



<b>Title:</b>	NHS Delivery Unit Work Programme (Revised 2021-22)
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<b>Ratified by:</b>	WG SLA
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## NHS Wales Delivery Unit - WORK PROGRAMME 2021-2022

The revised work programme scheduled for 2021-2022 is set out below. The projects and quality activities are developed in line with the **NHS Wales Delivery Unit** overarching principles and success factors. This plan will be subject to internal monitoring from by the DU Business Management Group.

The plan was developed through the following approach and signed off internally by the senior management team.

### Overarching NHS Wales Principles

1. Putting quality and safety above all else – providing safe high value evidence based care for our patients at all times.
2. Integrating improvement into everyday working and eliminating harm, variation and waste.
3. Focusing on prevention, health improvement and inequality as key to sustainable development.
4. Working in true partnerships with partners and organisations and with our staff.
5. Investing in our staff through training and development, enabling them to influence decisions and providing them with the tools, systems and environment to work safely and effectively.

### DU Drivers

1. **Intelligence**
2. **Action**
3. **Outcome**
4. **Excellence**

### Success Factors

Safe care – minimises risk avoiding harm  
Effective evidenced based  
Efficient maximises resources and avoids waste  
Accessible, timely geographical reasonable and where skills and resources are appropriate  
Acceptable/patient centred  
Equitable –no variation

### Main Drivers

Improved Quality  
Improved Performance  
Improved operating consistency  
Improved outcomes  
Improved and increased productivity

## Director/ Chief Operating Officer NHS Wales TTP/COVID-19 Vaccine

Jeremy Griffith

### Delivery & Assurance

Lead: Gareth Lee  
Deputy Director

### Recovery & Sustainability

Lead: Phillip Barry  
Deputy Chief  
Operating Officer

### Transformation

Lead: Adele Gittoes  
Director of  
Transformation

### Digital Intelligence

Lead: Peter Smeeth  
Head of Performance  
Analysis & Delivery

## Introduction

This plan reflects ongoing requirements of the NHS Wales Delivery Unit as a result of the pandemic both directly on national COVID response programmes and indirectly on restart and recover work. It encompasses the terms set out in the service level agreement (SLA) and demonstrates the agility of the Unit to changing demands.

In 2020/21 the DU responded to new demands in three ways;

1. Directly supporting Welsh Government with planning and response, by providing additional capacity into the structure
2. Taking leadership and/or supportive functions of the response, by enhancing capability for specific work areas where the DU had adaptive knowledge and skills.
3. Supporting NHS Wales's organisations to lead and deliver essential large scale programmes.

Following a review in quarter 3, 2020 of emerging and ongoing priorities of Welsh Government the DU work programme has changed with an annual work plan that reflects medium term commitments (18 months from January 2021).

The leadership of the DU has reshaped to deliver these additional responsibilities and is being evaluated in Quarter 3 of 2021/22 in terms on longer term organisational change.

The Work plan is therefore structured into four divisions;

- **Delivery and Assurance;** Supporting NHS bodies acting as an interface with Welsh Government to ensure provide accurate and up to date reports on NHS services across all health care domains.

The Delivery Unit has also taken on significant responsibility in national pieces of work such as serious incident reporting, capacity and demand for endoscopy and cancer services, right sizing community services and reviews into CRISIS mental health services.

- **Recovery & Sustainability;** NHS Wales operational leadership for Test Trace and Protect (TTP). In June 2021 the Director was asked to undertake an additional role as Chief Operating Officer (COO) for NHS Wales TTP. Several members of the Delivery Unit are part of a small team that has responsibilities to ensure the infrastructure, systems and processes are in place for WG policy to be put into effective practice by all regions in Wales.

- **Transformation;** NHS Wales's operational leadership for the COVID1-9 Vaccine programme. In December 2021 the COO role was expanded to include the rapid delivery of the COVID-19 vaccine by NHS Wales's organisations. A small team of DU staff play a vital role in determining strategy and ensuring operational effectiveness so that vaccine s have been able to be administered as quickly and safely as supply dictates. This programme is now continuing with the autumn/winter vaccine strategy.

This division also holds the senior responsible officer for the national urgent and emergency care programme for home first and hospital flow.

- **Digital Intelligence and Analytics** has developed into a major national role for the DU. The team has expanded to ensure decisions for the key national programmes are data led and as well informed as the information available.

### **Operating model**

The DU has gone through significant change as a result of the pandemic in terms of work programme and staff in post. The most recent staff list indicated there are 47 people working in the DU whereas prior to the pandemic the staff in post was 35. The increase in staffing has been funded through additional resources from Welsh Government and NHS Wales organisations as well as engaging with current staff into move into new roles.

The next two pages highlight the changes of the 2020/21 model and the current 2021/22 model.

The committee should be aware that the DU is reviewing the current structure not only in terms of work programme but also the NHS Executive and other national programmes that are part of Welsh Government priorities.

2020/21





