

 <p> GIG CYMRU NHS WALES </p>	Iechyd Cyhoeddus Cymru Public Health Wales	Name of Meeting
		Board
		Date of Meeting
		25 January 2024
		Agenda item:
		3.3

Performance and Insight Report – December 2023

Executive lead:	Huw George, Deputy Chief Executive/ Executive Director Operations and Finance
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Approval/Scrutiny route:	Business Executive Team (17/01/2024)
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Purpose

Our refreshed Performance and Insight Report focuses on delivering actionable insights and assurance whilst identifying areas for further improvement across the following key sections;

- ❖ *Governance and Accountability*, including:
 - People Governance; Financial Governance; Board, Corporate Governance and Risks; and Clinical Governance, Quality, Safety and Improvement
- ❖ *Strategy and Delivery*, including:
 - Progress against our IMTP Milestones and Strategic Change Programmes; Climate change; and Service Delivery

The report is designed to be read in conjunction with the [Performance and Assurance Dashboard](#). Further planned developments to strengthen our performance and governance arrangements to provide additional assurance to our Board are set out in the paper.

Recommendation:

APPROVE	CONSIDER	RECOMMEND	ADOPT	ASSURANCE
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>The Board is asked to:</p> <ul style="list-style-type: none"> • Consider and Receive assurance on the organisation’s performance and governance arrangements, progress against delivering its strategy including delivery/recovery of key services and programmes. • Note the performance reporting and management plan for ongoing improvements and future developments. 				

- **Note** the baseline IMTP 2023/24 Project Milestone Status (Closed and Rollover Milestones) in ANNEX A.

Link to Public Health Wales [Strategic Plan](#)

Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.

This report contributes to the following:

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

Equality and Health Impact Assessment	An Equality and Health Impact Assessment is not required. Equality and Health Impact Assessments will be completed as part of delivery of the specific actions within the Plan.
Risk and Assurance	Our Strategic Risks are detailed within Our Strategic Plan and progress reported in the Performance and Insights Report and supporting PAD dashboard.
Health and Care Standards	This report supports and/or takes into account the Health and Care Standards for NHS Wales Quality Themes All themes Governance, Leadership and Accountability
Financial implications	An update on the organisation's financial performance is enclosed and in the accompanying Finance Board Report.
People implications	An update on the organisation's people performance is enclosed.

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The report is designed to be read in conjunction with the [Performance and Assurance Dashboard](#). Further planned developments to strengthen our governance arrangements and provide additional assurance to our Board are set out in the paper.

This report also provides the mechanism for The Business Executive Team to **approve change requests** for our Integrated Medium Term Plan milestones. This is covered on page 23 of the Insights Report including a direct link to the change request dashboard which contains detailed information about each change request submitted for approval.

Structure of the report

The overall structure of the report comprises of a high level **Overview** for each governance theme, focusing on compliance against our statutory, mandated or other key reporting requirements. Each governance theme is supported by an **In Focus** section, providing additional assurance to our Board where challenges in our performance have been identified. The **In Focus** section will highlight the challenges and the actions identified to address underperformance and drive improvement.

Enhanced navigation is provided throughout the report. Readers will be able to access all governance themes via the hyperlinked icons in the banner at the top of each page. In addition readers will be able to access relevant **In Focus** areas or additional documents and **dashboards within the PAD** using the buttons accessible within the report. Examples of icons are provided below:



Future Development

The current version of the performance report was implemented in autumn 2023 and was the first phase of a longer term programme of work to review and refresh our entire suite of performance indicators. Phase two of the project will run through to the end of March 2024 and will prioritise the development of service delivery performance indicators for areas of the organisation under-represented within the Performance and Assurance Dashboard and the Performance Insights Report.

Month seven was the first time the new report was received by The Board and so in addition to the planned phase two work we are also planning to incorporate Board feedback into the development and improvement of our reporting as follows:

Feedback	Action
Can we better demonstrate trends for our data within the Insights report e.g. Duty of Candour, incidents, complaints reporting, and information governance	Trend information exists for a number of these indicators in the PAD. Additional dashboards links included within Insights report to provide easier access to existing trend information. For indicators without trend information within the dashboard, reference and comparisons to historical performance included within Insights report. Work will also be undertaken with the Information Governance team to reflect trend data in our reporting
Audit actions – can we include some context on the severity of external audit actions?	Incorporated in month 9 report
Greater clarity on data periods being reported, especially where there are timing lags and data does not relate to the month being reported.	Incorporated in month 9 report. Further work in relation to the summary data overview to be taken forward in January 2024
Clarity required throughout report on what PHW is and isn't responsible for (e.g. vaccinations)	Incorporated in month 9 report
Future trajectories for screening recovery requested by Board	Incorporated in month 9 report

