



PUBLIC HEALTH WALES
PERFORMANCE AND INSIGHT REPORT

AUGUST 2021



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Executive Summary

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 Report.

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. This introduction of these themes will see us align to the Welsh Government's *A Healthier Wales* and the NHS Delivery Framework. These themes are demonstrated throughout this month's report and will be reflected in future versions of the PAD.

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 PAD 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 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 ~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 PAD can be found on page 2 – Key Performance and Insights summary.

Similar to the development of the PAD, we will also iteratively enhance the Performance Report, making improvements over the course of the next few months, introducing a number of new features;

- 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.

Key Performance and Insight Summary

Theme 1: Maintaining a Healthy and Sustainable Workforce – Pages 3 to 4

- The COVID-19 Risk Assessment Score remains on a declining trend over the latest quarter, likely due to employees being on annual leave and falling out of compliance as the six-month renewal is required. Reminder sent to all staff via an intranet article and staff email bulletin.
- Appraisal compliance has declined for the third consecutive month. Discussions are planned on the guidance around the impact of future Pay Progression.
- Statutory and Mandatory training compliance continues to be at risk of falling below the Welsh Government 85% target. Additional support arranged for staff in Health Protection and Screening Services who are experiencing issues accessing e-learning.
- Staff sickness and COVID related absence continues to be monitored in light of increasing incidence of COVID with a national focus on long COVID.

Theme 2: Achieving Value and Impact – Pages 5

- The cumulative reported position for Public Health Wales is a net surplus of £36k (£31k in-month) with an anticipated breakeven position at year-end.
- Work ongoing to finalise Directorate forecasts with the completion of future month's expenditure plans. Directorates broadly forecasting break-even positions.
- Year-to-date Public Sector Payment Policy remains above the statutory target at 96.3% (97% in month 5).
- Our capital funding for 2021/22 totals £7.918m with year to date spend at 1.079m. Year-end forecast remains at breakeven.
- COVID-19 response planned expenditure is £81.208m, including screening recovery. PHW contribution is £1.841m with £79.367m planned funding requirement from Welsh Government.

Theme 3: Organisational Quality and Access to High Quality Services – Pages 6 to 7

- Breast Test Wales experiencing challenges due to planned annual leave and clinical staff not being able to undertake clinical role due to contact with COVID cases. Staff undertaking weekend working and recruitment underway to support increased service capacity.
- Significant delays continue for Bowel Screening participants progressing to screening colonoscopy with waits ranging from 6-26 weeks across Health Boards. Support continues to be provided and issues raised at the national endoscopy board. Resolving this is not within the direct remit of the programme.
- HCAI support and leadership continues to be provided including production of timely surveillance dashboards. The Klebsiella sp bacteraemia rate has shown a continued improving trend over the last quarter. Awaiting confirmation of agreed HCAI targets for 2021/22.
- One new Nationally Reportable Incident reported in Diabetic Eye Screening relating to a routine review of new registrations' report that identified ~240 newly registered participants who weren't offered a first appointment within 90 days.
- One new claim reported in relation to failure to recall the claimant for further investigations following a breast mammogram in November 2016.

Theme 4: Improved Population Health and Well-being – Pages 8

- Routine childhood vaccinations remain high. Uptake of all routine immunisations stayed above 95% (apart from rotavirus) for children in Wales aged one. Monitoring any effect COVID-19 and national restrictions had on the uptake or timing of vaccinations in children up to five years old continues.
- Bowel screening kits being returned remains good with uptake showing significant increase compared to pre pandemic at about 65% uptake.
- Challenges remain in AAA and Diabetic Eye Screening due to the implementation of COVID safe measures. Active project team seeking to identify venues for short/medium term continuity as well as the longer term introduction of a hub and spoke model of clinic venue provision.

