

Joint Executive Team Meeting

Public Health Wales

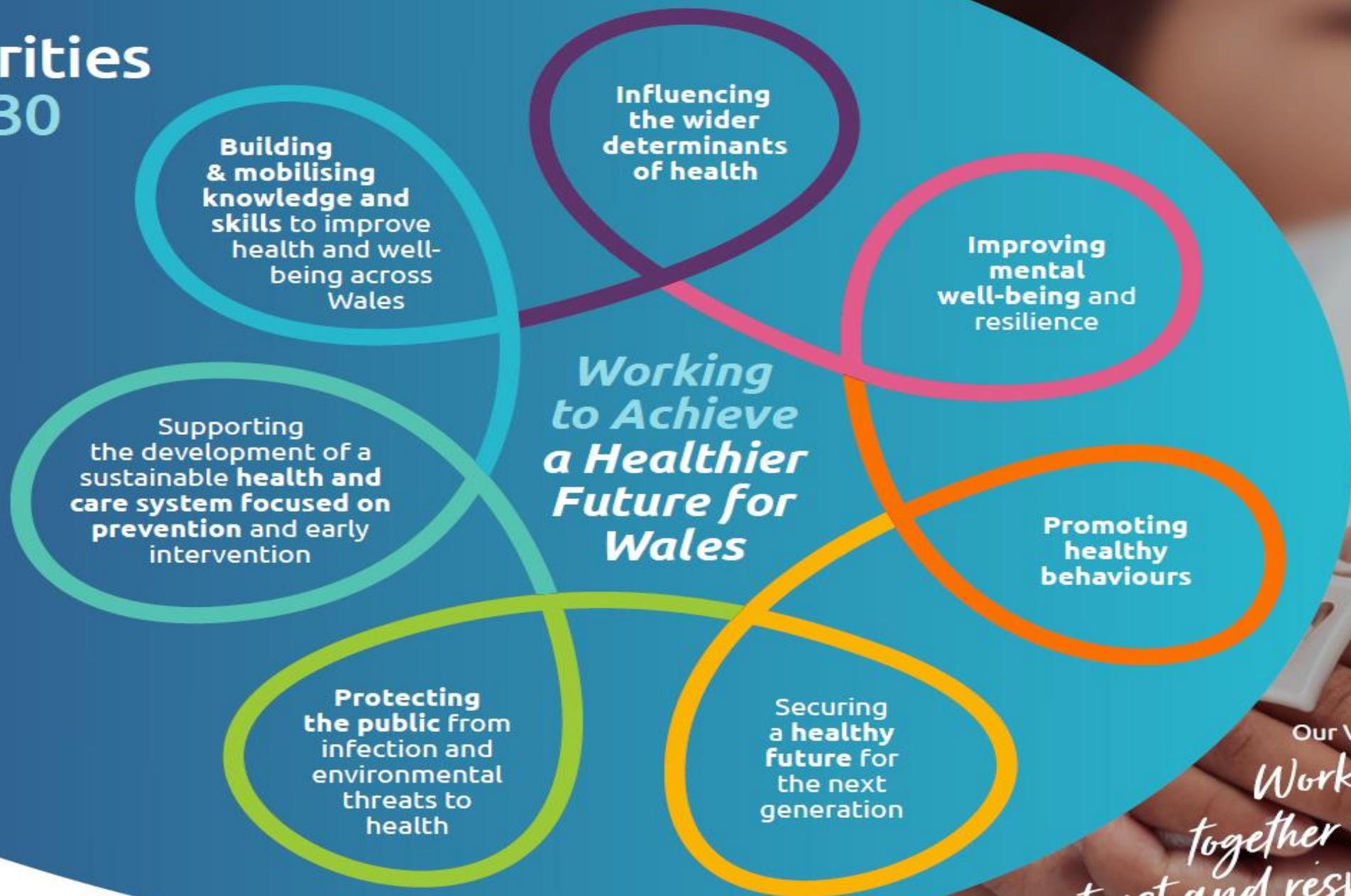
1 July 2021



GIG
CYMRU
NHS
WALES

Iechyd Cyhoeddus
Cymru
Public Health
Wales

Our Priorities 2018-2030



Our Values:
Working together with trust and respect to make a difference

Introduction

This Executive Summary Report summarises our performance for 2020/21; outlining our key achievements and introducing how we will support reset and recovery of the wider health system.

- **Section 1** - focuses on our population health responsibilities including assessing the broader harms from COVID-19, and how we assure patient safety and quality within our organisation, highlighting key risks and mitigation.
- **Section 2** - an overview of our performance, highlighting our achievements and challenges. Included is a summary of progress against our revised, in-year Operational Plan 2020/21 plus examples of our continued commitment to embedding the principles of the Well-being of Future Generations Act.
- **Section 3** - summarises our future plans, such as a review of our Long Term Strategy to ensure that our priorities remain appropriate, so that we are best placed to continue protecting the public, whilst working collaboratively to improve health and well-being and reduce health inequalities in Wales

Reflections on 2020/21

- Mounted an unprecedented health protection response to the coronavirus pandemic since early 2020
- Mobilised the full weight of the organisation at scale and at pace - ongoing
- Immensely proud of the phenomenal response from our staff: exceptional leadership, dedication and commitment to protect the people of Wales, adapting quickly to meet new experiences and new challenges
- Provided system leadership and specialist advice on public health approaches in response to the pandemic to Ministers, officials, NHS, LAs, education, business, emergency services and the public
- Challenges in protecting a small group of technical leaders from significant expectations and accessibility by partners and Welsh Govt colleagues while also balancing Incident Director responsibilities
- Undertook roles and functions outside of our normal responsibilities and our mandate
- Struggled early on to create space to clarify our role and responsibilities in relation to others, which at times resulted in a misunderstanding of our role by partners and the public
- Reassessed our previously agreed plans, including our immediate response, and the longer-term direct and indirect public health implications on the people of Wales.
- Built upon relationships across partners - great opportunities for working together going forward
- Continued to maintain focus on important health system priorities such as working with partners at the UK level on the EU transition

