



Bwrdd Iechyd Prifysgol  
Bae Abertawe  
Swansea Bay University  
Health Board



<b>Meeting Date</b>	<b>26<sup>th</sup> April 2022</b>	<b>Agenda Item</b>	<b>3.2</b>
<b>Report Title</b>	Review of Performance Reporting in line with Ministerial Priority Measures		
<b>Report Author</b>	Meghann Protheroe, Head of Performance		
<b>Report Sponsor</b>	Darren Griffiths, Director of Finance and Performance		
<b>Presented by</b>	Darren Griffiths, Director of Finance and Performance		
<b>Freedom of Information</b>	Open		
<b>Purpose of the Report</b>	The purpose of this report is to inform the Executive Board of the changes that are required to the Health Board's performance reporting arrangements in order to align with the newly published Ministerial Priority Measures which will be implemented parallel to the NHS Delivery Framework (2021-22).		
<b>Key Issues</b>	<p>The key issues set out in this report are: -</p> <p>A total of 32 Ministerial Priority Measures have been introduced for implementation from April 2022. The Priority Measures have been introduced as part of a four-phase implementation programme with the ambition to align Health Board performance measurement with the goals of working towards 'A Healthier Wales'. The Ministerial Measures will be managed parallel to the NHS Delivery Framework Measures.</p> <p>New measures will be introduced in the remaining three phases which will be received in May 2022 and June 2023.</p>		
<b>Specific Action Required</b>	<b>Information</b>	<b>Discussion</b>	<b>Assurance</b>
	✓		✓
<b>Recommendations</b>	<p>The Performance and Finance Committee is asked to:</p> <ul style="list-style-type: none"> <li>• <b>NOTE</b> the changes to reporting arrangements set out in this report to ensure alignment of Health Board reporting processes with the Ministerial Priority Measures, NHS Wales Delivery Framework 2021/22 and Operational Plan</li> <li>• <b>NOTE</b> the continued method of reporting for the rest of the 2022/23 financial year using national measures outlined in the NHS Delivery Framework and Ministerial Priority measures</li> </ul>		

# UPDATED PERFORMANCE REPORTING IN LINE WITH THE MINISTERIAL PRIORITY MEASURES

## 1. INTRODUCTION

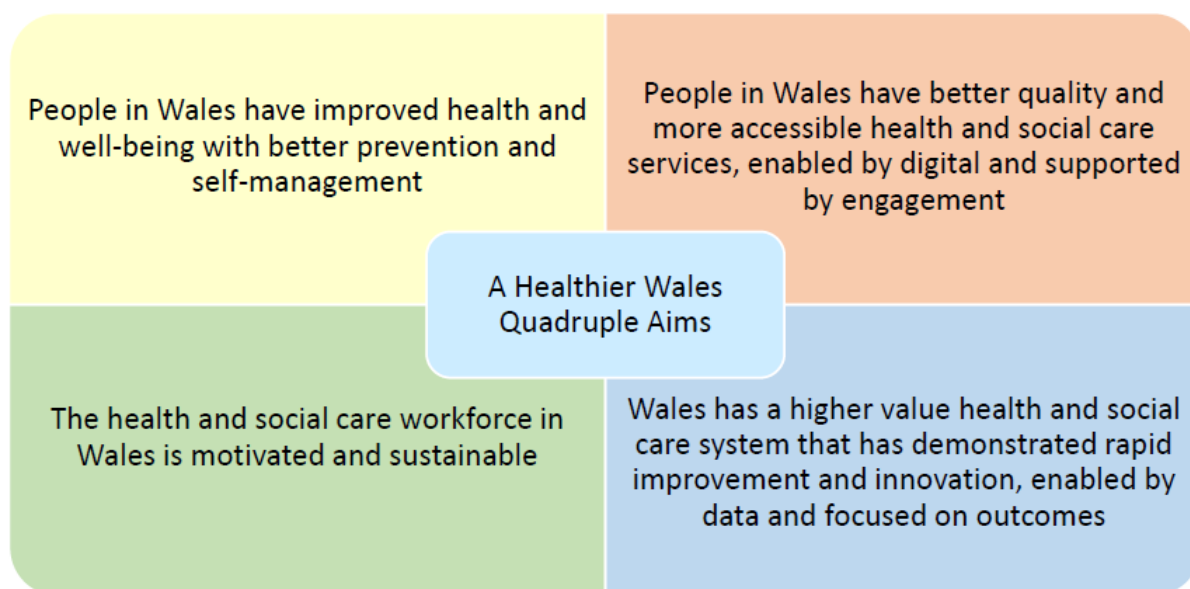
The release of the 2022-2025 NHS Wales Planning Framework outlined the intention to develop further priority measures as decided by the Health Minister. These measures will be published across four separate phases and will demonstrate the ambition and vision to set out “A Healthier Wales”.

