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| <b>Agenda Item</b> |
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| 5.2 |
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| <b>Joint Commissioning Committee</b> |
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| <b>Joint Commissioning Committee Integrated Medium Term Plan (IMTP) 2025-2028 Development</b> |
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| <b>Dyddiad y Cyfarfod / Date of Meeting</b>                       | 17/09/2024   |
| <b>Statws Cyhoeddi / Publication Status</b>                       | Open/ Public   |
|   | Choose an item.                                      |
| <b>Awdur yr Adroddiad / Report Author</b>                         | Claire Harding Assistant Director of Planning        |
| <b>Cyflwynydd yr Adroddiad / Report Presenter</b>                 | Nicola Johnson, Director of Planning and Performance |
| <b>Noddwr Gweithredol yr Adroddiad / Report Executive Sponsor</b> | Nicola Johnson, Director of Planning and Performance |

|   |                                 |
|---|---------------------------------|
| <b>Pwrpas yr Adroddiad / Report Purpose</b> | For Approval<br>Choose an item. |
|---|---------------------------------|

| <b>Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/Group)</b> |              |                 |
|---|--------------|-----------------|
| <b>Committee / Group / Individuals</b>  | <b>Date</b>  | <b>Outcome</b>  |
| Distribution of questionnaire across peer groups and management groups of predecessor organisations           | 01 June 2024 | Choose an item. |
| Joint Management Groups of predecessor organisations workshop   | 11 July 2024 | Choose an item. |
| JCC Staff workshop  | 18 July 2024 | Choose an item. |

|                                     |                |                 |
|-------------------------------------|----------------|-----------------|
| Joint Committee Development Session | 20 August 2024 | Choose an item. |
|-------------------------------------|----------------|-----------------|

| <b>Acronyms / Glossary of Terms</b> |                               |
|-------------------------------------|-------------------------------|
| IMTP                                | Integrated Medium Term Plan   |
| JCC                                 | Joint Commissioning Committee |
| DoF                                 | Director of Finance           |
| DoP                                 | Director of Planning          |

## **1. SITUATION**

This report presents an update on the progress with developing the Joint Commissioning Committee (JCC) Integrated Medium Term Plan (IMTP) 2025-28 and presents the strategic context, the strategic commissioning intentions and the prioritisation process for approval as the framework for the Plan.

## **2. BACKGROUND**

The ambition of the JCC is to be a Centre of Excellence for Collaborative Commissioning, working on behalf of the 7 Health Boards (HBs) in Wales to secure high quality services for the Welsh population within the resources available. The Standing Orders for the JCC in relation to planning state that the JCC must produce an IMTP which describes how the services delegated to the JCC will be delivered on behalf of LHBs, through clear 'commissioning intentions' which informs and compliments the LHBs IMTPs.

The IMTP will set out the ambition along with the strategic priorities and deliverables for the commissioned areas of specialised services, ambulance services and 111, and mental health, learning disabilities and vulnerable groups; signalling a clear intention with regards to collaboration, value, re-commissioning and efficiency. The Plan will also set out the JCC 'offer' to HBs with regard to its system leadership role, including the offer to strengthen commissioning expertise across NHS Wales, and support the development of regional commissioning.

Each year Welsh Government (WG) issues the NHS Wales Planning Framework to NHS organisations in Wales, outlining expectations with regard to the development of IMTPs which set out organisational priorities over a 3 year rolling period, and which triangulate parameters of service, workforce, digital and finance. The planning arrangements within NHS Wales are being reviewed by WG in line with the refresh of A Healthier Wales and the NHS Wales Planning Framework 2025-28 is expected later in the Autumn.

It is pleasing to note that on the 9 August 2024, correspondence was received from the Director General for Health, Social Care & Early Years Group, confirming a 'satisfactory' assessment of both the Emergency Ambulance Services

Committee (EASC) and the Welsh Health Specialised Services Committee (WHSSC) 2024/2025 plans which were adopted by the JCC as part of the legacy arrangements from the predecessor organisations and in developing the IMTP we will build on our previous good planning practices.

