

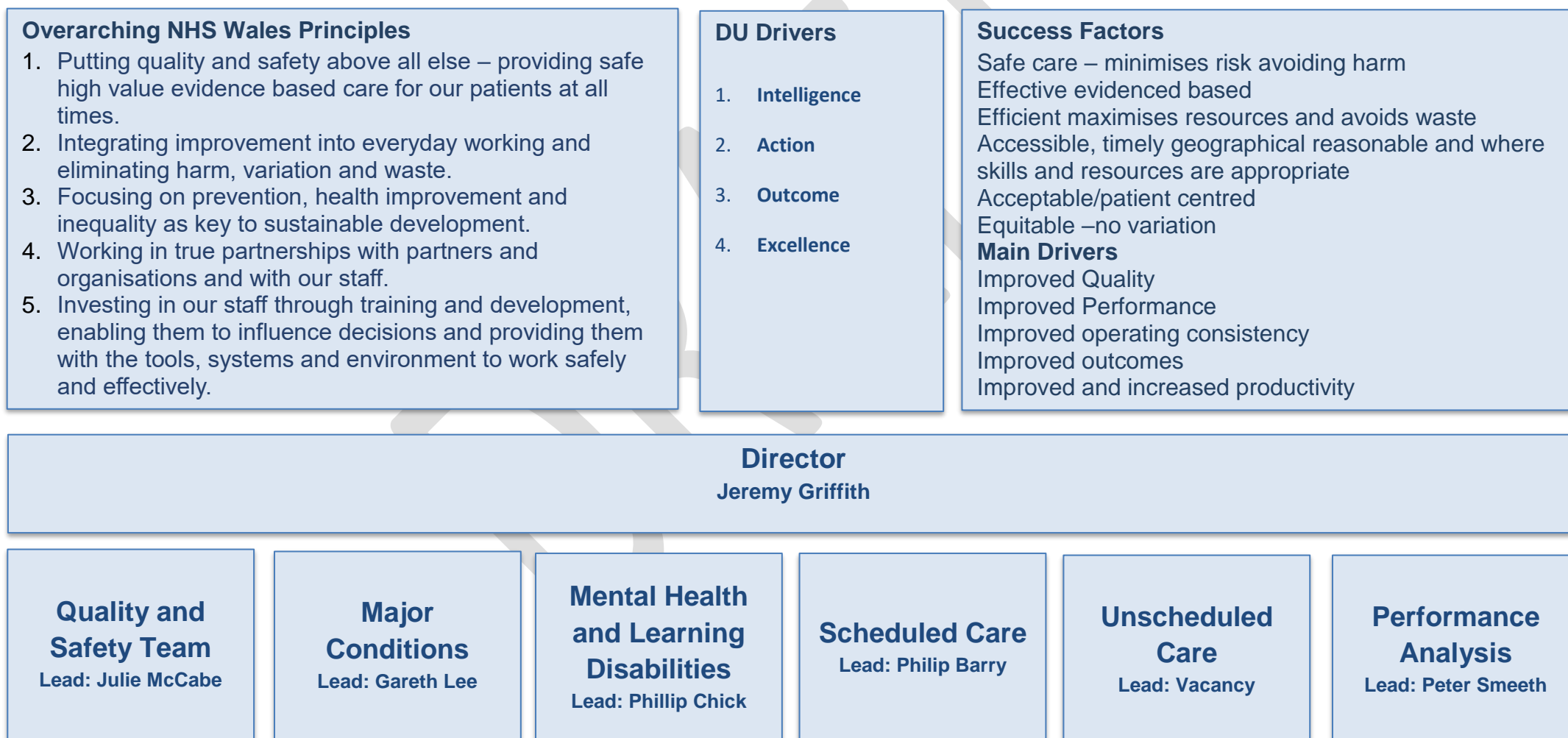


Title:	NHS Delivery Unit Work Programme (Revised 2020-21)
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Ratified by:	
Date Ratified:	
Review Date:	Quarterly until further notice
Document status:	V2

NHS Wales Delivery Unit - WORK PROGRAMME 2020-2021

The revised work programme scheduled for 2020-2021 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.



Introduction

This plan reflects the changing requirements of the NHS Wales Delivery Unit following the first impact of COVID-19. It encompasses the terms set out in the service level agreement (SLA) and demonstrates the agility of the Unit to changing demands.

In quarter one of 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 organisations to lead and deliver essential large scale programmes.

