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Bwrdd Iechyd
Addysgu Powys
Powys Teaching
Health Board

Integrated Medium Term Plan **Everyday Version**

2022 > 25





Bwrdd Iechyd
Addysgu Powys
Powys Teaching
Health Board

WE ARE DEVELOPING
A VISION OF THE
FUTURE OF HEALTH
AND CARE IN POWYS...



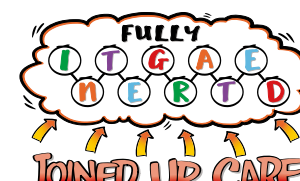
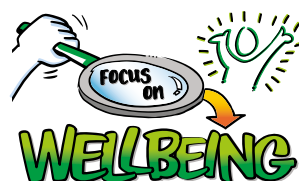
To
2027
AND
BEYOND...



WE AIM TO DELIVER
THIS VISION THROUGHOUT
THE LIVES OF THE PEOPLE
OF POWYS...



WE WILL SUPPORT
PEOPLE TO IMPROVE
THEIR HEALTH AND
WELLBEING THROUGH...



OUR PRIORITIES AND
ACTION WILL BE
DRIVEN BY CLEAR
PRINCIPLES...



THE FUTURE OF
HEALTH AND CARE
WILL IMPROVE
THROUGH...



WORKFORCE FUTURES

INNOVATIVE ENVIRONMENTS

DIGITAL FIRST

TRANSFORMING IN PARTNERSHIP



Professor Vivienne Harpwood
(Chair)



Carol Shillabeer
(Chief Executive)

This 3-year Integrated Medium Term Plan (2022-25) marks an important point in the progression of the pandemic and a look to the future. The last two years have been dominated by the COVID-19 pandemic and its direct and indirect impact. Priorities for the next 3 years are presented that consider and respond to those impacts.

Returning to a medium and longer term focus provides an opportunity to reflect on and to recommit to the collective ambition for 'A Healthy, Caring Powys'. Being midway through this shared Health and Care Strategy, it has a new importance. It is the anchor strategy for health and care in Powys as a region, and as such sets out the transformation ahead. This includes the support and care for the whole of the Powys population, enabling people to start well, live well and age well.

The Strategy and therefore this Plan centres on 8 wellbeing objectives and is based on key guiding principles developed with the people of Powys, including 'Do What Matters', 'Do What Works', 'Focus on the Greatest Need', 'Be Prudent', 'Offer Fair Access' and 'Work with the strengths of people and communities.' As a health board, we are clear in our ambition to positively influence the social, economic, environmental, and cultural life of the county and therefore this plan covers key actions that contribute to wider well-being, including decarbonisation, the foundational economy and social partnership. This Plan therefore also connects to the Powys Service Board plan 'Towards 2040' Wellbeing Plan.

There is a strong connection between 'A Healthy, Caring Powys', the health and care strategy in Powys, and the ambition for 'A Healthier Wales' set out by Welsh Government. This alignment is ever more necessary as a result of the pandemic, as the NHS in Wales, with partners, looks forward to a period of recovery and transformation. The health board is both a provider and a commissioner of healthcare for the Powys population who access services in both Wales and England, and the health board has demonstrated a strong track record in taking a 'whole system approach' to planning care, with partners. Catching up on care that has been delayed because of the pandemic is a top priority; whilst redesigning approaches to care that enable more care closer to home through high quality, sustainable services. Strong partnership and collaborative working will be essential for success in both recovery and the renewal agenda moving forward.

The strength of the health and care workforce, and of the Powys community, response to the pandemic has been remarkable and humbling. All have made enormous collective effort and sacrifice to keep Powys safe, working hand in hand from the initial stages where the focus was on containment measures to the more recent vaccination programme which is the first line of defence against coronavirus. There are likely to be challenges ahead, and whilst the ambition is high, realistically recovery may not be straightforward, and setbacks may need to be navigated. The collective spirit and action that saw Powys through the pandemic however will be key to success in reaching the goals of improved health and wellbeing of the people of Powys.

We look forward to working with you all moving forward in the delivery of this Plan.



