

# Joint Executive Team Meeting - Executive Summary

Public Health Wales

27 June 2023



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# Introduction

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The purpose of the Executive Summary is to provide an overview of the key areas of focus for our JET meeting. It is supported by a more detailed year-end Performance and Insights Report (Annex A), Performance and Assurance Dashboard (Annex B) and our Strategic Risk Register (Annex C).

The Executive Summary is structured in line with the agenda and covers the following key areas:

- ❖ Section 1 – Overview of Year End Position 2022/23
- ❖ Section 2 – Update on 2022/23 Accountability Conditions
- ❖ Section 3 – Successes and Lessons Learned in 2022/23
- ❖ Section 4 – Plans for 2023/24, Including Addressing The Ministerial Priorities
- ❖ Section 5 – Identified Risks for 2023/24 and Actions in Place to Mitigate These
- ❖ Section 6 – Public Inquiry Update

# Overview

This summary report highlights the progress that we have made in delivering against our IMTP and in meeting our statutory and performance targets in 2022/23. It outlines how our exceptionally dedicated people continue to go above and beyond in meeting the considerable public health challenges facing Wales - not only in delivering the 2022/2023 Plan, but also identifying and developing new areas to support the country.

Our 2022/23 plan was a one year transition plan while we progressed the engagement for and development of our new long term strategy. As an organisation we delivered 93.5% of our IMTP milestones during the year enabling the successful delivery of our plan.

We have continued to maintain an unwavering focus on supporting a wide range of partners including the Welsh Government, NHS organisations, local authorities, education and businesses whilst seeking to strengthen and embrace the opportunities presented for collaboration, innovation and the use of new technology. This is reflected in the delivery of the flu and COVID-19 vaccination campaign, creation of the NHS Executive, the opening of the first integrated screening centre on the high street in Wales, and a Research and Innovation Award for our Microbiology Team recognised for its outstanding response to COVID-19.

Throughout, we have maintained and demonstrated robust governance through the assurance role of our Board and Committees and the leadership of the Executive Team and senior professionals across the organisation.

# *Section 1: Overview of Year End Position 2022/23*

*(see Performance and Insights Report/PAD for more detail)*



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# Theme 1. Maintaining a Healthy and Sustainable Workforce

2022/23 was our first full year of reactivation of all of our Public Health functions. Our staff played a vital role in the delivery of our services and supporting improvement across all parts of the wider system. Our focus has remained on staff well-being throughout this period

- ❖ Completed phase one of our work to deliver our *Employee Value Proposition* with early testing returning highly favourable responses. Next phase to focus on creating the culture and environment to deliver across the whole employee lifecycle.
- ❖ Completed *Work How it Works Best* pilot and embedded this approach for the future
- ❖ Staff networks – Welsh Language Network and Men’s network now embedded and first Network Conference successfully delivered in May 2023
- ❖ Kickstart and apprenticeship schemes run in 2022/23 have resulted in permanent employment opportunities. The success of these schemes has led to us developing a diverse internship planned for January/February 2024
- ❖ Provided a high level service to support our staff through our People Advisory Service with 14,200 calls supported during 2022/23 with 88% satisfaction rate. Volume and satisfaction improvements from 2021/22.
- ❖ Successful transfer of staff working in the seven Local Public Health Teams to health boards to respond to the system-wide challenges related to the long-term impact on population health
- ❖ Staff turnover 10.4% in 2022/23. Partnership with Arden University underway to better understand our recruitment population to ensure we attract, develop, and retain a diverse workforce
- ❖ Continued to monitor and actively manage staff sickness absence, with sickness rate reducing to 3.45% in March.
- ❖ Statutory and Mandatory compliance remains above national target. Actively working to improve staff appraisals

# Theme 2. Delivering Value and Impact

## Overview of our Year End 2022/23 financial position

- ❖ Our draft year end position submitted for 2022/23 is a net surplus of £85k. The year end position is currently being audited by Wales Audit Office with final sign off due in July.
- ❖ Our capital spend for 2022/23 is £4.282m. This represents a small underspend against our allocation £4.293m.
- ❖ Our most significant capital scheme was the replacement of Breast Screening Imaging Equipment with capital spend of £2.647m.
- ❖ Performance for Public Sector Payment Policy is above the statutory target at 96.43% for the year (97.92% in month 12).
- ❖ Agency spend as a percentage of total pay for 2022/23 equates to 3.4%
- ❖ Performance and Value proposition developed to form basis of PHW Performance and Value Framework
- ❖ PHW Foundational Economy progress highlighted in Welsh Government qualitative return in April 2023. Positive feedback received from Welsh Government.
- ❖ Social Value Database launched and work progressing to explore how best to embed within investment decisions and prioritisation for population health and improvement

# Theme 3. Organisational Quality and Access to High Quality Services

## 1. Health Protection

- ❖ Our response to COVID-19 has been integrated into business as usual, moving from a COVID-focussed response to an Acute Respiratory Infection Management Team.
- ❖ Supported Welsh Government and partners in the publication of the first *National Immunisation Framework for Wales*
- ❖ Established a sentinel surveillance service for respiratory infections, including COVID and influenza in primary care and community pharmacies.
- ❖ Flu and COVID-19 vaccination campaigns delivered in 2022/23 and supported response to MPox outbreak
- ❖ Multi-agency review of Communicable Disease Outbreak Plan for Wales and Communicable Disease Inclusion Health Programme (CDIHP) established
- ❖ Successfully secured funding for a business case for integrated respiratory surveillance
- ❖ HARP programme continued to play a key role in the delivery of the UK AMR Strategy within Wales
- ❖ Successfully conducted SHARP JA workshop at world congress of Public Health
- ❖ Reviewed inequities in vaccination uptake with a focus on BAME communities and social-economic bands through the vaccine equity programme