A timeline for the development of the Plan was agreed by Joint Committee in May, with key milestones as follows:

| <b>Timescale</b>                   | <b>Action</b>  |
|------------------------------------|--|
| <b>August 2024 to October 2024</b> | Undertake risk assessment/prioritisation/horizon scanning processes which need to run to inform any of the commissioning areas for which JCC has accountability (Specialised services, Ambulance & 111, and mental health and vulnerable groups commissioning) |
| <b>September 2024</b>              | Undertake an updated analysis of strategic context to be received by JCC<br>High Level Commissioning Intentions to be agreed by JCC  |
| <b>October 2024</b>                | JCC Development session  |
| <b>November 2024</b>               | JCC to receive an update paper on the process and discussion on emerging pressures, themes, risk assessments, prioritisation and choices   |
| <b>December 2024</b>               | JCC Development session on choices   |
| <b>21 January 2025</b>             | The Joint Committee to receive the first draft for consideration of choices and impact   |
| <b>February 2025</b>               | JCC Development Session to consider final choices and impact   |
| <b>March 2025</b>                  | JCC approve final plan   |

#### **4. KEY MATTERS**

In line with the timeline, this report provides an update on the engagement that has taken place since May and provides the following for approval:

- the high level, strategic commissioning intentions which will drive the development of the plan and our commissioning practices
- the refreshed strategic context as a PESTLE analysis developed with staff and HB representatives
- the process for prioritisation across all areas of the JCC.

## 5. ASSESSMENT

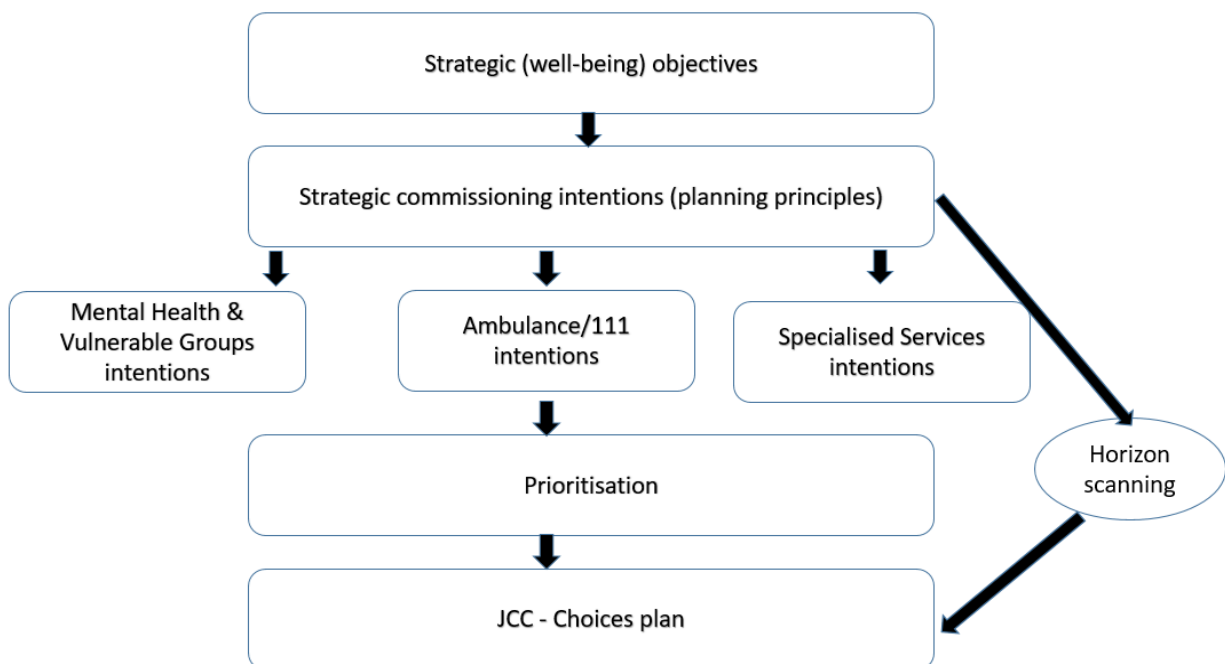
### 5.1 Engagement to develop the strategic commissioning intentions