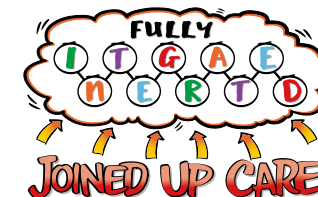
1. Reduce Health Inequalities and Improve Population Health
2. Health Improvement
3. Covid Prevention and Response



4. High Quality Sustainable Primary Care
5. Diagnostics, Ambulatory and Planned Care
6. Children, Young People and their families



7. Cancer
8. Circulatory Disease
9. Breathe Well (Respiratory)
10. Mental Health



11. Frailty and Community Model including Urgent and Emergency Care
12. Specialised Services



WORKFORCE FUTURES

13. Workforce Planning
14. Leadership and Team Development
15. Staff Wellbeing and Engagement
16. Education and Training
17. Partnership and Citizenship



DIGITAL FIRST

18. Clinical Digital Systems
19. Digital Infrastructure & Intelligence



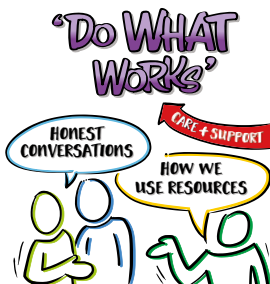
INNOVATIVE ENVIRONMENTS

20. Carbon reduction, biodiversity & environmental wellbeing
21. Capital, Estates and Facilities Improvements



TRANSFORMING IN PARTNERSHIP

22. Quality across the whole system
23. Integrated Partnership Working
24. Value Based healthcare
25. Governance & Organisational Improvement





Focus on Well-being Summary of Strategic Priorities and Key Actions	
1. Take action to reduce health inequalities and improve population health	
Key Actions:	
- Provide expert advice, leadership and action on public and population health and inequalities (including the five harms)	Director of Public Health
- Explore and respond to impact of COVID on population health outcomes	
- Support the revision to the Public Service Board Wellbeing Plan to ensure population health priorities are recognised	
- Deliver improvement through Equalities and Welsh Language Work Plan	Director of Therapies
2. Deliver health improvement Priorities including weight management, smoking cessation, early years and family health and wellbeing	
Key Actions:	
- Implement local actions in Healthy Weight: Healthy Wales 2020-2022 Delivery Plan, implement a comprehensive weight management pathway for adults and children, young people and families	Director of Public Health
- Better integrate the specialist stop smoking service, and re-engage with community pharmacies stop smoking services and explore options for delivering in primary care	
- Invest Building a Healthier Wales prevention and early years funding in line with national priorities and governance	
- Continue to deliver Healthy Schools and Healthy Pre-schools/Bach a Iach schemes, focusing on healthy weight, emotional and mental health and wellbeing and RSE (relationships and sex education)	
- Manage the transfer of Powys Local Public Health Team into PTHB	
3. Develop and implement a 'business as usual' model for COVID-19 Prevention and Response and integrated, comprehensive vaccination	
Key Actions:	
- Implement the COVID-19 Prevention and Response transition plan	Director of Public Health Director of Planning and Performance
- Offer anti-viral treatments and other therapeutic options based on the latest available evidence	Director of Public Health Director of Planning and Performance
- Deliver the COVID-19 Vaccination Strategy for 2022	Director of Public Health Director of Planning and Performance
- Implement the National Immunisation Framework for Wales	Director of Public Health Director of Planning and Performance

'Focus on Wellbeing' sets out the work to enable children and young people to 'start well', for people to 'live well' and for older people to 'age well'.

Powys Outcomes

- I am responsible for my own health and well-being
- I am able to lead a fulfilled life
- I am able and supported to make healthy lifestyle choices about my mental and physical health, and well-being, for myself and my family
- I have life opportunities whoever I am and wherever I live in Powys
- My environment/community supports me to be connected and maintain health and well-being
- As a carer I am able to live a fulfilled life and feel supported

Strategic Priorities

1. Take action to reduce health inequalities and improve population health
2. Deliver health improvement priorities including weight management, smoking cessation, early years and family health and wellbeing
3. Develop and implement a business as usual model for COVID-19 Prevention and Response and integrated, comprehensive vaccination



Early Help and Support Summary of Strategic Priorities and Key Actions

4. Improve Access to **High Quality Primary Care**

Key Actions:

- General Practice: General Medical Service renewal and recovery, contract reform, sustainability, integrated working, out of hours	Director of Primary Community Care and Mental Health
- Accelerate Cluster Development including Delivery of Cluster Plans 2022 – 2023	
- Dental Services: Recovery, additional access for mid Powys, Directed Enhanced Service, oral surgery, training offer, paediatric dental support, mobile unit, Community Dental Service	
- Optometry: Implementation of contract reform, development of clinical roles, delivery against national eye care recovery plan	
- Pharmacy: Implementation of contract reform, training and role development, Independent Prescribing & Common Ailments	

5. Develop and implement a progressive, whole system **diagnostic, ambulatory and planned care model**, delivering more care closer to home

Key Actions:

- Delivery of the Diagnostics, Ambulatory and Planned Care programme & Advice, Support and Prehabilitation Workstream (Renewal Portfolio)	Director of Planning and Performance
- Mobilisation of Planned Care improvements Enhanced local and regional services including endoscopy, diagnostics, cervical and bowel screening, theatre & treatments, outpatients, medicines management	Director of Primary Community Care and Mental Health
- Implement sustainable medical and workforce model Embedding learning from system resilience and multi-agency pandemic response; integrated approach for complex care needs	Director of Nursing Director of Therapies

6. Improve access to high quality prevention and early intervention services for **children, young people and their families**

Key Actions:

- Delivery of Regional Partnership Board 'Start Well' Priorities Healthy growth and development; children with complex needs and disabilities; access for children who are looked after	Director of Therapies Director of Nursing
- Implementation of Maternity and Neonatal pathways Taking into account NHS Wales Maternity & Neonatal Safety Improvement Plan and Ockenden Report in NHS England	Director of Primary Community Care and Mental Health Director of Nursing
- Remodel delivery of key services for women and children Including the Neurodevelopment service, sexual health services, gender identity and paediatric therapies.	Director of Primary Community Care and Mental Health Director of Therapies

This section sets out how we will offer early help and support to enable children and young people to 'start well', for people to 'live well' and for older people to 'age well'.

Powys Outcomes

- I can easily access information, advice & assistance to remain active & independent
- As a child and young person, I have the opportunity to experience the best start in life
- I have easy access, advice and support to help me live well with my chronic condition

Strategic Priorities

4. Improve access to high quality sustainable primary care
5. Develop and implement a progressive, whole system diagnostic, ambulatory and planned care model, delivering more care closer to home
6. Improve access to high quality, equitable prevention and early intervention services for children, young people and their families



Tackling the Big Four Summary of Three Year Strategic Priorities and Key Actions

7. Implement improvements in early diagnosis, treatment and outcomes for people with or suspected of having cancer	
Key Actions:	
<ul style="list-style-type: none"> - Improve access to FIT testing - Enhanced access to rapid diagnostic centres for vague symptoms - Work with the Wales Cancer Network on Optimal pathways and quality statement - Suspected cancer pathway tracking & harm review approach - Scope the potential for a Powys provided Rapid Diagnostic Centre - Scope community diagnostics, including hospital CT - Cytosponge implementation with BCUHB; Transnasal endoscopy 	Medical Director
8. Implement improvements in outcomes, experience and value in circulatory disease (Stroke, Heart Disease, Diabetes)	
Key Actions:	
<ul style="list-style-type: none"> - Gap analysis and Phased Plan - Cardiac workforce development - Community Cardiac Service development - Improve access to diagnostics in line with national programmes - Impact assessment / management of strategic proposals for Stroke - Evidence based primary and secondary stroke prevention - Equitable access to cardiac rehabilitation for all pathways 	Director of Public Health
9. Implement the next stage of the Breathe Well Programme, specifically aimed at repatriating care closer to home and focusing on Children and Young people's Respiratory care	
Key Actions:	
<ul style="list-style-type: none"> - Develop & implement plan to meet Quality Standard - Options appraisal and implementation of medical model - Children and Young People with Respiratory Conditions Plan - Phased approach to respiratory diagnostics closer to home 	Director of Therapies
10. Undertake a Strategic Review of Mental Health , leading to an agreed Strategic Plan to improve outcomes from high quality, sustainable services, including specialist mental health services	
Key Actions:	
<ul style="list-style-type: none"> - Strategic Review of services - Sanctuary House Tender / Award Q1 Provision & Monitoring - Single Point of Access 111 – Tender Q1, Provision & Monitoring - Deliver Dementia Action Plan and Memory Assessment Redesign - Deliver Powys Talk 2 Me 2 Strategy - Roll out Children and young people's emotional health and resilience service 	Director of Primary Community Care and Mental Health

This section sets out how the health board will develop effective services to treat and support people suffering from the four main causes of ill health and premature mortality in Powys.