# Theme 3. Organisational Quality and Access to High Quality Services

## 2. Infection Services

- ❖ Continued to provide expert Infection Prevention and Control advice/guidance to the health and care sectors in Wales including advising Welsh Government on policy decisions for COVID
- ❖ Microbiology In lab Turn Around Times (TAT) continue to meet the performance targets
- ❖ Both Infection and Food, Water and Environment services retained UKAS accreditation
- ❖ Centralisation of testing platforms for improved service delivery
- ❖ Supported Welsh Government in developing Respiratory Testing Policy
- ❖ Supported Health Protection services in responding to Monkey pox and other outbreaks through 2022/3
- ❖ Established a public health genomics programme to oversee pathogen genomics and the application of genomics at a population level.
- ❖ Publication of more than 10 Genomics research papers, including in internationally-leading journals such as *Nature and Cell*
- ❖ Supported the development and publication of *Welsh Government Genomics Delivery Plan*
- ❖ Supported Genomics Partnership Wales to complete key work to enable the Cardiff Edge project to be completed



# Theme 3: Organisational Quality and Access to High Quality Services

## 3. Population Screening Programmes

- ❖ Screening recovery plans continue to be progressed and active mitigation undertaken to maintain service provision
- ❖ Bowel Screening Programme recovered in September 2021, Cervical Screening Programme recovered in December 2021. Wales Abdominal Aortic Aneurysm completed recovery in March 2023.
- ❖ Only two programmes remain in recovery:
  - Breast Test Wales expected to recover by April 2025 but aiming for earlier.
  - Diabetic Eye Screening Wales is the greatest challenge with impact of constantly increasing screening cohort on recovery. Service transformation underway to deliver Diabetic Eye Screening Recovery
- ❖ Screening programmes have faced a number of capacity constraints since reinstatement including COVID-19 safe pathways, limitations in availability of clinic locations, and reduction in staff availability due to pandemic
- ❖ Actions to date include additional activity undertaken at weekends, staff appointments, open appointment invitations to maximise appointment utilisation, and appointment slots reduced in time as flow of participants through screening has been safely increased
- ❖ Anticipated Screening recovery funding of £0.979m for 2023/24 and £0.934m for 2024/25. Not yet confirmed

# Theme 3: Organisational Quality and Access to High Quality Services

## 4. Quality and Improvement

### Quality and Improvement – Within the organisation

- ❖ Significant work to embed *Quality as an Organisational Strategy* across the organisation
- ❖ Implementation of the Service User Feedback Experience (Civica) system to enable more opportunities for feedback from service users and other key stakeholders.
- ❖ Piloted and evaluated a revised Safeguarding Maturity Matrix (SMM), along with an Improvement Plan which was subject to peer review by an external NHS Wales body with report produced
- ❖ Preparedness for the *Quality and Engagement Act* and successful implementation of the *Duty of Candour* from 1st April 2023
- ❖ In 2022-2023, we received 30 formal complaints, a reduction of 54 from 21/22 (-64%).
- ❖ Taken a risk-based approach to quality and clinical audit, with a 30% increase in the number of audits completed during 2022/23. There was also a significant decrease in audits being deferred
- ❖ Developed an *Our Approach to Engagement* support package for staff around public engagement which is identified as a key part of our approach to the delivery of our Long Term Strategy
- ❖ Hosted the NHS Wales '*Safeguarding Together: Then, Now, Next*' Conference at City Hall, Cardiff on 8<sup>th</sup> March 2023 chaired by Jan Williams to mark 10 years of the NHS Wales Safeguarding Network

# Theme 3: Organisational Quality and Access to High Quality Services

## 5. Quality and Improvement

### Improvement Cymru – System Support

- ❖ Creation of the Safe Care Partnership with Institute for Healthcare Improvement, NHS Wales health boards and trusts and Improvement Cymru
- ❖ Support of Welsh regions with the implementation of the Dementia Pathway of Standards that align to the Dementia Action Plan for Wales
- ❖ *Duty of Quality* – Draft statutory guidance was submitted to Welsh Government following public consultation and awaiting the release of final guidance. Leadership training has taken place as part of workstream five and supporting materials produced for organisations to enable implementation.
- ❖ *NHS Wales Maternity and Neonatal Safety Support Programme* (MatNeoSSP) completion of discovery phase, writing final report, hosting National Shared Learning Event
- ❖ Ongoing support provided following *Real Time Demand Capacity* (RTDC) pilot with aim of reducing length of stay.
- ❖ Leading for Improvement programme completed with BCUHB as part of Intensive Support activity for the central area
- ❖ Development and launch of outcome measure training across NHS Wales
- ❖ Completed pilot on coordination and management of the early part of the cancer pathway across 3 MDT's
- ❖ Delivered *Making Mental Health and Wellbeing a Priority in Wales* national conference
- ❖ Care home programme final report completed with a suite of recommendations and shared with Welsh Government

# Theme 4: Improved Population Health and Well-being

## Policy and International Health, WHO Collaborating Centre

- ❖ Re-designation as a WHO Collaborating Centre for another four years
- ❖ Launch of our Behavioural Science Unit; publication of a guide to using behavioural science as part of a suite of methods and tools; behavioural science community of practice established
- ❖ Wellbeing Economy international expert network established; and European WE Forum co-organised with WHO
- ❖ Influencing the Health Gap in Wales: Decomposition analysis paper published to inform health equity solutions
- ❖ Social Value Database and Simulator for public health tool launched
- ❖ International Horizon Scanning and Learning reports on priority PH topics produced to inform policy and practice
- ❖ Public Health Wales International Health Strategy review and evaluation to enable our Long Term Strategy and Wales' International Strategy
- ❖ Establishment of the Time To Talk Public Health Panel pilot
- ❖ Public health leadership for organisational climate change response; report published presenting views of the public on climate change and health in Wales
- ❖ Published 'Tackling Adverse Childhood Experiences (ACEs) State of the Art and Options for Action' and implemented our Trauma and Adverse Childhood Experiences (TrACE) toolkit
- ❖ Publication and launch of the National Trauma Practice Framework
- ❖ Publication of policy reports: 'Cost of living crisis in Wales: A public health lens' and 'Preventing homelessness in care experienced individuals'
- ❖ Mental well-being impact assessment of COVID-19 pandemic on young people published