Highlights

2,100+ staff protecting the public during the COVID-19 pandemic	Public Health Protection Response plan developed to inform TTP Strategy
3,700+ samples sequenced weekly by our Pathogen Genomics Unit during peak of pandemic (200 pre-COVID)	£6m investment secured from Welsh Govt to strengthen Health Protection workforce
6 new hot labs, regional 24/7 testing and operating IP5 Lab 2 to support COVID-19 response	Secured additional investment for 160 new staff into our microbiology service
Processed and tested 1m non-COVID-19 and 1.3m COVID-19 samples	Detail evidence provided to 4 Senedd Health, Social Care & Sport Committee and the Public Accounts Committee
50 staff involved in the COVID-19 Daily Surveillance Cell, 7 days a week	20 internal COVID-19 vaccination sessions across three PHW locations
40,000+ calls answered by the National Contact Centre	1,400 staff given first vaccine by 31 March 2021 (62%); over 930 fully vaccinated (42%)
Published two HIAs to inform pandemic response and recovery	622,000 screening invitations / 394,000 people screened after a number of services were paused during the first lockdown
Involved in 23 COVID-19 research activities over the last 12 months	Undertook and published the Welsh Health Equity Status Report
Lead site for vaccine trials in Wales - 802 people recruited into 3 trials	Appointed as a partner in the £3m Welsh Government funded COVID-19 Evidence Centre
Well-being workshops delivered for 60+ line managers	Over £1m investment secured to take action on obesity and to prevent diabetes
Help Me Quit referrals up from 4,162 to 5,950 - 60% accepting support	1,500+ COVID-19 related enquiries with over 40,000 direct messages received across all communication channels
1,400+ pieces of equipment provided to staff to support home working	Secured break even financial position - month 12 outturn: £32k revenue surplus

Section 1

1 Our System Leadership

Health Protection and Population Health in light of COVID-19

2 Our Focus on Quality

System Leadership - Health Protection

COVID-19 Response

- Specialist advice provided to Welsh Government and partners including: advice to technical groups, CMO, officials and Ministers; developed Public Health Protection Response Plan which informed TTP Strategy
- Planned and implemented key operational aspects for sampling, testing, results notification, quality improvement
- Secured and utilised additional investment to expand capacity strengthen testing and health protection service
- Expert epidemiological advice, timely and comprehensive surveillance data and analysis provided to support the response to outbreaks at local, regional and national level
- National Contact Centre and National Health Protection Centre established to provide expert and timely specialist health protection advice for issues escalated from regional TTP teams and advice line for professionals
- Pathogen Genomics Unit now a global leader in COVID-19 genomics, working with key partners to sequence and analyse every available SARS-CoV-2 samples from patients in Wales
- COVID-19 vaccines - provided extensive expert advice, guidance and support to the Welsh Govt and partners
- Improvement Cymru programmes - Mental Health, Learning Disability, Care Home Cymru - refocused work to providing advice and support on the pandemic to their stakeholders



System Leadership - Population Health

Broader Harms from COVID-19

How are we doing in Wales?

Public Engagement Survey on Health and Wellbeing during Coronavirus Measures

- Active engagement and presentations on broader harms to officials, Ministers and partners
- National Public Engagement Survey to understand public acceptance, compliance and broader impacts of COVID-19 measures across Wales and in specific populations and vulnerable groups
- International Horizon Scanning to build strong links with international partners to develop secure learning
- COVID-19 HIAs - promoting a whole of government/whole of society approach to COVID-19 recovery planning
- First Welsh Health Equity Status Report initiative (WHESRI) to inform and support cross-sector, evidence-based action dashboard of broader health trends in health and well-being
- New knowledge on the indirect impact of COVID-19 on health and communities
- *MoU between Welsh Government and WHO Europe in 2020* – enabled by WHO CC – recognizes Wales as an influencer and a live innovation site for health equity and sustainable investment in Europe and globally
- Modelling analysis of impact of unemployment on longstanding illness
- Supported the wider public health workforce through COVID-19 webinars
- *Communities4Change Wales* blueprint developed - accelerates system change for wider determinants of health

Focus on Quality in 2020/21

- Quality and Improvement Strategy approved- supporting the implementation of Health and Social Care (Quality and Engagement) (Wales) Act.
- *Our Approach to Engagement* implementation plan approved in November 2020 - provides key focus on the citizen's voice, continuous feedback from the public and our stakeholders
- Health and Care Standards self-assessment overall organisational score was 4 out of 5
- Integrated Governance Model approved and implementation commenced.
- Risk management system adapted to fit COVID-19 response. Comprehensive threat assessment carried out on the Operational Plan submitted to Welsh Govt in 2020. Developed and strengthened risk management arrangements.
- Substantial assurance received for *Annual Quality Statement* and also *Financial Management of Claims*
- Reasonable assurance received for the *Management of Alerts* and for *Risk Management*

