

# Our Plan for 2019-22



GIG  
CYMRU  
NHS  
WALES

Bwrdd Iechyd  
Addysgu Powys  
Powys Teaching  
Health Board

Everyday version of the Integrated Medium Term Plan (IMTP) 2019-2022

## THE HEALTH AND CARE STRATEGY FOR POWYS 'AT A GLANCE'



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



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

'A Healthy caring Powys'

# Foreword from the Chair and CEO

This is the second year of our joint long term Health and Care Strategy, A Healthy Caring Powys and there is a strong connection between our vision and the ambition for 'A Healthier Wales' set out by Welsh Government in 2018. The Integrated Medium Term Plan (IMTP) Everyday Version sets out a summary of our priorities so that all our staff can clearly see their role in delivering the Powys Outcomes and the links to national well-being goals and principles.

Powys is a diverse county, with a large footprint at the rural heartland of Wales. The health board is responsible for improving the health and well-being of around 133,000 people in Powys. We have three clusters formed around the communities of North Powys, Mid Powys and South Powys, ensuring that the needs of the population are at the heart of what we do. We aim to bring as much care as possible close to home and ensure patients have access to safe and sustainable services for more acute and specialist care, which currently involves many other organisations.

Collaboration with partners around our borders locally, regionally and nationally is key to our success and we are developing a strong rural alliance across Mid Wales, exploring joint solutions in areas such as workforce planning.

We would like to thank all those who work for the health board and our partners who work with us. This includes the third sector, Leagues of Friends, Primary Care contractors, the independent sector, local authorities, Welsh Ambulance Services Trust and other health board / healthcare providers and commissioners in Wales and England. The vision of a healthy, caring Powys is a collaborative and collective ambition.

We look forward to keeping you informed on progress as part of the Powys Regional Partnership Board and Powys Public Service Board, as well as our own health board reports and publications.



Professor Viv Harpwood (Chair)



Carol Shillabeer (Chief Executive)

# Our Values

In order to successfully deliver 'A Healthy Caring Powys' the health board is focusing on creating a strong alignment between the strategy and the organisational structure, processes, people and culture.

This will ensure that we have the best chance of delivering our vision and create a clear golden thread between the strategy, team plans and individual objectives. So that everyone can clearly see their role as part of the health board, its partnerships and its long term vision.

Values are key to this, having been developed by people who work in the health board and its stakeholders. It forms the foundation of the "way we do things". Everyone in the health board has a role in bringing the values to life, and makes an important contribution to a greater whole. They help ensure that people feel engaged, safe and motivated and work together to shared goals. In doing so, we can plan and deliver the best service for our population.



# Population need

Whilst a greater proportion of the Powys population may engage in healthy behaviours compared with Wales, there remains significant challenge in further improving health behaviours and health outcomes.



The number of young people and those below 65 years is predicted to decrease while the number of older adults in Powys is predicted to increase dramatically (26% of Powys residents are aged 65 or over compared to 18% in the UK).



## 8%

Projected overall decline in the Powys population by 2039.

## ACCESS

Powys is the most deprived Local Authority in Wales for access to services. 42 lower Super Output Areas (LSOA) are among the least affluent 10% of areas in Wales.

## 1 in 4

Children enter school either overweight or obese in Powys.

## 6 in 10

Adults in Powys are overweight or obese. This is the same as the all Wales rate.

## 4,256

Estimated number of people 65+ with dementia. At 44% Powys, along with Ceredigion, has the highest projected rise in people with dementia in Wales.



## 16,154

Carers in Powys showing an increase of 14% from 2001.

Population health evidence and the burden of disease indicates that the four main causes of ill health and premature mortality in Powys are 'The Big Four':

- MENTAL HEALTH
- RESPIRATORY CONDITIONS
- CANCER
- CIRCULATORY DISEASES

## 14 & 10 Years

A child born in Powys' 1/5th most deprived population can expect to live 14 years (female) or 10 years (male) less than those born in the most affluent 1/5th.