# Theme 4: Improved Population Health and Well-being

## Health Improvement and Primary Care Programmes

- ❖ Leading implementation of whole system approach to healthy weight and Children and Families Pilots; Development of Evaluation Framework for HWHW
- ❖ Launch of *Healthy Weight Healthy You* and *Feel the Difference* social marketing programmes
- ❖ Leading on *All Wales Diabetes Prevention Programme* (AWDPP) to reduce burden of disease from type 2 diabetes and impact on NHS. 1,664 AWDPP consultations completed across 14 clusters by end March 2023
- ❖ Delivered a number of smoking cessation initiatives including establishing the Help Me Quit for/in Hospital programme, completed a rapid review of support to smokers during pregnancy and evidence gathering on the acceptability and evidence base for extension of smoke free public places to promote denormalisation.
- ❖ Launched the *What Works Toolkit* to support the Whole School Approach to Mental and Emotional Wellbeing
- ❖ Published *Social Prescribing Interfaces* report highlighting distinctions/synergies between physical and mental health services, wellbeing activities and community assets, and social prescribing
- ❖ Developed a minimum dataset and supported the ongoing development of the *All Wales Weight Management Pathway*
- ❖ Greener Primary Care Wales Framework and Award scheme launched in June with Minister for Health and Social Care, Minister Climate Change and WBfG Commissioner support
- ❖ *Primary Care Obesity Prevention: Needs Assessment and Behavioural Insights and Obesity Prevention Action Plan* published. Supported inclusion of height/weight measurement in GMS contract progressed. Quality Improvement project focussed on specific unhealthy behaviours
- ❖ Advised and supported WG, Health Boards, HEIW and others on the dental services reform, *Designed to Smile* restarted and annual report published, Field work for Dental Epidemiology Survey of school year 1 completed and planning for survey of school year 7 children started
- ❖ Released and engaged on resources on increasing participation in fair work as a route to health, well-being and equity for regional and local partners, influencing well-being plans








# Theme 4: Improved Population Health and Well-being

## Maximising the use of digital, data and evidence






- ❖ Rapid Public Health Overview Dashboard developed and embedded into Executive Team and Board reporting
- ❖ Created opportunities to use novel data and insight across Public Health Wales to address societal challenges (December 2022).
- ❖ Launched a new version of the *Public Health Outcomes Framework* (PHOF) reporting tool in the autumn further iterated December 2022
- ❖ Published a patterns and trends report on 10 years of child deaths in Wales in April 2022
- ❖ *Real-time Suicide Surveillance System* established from 1 April 2022 developed
- ❖ Designed and begun the outcome evaluation of *All Wales Diabetes Prevention Programme* (AWDPP) implemented across Wales, including stepped wedge design in collaboration with ABHB, to deliver robust evaluation on outcomes
- ❖ Undertaken research and analysis to inform impact of Covid-19 on recovery of cancer services, early diagnosis and prevention
- ❖ School Health Research Network - Local Authority Dashboard produced in collaboration with Cardiff University
- ❖ Following discovery work on screening IT, web estate and our registers, we have identified next steps towards improving our services in these areas






# Well-being of Future Generations Act

- ❖ The Health and Sustainability Hub supports the organisation to meet its duties under the Well-being of Future Generations Act, encouraging individuals and teams to 'be the change' and adopt new ways of working.
- ❖ The Hub has continued to deliver a range of resources to support the public sector's response, promoting and encouraging a green recovery from the pandemic.
- ❖ Key areas of focus include:
  - supporting a range of activities to progress our work on climate change and decarbonisation
  - raising awareness through the development of e-briefings and other resources to capture learning and share best practice
  - developing a range of practical resources and toolkits to support and enable individuals and teams
  - strengthening our reporting via the bi-annual directorate performance reviews.
- ❖ A selection of examples from across our organisation have been compiled to monitor, report and further embed the 'five ways of working' within the Well-being of Future Generations Act (slides 15-16)

Example	Long Term 	Prevention 	Integration 	Collaboration 	Involvement 
<b>Wider Determinants - Fair work guide, videos, infographics and case studies developed via expert panel.</b>	Focus on long term impact of nature of work on health and well-being, not just for employees, recognising co-benefits for individuals, families (and early years), businesses, and communities. Incorporating sustainability into the approach.	Upstream focus on avoiding ill-health through determinant of fair work; recognising that health prevention relates not only to being in work, or health promoting initiatives, but on the nature of the work itself.	Guide demonstrates how fair work can support all seven well-being goals; not just a prosperous, healthy and more equal Wales.	Expert panel included not just academic experts, but those with expertise in how the system works, including local authority, health, third sector and others who collaborated in development of recommendations.	Young people's views gathered to inform work and participation of affected young person on panel. Use of whole panel's lived experience as part of development to go beyond an expert view.
<b>Implementation of fully optimised Bowel Screening Programme</b>	Reducing mortality for bowel cancer in population with earlier identification of the cancer has a clear long term benefit. The population offered screening currently is 55-74 years and this will be extended to 51-74 years olds from October 2023 and 50-74 year olds from October 2024.	Extended is in line with evidence based to reduce mortality of bowel cancer in population of Wales. This is both as primary prevention with removal of identified polyps and secondary prevention with early detection of bowel cancer. Evidence shows that cancers identified through screening have 90% cure rate	The programme supports a healthier Wales as reduces mortality from bowel cancer with offering a kit to complete in own home which is sent into a laboratory for analysis and identify those that need further tests.	The optimisation programme is enabled through close collaboration with all Health Boards and key groups across Wales.  Close collaboration with primary care, BMA and cluster leads to implement GP endorsed invitation letter from Feb 2023 which has been evidenced to increase uptake to the bowel screening programme.	The programme captures feedback from participants to improve service. The programme board has participant representative. There programme works closely with third sector charities to take on board input and feedback and they are members of the programme board and optimisation advisory board.