Performance at year-end 2020/21

COVID-19 Response

Health Protection, including Microbiology, testing and turnaround times

Population Health

Reactivation of Non-COVID functions

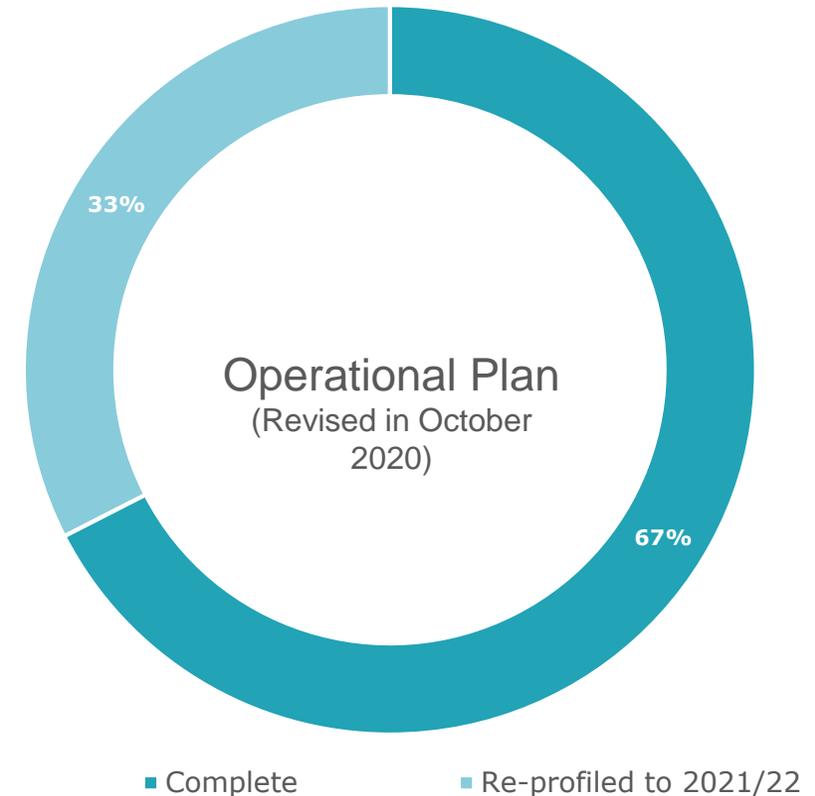
Screening programmes

Organisational Recovery

Our people, finance, enabling delivery, quality, Wellbeing of Future Generations

Performance in 2020/21 - Overview

- Unprecedented organisational planning and re-planning year in order to maintain focus and control
- Developed revised in-year full Operational Plan approved in October – revised our priorities to include Health protection Response, reactivation of non-COVID services plus a new priority on organisational learning
- Performance has been measured against this revised in-year plan
- Over two-thirds of OP actions completed in the second half of 2020/21, with the remaining actions re-profiled as part of our Operational Plan for 2021/22
- Significant achievements and progress despite volatile environment



Performance in 2020/21 – Health Protection Response

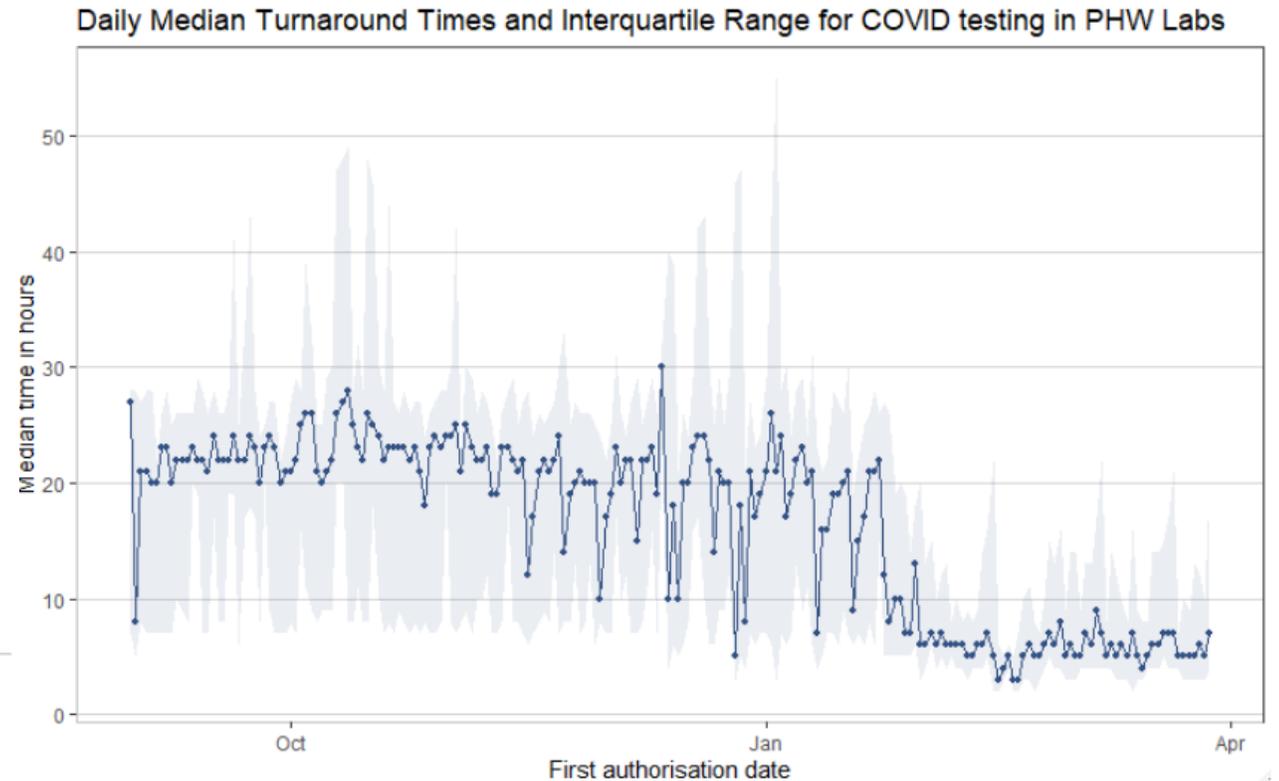
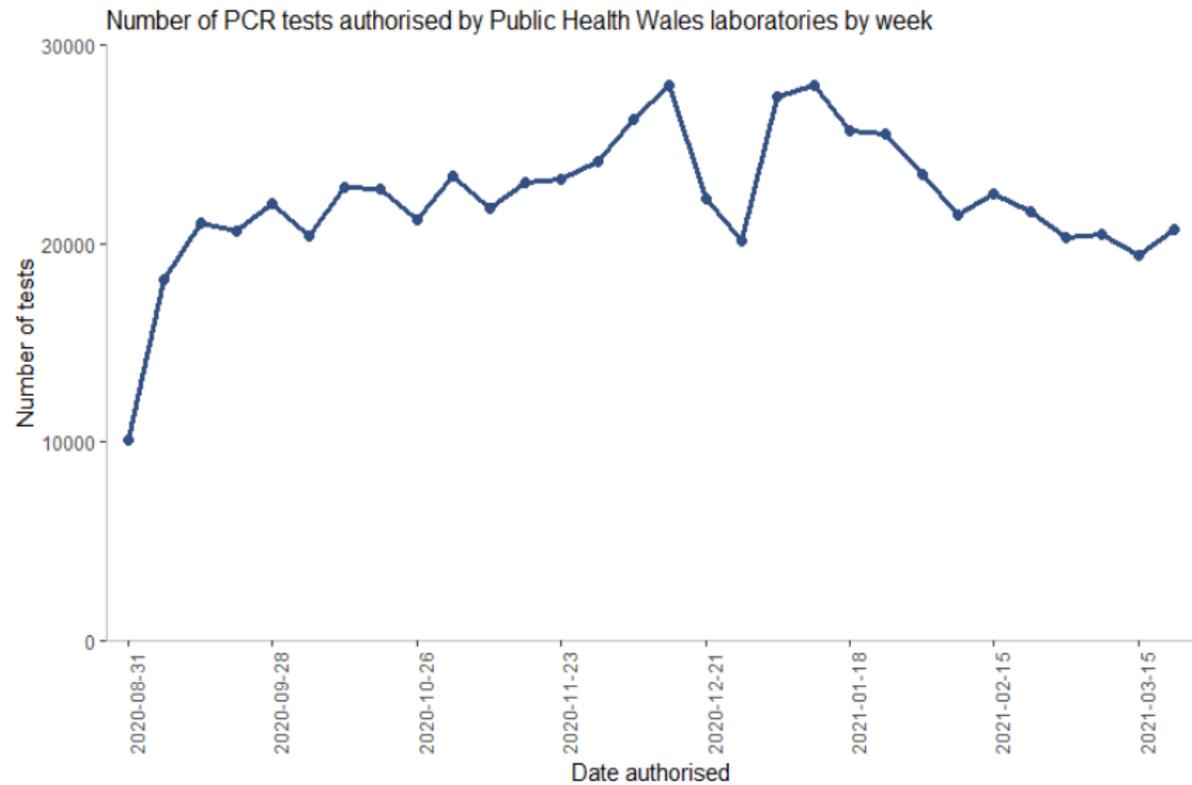
Key achievements