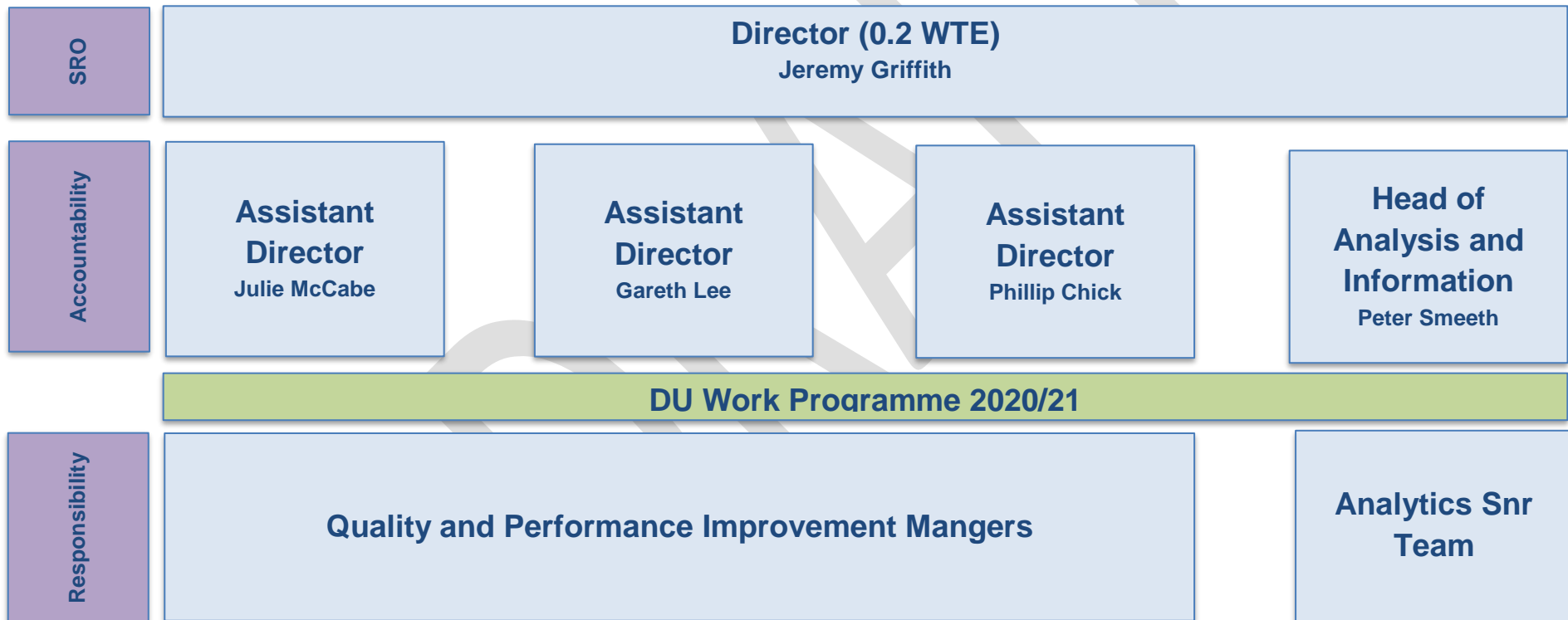
The DU is in a position now to share the quarter 2 through to quarter 4 plan for 2020/21 acknowledging that it will require quarter by quarter review at Quality and Delivery Board that could change the focus of the work programme dependent on the needs of NHS Wales. This is in concordance with the SLA with Welsh Government.

Operating model

The DU operating structure aligns with health policy and performance in Welsh Government. In previous years it has had flexible capacity to respond to immediate service issues with 'just do it' actions as described in the SLA. The following work programme reflects changes in DU workforce capacity. At the request of Welsh Government the DU has diverted senior workforce capacity to form a NHS Wales Test, Trace, and protect national operational team. Given the ministerial priority of this work the DU diverted circa 25% of its NHS facing capacity to ensure rapid deployment. The operating costs are included in the DU budget from both income streams; planning and performance division and population health division. This is with the agreement of Welsh Government and as such will not impact on the operating costs or governance of the DU. This will be covered off in a single SLA with Welsh Government.

Therefore to ensure the DU is focussed on the immediate priorities of Welsh Government for the remainder of 2020/21 all work will be commissioned through the Quality and Delivery Board. Where additional work is required over and above the work programme, choices will have to be made on re-prioritisation.