Example	Long Term 	Prevention 	Integration 	Collaboration 	Involvement 
<b>Decarbonisation Plan</b>	Supporting actions, including financial planning, to address long-term challenges, reduce greenhouse gas emissions towards Net Zero 2030.	Understanding our emissions and where to prioritise action- acting early to overcome challenges and avoiding creating new unnecessary emissions.	Ensuring that activities in the action plan compliment and benefit each other and align with other relevant legislation.	All Directorates, service areas and external partners contribute to, support and deliver actions to reduce carbon emissions, support behaviour change and actively reduce our impact on climate change.	Giving all staff the opportunity to be involved and to share experiences and ideas to help shape the decisions and services and promoting sustainable travel.
<b>Tackling Adverse Childhood Experiences (ACEs) State of the Art and Options for Action</b>	Brings together current research on ACEs and their immediate and life-long impacts, and evidence on preventing and responding to ACEs across the life course	Provides evidence on how to tackle ACEs through prevention, mitigation and trauma-informed practice (TIP).	Provides options for action that span all sectors of government and public service, and the private sector	Collaborative joint publication with WHO Collaborating Centre's and WHO Offices	Involvement of a broad range of internal and external subject matter experts
<b>Child death Review - patterns and trends report on 10 years of child deaths in Wales in April 2022</b>	Child Death Registry provides long term data allowing the analysis of patterns and trends of Child deaths in Wales.	Reports and analysis help to inform and provide evidence base to Welsh Government and wider services	Evidence base provided allows the development of integrated response and services to be developed	Collaboration of multidisciplinary agencies who provide the data enable the accurate provision of evidence as a base for monitoring and analysis.	The Child Death review report required involvement of key multidisciplinary stakeholders to provide accurate data. Additionally are involved in considering the outputs to address identified issues

Example	Long Term 	Prevention 	Integration 	Collaboration 	Involvement 
<b>Young Ambassadors' Programme</b>	The YA programme is an important aspect of how Public Health Wales engages with and hears from children and young people. It forms part of 'Our Approach to Engagement', which is our organisational approach to developing maturity around equitable, effective engagement across all the people we work with and for.	Working with children and young people on their views on key health outcomes .	Meaningful participation from young people will benefit the organisation by: Informing development of programmes; services and functions aimed at improving health and well-being of young people; influencing strategic planning and decision-making to take into account the priority areas of future generations, as required by the Well-being of Future Generations (Wales) Act 2015.	Working with Children and young people on shared health and wellbeing concerns and strengthen our ability to hear and learn from the lived experiences of children and young people.  In February 2023, a Young Ambassadors' residential was held, attended by a total of 34 young people between 12-21 years old. The residential programme covered the Cost of Living Crisis, the PHW Long Term Strategy and young people and vaccinations.	Contributed across the breadth of Public Health Wales to support work, including: <ul style="list-style-type: none"> <li>• Safeguarding</li> <li>• Communication messages aimed at young people</li> <li>• Priority areas for research and how to make data meaningful to young people</li> <li>• Mental Health Impact Assessment and Mental Well-being priority group</li> <li>• COVID-19 vaccination messaging and engagement</li> <li>• Presented at expert panels at Welsh Public Health conferences.</li> </ul>
<b>Public Health Merit Award badge scheme with underpinning curriculum</b>	The Public Health Merit Award Scheme is a collaboration / partnership with established youth organisations with the aim of equipping children and young people with the public health skills and knowledge to make informed decisions to protect and improve their own health, thus protecting and improving the health of the community and narrowing health inequalities.	The Public Health Merit Award Scheme is a collaboration / partnership with established youth organisations with the aim of equipping children and young people with the public health skills and knowledge to make informed decisions to protect and improve their own health, thus protecting and improving the health of the community and narrowing health inequalities.	In the context of the pandemic, health literacy and awareness of the role of public health institutes has increased. Young people have experienced a historic public health event at an early stage in their lives and there is an opportunity to build on this to equip and empower young people to play their role in protecting and improving public health.	The Public Health Merit Award Scheme is a collaboration / partnership with established youth organisations with the aim of equipping children and young people with the public health skills and knowledge to make informed decisions to protect and improve their own health, thus protecting and improving the health of the community and narrowing health inequalities.	Collaboration / partnership with uniformed youth organisations. Partner organisations include; Scouts Cymru, St John Ambulance Cymru Wales, and the Army Cadet Force.