In addition to slide 7 (System Leadership for Population Health Protection)

- Produced 11 *Advice Notes to CMO for consideration in policy development. Provision of specialist advice to support to WG systems including Technical Advisory cell, CIG/CIC, Nosocomial Group*
- Over 200 PHW staff mobilised to support the COVID incident response
- 45,000 calls taken by NCC; 1000 media enquiries; 431M impressions on PHW Facebook; wide range of surveillance and epidemiology reports prepared on daily / weekly basis
- Support to Civil Contingencies: 2 learning Wales-wide exercises, response and learning to early workplace incidents (meat processing plants); 50+ meetings of Public Health SCG Support Group
- Recruited 160wte staff into Microbiology laboratories to support the pandemic response, providing 6 new hot labs, regional 24/7 testing and operating IP5 Lab 2
- Processed and tested 1m non-COVID-19 and 1.3m COVID-19 samples
- Unprecedented communications activity and trusted source of public information

COVID-19 Testing Activity and Turnaround Performance

- Total PCR tests authorised by PHW labs increased from around 10,000 tests/week to nearly 30,000 in early December 2020. Gradual fall since January 2021 in line with the reduction in COVID-19 case numbers
- Turnaround times for COVID-19 testing in PHW labs generally ranged between 15-25 hours in late 2020
- Sustained an in-lab turnaround time of <10hrs for 80% of samples following collaborative improvement work



Performance in 2020/21 - Population Health 1

Key achievements

In addition to slide 8:

- Modelling reports on the *Economic Impact of COVID-19 Pandemic on Health and Health Service Use (HSU) in Wales* developed, publishing a Longstanding Illness Projection (20/21-22/23) - linked with unemployment
- Developed a HSU Projection (20/21-22/23) - looking at the health equity gap
- Supported staff to engage in the Well-being of Future Generations Act and 'Green recovery' through launching quarterly *Green Opportunities* e-briefings and a Green Advocates staff network
- Delivered a national #Timetobekind public awareness campaign around the enhanced experienced of ACEs during COVID-19 and stay at home restrictions
- Rapid review of violence against migrant, refugee and asylum seeking women and girls
- Report on addressing factors contributing to underlying inequalities in *good employment* - mapped to key components of Welsh Health Equity Status Report
- Research using linked data in the Secure Anonymised Information Linkage (SAIL) to create an e-cohort of people with *lived experience of homelessness* - rapidly determining the impact of COVID-19 on mortality