Throughout June, July and August, a number of opportunities have been enabled to engage with; staff within the JCC, the Management Groups (for specialised services and ambulance/111), a variety of NHS Peer Groups (DOPs and DOFs) and the JCC members on the issues that would be important in the development of the inaugural plan for the Joint Commissioning Committee. The recommendations of the paper build on the results of this engagement.

### 5.2 Alignment with emerging Joint Committee Vision, Mission, Aims

Following a period of engagement with staff and members of the JCC, work has been undertaken to further develop the JCC Vision, Mission, Purpose and Values. There is alignment between this work and the development of the strategic commissioning intentions.

The alignment between the Strategic Objectives, Strategic Commissioning Intentions, Service-level Commissioning Intentions and prioritisation as the Framework for the IMTP is shown in the following diagram.



The Strategic Objectives are being presented to the JCC in September under separate cover.

### 5.3 Strategic Context

Through discussions with staff and Management Group members, in order to refresh the strategic context for the IMTP, a PESTLE analysis has been undertaken which alongside the policy context of NHS Wales, will feature in the introductory section of the plan. This will ensure the development of the Plan is responding to the strategic drivers for both the system and the commissioned services whilst we await the publication of the NHS Wales Planning Framework. The PESTLE Analysis is attached at **Appendix 1**.

#### **5.4 Strategic Commissioning Intentions**

As a result of the engagement that has been undertaken to date, and having heard a number of key themes emerge, the following high level strategic commissioning intentions have been developed for approval:

- To be an excellent and collaborative commissioner on behalf of HBs ensuring safe high quality services for the people of Wales.
- To ensure equity, consistency and excellence through our commissioning activities, ensuring services are evidence based and outcomes focussed.
- To ensure strong evidence based commissioning through robust prioritisation and horizon scanning.
- To ensure a focus on value, performance, risk, and efficiency, recommissioning services as required through excellent commissioning practice, and the prudent use of resource
- To work collaboratively to be an excellent system partner, in turn affecting successful service and system transformation.

Draft specific service commissioning intentions for Mental Health and Vulnerable Groups, Ambulance/111 and Specialised Services Commissioning will be discussed at the JCC development session on the 15 October 2024.

#### **5.5 Process for Prioritisation and Horizon Scanning**

Building on the paper agreed at the May meeting, during the Development Session in August, Joint Committee members gave a strong steer with regards the positioning of the 2025-2028 Integrated Medium Term Plan, indicating that the plan should be based on risk and performance. There is an appetite to align the NWJCC prioritisation processes with HB mechanisms. A consistent and standardised means to prioritise across the commissioned areas delegated to the JCC is therefore required and the following outlines the high level process which will be followed:

| <b>Timescale</b>      | <b>Action</b>   |
|-----------------------|---|
| <b>September 2024</b> | <ul style="list-style-type: none"> <li>• Identification of top risks across all commissioned areas</li> <li>• Undertake a desktop analysis applying STEEEP and a risk score to each component</li> <li>• Early engagement with HB colleagues who may work up service proposals for prioritisation in November</li> </ul>                                    |
| <b>October 2024</b>   | <ul style="list-style-type: none"> <li>• 3 October 2024 Workshop to test the outcomes of the work with HBs and WAST ensuring a collaborative provider consideration alongside commissioner assessment</li> <li>• Development session with the JCC on 15 October 2024 on specific service commissioning intentions to issue by the end of October</li> </ul> |
| <b>November 2024</b>  | <ul style="list-style-type: none"> <li>• Run a commissioning assessment prioritisation process membership proposed to be 2 Management group members and clinical representatives from HBs</li> </ul>  |
| <b>December 2024</b>  | <ul style="list-style-type: none"> <li>• Present the outcome to the JCC in the December JCC Development Session as choices utilising a decision-making approach of treat, tolerate, terminate, transfer and an additional component related to transformation.</li> </ul>   |

