



Work Plan 2023 / 24

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Version: 1 (FINAL)

SLT and EDT Approved

Purpose and Summary of Document:

This work plan has been developed in response to the NHS Wales Executive Mandate and Remit Letter for the financial year 2023/2024 issued by the Director General of the HSSG, Chief Executive NHS Wales on 31 March 2023 to the Senior Leadership Team of the NHS Wales Executive.

The work plan does not cover all that the NHS Executive does. The areas not covered by this work plan are detailed in Directorate plans that are developed to support the focus and prioritisation of resources to deliver against the Remit Letter expectations. Over the coming year, a year of transition for the NHS Executive, further work will be undertaken to refine the detail underpinning this work plan that will further develop and strengthen the newly formed NHS Executive and evolve the systems, processes and working practices to support integration of the services within the NHS Executive. Over time, the work of the NHS Executive will evolve and mature to shape future iterations of the work plan.

1 Background

The decision to establish an NHS Wales Executive was made in *A Healthier Wales* in 2018, and reconfirmed in the *Programme for Government*, and is based on the findings and recommendations of the OECD's *Quality Review and the Parliamentary Review of the Long-term Future of Health and Social Care*. Both reviews called for a stronger centre, additional transformational capacity and streamlining of current structures. Work on the NHS Executive was paused in 2020 to ensure that the resources of all organisations could be focused on other urgent matters. Firstly, preparation for EU exit, followed by the need to focus efforts on the Covid-19 response. The pandemic provided the opportunity to rethink how to establish the NHS Executive, whilst ensuring the learning from the pandemic is built into developing plans. A number of models were explored, taking into account views that had been expressed by stakeholders, however, one of the key considerations was to establish the NHS Executive with as little disruption to the health system as possible.

On 18 May 2022, a decision was made that the NHS Executive would be a hybrid model, rather than a standalone organisation. With effect from 1 April 2023, the NHS Wales Executive was launched; it comprises a small, strengthened senior team within Welsh Government, bolstered and complemented by the bringing together of expertise and capacity from national bodies in NHS Wales (initially the functions of the former NHS Wales Health Collaborative, NHS Wales Finance Delivery Unit and NHS Wales Delivery Unit under a hosting agreement, together with NHS Wales Improvement Cymru via a memorandum of understanding).

The NHS Wales Executive has been established to drive improvements in the quality and safety of care by providing a stronger central guiding hand for the health system, additional transformational capacity and streamlining of current structures. Setting up the NHS Wales Executive is an essential part of making our health system fit for the future. Its key purpose is to drive improvements in the quality and safety of care, resulting in better and more equitable outcomes, access and patient experience, reduced variation, and improvements in population health. To do this, working on behalf of the Welsh Government, the NHS Wales Executive has been established to provide strong leadership and strategic direction; enabling, supporting, and directing, where necessary, the NHS in Wales to transform services in line with national priorities and standards. The NHS Wales Executive will connect and organise our skills, expertise, capacity and capability to oversee and support the NHS in Wales to deliver the Ministerial priorities with a focus on:

- Strengthening national leadership and support for quality improvement
- Providing more central direction to ensure a consistent and equitable approach to national and regional planning based on outcomes

- Enabling stronger performance management arrangements, including capacity to challenge and support organisations that are not operating as expected.

2 2023/24 – A Year of Transition

The NHS Wales Executive was established on 1 April 2023. Former NHS Wales functions now operate as new directorates within the NHS Wales Executive structure:

- Finance Planning and Delivery Directorate
- Strategic Programme for Mental Health
- Networks and Planning Directorate
- Performance and Assurance Directorate
- Quality, Safety and Improvement Directorate
- Strategic Programme for Planned Care

Improvement Cymru is part of the Quality, Safety and Improvement Directorate of the NHS Wales Executive from 1st April 2023, through a Memorandum of Understanding with Public Health Wales (PHW) until the necessary transition arrangements are agreed during 2023/2024. In order to realise the true benefits of the NHS Wales Executive, it will work alongside other national bodies such as Health Education and Improvement Wales (HEIW) and Digital Health and Care Wales (DHCW), to deliver ambitious strategies that have been set out.

The year of transition is a developmental year for the NHS Executive. The Senior Leadership Team (SLT) of the NHS Executive, working alongside the Programme Team in Welsh Government will further strengthen the NHS Executive, integrating new functions and establish business as usual.

During the 2023/24 transitional year, priorities for the NHS Wales Executive will be focused on:

- Aligning legacy work plans and commitments, and prioritising resources to deliver against the Mandate and Remit Letter for 2023/24

The Mandate and Remit Letter for 2023/24 shapes the prioritisation of services for each Directorate in the NHS Executive. During the year, the SLT will work collaboratively to identify opportunities to align resources to meet the expectations and deliver the outcomes of the NHS Executive. Further work during the year will inform the future development of subsequent work plans and will be influenced and supported by:

- NHS Wales Executive Benefits Realisation Framework
- Development of a Strategic Vision for the NHS Wales Executive

- Organisational Development Programme to support ways of working, values and behaviours
- Establishing an operating model for the NHS Wales Executive including the design of services, systems and processes that support good governance, integration and coordination to ensure best utilisation and deployment of resources including our staff and finances

The creation of the NHS Wales Executive has brought together a number of individual groups and organisations with slightly differing systems and processes. Work will be progressed during the transitional year to review, assess and align these systems and processes to support consistency, clarity and good governance across all Directorates.

The Mandate and Remit Letter, together with function specifications, will inform how the NHS Executive can best utilise the resources allocated to achieve the best possible outcomes and value from the new organisation.

- Implementation of Phase 2 of the programme for the NHS Wales Executive to establish a 'business as usual' operating functionality and further strengthen the Executive by including the full integration of services under the hosting arrangements.

The NHS Executive will work closely and collaboratively with the HSSG NHS Executive Programme Team to delivery the products of the Phase 2 NHS Executive Implementation Programme in the following areas:

- Integration and operating model
- Communications and engagement
- People and organisational development
- Digital, data, innovation & technology

And will support the full integration of the following programmes/services under the hosting arrangements for the NHS Wales Executive:

- National Programme for Urgent and Emergency Care (6 goals)
- National Programme for Primary Care
- Innovation and Value
- Workforce Delivery

Whilst work progresses to integrate the two National Programmes and functions above into the NHS Executive from 1 April 2024, during 2023/24 the respective areas are represented on the SLT and have ensured the plans for 2023/24 are aligned to the Remit Letter and are reflected in this work plan.