Performance in 2020/21 - Population Health 2

Key achievements

- Research on *unpaid carers* including qualitative insights on well-being and support needs during COVID-19; self reported *mental wellbeing*; and electronic cohort of unpaid carers using routine data to support evaluation of future action
- Qualitative research providing insights into underlying drivers of *emerging vulnerability and support in Wales* during COVID-19
- Weekly real-time *behavioural insights* research programme amongst contacts of cases of COVID-19 through the Adherence Confidence Text Survey and in-depth insight from the Contact Adherence Behavioural Insights Study
- National survey on the role of bystanders in preventing and mitigating domestic abuse during COVID-19
- Research published to inform policy decisions during COVID-19 including rapid assessment of opening up nightlife whilst containing COVID-19 and preventing violence
- Interim report developed on COVID-19 and impact on children and young people with the ACE Support Hub
- Responsive research examining financial challenges and perceptions of the Self isolation Support Scheme amongst contacts of COVID-19 for Welsh Government
- COVID-19 and employment changes in Wales series published, to inform future policy nationally and locally

Reactivation of functions, programmes and services

Key achievements

- Classified public health and improvement functions, programmes and services into 'essential' (life-saving or life impacting), 'priority' (additional high risk services for PHW), or 'other'.
- Operating level agreed for each function (Level 1: Minimal; Level 2: Partial; Level 3: Full Service) to ensure clarity of service offer and regulate use of critical workforce
- 'Essential' activities, such as Screening, Help Me Quit and Health Protection have been reactivated to Level 2 or 3, with the exception of the National Exercise Referral Scheme
- 'Priority' activities, which include many of our Health Improvement, Improvement Cymru, Primary Care and Knowledge functions and programmes, have all been reactivated to Level 1 or 2.
- Reactivation Group provides internal and external intelligence on reactivation status and risks - monthly report on a reactivation confidence assessment provided to the Executive Team for oversight and any risk escalation
- Standardised risk profile developed for each function aligned to the corporate risk framework, including aggregate risk position

Reactivation of functions, programmes and services

Challenges

The key challenges in respect of reactivation and achieving full recovery are:

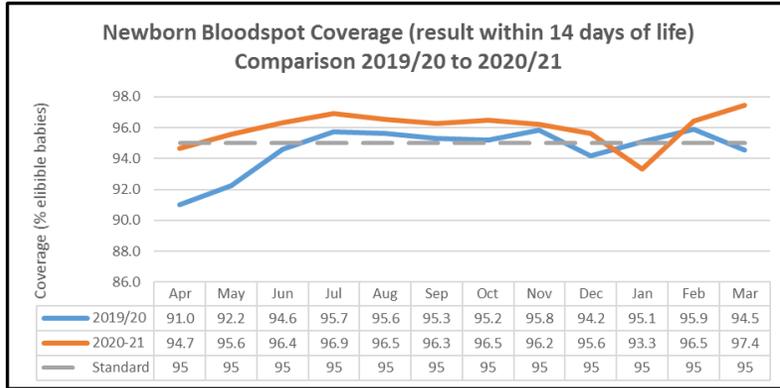
- People – having sufficient workforce capacity and capability, through recruitment and returning staff from the Response back to core functions.
- Improvement and transformation – significant remodelling in some areas as part of recovery in order to increase capacity from the business case recruitment and build service resilience, managed as part of normal health protection/surge arrangements
- Physical estate – having sufficient capacity available in community settings and premises, given continuing social distancing restrictions, which means that service backlogs will take considerable time to recover.
- Technology – continuing the shift to delivery via digital channels.
- Wider system readiness – which affects programmes delivered in partnership with LHBs, local authorities and other, as well as services dependent on inwards and outward referrals.
- Policy and functional alignment – ensuring that the organisation’s offer remains focused on delivering the Welsh Government Ministerial Priorities and the Programme for Government

Our Screening Programmes – 2020/21

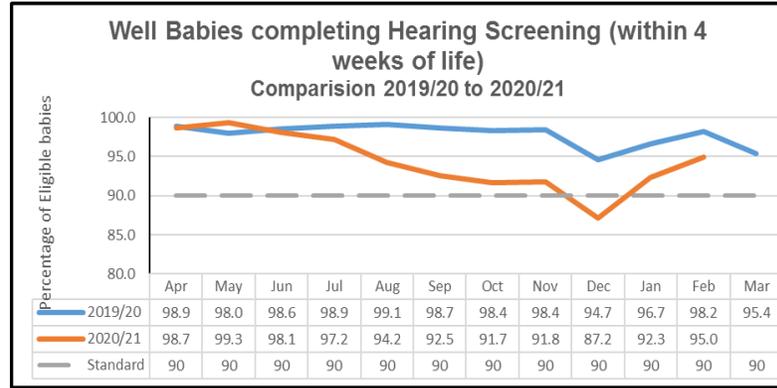
Phase of Response	Date	Summary
Pause	March to May 2020	<ul style="list-style-type: none"> • Following WG announcement on 13 March to suspend non urgent outpatients appointment and admissions, recommendation to WG accepted to pause the adult screening programmes. • Pathways for participants who had started screening completed. Antenatal and Newborn programmes not paused as too impactful. • Significant number of screening staff deployed to support COVID response: <ul style="list-style-type: none"> ❖ division operationally delivered COVID testing site in Cardiff City stadium; supported COVID helpline and COVID health protection response; supported and delivered symptomatic assessment for Health Boards; laboratory undertook coronavirus lab testing; laboratory offered FIT for symptomatic to prioritise symptomatic patients waiting for colonoscopy in HBs.
Reinstatement	June to Sept 2020	<p>As COVID cases started to reduce from May 2020 plans to reinstate COVID safe screening pathways against agreed criteria implemented. Risk based and phased implementation of programmes undertaken with those at increased risk prioritised first.</p> <ul style="list-style-type: none"> • CSW restarted sending invitations end of June firstly to those women on early recall; • BTW restarted screening from beginning of August firstly prioritising high risk women; • BSW restarted sending screening invitation from beginning of August; • AAA Screening restarted screening in August firstly prioritising surveillance men; • DESW restarted screening in September firstly prioritising those at highest risk of sight threatening retinopathy
Continuation	Sept to March 2020	<ul style="list-style-type: none"> • All screening programmes continued to be offered through the second peak of the pandemic. • Continual review against agreed criteria undertaken to check the criteria remained to be met. • Challenges around staffing capacity and capacity within HBs for onward referral. • Where possible action taken to reduce screening impact on HBs during second peak of the pandemic. • All screening programmes continued through this period including local lockdowns, firebreak and national lockdowns.
Recovery	March 2021 onwards	<ul style="list-style-type: none"> • Plans to recover programmes prepared which need to address both impact of pause, and impact of reduced activity following reinstatement, due to fewer participants being able to be screened on COVID safe pathways and reduced availability of venues. • Activity over 21/22 needs to be increased to start to recover screening programmes which will require additional resource. • Detailed recovery planning undertaken and financial requirements which have been shared with WG. • Full recovery of programmes will take some time especially breast screening and diabetic eye screening programmes. • Division is undertaking all within gift to work differently and innovately to progress recovery effectively.

