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Bwrdd Iechyd
Addysgu Powys
Powys Teaching
Health Board



Integrated Plan 2023 – 2026

Everyday Version

Introduction

We are pleased to introduce the Everyday Version of the Integrated Plan for Powys Teaching Health Board for the period 2023 to 2026.

The plan combines the whole range of responsibility the Health Board has in terms of the planning and provision of services for its resident population.

2023 is the mid way point of our local Health and Care Strategy 'A Healthy Caring Powys' and the 75th anniversary of the birth of the NHS. A strong strategic framework is key to our plan, as the Health Board is both a provider and a commissioner of healthcare for the Powys population who access services in both Wales and England.

There is a strong connection between 'A Healthy, Caring Powys' and the ambition for 'A Healthier Wales' set out by Welsh Government. This plan takes a 'whole system approach', building on our strong track record of working with partners to meet the needs of the residents of Powys.

It also responds to the challenges that have been faced over the past few years and the impacts that they will continue to have going forward. Notably the impact of the pandemic on wellbeing and the provision of healthcare. But also wider socio-economic difficulties arising globally and impacting locally, including increases in the cost of living for our population.

Given the challenges, the health board has been unable to submit a financially balanced plan for the year ahead, but instead has set out a number of strategic priorities, to ensure the ongoing delivery of services and respond to Ministerial Priorities.

There is a renewed focus on improving value and catching up on care that has been delayed because of the pandemic; whilst also accelerating work on a sustainable model of care. This is complex work that will span the period of this plan and beyond.

This is a health board plan but recognises the collaboration and teamwork that goes into providing healthcare in Powys, ranging from the third sector, to primary care contractors and social care colleagues, as well as the acute and specialised care provided by other organisations across Wales and across the border in England.

- This summary version is available in English and Welsh and other formats can be provided on request.
- The full version of the plan is available on the health board's website in English and Welsh.

For further information please contact the PTHB Planning Team via email at: planning.powys@wales.nhs.uk



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**Ministerial Priority*



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Wellbeing Objectives:
providing the bridge to the medium term and longer term ambition

In Year Strategic Priorities:
(incorporating Ministerial Priorities)

Enabling Objectives supporting delivery of Strategic Priorities



- Transformation & sustainability of our workforce
 - A great place to work
 - Employee health and wellbeing
 - Joint workforce futures programme



- Digital strategic framework
- Implement clinical digital systems
- Resilient, cyber secure infrastructure
- Electronic document management and digitalisation
- Modernise data architecture and business intelligence



- Capital and estates programme
- Environmental management and decarbonisation



- Governance
- Quality Governance
- Engagement and Communication
- Strategic Commissioning and Performance
- Strategic Planning
- Innovation and Improvement
- Strategic Equalities and Welsh Language

Enabling Priorities 2023-2026

Guiding Principles



Do What Matters

We will focus on 'what matters' to people. We will work together to plan personalised care and support focusing on the outcomes that matter to the individual.



Do What Works

We will provide care and support that is focused on 'what works' based on evidence, evaluation and feedback. We will have honest conversations about how we use resources.



Focus on Greatest Need

We will focus resources on those with greatest need for help and support, in a way that looks ahead to future generations.



Offer Fair Access

We will ensure that people have fair access to specialist care and to new treatments and technologies, helping to deliver a more equal Powys and recognising rural challenges.



Be Prudent

We will use public resources wisely so that health and care services only do those things that only they can and should do. Supporting people to be equal partners and take more responsibility for their health and care.



Work with People and Communities

We will work with individuals and communities to use all their strengths in a way that maximises and included the health and care of everyone, focusing on every stage of life – Start Well, Live Well and Age Well



FOCUS ON WELLBEING

This objective is focused on the work to improve population health and tackle health inequalities, which will enable children and young people to 'start well', adults to 'live well' and older people to 'age well'

A focus on wellbeing is the essential foundation for A Healthy Caring Powys, the long-term ambition set out in the Health and Care Strategy for Powys. It delivers the ambition set out in 'A Healthier Wales' for the Powys region. This is still very much the driving force, having been reviewed and refreshed, to ensure it remains relevant in a much-changed context.

Strategic Priorities

- Population health improvement including health inequalities
- Health Protection including vaccination
- Health protection – Infection Prevention and Control

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 wherever 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

Key Areas of Delivery

Population health improvement including health inequalities

- Delivery of health-board-led population level health improvement programmes (including recovery of delivery following pandemic):
 - Healthy Child Wales Programme
 - Designed to Smile
 - Smoking prevention in schools
- Delivery of Pathfinder Early Years Integration programme (Regional Partnership Board Start Well Programme)
 - Delivery of Nyth/Nest programme (Regional Partnership Board Start Well Programme)
 - Delivery of Whole System Approach to Healthy Weights programme
 - Promote uptake of immunisation and screening programmes