# *Section 2: Update on 2022/23 Accountability Conditions*



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# IMTP Accountability Conditions

## 1. Screening

Ensure the screening programme is delivered and funding to support this work is monitored appropriately

## 2. Workforce

- a) Demonstrate that workforce recruitment exercises are achieved, and specialist roles are filled to support delivery of the IMTP
- b) Ensure mitigating actions are developed and agreed by the board to ensure plan is delivered

## 3. Programme for Government

Demonstrate that key requirements in Programme for Government are planned and delivered:

- (a) Sexual Health and HIV
- (b) Development and delivery of a cohesive approach to public health system leadership on climate change
- (c) Delivery of key commitments relating to obesity, tobacco, and mental health and wellbeing

## 4. Financial

Regularly monitor the assumptions i.e. future testing policies for Wales, underpinning the plan – any changes must trigger immediate revised projections and discussions with Board and Welsh Government

## 5. Vaccination

Demonstrate how the transformational approach to vaccination in the future will impact on the IMTP and PHW's support for NHS Wales

# IMTP Accountability Conditions

- ❖ Please see Annex A Performance and Insights Report (page 24-28) for a detailed update on the following IMTP accountability conditions.
- ❖ Key aspects of the update are summarised below:

Accountability Condition	Summary
Screening	Bowel, Cervical and Abdominal Aortic Aneurysm Screening programmes fully recovered. Breast Screening and DESW recovery ongoing. Recovery funding anticipated but not yet confirmed beyond March 2023.
Workforce	A number of activities undertaken and improved outcomes demonstrated in relation to recruiting specialist roles and agreeing mitigating actions.
Programme for Government	A comprehensive range of actions being progressed to continue to deliver and develop programmes around <ul style="list-style-type: none"> <li>• Sexual Health and HIV;</li> <li>• Public Health System Leadership on Climate Change;</li> <li>• Obesity, Tobacco and Mental health and Wellbeing</li> </ul>
Financial	Continued review and scrutiny of financial assumptions has enabled early identification of financial changes and delivery of financial plan in 2022/23.
Vaccination	National Immunisation Framework published and now being implemented. Range of actions now being progressed focused on co-production and delivering transformational approach.

# *Section 3 – Successes and Lessons Learned in 2022/23*



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# Successes by Ministerial Priorities (1)

## COVID-19 response

- ❖ Successful de-escalation of COVID-19 enhanced response to business as usual
- ❖ Microbiology In lab Turn Around Times continue to meet targets
- ❖ PHW SARS-CoV-2 genomics service achieved ISO 15189 accreditation. Over 200,000 SARS-CoV-2 genomes sequenced, representing more than 25% of all positive Welsh SARS-CoV-2 cases since the start of the pandemic.
- ❖ Supported the Public Inquiry through research and timely provision of timelines and Rule 9 responses.
- ❖ *'How are we doing in Wales?'* public engagement survey trends (2020-2022) report published
- ❖ International Horizon Scanning and Learning reports on COVID-19 related topics published

## NHS recovery

- ❖ Three of the five paused Screening programmes fully recovered.
- ❖ Final two Screening programmes require longer term approach to recovery including DESW Transformation.
- ❖ The National Safeguarding Team has recovered and is delivering the work plan agreed by key stakeholders
- ❖ Research and analysis to inform impact of Covid-19 on recovery of cancer services, early diagnosis and prevention. Collaborated with DATCAN-CCC, multiple academic and NHS partners to produce novel datasets to enable Covid-19 and cancer research
- ❖ Provided advice to the Welsh Government and health boards on safe recovery of NHS dental services focussed on prevention

- ❖ Successful delivery of TUPE Transfer of local public health teams into local health boards
- ❖ **Tobacco control** - rapid review of support to smokers during pregnancy, evidence gathering on extension of smoke free public places, established Help me Quit hospital programme. Led service delivery for the single point of access into the smoking cessation system through the Help Me Quit Hub and operational delivery of NTSS.
- ❖ **Healthy weight and active travel** – development of minimum dataset and level 1 digital offer for the All Wales weight management pathway, completed *Hands Up Travel To School* survey in primary schools, launched Healthy Weight Social Marketing campaign, Established Whole Systems approach for healthy weight across all HBs in Wales, established and facilitated Peer Network for health boards utilising Strategic Programme for Primary Care (SPPC) fund to support obesity prevention; undertaken grant collaboration with FUSE academic collaborative to understand the effectiveness and implementation of the non-specialist interventions for weight management for up to 5-years after birth, supported inclusion of height/weight measurement in GMS contract through GMS Quality Improvement project focussed on specific unhealthy behaviours
- ❖ **Healthy Schools** - proposals for reform of the Welsh Network of Healthy School Schemes, review of school meal standards in primary schools identifying areas for improvement and established a programme of work specifically looking at school food environment.
- ❖ Launched and further developed a new version of the *Public Health Outcomes Framework* (PHOF) reporting tool
- ❖ Implementation of the Service User Feedback Experience (Civica) system to enable more opportunities for feedback from service users and other key stakeholders.
- ❖ Multiple reports and articles published on population health covering adverse childhood experiences, trade and health, young people and homelessness.
- ❖ Bowel screening optimisation continued with 55 to 57-year-olds invited from October 2022



# Successes by Ministerial Priorities (3)

## Social care

- ❖ Accelerated Cluster Development Programme / Primary Care Model for Wales Peer Review co-designed with Regional Partnership Board input
- ❖ Social Prescribing financial inclusion/ income maximisation scoping work progressing; included in PHW COL paper
- ❖ *Cluster Planning Support Portal (CPSP)* and *Population Health Information by Topic (PHIT)* index resources from across the system in Wales that may assist in producing and refreshing cluster / pan-cluster planning group annual plans and RPB Area Plans.
- ❖ Delivered comprehensive research examining the role of community volunteering in pandemic response and recovery (funded by the Health Foundation) - the findings of which informed Welsh Parliament's Local Government and Housing Committee's inquiry into community assets

## NHS finance and managing within resources

- ❖ Underspend of £85k reported at year end. Position is draft pending audit completion and accounts sign off.
- ❖ Other statutory financial duties delivered including capital position and PSPP compliance.
- ❖ Agency spend as a % of total pay bill 3.4% for 2022/23.
- ❖ Social Value Database and Simulator for public health developed and launched.