Our Screening Programme Performance 2020/21

Newborn Bloodspot Screening

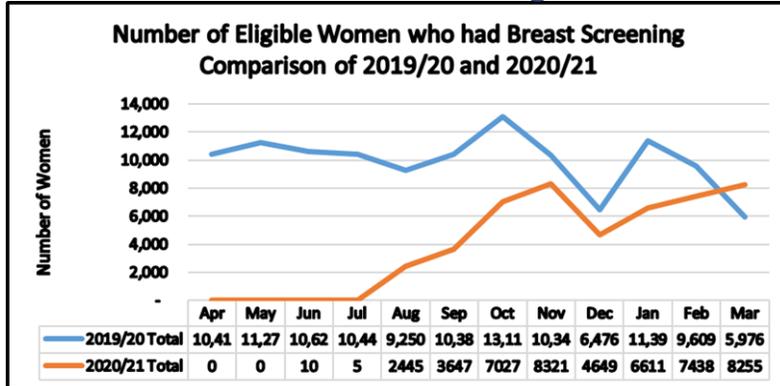


Newborn Hearing Screening

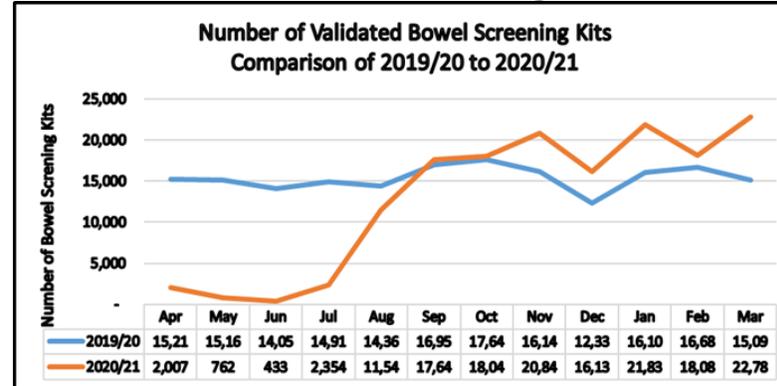


- Performance across screening programmes remained positive on the whole with several indicators showing sustained or improved performance
- Newborn Screening programmes especially positive, and above standard. Testament to the hard work of staff as these programmes continued throughout the pandemic
- Challenges remain in some areas as a result of the need to pause services due to COVID. Recovery will inevitably take longer due to the nature of these indicators
- Recovery for Diabetic Eye Screening is the most challenging due to fewer participants being screened and fewer venues available

