

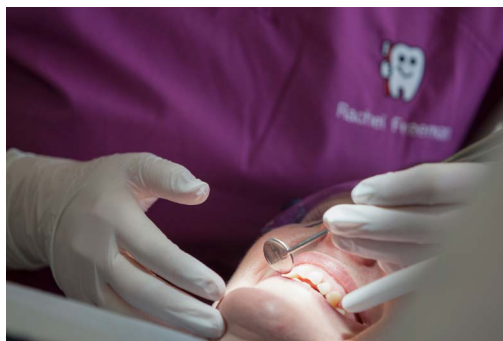


Llywodraeth Cymru  
Welsh Government



# NHS Wales Performance Framework 2023-2024

June 2023



## **Introduction**

The performance measures in the NHS Wales Performance Framework for 2023-2024 reflect the Ministerial priority areas of focus and core support functions as outlined in the NHS Wales Planning Framework 2023-2026. These are:

### Ministerial Priorities

1. Access to Primary Care Services
2. Cancer Recovery
3. Delayed Transfers of Care
4. Mental Health & CAMHS
5. Planned Care Recovery, Diagnostics and Pathways of Care
6. Urgent and Emergency Care

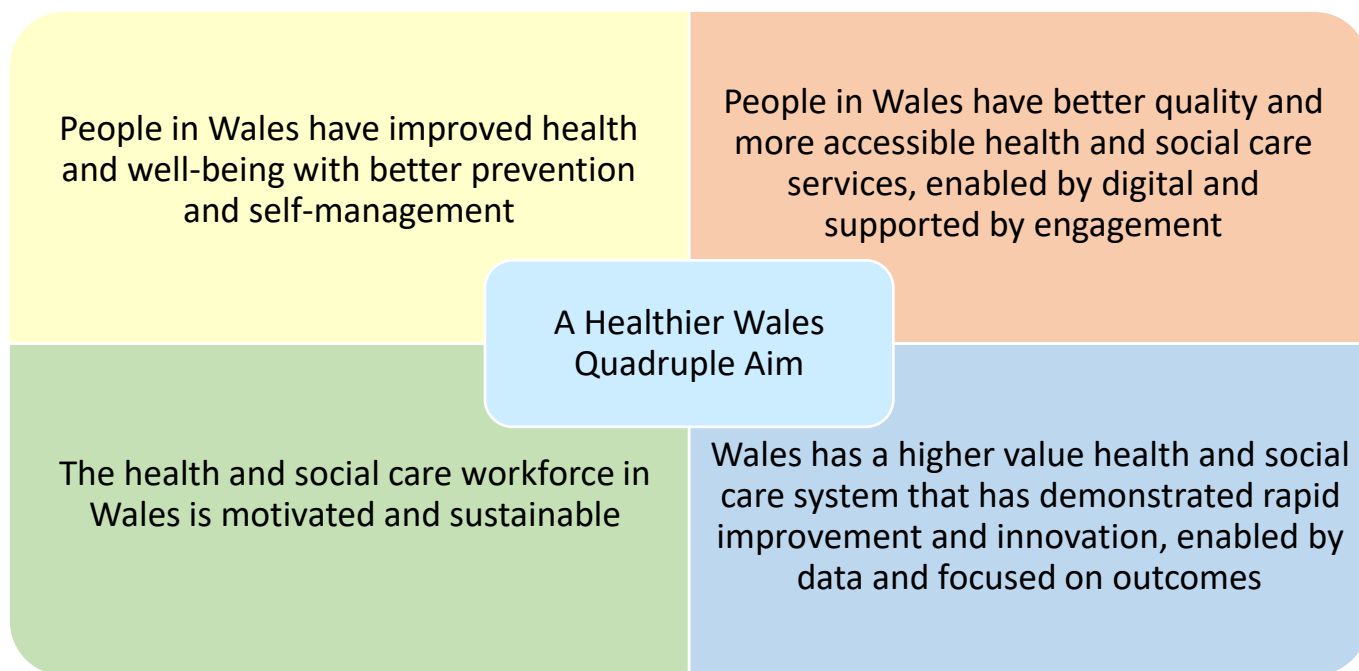
### Core Support Functions

1. Digital, innovation, technology and transformation
2. Workforce and well-being
3. Financial sustainability
4. Anchor institutions

In addition, a small set of measures focusing on key areas of health prevention and the delivery of quality and safe services has been included.