In addition to this work, the well-established horizon scanning led by the JCC Medical Director will also progress and be presented as part of the choices discussion in December.

| <b>Objectives / Strategy</b>   |   |
|--|---|
| <b>Dolen i Nod (au) Strategol CBC<br/>Link to JCC Strategic Goal(s)</b>  | Choose an item.   |
|  | The JCC was established on 1 April 2024. Draft Strategic Objectives are being presented for approval at the Sept Joint Committee Meeting. |
| <b>Dolen i Feysydd Strategol CBC /<br/>Link to JCC Strategic Areas</b>   | Not Applicable  |
|  | Draft Strategic Objectives are being presented for approval at the Sept Joint Committee Meeting.  |
| <b>Dolen i Ddeddf Llesiant Cenedlaethau'r Dyfodol – Nodau Llesiant /<br/>Link to Wellbeing of Future Generations Act – Wellbeing Goals<br/><a href="#">150623-guide-to-the-fg-act-en.pdf</a><br/>(<a href="#">futuregenerations.wales</a>)</b> | A Healthier Wales   |
|  | A More Equal Wales  |
| <b>Dolen i Hwyluswyr Ansawdd</b>   | Whole-systems Perspective   |

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| <p>(<i>Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)</i>) /</p> <p><b>Link to Enablers of Quality</b><br/>(<a href="#">Duty of Quality Statutory Guidance (gov.wales)</a>)</p>                                   |  |
| <p><b>Dolen i Feysydd Ansawdd</b><br/>(<i>Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)</i>) /</p> <p><b>Link to Domains of Quality</b><br/>(<a href="#">Duty of Quality Statutory Guidance (gov.wales)</a>)</p> | <p>Equitable</p> <p>Person Centred<br/>Timely<br/>Safe</p> |
| <p><b>Effaith Amgylcheddol/ Cynaliadwyedd (5R) / Environmental /Sustainability Impact (5Rs)</b></p>  | <p>No - Not Applicable</p>                                 |

| <b>Impact Assessment</b>  |  |   |
|---|--|---|
| <p><b>Ansawdd</b><br/><i>Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Ansawdd? /</i></p> <p><b>Quality</b><br/><i>Have you undertaken a Quality Impact Assessment Screening?</i></p>              | <p>Yes: <input type="checkbox"/></p>   | <p>No: <input checked="" type="checkbox"/></p>                                    |
|   | <p>Outcome:</p>  | <p>If no, please include rationale below:</p> <p>Not applicable at this stage</p> |
| <p><b>Cydraddoldeb</b><br/><i>Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Gydraddoldeb? /</i></p> <p><b>Equality</b><br/><i>Have you undertaken an Equality Impact Assessment Screening?</i></p> | <p>Yes: <input type="checkbox"/></p>   | <p>No: <input checked="" type="checkbox"/></p>                                    |
|   | <p>Outcome:</p>  | <p>If no, please include rationale below:</p> <p>Not applicable at this stage</p> |
| <p><b>Cyfreithiol / Legal</b></p>   | <p>There are no specific legal implications related to the activity outlined in this report.</p> |   |

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| <b>Enw da / Reputational</b>  | Yes (Include further detail below)<br>Positive reputational impact with regard the JCC being an evidence based commissioner with strong risk assessment processes in place |
| <b>Effaith Adnoddau</b><br><i>(Pobl /Ariannol) /</i><br><b>Resource Impact</b><br><i>(People / Financial)</i> | There is no direct impact on resources as a result of the activity outlined in this report.  |
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## 6. RECOMMENDATIONS

The JCC is asked to:

- **Note** the update on the progress with developing the IntegratedD Medium Term Plan (IMTP) 2025-28; and
- **Approve** the strategic commissioning intentions, the PESTLE analysis, and the high level process for prioritisation and risk assessment.