# Challenges and opportunities

There are a number of significant challenges to delivering health and care provision to the people of Powys, however these challenges can also be our greatest opportunities.



**A Rural  
County**

**Whole System  
Financial Pressures**



**External  
Strategic  
Change**

**Transforming through  
Commissioning Development**



**An  
Outdated  
Estate**



**Workforce  
Fragility &  
Recruitment**



**Sustainability  
& Development  
of Primary Care**

**Digital  
Inclusion &  
Infrastructure**



**An Aging  
Population**



**Integration**

# National context

The Well-being of Future Generations (Wales) Act 2015 places an emphasis on sustainable development, and put in place Seven Well-being Goals, to be delivered by public bodies:

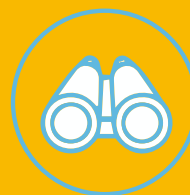
- A Prosperous Wales
- A Resilient Wales
- A More Equal Wales
- A Healthier Wales
- A Wales of Cohesive Communities
- A Wales of Vibrant Culture and Welsh Language
- A Globally Responsible Wales

'A Healthier Wales: Our Plan for Health and Social Care' was published by Welsh Government in 2018, setting out a shared ambition to bring health and care services together into a seamless whole

system approach, designed around the needs and preferences of individuals, with a much greater emphasis on health and well-being.



## The Five Ways of Working:



Long  
Term



Prevention



Involvement



Integration



Collaboration

# Powys Strategic Framework

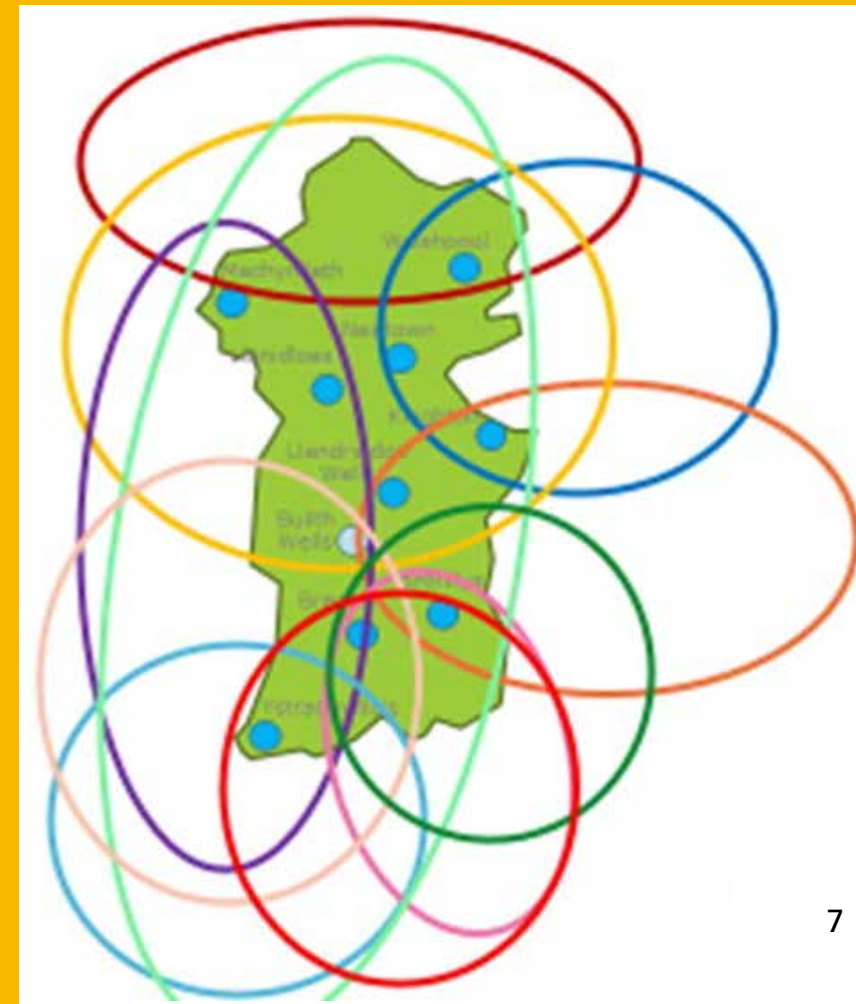


'A Healthy Caring Powys' is aligned to the vision of 'A Healthier Wales' and is overseen by the Powys Regional Partnership Board. Core to both is a community based model of health and care and a transformation of primary, planned and urgent care, as a commissioner and partner, as well as a direct provider of healthcare.

