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Judith Paget
Director General Health and Social Services/
NHS Wales Chief Executive
Health and Social Services Group

Our Ref: TC.241123.JET

24 November 2023

Dear Judith,

Public Health Wales Joint Executive Team Meeting

Thank you for your recent letter inviting us to our mid-year Joint Executive Team (JET) meeting on the 6 December 2023. We are looking forward to the opportunity to provide an update on our reflections on the first six months of this financial year and how we have progressed the Minister's stated priorities. As requested in the letter, we have included within our presentation and supporting information an update on our governance and risk management, Board stability and succession planning, workforce and recruitment challenges and solutions, planning and financial decisions under consideration and an update on winter 2023 plans. We have also provided an overview of our contribution to the work on Maternity and Neo-Natal services.

In relation to the Executive Team developments, at the end of June, Rhiannon Beaumont-Wood retired as our Executive Director of Quality, Nursing and Allied Health Professionals after ten years in the organisation and over 30 years in the NHS. Rhiannon has been a prominent member of our Executive Team and Board and was exemplary in her leadership during the intense period of the Coronavirus pandemic.

Further to Rhiannon's retirement, on the 25 September, Claire Birchall joined us as our Acting Executive Director of Quality, Nursing and Allied Health Professionals for a twelve month secondment from the NHS Executive. Claire brings significant senior NHS leadership and management experience.

I am also pleased to announce that, following an international search process, Professor Jim McManus joined us on the 25 September as our new National Director for Health and Wellbeing. Jim joined us from Hertfordshire County Council where he had been Director of Public Health for more than 11 years. He brings considerable experience and a significant record of working at a national, United Kingdom and international level in recent years in his role as President of the UK Association of Directors of Public Health.

I would also like to express my sincere thanks to our team members who have provided continuity through the year in relation to acting into key executive roles including Angela Cook, Assistant Director of Quality, Nursing and Allied Health Professionals, who was Acting Director over the last few months in advance of Claire joining us, and Iain Bell, National Director of Public Health Data, Knowledge and Research, who has led our Health and Wellbeing Directorate in advance of Jim joining us.

1 Significant Achievements in the first six months of 23/24

Over the last six months, we have been leading and engaging on a number of key areas of work, also delivering a significant achievement across ministerial priorities. Details of our achievements and progress are included within the supporting pack and I have provided a highlight of these below.

1.1 The World Health Organisation (WHO) Influenza Centre for Wales

The WHO has recognised the Public Health Wales Specialist Virology Centre (WSVC) as a National Influenza Centre (NIC), which formalises the status of the laboratory, recognises its contribution to the global surveillance community and provides a framework for planning the strategic direction of the specialist services undertaken by the NIC.

1.2 Welsh Health Equity Solutions Platform

Public Health Wales, the Welsh Government and the World Health Organization (WHO) Europe launched a new innovative web platform, known as the Welsh Health Equity Solutions Platform (Solutions Platform). To launch the Solutions Platform, a webinar hosted by Public Health Network Cymru was held on the 22 June with around 85 attendees from multiple sectors, both nationally and internationally.

The Solutions Platform is a live portal to evidence, data, practical tools, and resources to inform and support policy making, investment prioritisation, and cross-sector action, and monitor progress, towards achieving healthy prosperous lives for current and future generations in Wales and beyond. The Solutions Platform is the result of wide stakeholder engagement, expert input and applying an innovative approach and framework over the past four years, delivering to a Memorandum of Understanding between the Welsh Government and the WHO. The link to the platform is

<https://solutionsplatform.co.uk/>

1.3 Health and Care Research Wales Evidence Centre

The Public Health Wales Evidence Service is a key collaborator in the Health and Care Research Wales Evidence Centre. Funding of £1.5 million a year for three years (with a possible two-year extension) was agreed for the collaboration, which commenced in April 2023. Other collaborating partners include Health Technology Wales, Wales Centre for Evidence-Based Care, Specialist Unit for Review Evidence Centre, SAIL Databank Public Health Wales, Bangor Institute for Health and Medical Research and Health and Care Economics Cymru. The new funding, and expanded remit, aims to provide Ministers and other decision-makers with vital research evidence to tackle health and social care challenges facing Wales.