3 NHS Executive Benefits Realisation


The Mandate sets out benefit parameters on what the expectations will deliver. This work plan details how the NHS Wales Executive will respond to realise these benefits, which are:


- Laser focus on quality and safety
 - Provide a stronger focus on quality and safety and ensure it is integrated into all work driven and delivered by the Executive (including the Duty of Quality).
- A central guiding hand providing system leadership
 - Facilitating, supporting and, where necessary, directing NHS organisations to improve and transform in line with national priorities and standards
- Simplification:
 - Streamline the governance landscape and strengthen accountability to Ministers
 - Greater alignment of resources, expertise and capacity to national priorities
 - Greater clarity and transparency on national priorities
- Enabler of change
 - Support and drive improvement and transformation
 - Improve pace of decision making and delivering change
- Improve planning
 - Improved regional and national planning with clarity on evidence base at what needs to be done at each level.
 - Address unwarranted variation through national priorities and standards
 - Stronger drive for innovation and transformation
 - Identify and share best practice more quickly
- Oversight and assurance of performance
 - Effectiveness in oversight and assurance and performance management of the NHS in Wales to drive improvement
 - Balancing oversight and assurance and facilitating, supporting, and directing
 - Quickly mobilise support to organisations at risk of escalation
 - Provides a single source of financial, clinical and system advice

4 Remit Letter Expectations

Expectation	Lead Directorate
<u>Primary care: Provide system leadership of the Strategic Programme for Primary Care in Wales, ensuring workstream deliverables are achieved</u>	Strategic Programme for Primary Care
<u>Delayed pathways of care: Working jointly across health and social care lead on the pathways of care reporting in 2023. Ensure that the information is utilised to improve care closer to home through the workstreams of the Strategic Programme for Primary Care and Six Goals for Urgent and Emergency Care</u>	National Six Goals Programme
<u>Planned care recovery and improvement: Reduction in the people experiencing long waits for outpatients and treatment as set out in the planning framework</u>	Strategic Programme for Planned Care
<u>Cancer services: Reduction in the backlog of patients waiting too long on their cancer pathway</u>	Strategic Programme for Planned Care
<u>Mental health: Provide system leadership, reduce unwarranted service variation and improve safety and outcomes, whilst working towards equity and parity between physical and mental health services as set out in the planning framework</u>	National Mental Health Programme
<u>Maternity and neonatal care: Provide system leadership and implement policy that improves the quality and safety of services and experience of service users</u>	Networks and Planning
<u>Lead and deliver the expectations set out in the National Nosocomial COVID-19 programme</u>	Performance and Assurance
<u>Develop and deliver and implementation plan for the Duty of Candour and Duty of Quality</u>	Quality, Safety and Improvement
<u>Provide oversight and lead the quality assurance process of NHS Wales organisations against Welsh Government priorities and standards</u>	Performance and Assurance
<u>Learning disabilities: Implement identified actions in the learning disability action plan 2022-2026</u>	Quality, Safety and Improvement
<u>Women's health</u>	Networks and Planning

<u>Financial planning: Ensure that NHS Wales, and all its organisations, plan and utilise its resources optimally and has clear long-term plans to support financial sustainability</u>	Finance Planning and Delivery
<u>Lead the implementation of the National Immunisation Framework (NIF) for Wales</u>	Performance and Assurance
<u>Planning: Support the Welsh Government translation of Ministerial directions and priorities for delivery via the NHS Planning Framework</u>	Networks and Planning
<u>NHS Emergency Planning: Resilience and Response. Supporting national operational planning and delivery</u>	Networks and Planning

Primary care	Provide system leadership of the Strategic Programme for Primary Care in Wales, ensuring workstream deliverables are achieved
Baseline	<p>The Strategic Programme for Primary Care is not yet fully incorporated into the Executive. The Six Goals for Urgent and Emergency Care Programme Delivery Plan 2023/24 is included for information:</p> <p> SPPC 202324 Plan Summary_ (002).pptx</p>

Delayed pathways of care	Working jointly across health and social care lead on the pathways of care reporting in 2023. Ensure that the information is utilised to improve care closer to home through the workstreams of the Strategic Programme for Primary Care and Six Goals for Urgent and Emergency Care
Baseline	The Six Goals Programme is not yet fully incorporated into the Executive. The Six Goals for Urgent and Emergency Care Programme Delivery Plan 2023/24 is included for information:  Final Draft Programme Plan for

Planned care recovery and improvement	Reduction in the number of people experiencing long waits for outpatients and treatment to improve quality and patient safety, as set out in the planning framework
Baseline	<p>Pathway Development: Phased implementation of Health Care Pathways Project across all Health Boards, throughout 2023/24, with the aim of increasing additional capacity and bringing services into balance via:</p> <ul style="list-style-type: none"> • reducing unnecessary referrals, • treating patients closer to home, • creating agreed alternative pathway options for primary care referrers. <p>Extend the contract for Advice and Guidance platform with the aim of bringing services into balance via:</p> <ul style="list-style-type: none"> • Reduction in referrals for specific pathway conditions • Achieving positive patient and primary care user feedback, relating to more efficient use of clinical time and prompt access to service, including patient advice at the time of referral/consultation in primary care <p>Diagnostic Transformation: Develop a National Diagnostics programme and implement the Welsh Government Diagnostic Strategy with the intention of reducing diagnostic waiting times to improve quality and patient safety, and supporting the delivery of the first Diagnostic Hubs in 2023/24</p> <p>Outpatient Transformation: A targeted programme of work modernising outpatient delivery and ensuring efficient use of capacity available. Quantitative and qualitative baseline picture are being produced with caveat around data quality and development of data being identified. I.e. modernisation of outpatient dataset with DHCW.</p> <p>GiRFT Implementation: Get it Right First Time (GiRFT) provides clear evidence based baselines for HBs to work towards and measure themselves against to enable services to run efficiently and increase capacity, reduce variation, and impact positively on quality and patient safety by reducing waiting times for patients.</p>

	<p>National Clinical Strategy for Orthopaedics / Orthopaedic Clinical Implementation Network (CIN): Orthopaedics – is one of the most challenging specialities within the NHS due to demand, cost of treatments and longstanding capacity and demand constraints. The aim of this work is to reduce variation and waste across Wales, create a data set that can work both locally to support change and nationally, to performance manage HBs but importantly understand what the capacity and demand for Orthopaedics is across Wales to support the regional conversations and aid the decision making around treatment centre options</p> <p>Elective Optimisation Programme: Elective productivity has reduced in many areas as compared to pre COVID levels improvement and transformation of services to utilise existing physical, financial and human capacity is essential to achieving recovery</p> <p>National Clinical Strategy for Ophthalmology / Eye Care and Ophthalmology Clinical Implementation Network (CIN): Ophthalmology / Eye Care in Wales. Work forward on previous Ophthalmology priorities and ensure implementation of GIRFT best practice / pathways.</p> <p>Restructure of PCP Programme in Clinical Implementation Networks: Build on the programme of the former PCP</p>
<p>Expected Outcomes: Quality Planning</p>	<p>The Executive will lead the national programme and implement the workplan ensuring the delivery of the five goals of planned care. Priority focus on increasing additional capacity and bringing services into balance. It will develop and lead an implementation plan for the national diagnostic strategy once published and provide leadership and co-ordination to ensure regional and local options are driven by optimal clinical pathways.</p> <p>Pathway transformation: diagnostic strategy once published and provide leadership and co-ordination to ensure regional and local options are driven by optimal clinical pathways.</p> <p>Outpatient Transformation: Priority focus on increasing additional capacity and bringing services into balance via:</p>

