

Powys Teaching Health Board to Powys – Draft Development of the Integrated Medium Term Plan (IMTP) 2023-2026

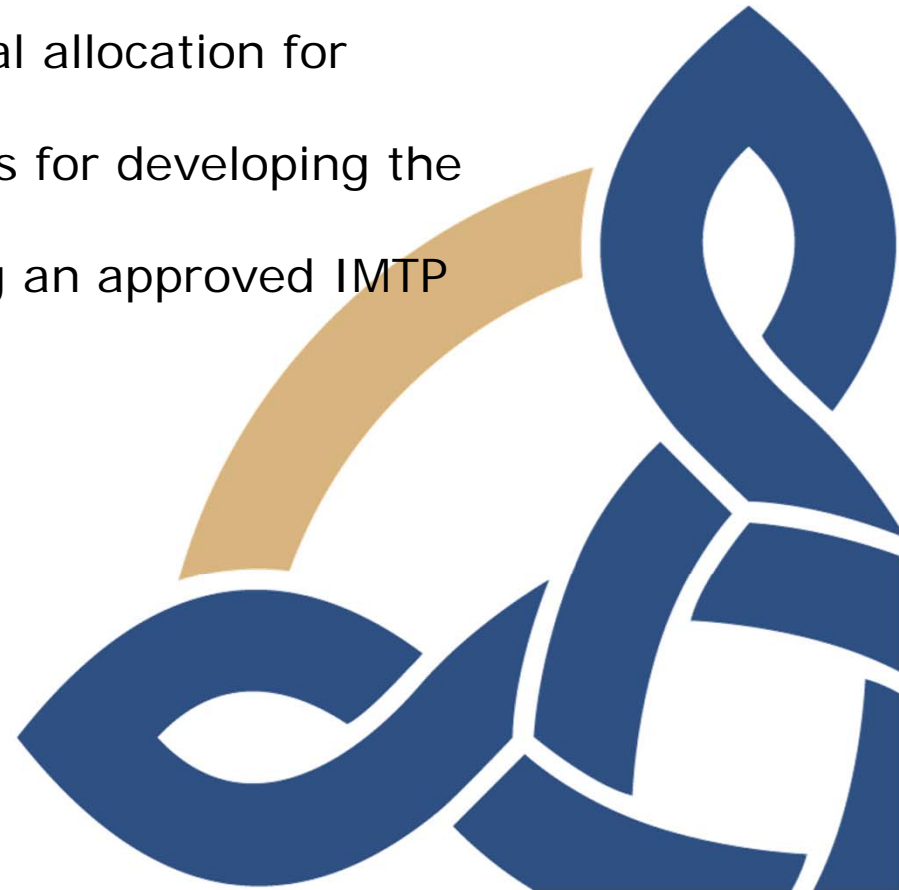
Presented 25th January 2023 (Agenda item 2.2)

**Stephen Powell, Director of Performance and Planning
Pete Hopgood, Executive Director of Finance, Information and IT**

Purpose of the Presentation:

The purpose of the item is to:

- **Confirm** to the Board on the purpose and requirements of an IMTP
- **Outline** the approach taken so far
- **Receive** an financial update including the financial allocation for 2023/24
- **Re-confirm** commitment to the guiding principles for developing the IMTP
- **Note** the timescales and next steps to developing an approved IMTP by the 31 March 2023.



Purpose and requirements of an IMTP

1. Purpose of an IMTP

- Each health board must “set out a strategy for improving the health of the people for whom it is responsible and the provision of healthcare to such people” (*NHS Wales Act 2006; referenced in Health and Social Care Act 2012 and Health and Care Act 2022*)