# Successes by Ministerial Priorities (4)

## Mental health and well-being

- ❖ Mental well-being impact assessment of the impact of the COVID-19 pandemic on young people published
- ❖ Response to Health and Social Care Committee inquiry into mental health inequalities
- ❖ Research delivered on mental health crisis to acute care services among children and young people contributing to the evidence for mental health practitioner posts based in ambulance call centres.
- ❖ Real time suicide surveillance data set, dashboard and quarterly reporting established.
- ❖ Launched the *What Works Toolkit* to support the Whole School Approach to Mental and Emotional Wellbeing
- ❖ Local area workforces supporting schools to embed *Whole School Approaches to Emotional and Mental Wellbeing*
- ❖ Supported development of WG national framework on social prescribing key products including: developing Glossary of Terms (through academic collaboration with University of South Wales); co-developing social prescribing competency framework (led by HEIW); developing social prescribing case studies; and published *Social Prescribing Interfaces* report (August 2022) which highlights the distinctions and synergies between physical and mental health services
- ❖ Our International Health Coordination Centre (IHCC) established a NHS International Health Activity Group, a Global Citizenship training and an IHCC Progress Report 2018-22 published to support and promote sustainable global health work and partnerships

# Successes by Ministerial Priorities (5)

## A Healthier Wales

- ❖ Development and publication of our new strategy, *'Working Together for a Healthier Wales'*, with significant input from staff, stakeholders and the public
- ❖ *Decarbonisation Action Plan* delivered, system leadership role on National Climate Emergency National Programme Board including guidance on use and disposal of inhalers in Wales.
- ❖ Multiple reports published relating to Brexit: *The Triple Challenge*, *Impact of Regional Funding in Wales*, *Impact of Brexit on Infectious Disease Prevention, Preparedness and Response*
- ❖ Significant leadership and support provided in the Creation of The NHS Executive
- ❖ *Greener Primary Care Wales* framework and award scheme launched June with Minister for Health and Social Care, Minister Climate Change and WBfG Commissioner support. Over 650 climate change actions completed; YearBook to showcase all participant sites and a series of case studies published

# Successes by Ministerial Priorities (6)

## Supporting the health and care workforce

- ❖ Completed *Work How it Works Best* pilot and embedded this approach for the future
- ❖ Co-designed and developed our *Employer Value Proposition* (People Promise), along with a road map to deliver and embed
- ❖ Culture assessment took place in Q4. This delivers a People Strategy commitment.
- ❖ Renewed our *Diverse Cymru* confidence assessment and have received excellent feedback in how we support disabled staff
- ❖ Kickstart and apprenticeship schemes run in 2022/23 resulting in permanent employment opportunities. The success of these schemes has led to us developing a diverse internship planned for January/February 2024
- ❖ Creation of two new staff networks: *Welsh Language Network* and *Men's Network*.
- ❖ Learning and development opportunities for new and existing cluster leads discussion paper completed to inform future Cluster Leadership development programme being progressed by HEIW
- ❖ Facilitated a series of engagement events for community pharmacy, optometry, Nursing and AHP stakeholders to support the development of Professional Collaboratives to address population health
- ❖ Developed Public Health Network Cymru further, extending its reach and impact; membership increased by 30% (from 2,016 in April 22 to 2,604 in March 23)

# End of Year 2022/23 Review

## Lessons Learned

- ❖ Cross-organisational collaboration such as on the 'Cost-of-living crisis in Wales' report and HIA on Free School Meals have strengthened the end products. Both have demonstrated our ability to rapidly draw together expertise across the organisation and produce well evidenced, actionable insight on ongoing issues in a format relevant to policymakers
- ❖ EPRR will continue to learn from UK and international partners, particularly from the response to emergencies (including pandemics and the COVID Inquiry).
- ❖ Following a pilot approach to *Working Where it Works Best* in 2022/23 and based on a clear understanding of where and how our people work best, we will look to take what we have learned and use these insights to shape policies, practices, and ways of working which enable our people to thrive.
- ❖ Our inclusive and consultative approach will enable the design of an employee value proposition and brand that works for all, reflecting employees' experiences and expectations. We will develop new processes to support all stages of people's careers and we will support everyone to understand why employee well-being, diversity, and inclusion matters.
- ❖ Engagement on long term strategy shows our local public health partners wish to see us take a system leadership mantle
- ❖ Our report '*Cost of living crisis in Wales: A public health lens*' demonstrated our ability to rapidly draw together expertise across the organisation and produce well evidenced, actionable insight on an ongoing crisis in a format relevant to policymakers.

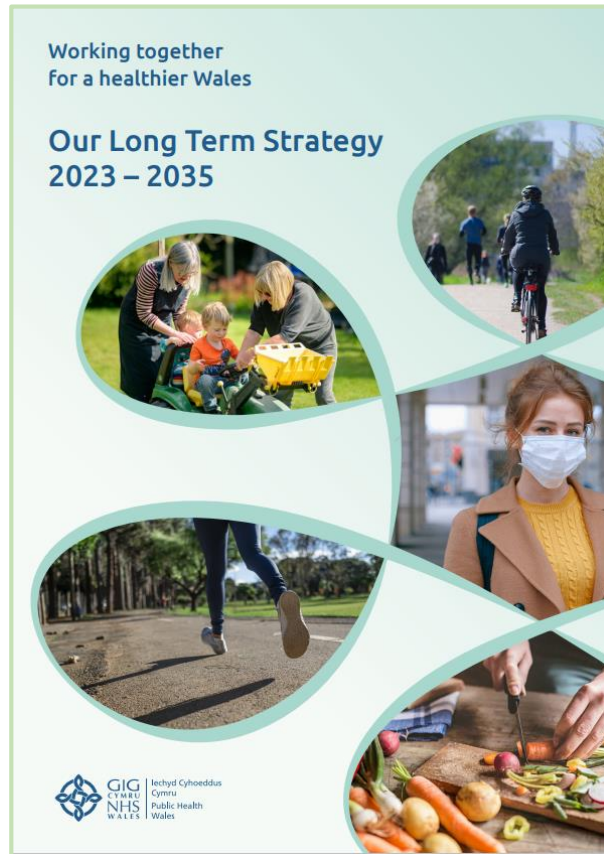
# *Section 4 – Plans for 2023/24, Including Addressing the Ministerial Priorities*