With a focus on addressing a wide range of health and social care needs, the new evidence centre will help ensure policies and services in Wales draw on findings from the most up to date and rigorous research. The Centre will collaborate with representatives from the Welsh Government, NHS, social care, and public and patient involvement organisations to ensure key evidence gaps and priorities are identified to improve health and social care services in Wales.

The new centre builds on the success of the Wales COVID-19 Evidence Centre, which was set up in March 2021, and has been vital in informing pandemic management and recovery. Public Health Wales has been a key collaborator of the Wales COVID-19 Evidence Centre since its inception and looks forward to collaborating with the new evidence centre for a further five years.

1.4 Health and Social Care Committee Session on Gynaecological Cancers

Public Health Wales gave evidence to a Health and Social Care Senedd Committee review of gynaecological cancers on the 14 June and the 29 June 2023. The first session focussed on Public Health Wales's contribution to NHS-led education campaigns to raise awareness about cancers affecting the reproductive organs in women. A written summary was submitted in response to a consultation ending in March 2023. Our submission is available [here](#).

Sharon Hillier, our Director of Screening Services, and Professor Fu-Meng Khaw, our National Director of Health Protection and Screening Services/Medical Director, who attended on behalf of Public Health Wales, focussed on the cervical cancer screening programme, and outlined the campaigns to raise awareness about the screening programme and Human papillomavirus (HPV) vaccination.

In addition, on the 29 June, Professor Dyfed Huws, Director of our Welsh Cancer Intelligence and Surveillance Unit (WCISU), gave oral evidence to the Committee with the Chief Executive of Digital Health and Care Wales (DHCW). The session covered differences between clinical/administrative NHS Wales data from health boards and trusts collated by DHCW cancer waiting time data and our cancer registry that provides complete data after detailed quality assurance of all data sources.

1.5 The Equality and Social Justice Committee Inquiry into the Public Health Approach to Preventing Gender-based Violence

The Equality and Social Justice Senedd Committee undertook an inquiry into the public health approach to preventing gender-based violence during spring /summer of 2023. The inquiry explored how effective the implementation of a public health approach to preventing gender-based violence has been, and what more could be done. Evidence sessions took place in May and June with representation from Public Health Wales at both.

We play an important and wide-ranging role in the prevention of gender-based violence in Wales. This ranges from programmes and projects which have a direct impact on the prevention of gender-based violence, including resourcing of a permanent team focused on the prevention of violence through a public health approach, including as a founding member of the Wales VPU; hosting of the Adverse Childhood Experience (ACE) Hub Cymru which seeks to establish Wales as a world leader in preventing, tackling and mitigating the impacts of ACEs and trauma and the National Safeguarding Service (NSS).

1.6 Memorandum of Understanding Between the World Health Organization (WHO) and the Welsh Government

We have enabled a renewal of the Memorandum of Understanding (MoU) between the Welsh Government and the WHO Regional Office for Europe (WHO/Europe) which was originally signed in 2020, and will now continue until 2026. This milestone agreement has strengthened cooperation between Wales and the WHO, enhancing our impact on the European and global health agenda, and positioning Public Health Wales as a 'live innovation site' for sustainable inclusive Value-Based investment in population health.

The MoU includes establishing a unique Welsh health equity initiative (WHESRi) with a multidisciplinary stakeholder Solutions Platform, international horizon scanning and learning, supporting the COVID-19 pandemic response and helping to build a Wellbeing Economy with the NHS as a driver and a major Foundational Economy in Wales.

1.7 Reviewing the Prevalence of Disease in Wales

Our current programme of work commenced with the review of Diabetes in Wales and has continued to gain momentum. It has been presented to a range of Ministers and partners, including the Minister for Health and Social Services and Deputy Minister for Mental Health and Wellbeing, NHS chief executives, local authority chief executives and the NHS Leadership Board on a number of occasions.

There was a presentation to the NHS Leadership Board on the 26 September of a proposed programme of work to more systematically tackle and prevent (Type 2) diabetes. Alongside this, the prevalence of disease analysis has continued to progress

including assessing cardiovascular disease, cancer, smoking and respiratory disease. Work has now started on mental health and musculoskeletal disease.

1.8 UK Four Nations Global Health Forum

On the 12 September, the *UK Four Nations Global Health Forum* met for the first time. The Forum has been established to support information sharing on global public health issues and initiatives across the four UK Nations. Our International Health Team together with Professor Sian Griffiths, our Non-Executive Director, have worked closely with the Chief Medical Officer and his team to establish this.