2. Requirements of an IMTP

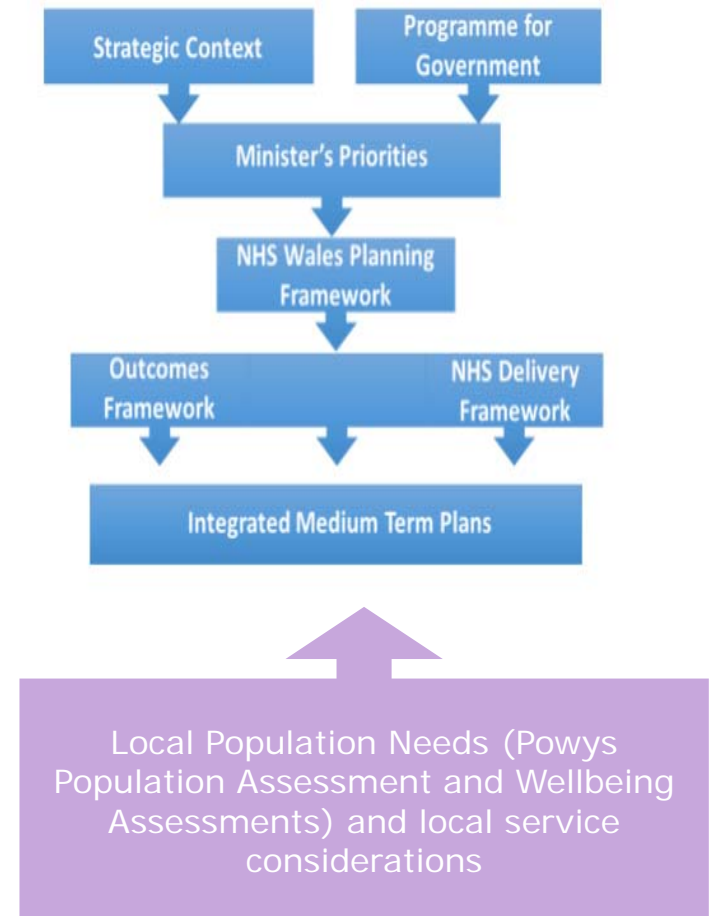
- Statutory duty to break even; Ministerial Priorities; other requirements set out annually in NHS Wales Planning Guidance (*see next slide*)

3. Approval by PTHB Board and Welsh Government

- PTHB Board approved version to be submitted to Welsh Government by 31st March 2023; Welsh Government approval process takes place from April 2023

4. Accountability, Delivery & Oversight

- The main mechanism for measuring delivery, performance and oversight, reporting progress internally and externally
- Quarterly Integrated Quality Performance & Delivery (IQPD) Meetings and Joint Executive Team (JET) – 2 per year
- Quarterly progress reports to Committee, Board and Welsh Government and stakeholders including CHC
- Annual Report Performance Section required to give progress against and analysis of performance in that context – to Audit Wales; Welsh Government, Board and Committee and public / stakeholders



The Approach Taken So Far

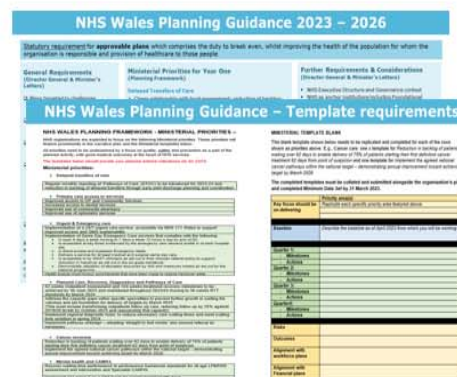
PTHB Planning Framework refreshed



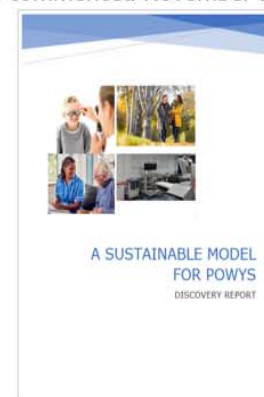
Series of Board Development / Committee and Executive Sessions held to consider context and position and draft priorities



NHS Wales Planning Framework released November 2022



Work on Accelerated Sustainable Model commenced November 2022



The approach taken so far:

- **'Six Step' process** with regular **Board Development & Committee consideration** at key stages including:
 - **Situational analysis** updating PESTLE & SWOT; consideration of key insights including **Powys Population and Wellbeing Assessments** October to November 2022; **ASM work** commenced November 2022
 - **Confirmation of principles and strategic framework** – Reaffirming importance of **Health and Care Strategy** and **Wellbeing Objectives** November to December 2022
 - **Setting Strategic Priorities** – updating **Plan on a Page** December 22 - January 2023

Long Term Ambition & Alignment of Plans

National Strategy and Plans

A Healthier Wales; Ministerial Priorities; NHS Wales Planning Framework

Regional Strategy and Plans

NHS Wales Collaborative and Regional Planning Groups including Recovery/ Planned Care
Mid Wales Health and Care Committee Strategic Intent and Plan

