

Cyfarwyddwr Cyffredinol Iechyd a Gwasanaethau Cymdeithasol/  
Prif Weithredwr GIG Cymru  
Grŵp Iechyd a Gwasanaethau Cymdeithasol

Director General Health and Social Services/  
NHS Wales Chief Executive  
Health and Social Services Group



Llywodraeth Cymru  
Welsh Government

Stephen Harry  
Commissioner  
Emergency Ambulance Services Committee

Our Ref: JP/BS/SB

22<sup>nd</sup> July 2022

Dear Stephen

### **Integrated Medium-Term Plan 2022-2025**

I am pleased to confirm that your Integrated Medium-Term Plan (IMTP) which you submitted on the 31 March 2022 is acceptable and has been noted by the Minister for Health and Social Services. This is in recognition of the development of integrated planning within EASC and demonstrates the position that the organisation is in as we move from the COVID pandemic towards recovery.

I expect the Committee to scrutinise the plan and that progress is monitored effectively over the forthcoming year, in particular against the Ministerial Priorities set out in the NHS Planning Framework, the Minister's delivery measures and the specific accountability conditions for EASC which are attached. Where necessary, any risks or challenges that need to be further addressed will need to be discussed and agreed at your Committee and communicated to Welsh Government via the routine governance arrangements (e.g. quarterly reporting against your IMTP). Where this necessitates any material changes to your IMTP in year will require you to advise me of these changes through an Accountable Officer letter.

There are a number of generic risks and challenges which all organisations are facing. These include the concerns about how COVID-19 will continue to impact on the NHS. I expect to see the Committee owning the plan which your organisation has submitted and for you and the senior team to lead on meeting the needs of your stakeholders and the commitments set out in the IMTP.

It was encouraging to see that a number of areas of good practice were highlighted by policy leads as part of the review process of the plans. These include a strong component in relation to VBHC within the plan and a succinct description of the priorities facing the ambulance service in Wales, building on previously robust approaches.

However, there were a number of areas which the assessment highlighted as not covered sufficiently robustly in the IMTP. These include the need for more detail and attention to delivering the ministerial priorities, in particular the six goals for Urgent and Emergency care. The plan was felt to be light on articulation of risk and quality and more is needed to deliver, with others, an improvement in handover delays. Workforce detail to support the plan is in a separate document, which undermines the IMTP. The critical areas of sickness and absence rates and recruitment of paramedics is not addressed strongly in the IMTP as the fallow year in paramedics graduating was seen as a key risk.

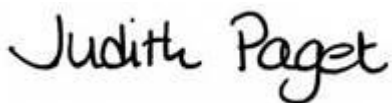
The EASC IMTP for 2022-2025 is therefore subject to a number of accountability conditions which I have set out in **Annex 1**. These are areas unique to your organisation and I expect to see demonstrable improvement over the next 12 months. The Minister is clear that the accountability conditions will also form part of the ongoing conversation that she will have with Chairs and delivery against these will be measures of success in their own right. The Accountability Conditions will form the agenda for our meetings going forward and be the basis of the ongoing engagement with the Welsh Government Planning team and policy leads.

As articulated in the Ministerial letter, the approval of the Integrated Medium-Term Plan does not equate to agreement to the detailed service changes, business case proposals or capital assumptions indicated within it. Nor does the plan approval confirm any validity in funding assumptions around additional revenue or capital funding other than that specified below. All service change and business case proposals will still be subject to:

- compliance with extant requirements set out in guidance or in legislation, and
- business cases and bids being subject to the normal business case approval process, including capital, and Invest to Save bid approval processes.

You have not requested financial flexibility as part of your IMTP, and none has been granted. I trust that this letter provides clarity on our expectations, but should you have any queries then please do not hesitate to contact me.

Yours sincerely



**Judith Paget CBE**

cc: Nick Wood, Deputy Chief Executive NHS Wales  
Samia Edmonds, Planning Director  
Jeremy Griffiths, Director of Operations  
Andrew Sallows, Director of Recovery  
Steve Elliott, Director of Finance, HSSG  
Hywel Jones, Director of Finance, FDU

## Annex 1

### EASC - Integrated Medium-Term Plan 2022-2025

### Requirements and Accountability Conditions

The following requirements and accountability conditions should form the basis of the discussions at meetings and other planning and delivery meetings throughout the year as well as your internal monitoring and Committee assurance.

#### General requirements

- The **'Five Ways of Working'** and the Well-being of Future Generations Act should be central to EASC's approach. It is essential that your organisation continues to build on the progress made to utilise the five ways of working, sustainable development principles, to deliver your integrated plan. The organisation should ensure its well-being objectives are consistent with and continue to be supported by its planning arrangements.
- The **IMTP must be published** on your organisation's public facing website.
- **Reporting** must be submitted quarterly to provide an update on the plan. There should be reporting against the key milestones associated with that quarter, any slippage against the plan, next milestones and the mitigation of any new/emerging risks. Details of the reporting arrangements will be circulated in due course.
- The **Minimum Data Set (MDS)** must be refreshed on a quarterly basis.

#### Accountability Conditions

##### 1. Workforce

- a) Demonstrate that the workforce to support delivery of the EASC IMTP is in place and managed appropriately.
- b) Demonstrate that recruitment of paramedics is achievable and what mitigating actions will be necessary to ensure IMTP delivery.

##### 2. Urgent and Emergency Care

- a) Demonstrate the specific actions being taken to deliver against the six goals for Urgent and Emergency Care including improvement to handover delays.
- b) Demonstrate where major trauma funding has been spent and improvements made.