- Efficient use of core resources with a focus on reducing DNAs
- Consistency of process across Wales
- Set expectations and requirements to specialty areas to drive and improve efficiencies, reduce variation, and increase OP capacity by the conversion of follow-ups to new outpatient
- Delivering uptake of PIFU and SOS pathways

GiRFT Implementation:

- Utilise GiRFT to deliver increased elective capacity and operational efficiency
- Embed elective transformation in HB work plans
- Support backlog reduction
- Support greater stability in 365-day elective activity delivery by transformation and elective reconfiguration

National Clinical Strategy for Orthopaedics / Orthopaedic Clinical Implementation Network (CIN):

- Utilise NCSOS process to deliver increased elective capacity and operational efficiency
- Embed elective across Orthopaedics
- Support backlog reduction

Elective Optimisation Programme:

- Utilise Elective Optimisation Programme to deliver increased elective capacity and operational efficiency
- Embed elective optimisation and theatre efficiency in all areas
- Utilise Elective Optimisation Programme to deliver theatre-based transformation
- Support backlog reduction

National Clinical Strategy for Ophthalmology / Eye Care and Ophthalmology Clinical Implementation Network (CIN):

- Establish Ophthalmology CIN to develop a targeted programme of work continuing to modernise delivery,

	<ul style="list-style-type: none"> • Recognise new optometry contract and ensuring efficient use of capacity available. • Setting up and taking forward ophthalmology clinical strategy review <p>Restructure of PCP Programme in Clinical Implementation Networks:</p> <ul style="list-style-type: none"> • Establish consistent expectations for each programme against 7 common themes across each programme • Establish a culture of clinically driven identification of and national ad-vocation of best practice for all Wales implementation
<p>Expected Outcomes: Quality Improvement</p>	<p>The Executive will ensure evidence base systems and peer review approaches such as GIRFT and Value in Health are utilised to improve outcomes for patients. Digital and innovate approaches will be proactively explored to address ongoing capacity challenges across Wales.</p> <p>National Clinical Strategy for Ophthalmology / Eye Care and Ophthalmology Clinical Implementation Network (CIN):</p> <ul style="list-style-type: none"> • Working on evidence base for best case use of these approaches and ensuring uptake and consistent use across Wales via the CINs with a focus on pathway work • Undertake GIRFT review of cataract and glaucoma services across Wales and develop an implementation plan for and recommendations as appropriate.
<p>Expected Outcomes: Quality Control</p>	<p>The Executive will provide Welsh Government with regular progress reports on planned care recovery and support decisions to improve planned care recovery. Improved analysis and information will be used to evaluate impact of interventions and delivery, this will include assessment of inequalities and inequities across the recovery programme</p> <p>Pathway transformation: Jointly develop with Pathways Alliance and Advice and Guidance improved metrics to demonstrate impact and benefit to platform users to support improved data understanding and bringing services into balance. Work within DHCW to ensure data can be accurately collected, stored and presented</p> <p>Outpatient Transformation: Achieve consensus on clinically agreed and pathway specific approaches around OPD outcomes (i.e., discharge, SOS, PIFU, virtual etc.) and options that can be adopted nationally and subsequently measured</p>

Cancer services	Reduction in the backlog of patients waiting too long on their cancer pathway to improve quality and patient safety
Baseline	<p>Focus needs to be on reducing the backlog of those patients who are waiting too long on their cancer pathway and ensuring there is clear communications in place with patients throughout their cancer pathway, but also work towards a more sustainable approach to transformed pathways which will deliver robust, efficient, and timely pathways and services for future cancer care.</p> <p>Baseline performance (February 2023) of 52% SCP compliance, 1180 > 104 day waits (unvalidated), 2781 62 days waits (unvalidated)</p>
Expected Outcomes: Quality Planning	<p>The Executive will provide leadership, support and oversight to ensure that NHS Wales organisations implement locally the nationally agreed optimal pathways and support each Health Board.</p> <p>Via the Cancer Network, the Executive will:</p> <ul style="list-style-type: none"> • Single Cancer Pathway and NOPs: Lead implementation, improvement and evaluation • Lung Health Checks: Continue current pilot, provide early evaluation and support the business case development for a National Screening Programme • Acute Oncology: Develop service specification • RDC Programme: Complete external evaluation <p>Via the Strategic Programme for Planned Care, the Executive will:</p> <ul style="list-style-type: none"> • Induct Cancer Clinical Implementation Networks: networks to scope regional solutions to 'wicked' issues impacting NOP compliance and define interim solutions and support.
Expected Outcomes: Quality Improvement	The Executive will enable tumour site peer groups to support improvement on pathways in each organisation. Digital and innovate approaches will be proactively explored to address ongoing capacity challenges across Wales

	<p>Via the Cancer Network:</p> <ul style="list-style-type: none"> • WCPES: Oversee the national delivery of actions in response to the survey • PSA Digital Platform: Roll out the national instance of the self-management programme • Teledermoscopy: Roll out of the programme across Wales • RDC Programme: Roll-out a National RDC Dashboard with automated data feeds <p>Via Improvement Cymru: Year 2 of co-produced quality and safety improvement support with Toyota to identify opportunities to improve the time from a point of suspicion of cancer to day 28 of a diagnosis of cancer or not.</p> <p>Via the Strategic Programme for Planned Care, the Executive will provide improved analysis and information will be used to evaluate impact of interventions and delivery; this will include assessment of inequalities and inequities across SCP performance and delivery.</p> <p>Planned Care also includes:</p> <ul style="list-style-type: none"> • FIT pathway for LGI: Implement across all health boards <p>The Executive will:</p> <ul style="list-style-type: none"> • Advise, support and facilitate the translation of learning from Year 1 of co-produced support with Improvement Cymru and Toyota into practical and sustainable change for health boards. • Advise and support Improvement Cymru in targeting Year 2 of co-produced support with Toyota to the areas where it will gain the highest impact for Cancer.
<p>Expected Outcomes: Quality Control</p>	<p>The Executive will lead on and deliver accountability mechanisms to drive backlog reductions and improved cancer performance to meet the standards set in the performance framework. The Executive will assess organisational delivery and make recommendations on progress into the NHS Wales escalation and intervention framework</p> <ul style="list-style-type: none"> • Assess organisational delivery and make recommendations on progress into the NHS Wales escalation and intervention framework

- Cancer workforce modelling and planning with HEIW and Performance and Assurance Directorate
- Systemic anti-cancer therapy (SACT) demand and capacity assessment

In addition, Strategic Programme for Planned Care will oversee a **Pathway Intervention Exercise for Urology, LGI and Gynaecology**, as agreed at Cancer Summit on 29th March.