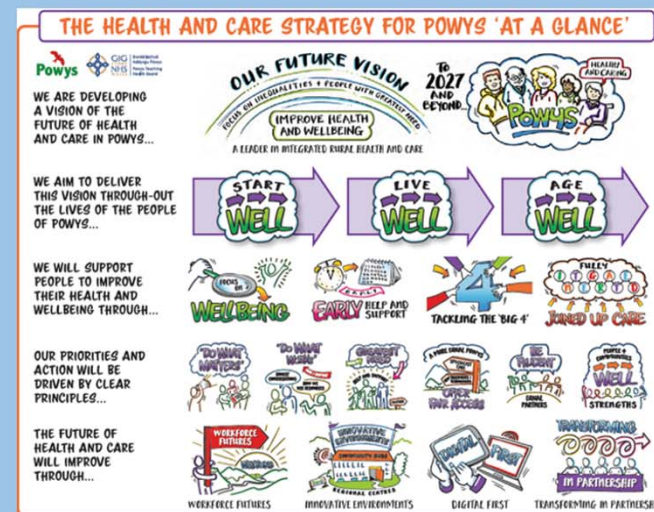
Local Plans

Powys Regional Partnership Board (RPB) Area Plan and Powys Public Services Board (PSB) Wellbeing Plan

Partner Plans – including PCC Corporate Plan and **PTHB Integrated Medium Term Plan**

Cluster Plans – North/ Mid / South Powys Plans

	The RPB Area Plan is being refreshed this year; this will inform and shape the next stage of the shared Health and Care Strategy for Powys
	The PSB Wellbeing Plan is also being refreshed this year and will similarly reaffirm the longer term wellbeing goals
	'A Healthy, Caring Powys' (the shared Health and Care Strategy) remains the 'golden thread' for the shared ambition, vision and wellbeing objectives
	This aligns with the national strategy for 'A Healthier Wales' and the principles of sustainable development/ five ways of working within the Future Generations Act



Reaffirming the 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



NHS Wales Planning Guidance

NHS Wales Planning Guidance 2023 – 2026

Statutory requirement for **approvable plans** which comprises the duty to break even, whilst improving the health of the population for whom the organisation is responsible and provision of healthcare to those people

General Requirements (Director General & Minister's Letters)

- ❑ Plans targeted to challenges
 - ongoing response to pandemic
 - demand pressures
- ❑ Core health care
 - universal services delivered in proportionate way
- ❑ Recovery and sustainability
 - building foundations for population health and wellbeing
- ❑ Golden threads including
 - quality of care
 - prevention
 - reducing health inequalities
 - climate change
 - health outcomes
 - regional approaches
 - reducing inequity and burden of disease longer term
- ❑ Improving efficiency, effectiveness and optimising service delivery

Recognition of volatile planning environment and external factors

Plans to include in year priorities with route map to medium term, in 3 Year context, with longer term ambitions.

Ministerial Priorities for Year One (Planning Framework)

Delayed Transfers of Care

- Closer relationship with local government; reduction of backlog; early joint discharge planning and co-ordination; monthly reporting of Pathways of Care

Primary and Community Care

- Access to GP/ Community / Dental/ Optometry and Pharmacy Services

Urgent and Emergency Care

- 24/7 Urgent Care service accessible via 111, Same Day Emergency Care (compliant with criteria), handovers

Planned Care, Recovery, Diagnostics, Pathways of Care

- Outpatients and Follow Ups and Repurposing of activity; Treatment Recovery; RTT; Capacity gaps in specialties; delivery of targets; regional diagnostic hubs; pathway redesign, straight to test and onward referral

Cancer Recovery

- Reduce backlog; cancer treatment and pathways

Mental Health and CAMH Services

- Recover waiting time performance for all age LPMHSS assessment/ intervention and specialist CAMHS; implement 111 press 2 for urgent mental health

CORE SUPPORTING FUNCTIONS & TRIANGULATION

- Digital, innovation, technology and transformation
- Workforce and wellbeing
- Financial sustainability
- Workforce, finance and activity planning: completion of Minimum Data Set (MDS) technical templates and financial returns

Further Requirements & Considerations (Director General & Minister's Letters)

- NHS Executive Structure and Governance context
- NHS as anchor institutions including Foundational Economy; response to cost of living crisis
- Future Generations Act including Decarbonisation; Net Zero; Social Value
- Working with Regional Partnership Boards (Area plans), Public Services Boards (Wellbeing Plans) - working with Partners, Third Sector and Community Involvement
- Alignment with Cluster Planning
- Pathway development, reducing waiting lists and improving patient experience
- Prevention and improvements on healthy weight, tobacco control, vaccination, screening, disease elimination
- National Clinical Framework, Quality Statements/ Six Domains
- Specific clinical areas such as Stroke, Cardiac and maternity and cross cutting such as women's health
- Value Based Healthcare
- Duty of Candour and Duty of Quality
- Covid 19 Prevention/ National immunisation framework/ response to surges in covid
- Other communicable diseases
- Contingency and business continuity planning for threats/ incidents / seasonal demands (including winter respiratory viruses / extreme weather)
- Strategic Equality Plan and Anti Racist Wales Action Plan
- More than just words (Welsh Language)