This is set in the very long term context of the Powys Well-being Plan which spans generations towards 2040, with 12 Steps being overseen by the Powys Public Service Board.

Powys is also a key part of the Mid Wales Joint Committee for Health and Care, delivering a jointly agreed Work Programme, which builds on the strategies and plans of each partner.

Powys has borders with all bar one other health board in Wales as well as with England and is therefore a component of many other strategic plans, as indicated by the hoops below (see the full IMTP for more detail).



# Supporting people throughout life's journey

Health and care services work for all people throughout their life and therefore a key aspect of our ambition is to 'Start Well', 'Live Well' and 'Age Well'.



We will support children and families with the foundations of good health, especially in the first days of life. We will work closely with partners to ensure young people and young carers are safeguarded and supported to develop healthy behaviours, preventing adverse childhood experiences.

We will support older people to be as active as possible, addressing frailty and long term conditions and working across health and social care to get things right first time. We will use technology for self-care and promote independence, encouraging greater social inclusion and combatting loneliness.



We will make the best use of community strengths and the physical environment to support people to maintain their health and well-being. We will also develop effective services to treat and support people suffering from the four main causes of premature mortality in Powys: Mental Health, Cancer, Respiratory and Circulatory Diseases. We will develop services that fit around people's busy lives, providing choice, accessibility and equitable services locally.

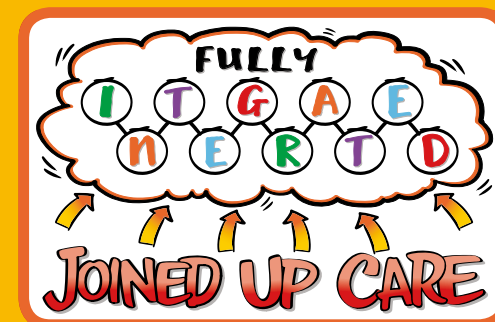
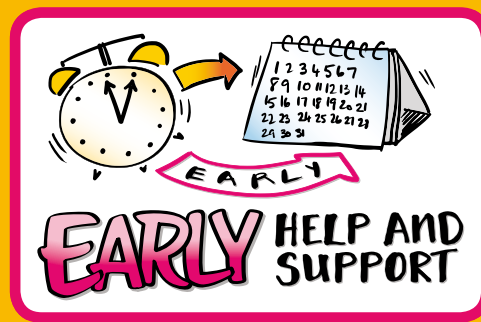
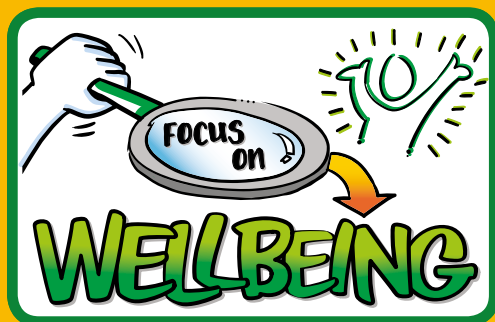




# Well-being objectives

At the heart of A Healthy Caring Powys and our Integrated Medium Term Plan are the eight objectives, agreed jointly with our partners. These are made up of four well-being objectives and four enabling objectives, as shown below.

## Core well-being objectives



## Enabling well-being objectives



The pages that follow provide more detail on each objective, the priorities for 2019/2020-2021/2022 and the intended outcomes for the population.