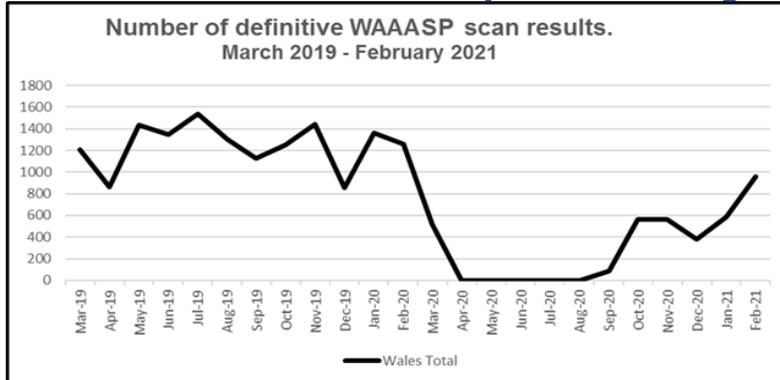
Breast Screening



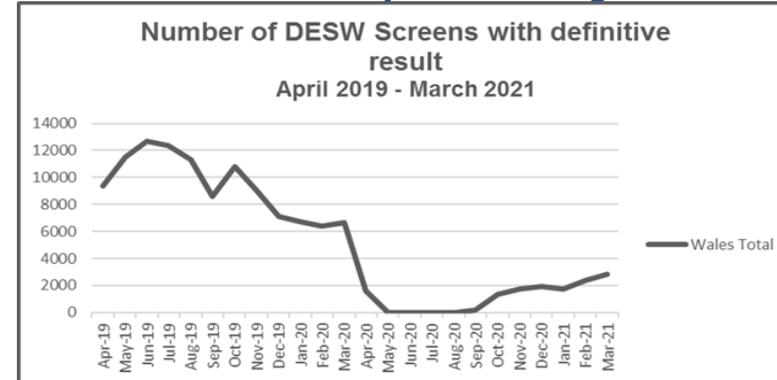
Bowel Screening



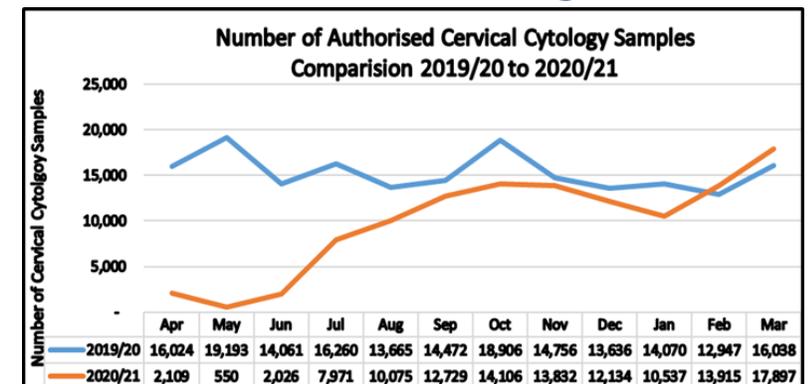
Abdominal Aortic Aneurysm Screening



Diabetic Eye Screening



Cervical Screening



Performance in 2020/21 – Organisational Recovery

Key achievements

- Commenced work to review our Long Term Strategy in conjunction with development of our Digital Strategy and Estates Strategic Plan
- Two well-being surveys undertaken with staff during 2020/21
- Integrated Governance model agreed and Quality and Improvement Strategy approved by Board
- Over 1,400 pieces of equipment provided to staff to support new ways of working as a result of the pandemic and to allow safe working from home
- Workplaces risk assessed to ensure COVID-19 risks are mitigated and compliance with legislation and regulations
- Future working principles shared with staff to facilitate return to safe work in the future
- Time to Talk podcasts produced sharing tips for good mental health
- Line Manager well-being workshops for 60+ managers delivered
- Well-being and Engagement Partnership Group established with representatives from across the organisation including networks and Executive team
- Health and well-being materials created for staff
- Performance and Assurance Dashboard launched to inform improved decision making at Executive and Board level
- Circa 1,400 staff (62%) given their first dose by the end of March 2021 with over 930 fully vaccinated (42%)

Performance in 2020/21 – Our People

Key achievements

- Recruitment of 164 posts to support expansion of testing and planning the recruitment of 127 posts following recent investment from Welsh Government as part of strengthening our Health Protection services
- Mobilisation of over 300 colleagues to support creation of NCC and NHPRC
- Health and well-being support, including Wellbeing Workshops for Managers, Care Circles for all staff and a Reflection and Reconnection Toolkit for colleagues, teams and managers
- People Support Plus – People and Organisational Development service extended to include remote telephony support and access to other enabling functions
- Started *Our Conversation*, inviting all colleagues to share positive experiences, successful ways of working and high points to take into our future ways of working, and inviting them to describe what PHW in 2025 looks and feels like

Challenges

- Managing the balance of the continued Health Protection response work, including surges, and reactivation of core services
- Managing the impact of sickness, self-isolation, shielding, school closures, and home-working.
- A tired, often burned out and sometimes disengaged workforce; not everyone's experience has been positive
- Ongoing interim arrangements at senior level, current/planned change programmes bringing about uncertainty and instability.

Performance in 2020/21 – Our People

Key workforce indicators

Indicator	2019/20	2020/21	12 month trend	Summary
Headcount (WTE)	1,904 (1705.90)	2,141 (1943.56)		<ul style="list-style-type: none"> The workforce has increased considerably in the last 12 months to ensure adequate workforce to support the delivery of the organisation's pandemic response (including testing) and further strengthen our Health Protection services.
Staff Turnover	10.7%	8.9%		<ul style="list-style-type: none"> The rolling 12-month Turnover rate has been stable throughout the year and has consistently remained below the best practice target of 10%.
Sickness Absence Rate (% FTE)	4.01%	3.22%		<ul style="list-style-type: none"> Sickness Absence has been steadily reducing throughout the year and the 12-month rolling average is the lowest it has been for 5 years.
Statutory and Mandatory Training Compliance	89%	87.2%		<ul style="list-style-type: none"> Compliance with the core suite of statutory/mandatory training remains just above the Welsh Government target of 85%, but is below the organisational target of 95%.
My Contribution Appraisal Compliance	71.1%	69.0%		<ul style="list-style-type: none"> The recording of My Contribution data remains below the Welsh Government target of 85%. Work continues with managers to emphasise the importance of keeping in touch with staff and having regular conversation, including the development of the <i>Reflection and Reconnection Toolkit</i> and Staff Information pages
Medical Revalidation Appraisal Compliance	100%	Paused due to COVID-19	n/a	<ul style="list-style-type: none"> Medical Revalidation Appraisals have been paused over the last 12 months due to COVID-19 work pressures.

Performance in 2020/21 – Finance

Key financial performance at month 12

Summary

- Month 12 outturn of £32k revenue surplus – statutory financial duty to break even has been met.
- Small underspend against capital funding of £21k.
- The Income and non pay variances are predominantly due to notional income and expenditure in respect of Roche testing kits received free of charge from DHSC.
- Increase of approximately £65m in budget in 2020/21 key increases include:
 - COVID related income and expenditure (circa £47m)
 - NHS Collaborative Implementation Groups (£7m)
- An increase of £8m in inventories in respect of COVID testing consumables, which due to materiality involved required significant additional work for both PHW and Audit Wales.
- The achievement of an unqualified opinion on the 2020-21 financial statements in what was an unprecedented year for PHW.
- Public Sector Payment Policy Target of 95% of all non NHS invoices paid within 30 days has been met again for 2020/21.