There is considerable global health activity going on across the four nations and previously, whilst both us and the former Public Health England (PHE) had international/global health groups, such a Forum that intends to actively bring equal recognition of such activities across the four nations has not previously existed.

The Chief Medical Officer chaired the first meeting, and the hosting of the Forum will rotate between the four nations on an annual basis. Membership of the Forum includes the four Chief Medical Officers, and key individuals from across the four public health agencies.

2 Additional Areas of Focus

2.1 UK COVID-19 Public Inquiry

I would like to thank everyone who has been involved in our response to the Public Inquiry. It is taking a substantial amount of time for the organisation and for specific individuals who continue to give of their time to respond to the inquiry's requests. We are very aware that for some of our staff, the process of going back through evidence of what took place during the intense phases of the pandemic, can be re-traumatising and we are therefore continuing to increase our wellbeing and welfare for people who are more directly involved.

We continue to ensure that we are ready to respond to, and provide, any information the Inquiry requests in an open and transparent manner. A programme stocktake was undertaken through July and August 2023 which recommended the next iteration of change to our current model of our Public Inquiry response model. These proposals include:

- ❖ changing the Executive Sponsor from the Chief Executive to the Board Secretary and Head of the Board Business Unit
- ❖ moving from a programme to an operational ('business as usual') model
- ❖ appointing a new internal legal lead to co-ordinate responses to the Inquiry and ensure that costly external legal expertise is used more optimally.
- ❖ bringing evidence, statement drafting and legal functions closer together.

2.2 NHS Executive

The programme to establish the NHS Executive is now in phase 2 of implementation. It continues to involve substantial support of colleagues from Public Health Wales in our Finance, People and Organisational Development, Information Governance and Risk, IT/Digital, Improvement Cymru and Communications Teams.

There is further work to do in relation to the provision of assurance regarding the systems and processes it has in place for compliance with statutory and mandated policy requirements and these discussions will continue over the coming months. A mid-year review meeting has been set up as part of this assurance mechanism.

2.3 Our New Long-Term Strategy

Following Board approval, we published our new strategy, '*Working Together for a Healthier Wales*,' in May 2023. Our Integrated Medium-Term Plan for 2023-2026, which was recently approved by the Minister for Health and Social Services, sets out the actions that we will deliver for each of our six strategic priorities over the next three years. As part of year one of our strategy, we have also put in place key implementation arrangements, including agreeing executive sponsors and leads for each priority. They will provide strategic leadership to each priority and continue to enable our cross-organisational approach to delivery.

Finally, I would like to thank our exceptionally talented and committed staff throughout the organisation who continue to go above and beyond to protect and improve health and well-being for people in Wales and, of course, the ongoing strong leadership of Executive and Non-Executive colleagues in these challenging times. I would also like to thank you, and all our Welsh Government colleagues who we continue to work closely with, for all your support during the year.

I am sure we will have the opportunity to discuss many of the areas highlighted above during our JET meeting. I have enclosed our **JET submission** and **supporting papers**, including our **update on actions from our end of year JET discussions** and progress against our accountability conditions referenced in our **month 7 Finance report** to our Board on the 30 November.

I look forward to our discussions on the 6 December and please let me know if you require any further information in advance of the meeting.

Yours sincerely,



Dr Tracey Cooper

Prif Weithredwr
Chief Executive

Rydym yn croesawu gohebiaeth yn Gymraeg. Byddwn yn ateb yn Gymraeg heb oedi
We welcome correspondence in Welsh. We will respond in Welsh without delay



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Joint Executive Team Meeting - Executive Summary

Public Health Wales

6 December 2023



Agenda Items

No.	Item	Supporting Documentation
1	Organisational reflections on first six months, and focus for the remainder of the year	ANNEX 1 – Month 6 Performance Report and supporting Performance Assurance Dashboard (PAD)
2	Progress against Ministerial priorities	ANNEX 2 - Achievements by Ministerial Priority
3	Maternity and neo-natal services	N/A
4	Governance and risk management	ANNEX 3 - Strategic Risk November Board Papers
5	Board stability and succession planning	N/A
6	Workforce and recruitment challenges and solutions	N/A
7	Planning and financial decisions under consideration	ANNEX 4 - PHW Financial Submission
8	Plans for winter 2023	ANNEX 5 - Winter Planning



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1. Organisational Reflections on the First Six Months, and Focus for the Remainder of the Year

The first six months we have engaged in a number of important areas of work. Detail of our performance and delivery can be found within *ANNEX 1 - Month 6 Performance Report and supporting Performance Assurance Dashboard (PAD)*.