To support the performance measures, NHS organisations will also be required to complete Policy Assurance Assessments. These assessments provide further assurance on some of the Ministerial priorities and key Welsh Government strategies and pathways that cannot be monitored via traditional quantitative measurement.

All of the performance measures and policy assurance assessments in the NHS Performance Framework have been mapped to 'A Healthier Wales' quadruple aim:



### Links with the NHS Wales Assurance and Oversight Framework

Welsh Government is in the process of developing the NHS Wales Assurance and Oversight Framework. This will set out the mechanism and approach for gaining assurance from NHS Wales organisations, as well as setting out the parameters of how the Health and Social Services Group in the Welsh Government will work with NHS Wales.

The following principles will underpin the Assurance and Oversight Framework:

- **Creating an improvement culture:** The arrangements are intended to support the ongoing development of a culture of quality assurance, delivered for the benefit of patients. This will be supported by clear objectives which will drive a culture of high performance and accountability.
- **Transparency:** The measures and deliverables set in NHS Wales frameworks are clearly articulated to NHS Wales organisations so that they know what is required; understand how they will be assessed and; the process that will happen if deliverables fall below expected levels.

- **Delivery focus:** The quality control approach will be integrated, action-oriented and focussed on delivering improvements agreed bilaterally (between Welsh Government and NHS organisations).
- **Proportionality and balance:** The Assurance and Oversight arrangements will seek to ensure that interventions and actions are proportional to the scale of the risk and that a balance between challenge and support is maintained.
- **Clear lines of accountability:** Quality assurance arrangements will ensure that Chairs and Accountable Officers nominate lead officers who are accountable for delivery and the main interface with the oversight approach.
- **Earned autonomy:** Delivery against plans and agreed trajectories will result in greater levels of autonomy. As organisations deliver against target expectations, frequency and intensity of oversight arrangements will be reviewed. Conversely, greater levels of support and quality assurance interventions will be in place where required and could be assessed as part of organisational escalation.

The Assurance and Oversight Framework is being designed to promote a 'no surprises' culture, ensuring early identification of emerging issues and concerns, so that they can be addressed before they have a material impact or performance deteriorates further.

Organisations will be expected to maintain relationships with the NHS Executive and Welsh Government so that actual or prospective changes in performance are shared in a timely manner. Where quality risks are material to the delivery of safe and sustainable services, these should be managed and escalated to Welsh Government.

The new accountability arrangements, supported by a revised escalation framework, will be introduced later this year.

## NHS Wales Performance Measures 2023-2024

### **Quadruple Aim 1: People in Wales have improved health and well-being with better prevention and self-management.**

People will take responsibility, not only for their own health and well-being, but also for their family and for people they care for, perhaps even for their friends and neighbours.

There will be a whole system approach to health and social care, in which services are only one element of supporting people to have better health and well-being throughout their whole lives. It will be a 'wellness' system, which aims to support and anticipate health needs, to prevent illness, and to reduce the impact of poor health.

| <b>Quadruple Aim Theme</b> | <b>Performance Measure</b>   |
|----------------------------|--|
| <b>Prevention</b>          | <ol style="list-style-type: none"><li>1. Percentage of adult smokers who make a quit attempt via smoking cessation services</li><li>2. Percentage of people who have been referred to health board services who have completed treatment for substance misuse (drugs or alcohol)</li><li>3. Percentage of children who are up to date with the scheduled vaccinations by age 5 ('4 in 1' preschool booster, the Hib/MenC booster and the second MMR dose)</li><li>4. Percentage of girls receiving the Human Papillomavirus (HPV) vaccination by the age of 15</li><li>5. Percentage uptake of the influenza vaccination amongst adults aged 65 years and over</li><li>6. Percentage uptake of the COVID-19 vaccination for those eligible</li><li>7. Percentage of patients offered an index colonoscopy procedure within 4 weeks of booking their Specialist Screening Practitioner assessment appointment</li><li>8. Percentage of well babies entering the new-born hearing screening programme who complete screening within 4 weeks</li><li>9. Percentage of eligible new-born babies who have a conclusive bloodspot screening result by day 17 of life</li></ol> |

## **Quadruple Aim 2: People in Wales have better quality and more accessible health and social care services, enabled by digital and supported by engagement.**

There will be an equitable system, which achieves equal health outcomes for everyone in Wales. It will improve the physical and mental well-being of all throughout their lives, from birth to a dignified end.