Mental health	Provide system leadership, reduce unwarranted service variation and improve safety and outcomes, whilst working towards equity and parity between physical and mental health services as set out in the planning framework
Baseline	<p>Welsh Government are developing new national mental health strategies over the course of 2023/24 as the National Mental Health Strategy (Together for Mental Health) and the National Suicide and Self-harm Prevention Strategy (Talk to Me 2) came to an end in 2022.</p> <p>The areas set out in the Mental Health remit for the NHS Wales Executive for 2023/24 are a completion of the outstanding actions associated with Together for Mental Health and the development of a new Strategic Programme for Mental Health for Wales, aligned to the WG strategy as it develops.</p> <p>The NHS Executive's high-level objectives for 2023/24 for mental health are summarised as</p> <ul style="list-style-type: none"> • Continue to deliver the business-as-usual core functions within the NHS Executive Directorates • Complete the ongoing project and improvement work across the NHS Executive as set out in detail below • Establish the Strategic Programme for Mental Health, setting out a 5-year strategic plan for mental health services to deliver specified measurable improvements in access, experience, outcomes and safety • Evolve the Mental Health Network into the Strategic Clinical Network for Mental Health in line with the National Clinical Framework to deliver the service improvement goals of the Strategic Programme • Establish the National Safety Programme for Mental Health to deliver the safety goals of the Strategic Programme • Develop the ways of working within the NHS Executive and with all key stakeholders and partners to maximise the collective opportunity to improve population mental health outcomes
Expected Outcomes:	The Executive will ensure that Ministerial priorities are reflected in a revised national mental health programme which agrees and delivers work plans to improve quality and reduce variation in service for:

Quality Planning**Establish the Strategic Programme for Mental Health & Strategic Clinical Network for Mental Health**

The Strategic Programme will be co-produced and established, programme leadership and delivery infrastructure will be in place & programme inputs, outputs and outcomes clearly specified

The existing Mental Health Network will be evolved in line with the National Clinical Framework to be the Strategic Clinical Network for Mental Health

Perinatal

All health boards will meet Type 1, 2 & 3 RCPsych CCQI Standards and demonstrate a plan to work towards accreditation

Children and Young People

A CAMHS Service Specification for Wales will be developed and agreed to support equity of access, quality and outcomes and reduce variation, including clear transition arrangements Part 1 Schemes (i.e. access to primary mental health services and primary mental health interventions) will be updated to reflect current CAMHS provision and the delivery of national strategies including NYTH/NEST

Adults

Re-establish a programme of work based on policy and review recommendations
Evaluate and share the evidence base for effective psychological interventions in line with Matrics Cymru and Matrics Plant and including guidance to improve access to and availability of psychological interventions for people from Black, Asian and minority ethnic communities
Create and share a maturity matrix to assess against the All Wales standards for liaison psychiatry in Wales and identify and support areas for quality improvement

Eating Disorders

Increase earlier access to specialist assessment and evidence based NICE concordant treatments

	<p>Suicide & Self Harm Prevention Facilitate system wide engagement for the development and production of the next national strategy for suicide and self-harm prevention, and enabling multiple agencies to deliver the six objectives in the current strategy ('Talk to me' 2)</p> <p>Dementia Care Standards Improve the care and support experience for people living with dementia and their carers through implementation of the <u>Dementia Pathway of Standards</u> that align to the Dementia Action Plan for Wales</p> <p>Early Intervention in Psychosis (EIP) Support EIP services in Wales to develop, test and improve the care and treatment for young people (and their families) experiencing first episode psychosis or at risk of developing psychosis by achieving agreed outcomes and the NCAP standards.</p> <p>Sexual Assault Referral Centres The service will be operational across Wales There will be an agreement on where the oversight of the service will sit once the programme has been delivered</p>
<p>Expected Outcomes: Quality Improvement</p>	<p>The Executive will oversee the recovery of waiting time performance to performance framework standards for all age LPMHSS assessment and interventions and specialist CAMHS as well as improving performance for psychological therapies and memory assessment services.</p> <p>We will complete an assessment of service work to support improvement actions that benefit service users and ensuring good practice is shared through a national collaboration for service and clinical leaders in the following areas</p> <ul style="list-style-type: none"> • National CAMHS review • Implementation of agreed recommendations from crisis review

	<ul style="list-style-type: none"> • National review of psychological therapies • National review of Memory Assessment Services • Physical and person-centred safety planning and target setting <p>We will agree and measure trajectories with health boards that demonstrate reduction in waiting lists and sustained performance improvement for</p> <ul style="list-style-type: none"> • CAMHS • Memory Assessment Service (MAS) • Psychological Therapies • Local Primary Mental Health Support Service (LPMHSS) <p>We will embed in and support health boards to sustain the use of patient reported outcome and experience measures (PROMS and PREMS) to demonstrate and improve the quality of service user care</p>
<p>Expected Outcomes: Quality Control</p>	<p>The Executive will provide robust assurance and improvement arrangements for the quality and safety of mental health services. This includes analysis and reporting of national reported incidents and other safety/quality intelligence identification of themes and trends, sharing learning with relevant organisations and delivering effective mechanisms for sustainable improvement.</p> <p>We will deliver:</p> <ul style="list-style-type: none"> • Quality and safety dashboard that will provide assurance across mental health services. It will also provide targeted support where concerns/trends are identified. • A national safety programme for mental health services. This will have an initial focus on inpatient settings and will include discharge arrangements and implementation of the anti-ligature standards.

Maternity and neonatal care	Provide system leadership and implement policy that improves the quality and safety of services and experience of service users
Baseline	<p>Area 1 – PERIPrem Cymru A targeted programme of work across all health boards to embed the 10 evidence-based elements within the PERIPrem Cymru care pathway. This programme of work is designed to reduce mortality and brain injury in infants < 34 weeks gestation. This programme will build on the evaluated PERIPrem programme developed in the South West of England Academic Health Science Network</p> <p>Area 2 – Implement Phase 2 of Maternity and Neonatal Safety Support Programme Deliver Phase 2 of the Maternity and Neonatal Safety Support Programme, building on the findings of Phase 1 Discovery. They will work with Health Boards, service users, HEIW, DHCW and WHSSC to ensure a cohesive approach is taken</p> <p>Area 3 – Governance and Risk Standardise the process for local/national reportable incidents (NRI) across Wales, that will ensure a quality approach is taken that will support shared learning.</p> <p>Area 4 – Family Centred Care Women, babies and their families will be at the centre of care provision, ensuring they are partners in care delivery and their views are listened to and acted upon</p>
Expected Outcomes: Quality Planning	<p>Area 1 – PERIPrem Cymru The Executive will provide the clinical leadership and programme management to support health boards with the delivery of PERIPRem Cymru. This coordinated approach will:</p> <ul style="list-style-type: none"> • Raise the profile of birth in an a unit appropriate to the needs of the mother and baby • Produce standardised guidance across the whole pathway, developing a suite of additional resources designed to support clinical change and reduce variation in practice • Work with parents to develop parent focussed information • Share excellence through a schedule of lunch and learn sessions • National learning and celebration events • Deliver skills in quality improvement and leadership capability to health board teams

- Evaluate the impact of the programme and determine next steps

Area 2 – Implement Phase 2 of Maternity and Neonatal Safety Support Programme

The Executive will consider the findings of Phase 1 Discovery and develop a transformation / improvement programme of work across the perinatal pathway. This will:

- Provide clinical leadership and programme management to the programme, focussing on a culture of sustainable change
- Identify priorities and determine the workstream structure and timescales for the programme
- Identify the resource requirements to support the delivery of the programme at both national and local level, creating a learning system
- Take a pathway of care approach to service change ensuring engagement from clinicians is central to the design of these pathways

Area 3 – Governance and Risk

The Executive will produce a standardised framework that will identify the key aspects of a good quality review for:

- Stillbirth
- Intrapartum death
- Maternal Death
- Neonatal Death
- HIE
- Other Serious Reportable Incidents

This will be based on national best practice guidance and policy. To implement this framework training in good quality review processes will be required. Planning to support true externality of reviews will also be required.

