

Audit Wales – PHW Screening Report

Organisational response

Exhibit 23: organisational response

Ref	Recommendation	Organisational response Please set out here relevant commentary on the planned actions in response to the recommendations	Completion date Please set out by when the planned actions will be complete	Responsible officer (title)
R1	<p>The Trust should improve planning to match capacity to demand to understand how realistic its recovery timescales are and inform future service planning across its screening services by:</p> <ul style="list-style-type: none"> a) incorporating predictable variation in demand and capacity and estimates of the likely impact of recovery measures into recovery trajectories for the breast and diabetic eye screening programmes; b) providing training to upskill service managers in capacity planning to match current and medium term demand; and c) developing tools and processes to model demand and capacity such as the support provided by the NHS Delivery Unit. 	<p>The Trust has recently appointed to Head of Operations for Screening Division and start date is being progressed. The Trust is currently recruiting a Deputy Head of Operations for Screening Division. This will improve capacity for oversight and leadership around demand and capacity management for the two programmes that have not fully recovered yet around the business support. Work will be taken forward to address these recommendations. This will include working with colleagues in Knowledge Directorate and Improvement Cymru to explore potential tools and processes.</p>	<p>Expectation for Head of Operations to start from December 2023.</p> <p>Interview September for Deputy Head of Operations with expectation of appointment starting from Jan 2024</p> <p>Progressed the recommendations by July 2024</p>	Head of Operations for Screening Division
R2	<p>The Trust should review staff resources in the screening division with a view to ensuring there is sufficient capacity in respect of:</p> <ul style="list-style-type: none"> a) staffing at public health consultant level; and b) business and informatics support for demand capacity planning and data analysis 	<p>The Trust recognises that the public health consultant resource has been reduced over this period. The Trust has appointed a full time public health consultant to bring the capacity back to pre covid levels who started in June 2023. The Trust has invested in additional consultant post through the investment fund and also realigned resources to increase consultant resource further. This is also in anticipation of additional screening programme development and improved capacity around research and evaluation. Two consultant posts are</p>	Interviews September with expectation of appointment from Dec 2023 or Jan 2024.	Director Screening Division

		<p>current being recruited and interview is 11 September.</p> <p>The Trust has recently appointed to Head of Operations for Screening Division and start date is being progressed. The Trust is current recruiting a Deputy Head of Operations for Screening Division. This will improve capacity for oversight and leadership around demand and capacity management for the two programmes that have not fully recovered yet around the business support.</p> <p>Business and informatics leads within PHW will work together to explore how we can develop a sustainable demand and capacity model.</p>	<p>Expectation for Head of Operations to start from December 2023.</p> <p>Interview September for Deputy Head of Operations with expectation of appointment starting from Jan 2024</p>	
R3	<p>The Trust should evaluate the impact of its current community hubs on screening uptake rates and user experience and ensure it uses that evaluation to inform future planning.</p>	<p>The Trust agrees that evaluation of the dedicated screening hubs on user experience and DNA rates is key task and will inform future planning. This will be taken forward for each of the programmes that screen from the venues. This work will include using established methods such as service user feedback using Civica; PHW user engagement tools such as Time to Talk and aligned to work of screening engagement team to address inequity.</p>	<p>End March 2024</p>	<p>Heads of Programme DESW, WAAASP and NBHSW</p>
R4	<p>The Trust should:</p> <p>a) review the data in its Performance Assurance Dashboard to consider incorporating useful information on screening coverage, quality, and processes, and on recovery progress. The data should be supported by clear explanations of what is being measured</p>	<p>a) The Trust agrees that the data in the performance assurance dashboard need to be reviewed. This work has started and will be part of an overall directorate review. The review will consider the feedback from this audit to take on board feedback and develop the dashboard further.</p>	<p>End March 2024</p> <p>October 2023</p>	<p>Planning and Performance Manager Health Protection and Screening Services</p> <p>Director Screening Division</p>

and why it is important, either in the Dashboard, cover sheet or performance insight report; and

- b) provide clear reports to QSIC on progress recovering breast and diabetic eye screening programmes and managing the risks associated with recovery. Reports should include progress completing recovery actions in the plan and reducing the backlogs.

- b) The Trust agrees that the QSIC reports should be clearer on the progress in completing recovery actions and reducing backlogs and managing risks around recovery. This feedback will be taken on board for reports going forward.