Services will be seamless and delivered as close to home as possible. Hospital services will be designed to reduce the time spent in hospital, and to speed up recovery. The shift in resources to the community will mean that when hospital-based care is needed, it can be accessed more quickly.

| <b>Quadruple Aim Theme</b>              | <b>Performance Measure</b>   |
|---|--|
| <b>Services Delivered Close to Home</b> | <ul style="list-style-type: none"> <li>10. Percentage of GP practices that have achieved all standards set out in the National Access Standards for In-hours</li> <li>11. Percentage of primary care dental services (GDS) contract value delivered (for courses of treatment for new, new urgent and historic patients)</li> <li>12. Number of patients referred from primary care (Optometry and General Medical Practitioners) into secondary care Ophthalmology services</li> <li>13. Number of consultations delivered through the Pharmacist Independent Prescribing Service (PIPS)</li> <li>14. Percentage of Local Primary Mental Health Support Service (LPMHSS) assessments undertaken within (up to and including) 28 days from the date of receipt of referral for people aged under 18 years</li> <li>15. Percentage of therapeutic interventions started within (up to and including) 28 days following an assessment by Local Primary Mental Health Support Service (LPMHSS) for people aged under 18 years</li> <li>16. Percentage of Local Primary Mental Health Support Service (LMPHSS) assessments undertaken within (up to and including) 28 days from the date of receipt of referral for adults aged 18 years and over</li> <li>17. Percentage of therapeutic interventions started within (up to and including) 28 days following an assessment by Local Primary Mental Health Support Service (LPMHSS) for adults aged 18 years and over</li> </ul> |

| Quadruple Aim Theme                     | Performance Measure   |
|---|---|
| <b>Access Hospital Services Quickly</b> | <ul style="list-style-type: none"> <li>18. Percentage of emergency responses to red calls arriving within (up to and including) 8 minutes</li> <li>19. Median emergency response time to amber calls</li> <li>20. Median time from arrival at an emergency department to triage by a clinician</li> <li>21. Median time from arrival at an emergency department to assessment by a senior clinical decision maker</li> <li>22. Percentage of patients who spend less than 4 hours in all major and minor emergency care (i.e. A&amp;E) facilities from arrival until admission, transfer or discharge</li> <li>23. Number of patients who spend 12 hours or more in all hospital major and minor emergency care facilities from arrival until admission, transfer, or discharge</li> <li>24. Percentage of patients starting their first definitive cancer treatment within 62 days from point of suspicion (regardless of the referral route)</li> <li>25. Number of patients waiting more than 8 weeks for a specified diagnostic</li> <li>26. Percentage of children (aged under 18 years) waiting 14 weeks or less for a specified Allied Health Professional</li> <li>27. Number of patients (all ages) waiting more than 14 weeks for a specified therapy (including audiology)</li> <li>28. Number of patients waiting more than 52 weeks for a new outpatient appointment</li> <li>29. Number of patients waiting more than 36 weeks for a new outpatient appointment</li> <li>30. Number of patients waiting for a follow-up outpatient appointment who are delayed by over 100%</li> <li>31. Number of patients waiting more than 104 weeks for referral to treatment</li> <li>32. Number of patients waiting more than 52 weeks for referral to treatment</li> <li>33. Percentage of patients waiting less than 28 days for a first appointment for specialist Child and Adolescent Mental Health Services (sCAMHS)</li> <li>34. Percentage of children and young people waiting less than 26 weeks to start an ADHD or ASD neurodevelopment assessment</li> <li>35. Percentage of patients waiting less than 26 weeks to start a psychological therapy in Specialist Adult Mental Health</li> </ul> |

### **Quadruple Aim 3: The health and social care workforce in Wales is motivated and sustainable.**

New models of care will involve a broad multi-disciplinary team approach where well-trained people work effectively together to meet the needs and preferences of individuals.