# Well-being objective 1: Focus on Well-being



A focus on well-being is the essential foundation for 'A healthy, caring Powys'. Promoting, supporting and facilitating the physical and mental well-being of people across the life course is about reducing avoidable ill-health and enabling people to effectively manage their health. We have a partnership approach to address the long term, wider determinants of health and behavioural risk. We will continue to strengthen health improvement and disease prevention, enabling people to make decisions and take action. Reducing health inequalities is central to our approach and reflected throughout the Plan.

## PRIORITIES

- **Wider Determinants of Health: Implement the Powys Wellbeing Plan**
- **Implement the Health Improvement & Disease Prevention Programme and Population Screening**
- **Improve Information, Advice and Assistance**

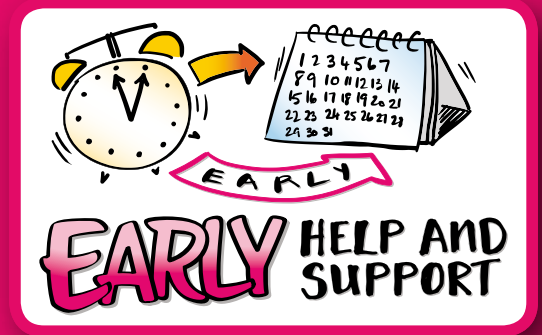
## OUTCOMES

Through successfully Focusing on Well-being, people in Powys will say:

- I am engaged in managing 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.
- I can easily access the information, advice and assistance to inform myself and remain active and independent.

# Well-being objective 2: Early Help and Support

Providing early help and support is vital across the life course to manage ill health and ensure timely support is in the place. Primary and Community Care provide the first point of care for more than 90% of people's contact with the NHS in Wales. This front line care occupies a unique position in the Powys model as it does in the national transformational programmes and will take into account workforce and sustainability challenges. Early help and support provides an opportunity to make the greatest impact to improve access to urgent, unplanned, routine and preventative care.



## PRIORITIES

- **Implement the Primary and Community Care Programme**
- **Continually improve Cluster Working**
- **Connect communities to develop and strengthen community assets**

## OUTCOMES

Through successfully providing Early Help and Support, people in Powys will say:

- I can easily access support to remain active and 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 with my chronic condition.
- The environment /community I live in supports me to be connected and to maintain my health and well-being.
- As a carer I am able to live a fulfilled life and feel supported.

# Well-being objective 3: Tackling the Big Four



The Powys Wellbeing Assessment indicates that there are four main causes of ill health, burden of disease and premature mortality in Powys. The Health and Care Strategy aims to tackle 'The Big Four': Mental Health, Cancer, Respiratory & Circulatory

In 2019 the Clinical Change Programme will be progressed, to bring the priorities into a whole system approach spanning prevention, resilience and health inequalities. This will focus efforts on the high impact changes and apply learning from the successful approach already applied in Mental Health.

## PRIORITIES

- Improve access across mental health care
- Implement the Powys Cancer Plan
- Implement a Powys Respiratory Programme 'Breathe Easy'
- Improve access to circulatory disease care

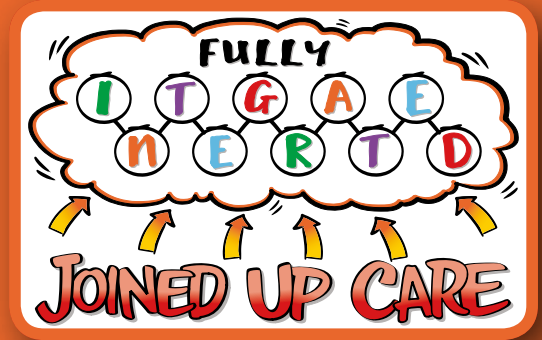
## OUTCOMES

Through Tackling the Big Four, people in Powys will say:

- 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.

# Well-being objective 4: Joined Up Care

Providing Joined Up Care in Powys requires a whole system approach, for commissioned and directly provided services and population needs. Collaboration across boundaries is essential to care co-ordination. Residents in Powys access urgent, planned and specialised care across a wide geography spanning North, Mid and South Wales, the West Midlands and North of England. 'A Healthy Caring Powys' aims to bring care closer to home wherever possible with easily navigable access to wider networks as required for the whole pathway of care and a joined up approach to information for citizens.