Reflections and key achievements:

- ❖ 2023/24 is the first year of implementing our refreshed Long-Term Strategy with a focus on aligning our IMTP to the Strategy and developing roadmaps for each of our six strategic priorities over the remainder of the year.
- ❖ Our role in supporting the COVID-19 Public Inquiry will remain a significant feature throughout this year and into next year.
- ❖ Renewal of the Memorandum of Understanding Between the World Health Organization (WHO) and the Welsh Government which was originally signed in 2020.

Reflections and Key Achievements Continued

- ❖ Piloting and implementation of new diagnostic technologies for infectious diseases to improve clinical outcomes
- ❖ Revision and implementation of PHW's Emergency Response Plan, applying lessons identified from Covid-19 response
- ❖ Re-procurement of an IPC case management system for Wales to support local management and national surveillance of healthcare associated infections
- ❖ Optimisation of the Bowel Screening Programme, to improve early detection of bowel cancer, now offered to all aged 51-74 years
- ❖ Successful investigation and response to declared outbreak(s) e.g. of Shigella in Abergavenny and Salmonella in Wrexham

Reflections and Key Achievements Continued

- ❖ First phase of implementation of the Health Improvement Patient Administration System (HIPAS) underway which will transform reporting and system wide communication for both Help Me Quit Services and NERS Services across Wales
- ❖ All Wales Diabetes Prevention Programme first rollout successful and evaluation demonstrates effectiveness of the programme
- ❖ Greener Primary Care programme first year saw 109 primary care teams take 638 actions to improve sustainability, reduce carbon footprint and energy costs in primary care. Reducing disposables and increasing recycling featured heavily in actions
- ❖ Shaping Places for Well-being in Wales Health Foundation Agreement signed and initiated, with every Health Board engaged on action for wider determinants

Reflections and Key Achievements Continued

- ❖ Awarded Gold level in the Black, Asian and Minority Ethnic (BAME) Cultural Competence Certification Scheme by Diverse Cymru
- ❖ Launched the PHW Leadership and Management Academy to transform leadership and management capability within PHW
- ❖ Review of the Prevalence of Disease in Wales including review of Diabetes in Wales which has been presented to a range of ministers and partners and is now the focus of a Diabetes Prevention Programme.
- ❖ Delivered the first year of the rapid cancer data sets and reviews and statistics for child measurement, rare diseases and suspected suicides
- ❖ Welsh Health Equity Solutions Platform launched

Reflections and Key Achievements Continued

- ❖ Time to Talk Population Panel established enabling regular public engagement in a range of topics.
- ❖ Building behavioural science skills, capacity and resources through community of practice, developing tools, workshops, tailored support
- ❖ Established Young Ambassadors Advisory Forum to the Board
- ❖ Launched our new Clinical Governance Framework
- ❖ Progression of the NHS Safe Care Collaborative and accelerated work with Toyota to improve Cancer pathways
- ❖ NHS Wales awards 2023

Reflections and Key Achievements Continued

- ❖ Excellent coverage and reach for our immunisation campaigns: In September we launched the annual respiratory vaccines campaign, with the strapline 'Get your winter coat on'. [Click here for an online summary of vaccination coverage.](#)
- ❖ Achieved national coverage of our proactive media campaign, aimed at encouraging students to check their meningitis vaccination status. The campaign featured across broadcast and online media with 14 pieces of coverage and an estimated 2.65M views across all channels. [Click here for a summary of MMR/MENACWY](#)
- ❖ Delivered programme of planned public campaigns across a range of public health topics including HIV testing, DESW service changes, cost of living, essential summer safety, HPV, MenACWY, Freshers Week, Time to Talk.