The operating model has therefore changed



Plans on a page

Quality & Safety Work Plan 2020-21				Major Conditions Work Plan 2020-21				Scheduled Care Work Plan 2020-21			
Participation & Input into National Forums & Events				Participation & Input into National Forums & Events				Participation & Input into National Forums & Events			
System Wide Learning from Risks, Never Events, Concerns & Incidents				Performance Monitoring and Influencing improvement in performance				Performance Monitoring and Influencing improvement in performance			
Utilisation of National Reporting & learning System Data (NRLS)	Patient Safety Alerts & Notice Development, Compliance Monitoring	National Learning Events	Learning from Death	Working with National Agencies and Health Boards to improve the outcomes of for Stroke patients	Working with National Agencies and Health Boards to improve the outcomes of for Cancer patients	Working with National Agencies and Health Boards to improve the outcomes of for patients with Frailty Fractures	Working with National Agencies and Health Boards to improve the provision of Endoscopy Services	Capacity within Scheduled Care	Waiting list reclassification and Harm Management	Prehabilitation	Strategy for Scheduled Care (Incl. Pathway and OPD work)
Q&S Interventions & Assurance Reviews				Improvement Support, Interventions & Assurance Reviews				Improvement Support, Interventions & Assurance Reviews			
Expertise & Support for Health Boards Executive Leaders & Clinical Leaders				Expertise & Support for Health Boards Executive Leaders & Clinical Leaders				Expertise & Support for Health Boards Executive Leaders & Clinical Leaders			
Collaborative Working with Q&S Leaders & Organisations Across the UK				Collaborative Working with Health Leaders & Organisations Across the UK				Collaborative Working with Health Leaders & Organisations Across the UK			

Plans on a page

Mental Health and Learning Disabilities Work Plan 2020-21				Performance Analysis Work Plan 2020-21				Unscheduled Care Work Plan 2020-21			
Participation & Input into National Forums & Events				Participation & Input into National Forums & Events				Participation & Input into National Forums & Events			
Performance Monitoring and Influencing improvement in performance				Supporting NHS Wales with Analysis and Learning to improve performance				Performance Monitoring and Influencing improvement in performance			
National Boards, Steering Groups and Advisory Groups	Suicide surveillance	Mental Health Reviews	Training and Expert leadership	Participation & Input into National Forums & Events	Performance Improvement, Analysis and Reporting	Wales Modelling Collaborative and Capacity & Demand Academy	Informatics support to Internal and External Stakeholders	Pre front door streaming / ED bookings	Ambulatory Emergency Care	Right-sizing Community Services for Discharge	Community Responses: COVID & Beyond. Health & Social Care Capacity
Improvement Support, Interventions & Assurance Reviews				Providing Analytical Expertise in Improvement Support, Interventions & Assurance Reviews				Improvement Support, Interventions & Assurance Reviews			
Expertise & Support for Health Boards Executive Leaders & Clinical Leaders				Expertise & Support for Health Boards Executive Leaders & Clinical Leaders				Expertise & Support for Health Boards Executive Leaders & Clinical Leaders			
Collaborative Working with Health Leaders & Organisations Across the UK				Collaborative Working with Health Leaders & Organisations Across the UK				Collaborative Working with Health Leaders & Organisations Across the UK			

Major Conditions Work Plan (1) 2020-21

Activity/Project	Key Deliverables	Timescale	Sponsor	Analytical Lead	COVID Period	Q1 Plan
Working with National Agencies and Health Boards to improve the outcomes of Cancer patients						
Performance Monitoring	Demonstrate evidence of Influencing improvement of Cancer performance through improving patient care	Ongoing	QDB Welsh Government		Suspended	Restart of 'touch point' meetings. Assessment of post COVID position and consideration of plan to move forward 'post COVID'.
All Wales SCP Preparedness Review	Provide a clear and detailed view of the issues which HBs face in their abilities manage against and achieve performance against the SCP standards	Jun-20	QDB Welsh Government		Suspended	Review of this in light of the new post Covid Cancer review methodology and reinstate review plans for next qtr.
CTM Urology and Radiology D&C Support	Provide observations and advice to CTMHB in order to assist in the facilitation of improvements to facilitate implementation of the new pathways to impact patient care for relating to Cancer	Jun-20	WG via Q&D	Emrhys	Holding report provided to allow HB to move forward with implementation during lockdown	Review of this in light of holding report and consider closing with agreement of HB
Single Cancer Pathway future monitoring	Demonstrate evidence of Influencing improvement of Cancer performance through improving patient care in readiness for the implementation of the new SCP standards	Ongoing	Single Cancer Pathway Programme	Alun	Suspended	Reintroduction of post Covid view of the SCP programme and an evaluation of the involvement of the unit is required at this time
Single Cancer Pathway SCP Workstream	Demonstrate evidence of Influencing NHS Wales to ensure that a position regarding capacity and demand understanding is in place to ensure C&D gaps can be identified in readiness for the SCP	Jun-20	Single Cancer Pathway Programme		Closing	To be moved in to the above workstream and inform the future word details in Q2 above
Working with National Agencies and Health Boards to improve the outcomes for Stroke						
Workshop Management of SSNAP Workshops	Demonstrate evidence of influencing Stroke clinicians and managers in best practise and common standardisation of Stroke services. This is to include commonality of practise and data recording	Ongoing	National Lead for Stroke at WG	Richard		Suspension of planning for workshops for first quarter with consideration of future workshop potentially in second quarters
Post Thrombolysis Review	Ensure adherence to findings and recommendations of the All Wales Thrombolysis Review and ensure national actions and developments are in place		QDB Welsh Government	Richard		Consideration as to whether this is now moved into a new series of post review workstreams
Performance Monitoring	Demonstrated evidence of Influencing improvement of Stroke performance through improving patient care	Ongoing	QDB Welsh Government	Alun	Suspended	Restart of 'touch point' meetings. Assessment of post COVID position and consideration of plans to move forward 'post COVID'. Review work to continue and develop further with re-establishment of monitoring post data switch on and submission to SSNAP and subsequent reports to HBs. This to include, trajectory of data entry and backlog completeness monitoring by HB.
All Wales Therapies Mapping	Provide a clear and detailed view of the services which are provided to Stroke patients in the provision of post Stroke therapy in Wales in order to influence future improvements in Stroke outcomes and care	Jun-20	QDB Welsh Government	Richard		Conclude findings and pull together high Level themes.
Increasing the awareness of the principles of Demand & Capacity to ensure greater standards of modelling and planning						
D&C Academy and training	Evidence better understanding in NHS Staff across Wales regarding the key principles and unpinning Demand and Capacity modelling	Ongoing		Jenny	Continued	Produce a video version of the training materials and distribute on agreed platform
D&C Endoscopy Training	Evidence better understanding in NHS Staff across Wales regarding the key principles and unpinning Demand and Capacity modelling in order to improve standard of D&C plans relating to Endoscopy	Jun-20	National Endoscopy programme	Ian	Suspended	Reconvene contact with National Endoscopy lead to agree way forward
D&C for Theatres - affects on CTM Trauma theatres	Provide a clear and detailed view of the Demand and Capacity issues which current prevent adherence to national #hip pathways being implemented within CTMHB	Jul-20	Cwm Taf #Hip group	Emrhys	Suspended	Review this work and contribution post Covid.