Refinement of PTHB's Strategic Priorities and Link to Planning Guidance

Updated Plan on a Page 2023 – 2026



1. Population health and health inequalities
2. Health Protection (including vaccination)
3. Health improvement (including Healthy Weights)



4. Primary Care
**Ministerial Priority*
5. Diagnostics
**Ministerial Priority*
6. Ambulatory Care
7. Planned Care
**Ministerial Priority*



8. Cancer
**Ministerial Priority*
9. Circulatory
10. Respiratory
11. Mental Health
**Ministerial Priority*

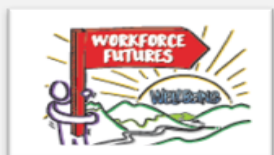


12. Frailty and Community Model
**Ministerial Priority in relation to DTOC*
13. Urgent and Emergency Care
**Ministerial Priority*
14. Specialised Care

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

In Year Strategic Priorities:
(Incorporating Ministerial Priorities)

Four Enabling Objectives supporting delivery of Strategic Priorities



Quality and Value (Patient Safety, Outcomes and Experience) are fundamental across the whole plan

Powys tHB – Allocation Headlines 2023/24 & Financial Plan Key Issues

Key Messages

- A budget in hard times - Macro-economic outlook, UK Government Autumn Statement.
- 2022/23 transitional year – we are no longer in transition.
- Investment and cost growth in 2022/23 has not demonstrated sufficient return or benefits – maximising the delivery of these benefits or dis-investing is a key requirement in 2023/24 plus improvements in productivity are required.
- We have failed to deliver the level of recurrent savings required in 2022/23 – this cannot continue into 2023/24
- Inflationary pressures bring known challenges, but are yet to be quantified and understood in terms of what can be mitigated, or what solutions need to be developed
- We need to deliver on the challenge of both financial sustainability in the short term, and improve how we spend out overall allocation of resource to improve in terms of outputs and outcomes



PtHB Financial Plan Context

Health Board Allocations 2023/24

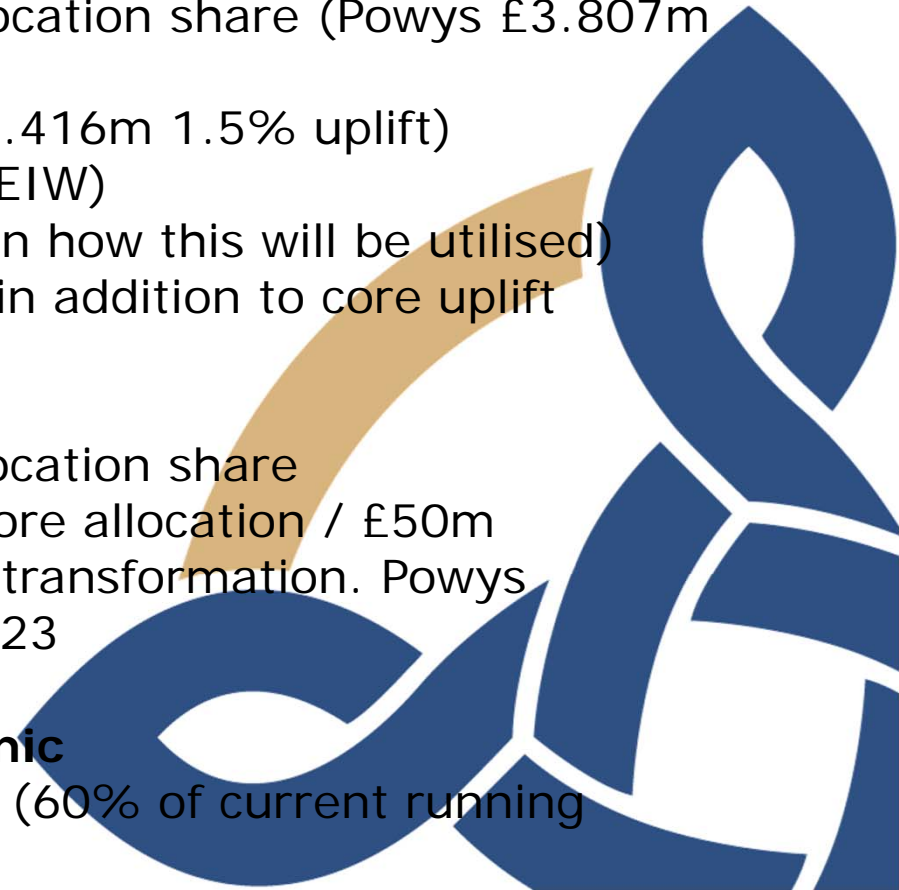
- 2023/24 £165m additional funding for Health – equivalent of 1.5% core funding uplift)
- £90m to Health Boards to be distributed on allocation share (Powys £3.807m 4.23% share)
- £25m ring fenced for Mental Health. (Powys £0.416m 1.5% uplift)
- £15m for Direct funded bodies (PHW, DHCW, HEIW)
- £10m for Social Care (further clarity required on how this will be utilised)
- Cost of 2023/24 pay award will be met by WG in addition to core uplift