Analysis of expected red milestones at year end requested	Incorporated in month 9 report and Annex A (pages 6-8) of the cover paper below
Some errors in RAG status colours within summary table (e.g. Duty of Candour)	Corrected in month 9 report
"Home" button in the navigation panel would help navigation around the report	Incorporated in month 9 report
Appraisal compliance – how can we capture staff on long term sickness, secondment etc, as well as adding data around job planning (mainly consultant focused)?	To be taken forward as part of phase 2 developments
Clarification around whether some of the data is cumulative or in-month	Cumulative position reported alongside in-month for relevant indicators to provide additional context. Further work being taken forward as part of phase 2 developments
Review data presentation with Improvement Cymru colleagues	Initial discussion taken place, with Improvement Cymru colleagues to set up review meeting in January 2024

Conclusion

The Board is asked to:

- **Consider and Receive assurance** on the organisation's performance and governance arrangements, progress against delivering its strategy including delivery/recovery of key services and programmes.
- **Note** the performance reporting and management plan for ongoing improvements and future developments.
- **Note** the baseline IMTP 2023/24 Project Milestone Status (Closed and Rollover Milestones) in ANNEX A (pages 6-8).

ANNEX A - Baseline IMTP 2023/24 Project Milestone Status (Closed and Rollover Milestones)

Moved to 2024/25 Delivery

Milestone Ref	Deliverable / Milestone	Directorate
IMTPM_010	First high level policy dialogue on Wales' well-being and health equity priorities delivered with Welsh Government and WHO	WHO Collaborating Centre
IMTPM_018	Produced of new HIA Guidance in Wales to complement the Public Health (Wales) 2017 Act regulations (dependent on Welsh Government timeframes and resources)	WHO Collaborating Centre
IMTPM_030	All Wales operating Model for Violence developed building on the South Wales Violence Prevention Unit model	WHO Collaborating Centre
IMTPM_040	National conversation about mental well-being launched	Health & Wellbeing
IMTPM_059	Published an All Wales Weight Management Pathway for Pregnancy	Health & Wellbeing
IMTPM_083	Completed implementation of the new revised Help Me Quit (HMQ) system database	Health & Wellbeing
IMTPM_087	Developed the Public Health Wales Framework for Health Care Public Health in collaboration with key stakeholders, including health boards, the NHS Executive and Welsh Government	Health & Wellbeing
IMTPM_105	Framework co-created to support NHS Wales in their development of an organisational strategy for quality in safeguarding	Quality Nursing & Allied Health Professionals
IMTPM_133	Drafted Value Based Key Performance and Quality Indicators for microbiology clinical and laboratory services with stakeholder engagement	Health Protection and Screening Services
IMTPM_137	Transferred Grange Hospital Hot Lab to Aneurin Bevan University Health Board responsibility	Health Protection and Screening Services
IMTPM_181	Implemented provision of MRI surveillance for women identified at very high risk of breast cancer across Wales	Health Protection and Screening Services
IMTPM_205	Developed a strategic and systemic approach to employee engagement which is evidence based and an action plan for how this will be delivered.	People & Organisational Development
IMTPM_291	ISO 140001 accreditation fully achieved within Public Health Wales	Operations and Finance
IMTPM_296	Supported cancer register and analysis functions moving to the replacement to Canisc	Operations and Finance
ROIMTPM_012	Evaluation of behaviour change resources completed	Improvement Cymru

ROIMTPM_022	Launched Job Families	People & Organisational Development
ROIMTPM_026	Formalise Adult Rare Diseases Registry through long term governance and permissions	Data, Knowledge & Research

Moved to 2025/26 Delivery

Milestone Ref	Deliverable / Milestone	Directorate
IMTPM_128	Started implementation of new centralised sexual health infection testing service at IP5 including postal service	Health Protection and Screening Services
IMTPM_130	Collaborated with Health Protection Services to develop a service offer for repatriating self-sampling sexual health infection diagnostics service	Health Protection and Screening Services

Closed

Milestone Ref	Deliverable / Milestone	Directorate	Reason for closure
IMTPM_188	If funding approved from Welsh Government, recruited staff for project to develop Newborn Infant Physical Examination Programme and initiate project	Health Protection and Screening Services	Removed from scope
IMTPM_191	Implemented revised service user experience questions within the screening division	Health Protection and Screening Services	Operational
IMTPM_195	Promoted and embedded the Public Health Wales Decarbonisation Action Plan within the organisation, to ensure trajectory towards Welsh Government ambition of achieving net zero by 2030	Operations and Finance	Duplicate
IMTPM_210	Identified the skills required across Public Health Wales to deliver our strategic objectives and will be developing plans to address these	People & Organisational Development	Removed from scope
IMTPM_266	Proposed operating model for change communications to align with wider change support offer across Operations and Finance	Operations and Finance	Removed from scope

ROIMTPM_020	Undertaken the NHS Wales Staff Survey and develop required organisational actions, in partnership with staff side colleagues, staff networks and directorate/divisional leads	People & Organisational Development	Duplicate
ROIMTPM_021	Reviewed our processes and policies to identify areas of tension and opportunity with the management and leadership framework	People & Organisational Development	Operational