

## Refreshing the 2020/2023 Primary Care Cluster IMTPs:

### Cluster Annual Delivery Plan 2021/2022

#### Document Template

##### Primary Care Clusters:

In January 2018, the Parliamentary Review of Health and Social Care in Wales was published and in June 2018 Welsh Government provided a response in 'A Healthier Wales: our Plan for Health and Social Care' which called for bold new models of seamless local health and social care at the local and regional level. The transformational model for primary and community care, which is a whole system approach to sustainable and accessible local health and wellbeing care, supports the vision set out in 'A Healthier Wales' and is now adopted as the **Primary Care Model for Wales**.

Clusters remain at the heart of this model and, given the key principles that underpin 'A Healthier Wales' can be described as:

*"A cluster brings together all local services involved in health and care across a geographical area, typically serving a population between 25,000 and 100,000. Working as a cluster ensures care is better co-ordinated to promote the wellbeing of individuals and communities."*

##### Introduction

The Primary Care Model for Wales National Delivery Milestones for 2019/20 included a strategic planning delivery milestone that required health boards to work with their local authority and service provider partners through primary care clusters to develop three year 'Primary Care Cluster IMTPs' for 2020-2023, by the end of September 2019, using a nationally agreed 'Primary Care IMTP Cluster Planning Template'.

The September delivery date was set in order for the content of the proposed 3 year Cluster IMTP Plan to feed into and influence the development of Health Board IMTPs [Annual Plans] for 2020/23 by December 2019 to ensure cluster planning was front and centre of corporate health board planning. The expectation was that the three year Cluster IMTP Plans would be refreshed annually, by the end of September of each financial year, and would inform subsequent cycles of Health Board IMTP plans.

The Primary Care Hub, Public Health Wales, was tasked by the Executive Directors of Primary Care Peer Group to undertake a rapid and thematic review of the 64 Cluster plans to help shape future cluster planning guidance, inform the system to support cluster planning and planned actions through work streams of the [Strategic Programme for Primary Care](#) and the Primary Care Hub work plan 2020/2021.

A summative report and individual Health Board thematic reports have been fed back to each Health Board and anonymised, aggregated thematic reports have been fed into the Strategic Programme for Primary Care work streams. An All Wales feedback and learning event, hosted by the Welsh Government NHS Planning team, was scheduled to take place in May 2020 to share the learning and good practice across Wales with planning colleagues. Unfortunately this event was cancelled due to Covid-19.

## Ministerial National Delivery Milestones 2020/21<sup>1</sup> – Continued focus on Cluster Planning

The [Primary Care Model for Wales](#) is one of the Ministers 5 priorities in the NHS Planning Framework. In December 2019, the Minister wrote to Health Board Chairs and Vice Chairs to issue a suite of national delivery milestones for the Primary Care Model for Wales to be achieved in 2020-21. The Minister confirmed that cluster led planning and delivery is here to stay and is core to the Primary Care Model for Wales. To reinforce the Government commitment to cluster planning, the Minister set a number of delivery milestones at cluster level, and allocated an additional £10 million recurrent funding from 2020-21 for clusters to decide how to invest in implementing the Primary Care Model for Wales.

Much of the preparatory planning work to deliver the national delivery milestones over 2020/21 was paused or suspended as the Health Service in Wales transferred planning resource and operational delivery to the Covid-19 response. In April 2020, the Deputy Director, Primary Care Division, Welsh Government, wrote out to health boards to confirm that *deadlines for some of the 2020-21 delivery milestones for the Primary Care Model for Wales will need to be re-set as some point*. Welsh Government and Directors of Primary and Community Care collectively reviewed the milestones during August 2020 and reissued a revised set of milestones for 2020/21 in September 2020 based around the 6 priorities for Q3/4. The reissued 2020/21 milestones are attached in Appendix 1.

The NHS in Wales is now looking forward to accelerated recovery of service planning and provision in Wales. The NHS Planning Framework for 2021 and beyond is expected to be issued by Welsh Government in the winter 2020.

In order to inform the 2021 and beyond Health Board IMTP / Annual Plan development, Clusters will again be required to refresh their current 3 year Cluster IMTP Plans and produce a 2021/22 Cluster Annual Plan that will be integral and complimentary to the Health Board IMTP / Annual Plans from 2021. A final Cluster Annual Plan is to be submitted to Welsh Government and published on [PrimaryCareOne](#) by end of **January 2021**. However, early sharing of the Cluster Annual Plans will be beneficial.