Major Conditions Work Plan (2) 2020-21

Activity/Project	Key Deliverables	Timescale	Sponsor	Analytical Lead	COVID Period	Q1 Plan
Working with National Agencies and Health Boards to improve the outcomes of patients in Frailty Fractures						
#NOF Pathway support and Indicators work	Ensure that NHS Wales establishes and uses a series of indicators which can be used by DU and WG to garner assurance of safe and high quality practises and standards achieved with regard to #Hip cases and frail fractures. This must also impact of the previous low performance reported against mortality	Ongoing	Welsh Government via the Deputy CMO			Review of this workstream as closed and workstream of Performance Monitoring to be continued
Workshop Management of #Hip Workshops	Evidence improvement of collaborative learning and understanding of best practise and adherence to standards described in the above #NOF Pathway support and Indicators work and adherence to #hip pathway	Ongoing	Welsh Government via the Deputy CMO			Suspension of planning for workshops for first quarter with consideration of future workshop potentially in second quarter
Performance Monitoring	Ensure that NHS Wales uses the established NHFD data and agreed indicators in conjunction with DU and WG to ensure improvement of care and to give assurance of safe and high quality practises and standards with regard to #Hip cases and frail fractures. This must also impact of the previous low performance reported against mortality	Ongoing	Welsh Government via the Deputy CMO	Emrhys	Work turned to the provision of COVID guidance for #Hip standards to continue through COVID period	Restart of 'touch point' meetings. Assessment of post COVID position and consideration of plan to move forward 'post COVID'. Alongside strengthen continued contribution of National #Hip group and re-establishment of monitoring post data switch on and submission to NHFD. This to include, trajectory of data entry and backlog completeness monitoring by HB.
Cwm Taf #Hip Fracture pathway review and recommendations	Evidence of improvement against hip fracture metrics with a focus on Not Delirious Post Op. Establish clear recommendations for service implementation and ownership	Jul-20	FFFP Group			Suspension of work for first quarter with consideration of future work potentially in second quarter
Mortality outlier Support Work (CV & SB)	Ensure that focussed work with Cardiff & Vale and Swansea Bay HBs provide advanced support in ensuring improvement of care and to give assurance of safe and high quality practises and standards with regard to #Hip cases and frail fractures. This must also impact of the previous low performance reported against mortality	Ongoing	Welsh Government via the Deputy CMO			Support work to be considered following the re-establishment of monitoring post data switch on and submission to NHFD
Supporting the Planned Care agenda relating to Orthopaedics						
Planned Care Orthopaedic Board	Demonstrate evidence of Influencing improvement of Orthopaedic services performance through improving patient care	Ongoing	QDB Welsh Government	N/A	No Change	Review and consideration of the validity of the workstream to be assessed against DU priorities
Theatres C&D work related to #Hip	Demonstrate evidence of Influencing improvement of pathway for patients following the provision of D&C data and solutions for unblocking bottlenecks which inhibit the ability to provide prompt surgery for #Hip patients	March 20 to July 20	Welsh Government via Q&D	N/A		Review of this in light of holding report on Urology and Radiology and consider closing with agreement of HB
Working with National Agencies and Health Boards to improve the outcomes of Endoscopy, including supporting the National Endoscopy Programme						
Betsi Cadwaladr Service Endoscopy Review and C&D	Demonstrate evidence of Influencing improvement of pathway for patients following the provision of D&C data and solutions for unblocking bottlenecks which inhibit the ability to provide prompt treatment	Ongoing	Welsh Government via Q&D	Ian	Suspended	Review required as to the future and current requirements of the HB. Membership of the Endoscopy group to be assessed against DU priorities
National Endoscopy Board - D&C Group	Demonstrate evidence of Influencing improvement of Endoscopy performance, through improving patient care. Also ensure leadership and support is provided to the DU Capacity and Demand Analyst seconded to the group	Mar-21	National Endoscopy programme	Ian	Suspended	Re-establish place and remit of the group with assessment against DU priorities