Health protection including vaccination

- Delivery of revised model of Mass Vaccination including local implementation of National Immunisation Framework
- Delivery of local component of Health Protection response aligned with National Health Protection Review including
 - Communicable disease
 - Community outbreaks of infectious diseases
 - Public health emergencies
 - Testing and tracing
 - Monkeypox
 - Refugee action in line with national health protection guidance
- Promote uptake of national cancer screening programmes

Health Protection: Infection Prevention and Control

- Deliver improvements in Infection Prevention and Control, building on and strengthening learning from the Covid-19 pandemic and beyond



EARLY HELP AND SUPPORT

This objective focuses on early help and support through those services that are the first point of contact, where timely diagnostics and co-ordinated care make the most impact on wellbeing

Early Help and Support has remained a key priority, with its importance being repeated in the messages heard from continuous engagement with our population and partners.

Strategic Priorities

- Primary Care
- Diagnostics
- Admission Avoidance
- Planned Care

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

Key Areas of Delivery

Primary Care

Ministerial
Priority

- Increased access to GP and Community Services
- Improved use of Community Pharmacy
- Improved use of Optometry
- Increased access to Dental

Diagnostics

Ministerial
Priority

- Access to additional regional diagnostics capacity
- Implementation of Transnasal Endoscopy
- Implementation of next phase Community Cardiology
- Implementation of Dermatology
- Complete access to Rapid Diagnostic Clinics
- Straight to Test Model
- Implementation of Regional Image Sharing Protocol and capital review of diagnostic equipment

Admission Avoidance

- Phased plan for admission avoidance in Powys

Planned Care

Ministerial
Priority

- Improvements in line with Getting It Right First Time reviews
- Strengthen infrastructure and governance
- Outpatient Transformation
- Access to additional regional capacity
- Improve value in key specialties
- Maternity Assurance and Safety Improvements
- Women's and Sexual Health Improvement
- Paediatric Remodel including Therapies



TACKLING THE BIG FOUR

This objective is focused on how the response to the four main causes of ill health, burden of disease and premature mortality in Powys

The Health and Care Strategy, 'A Healthy Caring Powys' set out the four key determinants of health for Powys. These remain important drivers for the health and wellbeing of the population today, being cancer, circulatory and respiratory disease and mental health. As well as being major priorities individually, there are important inter-relationships across the Big Four.

Strategic Priorities

- Cancer
- Circulatory disease
- Respiratory
- Mental Health

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

Key Areas of Delivery

Cancer

Ministerial
Priority

- Deliver Cancer Improvement (in line with NHS Wales Cancer Improvement Plan)
- Rapid Diagnostic Clinics
- Delivery of Key Initiatives to improve access
- Cancer tracking
- Quality Statement and Optimal Pathways

Circulatory

- Quality Statements and Pathways for Stroke, Diabetes and Cardiac
- Cardiac including community cardiology and rehabilitation
- Primary care including atrial fibrillation, care and treatment for diabetes
- Stroke including whole system strategic change

Respiratory

- Implementation of the Respiratory Quality Statement
- Use of asthma plans for children and young people

Mental Health

Ministerial
Priority

- Mental Health Service Transformation
- 111 Press 2 implementation
- Pathway design and development
- CAMHS (Child and Adolescent Mental Health Services)



JOINED UP CARE

This objective includes delivery of the Accelerated Sustainable Model of Care, to build resilience and ensure effective care; and onward pathways including Specialised Care

The ambition for Joined Up Care emerged clearly through engagement with communities as part of the Health and Care strategy and remains a cornerstone of our longer-term vision for A Healthy Caring Powys. In the context of the pandemic, this is more important than ever, as the challenges now faced will not be successfully addressed by traditional approaches.

Strategic Priorities

- Frailty and Community Model
- Urgent and Emergency Care
- Specialised 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

Key Areas of Delivery

Frailty and Community Model

Ministerial
Priority

- Design and Delivery of an Accelerated Sustainable Model
 - Aligned with Regional Partnership Board approach to Integrated Care Communities and Cluster Plans)
 - Taking into account national developments i.e.. 'Further Faster'
- Improve key pathways and interventions (including Frailty and Falls and actions to reduce length of stay and delayed transfers)

Urgent and Emergency Care

Ministerial
Priority

- Deliver alternatives to urgent and emergency care (within the PTHB Community based urgent care model)
- Delivery of Joint Integrated Commissioning Action Plan with Welsh Ambulance Services and Rapid Escalation Plan

Specialised Care

- Collective action via Welsh Health Specialised Services Committee to improve value including agreed pathway improvements; management of complex interfaces with commissioners and providers in England
- Equitable access including assessing unwarranted variation for Powys population



WORKFORCE FUTURES

This objective sets out how workforce planning and organisational development will support and enable the delivery of strategic priorities

It is imperative to transform, innovate, integrate, and create new models of working alongside new models of care. It is crucial that we are alert to national and local workforce projections to inform our planning, experience and delivery, in order that we work together to build more sustainable models and take the opportunities to transform.