Powys Outcomes

- I have easy access to support, information and early diagnosis
- I have early intervention and appropriate treatment
- My treatment and support is high quality, evidence based and timely as locally as possible

Strategic Priorities

7. Implement improvements in early diagnosis, treatment and outcomes for people with or suspected of having cancer
8. Implement improvements in outcomes, experience and value in circulatory disease (Stroke, Heart Disease, Diabetes)
9. Develop and implement the next stage of the Breathe Well Programme, specifically aimed at repatriating care closer to home and focusing on Children and Young people's Respiratory care
10. Undertake a Strategic Review of Mental Health, leading to an agreed Strategic Plan to improve outcomes from high quality, sustainable services, including specialist mental health services

Joined Up Care

Summary of Three Year Strategic Priorities and Key Actions

11. Design, develop and deliver a **Frailty and Community Model** enhancing outcomes, experience and value and the **six goals for Urgent and Emergency Care**

Key Actions:

Develop and deliver a Frailty and Community Model including intensive community and home-based care; a frailty pathway including falls and home first ethos.

- Complete work on overarching model following Gap Analysis (community hospitals and community services)
- Frailty Scoring Project
- Culture and change – joint work with Improvement Cymru
- Development of workforce model
- Treatment Escalation Plan – confirmation of approach
- Complex Geriatric Assessment Development and Implementation
- Revise Falls pathway to ensure integrated
- Confirm cross-cutting approach for end of life within model
- Feedback loop from improved intelligence

Medical
Director

Director of
Primary
Community
Care and
Mental
Health

Develop a place-based care approach in East Radnorshire, building on the expertise and resources in Knighton and District specifically

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This section sets out how the health board intends to deliver a fully integrated experience of health and care.

Powys Outcomes

- I have timely access to equitable services as locally as possible
- I am treated as an individual with dignity and respect
- My care and support are focused around what matters most to me
- I receive continuity of care which is safe and meets my needs
- I am safe and supported to live a fulfilled life
- I receive end of life care that respects what is important to me

Strategic Priorities

- 11.** Design, develop and deliver a Frailty and Community Model enhancing outcomes, experience and value and the six goals for Urgent and Emergency Care
- 12.** Support improved access to and outcomes from Specialised Services (including specialist mental health services, specialist paediatrics, major trauma, neonates, PET, as well as recovery planning for bariatric surgery, cardiac surgery, plastic surgery, neurosurgery, paediatric surgery)

<p>Joined Up Care</p> <p>Summary of Three Year Strategic Priorities and Key Actions</p>		
<p>11. Design and deliver a frailty and community model enhancing outcomes, experience and value and the six goals for Urgent and Emergency Care</p>		
<p>Key Actions:</p>		
<p>Deliver an Urgent and Emergency Care 'Six Goals' model</p> <p>Goal 1 Coordination, planning and support for people at greater risk of needing Unscheduled Emergency Care (UEC)</p> <ul style="list-style-type: none"> ➢ Build on cluster led risk stratification and virtual wards <p>Goal 2 Signposting, information and assistance</p> <ul style="list-style-type: none"> ➢ Deliver 24/7 Urgent Care Model, work with partners to review utilisation of NHS 111 Wales & Enhanced Directory of Services ➢ Test potential for Urgent Primary Care Centres (UPCCs) <p>Goal 3 Clinically safe alternatives to admission</p> <ul style="list-style-type: none"> ➢ Review Same day emergency care pathways ➢ Review Intermediate care (step up) pathways ➢ Assess Specialty advice and guidance lines <p>Goal 4 Rapid response in crisis</p> <ul style="list-style-type: none"> ➢ Work with WAST to deliver optimal 999 pathways ➢ Work with commissioned partners to ensure quality, safe and timely care in Emergency Departments <p>Goal 5 Optimal hospital care and discharge practice from the point of admission</p> <ul style="list-style-type: none"> ➢ Build on progress made across the system to improve patient flow to minimise harm for patients in hospital/in the community waiting for response and reduce average length of stay to 28 days ➢ Implement SAFER patient flow guidance <p>Goal 6 Home first approach and reduce the risk of readmission</p> <ul style="list-style-type: none"> ➢ Optimise the home first ethos and support discharge to assess and recover, reducing lengths of stay and delays in transfers to improve outcomes, review rehabilitation and reablement arrangements ➢ Working with the care sector to improve resilience in domiciliary and residential / nursing care and embed high impact changes and processes ➢ Partnership work with Welsh Ambulance Services; transformation ambitions as set out in the Emergency Ambulance Services Committee IMTP ➢ Learning from the System Resilience / Winter Plan; identification of further high impact changes across the Regional Partnership Board. 		<p>Director of Primary Community Care and Mental Health</p>
<p>12. Support improved access to and outcomes from Specialised Services (including specialist mental health services, specialist paediatrics, major trauma, neonates, PET, as well as recovery planning for bariatric surgery, cardiac surgery, plastic surgery, neurosurgery, paediatric surgery)</p>		
<p>Key Actions:</p>		
<ul style="list-style-type: none"> - Work with the Welsh Health Specialised Services Committee to implement Integrated Commissioning Plan Ensure equitable access and outcomes for the Powys population and work in partnership to address variation 		<p>Director of Planning and Performance</p>