Scheduled Care Work Plan 2020-21

Activity/Project	Key Deliverables	Timescale	Sponsor	Analytical Lead	COVID Period	Q1 Plan
Streams of Work						
Re-establish HB relationships to understand Scheduled Care Plans Posts COVID	Establish a common understanding of experience of HBs over par 4 months during COVID ie <ul style="list-style-type: none"> • Issues • New ways of working - OPD Models/ Pre Assessment/ Clean-Green Theatres • What worked well • What didn't • Plans for qtr. 2 /3/4 Essential services - esp emergency surgery and urgent surgery Waiting list Management	June / July	AD SC	Alun	Ongoing	Yes
Capacity within Scheduled Care	<ul style="list-style-type: none"> • Capacity SC and Ward has changed in context of COVID Social Distancing and clean/ COVID patients • What is it now • Green operating areas /OPD areas – managing risk in delivery • What could continue if second wave occurs, how quickly would we stop • Effectiveness of Private hospitals in delivering clean activity • How are new models supporting this • What new models are needed to mitigate demand 	July/ Aug/ Sept	required (through QDB)	TBC		
Waiting list reclassification and Harm Mar	<ul style="list-style-type: none"> • What is being done to understand clinical risk of operating or not on patients • What alternatives are there • How will ongoing Harm be monitored? Proms? • National management of targets - what do these look like • Explore models for Self-Management • Instigate a community of Practice to share learning and new models post COVID 	July/ Aug/ Sept	Lesley Law / Andrew Sallows /	TBC	Yes	Yes :- needs to be largely complete by Dec.
Prehabilitation	<ul style="list-style-type: none"> • Support promotion of Prehabilitation model as part of Harm mitigation but also self-management 		QDB	N/A	Yes	Yes :- needs to be largely complete by Dec.
Strategy for Scheduled Care	to develop concept into a national strategy with WG(LL) and take fwd 4 pillars approach in a consistent fashion	July/ Aug/ Sept	Lesley Law / Andrew Sallows /	N/A	Yes	Yes :- needs to be largely complete by Dec.
Pathway and OPD work	<ul style="list-style-type: none"> • Support and develop new pathways between PC and SC for all groups • Medicine – becomes more chronic care / shared care /self-management • Surgery pathways pre listing a, optimisation and post discharge SOS / Self-Management Influence national debate in this area 	Aug /Sept/ Oct /Nov	part of Scheduled Care strategy	TBC	Yes	Yes :- needs to be largely complete by Dec.
Ongoing support and monitoring for National Programmes and Health Board						
Planned care Board						
Eye Care steering Group						
RTT Calls						
Planned care specialty boards , Ortho,derm,Urology						
ENT,Ophthalmology						
OPD group						