Joint workforce planning will be in place with an emphasis on staff expanding generalist skills and working across professional boundaries. Strategic partnership will support this with education providers and learning academies focused on professional capability and leadership.

| <b>Quadruple Aim Theme</b>                   | <b>Performance Measure</b>  |
|--|---|
| <b>Motivated &amp; Sustainable Workforce</b> | 36. Percentage of sickness absence rate of staff<br>37. Turnover rate for nurse and midwifery registered staff leaving NHS Wales<br>38. Agency spend as a percentage of the total pay bill        |
| <b>Training and Development</b>              | 39. Percentage headcount by organisation who have had a Personal Appraisal and Development Review (PADR)/medical appraisal in the previous 12 months (including doctors and dentists in training) |



## **Quadruple Aim 4: Wales has a higher value health and social care system that has demonstrated rapid improvement and innovation, enabled by data and focused on outcomes.**

Delivering higher value in health and social care will focus on outcomes that matter to the individual and making our services safe, effective, people-centred, timely, efficient and equitable. This will bring the individual to the fore and consider the relative value of different care and treatment options, in line with Prudent Health.

Research, innovation and improvement activity will be brought together across regions – working with RPBs, universities, industries and other partners. Alignment of funding streams and integrated performance management and accountability across the whole system will be in place to accelerate transformation through a combination of national support, incentives, regulation, benchmarking and transparency.

| <b>Quadruple Aim Theme</b> | <b>Performance Measure</b>  |
|----------------------------|---|
| <b>Effective Services</b>  | 40. Percentage of episodes clinically coded within one reporting month post episode discharge end date<br>41. Percentage of all classifications' coding errors corrected by the next monthly reporting submission following identification  |
| <b>Efficient Services</b>  | 42. Percentage of calls ended following WAST telephone assessment (Hear and Treat)<br>43. Number of Pathways of Care delayed discharges   |
| <b>People Centred Care</b> | 44. Percentage of health board residents in receipt of secondary mental health services who have a valid care and treatment plan for people aged under 18 years<br>45. Percentage of health board residents in receipt of secondary mental health services who have a valid care and treatment plan for adults 18 years and over<br>46. Number of patient experience surveys completed and recorded on CIVICA |

| Quadruple Aim Theme  | Performance Measure   |
|----------------------|---|
| <b>Safe Services</b> | <p>47. Cumulative number of laboratory confirmed bacteraemia cases: Klebsiella sp and; Pseudomonas aeruginosa</p> <p>48. Cumulative rate of laboratory confirmed bacteraemia cases per 100,000 population: E.coli and; S.aureus (MRSA and MSSA)</p> <p>49. Cumulative rate of laboratory confirmed C.difficile cases per 100,000 population</p> <p>50. Percentage of confirmed COVID-19 cases within hospital which had a definite hospital onset (&gt;14 days after admission)</p> <p>51. Percentage of ophthalmology R1 appointments attended which were within their clinical target date or within 25% beyond their clinical target date</p> <p>52. Number of ambulance handovers over one hour</p> <p>53. Number of National Reportable incidents that remain open 90 days or more</p> |

## NHS Wales Policy Assurance Assessments 2023-2024

### **Quadruple Aim 1: People in Wales have improved health and well-being with better prevention and self-management.**

People will take responsibility, not only for their own health and well-being, but also for their family and for people they care for, perhaps even for their friends and neighbours.

There will be a whole system approach to health and social care, in which services are only one element of supporting people to have better health and well-being throughout their whole lives. It will be a 'wellness' system, which aims to support and anticipate health needs, to prevent illness, and to reduce the impact of poor health.

| <b>Quadruple Aim Theme</b> | <b>Policy Assurance Assessment</b>   |
|----------------------------|--|
| <b>Prevention</b>          | <ul style="list-style-type: none"><li>a. Qualitative report detailing implementation of Help Me Quit in Hospital smoking cessation services</li><li>b. Qualitative report detailing progress to reduce smoking during pregnancy</li><li>c. Qualitative report detailing the Health Boards' plan to deliver the NHS Wales Weight Management Pathway</li></ul> |

## **Quadruple Aim 2: People in Wales have better quality and more accessible health and social care services, enabled by digital and supported by engagement.**

There will be an equitable system, which achieves equal health outcomes for everyone in Wales. It will improve the physical and mental well-being of all throughout their lives, from birth to a dignified end.

