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WALES

Iechyd Cyhoeddus  
Cymru  
Public Health  
Wales

**Name of Meeting**  
**Board**

**Date of Meeting**  
27 January 2022

**Agenda item:**  
4.3c

## 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 (17 January 2022)

### Purpose

Our 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 approach aims to support the Board and Committees in discharging their responsibilities. The themes are demonstrated throughout this month's report and are also reflected in the Performance and Assurance Dashboard.

### Recommendation:

APPROVE

CONSIDER

RECOMMEND

ADOPT

ASSURANCE

The Board is asked to:

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

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

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

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

This report contributes to the following:

<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 Performance and Insights 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

This approach will support the Board and Committees in discharging their responsibilities. The introduction of key themes will see us align to the Welsh Government's *A Healthier Wales* and NHS Delivery Framework. The report is designed to be read in conjunction with the Performance and Assurance Dashboard, and work will be taken forward to ensure that the themes are reflected in future versions of the dashboard.

## 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 December 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;

- The organisation continues to prioritise the ongoing response to COVID-19, reactivation of essential public health services and functions, and the health and well-being of our staff. This is reflected in the latest Operational Plan update, which has been updated to highlight the pausing or extension of a number of

key milestones, particularly associated with the review of our long-term strategy.

- Staff sickness absence for December 2021 was 3.99%. However, these figures don't reflect absence related to the new Omicron variant, which has been experienced in January 2022. Challenges related to staff absence remain within localised areas of service delivery which is being actively monitored.
- 79% of Public Health Wales staff have been given the COVID-19 booster vaccination (up from 54% last month), including 81% of front-line workers (up from 73%).
- Our cumulative reported position is a net surplus of £73k ((10k) in-month), with an anticipated breakeven position at year-end. Our capital funding for 2021/22 totals £10.142m with year to date spend at £1.916m. Our Public Sector Payment Policy continues to achieve the statutory target at 96.2%.
- Screening is being maintained and actively managed in line with agreed recovery plans to preserve clinics with an increased number of staff absence due to Omnicom wave of the pandemic. Recruitment to additional screening staff to enable a sustained increase in screening activity has progressed and additional staff recruited.
- Whilst improvement was evident across a number of reported All-Wales healthcare associated infection rates over the latest period, the majority of Health Boards are not on track to achieve national reduction expectation targets for 2021/22.
- Overdue incidents within Cervical Screening have significantly reduced since the introduction of dedicated resource since October 2021. Additional support is currently being provided to the Diabetic Eye Screening Programme.

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 during recovery from the COVID-19 pandemic.
- Refreshing and developing key performance indicators aligned to our outcomes, including the introduction of Ministerial outcome indicators as part of the phased roll out by Welsh Government in 2022/23.
- Introducing statistical process control (SPC) charts as an approach to informing performance assurance, moving towards key trends and patterns over time, which will support the implementation of our Quality and Improvement Strategy.

It is acknowledged that a number of Directorates and functions are underrepresented in both the Performance Report and the PAD. Work will need to be undertaken in collaboration with Directorates to refresh and develop key performance indicators, ensuring we have coverage across the entire organisation. Consequently this will see a number of new developments iteratively introduced in the PAD.

#### 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