Unscheduled Care Work Plan 2020-21

Activity/Project	Key Deliverables	Timescale	Sponsor	Analytical Lead	COVID Period	Q1 Plan
Streams of Work						
Relationship Restarts	Establish a common understanding of experience of HBs over past 4 months during COVID ie <ul style="list-style-type: none"> • Issues • New ways of working • What worked well • What didn't • Plans for qtr. 2 	June	ADUSC	N/A	New	Yes
Capacity and Pre front door streaming / implementation of ED bookings to attend	<ul style="list-style-type: none"> • Capacity ED and Ward has changed in context of COVID Social Distancing and clean/ COVID patients 				Covid	Yes
Ambulatory Emergency Care: scoping/learning exercise to inform NPUC plans. Needs more thought, but key questions could be:	<ul style="list-style-type: none"> • What was the volume of patients seen via AEC March, April, May, proportion turned around etc. (i.e. the measures we've been promoting)? • What was the impact in terms of managing flow for COVID suspected COVID patients and non-COVID patients? • What, from the experience in March-May, would you want to see maintained going forward, and why? • What challenges need to be addressed (locally/regionally/nationally) before winter? • Instigate a community of Practice to share learning and new models post COVID 		Required - in 6 objectives		Ongoing + Covid	Yes
Support implementation of the recommendations in the Right-sizing Community Services for Discharge national report	<ul style="list-style-type: none"> • Deliver webinar on 25/6; • Produce FAQ document by end July; • Provide bespoke follow-up on request; and • Establish 'Hospital to Home' Community of Practice with Transformation Programme and SCIE 				Covid	Yes
Community Responses: COVID & Beyond. Health & Social Care Capacity: Modelling & Monitoring Group	<ul style="list-style-type: none"> • Establish the group (ToR developed and first monthly meeting planned for 18/6); • Pool intelligence and data to provide first H&SC report, to inform commissioning and planning, by end June. Deliver monthly thereafter, refining in response to service planning needs; • This will include continuing to work closely with Ruth Crowder's rehab work stream; • Continue to work with WG colleagues on developing and delivering meaningful discharge data, to replace existing DToC reporting. This should support reduce harm, support outcomes and flow. 				Covid	Yes
Participation & Input into National Forums & Events						
Various Groups	AEC D2RA Rightsizing community services	Ongoing		N/A		Yes

Mental Health and Learning Disabilities Work Plan 2020-21

Activity/Project	Key Deliverables	Timescale	Sponsor	Analytical Lead	COVID Period	Q1 Plan
Participation & Input into National Forums & Events						
Serious Untoward Nat collaboratives	Event management, programme support, facilitation	Annual	HBs		Stood down pending events recommencing	No event planned in Q1
Mental Health Network Board	Feeding national performance intelligence and report findings	quarterly	HBs		Meeting virtually	
Core data set steering group	Development of core data set and CSSIW development	quarterly	WG	DP	Stood down recommencing imminently	
Crisis Concordat steering group	Participation in national crisis response and use of group to report crisis and liaison review progress all ages	quarterly	WG	DP	Stood down recommencing imminently	
Liaison Psychiatry advisory group	Participation in national crisis response use of group to report Participation in national crisis response and liaison review and use of group as sounding board for review and progress all ages	quarterly	HBs	DP/HG	Meeting virtually	
CRHT national leads meeting	Meeting with CRHT leads to provide feedback on national data set and performance issues. Used as sounding board for crisis and liaison review and progress	Annual	HBs	DP/HG	met prior to Covid 19 to discuss review methodology can be used during review	
Input to MH Act and MC Act reviews	Scrutiny and advice of Welsh drafting of Stat guidance	As required	WG			
System Wide Learning from Risks, Never Events, Concerns & Incidents						
Suicide surveillance	Continuation of national review of youth suicide to analyse trends and improve the quality of 5 year baseline	2020/21 Qs2&3	WG	DP	Driven by Covid 19 re impact	
Quality and Safety Intervention Assurance Reviews						
National Crisis and liaison psychiatry review all ages	local review reports on crisis services, liaison mental health and linkage within pathways covering the lifecourse	2020/21-2021/22	WG	DP/HG		Prep
Primary care service analysis	Review of Primary care remodelling and impact on service demand and capacity	2020/21 Q2	WG			
Expertise & Support for Health Boards Executive Leaders & Clinical Leaders						
Neuro developmental disorder Demand and capacity training	Training delivered to each HB ND service with follow up to embed learning	2020/21	WG			
Serious untoward incident Nat steering group	Secretariat to national steering group	quarterly	HBs	DP	Focus on impact of C19	
Mental Health Demand and Capacity training	Training delivered to HBs on D&C with particular reference to service recovery post Covid disruption	2020/21	HBs			
Mental Health quarterly reviews	Intelligence gathering on performance challenges, service remodelling and preparation for national reviews	quarterly	HBs	DP	Stood down during Covid reinstating Q2	
Mental Health Pathway Visualisation and Analytics	Stakeholder participation in this USW project	TBC	USW	DP/HG		

Quality and Safety Work Plan (1) 2020-21

Activity/Project	Key Deliverables	Timescale	Sponsor	Analytical Lead	COVID Period	Q1 Plan
Participation & Input into National Forums & Events						
National Medicine Safety Steering Group	Influencing national quality and safety agenda	Ongoing				Paused
National Maternity Review Steering Group	National learning					1/4 meetings
Quality and Safety AD's and AMD (Chair)	Influencing quality and safety agenda					1/4 meetings
Quality and Safety Forum	Influencing quality and safety agenda					1/4 meetings
Listening & Learning Group	Influencing quality and safety agenda		CJ			Paused
System Wide Learning from Risks, Never Events, Concerns & Incidents						
Utilisation of National Reporting & Learning System Data (NRLS)	Demonstrated evidence of: Influencing quality and safety agenda; national learning; effective leadership; Positive feedback	Ongoing	CJ			Paused
	Quarterly overview report	Quarterly	CJ			Overview Report
Learning from Death:	Demonstrated evidence of: Influencing quality and safety agenda; national learning; effective leadership	Ongoing	CJ	James W		Monthly
Mortality Review	Demonstrated support for Medical examiners and service	Q2 2020-21	CJ			
Regulation 28 review & sharing learning	Positive Evaluation	Monthly bulletin	CJ			Monthly bulletin
Mental Health Youth Suicides	Monthly bulletin (Reg 28)		CJ			Monthly bulletin
Mental Health Serious Incidents	Bespoke reports		CJ			