## PRIORITIES

- Care Co-ordination and delivery of the Powys Urgent Care Programme
- Deliver the Planned Care Programme
- Implement the Specialised Care Plan
- Deliver annual Quality and Citizen Experience priorities

## OUTCOMES

Through Joined Up Care, people in Powys will say:

- 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.

# Well-being objective 5: Workforce Futures



Workforce Futures remains an essential enabler to deliver 'A Healthy Caring Powys', which relies on a transformed workforce focused on the needs of the population. This applies across directly provided services and links to the workforce of partners and commissioned services. We require an agile workforce with transferrable knowledge, skills and competencies to adapt to new and enhanced roles and ways of working, with greater integration and collaboration. We will achieve this through embedding a competency approach and alignment to our long term strategic objectives, shared with the Regional Partnership Board and Public Service Board.

## PRIORITIES

- Implement a programme of well-being and engagement
- Continue to implement plan for recruitment and retention
- Deliver workforce design, efficiency and excellence
- Deliver annual skills and development action plan

## OUTCOMES

Through Workforce Futures, people in Powys will say:

- 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.



# Well-being objective 6: Innovative Environments

We need innovative environments to deliver 'A Healthy Caring Powys'. This is partly about safe, effective and sustainable physical environments and facilities for patients and for working. It is also about fostering the space for innovation and taking forward bright ideas to support the delivery of our vision. There is a short, medium and long term programme of capital developments alongside facilities management and our ambition for research and development.



## PRIORITIES

- **Develop our approach to Capital, Estates and Facilities (Develop the long term Capital Strategy, Deliver estates maintenance programme and ISO14001, Deliver facilities modernisation and improvement)**
- **Establish the Research, Development and Innovation infrastructure**

## OUTCOMES

Through Innovative Environments, people in Powys will say:

- I am part of a thriving community which has a range of opportunities for health and social care, to support my well-being.
- I have access to one stop health and care which reduces unnecessary out of county travel.
- I am encouraged and supported to use the great outdoors to support my well-being and care.
- I am able to have my home adapted to help me live independently and make me feel safe.
- I have care in a fit for purpose environment that enhances my experience.

# Well-being objective 7: Digital First



Digital First means a conscious shift in our approach to utilising new technologies to support residents needs, improve services and achieve better outcomes. This requires up to date and accurate information to support safe and effective care. As many residents travel outside Powys for healthcare, digital solutions are key to providing care closer to home and avoiding travelling where possible. Our aim is to make it as easy as possible for patients, clients, stakeholders and staff to interact with the health board, Council and its partners. Digital innovation is key to a sustainable approach, enabling self-care and more effective services.

## PRIORITIES

- **Digital Care: Improve use of technology and information on well-being**
- **Digital Access: Implement ICT National Programme and systems**
- **Improve Digital Infrastructure and Intelligence**

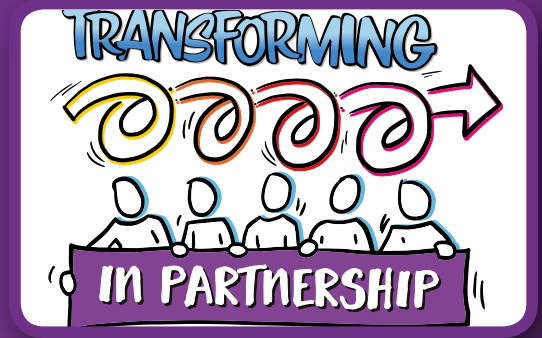
## OUTCOMES

Through Digital First, people in Powys will say:

- 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.
- We have an effective and safe technology infrastructure that supports residents and staff to use digital tools.