Theme 1: Maintaining a healthy and sustainable workforce

Theme 1A: Reducing staff sickness and improving well-being

	Target	2020/21	Jun 2021	Jul 2021	Aug 2021	Link to PAD
COVID-19 Risk Assessment Score	-	52.0%	55.7%	51.3%	46.2%	
Sickness Absence (monthly)	-	3.1%	3.8%	4.1%	3.3%	
Sickness Absence (12-month rolling)	3.25%	3.2%	3.2%	3.3%	 3.5%	

COVID-19 Risk Assessment

The Personal Risk Assessment tool was rolled out to all staff in Public Health Wales in June 2020. The tool aims to identify high-risk individuals in high-risk settings so that action can be taken to adapt their workplace or move them into a lower risk environment, such as working from home. The risk assessment has been included as a competency on ESR and will enable further monitoring and reporting.

The declining trend over the last 3 months indicated in the table above is likely to be due to employees being away on annual leave and falling out of compliance as the six-month renewal is required.

A reminder to staff has been sent out via an Intranet article and the Staff Bulletin, and Business Leads will be asked to encourage compliance in their areas.

Sickness absence

Latest quarterly figures identify an increase in the number of sickness absences recorded with the reason as 'Other known causes' and accounts for 482 FTE days lost. In the same period 'Unknown causes' account for 301 FTE days' lost.

Accurate reporting of absence reasons in ESR is a priority for the People & OD team. The team are working with Line Managers to identify what actions can be taken to improve in this area.

In terms of COVID-related absence, the latest data shows that 10 staff are currently absent from work for reasons related to COVID-19. Discussions are underway with other NHS Wales organisations about management of Long COVID cases and the potential for an All-Wales approach.

How we compared – 2020/21

Percentage of sickness absence rate of staff						
LHB	Target	Jan-21	Feb-21	Mar-21	12mth Trend	Rank
Wales	12 month reduction trend	6.07%	6.06%	5.94%		-
AB		6.00%	5.96%	5.74%		6
BCU		5.53%	5.57%	5.49%		5
C&V		6.05%	6.09%	5.98%		7
CTM		7.13%	7.10%	6.98%		8
HDda		5.31%	5.31%	5.21%		4
Powys		4.92%	4.88%	4.81%		3
SB		7.51%	7.50%	7.38%		10
PHW		3.46%	3.35%	3.22%		1
Velindre		3.84%	3.75%	3.57%		2
WAST	7.33%	7.41%	7.36%		9	

* 12 month rolling data provided by Welsh Government. Updated benchmarking data currently being explored in ESR

Theme 1: Maintaining a healthy and sustainable workforce

Theme 1B: Our staff are highly trained and feel supported

	Target	2020/21	Jun 2021	Jul 2021	Aug 2021	Link to PAD
Statutory and Mandatory compliance	85%	87.2%	87.4%	86.9%	● 87.5%	
Appraisal compliance	90%	69.9%	68.2%	65%	● 62.2%	

Statutory and Mandatory Training

Compliance with the core suite of statutory and mandatory training remains just above the Welsh Government target of 85% and continues to be at risk of falling below.

People and OD have arranged additional support for staff within Health Protection and Screening Services who are experiencing issues accessing e-learning, with a TEAMS drop in session scheduled to take place 30th September.

Please note, any reporting related to the recently procured IHASCO Working at Home Safely and/or Managing Health and Safety falls outside of the remit of core statutory and mandatory training and can be accessed via Facilities, Estates and Health and Safety.

Appraisal and Development Reviews

The 12-month rolling number of My Contribution appraisals taking place has decreased for the third consecutive month, currently at 62.2% against the Welsh Government target of 85%.

My Contribution e-learning is now available via ESR for all staff to access, with records updated manually by People and OD on a weekly basis. To date 42 staff members have completed My Contribution e-learning.

Pay Progression has been deferred nationally until September 2022, after which individuals with no recorded appraisal in the preceding 12 months and/or managers whose team are not 100% compliant, will not progress through to the next pay step. Meetings are taking place over the coming weeks to plan for the organisations approach, and guidance for managers is being produced at a national level.