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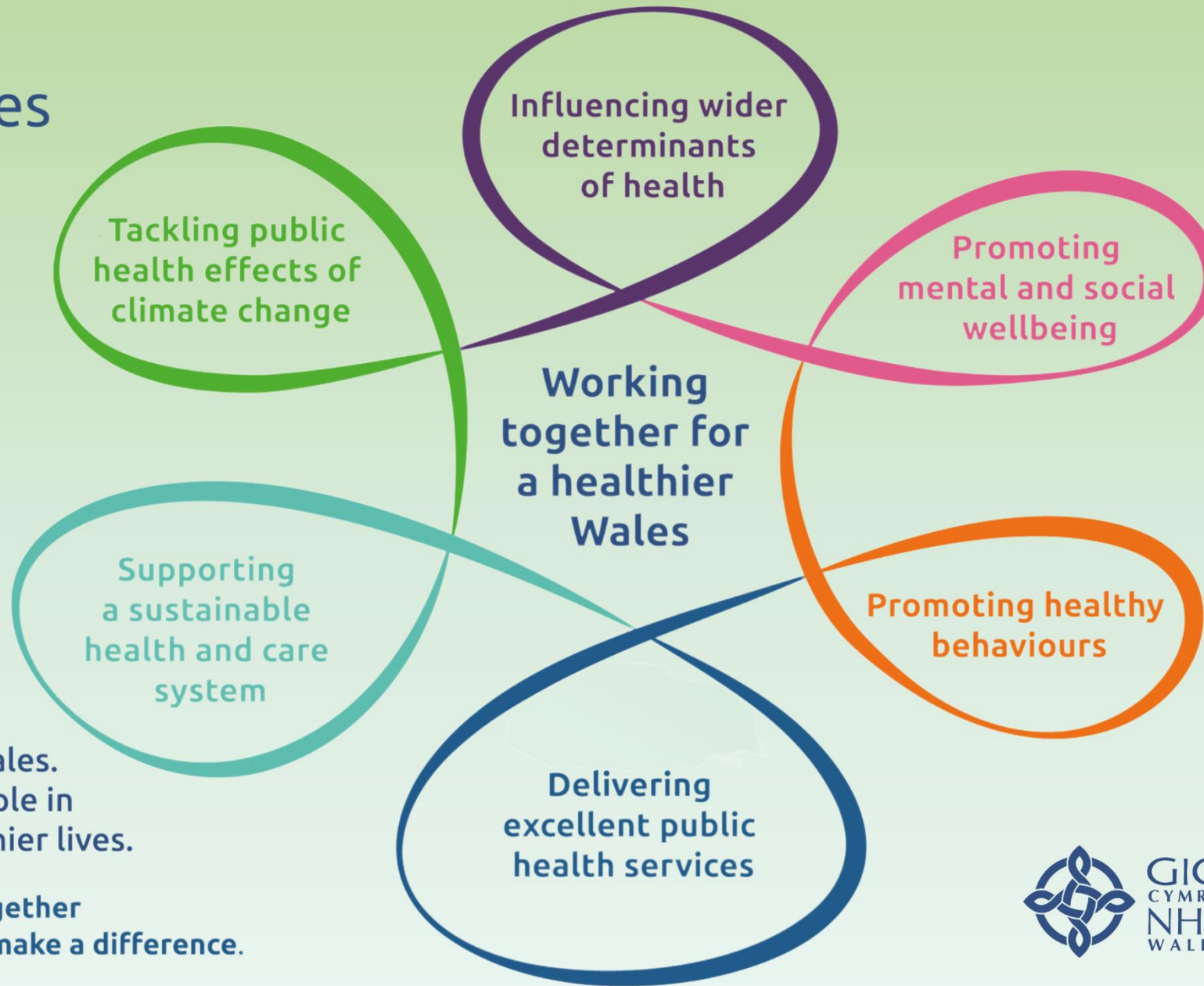
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# Public Health Wales Long Term Strategy 2023 – 2035



- Our new long term strategy was published on 30 May 2023
- Sets out how we will achieve a healthier future for Wales through the delivery of our six priorities.
- Committed to working towards a Wales where people live **longer, healthier lives** and where all people have **fair and equal access** to the things that lead to good health and well-being.
- Our strategy clearly sets out our purpose and role and is supported by a small number of outcomes that help us assess our progress
  - **Overarching outcome** – to increase healthy life expectancy and narrow the gap in healthy life expectancy between the least and most deprived
- Our Strategic Plan 2023-26 is the first 3 years of it's delivery

# Our Priorities 2023-2035



We are Public Health Wales.  
We exist to help all people in  
Wales live longer, healthier lives.

Our values are **working together**  
with **trust and respect** to **make a difference**.