# Well-being objective 8: Transforming in Partnership

The ambition in A Healthier Wales and 'A Healthy Caring Powys' can only be achieved and sustained by working collaboratively. We have a strong platform of collaboration in Powys. Building on this requires a balance between robust organisational governance and innovative partnership. We will continue to embed the principles of prudent and value based healthcare, aligned to the quadruple aim and five ways of working. Our plan concludes as it began, with the unique position of Powys as a commissioner as well as a direct provider, in a complex environment.



## PRIORITIES

- **Deliver Annual 'Good Governance' Programme**
- **Deliver Financial Strategy**
- **Strengthen approach to Planning, Performance and Commissioning**
- **Partnership Working, including delivery of North Powys Programme**

## OUTCOMES

Through Transforming in Partnership, people in Powys will say:

- I can tell my story once.
- I am confident that those looking after me are working together in my best interest
- The services I receive are co-ordinated and seamless.
- I am able to access buildings and resources which are shared for multiple purposes.

# The Annual Plan 'At a Glance': Our Directorate Plan

## Core Well-being objectives - Priorities for 2019/2020

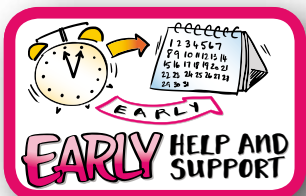
### Objective 1 Focus on Well-being



#### PRIORITIES

- Wider Determinants of Health
- Health Improvement & Disease Prevention and Population Screening
- Information, Advice and Assistance

### Objective 2 Provide Early Help and Support



#### PRIORITIES

- Primary and Community Care
- Cluster Working
- Connecting Communities

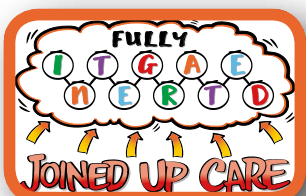
### Objective 3 Tackle the Big Four



#### PRIORITIES

- Mental Health
- Cancer
- Respiratory Conditions
- Circulatory Conditions

### Objective 4 Enable Joined Up Care



#### PRIORITIES

- Care Co-ordination and Urgent Care
- Planned Care
- Specialised Care
- Quality and Citizen Experience

Use this space to add your directorate objectives and actions:

# Enabling Well-being Objectives - Priorities for 2019/2020

## Objective 5

### Develop Workforce Futures



#### PRIORITIES

- Well-being and Engagement
- Recruitment and Retention
- Workforce Design, Efficiency and Excellence
- Skills and Development

## Objective 6

### Promote Innovative Environments



#### PRIORITIES

- Capital, Estates and Facilities
- Research, Development and Innovation

## Objective 7

### Put Digital First



#### PRIORITIES

- Digital Care - Telehealth/ Telecare
- Digital Access - National ICT Programme
- Digital Infrastructure and Intelligence

## Objective 8

### Transform in Partnership



#### PRIORITIES

- Good Governance
- Financial Management
- Planning, Performance and Commissioning
- Partnership Working

Use this space to add your directorate objectives and actions:



# The Annual Plan 'At a Glance': My Team Objectives

Use this space as a team to describe how you contribute to the Annual Plan.

This could include your team objectives and actions, as well as finance, workforce, estates and digital implications.

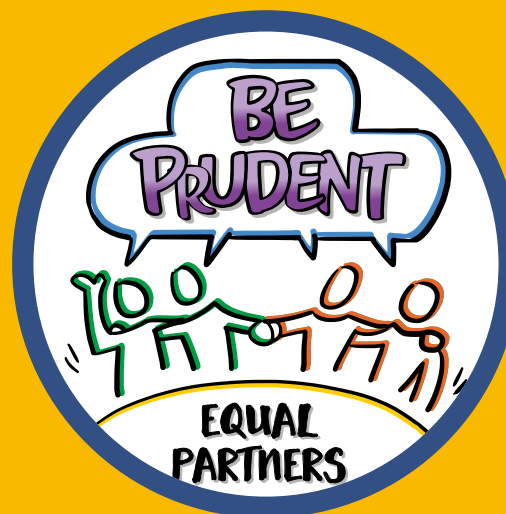
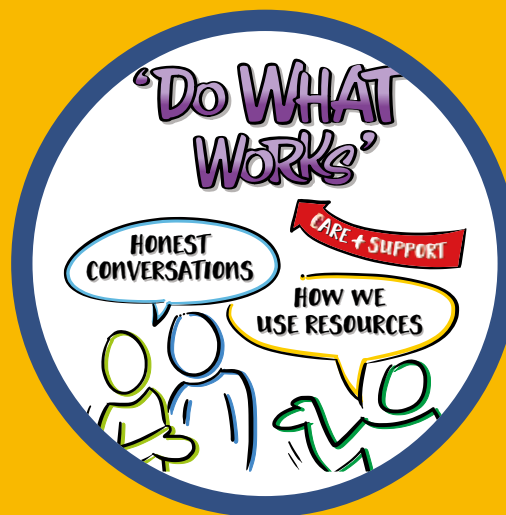
# The Annual Plan 'At a Glance': My Personal Objectives