### Rationale for the 2021/22 Cluster Annual Plan Content

- Continued demonstration with progress in delivering the [Primary Care Model for Wales](#) with ongoing planning and delivery through the multi-disciplinary, multi-agency cluster partnership, taking into account the user voice
- Ongoing alignment with Regional Partnership Board plans (RPB) and associated Transformation Fund plans to deliver seamless care to the cluster population
- Ministerial National Delivery Milestones for 2020/21 for Cluster Plans relating to the [Primary Care Model for Wales](#)
- Nationally agreed priorities arising from contract reform in Wales.
- NHS Wales / Health Board Covid-19 Recovery Operational Framework and whole system pathway plans.
- National Primary Care Operational Framework 2020/21 Q3/4 Priorities.
- [Primary Care National Strategic Programme](#) Workstream PIDs and priorities
- Framed within the context of the Well-being of Future Generations Act

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<sup>1</sup> August 2020: National Delivery Milestones 2020/21 are currently under review and will be updated and reissued by Welsh Government later in Quarter 3.

## 2021/22 Cluster Plan Requirements

**These requirements have been collectively agreed by the Health Board Directors of Primary Care across Wales. Fundamental to the cluster plan requirements are the principles that underpin cluster working. Specifically, that Primary Care Cluster Planning must be taken forward through the multi-disciplinary, multi-agency cluster planning teams and reflect all partner contributions to improving cluster population health and wellbeing. The voice of the user should also be reflected in the plan development.**

To inform the development of the 2021/22 Cluster Annual Plan, clusters will be required to:

1. Reflect on their collective experiences during Covid-19 which may have informed new / revised ways of working within the cluster and new cluster priorities going forward. Consider which elements of the cluster Covid-19 response will need to be maintained / reactivated though 2021/22 in response to any future waves/outbreaks.
2. Review their current 3 year Cluster IMTP plans 2020/23 and consider, in light of the Covid-19 reflections, elements of the plan that are now redundant, or will continue to be paused over the next 12 months 2021/22, and which elements of the plans will continue to be delivered or perhaps accelerated delivery as a beneficial consequence of Covid-19.
3. Identify a set of cluster priorities and SMART actions for 2021/22. Outline how the cluster arrived at these priorities (rationale) and how the cluster will address/deliver/monitor the actions and the associated workforce and financial implications for the cluster.

## Suggested Templates

**Figure I. Cluster Plan 2021/22 Template**

1	Exec Summary	Overview and key actions to be delivered 2021/22 and anticipated population and service benefits.
2	Annual Plan on a Page for 2021/22	Health Board or Cluster directed template.
3	Reflections of 2020 Covid-19 service delivery and impact on Cluster working and cluster planning	Summative reflective narrative – benefits, dis-benefits and learning from cluster experience during Covid-19.
4	One year in reflections on the 2020/23 Cluster Plan content and ongoing relevance to direct future cluster working	Exception report overview narrative of areas of the 2020/23 plan that have been delivered, are now redundant, or can be accelerated in light of Covid-19 experience.
5	Key Cluster Actions for 2021/22	Table – suggested format Figure II.
6	Cluster workforce Implications for 2021/22	Narrative and tables as required
7	Cluster financial implications for 2021/22	Narrative and tables as required
8	Strategic influence / links / alignment with Health Board Annual Plan 2021/22	Narrative

**Figure II. Key Cluster Actions for 2021/22**

Strategic Alignment / Priority Area	Objectives	Planned Action 2021/22	Expected Outcome March 22	Possible Constraints/ Key Risks	Workforce Implications	Financial Implications	Monitoring process
<b>Covid-19 Resilience 2021/22</b>							
Indirect harm: Essential Services <sup>2</sup>							
Direct harm: Rehabilitation covering the 4 population groups <sup>3</sup>							
Cluster vaccination delivery 2021 - Seasonal Flu +/- Covid-19 vaccine							
Covid-19 Cluster Hub delivery							
<b>Ministerial Delivery Milestones 2020/21 relating to the Primary Care Model for Wales</b>							
Locally determined actions to support delivery of the Milestones across the cluster							
<b>2020/23 3 year Cluster IMTP Priority</b>							
<i>Locally determined Priority</i>							
<i>Locally determined Priority</i>							
<i>Locally determined Priority</i>							
<b>Contract Reform, Health Board IMTP, RPB Area Plans, Strategic Programme, Primary Care Model for Wales Priorities not referenced above</b>							
<i>Locally determined Priority</i>							
<i>Locally determined Priority</i>							
<i>Locally determined Priority</i>							