How we compared – 2020/21

Percentage of headcount who have had a Personal Appraisal and Development Review (PADR) / medical appraisal in the previous 12 months (excluding doctors)				
LHB	Target	Mar-21	12mth Trend	Rank
Wales	85%	57.7%	↓	-
AB		59.3%	↓	6
BCU		70.4%	↓	2
C&V		37.0%	↓	10
CTM		52.4%	↓	8
HDda		66.8%	↓	4
Powys		64.9%	↓	5
SB		51.4%	↓	9
PHW		69.9%	↑	3
Velindre		72.7%	↓	1
WAST		58.5%	↓	7

* Data provided by Welsh Government. Updated benchmarking data currently being explored in ESR

Theme 2: Delivering Value and Impact

Theme 2A: Delivering against our agreed budgets

	Month 3	Month 4	Month 5	YTD 2021/22	Year-end forecast	Link to PAD
Revenue financial target	£19k	(£38k)	£31k	(£36k)	Breakeven	🔗
Capital financial target	£1.980m	£2.639m	£3.299m	£1.079m	Breakeven	🔗
Public Sector Payment Policy (PSPP)	95%	98%	97%	● 96.3%	>95%	🔗

Financial Summary – Month 5

- The cumulative reported position for Public Health Wales is a net surplus of £36k (£31k in-month) with an anticipated breakeven position at year-end.
- The surplus at month 5 is a combination of small variances across a number of Directorates and an under spend of £80k for Health Protection and Screening Services. Microbiology is overspent by £110k due to agency costs, which has been offset by, underspends within Health Protection and Speciality Registrars due to vacancies.
- Work is ongoing to finalise Directorate forecasts with the completion of future month's expenditure plans - the majority of Directorates are broadly forecasting break-even positions.
- Our capital funding for 2021/22 totals £7.918m with year to date spend at 1.079m. The year-end forecast remains at breakeven.
- Performance for our year to date Public Sector Payment Policy remains above the statutory target at 96.3% (97% in month 5).
- Total planned expenditure on the COVID-19 response is £81.208m, including screening recovery. Our contribution towards the costs is £1.841m. The balance of £79.367m is the planned funding requirement from Welsh Government.
- Further information on our latest financial position can be found in the accompanying 2021/22 Financial Position report.

Overview of Financial Performance by Directorate

Directorate Position					
Directorate1	Annual Budget £000s	Cumulative Budget £000s	Cumulative Actual £000s	Cumulative Variance £000s	
Covid 19 Directorate	£636K	£636K	£636K	£0K	
Central Budgets Directorate	-£118,556K	-£39,240K	-£39,184K	£56K	
People & Organisational Development	£1,820K	£693K	£712K	£19K	
Board and Corporate	£2,005K	£835K	£839K	£4K	
Population Health Directorate	£176K	£135K	£135K	£0K	
ACE's Hub Directorate	£0K	£3K	£3K	£0K	
Improvement Cymru	£6,307K	£1,589K	£1,589K	£0K	
Hosted Directorate	£0K	-£3,741K	-£3,741K	£0K	
Operations and Finance Directorate	£9,033K	£3,790K	£3,789K	-£2K	
Health & Wellbeing Directorate	£23,711K	£7,464K	£7,459K	-£5K	
Knowledge Directorate	£4,408K	£1,519K	£1,510K	-£8K	
Quality Nursing & Allied Health Professio..	£2,389K	£953K	£945K	-£9K	
WHO Collaborating Centre	£3,022K	£1,046K	£1,035K	-£11K	
Health Protection and Screening Services	£65,048K	£24,317K	£24,237K	-£80K	