The new Ministerial Priority Measures will need to be reflected in future performance reporting. The health Board have recently approved Ministerial Priority Measures recovery trajectories as part of the Minimum Data Set (MDS), therefore performance will be managed against these in future reports. The development of clear recovery trajectories for Welsh Government will support the introduction of the newly revised Performance Management Framework which will be introduced in May 2022.

## 2. BACKGROUND

The NHS Delivery Framework for 2021-2022 is an interim document whilst further work is undertaken to identify outcome focused measures that deliver the priorities of the Outcomes Framework for Health and Social Care. As the Outcomes Framework for Health and Social Care is a recommendation of A Healthier Wales: Long Term Plan for Health and Social Care, all of the measures in the NHS Delivery Framework for 2021-2022 have been mapped to A Healthier Wales’ quadruple aims.

The quadruple aims are:



The Health Minister has developed a number of measures which will be introduced in a phased approach to demonstrate improvement in the identified priority areas. The purpose of the measures is to support longer-term sustainability and transformational change which will support improvement to population outcomes.

The first phase of measures was sent to organisations in January 2022 (**Appendix 1**) with the understanding the Health Boards would align their 2022-23 Annual Plans with the intention to deliver the identified priority measures.

Following the approval of the Health Board Annual Plan's, further work will need to be undertaken to produce recovery trajectories linked with the respective Ministerial Priorities for submission as part of the Minimum Data Set. It is important to highlight that these trajectories have now been submitted as part of the Final Draft 3 Year Plan which has been approved by the Board.

### **3. PRIORITY DELIVERY MEASURES**

#### **3.1 Phase One**

The Ministerial Priority Measures have been developed for circulation in four phases over the next two financial years (2022/23 and 2023/24). The purpose of the ministerial priorities is to turn the population indicators into measurable actions with readily available data sets. Welsh Government has decided on a phased approach as it is recognised that previous performance measurement has been implemented without the data being easily accessible at a local Health Board level, which has led to difficulties in performance management. Many of the targets have been identified as long-term goals for Health Boards to implement and develop strategies to deliver the desired outcomes.

Within Phase One there are 32 measures which consist of 6 qualitative and 26 quantitative data returns. Of the 26 quantitative measures, 13 are already collected as part of the NHS Wales Delivery Framework, these duplicate measures have been highlighted in the appendices.

A full list of the Phase one priority measures can be found in **Appendix 2 & 3**.

#### **3.2 Phase Two**

Phase Two measures have established data flows, but further work is required to understand the baseline data so that ambitious and realistic targets can be established. These measures will be introduced during **May 2022** (where baseline data is available and has been reviewed).

#### **3.3 Phase Three**

Phase Three measures support current policy direction but have no established measurement. Work will be undertaken to develop new measures and data collection mechanisms for these key areas of focus. These measures should be introduced during **June 2023** (depending upon the complexity of the data collection).

#### **3.4 Phase Four**

Phase Four measures need to be discussed further with policy leads to determine the way forward. Consideration will be given to identifying appropriate measurement for the six areas of focus outlined in the table. If a measurement that supports policy

direction can be identified, the measure should be introduced during **June 2023** (depending upon the complexity of the data collection).