Strategic Priorities

- Transformation and Sustainability of Our Workforce
- A Great Place to Work
- Employee Health and Wellbeing
- Joint workforce futures programme

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

Key Areas of Delivery

Transformation and Sustainability of our Workforce

- Workforce Planning
- Recruitment Redesign
- Variable Pay Reduction
- Education and Role Development

A Great Place to Work

- Temperature Checks and Analytics Capability
- Leadership Development
- Professional Development
- Employee Support

Employee Health and Wellbeing

- Gold Corporate Health Standard
- Wellbeing Roadshows & Other Events
- Occupational Health
- Employee Assistance Programme
- Anti-Racist Action Plan
- Mentoring

Joint Workforce Futures Programme

- Designing, Planning and Attracting the Workforce
- Leading the Workforce
- Engagement and Wellbeing
- Education Training and Development
- Partnership and Citizenship



DIGITAL FIRST

Digital First will be developed into a Strategic Framework to enable improved care through digital systems and a resilient and secure digital infrastructure

There are opportunities to deliver better care for the population by maximising the use of digital technology, achieving multiple goals including the ambition to deliver more care closer to home, supporting the development of a flexible, sustainable model of care.

Strategic Priorities

- Digital Strategic Framework
- Implement clinical digital systems
- Resilient, cyber secure infrastructure
- Electronic document management and digitalisation
- Modernise data architecture and business intelligence

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

Key Areas of Delivery

Digital Strategic Framework

- Why What When and How we deliver Digital services
- Improve outcomes for staff and patients, clinically led and patient centric

Implement clinical digital systems

- To enable improved care, including cross border clinical records sharing, developments in clinical service priority areas and telecare
- Health Pathways Implementation

Resilient, cybersecure infrastructure

- Deliver a resilient, cyber secure infrastructure within the Powys Teaching Health Board buildings

Electronic Document Management and Digitisation

- Electronic document management policies and processes
- Digitalisation of paper records

Modernise Data Architecture and Business Intelligence

- Provide a modern data architecture and improved business intelligence and knowledge for informed decision making
- Single source of the truth, improving data quality



INNOVATIVE ENVIRONMENTS

This objective focuses on ambitious plans for carbon reduction, biodiversity, environmental and estates improvements, to enhance care, experience and wellbeing

The health board has some significant challenges, having the oldest built estate in Wales as well as the 'least new' estate. The ambition for innovative environments therefore needs to be understood in a dynamic and changing context, embracing both maintenance and transformation of the environments, to support work on an accelerated sustainable model of care.

Strategic Priorities

- Capital and Estates Programme
- Environmental Management and Decarbonisation

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 to support my well-being
- I have access to a Rural Regional Centre providing one stop health and care which reduces unnecessary out of county travel

Key Areas of Delivery

Capital and Estates Programme

- Delivery of major capital programmes including:
 - Phase 2 Llandrindod Wells Regional Rural Centre
 - Operationalisation of Bro Dyfi Community Hospital
- Delivery of Estates Strategy including urgent compliance schemes
- Development and Delivery of Regional Partnership Board Innovative Environments Capital Plan
- Implementation of 'Soft' Facilities Management

Environmental management and decarbonisation

- Decarbonisation Action Plan taking into account National Plan
- Delivery of actions towards Ambition for Net Zero by 2030
- Roll out of Carbon Literacy throughout the organisation
- Biodiversity enhancement and protection in line with section 6 of Environment (Wales) Act

TRANSFORMING IN PARTNERSHIP



This objective sets out the action to be taken 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

There are challenges ahead, the impacts of the pandemic continue to be felt and are compounded by other structural and demographic complexities such as cost of living increases and a challenging economic climate. These require new ways of working, building relationships and collaboration to improve population health.

Strategic Priorities

- Governance and Quality Governance
- Engagement and Communication
- Strategic Commissioning, Performance and Planning
- Innovation and Improvement
- Equalities and Welsh Language

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

Key Areas of Delivery

Governance

- Board Assurance Framework
- Robust surveillance of strategic risk
- Reviewing the Board's Advisory Structure

Quality Governance

- Implement the Duty of Quality and Duty of Candour in line with the Quality and Engagement Act

Engagement and Communication

- Annual marketing and communications programme
- Effective engagement and communication to support organisational priorities and strategic insight

Strategic Commissioning and Performance

- Delivery of Strategic Commissioning Function
- Development of Integrated Performance

Strategic Planning

- Delivery of annual cycle of Strategic Planning including the Integrated Plan

Innovation and Improvement

- Delivery of Clinical Audit and Assessment
- Develop School of Research Innovation and Improvement Activity

Strategic Equalities and Welsh Language

- Delivery of action on Anti-Racist Wales Action Plan
- Roll out staff Trans Awareness training
- Deliver patient stories project