Forward Look and Challenges

- ❖ 2024/25 financial planning – Capital and Revenue
- ❖ System leadership in diabetes and prevalence of disease
- ❖ Supporting schools to further embed the Whole School Approach
- ❖ Continued pandemic preparedness
- ❖ Screening Challenges (Programme recovery and wider NHS capacity)
- ❖ Commencing the planning and trying to accelerate a Lung cancer screening programme
- ❖ Ongoing support to the NHS Executive
- ❖ Attracting and retaining a highly engaged workforce (see agenda item 6)



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2. Progress against Ministerial priorities

- ❖ We have delivered a significant number achievements across the Ministerial Priorities during the first half of 2023/24.
- ❖ Whilst we have made progress against all ministerial priorities, as a system leader for public health, much of our progress aligns to the core support priority and therefore delivery is interdependent with partners.
- ❖ A full list of all achievements by ministerial priority is included within *ANNEX 2 - Achievements by Ministerial Priority*



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3. Maternity and Neo-natal Services



- ❖ Smoking in Pregnancy Programme has been established following a review and an implementation plan has been developed for implementation
- ❖ Work is ongoing to agree a Healthy Weight Pathway for Pregnancy aimed at reducing maternal weight gain during pregnancy and improving outcomes
- ❖ “Every Child - Your Pregnancy and Birth” developed and implemented, co-produced across the system, publication includes a greater emphasis on parental wellbeing [Parent Information Resources | Every Child \(everychildwales.co.uk\)](#)
- ❖ Public Health Approach to Supporting Parents developed to highlight the critical role of parents and supporting parental health and wellbeing [The First 1000 Days programme - Public Health Wales \(nhs.wales\)](#)

Improvement Cymru

- ❖ Release of Maternity and neonatal discovery report July 2023
- ❖ On-going support of safety champions and clinical leads and for Periprem Cymru
- ❖ Phase 2 work now in design and timetabled to launch December 2023 as part of a Safe Care Collaborative
 - ATAIN - Avoiding Term Admissions Into Neonatal units
 - Maternal Early Warning Score
 - Further work to be integrated in the near future
- ❖ Support for Maternity and Neonatal network as NHS Executive continues to develop



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4. Governance and Risk Management

- ❖ Ongoing development of the Board Business Unit and infrastructure, supporting the work of the Board/Board assurance
- ❖ Next iteration of our new (Draft) Board Assurance Framework developed
- ❖ Further development of Risk Management arrangements including our new Strategic Risk Register, Corporate Risk Register, Risk Architecture and Risk Management Development Plan (See *ANNEX 3a-3d*)
- ❖ Continued implementation of the Duty of Candour infrastructure and processes (including our approach to learning)
- ❖ Continued implementation of the Duty of Quality including our Quality as an Organisational Strategy approach and our Improvement and Innovation Hub

Strategic Risk – extreme risks scoring 20 and 25

- Seven current Strategic Risks approved by our Board in March 2023. These are the highest-level risks that could prevent the organisation from delivering on its strategic priorities. There are two Strategic Risks currently scored as ‘extreme’ with a score of 20.

Risk 1	There is a risk of worsening health in the population of Wales, particularly among vulnerable populations. Caused by the cumulative effects of current socio-economic, environmental and wider public health challenges and failure to influence the embedding of health in all policies. Resulting in a widening gap in healthy life expectancy
Executive Sponsor	Jim McManus, National Directorate of Health and Well-Being
Assurance Group	Quality, Safety and Improvement Committee

Inherent Risk						
Date	11/05/23	Likelihood:	5	Impact:	5	Score: 25

Risk Score						Risk Decision	Delivery Confidence Assessment
Current Risk			Target Risk			Treat	AMBER
Likelihood	Impact		Likelihood	Impact			
4	5	20	3	3	9		

Risk 7	There is a risk to delivery of public health services and the inappropriate release of confidential data. Caused by a cyber-incident or a result of internal and external threats and weaknesses in the robustness of our IT systems and our behaviours. Resulting in disruption of business continuity, potential significant data loss and data breaches.
Executive Sponsor	Huw George, Deputy Chief Executive and Executive Director of Operations and Finance
Assurance Group	Audit and Corporate Governance Committee

Inherent Risk						
Date	13/05/23	Likelihood:	5	Impact:	5	Score: 20

Risk Score						Risk Decision	Delivery Confidence Assessment
Current Risk			Target Risk			Treat	AMBER
Likelihood	Impact		Likelihood	Impact			
5	4	20	4	3	12		