Area 4 – Family Centred Care

The Executive will ensure that:

- Family Integrated Care is embedded into the culture and practice of all neonatal units

	<ul style="list-style-type: none"> • Unwarranted separation of mother and baby is avoided by the implementation of Transitional Care across all relevant health boards, adhering to BAPM guidelines • A standard suite of Patient Reported Experience measures is developed across Wales
<p>Expected Outcomes: Quality Improvement</p>	<p>Area 1 – PERIPrem Cymru The Executive will ensure standardised data collection is embedded across all units in Wales, recognising that women and babies move across organisational boundaries, taking a whole Network approach to delivering the pathway of care. This will be achieved by:</p> <ul style="list-style-type: none"> • Introducing and embedding the Perinatal Optimisation Toolkit • Standardising a programme of data collection and submission through a central repository • Displaying national and local data through a PERIPrem dashboard • Using this data to inform quality improvement and programme evaluation • Linking to wider data set to benchmark against UK and International performance <p>Area 2 – Implement Phase 2 of Maternity and Neonatal Safety Support Programme</p> <ul style="list-style-type: none"> • Through a safe care collaborative, coach and support staff to improve the quality of the services they deliver, creating a learning environment. Spread and scale areas of good practice across health boards. • Prioritise, develop and implement and suite of clinical guidelines to support safe care <p>Area 3 – Governance and Risk</p> <ul style="list-style-type: none"> • Health Boards will ensure that actions taken from their local reviews are shared and acted upon, through robust governance processes. • National shared learning must be supported by local review teams, to create a learning environment across organisational boundaries. Benchmarking across UK nations will be strengthened. <p>Area 4 – Family Centred Care</p> <ul style="list-style-type: none"> • Leadership to support any cultural change is to be supported. Links to perinatal mental health teams to be embedded into clinical practice.

Expected Outcomes: Quality Control	<p>Area 1 – PERIPrem Cymru Implement a standardised pathway across all services, improving outcomes and equity of service across all service areas.</p> <p>Area 2 – Implement Phase 2 of Maternity and Neonatal Safety Support Programme</p> <ul style="list-style-type: none">• Develop a framework whereby health boards can self-assess against progress made, using data and key measures to standardise reporting via a national dashboard.• The Executive will monitor and review national and local perinatal measures through a dashboard. It will identify issues and emerging risks and escalate appropriately• Develop a process and framework for evidence based peer review <p>Area 3 – Governance and Risk</p> <ul style="list-style-type: none">• Annual reports with identified learning will be produced. Data will feature in a dashboard. <p>Area 4 – Family Centred Care</p> <ul style="list-style-type: none">• PREMs are to be integrated into the performance and outcome dashboard
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Nosocomial COVID-19	Lead and deliver the expectations set out in the National Nosocomial COVID-19 programme
Baseline	Lack of clarity regarding national Communications plan and approach through NHS Wales
Expected Outcomes: Quality Planning	<p>Establishment and delivery of the National Nosocomial COVID-19 Programme Programme Structure / Governance: HCAI Delivery Board 9th March 2023</p> <p>Communication:</p> <ul style="list-style-type: none"> Engage with HB/T communication leads Establish HB/T Communications Cell Draft a handling plan for the interim learning report <p>Learning & Experience:</p> <ul style="list-style-type: none"> Continued engagement with Cardiff University to support learning plan Draft public facing interim learning report CIVICA Questionnaire to be shared with ODG in March. <p>Independent providers</p> <ul style="list-style-type: none"> Draft a good practice guide for investigations into healthcare acquired COVID-19 in non-NHS funded care Send letter to DCMO informing him of the inequity in PTR
Expected Outcomes: Quality Improvement	A national programme providing oversight, consistency, and assurance in relation to the implementation of the National Framework for managing PSIs related to nosocomial COVID-19
Expected Outcomes: Quality Control	Clarity for NHS Wales regarding national Communications plan and approach through NHS Wales

Duties of Candour and Quality	Develop and deliver an implementation plan for the Duty of Candour and Duty of Quality to embed a quality-driven approach throughout the system
Baseline	<p>A need to ensure that NHS bodies are fully prepared to implement the Health and Social Care (Quality and Engagement) (Wales) Act 2020 (The act) in relation to the Duties of Quality and Candour 2020.</p> <p>The Quality and Safety Framework published September 2021 included a suite of actions describing intended activity across many aspects of services in NHS Wales. The Quality and Safety Programme was established to create a visibly joined up programme of work, by working with partners, to deliver the actions within the Quality and Safety Framework, with the aim of moving towards a quality-driven NHS. The role of the programme and supporting team is to ensure alignment, influence direction and identify cross-cutting areas of work.</p> <p>The Duty of Quality is a legal duty on NHS Wales and Welsh Ministers. The Duty came into force in April 2023. Many of the requirements of the Duty incorporate the actions from the Quality and Safety Framework. Further information on the Duty of Quality is available here.</p>
Expected Outcomes: Quality Planning	<p>The Executive will provide support the National Quality and Safety programme as it provides the national approach to implement the duties</p> <ul style="list-style-type: none"> • Health and Care Quality Standards: Create operational framework for the implementation and use of new Quality Standards. • Planning for Quality: Work with partners to improve planning in line with Quality Management System development • Local development of Quality Management Systems: Work with partners and NHS local organisations to describe effective Quality Management Systems • Establish Quality and Safety Board: to create Board and governance structures to oversee Quality developments within “system” <p>Transfer the responsibility from a WG preparation and Policy Development phase to NHS implementation within ministerially agreed timescales:</p>