Public Sector Payment Policy Target	Target	Actual
% of Non NHS invoices paid within 30 days by number	95%	96.2%
% of Non NHS invoices paid within 30 days by value	95%	96.4%

Revenue Position	Annual Budget £000s	Month 12 Outturn £000s
Income	(216,985)	(218,239)
Pay	111,078	110,933
Non Pay	105,907	107,274
Grand Total	0	(32)
Capital Plan 2020/21		Total Spend £000s
Strategic Capital		
Hot Labs & Laboratory Resilience		2,381
Imperial Park 5 – 2		4,787
Laboratory Information Network Cymru (LINC)		628
COVID-19		3,554
Total Strategic		11,349
Public Health England Grant		45
Discretionary Capital		1,671
Total Trust Capital Expenditure		13,066
Approved Funding		13,087
Capital outturn		(21)

Performance in 2020/21 – Quality

Putting Things Right

Indicator	Target	Performance		
		Apr 18 – Mar 19	Apr 19 – Mar 20	Apr 20 – Mar 21
Number of formal complaints received	N/A	59	52	73
Written complaints responded to within Welsh Government target timescales	75%	61%	79%	40%
Number of serious incidents reported	N/A	7	6	5
SI investigations completed within target timescales	90%	43%	83%	80%
Ratio of compliments to complaints	N/A	29:1	15:1	8:1

- Complaints performance suffered in the early stages of the pandemic in part due to a lack of dedicated resource. The issue has now been resolved and performance in the first quarter of 2021/22 has improved.
- We continued to undertake a proactive approach to managing concerns, implementing the requirements of the NHS (Concerns, Complaints and Redress Arrangements) (Wales) Regulation 2011.
- We have used lessons learned from complaints and concerns raised to implement improvements to our systems and procedures.
- The number of compliments fell significantly owing to the suspension of public facing services.

Well-being of Future Generations Act - 2020/21

- Remain committed to the Act, and our response to the pandemic clearly demonstrates this:
 - ❖ Our health protection response was built on collaborative and integrated working with partner organisations
 - ❖ We established a Population Health Strategic Group to respond to the wider harms of COVID, in the longer-term
- Embedding the sustainable development principle through specific actions, reports and tools:
 - ❖ *Green Opportunities* e-brief - captures learning and best practice to support green recovery
 - ❖ *Green Advocates* - staff network on sustainable development
 - ❖ *SIFT Healthy Environment Planner* - two-hour virtual workshop for teams to identify & reduce their negative environmental impacts (developed with Cynnal Cymru-Sustain Wales)
 - ❖ *Step Change for a Sustainable Planet* - sustainable development toolkit, through our participation in the JAHEE (Joint Action on Health Equity Europe) programme to support global organisations to implement the UN SDGs
 - ❖ *Be the Change* - e-guide for public bodies on sustainable steps for home and agile-working
 - ❖ *Well-being Goals Challenge* – resource with a menu of six sustainable behaviours for staff in public bodies
- Work is underway to understand the combined impacts of climate change, Brexit and the COVID-19 pandemic on population health and well-being in Wales
- Shared learning and experiences of *Barriers to the successful implementation of the WFG Act* at the Welsh Parliament's Public Accounts Committee's inquiry

National Public Engagement Survey and International Horizon Scanning

Involved our communities to better understand beliefs and behaviours during the pandemic, to inform our response and that of other public bodies. We utilised our strong international links & partnerships to disseminate and utilise international learning

Section 3

Plans for 2020/21

Reset and recovery of the health system

Plans for 2021/22

- Continue to deliver and evolve an effective and sustainable health protection response to COVID-19
- Strengthen and enhance our Health Protection services and engagement with the wider system, in line with WG investment
- Endeavour to fully mobilise our staff back to their core roles and reactivate our core and statutory public health functions with increase in focus on Population Health and international learning
- Refresh of Long Term Strategy and delivery of outcomes/performance management framework
- Exploit opportunities for building strong collaborations with new and existing partners with particular focus on our relationship with LAs and taking a public health approach to recovery and community resilience.
- Recovery group established to co-ordinate reactivation and mobilisation of staff and essential functions (non-COVID)
- Plan and implement a programme of organisational change processes including directorate changes, taking into account our Future Ways of Working as we continue our journey as a NPHI
- Following appointment of 3 new Directors (Neil having been Acting), excellent opportunity for us and Wales to further drive what is needed of us, supporting them in taking us forward and establishing Executive Development Programme for Executive Team
- Further progress screening recovery – anticipated cost £1.7m requiring an additional investment of £1m
- Increase in focus on Organisational Learning – systematic approach to collecting and collating information and developing our organisational COVID-19 narrative

Reset and Recovery of the Health System

- Strengthening our system leadership role
- Transformation of Health Protection services in Wales in line with investment
 - ❖ engagement with the wider system in Wales
 - ❖ recruitment campaign for staff capacity (circa 90% recruited by Oct 2021)
- Recovery of Screening Programmes
 - ❖ continuing engagement with Health Boards
 - ❖ capacity below pre-COVID levels and challenges around appropriate venue availability
 - ❖ anticipated recovery cost of £1.7m for 2021/22 with further phases of planning
- Reactivate PHWs non-COVID functions, programmes and services to target levels by March 2022
 - ❖ Subject to surge and planned demobilisation of staff from the response
- Develop and roll out Safe Care Together to support the scale and pace of NHS Wales' recovery from the pandemic and continued transformation
- Provision of advice and support to HBs/Trusts
- Support for the system in achieving equality of COVID-19 vaccine uptake