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Iechyd Cyhoeddus
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Public Health
Wales

Name of Meeting
Board
Date of Meeting
30 September 2021
Agenda item:
4

Performance and Insight Report

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

Contributors: Huw George, Deputy Chief Executive and Executive Director of Operations and Finance; Meng Khaw, National Director of Screening & Health Protection; Neil Lewis, Director of People and Organisational Development; Rhiannon Beaumont-Wood, Executive Director of Quality Nursing and Other Allied Health Professionals; Angela Fisher, Deputy Director of Finance; Ioan Francis, Head of Performance

Approval/Scrutiny route: Business Executive Team (20 September 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

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:

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

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

1. Purpose / situation

Our 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

This is a new approach, and 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 September 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;

- Staff Turnover increased in August 2021, with 30 staff leaving the organisation, compared to between 15-20 on an average month. The breakdown of this includes 7 Fixed-term contracts ending, and 6 retirements. The leavers were spread across various Directorates / Divisions.

- The COVID-19 Risk Assessment score has continued to decline, with compliance for August now at 46.2%.
- The current financial position (Month 5) is showing a net surplus of £36k (£31k in-month) with an anticipated breakeven position at year-end.
- A Nationally Reportable Incident was reported in Diabetic Eye Screening, relating to a routine review of new registrations' report that identified circa 240 newly registered participants who weren't offered a first appointment within 90 days.
- Breast Test Wales have experienced challenges due to planned annual leave and clinical staff not being able to undertake their role due to contact with COVID cases. Recruitment activity underway as well as weekend working to increase service capacity.
- Childhood vaccinations remain high. Uptake of all routine immunisations stayed above 95% (apart from rotavirus) for children in Wales aged one.

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](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.
- 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.
- Carrying out analytical 'deep dives' and 'hackathons' into key performance areas, commissioned through a blended approach from the Board and Executives and the Performance and Corporate Analytics functions.

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