<sup>2</sup> [Maintaining Essential Health Services during the COVID 19 Pandemic – summary of services deemed essential; Welsh Government, May 2020](#)

<sup>3</sup> In May 2020, 'Rehabilitation: A Framework for Continuity and Recovery 2020-21' document <https://gov.wales/rehabilitation-framework-continuity-and-recovery-2020-2021> <https://llyw.cymru/fframwaith-adsefydlu-gwasanaethau-iechyd-chymdeithasol-2020-i-2021-0> developed by the multi-professional, multi-sector Rehabilitation Task and Finish Group, established in response to the growing evidence of increased population need was published. The Framework has been supplemented by specific planning guidance entitled 'Rehabilitation Needs of People Affected by the Impact of Covid-19' which covers the four population groups set out in the joint Nations statement and framework. A copy of the guidance can be found here: <https://gov.wales/rehabilitation-needs-people-affected-impact-covid-19-guidance>

## Appendix 1

## Primary Care Model for Wales – Re-set of Delivery Milestones 2020-21

Priority	Resource	Delivery Milestone	Timescale
<i>Delivery of essential services</i> – note specifically, the complexities of delivering the flu and COVID vaccination programmes and management of individuals with long term conditions who have/are not accessing care.	<i>The Strategic Programme for Primary Care</i> , data & digital work stream will provide a standardised approach to reporting the essential services metrics.	<b>Health Boards</b> will use this monthly reporting mechanism to monitor activity against the five essential services categories to be provide an indication of recovery of the primary care system.	End of October 2020 on
<i>COVID-19 local outbreaks or second wave</i> – including delivery of services in response to surges and outbreaks.	<i>The Strategic Programme for Primary Care</i> will update the toolkits for primary care services with the latest guidance.	<b>Health Boards</b> will have plans in place to respond to local outbreaks including the reestablishment of COVID-19 hubs and urgent and emergency care centres for dental and optometry.	End of October 2020
<i>Care Homes</i> – primary and community care service provision.	<i>The Strategic Programme for Primary Care</i> will develop a framework for primary and community care provision to care homes.	<b>Health Boards</b> will assess their service provision to care homes against the framework with a view to adopt, adapt or justify. This will include: <ul style="list-style-type: none"> <li>i. an immediate plan for winter 2020/21</li> <li>ii. a long term plan</li> </ul>	End of October 2020 End of March 2021
<i>Rehabilitation</i> – recognising the increased demand for rehabilitation across four main population groups.	<i>The Strategic Programme for Primary Care</i> will develop targeted 7 day rehabilitation guidance for Primary	<b>Health Boards</b> will assess their rehabilitation services against the guidance with a view to adopt,	January 2021

	and Community Care	adapt or justify. This will include: <ul style="list-style-type: none"> <li>i. an immediate plan for winter 2020/21</li> <li>ii. a long term plan</li> </ul>	End of October 2020 End of March 2021
<i>Step-up and step down bedded community services</i> – to address the issues identified in <i>Right Sizing Community Services (Delivery Unit)</i>	<i>The Strategic Programme for Primary Care</i> will develop a suite of delivery specifications of care to support step-up and step-down.	<b>Health Boards</b> will assess current models against this framework with a view to adopt, adapt or justify. This will include: <ul style="list-style-type: none"> <li>i. an immediate plan for winter 2020/21 informed by the DU right-sizing work.</li> <li>ii. a long term plan</li> </ul>	End of October 2020 End of March 2021
<i>Urgent primary care</i> – an urgent primary care model is yet to be defined and needs to be considered within the context of new developments in access such as ‘phone first’, remote consultations and consultant connect.	<i>The Strategic Programme for Primary Care</i> will develop an integrated 24/7 urgent primary/same day care model.	Aneurin Bevan UHB, Cardiff & Vale UHB and BCUHB will establish pacesetters for Urgent Primary Care centres.  Evaluation of the initial pacesetters to inform the development of a model for roll out across Wales in 2021/22.  All Health Boards will have plans in place for the national model with a view to adopt, adapt or justify.  People contacting GP practices are responded to in line with Access to In-Hours General Medical Services National Standards.	End of November 2020  End of February 2021  End of March 2021  End March 2021