	<p>Transfer of Responsibility</p> <ul style="list-style-type: none"> • Oversee the transfer of responsibility from a Welsh government preparation and policy development phase to NHS implementation within ministerially agreed timescales. • Ensure the NHS and national assurance mechanisms are recognised in respect of the Duties of Quality and Candour, so they become 'business as usual' after 1st April 2023. <p>Preparation for Post-implementation review</p> <ul style="list-style-type: none"> • Ensure methods used for all of above actions are adequate for scrutiny after April 2023 <p>Develop national guidance document and training packages to support implementation and improvement.</p>
<p>Expected Outcomes: Quality Improvement</p>	<p>Through a collaborative approach, the Executive will share good practice and support solutions that align to the national strategy for quality and safety improvement.</p> <ul style="list-style-type: none"> • Learning from Deaths: Review and / or establish process and systems for effective learning from deaths, linking Medical Examiner scrutiny with mortality reviews • Maternity and neo-natal improvement: Work with partners to improve maternity and neo-natal services • Capacity and capability for improvement: Work with partners to strengthen improvement capacity and capability focusing on quality and safety • Board development: Work with partners to strengthen Quality capability of Board members to provide effective leadership of the system • Workforce engagement to create quality-led system: Building on Duty of Quality training and education, work with partners to create quality-driven culture • System improvement: deliver a Safe Care Collaborative focusing on patient safety priorities within organisations to develop a learning system approach, connecting leadership; improvement capability building and with a focus on patient safety and quality

<p>Expected Outcomes: Quality Control</p>	<p>The Executive will develop national measures and have oversight of the duties implementation in NHS Wales organisations and ensure progress is reported through accountability forums.</p> <ul style="list-style-type: none"> • Digital systems to support safe care: Work with partners to improve clinical risk management when digital solutions are being purchased, developed and implemented • Quality Assurance Framework: Work with partners to develop and implement a Quality Assurance Framework for NHS Wales • Patient Experience: Work with partners to develop and implement a Patient Experience Framework for NHS Wales • Quality indicators and measures: Work with partners to develop Quality reporting (to include indicators and measures) in line with requirements of DoQ • Toolkit for assurance of Quality Management Systems: Work with partners to develop toolkit, linked to Quality Assurance Framework action above <p>Monitor Duty of Quality and Candour Groups in the delivery of their function until April 2023</p> <ul style="list-style-type: none"> • Agree with Duty of Quality and Duty of Candour Group leads, plans with clear milestones and deliverables in conjunction with Welsh Government Programme team • Monitor their progress against their agreed plans • Receive progress reports • Identify risks and issues, with associated controls and mitigating actions • Provide support to the Groups to ensure work streams are appropriately aligned and progressing as required to ensure compliance with legislation. <p>Ensure the primary care reference group is fully consulted in the preparedness programmes of work, tools and products for their suitability</p> <p>Regularly report to the Welsh Government Strategic Oversight Board until April 2023</p> <ul style="list-style-type: none"> • Report progress in relation to agreed milestones and deliverables • Escalate any risks or issues raised in 2 as appropriate
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- Report any rescue or recovery plans needed

Quality assurance process	Provide oversight and lead the quality assurance process of NHS Wales organisations against Welsh Government priorities and standards
Baseline	The need to ensure that assurance and escalation processes are routinely available to assure WG and NHS Wales against agreed Welsh Government priorities and standards
Expected Outcomes: Quality Planning	<p>The Executive will ensure all aspects of the quality cycle feed into the review of NHS organisations</p> <ul style="list-style-type: none"> • National Quality Management System - A national system supporting the management of Q&S intelligence across NHS Wales, using the resulting intelligence to drive actions to improve patient and staff safety, outcomes, and experience. • Safety Management System Project • Total Quality Management System - Quality Assurance Project
Expected Outcomes: Quality Improvement	<p>The Executive will direct supportive and corrective actions to organisations where quality, safety and experience require immediate attention. Quality and safety reviews will be built into the implementation of new technologies and clinical systems</p> <ul style="list-style-type: none"> • Winter resilience planning / industrial action planning • Support for outpatient transformation board • Targeted HB IMTP planned care support • Performance monitoring framework: BCU - EEC • Performance monitoring framework: CTM - EEC • MADE event / LOS review, CAVUHB • MADE event / LOS review, CTM • Targeted HB IMTP planned care support – All HBs
Expected Outcomes: Quality Control	<p>The Executive will lead and manage a robust performance and assurance system comprising of routine performance and quality arrangements at each NHS Wales organisation and provide Welsh Government with evidence and recommendations as part of the NHS Wales Escalation and intervention framework for organisations.</p> <ul style="list-style-type: none"> • Monthly production of summary performance concerns to QDB in the form of the PAB Report

- Monthly production of performance and Quality concerns to HB and Trust Execs via IMTP meetings
- Attendance at 6 goals programme boards
- Monthly USC Touch Point Meetings
- Same Day Emergency Care 'SDEC'
- HB Assurance monitoring of ministerial measures, monthly
- HB touch point meetings and assurance reviews
- Support/assurance of Planned Care Programme
- Support/assurance of sub-speciality programme boards
- Support for outpatient transformation board
- National support to NHS Wales Cancer community Inc. All HBs, Network and Collaborative
- National Single Cancer Pathway Compliance reporting
- National Cancer summit support
- National Demand and Capacity modelling and support
- National Endoscopy Programme, Demand and Capacity modelling
- Pathology, Demand and Capacity modelling
- Monthly performance assurance touchpoint meetings – All HBs
- Single Cancer Pathway Compliance support – All HBs
- HB Monitoring and performance assurance processes – National and All HBs
- Support / Assurance of Stroke Implementation Group
- Support / Assurance of National Stroke Programme
- Performance Monitoring and Management of SSNAP standards – All HBs
- Radiology Review – All HBs – Report due April 2023
- HB stroke touchpoint meetings – All HBs
- National support to Thrombectomy Improvement
- HB Touchpoint meetings – monthly – All HBs
- Performance monitoring and assurance of hip fracture measures monthly against Frailty Fracture standards
- Support for Wales Frailty Fracture Network (WFFN) and to
- The National Clinical Lead for Frailty Fractures

- CAMHS – waiting times recovery
- Memory Assessment Service (MAS) – complete national review, agree & deliver actions & waiting times recovery
- Psychological Therapies – complete national review, agree & deliver actions & waiting times recovery
- Local Primary Mental Health Support Service (LPMHSS) – waiting times recovery
- Person-centred safety planning and target setting – agree & deliver action plan
- Crisis and Liaison – agree & deliver actions from review
- Assurance and improvement arrangements for mental health services – all ages
- National Mental Health Safety Programme – new programme, not in anyone’s existing workplan

Learning disabilities	Learning disabilities: Implement identified actions in the learning disability action plan 2022-2026
Baseline	People with a learning disability across the life span and services experience avoidable health problems, delayed treatment, and premature and/or avoidable deaths due to a range of barriers that limit their access to timely and effective healthcare.
Expected Outcomes: Quality Planning	The executive will lead on the development of a national programme of improvement for people with a learning disability to reduce health inequality.
Expected Outcomes: Quality Improvement	<p>To reduce the impact of known health inequalities by improving how health and care services identify and respond to people's physical health needs</p> <p>To improve the lived experiences of children, young people (CYP) and their families who access specialist services</p> <p>To increase the number of people living a fulfilled life in the community through the provision of high quality, prudent and sustainable specialist healthcare</p> <p>To reduce unwarranted variation in access to, provision of and discharge from specialist inpatient hospital</p> <p>To improve how data is collected and analysed, in order to better inform policy and improvement work, including areas such as population health intelligence, mortality reviews, restrictive practices & the use of the Health Equality Framework</p>
Expected Outcomes: Quality Control	<p>Sustainable improvements will be achieved through the development of networks which are focused on coproduction and expertise</p> <p>Support the capability of organisations to undertake health improvement</p>

