Forum in Orlando on storytelling with data and how we have used the Framework for Safe, Reliable and Effective Care in Wales.



DIRECTORATE REPORT TO BUSINESS EXECUTIVE TEAM AND BOARD

Directorate:	Operations and Finance
Executive Lead:	Huw George
Reporting Month:	December 2023
Business Executive Team Meeting Date:	17 January 2024
Board Meeting Date:	25 January 2024

Overview of Key Activities During the Month

- Summary of key activities during the previous month, that are not reported within the IPR Performance Indicators.
- Should be high level, not operational detail

Strategy and Planning

- Board development session on planning approach for 2024/25 delivered on 12 December 2023
- First draft IMTP developed and initial discussions with planning community about overall feasibility and dependencies, including sharing of interactive dashboards to support development of next draft. Change is also be identified through this process.
- Programme support to the NHS Executive programme.
- Facilitated a session on the Long-Term Strategy at New Colleague Networking Day.

Communications

- Launched **Beat Winter Viruses** paid campaign to encourage handwashing among the public, focusing on men and younger people. Encompasses digital and out of home advertising including beer mats, washroom panels and roadside ads, and stakeholder engagement. The campaign will continue to run Wales-wide through January.
- Secured five fixed-term contracts (four new posts, one backfill) to support delivery of additional projects and campaigns within Communications Division.

Estates, Facilities and Health & Safety

- Staff consultation on exiting St Davids Park concluded.
- Progression of capital works to support work streams relating to installation of air conditioning systems at two screening sites to support requirements identified by Digital Services.
- Progression of planning work for the reconfiguration of Floor 3 CQ2.

- Support provided to Breast Screening Service to identify issues with mobile screening vehicles.
- Dialogue held with other NHS organisation in relation to the provision of access to hotdesking facilities at CQ2.

Finance and Performance

- Sessions were held with Budget Holders from across the organisation, who agreed to take part in testing the relevant Qlik Sense applications, and we will be shortly reviewing the feedback provided to feed into the national project.
- We signed off several key Qlik Sense applications including GL Incremental and Financial Management.
- Commenced phase two of the Performance Reporting Project focused on the development of new service performance indicators for PHW (Public Health Wales)

Digital Services

- Procurement of suppliers to deliver the Health Protection Digital Services Discovery phase to inform future approaches for the Tarian and TTP CRM systems
- Delivery of the Beta phase of the Breast Screening Cohort Selection module in preparation for testing in January
- Planning and design for the procurement and implementation of new Firewalls for CQ2

Successes

- **Two positive things that Tracey sends to Welsh Government will also be taken from here.**

Communications

- Campaign launch to encourage handwashing among the public. It encompasses digital and out of home advertising and had a media launch, which included an event at Ysgol Gyfun Gwyr, Swansea, receiving coverage from BBC Wales, ITV Wales, Sky News, and other outlets.
- A campaign toolkit was shared with stakeholders from across NHS Wales, Welsh Government and the third sector, as well as community groups. 138 resources have been downloaded from the toolkit, well above average.

Estates, Facilities and Health & Safety

- Delivery taken of 7 full EV vehicles for AAA Screening Service funded via Welsh Government EFAB (Estates Funding Advisory Board) Capital Funding Programme.

Finance and Performance

- Supported successful completion of Directorate Mid-Year Performance Reviews and JET Mid-Year Review

Any Concerns being managed:

- **Anything it would be helpful to bring to Exec attention**

Estates, Facilities and Health & Safety

- No concerns to highlight

Communications

- None to highlight

Finance and Performance

- No concerns to highlight

Strategy and Planning

- No concerns to highlight

Digital Services

- No concerns to highlight

Forward Look of key activities for next month

Anything you wish to highlight coming up in the month ahead it may be:

positive news,

a matter to be aware of that may impact other directorates

a date of a key event

Key piece of work being undertaken

Strategy and Planning

- Cross-organisational planning workshop to be held on 11 January 2024 to support collaboration and management of key dependencies
- Development of Module 4 Rule 9 response to meet deadline of 19 January
- Facilitating cross organisational workshops for strategic priorities to develop a roadmap to deliver Long Term Strategy outcomes.
- Continue to provide strategic advice and support to the diabetes programme.
- First meeting of the Leadership Forum will be held on 18 January 2024, to foster discussion and brief leaders on key messages and actions for the quarter ahead.