Theme 3: Organisational quality and access to high quality services

Theme 3A: Access to high quality services

	Target/ Standard	2020/21	Jun 2021	Jul 2021	Aug 2021	Link to PAD	
Screening Services	BTW Assessment invitations within 3 weeks of screen	90%	79.8%	67.9%	46.3%	● 32.8%	
	BTW Normal results sent within 2 weeks of scan	90%	97.1%	94.9%	89.2%	● 59.7%	
	BSW Waiting time for index colonoscopy	90%	26.6%	5.4%	● 1.5%	Not available	
	DESW Letters printed within 3 weeks of test result	85%	97.1%	99.8%	99.9%	● 100%	
HCAI	E. Coli bacteraemia rate (per 100,000 population)	Not available*	59.4	74.5	72.8	78.0	
	Klebsiella sp bacteraemia rate (per 100,000 population)		19.6	21.9	20.1	16.3	

*Awaiting confirmation of 2021/22 reduction expectation targets for HCAI

Screening Services

Breast Test Wales screened nearly 8,000 women in August. August has been challenging due to planned annual leave and clinical staff not being able to undertake clinical role due to contact with COVID case as incidence of COVID has increased.

Work on interventions to reduce DNAs and new ways of appointing women is continuing and this is improving efficiency of the clinics. The programme is undertaking some weekend working to increase number of appointments.

With support from infection, prevention and control lead, the programme has just started a pilot to explore the change to the flow of working on the screening mobiles which may result in more appointment slots being able to be offered and increase capacity.

The programme has developed detailed recovery plans which require additional funding to enable additional screening capacity. The additional funding request has been shared with Welsh Government but the confirmation of funding has not yet been received.

The organisation has recently approved the priority staffing elements of the BTW recovery plan to proceed at risk. Recruitment is underway for additional radiographers, assistant practitioners and screening pathway staff who will be a key element of increased service capacity. We are exploring the establishment of a bank staff (previously employed staff) with the People & OD directorate to also support additional activity required.

Healthcare Associated Infections

The HCAI & AMR Programme team continue to monitor the HCAI infections previously mandated for monitoring by Welsh Government throughout the pandemic, whilst providing advice and guidance to Health Boards and Trusts, including the production of a timely Wales HCAI mandatory surveillance dashboard.

August data showed a continued fluctuating trend in the E. Coli bacteraemia rate and remains above rates last year. However, the vast changes in service delivery across healthcare in Wales during the pandemic and in particular the cancellation of elective services for significant periods have impacted on the HCAI data and make it difficult to compare with previous years.

The Klebsiella sp bacteraemia rate has shown a continued improving trend over the latest quarter.

Theme 3: Organisational quality and access to high quality services

Theme 3B: Achieving high quality and risk management in our organisation

	Target	2020/21	Jun 2021	Jul 2021	Aug 2021	Link to PAD
Number of Incidents (12-month rolling)	-	2,187	274	229	235	
Number of Nationally Reportable Incidents	-	5	2	1	1	
Formal Complaints received	-	73	7	6	6	
Complaints acknowledged within 2 days (12-month rolling in-month)	95%	49%	60% 86%	Not available*		
Complaints responded to within 30 days (12-month rolling in-month)	75%	31%	45% 100%			
Number of Confirmed and (Potential) Claims	-	5 (2)	1 (0)	0 (1)	1 (0)	

Quality

Incidents

A total of 235 incidents were reported on Datix in August 2021. 99% (233) were reported within Health Protection & Screening Services, which is the norm for incident reporting. There are currently 308 incidents that remain open after 30 days, which is slightly less than last month's figure of 310. This has also been raised and monitored at the Business Executive Team.

The Integrated Governance Team are working with Directorates to try to reduce this number and this is also now being addressed in readiness for the Once for Wales Concerns Management System roll out through the PHW Project Board.

Claims and Redress

One new claim was reported in August 2021. This is against Breast Test Wales in relation to failure to recall the Claimant for further investigations following a mammogram in November 2016. Betsi Cadwaladr UHB are also a Defendant.

Nationally Reportable Incidents

One NRI was reported in August 2021 in Diabetic Eye Screening. This was in relation to a routine review of new registrations' report that identified approximately 240 newly registered DESW participants who have not been offered their first appointment within 90 days of registration. Some of these participants had their first appointments cancelled due to COVID-19 in March 2020, but have yet to be offered an appointment since restart of the programme in September 2020.