#### **4. Governance issues and Risks**

There are no governance risks arising from the production of this report. The new performance measures within this report are established in line with the Performance Management Framework.

#### **5. Financial Implications**

There are no direct financial implications arising from the production of this report. The report recommendations may require service change, however these have been discussed and submitted through the Annual Plan for 2022/23.

#### **6. Recommendations**

The Performance and Finance Committee are asked to:

- **NOTE** the changes to reporting arrangements set out in this report to ensure alignment of Health Board reporting processes with the Ministerial Priority Measures, NHS Wales Delivery Framework 2021/22 and Operational Plan
- **NOTE** the continued method of reporting for the rest of the 2022/23 financial year using national measures outlined in the NHS Delivery Framework and Ministerial Priority measures

<b>Governance and Assurance</b>		
Link to Enabling Objectives (please choose)	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input checked="" type="checkbox"/>
	Co-Production and Health Literacy	<input checked="" type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input checked="" type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input checked="" type="checkbox"/>
	Partnerships for Care	<input checked="" type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input checked="" type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input checked="" type="checkbox"/>
<b>Health and Care Standards</b>		
(please choose)	Staying Healthy	<input checked="" type="checkbox"/>
	Safe Care	<input checked="" type="checkbox"/>
	Effective Care	<input checked="" type="checkbox"/>
	Dignified Care	<input checked="" type="checkbox"/>
	Timely Care	<input checked="" type="checkbox"/>
	Individual Care	<input checked="" type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
<b>Quality, Safety and Patient Experience</b>		
<p>The performance report sets out a series of illustrations across unscheduled, planned and cancer care to inform the Management Board of the current position.</p> <p>The selected performance metrics provide a context to understand the quality, safety and patient experience of patients in these systems of care.</p> <p>There are no directly related Equality and Diversity implications as a result of this report.</p>		
<b>Financial Implications</b>		
These are set out above		
<b>Legal Implications (including equality and diversity assessment)</b>		
n/a		
<b>Staffing Implications</b>		
n/a		
<b>Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)</b>		
<p>The '5 Ways of Working' are demonstrated in the report as follows:</p> <ul style="list-style-type: none"> <li>• <b>Long term</b> – Actions within this report are both long and short term in order to balance the immediate service issues with long term objectives. In addition, profiles have been included for the Targeted Intervention Priorities for 2019/20 which provides focus on the expected delivery for every month as well as the year end position in March 2020.</li> </ul>		

<ul style="list-style-type: none"> <li>• <b>Prevention</b> – the NHS Wales Delivery framework provides a measureable mechanism to evidence how the NHS is positively influencing the health and well-being of the citizens of Wales with a particular focus upon maximising people’s physical and mental well-being.</li> <li>• <b>Integration</b> – this selected performance report brings together key performance measures across a number of care systems.</li> <li>• <b>Collaboration</b> – in order to manage performance, the Corporate Functions within the Health Board liaise with leads from the Service Groups as well as key individuals from partner organisations including the Local Authorities, Welsh Ambulance Services Trust, Public Health Wales and external Health Boards.</li> <li>• <b>Involvement</b> – Corporate and Service Group leads are key in identifying performance issues and identifying actions to take forward.</li> </ul>	
<b>Report History</b>	This reports is a routine monthly performance presentation to Management Board
<b>Appendices</b>	<ul style="list-style-type: none"> <li>• Appendix 1- Letter from Judith Paget outlining publication of the Ministerial Priorities</li> <li>• Appendix 2 –List of Quantitative Phase One Ministerial Priorities</li> <li>• Appendix 3 –List of Qualitative Phase One Ministerial Priorities</li> </ul>

## Appendix 1 – Publication of Priority Delivery Measures – Phase one



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## Appendix 2 – Full List of Phase 1 Priority measures – Quantitative Measures