Accountability for delivery will be through a service level agreement with Welsh Government

In partnership with stakeholders, explore a range of quality and safety metrics

Women's health	
Baseline	<p>Women and girls make up just over 50% of the population in Wales. Despite this, medicine and healthcare services have not necessarily met their needs, resulting in significant disparities in care between men and women, which have only been exacerbated by the pandemic. Whilst 'A Healthier Wales' makes clear its aim of ensuring person-centred care across the country, some approaches to healthcare need to be modified to ensure that women are able to access the care they need in a timely way, that the health service is responsive to their choices, and that research and development reflects women and girls' lived experiences.</p> <p>Diagnostic criteria and treatment for conditions that affect both sexes are often based on the male experience, largely because clinical guidelines are not sex or gender-specific but based on a medically modelled approach that often relies on evidence generated in 'typical' male experience. This means that women's gendered reporting of lived experience and symptoms can be undervalued, overlooked or dismissed. There are also different patterns of need and presentation across ethnicity, disability, pregnancy and maternity. The health service in Wales must demonstrate competence across all protected characteristics to respond to the health needs of women and girls, specifically to reduce inequalities in health outcomes.</p> <p>In December 2022, the first stage in the development of a Women Health Plan, The Discovery report, was published. This outlines the results of a nationwide survey to Women in Wales alongside the current policy context (including the Quality statement) and priorities. Key themes were identified which will shape the design and delivery phase of the long term plan for Womens Health in Wales.</p>
Expected Outcomes: Quality Planning	<p>The Executive will lead on the development of a programme that sets up a women's health network and develop the women's health implementation plan</p> <p>Transitional planning: To ensure continued progress of priorities, prepare for the Network through stakeholder mapping, establish potential measurable outcomes and ensure a smooth transition into a Strategic Clinical Network; establish a 'Transitional' Leadership Group for Womens Health.</p>

	<p>Womens Health National Strategic Clinical Network: Establish the Strategic Clinical Network and progress the development for a Womens Health Plan for Wales to be published in 2024; initial actions will include:</p> <ul style="list-style-type: none"> • hosting a prioritisation event to identify priorities utilising the Discovery report as well as data sources and stakeholder views. • working with stakeholders to undergo the 'design' phase of the plan to ensure buy in and ownership from partners • publishing the Womens Health Plan for Wales in 2024. <p>Endometriosis: Scope the review of endometriosis services across Wales. Assessing the impact of funding provided to assess outcomes and sustainability over the past 5 years.</p>
<p>Expected Outcomes: Quality Improvement</p>	<p>Endometriosis Cymru: Progress the use of novel IT solutions such as Endometriosis Cymru to support early diagnosis and treatment.</p> <p>Bloody Brilliant/Period Proud: Continue to develop and promote the Bloody Brilliant Campaign to reduce the stigma, taboos and myths which exist surrounding periods through provision of information and educational resources.</p> <p>Bloody Brilliant "Big Sister": Scope the development of a new resource for 17-25 year old to continue to support the life course of women advancing into adulthood, and covering information such as cervical screening, contraception, abortion, PMDD.</p> <p>Menopause in the workplace: Focusing on NHS staff, develop a proposal to develop a specific campaign with advice and resources around menopause, to include gathering examples of best practice throughout Wales</p> <p>Perinatal mental health campaign: Actions for this programme of work will be captured within the Mental Health work plan.</p>

Expected Outcomes: Quality Control	The network will support and challenge organisation in their local implementation of the programme objectives and report concerns and issues through the NHS Wales oversight process
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Financial planning	Ensure that NHS Wales, and all its organisations, plan and utilise its resources optimally and has clear long-term plans to support financial sustainability
Baseline	<p>Work is organised in six areas:</p> <ol style="list-style-type: none"> 1. Financial Planning and Monitoring 2. Value Based Healthcare 3. Support and Challenge 4. Intelligence and Insight 5. Best Practice Financial Management 6. Leadership and Development
Expected Outcomes: Quality Planning	<p>Financial Planning and Monitoring</p> <p>Ensure that NHS Wales, and all of its organisations, plan and utilise its resources optimally and has clear long term plans to support financial sustainability:</p> <ul style="list-style-type: none"> • Continue to develop NHS Wales triangulated planning mechanisms working with Welsh Government • Maximise learning from the four nations to greater understand relative position to inform our intervention and planning approach • Develop a greater understanding of financial trends and variation to inform an approach to short/medium-term financial modelling • Support review processes of strategic capital business cases in particular by reviewing material revenue costs • Review and improve cost driver intelligence with a view to developing our predictive forecasting capabilities • Adopt an agile approach to maximise resource and reprioritise where possible to respond to the requirements of Welsh Government intervention and enhanced monitoring requirements.
Expected Outcomes: Quality Improvement	<p>Best Practice Financial Management (BPFM)</p> <p>Support a system of financial management excellence; with best practice identified, developed, shared and deployed to deliver the best standards for NHS Wales:</p> <ul style="list-style-type: none"> • Continue to support the sharing and embedding of best practice financial management approaches to governance

	<ul style="list-style-type: none"> • Support the development of financial reporting and forecasting within NHS Wales; • Collaborate with NHS Wales organisations to share and deploy best practice to support improvement <p>Leadership and Development (L&D) Ensure that the Financial Planning & Delivery team are a learning and development function, including maximising learning from other UK and wider healthcare systems in approaches to financial management to ensure effective translation where appropriate to NHS Wales:</p> <ul style="list-style-type: none"> • Embed the refreshed organisational development strategy • As part of the NHS Executive, continue to strengthen our relationship with other NHS Wales support directorates e.g. clinical leads, value in health and NHS Executive directorates • Maximise learning from national and international healthcare systems • Develop a clear medium-term analytic process and product development plan • Develop and maintain our data and information management processes including Information Governance • Personalised leadership & development plans produced for all team members, as part of the formal PADR process, aligned to directorate objectives
<p>Expected Outcomes: Quality Control</p>	<p>Value Based Healthcare (VBH) Develop our approach to ensuring that NHS Wales allocates and utilises its resources in a way that delivers the best possible outcomes that matter to patients we serve within NHS Wales:</p> <ul style="list-style-type: none"> • Support the National, Programme, Clinical Leads & Finance leadership Group in the continued development and delivery of Value Based Healthcare • Support all organisation programmes as required in approach and delivery • Maximise the use and impact of the Value Based Recovery investment, in addition to providing support and oversight to its deployment • Deliver strategic priorities and projects for value e.g. Diabetes, ACS, Heart Failure, Orthopaedics

- Develop Value Based Healthcare education and training material inclusive of case studies demonstrating impact and change to support NHS Wales
- Support the National Programme to develop an evidence base in value in condition/pathway specific areas

Support and Challenge (S&C)