Workforce Futures Summary of Three Year Strategic Priorities and Key Actions

13. Design, develop and implement a comprehensive approach to **workforce planning** focusing on attracting/securing workforce for targeted services (including international recruitment)

Key Actions:

- Support the development of a systematic renewal programme and value based service models with competency based workforce planning
- Systematic review and development of a sustainable workforce model (Covid Response, staffing/ medical model, transformation and renewal)
- Fully implement All Wales Workforce Planning Toolkit
- Facilitate public value conversations in health and care development
- Widen recruitment and careers opportunities building on apprenticeship offer, international recruitment, specific promotional campaigns
- Accelerate learning routes including part-time degrees for all health and care staff, and enhanced Student Streamlining offer

Director of Workforce and Organisational Development

14. Review, redesign and implement **leadership and team development**, enhancing clinical leadership and whole organisation focus on value

Key Actions:

- Roll out a suite of Management and Leadership Development programmes including Clinical Leadership Development
- Launch Intensive Learning Academy, strengthening the 'Digital Transformational Leadership' skill and ability within county
- Deliver Compassionate Leadership & team based working programme

Director of Workforce and Organisational Development

15. Deliver improvements to **staff wellbeing and engagement**, working closely with Trade Unions in Social Partnership on key joint priorities

Key Actions:

- Redesign the Occupational Health Service
- Implement mechanisms to understand, support and track the wellbeing of the workforce including Mental Health First Aid and wellbeing support

Director of Workforce and Organisational Development

16. Enhance access to high quality **education and training** across all disciplines, specifically focusing on 'grow our own'/apprenticeships

Key Actions:

- Develop the Grow Our Own Model working with HEIW
- Implement Nursing, Therapies and Healthcare Science Framework
- Enhance Continuous Professional Development for clinicians

Director of Workforce and Organisational Development

17. Implement key actions that enhance the health boards role in **partnership and citizenship**, including maximising the opportunities for volunteering, and widening access to healthcare careers

Key Actions:

- Working closely with our partners, systematically, look at how volunteers/peer mentors can be engaged across services
- Scope and develop a retirement fellowship – supporting the alumni of those who retire from the NHS to keep engaged with the system
- Implement Health and Care Induction Framework
- Develop School of Volunteers and Carers

Director of Workforce and Organisational Development

This section sets out how workforce planning and organisational development will support and enable the delivery of strategic priorities in this plan.