Corporate Risk – extreme risks scoring 20 and 25

Risk	Directorate	Associated risk register	Service/Programme/Division	Risk description	Risk Score	Risk Decision	Last reviewed
Risk 1531	Data, Knowledge and Research	Corporate	Organisation-wide	There is a risk that we will fail to exploit data to inform and direct public health action and interventions. This will be caused by data being held in silos, difficulty accessing the data and inability to access to provide the impact on public health. This will result in worse public health outcomes in Wales and increased information governance risk within Public Health Wales.	20	Treat	24 Aug 2023

Summary of Internal Audit Reports received – April-November 2023

Internal Audit Report	Date	Assurance Rating	Summary of actions
Health Protection Division Management Arrangements	May 2023	Substantial	1 low priority action 1 medium priority action
Information Governance – Contract Management	May 2023	Reasonable	1 high priority action 2 medium priority actions 1 low priority action
Cyber Security	May 2023	Substantial	1 medium priority action 1 low priority action
Population Health Grants Management	May 2023	Limited	3 high priority action 3 medium priority actions
Information Provision	July 2023	Reasonable	1 high priority action 4 medium priority actions

Summary of Internal Audit Reports received – April-November 2023

Internal Audit Report	Date	Assurance Rating	Summary of actions and progress
Population Health Grants Management	May 2023	Limited	<p>As part of the management response, an action plan was developed to address the recommendations. This resulted in 10 management actions being agreed.</p> <p>Progress with this action plan was reported to ACGC in September 2023, and the next update is scheduled for ACGC's next meeting in January 2024. Leadership Team are considering updated the progress on the actions in June and November 2023.</p> <p>Current status with the management action:</p> <ul style="list-style-type: none"> 1 action in progress, not yet due 4 actions completed 5 actions are in progress, and are anticipated to be completed by December.

Report presented to ACGC in May 2023: [Link to ACGC minutes](#) and [Link](#) to Internal Audit Final Report

Follow up report considered by ACGC in September 2023 - [Link to Summary report on progress.](#)



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5. Board Stability and Succession Planning

Board Membership – Non-Executive Directors

Non-Executive Directors

Jan Williams – Chair

Kate Eden – Vice Chair

Diane Crone – Chair of QSIC (Universities)

Sian Griffiths – Chair of KRIC (Public Health)

Mohamed Mehmet – Chair of PODC (Local Authority)

Nick Elliott – Chair of ACGC (Data and Digital)

Kate Young – (Third Sector)

New Appointment– (EDI)

Changes – April 2023 to March 2024

Second Term – to September 2026

Stepping down on 28 February 2024 with Dyfed Edwards due to return as Vice Chair

First term – to 1 September 2024

First term – to 1 September 2024

First term – to 21 September 2024

First term – to 1 April 2027

First term – to 3 May 2027

Commencing in Dec / Jan

Board Membership – Executive Team

Name	Designation
Tracey Cooper	Chief Executive
Huw George	Deputy Chief Executive/ Executive Director of Operations and Finance
Meng Khaw	National Director of Health Protection and Screening, Executive Medical Director
Sumina Azam	Executive Director of Policy and International Health – July 2023
Claire Birchall	Interim Executive Director of Quality, Nursing and Allied Health Professionals – September 2023 to Sept 2024
Iain Bell	National Director for Public Health Data, Knowledge and Research
Jim McManus	Director of Health and Wellbeing – September 2023
Neil Lewis	Director of People and Organisational Development
John Boulton	Director for NHS Quality Improvement and Patient Safety / Director Improvement Cymru - Stepping down March 2024
Paul Veysey	Board Secretary and Head of the Board Business Unit – April 2023

Learning from BCU Governance Issues

- ❖ April 2023 – Board Development Session with Audit Wales on BCU learning
- ❖ June 2023 – High Performing Board Programme launched - QSIC Pilot launched
- ❖ September 2023 – Standing Orders Reviewed and Review of Remuneration and Terms of Service Committee
- ❖ October 2023 – Speaking Up Safely Framework Adopted, Board Assurance Survey undertaken using McKinsey Model Adopted by Board and areas for development explored (Benchmarking, Committee Cross Working and Risk)
- ❖ November 2023 – Board Assurance Framework refreshed



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6. Workforce and Recruitment Challenges and Solutions