Recovery Funding (recurrent)

- £170m allocation in 2022/23 distributed on allocation share
- For 2023/24 – change in distribution. £120m core allocation / £50m supporting regional solutions, productivity and transformation. Powys £5.307m 23/24 a reduction of £2.211m on 22/23

Requirements as consequence of the pandemic

- Powys £1.5m allocation for Testing and Tracing (60% of current running costs).



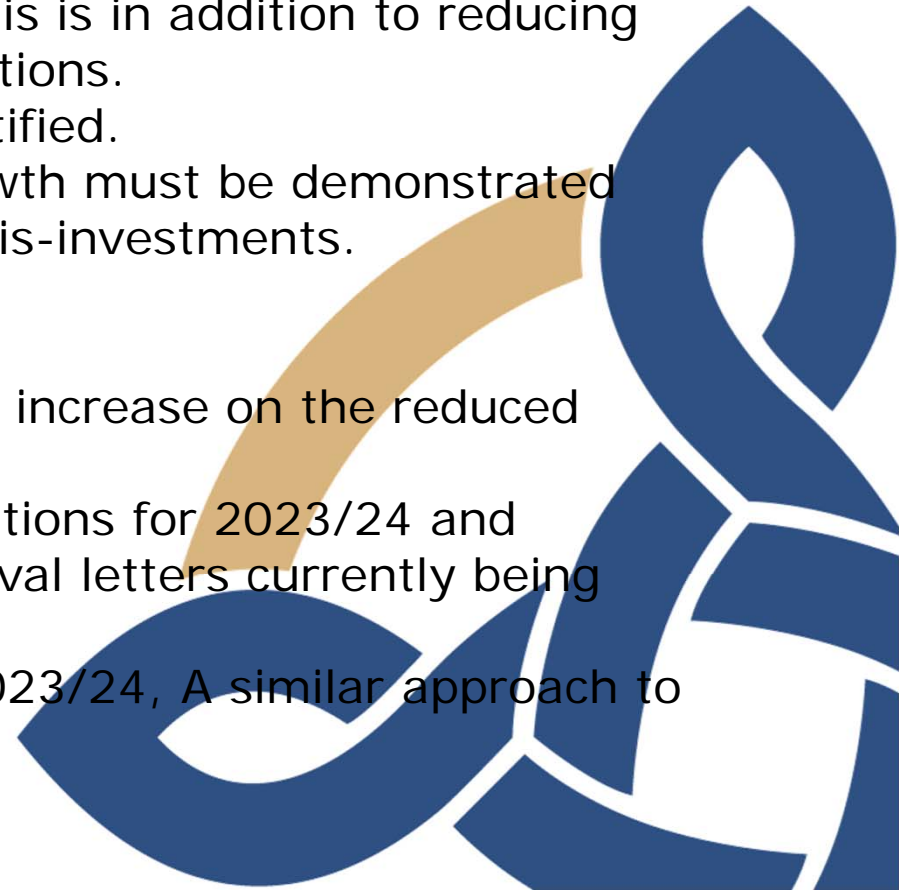
PtHB Financial Plan Context

Principles & Expectations

- Set-change in savings delivery required. Expectation that all organisations deliver minimum 2.5% recurrent savings – this is in addition to reducing pandemic response costs and underlying positions.
- Energy costs management actions to be identified.
- Benefits of 2022/23 investment and cost growth must be demonstrated and translated into plans, or translated into dis-investments.

Capital

- Discretionary capital allocations agreed (10% increase on the reduced 2022/23 levels).
- Estates Funding Advisory Board (EFAB) allocations for 2023/24 and 2024/25 being agreed by the minister (approval letters currently being drafted).
- Significant pressures forecast for capital in 2023/24, A similar approach to 2022/23 will be adopted.



Developing The Detail Of The Plan – next steps