Communications

- Campaign activity in January will focus on older people in colder weather, HPV vaccination and Cervical Cancer Awareness Month.
- Internal communications and engagement review for HPSS commences.

Estates, Facilities and Health & Safety

- Progress / conclude exit / site clearance from SDP site following the conclusion of the staff consultation.
- Work to reconfigure floor 6 at CQ2 to commence week beginning 8th January.

Finance and Performance

- Develop first iteration of PHW's 2024-27 Financial Plan.
- We will be finalising the Qlik Sense Implementation Plan for PHW, which will include comms, training and agreed 'switch-on' date.
- Agreement of balances exercise to be completed in early January with NHS Wales organisations, ahead of year end.
- The Senior Finance Team are supporting the NHS Wales Finance Graduate scheme and will participate in assessment centres and interviews to help recruit a Finance Graduate for PHW.
- Working with directorates to develop new/improved performance indicators as part of phase two of Performance Reporting Development Project.

Digital Services

- Engagement with DHCW (Digital Health and Care Wales) to scope the migration of newborn screening systems to mitigate legacy systems
- User Acceptance Testing of the Breast Cohort Selection module

- NHS Executive transfer of staff – IT needs analysis/discovery
- Procurement of new Firewalls



DIRECTORATE REPORT TO BUSINESS EXECUTIVE TEAM AND BOARD

Directorate:	People & OD
Executive Lead:	Neil Lewis
Reporting Month:	December
Business Executive Team Meeting Date:	17 January 2024
Board Meeting Date:	25 January 2024

Overview of Key Activities During the Month

- The NWSSP Resource Bank launched on 2 January 2024 and we are currently working with Business and Planning Leads to determine the types of bank roles required and order of priority. Expressions of Interest from existing staff to join the bank are being collated and enrolment to be prioritised dependent on the type of role.
- We are working with key stakeholders to finalise action required in relation to Welsh Health Circulars received in December, these relate to MMR vaccination and agency worker deployment and expenditure.
- The team continue to work closely together, and with Business and Planning colleagues, to understand the emerging People and OD dependencies in the new draft IMTP and to develop the supporting plans to enable delivery of our strategic objectives.
- People and OD colleagues continue to work closely with the Emergency Preparedness Resilience and Response team to advise and support affected services in relation to upcoming industrial action in NHS Wales.
- The Duty of Quality e-learning module has been mandated for all staff. This module is now live in ESR, has been allocated as a competency requirement and will therefore appear in the compliance matrix. We are aiming to achieve our compliance target by early April and would welcome support from all colleagues and people managers.

Successes

- We welcomed the Welsh Language Commissioner to hear more about our Welsh Language developments and some of our challenges, an extremely useful and productive meeting.
- We held our second New Colleague Networking Event in December 2023, we received a positive response from attendees

Any Concerns being managed:

-

Forward Look of key activities for next month

- Leadership and Management Academy Symposium event takes place 16 January 2024.

- A suite of bite-size recruitment training sessions will be launched on 18 January, to run throughout 2024, aimed at enhancing our recruitment and selection practices.
- Leading with Impact Workshops launch w/c 22 January 2024.
- New Job Description template, training and toolkit will be launched on 24 January 2024.
- The Ymlaen Network will be presenting to the Board in the January meeting.
- We have completed a procurement exercise and have arranged a series of Financial Wellbeing Webinars for all staff to be able to attend between January – March 2024. We ran these last year and the feedback was extremely positive. This is part of the Cost of Living initiatives to support colleagues.
- National Apprenticeship Week takes place w/c 5 February, with events planned to encourage existing staff to undertake apprenticeship qualifications and for managers to consider recruiting apprentices.