Quality and Safety Work Plan (2) 2020-21

Activity/Project	Key Deliverables	Timescale	Sponsor	Analytical Lead	COVID Period	Q1 Plan
Patient Safety Alerts & Notice Development & Compliance Monitoring	Demonstrated evidence of: Influencing quality and safety agenda Effective processes and communication techniques Increase in compliance (initial and long term Monthly MAN meeting	Monthly meeting	CJ	James W		Monthly meeting
Development of Serious Incident Management Framework	Development of interim framework to streamline incident management systems.	Q2 20-21	CJ	James W		SBAR /SOP
	Thematic analysis of incidents		CJ			Scoping
Development and Delivery of Quality & Safety Assurance process and reports	Bi annual HB's and Trusts Quality Assurance reviews and reports	Q3 20-21	CJ	Alun		Scoping
Essential Services Quality Assurance framework (lead) Quality Assurance Subgroup (chair)	Annual All Wales Reports		CJ	Alun		
National Learning Events	Delivery of 1 – 2 national events annually	Q3 20-21	CJ			Paused
Rapid learning from Covid related incidents	Process and national learning reports	Q2-21	CJ	James W		Proposal
Quality and Safety Intervention Assurance Reviews						
CTMHB (Incident review)	Assurance provided by the HB that all recommendations made by the DU to the HB in the September 2019 report have been implemented. Interim and final reporting	Ongoing 2020/2021	JD	James W		
Development of methodology and management of Clinical Review Programme (Maternity and Neonatal)	Development of framework for management of clinical review programmes; framework document	Q3 20-21	JD	James Walford		Weekly Meetings

Performance Analysis (1) Work Plan 2020-21

Activity/Project	Key Deliverables	Frequency / Timescales	Sponsor (DU)	Analytical Lead	COVID Period
Participation & Input into National Forums & Events					
Heads of Information meeting (HOI)	Peer group / networking / national learning	Quarterly	PCS		
Population Health Intelligence Network (PHINet)	Peer group / networking / national learning	Quarterly	PCS		Suspended
Association of Professional Health Care Analysts (AphA) branch	Peer group / networking / national learning	Quarterly	PCS		Suspended involvement
Business Intelligence user group	Peer group / networking / national learning	Quarterly	PCS		Suspended
Information Standards (WISB etc...)	Professional Advice	Monthly	PCS		Suspended
Advance Analytics and Workstream 3	Professional Development	Quarterly	PCS		Suspended
AphA Professional Development	Professional Development	Quarterly	PCS		Suspended involvement
Career Fairs	Professional Development	Annual	PCS		Suspended
1) Performance Improvement, Analysis and Reporting - a) Performance Improvement Work Plan - Covered by Performance Improvement Team Work Plans					
1) Performance Improvement, Analysis and Reporting - b) Regular Reporting					
Quality and Performance Assurance Report (QPAR)	Overview Report	Monthly	JG	BM / EP	Suspended
Quality and Safety Assurance Group (QSAG)	Overview Report	Monthly	JG	HG / RS	Suspended
Health Board Overviews	Overview Report	Quarterly	JG	RS / AM / JW	Suspended
Unscheduled Care Dashboard	Dashboard / Summary Report	Monthly	PB	RS	Suspended
Mental Health Dashboard	Dashboard / Summary Report	Monthly	PC	HG	
Cancer Dashboard	Dashboard / Summary Report	Monthly	GL	HG / AM	
Stroke Report	Dashboard / Summary Report	Monthly	GL	HG	
Hip Fracture Report	Dashboard / Summary Report	Quarterly	GL	ERG	
Follow-up Dashboard	Dashboard / Summary Report	Monthly	PB	HG	Suspended
Diagnostics and Therapy Dashboard	Dashboard / Summary Report	Monthly	PB	HG	Suspended
Crisis Resolution Home Treatment Report	Dashboard / Summary Report	Monthly	PC	HG	
Length of Stay / Beddays Report	Dashboard / Summary Report	Monthly	JG		Suspended
WAST Report	Dashboard / Summary Report	Monthly	PB		
RTT PTL Suite	Detailed Reports and Exception Reporting	Weekly	PB	HG / EP / BM	Suspended
Cancer PTL	Detailed Reports and Exception Reporting	Weekly	GL	HG / RS	
WAST Handovers	Detailed Reports and Exception Reporting	Weekly	PB	AM	
Emergency Department Summary	Detailed Reports and Exception Reporting	Daily	W.G.	AM	
ED local data reporting	Detailed Reports and Exception Reporting	Weekly	PB		Suspended
Discharges (Delayed)	Detailed Reports and Exception Reporting	Weekly	LC	RS	
SI Power BI Dashboard Development	More robust and efficient reporting	Jun-20	JMc		
Warehouse Infrastructure Development	More robust and efficient reporting	Apr-20	PCS	JW	Suspended
QPAR Infrastructure Redevelopment	More robust and efficient reporting	Apr-20	PCS	JW	Suspended
1) Performance Improvement, Analysis and Reporting - c) Communication and Navigation					
Wales Modelling Collaborative SharePoint	Maintaining Site	Ongoing	PCS	JT / RS	Development Suspended
Delivery Unit SharePoint	Maintaining Site		PCS	RS / JT	Development Suspended
Comms Workstream	Developing Content		PCS		Suspended
IMSOP Comms	Surveys		DM		
Sharing Reports with HIW / WAO	Collaborative Working		JG		Suspended