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# Our Strategic Plan (IMTP) 2023-26

## Influencing the Wider Determinants of Health

- ❖ Work with national, regional and local partners to positively influence how work, education and housing can improve health and equity
- ❖ Develop and mobilise evidence, including on health equity solutions, to influence, inform and implement policy to tackle the cost of living crisis and other priority public health issues
- ❖ Enabling and supporting the mainstreaming of Health Impact Assessment (HIA) and Mental Well-being Impact Assessment (MWIA)
- ❖ Strengthen the capability of the public health system to influence the wider determinants of health

## Promoting Mental and Social Well-being

- ❖ Work with our national and international partners to strengthen knowledge on childhood adversities, violence prevention and support evidence-based practice
- ❖ Work with others to increase the visibility of evidence-based work to promote mental well-being
- ❖ Enable system partners to understand and act on the case for placing the early years at the heart of approaches to improving population health and reducing inequalities

## Promoting Healthy Behaviours

- ❖ Enable others to adopt a systems approach to halting the rise in levels of overweight and obesity for children and adults in Wales
- ❖ Work with others to increase the proportion of the population who are active, reduce the proportion of the population who smoke and prevent harm arising from substance misuse
- ❖ Support the wider system to take evidence-based action to promote healthy behaviours and to measure the impact of their actions.

# Our Strategic Plan (IMTP) 2023-26

## Supporting the development of a sustainable health and care system

- ❖ Develop a framework for Public Health Wales's system leadership role in healthcare public health
- ❖ Leading role in Social Value methods and tools, health economics and modelling to inform decision-making and investment prioritisation
- ❖ Transform national safety outcomes through demonstrable and measurable system-level improvements in quality and safety
- ❖ Support NHS Wales to improve and transform the quality, safety and effectiveness of safeguarding services for the people in Wales
- ❖ Public health contribution to the national programme for transformation and primary care
- ❖ Increase prevention through primary dental care and support implementation of reform of General Dental Services in Wales

## Delivering excellent public health services

- ❖ New diagnostic and treatment capabilities for infectious diseases and has the capacity and skills to introduce and embed innovation
- ❖ Provide effective and trusted system leadership on a range of designated risks, including HCAI and AMR and vaccine preventable diseases
- ❖ Reduce the health harms associated with environmental hazards and increased the health gains associated with environmental benefits
- ❖ Continue to deliver and develop evidence-based national population screening programmes

## Tackling the public health effects of climate change

- ❖ Recognised as an environmentally sustainable organisation, co-benefits for health and equity for communities in Wales
- ❖ Provide public health system leadership on climate change
- ❖ Support the public and the public health system to mitigate and adapt to the effects of climate change

# Ministerial Priorities

## Key Milestones 2023-24

### Cancer Recovery

- Specialist improvement support and training delivered to improve cancer pathways
- Provision of specialist public health support to National Immunisation Framework and key elements of Vaccine Equity Strategy progressed
- Recovery of screening programme to agreed trajectories for 2023/24 and delivery of key work to increase uptake and reduce inequalities

### Planned Care, Recovery, Diagnostics and Pathways of Care

- Provision of effective and trusted system leadership on a range of designated risks, including HCAI and AMR and vaccine preventable diseases
- Service models that include new diagnostic and treatment capabilities for infectious diseases

### Mental health and CAMHS

- Delivery of key outputs to support delivery of the National Social Prescribing Framework
- Delivery of key work focused on supporting improvements in mental well-being
- Development of guidance and support to the mainstreaming of Health Impact Assessment (HIA) and Mental Well-being Impact Assessment

### Primary care access to services

- Delivery of the public health contribution to the national programme for transformation of primary care
- Delivery of public health support to implementation of reform of General Dental Services in Wales
- Delivery of key products to support primary care clusters

# *Section 5 – Identified Risks For 2023/24 and Actions in Place to Mitigate These*



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# Public Health Wales Risk Management

- ❖ 2023/24 Strategic Risks identified and signed off by The Board on 25<sup>th</sup> May 2023. Public Health Wales' Strategic risk register is included in Annex C
- ❖ 7 Strategic risks identified
- ❖ 2 strategic risks have a current risk score of 20:
  - ❖ There is a risk of worsening health in the population of Wales, particularly among vulnerable populations
  - ❖ There is a risk to delivery of public health services and the inappropriate release of confidential data
- ❖ 1 strategic risk has a current risk score of 16:
  - ❖ There is a risk of weakness in our organisational health, including our culture, capacity, capabilities and governance
- ❖ All risks have a suite of mitigation actions in place which have reduced their inherent risk score down to their current score and will enable further reduction to deliver target risk levels as detailed within the strategic risk register in Annex C.
- ❖ PHW is also refreshing its Corporate Risk Register (CRR) and its approach for managing operational risk across the organisation to identify where further improvements could be made to improve understanding, ownership and management of operational risk.

# *Section 6 - Public Inquiry Update*



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# Covid-19 UK Public Inquiry

## Summary of PHW involvement

Module	PHW status in Inquiry	PHW activity so far
1) Resilience and preparedness	Core participant	<ul style="list-style-type: none"> <li>• Responded to corporate and individual Rule 9 requests</li> <li>• Corporate witness confirmed for public hearing</li> </ul>
2b) Core decision-making and political governance in Wales	Core participant	<ul style="list-style-type: none"> <li>• Responded to corporate and individual Rule 9 requests</li> <li>• Further individual Rule 9 requests currently being responded to</li> </ul>
3) Impact on healthcare systems in the UK	Non-core participant	<ul style="list-style-type: none"> <li>• Currently responding to corporate Rule 9 request</li> </ul>
4) Vaccines, therapeutics and anti-viral treatment	To be determined	<ul style="list-style-type: none"> <li>• Considering core participant status</li> </ul>
5) Government procurement across the UK	To be determined	<ul style="list-style-type: none"> <li>• Preliminary Rule 9 request being responded to</li> </ul>
6) Care sector across the UK	To be determined	<ul style="list-style-type: none"> <li>• Preparatory activity</li> </ul>

