



AGENDA ITEM

8.4

CTM BOARD

DEVELOPMENT OF THE INTEGRATED MEDIUM TERM PLAN 2022-25

Date of meeting	25/11/2021
FOI Status	Open/Public
If closed please indicate reason	Not Applicable - Public Report
Prepared by	Claire Nelson, Assistant Director of Transformation
Presented by	Linda Prosser, Director of Strategy and Transformation
Approving Executive Sponsor	Executive Director of Strategy and Transformation
Report purpose	FOR NOTING

Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/group)

Committee/Group/Individuals	Date	Outcome
Executive Team	15/11/2021	NOTED
Strategic Leadership Group	17/11/2021	NOTED

ACRONYMS

ILG	Integrated Locality Groups
IMTP	Integrated Medium Term Plan
UHB	Cwm Taf Morgannwg University Health Board
WG	Welsh Government

1. SITUATION/BACKGROUND

- 1.1 Welsh Government (WG) requires three year Integrated Medium Term Plans (IMTPs) to be produced by NHS organisations to provide assurance on how services will be commissioned and provided within available resources in order to meet the needs of individuals and improve outcomes for the populations they serve.
- 1.2 Cwm Taf Morgannwg University Health Board (UHB) has successfully developed and delivered against its IMTP for a number of years with each year building on the success and learning of the previous.
- 1.3 To reduce the burden during the Covid pandemic, for 2021-22 WG requested that organisations complete an annual plan rather than an IMTP. The IMTP for 2022-25 will need to build on the Annual Plan submitted in 2021-22 and the WG feedback received against it across four main areas of Delivery, Workforce, Finance and Recovery.
- 1.4 NHS Planning Guidance was published by WG on 9th November 2021, setting out the Framework for the 2022-25 IMTPs with a focus on planning for both the resetting of services and how to stimulate recovery and how to move forward and plan into future years.
- 1.5 The Framework set out the Minister for Health and Social Services priorities for the IMTP as:
 - 'A Healthier Wales' the overall policy context
 - Population Health in terms of pandemic experience & health inequality
 - Responding to Covid-19
 - NHS Recovery
 - Mental Health & Emotional Wellbeing
 - Supporting the health and care workforce
 - NHS Finances and Resource Management
 - Working alongside Social Care
- 1.6 There are a number of statutory requirements that Health Boards are required to demonstrate compliance against within the IMTP. These include the Wellbeing of Future Generations (Wales) Act, Socio-Economic Duty and Covid-19 legislation.

- 1.7 The Framework also highlights key areas that IMTPs need to reference such as the NHS Wales De-carbonisation plan which would then be expected to be available on request and those areas that require a more detailed response with clear deliverables, such as how the UHB is tackling health inequalities and reducing waiting lists and times.
- 1.8 Local requirements for the IMTP are being set out in the UHB IMTP Planning guidance which is currently being drafted in response to this Framework. It will collate the financial, workforce and planning requirements in one document, identifying what inputs are required from Integrated Locality Groups (ILGs) and Corporate Department Leads and the timelines for these.
- 1.9 A series of meetings have been scheduled starting on the 15th November with key representatives from across the UHB to discuss the requirements and highlight and resolve any concerns with the proposed process.

2. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

- 2.1 It is expected that all Boards will make a formal decision on their organisation's ability to submit an IMTP and confirm their intention in writing via a Chief Executive's Accountability letter by 15th January 2022. It needs to be confirmed where the decision on the Health Board's ability to submit an IMTP will be made and if agreed, who will be responsible for drafting the Accountability letter.
- 2.2 The query of whether the Health Board is able to submit an IMTP is around its ability to achieve financial balance. The financial reports to the Board have highlighted the recurrent deficit the Health Board faces going into 2022/23 which currently stands at approximately £50m.
- 2.3 A set of Health Board wide objectives are being drafted to set out the requirements for ILG and Corporate Department business plans to inform the IMTP. The business plans which will be written by the Departments themselves ensuring clear lines of accountability, will need to demonstrate what Departments plan to deliver, by when and account for the need for recovery planning whether this be activity and/or financial during this period.
- 2.4 This document will be the first opportunity that we have to position our three year IMTP against the design principles of our Health and Care Strategy. Although this is under development, we are clear that we are working to the following strategic goals:

- Creating Health
 - Reducing Health Inequalities
 - Equal focus on mental and physical health
 - Supporting our communities
 - Being a healthy organisation
- Improving Care
 - Delivering safe and compassionate care
 - Developing new models of care
 - Digital transformation for patients and staff
 - Ensuring timely access for care
- Inspiring People
 - Visible and Inspiring Leadership
 - Promoting diversity and inclusion
 - Embedding our values and behaviours
 - Encouraging local employment
- Sustaining our Future
 - Becoming a green organisation
 - Ensuring the financial sustainability of our services
 - Embedding value based healthcare in our clinical services
 - Ensuring our estate is fit for the future

2.5 In terms of progressing deliverables against the priorities of population health and reducing inequalities as well as demonstrating a real shift of resources from secondary to primary care, it has been proposed that a percentage of our Health Board budget is top-sliced for this purpose and in line with the focus on outcomes, only released to localities/services when agreed outcomes have been achieved.

2.6 It would be helpful to clarify the process for accessing funding such as that allocated for Planned and Unscheduled Care Sustainability for 2022/23 onwards as this will need to be referenced within the IMTP. In the 2021/22 Annual Plan a protocol was developed to ensure that there was consistency and transparency in the approach of how proposals for funding were presented as well as standardising the pathway for assessment and approval. A number of proposals were received from corporate teams, ILGs and County Voluntary Councils for allocation from two investment funds initially identified but the process was not implemented and a number of these proposals remain unsupported.

3. KEY RISKS/MATTERS FOR ESCALATION TO BOARD/COMMITTEE

- 3.1 The key risk is whether the Health Board will be able to submit an IMTP due to the requirement for financial balance when the most recently reported recurrent deficient is £50m.
- 3.2 An extraordinary Board meeting is being requested for February shortly before the required submission date to WG.

4. IMPACT ASSESSMENT

Quality/Safety/Patient Experience implications	There are no specific quality and safety implications related to the activity outlined in this report.
Related Health and Care standard(s)	Staff and Resources If more than one Healthcare Standard applies please list below:
Equality Impact Assessment (EIA) completed - Please note EIAs are required for <u>all</u> new, changed or withdrawn policies and services.	No (Include further detail below) If yes, please provide a hyperlink to the location of the completed EIA or who it would be available from in the box below. If no, please provide reasons why an EIA was not considered to be required in the box below. The IMTP is a strategic document and does not specifically make changes to any policies and services.
Legal implications / impact	There are no specific legal implications related to the activity outlined in this report.
Resource (Capital/Revenue £/Workforce) implications / Impact	Yes (Include further detail below) There are resource implications but these have yet to be quantified.
Link to Strategic Goals	Sustaining Our Future

5. RECOMMENDATION

- 5.1 The Board is asked to **NOTE**:
- The guidance received for the 2022-25 IMTP and the proposals for developing the IMTP within the Health Board.