Priority No.	Priority Measure	Linked Delivery Framework Measure	Target	Reporting Frequency	Advisory Data Source	HB Data Source
<b>Population Health</b>						
<b>1</b>	Percentage of adults losing clinically significant weight loss (5% or 10% of their body weight) through the All Wales Weight Management Pathway		Annual improvement	Annually	All Wales Weight Management Pathway Monitoring Form (Welsh Government)	Not stored within DI warehouse. Check stats Wales/ PHW observatory
<b>3</b>	Percentage of adults (aged 16+) reporting that they currently smoke either daily or occasionally		A 5% prevalence rate by 2030	Quarterly	National Survey for Wales	Not stored in DI warehouse - can be sourced from PHW

4	Percentage of adult smokers who make a quit attempt via smoking cessation services	Framework Measure #4	5% annual target	Quarterly	Smoking Cessation Services Data Collection (Welsh Government)	
<b>Care Closer to Home</b>						
6	Percentage of patients (aged 12 years and over) with diabetes who received all eight NICE recommended care processes		4 quarter improvement trend, towards an annual increase of 10% from baseline data	Quarterly	Primary Care Information Portal	P care portal/ DI can request to establish our own feed
7	Percentage of patients (aged 12 years and over) with diabetes achieving all three treatment targets in the preceding 15 months: v Blood pressure reading is 140/80 mmHg or less v Cholesterol values is less than 5 mmol/l (<5) v HbA1c equal or less than 58 mmol/mol or less		1% annual increase from baseline data	Annually	National Diabetes Audit	P care portal/ DI can request to establish our own feed
<b>Infection Prevention and Control</b>						
8	Cumulative number of laboratory confirmed bacteraemia cases: Klebsiella sp and; Aeruginosa	Framework Measure #48	Health Board specific target	Monthly	Public Health Wales	Manual IPC Data return



9	Cumulative rate of laboratory confirmed bacteraemia cases per 100,000 population: E-coli; S.aureus bacteraemias (MRSA and MSSA) and; C.difficile	Framework Measure #47	Health Board specific target	Monthly	Public Health Wales	Manual IPC Data return
<b>Six Goals of Urgent and Emergency Care</b>						
10	Number of Urgent Primary Care Centres (UPCC) established in each Health Board footprint (i.e. both UPPC models)		Increase by April 2023	Quarterly	Manual Data Collection (Welsh Government)	
11	Percentage of total conveyances taken to a service other than a Type One Emergency Department		4 quarter reduction trend	Quarterly	WAST – Ambulance Quality Indicators	
13	Number of people admitted as an emergency who remain in an acute or community hospital over 21 days since admission		4 quarter reduction trend	Quarterly	Admitted Patient Care	? Admitted Patient Dashboard
14	Percentage of total emergency bed days accrued by people with a length of stay over 21 days		4 quarter reduction trend	Quarterly	Admitted Patient Care	? Admitted Patient Dashboard

Access to Timely Planned Care						
15	Number of patients waiting more than 104 weeks for treatment		Improvement trajectory towards a national target of zero by 2024	Monthly	Referral to Treatment (combined) Dataset	RTT Submission
16	Number of patients waiting more than 36 weeks for treatment	Framework Measure #35	Improvement trajectory towards a national target of zero by 2026	Monthly	Referral to Treatment (combined) Dataset	RTT Submission
17	Percentage of patients waiting less than 26 weeks for treatment	Framework Measure #34	Improvement trajectory towards a national target of 95% by 2026	Monthly	Referral to Treatment (combined) Dataset	RTT Submission
18	Number of patients waiting over 104 weeks for a new outpatient appointment		Improvement trajectory towards eliminating over 104 week waits by July 2022	Monthly	Referral to Treatment (combined) Dataset	RTT Submission
19	Number of patients waiting over 52 weeks for a new outpatient appointment		Improvement trajectory towards eliminating over 52 week waits by October 2022	Monthly	Referral to Treatment (combined) Dataset	RTT Submission
20	Number of patients waiting for a follow-up outpatient appointment who are delayed by over 100%	Framework Measure #39	A reduction of 30% by March 2023 against a baseline of March 2021	Monthly	Outpatient Follow-Up Delay Monitoring Return (Welsh Government)	WG Fup submission