Performance Analysis (2) Work Plan 2020-21

Activity/Project	Key Deliverables	Frequency / Timescales	Sponsor (DU)	Analytical Lead	COVID Period
2) Wales Modelling Collaborative (WMC)					
Health Foundation Programme	HF Programme projects	Ongoing 2022	PCS / JG	HG	
Health Foundation Project 0 - (Modelling Evaluation)	HF Programme projects	Ongoing 2022	PCS	HG	
Health Foundation Project 5 - (Mental Health)	HF Programme projects	Ongoing 2022	PCS / PC	HG	
Recovery Planning (VCC, SBU, CTM, BCU, HD)	VCC model and wider methodology	Apr-20	JG / GL		
Modelling Suppressed Demand (Rehab)	Overview model	May-20			
Modelling Reduced Capacity	Method that can be shared across Wales	Jul-20			
MSc Projects	MSc Project Report and Methods	Sep-20	PCS		
National Events (June)	Collaborative Working	Jun-20	PCS	All	Suspended
Peer Support Sessions	Collaborative Working	Ongoing	PCS	All	Suspended
Simu8 Training	Training Resources		PCS	ERG	Project based support
Excel Training	Training Resources		PCS	AM / EP	Suspended
Stats Training	Training Resources		PCS	AM / EP	Suspended
3) External Stakeholder Projects					
Endoscopy Demand and Capacity Programme	Support and advice to Endoscopy Plans	Sep-20	GL		Suspended
ARCH HASU	Regional Support	Ongoing	GL		Suspended Dec 2020
Ophthalmology Modelling	Method that can be shared across Wales	Ongoing	PB		Suspended
4) Demand and Capacity Academy					
Tier 1 online resources - Maths	Training resource to support planning agenda	May-20	PCS	ERG	Suspended
Tier 1 online resources - Excel	Training resource to support planning agenda	May-20	PCS	AM	Suspended
Tier 1 online resources - Simul8	Training resource to support planning agenda	May-20	PCS	JM	Suspended
Tier 1 online resources - SQL	Training resource to support planning agenda	May-20	PCS	PCS	Suspended
Tier 1 online resources - Dice Game	Training resource to support planning agenda	Jul-20	PCS / GL	IL	
Tier 2 Endoscopy D&C	Training resource to support planning agenda	Apr-20	PCS / GL	PCS	Suspended
Tier 2 Endoscopy Scheduled Care	Training resource to support planning agenda	TBC	PCS / PB	RS	Suspended
Tier 2 Ambassador Training Programme	Training resource to support planning agenda	TBC	PCS / JG	AM	Suspended
Tier 3 bespoke support - See WMC activities	Training resource to support planning agenda	Ongoing	PCS	All	
COVID Workstreams					
Shielding	Supporting the identification and contact of	Ongoing	W.G.	JT	
COVID 19 - PHW / NWIS / DU weekly call	Collaborative Working	Ongoing	PCS		
Modelling Cell	Supporting TAC and HBs/Trusts	Ongoing	W.G.	IL / JT / HG / ERG	
Essential Services	Analysis of known data for Essential Services Cell	Jun-20	W.G.	RS	
Demand Flow Modelling	Method that can be shared across Wales	May-20	W.G.		
Cancer PTL Development	Method that can be shared across Wales	Ongoing	W.G.		
SitRep Summary	Detailed Reports and Exception Reporting	Daily	PCS	JT	
RTT PTL Redesign		TBC			