Support NHS Wales and its individual organisations to be in sustainable financial health whilst meeting future system challenges:

- Provide individual support & liaison to all NHS Wales organisations to support financial sustainability and improvement
- Provide systematic and bespoke organisational support to organisations identified for escalation and intervention
- Maintain a schedule of national opportunities and choices
- Provide financial support & challenge for WG priority areas
- Provide support & challenge to in-year financial delivery including the in-year process on a system wide basis

Intelligence and Insight (I&I)

Routinely provide meaningful and insightful intelligence to support NHS Wales in maximising the utilisation of its resources, and delivering best value for all resources deployed:

- Develop the use of PLICS & integrate with other data through the National Data Resource – Population Resource Intelligence Atlas (PRIA)
- Support the re-procurement of the All Wales Costing & Benchmarking systems
- Support the NHS Recovery agenda through ensuring resources and allocations are maximised
- Maintain and develop the VAULT to support the resource utilisation agenda
- Deliver a strong continuous programme of efficiency & resource utilisation products and alignment to the national recovery programme
- Support the pace and development of NHS Wales Utilisation of Resources Group

Immunisation	Lead the implementation of the National Immunisation Framework (NIF) for Wales
Baseline	<p>The National Immunisation Framework was published in October 2022. This is the first National Immunisation Framework to be issued for Wales and its development has been on a co-production basis. The Framework was developed by identifying and using the lessons from the pandemic with the aim of transitioning to a position of improved business as usual, through integrating all our vaccination programmes.</p> <p>The future vaccination work programme will oversee planning, delivery and assurance of all vaccination campaigns in Wales, alongside the NIF Implementation Programme. The NIF Implementation Programme is a set out over a two-year period, commencing in April 2023. Implementation projects are aligned against the 6 themes of the NIF: Vaccination Equity; Public Vaccination Literacy; Eligibility; Digitally Enabled Vaccination; Deployment; Governance.</p>
Expected Outcomes: Quality Planning	<p>Lead the NIF programme and develop a workplan agreed with Welsh Government to ensure the expectations set out are delivered</p> <ul style="list-style-type: none"> • Vaccination Equity <ul style="list-style-type: none"> ▪ Health Board and Trust Vaccine Equity strategies published • Public Vaccination Literacy <ul style="list-style-type: none"> ▪ Campaign material updated this year (and continuing on a rolling basis) will be co-produced ▪ Education campaign for trusted clinicians, community leaders and others developed and roll out commenced • Eligibility <ul style="list-style-type: none"> ▪ Optimised annual vaccination schedule to support delivery without impacting clinical benefit • Digitally Enabled Vaccination <ul style="list-style-type: none"> ▪ Digital discovery completed with costed digital transformation plan developed • Deployment <ul style="list-style-type: none"> ▪ Central procurement of Flu implemented ▪ Develop options and contribute to the 4 nations implementation of the continued application of skill mixed roles in vaccination

	<ul style="list-style-type: none"> ▪ Scope the implementation of a knowledge database as part of system wide continuous improvement ▪ Develop the case for mobile vaccination units • Governance <ul style="list-style-type: none"> ▪ Established revised national governance for vaccination – Vaccination Programme Wales ▪ Develop and agree Vaccination Programme Wales outcome measures and implement a Vaccination Programme Wales performance framework
Expected Outcomes: Quality Control	<p>Oversee delivery of vaccination programmes including monitoring and driving national uptake rates over 75% for COVID-19 and Influenza vaccinations Wales</p> <ul style="list-style-type: none"> • Delivery and assurance of COVID-19 Spring Booster Campaign – campaign end June 23 • Evaluation of COVID-19 Spring Booster Campaign • Planning Winter Respiratory (COVID-19 and Flu) Campaign • Delivery and assurance of Winter Respiratory Campaign • Planning for potential COVID-19 Spring Booster Campaign • Delivery and assurance of Winter Respiratory Campaign • Planning for implementation of changes to HPV and Shingles programmes • Delivery and assurance of routine immunisation programmes, including childhood immunisations

Planning	Support the Welsh Government translation of Ministerial directions and priorities for delivery via the NHS Planning Framework
Baseline	<p>The statutory NHS Planning Framework sets context policy context, legislative and service expectations, Government and ministerial priorities and governance and performance arrangements on an annual basis, including national programmes and national and regional planning expectations</p> <ul style="list-style-type: none"> • Provide system leadership for strategic planning and alignment of Welsh Government Policy, National programmes and delivery priorities. This includes national, regional and other cross boundary planning. • Identifying and sharing best practice from planning perspective. • To provide intelligence, oversight and monitoring of planning through new data and information system. • Contribute to the development of a revised Escalation Framework. • Contribute to development of commissioning processes and arrangements.
Expected Outcomes: Quality Planning	<p>The Executive will support Welsh Government in strengthening the annual Integrated Medium Term Planning (IMTP) cycles, engaging with NHS organisations in the development and assessment of their plans.</p> <p>Working in partnership with individual NHS Wales bodies, the Executive will strengthen and support the planning and delivery of services across organisational boundaries, including regional planning. These planning exercises should incorporate workforce, finance quality and delivery elements.</p> <p>High quality data analysis providing insight will inform plans triangulating workforce, performance, quality and wider outcomes data.</p>
Expected Outcomes: Quality Improvement	The Executive will support the Planning Programme for Learning to continue to nurture planning capacity and capability across the NHS, as well as continuing the develop planning as a profession across NHS Wales.

	Data and intelligence will underpin evidence-based decision making, improvement activities and planning pulling on common and standardised data sources and analysis.
Expected Outcomes: Quality Control	<p>The Executive will participate in and inform the integrated assessment of organisational plans and support the quality assurance processes by providing the planning impact and delivery assessment.</p> <p>The Executive will also support the monitoring and delivery of organisational plans.</p> <p>Clear outcomes frameworks will be established, based on common datasets, this will allow the Executive to assess the impact its plans and programme are having on quality across the Health and Care system.</p>

Emergency planning	Resilience and Response. Supporting national operational planning and delivery
Baseline	<p>The Emergency Planning function of the NHS Wales Executive is yet to be formed. This work plan will form the development of the baseline</p> <ul style="list-style-type: none"> • Ensure NHS Wales is in a prepared state of readiness • Provide system and operational leadership for emergency planning within NHS Wales. • Provide operational emergency planning guidance and associated standards to NHS Wales • Identify and share best practice from an emergency planning perspective. • Use data, knowledge and information systems to provide intelligence, oversight, monitoring and assurance of emergency planning
Expected Outcomes: Quality Planning	The Executive will support Welsh Government in national operational planning and delivery to ensure the system is in a state of readiness. The Executive will support Welsh Government in the delivery of the provision of operational emergency planning guidance and setting of associated standards.
Expected Outcomes: Quality Control	The Executive will support the co-ordination and review of NHS Wales emergency plans for major incidents, specific national risks, and high-profile events, deliver national countermeasures deployment plans. The Executive will also publish an NHS Wales Annual Emergency Planning Report Survey.