21	Number of patients waiting over 8 weeks for a diagnostic endoscopy		Improvement trajectory towards a national target of zero by March 2026	Monthly	Diagnostic & Therapies Waiting Times Dataset	D&T Spreadsheet
22	Percentage of patient starting their first definitive cancer treatment within 62 days from point of suspicion (regardless of the referral route)	Framework Measure #31	Improvement trajectory towards a national target of 75%	Monthly	Suspected Cancer Pathway Data Set (NDR – DHCW)	Weekly Cancer report
<b>Workforce</b>						
23	Agency spend as a percentage of the total pay bill	Framework Measure #73	12 month reduction trend	Monthly	Financial Monitoring Returns (Welsh Government)	Finance Team
24	Overall staff engagement score	Framework Measure #51	Annual improvement	Annually	NHS Wales Staff Survey	NHS Wales Staff Survey
25	Percentage of staff who report that their line manager takes a positive interest in their health and well-being	Framework Measure #56	Annual improvement	Annually	NHS Wales Staff Survey	NHS Wales Staff Survey
26	Percentage compliance for all completed level 1 competencies of the Core Skills and Training Framework by organisation	Framework Measure #53	85%	Monthly	Electronic Staff Record (ESR)	ESR/Manual Report
27	Percentage of sickness absence rate of staff	Framework Measure #55	12 month reduction trend	Monthly	Electronic Staff Record (ESR)	ESR/Manual Report

28	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)	Framework Measure #52	85%	Monthly	Electronic Staff Record (ESR) & Medical Appraisal & Revalidation System (MARS)	ESR/Manual Report
<b>Economy and Environment</b>						
32	Emissions reported in line with the Welsh Public Sector Net Zero Carbon Reporting Approach		16% reduction in carbon emissions by 2025 against the 2018/19 NHS Wales baseline position	Annually	Organisation Level Emission Return	

## Appendix 2 – Full List of Phase 1 Priority measures – Qualitative Measures

Priority No.	Priority Measure	Target	Reporting Frequency	Advisory Data Source	HB Data Source
<b>Population Health</b>					
2	Qualitative report detailing progress against the Health Boards' plans to deliver the NHS Wales Weight Management Pathway	Evidence of improvement	Quarterly	Organisational Qualitative Monitoring Return (Welsh Government)	Internal completion
5	Qualitative report detailing the progress of the delivery of inpatient smoking cessation services and the reduction of maternal smoking rates	Evidence of improvement	Quarterly	Organisational Qualitative Monitoring Return (Welsh Government)	Internal completion

12	Qualitative report detailing progress against the Health Boards' plans to deliver a Same Day Emergency Day Care Service (12 hours a day, 7 days a week) across all acute sites	7 day a week, 12 hours a day Same Day Emergency Care across 100% of acute sites by April 2025	Quarterly	Organisational Qualitative Monitoring Return (Welsh Government)	Internal completion
<b>Digital and Technology</b>					
31	Report detailing evidence of NHS Wales embedding Value Based Health and Care within organisational strategic plans and decision making processes	Evidence of activity undertaken to embed a Value Based Health Care approach (as described in the reporting template)	Every Six Months	Organisational Qualitative Monitoring Return (Welsh Government)	Internal completion
<b>Economy and Environment</b>					
33	Qualitative report detailing the progress of NHS Wales' contribution to decarbonisation as outlined in the organisation's plan	Evidence of improvement	Every Six Months	Organisational Qualitative Monitoring Return (Welsh Government)	Internal completion
34	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 2021-22 Programme	Delivery of Foundational Economy initiatives and/or evidence of improvements in decision making process	Every Six Months	Organisational Qualitative Monitoring Return (Welsh Government)	Internal completion