Powys Outcomes

- Those who I need to support me are able to make decisions and respond because they are well informed and qualified. If they can't help me directly, they know who can
- As a carer, I and those who I care for are part of 'the team'
- I can access education, training and development opportunities in Powys that allow me to secure and develop my skills and opportunities
- I am enabled to provide services digitally where appropriate
- I am engaged and satisfied with my work

Strategic Priorities

13. Design, develop and implement a comprehensive approach to workforce planning, focusing on attracting/securing workforce for targeted services (including international recruitment)
14. Review, redesign and implement leadership and team development, enhancing clinical leadership and whole organisation focus on value
15. Deliver improvements to staff wellbeing and engagement, working closely with Trade Unions in Social Partnership on key joint priorities
16. Enhance access to high quality education and training across all disciplines, specifically focusing on 'grow our own'/apprenticeships
17. Implement key actions that enhance the health boards role in partnership and citizenship, including maximising the opportunities for volunteering, and widening access to healthcare careers



Digital First Summary of Three Year Strategic Priorities and Key Actions	
18. Implement clinical digital systems that directly enable improved care, including cross border clinical records sharing, clinical service priorities (nursing, eye care, prescribing), and telecare	
Key Actions:	
<ul style="list-style-type: none"> - Implement key programmes to deliver Digital Care including digitisation of health records, Welsh Nursing Care Records (WNCR), Phase 2 Of WCMS, Eye Digitisation, Electronic prescribing and medicines administration and bed management system - Implement the cross border programme, supporting liaison between Digital Health and Care Wales and English Trusts - Enhance key systems to support delivery including system replacement of Canisc, Electronic Test Request and Malinko - Delivery of Telehealth and Telemedicine programmes 	Director of Finance
19. Implement key improvements to digital infrastructure and intelligence , undertaking a Digital Service Review for the medium/longer term, aligning to the Renewal Programmes and improving the deployment of healthcare systems	
Key Actions:	
<ul style="list-style-type: none"> - Enhance business intelligence capability and systems - Improvement of key platforms to enhance access including Office 365, virtual clinics, single sign in for clinical applications, inpatient access screens, electronic referrals, ward based stock control - Support digital developments in the North Powys Programme - Design and implement training for role based access and administrative components including digital dictation and scribing - Develop and implement Artificial Intelligence in robotics, machine learning and support for out of hours - Delivery of phased infrastructure development including managed print, telephony replacement, cyber security 	Director of Finance

This section sets out how putting Digital First will support the strategic priorities in this plan.

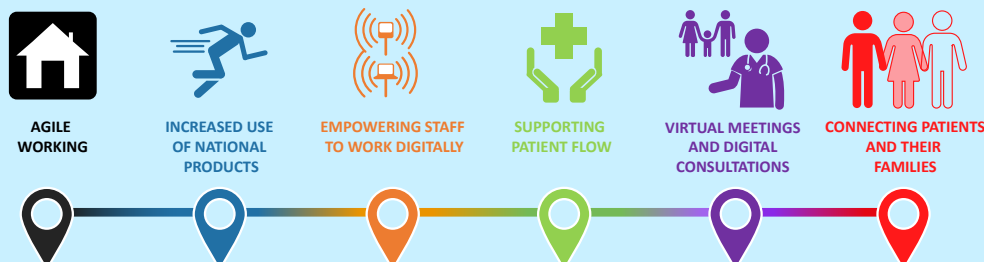
Powys Outcomes

- I am able to find and do what I need online, such as make or change appointments, pay my bills, self-assess or reach a doctor or consultant without having to travel
- I am helped to use technology and gain access to resources to allow me to be digitally independent

Strategic Priorities

- 18. Implement clinical digital systems that directly enable improved care, including cross border clinical records sharing, clinical service priorities (nursing, eye care, prescribing), and telecare
- 19. Implement key improvements to digital infrastructure and intelligence, undertaking a Digital Service Review for the medium/longer term, aligning to the Renewal Programmes and improving the deployment of healthcare systems

SETTING THE DIGITAL LANDSCAPE





Innovative Environments Summary of Three Year Strategic Priorities and Key Actions

20. Implement ambitious commitments to **carbon reduction, biodiversity enhancement and environmental wellbeing**

Key Actions:

Implement Decarbonisation and Biodiversity Delivery Plans:

- Use of ISO14001 Environmental Management System including biodiversity and ecosystem impact tracking and improvements
- Assess impact including use of COSHH to consider less environmentally harmful materials wherever practical
- Maintain tree surveys and for every tree felled on PTHB land, at least 2 native trees planted
- Waste reduction and management including recycling and reuse of waste products, pharmaceutical waste and medical gases, inhaler specific promotion/disposal and recycling, plastics in healthcare initiatives
- Energy and water management including renewables; retrofit programme for energy efficient upgrade by 2030; low carbon heat generation solutions for all sites larger than 1000m² by 2030; LED lighting by 2025
- Sustainable transportation in line with Welsh Government's Active Travel Action Plan: vehicle management, remote working, pooling, future proofing site design for electric charging capability (in partnership with NHS Shared Services)
- Procurement and purchasing including life cycle approach and weighting of sustainable services
- Buildings Management Control System by 2023; BREAM standards for new build and refurbishments; enhanced biodiversity protections, future developments in line with net zero / Modern Methods of Construction
- Proactive communication and engagement to ensure leadership and promote low carbon behaviours/ best practice and initiatives

Director of Environment

21. Implement **capital, estate and facilities improvements** that directly enhance the provision of services to patients/public and the wellbeing/experience of staff

Key Actions:

- Deliver Discretionary & Major Capital Programme
Including developments at Machynlleth; Brecon Car Park; Llandrindod Wells Phase 2; Llanfair Caereinion Primary Care Centre
- Deliver Facilities & Estates Compliance & Improvements
Stores & Distribution, Health & Safety, Catering & Food Hygiene, Support Services, Estates Compliance
- Delivery of Multi Agency Campus
Part of the North Powys Well-being Programme

Director of Environment

This section sets out ambitious plans for carbon reduction, biodiversity, environmental and estates improvements, that directly enhance care, experience and wellbeing for the population and the staff of the health board.

Powys Outcomes

- I am part of a thriving community which has a range of opportunities for health and social care, social events and access to advice and guidance services to support my well-being
- I have access to a Rural Regional Centre providing one stop health and care shops – diagnostic, advice and guidance, day treatments, etc. which reduces unnecessary out of county travel
- I am encouraged and supported to use the great outdoors for my well-being and care
- I am able to have my home adapted to help me live independently and feel safe
- I have care in a fit for purpose environment that enhances my experience

Strategic Priorities

- 20. Implement ambitious commitments to carbon reduction, biodiversity enhancement and environmental wellbeing
- 21. Implement capital, estate and facilities improvements that directly enhance the provision of services to patients/public and the wellbeing/experience of staff



Transforming in Partnership Summary of Three Year Strategic Priorities and Key Actions

22. Implement key actions to improve quality (safety, effectiveness and experience) of services across the whole system		
Key Actions:		
- Deliver the Clinical Quality Framework with a focus on key priority areas including Maternity and Neonatal; Care Home sector and provider assurance	Director of Nursing, Director of therapies	
- Revise the Commissioning Assurance Framework and Integrated Performance Approach, to track system resilience and improvement	Director of Planning and Performance	
- Delivery of the Research and Innovation Plan Research innovation hub, innovation and improvement to enable high quality clinical care, Quality Improvement capacity, clinical audit	Medical Director	
23. Develop and implement key actions to enhance integrated/partnership system working , both in Wales and England, improving regional approaches to the planning and delivery of key services		
Key Actions:		
- Delivery of Regional Partnership Board priorities, with mid-year review of Health and Care Strategy	Various	
- Delivery of the North Powys Well-being Programme	Various	
- Management of Strategic Change with targeted action for live programmes with an impact on the Powys population	Various	
- Revise and update Section 33 arrangements for care homes	Director of Nursing	
- Delivery of programme of Communications, with continuous and targeted engagement to support priorities in this plan	Assistant Director of Community Services	
24. Implement value-based healthcare , to deliver improved outcomes and experience, including the effective deployment and management of resources		
Key Actions:		
- Delivery of the value based healthcare programme (Renewal Portfolio)	Various	
- Delivery of Financial Strategy and Financial Plan	Director of Finance	
25. Implement key governance and organisational improvement priorities including embedding risk management, effective policies framework; assurance; Board effectiveness and systems of accountability and organisational development		
Key Actions:		
- Delivery of Governance Work Programme	Board Secretary	
- Revise the Commissioning Assurance Framework and Integrated Performance Approach, to track the 6 domains	Director of Planning and Performance	
- Delivery of the Organisational Development Framework	CEO/Workforce and Organisational Development	

This section sets out the action we will take in partnership across Powys as a region in its own right, as well as the wider Mid Wales region and nationally, both in Wales and across the border in England.