Challenges	Solutions	To do
Skills for the future	<ul style="list-style-type: none"> • Exploring the job family approach and fostering Communities of Practice. • Partnering with the Open University to launch a new training platform. • Supporting post-graduate education and career development for employees across Public Health Wales. • Developing Public Health Practitioners through accredited programmes, registration schemes, and various support networks. • Promoting and supporting apprenticeship opportunities for existing staff and recruitment to new apprentices. • Development of a programme of work to develop leadership and management 	<ul style="list-style-type: none"> • Explore schemes that supports our people to remain within the Welsh Public sector while gaining new experience and development • Implementation and embedding of work on leadership and management
Workforce data accuracy and insights	<ul style="list-style-type: none"> • Development of suite of People metric dashboards; using Business Intelligence to produce accurate, accessible data • Joint post with Finance to build an improved approach to workforce data, modelling and analysis • Significant investment in upskilling staff and developing our corporate analytics 	<ul style="list-style-type: none"> • ESR data cleanse to provide the most accurate, real-time data and enhanced insights • Alignment of Budgeted Establishments across Finance and Workforce systems • Identification of manual processes for automation

Challenges	Solutions	To Do
<p>Attracting and retaining a highly engaged workforce</p>	<ul style="list-style-type: none"> • Develop our approach to nursing vacancies and retention. • Programme of work on Culture, Values and Behaviours and Employee Value Proposition to support recruitment, attraction and retention. • Established a Consultant Engagement Forum to aid retention • Partnership working with HEIW and Universities • Internal talent development programmes • Developing Public Health Practitioners through accredited programmes, registration schemes, and various support networks • Over 1/3 Microbiology staff undertaking formal education and development • Work How it Works Best • Launched behavioural framework 	<ul style="list-style-type: none"> • Build an improved approach through the development of our new Strategic Equality Plan • Focus on improving and developing career pathways, succession planning, talent management, recruitment and retention strategies • Embedding workforce planning/pipeline development over long term



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7. Planning and Financial Decisions Under Consideration

- ❖ Following the request from Welsh Government, we undertook an extensive review of our financial position to identify additional savings to support the overall NHS Wales financial position.
- ❖ The assessment was guided by a number of key principles, which aim to balance our commitment to supporting the wider system and the continued delivery of essential public health services and functions.
- ❖ Our initial savings offer in August was further increased in October to a non-recurrent savings contribution of £4.221 million, and, in addition, to reduce the pressures on Welsh Government COVID-19 budgets by £4.191m. In total this assisted the NHS Wales position by £8.412m.
- ❖ This was endorsed by our Board and confirmation was recently received. We will be reporting this as part of our month 7 position at our Board in November 2023.
- ❖ Further detail is provided in *ANNEX 4 - PHW Financial Submission*



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8. Plans for Winter 2023/24



Our winter plan:

- ❖ seeks to address emerging pressures for this winter
- ❖ contributes to longer term NHS planning regarding surges in demand
- ❖ has a key focus on preventing the impacts from the spread of communicable diseases across Wales.

***ANNEX 5 – Winter Planning* is our detailed winter planning report which outlines:**

- ❖ Main threats – usual seasonal infections e.g. influenza, RSV, and continued vigilance on COVID
- ❖ Use of impact projections from the Welsh Government
- ❖ Insights on infections such as:
 - Scarlet Fever – lower projections than last year
 - Group A Streptococcal – higher than usual baseline
 - Meningococcal and pneumococcal – likely to increase and cause hospital admissions
 - Norovirus – highly transmissible, may add pressure in close settings and hospitals
 - Combination of hospital transmissions – adding significant pressure to acute sector

Health Protection Response:

- ❖ Acute Response
- ❖ Routine Surveillance
- ❖ Field Epidemiology and Outbreak Management
- ❖ Vaccination

Communication – Media Campaigns

- ❖ Winter Preventative Behaviours – awareness of how to stay well & improving good handwashing habits
- ❖ Vaccine Preventable Disease Programme – COVID and Influenza vaccines

Integrated Surveillance

- ❖ Surveillance of vaccine preventable diseases – influenza, Covid 19 and other acute respiratory diseases
- ❖ Weekly situational awareness meetings identify unexpected increases - statistical exceedance algorithm

Infection Services - Testing

- ❖ Respiratory viral testing of symptomatic individuals
- ❖ Supporting sentinel surveillance schemes – Primary and Secondary care