Services will be seamless and delivered as close to home as possible. Hospital services will be designed to reduce the time spent in hospital, and to speed up recovery. The shift in resources to the community will mean that when hospital-based care is needed, it can be accessed more quickly.

| <b>Quadruple Aim Theme</b>                  | <b>Policy Assurance Assessment</b>  |
|---|---|
| <b>Services Delivered<br/>Close to Home</b> | <ul style="list-style-type: none"> <li>d. Qualitative report providing assurance on GP access improvement</li> <li>e. Allied Health Professionals accessible and available to clusters by Health Board/Regional Partnership Board footprint</li> <li>f. Qualitative report detailing progress to embed the National Framework for the Delivery of Bereavement Care in Wales and the National Bereavement Pathway</li> <li>g. Qualitative report detailing progress to develop a whole school approach to CAMHS in reach services</li> </ul> |

### **Quadruple Aim 3: The health and social care workforce in Wales is motivated and sustainable.**

New models of care will involve a broad multi-disciplinary team approach where well-trained people work effectively together to meet the needs and preferences of individuals.

Joint workforce planning will be in place with an emphasis on staff expanding generalist skills and working across professional boundaries. Strategic partnership will support this with education providers and learning academies focused on professional capability and leadership.

| <b>Quadruple Aim Theme</b>                   | <b>Policy Assurance Assessment</b>   |
|--|--|
| <b>Motivated &amp; Sustainable Workforce</b> | <ul style="list-style-type: none"> <li data-bbox="472 572 2172 659">h. Qualitative report detailing the progress made in preparation to embed and report against the Workforce Race Equality Standards (WRES) indicators</li> <li data-bbox="472 659 2172 745">i. Qualitative report detailing the progress made against the organisation’s prioritised Strategic Equality Plan’s equality objectives</li> </ul> |
| <b>Training and Development</b>              | <ul style="list-style-type: none"> <li data-bbox="472 759 2172 885">j. Qualitative report detailing progress to improve dementia care (providing evidence of training and development in line with the Good Work – Dementia and Learning Development Framework) and increasing access to timely diagnosis</li> </ul>   |

**Quadruple Aim 4: Wales has a higher value health and social care system that has demonstrated rapid improvement and innovation, enabled by data and focused on outcomes.**

Delivering higher value in health and social care will focus on outcomes that matter to the individual and making our services safe, effective, people-centred, timely, efficient and equitable. This will bring the individual to the fore and consider the relative value of different care and treatment options, in line with Prudent Health.

Research, innovation and improvement activity will be brought together across regions – working with RPBs, universities, industries and other partners. Alignment of funding streams and integrated performance management and accountability across the whole system will be in place to accelerate transformation through a combination of national support, incentives, regulation, benchmarking and transparency.

| Quadruple Aim Theme        | Policy Assurance Assessment  |
|----------------------------|--|
| <b>Effective Services</b>  | <ul style="list-style-type: none"> <li>k. Qualitative report detailing evidence of NHS Wales advancing its understanding and role within the Foundational Economy via the delivery of the Foundational Economy in Health and Social Services Programme</li> <li>l. Report detailing evidence of NHS Wales embedding Value Based Health and Care within organisational strategic plans and decision-making processes</li> </ul> |
| <b>Efficient Services</b>  | <ul style="list-style-type: none"> <li>m. Qualitative report detailing progress against the health boards’ plans to reduce pathways of care delays</li> <li>n. Qualitative report detailing the progress of NHS Wales’ contribution to decarbonisation as outlined in the organisation’s plan</li> </ul>   |
| <b>People Centred Care</b> | <ul style="list-style-type: none"> <li>o. Qualitative report detailing progress against the priority areas to improve the lives of people with learning disabilities</li> </ul>  |