Formal Complaints

There were six formal complaints raised in August 2021. All complaints (100%) were acknowledged within the target 48 hours. One complaint has been signed off and closed, the remaining five are under investigation. Two complaints relate to Diabetic Eye Screening Wales, one relates to Cervical Screening Wales, two relate to Health Protection COVID-19 and one relates to WHO CC regarding the Public Engagement survey. The 30 day Welsh Government target to respond to complaints is reported retrospectively and we

achieved 100% in the reporting period for the month of June 21. This equates to 7 complaints having been responded to in the relevant reporting period.

Risk

All corporate risks have been updated to some level since the start of the year. In addition the Business Executive Team has reviewed the Corporate Risk Register in August and has proposed further changes and four additional risks to be approved.

Strategic Risks; We are in the process of transitioning from the current Strategic Risks to the new 5 Strategic Risks which were proposed in a Board Development session in June 2021. Work is now continuing to align the corporate risks with strategic risks.

A further review of the corporate risks will be completed in the context of the final changes being made to the Strategic Risk Register. It has been agreed at Executive level that the risk appetite statement will be reviewed later this year as part of the review of the Public Health Wales organisational strategy.

* Data unavailable in Performance and Assurance Dashboard due to data lag introduced as a result of indicator design.

Theme 4: Improved Population Health and Well-being

Theme 4A: Improved Population Health and Well-being

		Target	2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Link to PAD
Vaccination & Immunisation	Percentage of children who received 3 doses of the '6 in 1' vaccine by age 1	95%	95.6%	95.2%	95.1%	● 95.3%	
	Percentage of children who received two doses of the MMR vaccine by age 5	95%	92.2%	92.1%	92.8%	● 91.7%	
		Target/ Standard	2020/21	Jun 2021	Jul 2021	Aug 2021	Link to PAD
Screening Coverage	Bowel Screening Coverage	60%	58.9%	62%	62%	● 62.2%	
	Newborn Bloodspot Screening Coverage (newborns)	95%	95.9%	96.3%	96.2%	● 96.7%	
	Diabetic Eye Screening Coverage – reported result in last 12 months	80%	27.0%	11.3%	13.5%	● 15.7%	

Vaccination and Immunisation

Despite the pandemic, the latest figures for routine childhood vaccinations remained high. For children in Wales aged one, the uptake of all routine immunisations stayed above 95%, apart from rotavirus.

95.3% of children had the three doses of the '6 in 1' vaccine (this was 95% or higher in five of the seven health boards and in 14 of the 22 local-authority areas). The percentage of children who received two doses of the MMR vaccine by the age of five reduced slightly over the latest quarter at 91.7% (0.5% below the previous year).

Alongside leading the national planning for delivering the COVID-19 vaccine programme in Wales, our VPDP team continued to provide support and leadership

across Wales to support improvements in the uptake of all routine immunisations. The team also monitored any effect COVID-19 and national restrictions had on the uptake or timing of vaccinations in children up to five years old, including the production of monthly internal timeliness reports to identify early signals of declining uptake throughout the pandemic.

Screening Services

The Bowel Screening programme has caught up on the delay of new participants entering the system (aged 60 years) and those participants who we are recalling are delayed by just over 6 weeks.

The number of bowel screening kits being returned is good with uptake showing signs of a significant increase compared to pre pandemic and levelling at about 65% uptake.

Plans to further optimise the bowel screening programme have been supported by Welsh Government and preparation to start this from October 2021 are in place for the extension of the age range to include people aged 58-59.

There remains challenges for our AAA and DESW programmes due to the COVID safe measures implemented following the resumption of services. In August the AAA programme screened 1,198 men and the uptake remains consistent at 82.8%. The DESW programme screened 4,627 participants. Actions continue to explore with partners how best to increase clinic locations which will aid recovery.

There is an active project team seeking to identify venues for short/medium term continuity as well as the longer term introduction of a hub and spoke model of clinic venue provision.