Use this space as to reflect on how you personally contribute to the Annual Plan.

This could include your individual objectives and personal & professional development aspirations.

# Principles of Delivery

We have developed a set of principles to focus on the outcomes that matter most, driven by evidence, good practice and prudence. This can be used as an exercise within your own teams, to think about what you are doing under each heading:



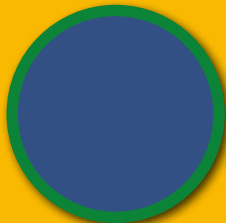
# Who's who? - The PTHB Board



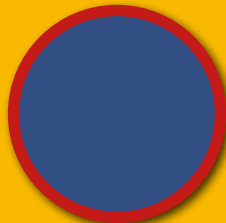
Carol Shillabeer  
Chief Executive



Viv Harpwood  
Chair



Pete Hopgood  
Interim Director of Finance  
and IT



Recruitment Under Way  
Director of Therapies and  
Health Sciences



Katrina Rowlands  
Interim Director of  
Nursing



Mel Davies  
Vice Chair



Trish Buchan  
Independent Member -  
Third Sector



Dr Frances Gerrard  
Independent Member -  
University



Rani Mallison  
Interim Board Secretary



Stuart Bourne  
Director of Public Health



Julie Rowles  
Director of Workforce/OD  
and Support Services



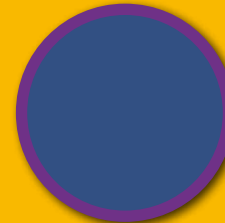
Owen James  
Independent Member -  
Community



Tony Thomas  
Independent Member -  
Finance



Ian Phillips  
Independent Member - ICT



Vacant  
Independent Member -  
Capital and Estates



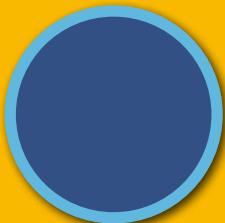
Jamie Marchant  
Director of Primary and Community  
Care and Mental Health



Wyn Parry  
Medical Director



Hayley Thomas  
Director of Planning and  
Performance



Cllr Matthew Dorrance  
Independent Member - Local  
Authority



Susan Newport  
Independent Member -  
Trade Union



Duncan Forbes  
Independent Member -  
Legal



## Chat to Change – Turning Talk into Action

Our Chat to Change Champions and Shapers support engagement and communication across the organisation, embedding values, behaviours and leading pieces of work to promote health and well-being. If you would like to become involved, email [Chat2Change.Powys@wales.nhs.uk](mailto:Chat2Change.Powys@wales.nhs.uk)



**For more information about the Health and Care Strategy 'A Healthy Caring Powys' and the Integrated Medium Term Plan (IMTP) or if you would like planning support for your team, contact the Planning Team:**

**01874 712418**

**Planning Office  
Hilfa Unit  
Bronllys Hospital  
Bronllys  
LD3 0LS**

**You can also find more information at [www.powysthb.wales.nhs.uk](http://www.powysthb.wales.nhs.uk) and on the staff intranet for employees of the health board.**



[www.powysthb.wales.nhs.uk](http://www.powysthb.wales.nhs.uk)



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