Powys Outcomes

- As a Powys resident I 'tell my story' once and I am confident that those looking after me are working together in my best interest
- The services I receive are coordinated and seamless
- I am able to access buildings and resources shared for multiple purposes, by multiple organisations
- My community is able to do more to support health and well-being

Strategic Priorities

22. Implement key actions to improve quality (safety, effectiveness and experience) of services across the whole system
23. Develop and implement key actions to enhance integrated/partnership system working, both in Wales and England, improving regional approaches to the planning and delivery of key services
24. Implement value-based healthcare, to deliver improved outcomes and experience, including the effective deployment and management of resources
25. Implement key governance and organisational improvement priorities including embedding risk management, effective policies framework; assurance; Board effectiveness and systems of accountability and organisational development



Where are we now

Most people receive diagnostics, outpatients and day case treatments outside of Powys.

Most children receive diagnostics, outpatients and day case treatments outside of Powys.

Most people receive specialist care outside of Powys.

People receive rehabilitation services in a mix of acute and community settings.

People travel to Cardiff or Stoke for complex rehabilitation services.

People receive most of their cancer diagnostics and treatments outside of Powys.

People can access different care and support services at home, depending on where they live

At the moment, a small number of people can access urgent care at home or in a minor injuries unit.

A small number of people have access to technology that helps them selfcare and live independently.

A large number of adults and children receive care through statutory services.

Demand for health and care services is rising.

Where would we like to be by 2027

Most people receive diagnostics, outpatient and day case treatments in Powys.

There is a small increase in the number of children who receive paediatric diagnostics, outpatient and day case treatments in county. However, due to the specialist skills required for more complex diagnostics and treatments, most children will continue to receive this care outside of Powys.

More people will receive specialist care in Powys, including via digital applications when it is safe and effective to do so.

More people will receive rehabilitation service in community settings and their own home.

Some people will receive complex rehabilitation services in Powys.

People who need less complex cancer diagnostics and treatments can receive these at the Rural Regional Centre or, where possible, in their home.

All people can access the same care and support services at home and, when needed can access 24/7 multi agency care.

More people can access urgent care at home, in the community or at the Rural Regional Centre.

Most people who need it have access to technology that helps them selfcare and live independently.

Multi agency early help and support teams will identify people in need early so fewer adults and children go into the care system.

An investment into prevention and early intervention means more people enjoy good health and wellbeing and prevents demand for health and care services rising in the longer term.



Powys Teaching Health Board	https://pthb.nhs.wales
Powys Regional Partnership Board	https://www.powysrpb.org
Powys Health & Care Strategy	www.powysthb.wales.nhs.uk/sitesplus/documents/1145/Board_Item_2.2_H%26CS_Appendix%2011.pdf
Powys Public Service Board Well-being Plan	https://en.powys.gov.uk/article/5789/Towards-2040---the-Powys-Well-being-Plan
Powys Well-being Assessment	https://en.powys.gov.uk/article/5794/Full-Well-being-assessment-analysis
Powys Wellbeing Bank	https://en.powys.gov.uk/article/5800/Wellbeing-Information-Bank
Powys Community Health Council (CHC)	www.wales.nhs.uk/sitesplus/1144/home
Powys County Council	www.powys.gov.uk
Powys Association of Voluntary Organisations (PAVO)	www.pavo.org.uk/home.html
Mid Wales Joint Committee	www.midwalescollaborative.wales.nhs.uk
Rural Health and Care Wales	https://ruralhealthandcare.wales
Welsh Ambulance Services NHS Trust	www.ambulance.wales.nhs.uk
Welsh Health Specialised Services Committee	www.whssc.wales.nhs.uk/home
Emergency Ambulance Services Committee	www.wales.nhs.uk/easc/about-us
Welsh Government	https://gov.wales
Health Education and Improvement Wales (HEIW)	https://heiw.nhs.wales
Public Health Wales	https://phw.nhs.wales
Digital Health and Care Wales	https://dhcw.nhs.wales
NHS Wales Shared Services Partnership (NWSSP)	www.nwssp.wales.nhs.uk/home
NHS England / Improvement	www.england.nhs.uk



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If you would like further
information, please email

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