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Iechyd Cyhoeddus  
Cymru  
Public Health  
Wales

**Name of Meeting**  
**Board**  
**Date of Meeting**  
25 November 2021  
**Agenda item:**  
3.2

## Performance and Insight Report

**Executive lead:** Huw George, Deputy Chief Executive/ Executive Director Operations and Finance

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**Approval/Scrutiny route:** Business Executive Team (16 November 2021)

### Purpose

Our refreshed Performance and Insight Report has been developed to be succinct, focusing on delivering actionable insights and identifying areas for further discussion across the following key performance themes;

- Maintaining a healthy and sustainable workforce
- Organisational quality and access to high quality services
- Delivering value and impact
- Improved population health and wellbeing

The report is designed to be read in conjunction with the Performance and Assurance Dashboard. This is a new approach, and will support the Board and Committees in discharging their responsibilities. The themes are demonstrated throughout this month's report and will be reflected in future versions of the Performance and Assurance Dashboard.

### Recommendation:

APPROVE

CONSIDER

RECOMMEND

ADOPT

ASSURANCE

The Board is asked to:

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

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**Link to Public Health Wales [Strategic Plan](#)**

Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.

In order for Public Health Wales to deliver the strategic plan, effective performance management arrangements need to be in place to monitor and report on progress against achieving our strategic priorities to improve health outcomes. This intelligence is used to draw the Board's attention to areas of underperformance and is fundamental for effective and efficient decision making.

This report contributes to the following:

<b>Strategic Priority/Well-being Objective</b>	All Strategic Priorities/Well-being Objectives
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**Summary impact analysis**

<b>Equality and Health Impact Assessment</b>	An Equality and Health Impact Assessment is not required. Equality and Health Impact Assessments will be completed as part of delivery of the specific actions within the Plan.
<b>Risk and Assurance</b>	Our Strategic Risks are detailed within Our Strategic Plan and the Implementation Plan for the Test Trace Protect Strategy.
<b>Health and Care Standards</b>	This report supports and/or takes into account the <a href="#">Health and Care Standards for NHS Wales</a> Quality Themes All themes
<b>Financial implications</b>	An update on the organisation's financial performance is enclosed
<b>People implications</b>	An update on the organisation's people performance is enclosed

## 1. Purpose / situation

Our refreshed Performance Report has been developed to be succinct, focusing on delivering actionable insights and identifying areas of concern across key performance themes;

- Maintaining a healthy and sustainable workforce
- Organisational quality and access to high quality services
- Delivering value and impact
- Improved population health and wellbeing

The latest Performance and Insights Report provides a mid-term position of performance for our Board, whilst addressing key areas of focus for our mid-year Joint Executive Team (JET) meeting with Welsh Government on 30 November 2021.

The report has been enhanced to provide a focus on our Performance in 2021/22 and Plans for the remainder of 2021/22, which captures key information to inform Board and JET discussions.

Our Response to the Ministerial Priorities and our Plans for 2022/23 onwards form part of the second half of the JET discussion and is addressed in the accompanying JET presentation. This key document will form the basis of our JET submission, alongside the Performance and Insight Report and **Annex A (Performance and Assurance Dashboard PDF)** and **Annex B (NHS Wales Minimum Dataset for Quarter 2 2021/22)**

## 2. Background

Access to high quality, timely and robust performance information is essential in providing assurance to our Executive Team and Board on our ongoing COVID-19 response, delivery of public health services and statutory responsibilities.

Having strengthened our performance arrangements over the last 12 months through the successful introduction of the Performance and Assurance Dashboard (PAD) we recognised the need to align and refresh the accompanying Performance and Insight Report.

## 3. Description/Assessment

### Performance and Assurance Dashboard

The November 2021 PAD can be accessed using the following [Link](#), or by navigating from specific areas of interest in the report by selecting the following symbol , thus enabling direct access to the latest

available performance information.

Key points to consider in this month's Performance and Assurance Dashboard are listed below;

- 91% of Operational Plan milestones are reported as complete or on track for completion as at October 2021. 9% of milestones are reported as behind schedule and unlikely to meet respective delivery timeframes.
- Staff sickness absence has increased over the latest period with particular challenges identified within parts of service delivery. Staff turnover figures have returned to average levels in October 2021 following an increase recorded over the previous two months.
- Our cumulative reported position is a net surplus of £57k ((£8k in month), with an anticipated breakeven position at year-end. Our capital funding for 2021/22 totals £9.134m with year to date spend at 1.593m.
- The total number of PCR tests authorised by our laboratories since April has increased from around 20,000 tests per week to over 30,000 in September 2021. During this time interval the median in-lab turnaround time for PHW labs is 5 hours. The variation of the interquartile range has increased through August and into recent weeks due to significant platform issues across the network. These have improved and would expect this to be reflected in subsequent performance.
- Performance continues to be monitored for Screening programmes in line with agreed recovery plans. Challenges remain in some programmes where staff absences are high. Recruitment of additional staff is ongoing. Our newborn screening programmes have continued to meet national target levels over the course of 2021/22.
- One No Surprises Incident was reported to Welsh Government in October 2021 in relation to a number of staff within the DESW contracting COVID-19 in the workplace. Investigations are ongoing

Further insights from the Performance and Assurance Dashboard can be found on page 2 – Key Performance and Insights Summary.

Performance and Assurance Dashboard (*not publically available*)

<https://phw-tableau.cymru.nhs.uk/#/site/CorporateAnalyticsPreProduction/views/RecoveryDashboardLandingPage/LandingPage?.iid=1>

### Future Development

Similar to the development of the PAD, we will also iteratively enhance the Performance and Insight Report, making improvements over the

course of the next few months, introducing a number of new features, including;

- Introducing benchmarking data, comparing our performance with other NHS organisations and Trusts to assist in providing assurance.
- Introducing statistical process control (SPC) charts as an approach to informing performance assurance, which will support the implementation of our Quality and Improvement Strategy.
- Refresh and develop key performance indicators aligned to outcomes by the end of 2021/22.
- Carrying out analytical 'deep dives' into key performance areas, commissioned through a blended approach from the Board, Executive colleagues and the Performance and Corporate Analytics functions.

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



Ensures Public Health Wales is able to successfully monitor the delivery of its functions; assess areas of underperformance; and can use this intelligence and knowledge to aid decision making.



Effective and efficient decision making by senior managers, Executive Team and the Board is paramount to successful performance of the organisation in order for it to achieve its purpose, whilst preventing the potential to cause harm through underperformance.



The development of Public Health Wales' Long Term Strategy and Integrated Medium Term Plan has been grounded in collaboration and integration across our workforce. To demonstrate that the organisation is achieving what it set out to achieve over the short, medium and long term, high quality monitoring and reporting of information is essential through the integrated performance report. This approach has been reflected in the approach to the pandemic response.



Reporting of data and information through the integrated performance report requires collaboration across the organisation to ensure timely delivery of key service, quality, workforce and financial data. The potential for the development of business intelligence tools will require close working relationships with Directorates and especially Informatics to maximise potential.



To ensure compliance with the Welsh Audit Office Structured Assessment, agreeing and reporting Division / Directorate level performance measures will require involvement across the full breadth of the organisation. Monitoring and reporting against the strategic plan will involve working closely with staff to ensure accurate and timely intelligence for the Executive Team and Board.

## 5. Recommendation

The Public Health Wales Board is asked to:

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