

## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Slough Wellbeing Board

**DATE:** 28<sup>th</sup> September 2016

**CONTACT OFFICER:** Alan Sinclair, Interim Director Adult Social Care SBC  
John Lisle, Accountable Officer Slough, Windsor, Ascot and  
Maidenhead, Bracknell and Ascot CCG's  
**(For all Enquiries):** (01753) 875752

**WARD(S):** All

### **PART I** **FOR INFORMATION**

## **PROGRESS UPDATE ON THE FRIMLEY SUSTAINABILITY AND TRANSFORMATION PLAN**

### **1. Purpose of Report**

This report provides the Slough Wellbeing Board with an update on the progress being made to deliver the Sustainability and Transformation Plan (STP) for the Frimley footprint.

### **2. Recommendation(s)/Proposed Action**

The Slough Wellbeing Board is recommended to note the report and the progress being made in developing the STP and comment on any aspect of the plan where appropriate.

### **3. The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**

The priorities in the STP reflect the need to improve the health and wellbeing of the population. The STP focuses on those priorities that can be delivered across the system and local areas will continue to address their own local priorities.

#### **3a. Slough Joint Wellbeing Strategy Priorities**

The STP meets several of the Joint Slough Wellbeing Strategy 2016 - 2020 priorities including:

- Protecting vulnerable children and young people
- Improving healthy life expectancy
- Improving mental health new wellbeing

The STP will do this by delivering across five **priority** areas:

1	Making a substantial step change to improve wellbeing, increase prevention, self care and early detection.
2	Improve long term conditions outcomes including greater self management and proactive management across all providers for people with single long term conditions.
3	Proactive management of frail patients with multiple complex physical and mental health long term conditions, reducing crises and prolonged hospital stays.
4	Redesigning urgent care, including integrated working and primary care models providing timely care in the most appropriate place.
5	Reducing variation and health inequalities across pathways to improve outcomes and maximise value for citizens across the population, supported by evidence.

### **3b. Joint Needs Assessment (JSNA)**

The Slough JSNA has informed the work of the STP.

### **3c. Five Year Plan Outcomes**

The STP will support the delivery of the following Five Year Plan outcomes:

- More people will take responsibility and manage their own health, care and support needs
- Children and young people in Slough will be healthy, resilient and have positive life chances

### **4. Other Implications**

**(a) Financial** - To bring financial balance to the Frimley footprint by 2020 – across health and social care. There is a significant financial pressure facing all parts of the system and the plan will address how these pressures will be managed. Any future investment from the NHS in local systems will come via the STP process. A high level financial analysis was included in the June submission of the STP plan.

### **(b) Risk Management**

<b>Risk Area</b>	<b>Risk/Threat/Opportunity</b>	<b>Mitigation(s)</b>
<b>Financial</b> <i>All parts of the system are facing financial challenge due to increasing demand and rising costs</i>	<i>Priority areas do not manage the financial pressures – or actions cause additional financial pressures across one part of the system or service area</i>	<i>The STP gives a system wide view and management of the whole of the footprint. The aim is to bring the whole system into financial balance</i>
<b>Property</b> <i>Decisions are not made about current or future use of assets that help deliver the STP ambitions</i>	<i>Each part of the system or individual service continue to make decisions on their own irrespective of STP ambitions</i>	<i>STP will support via system leaders group to have a cohesive few of assets and estates</i>
<b>Employment Issues</b> <i>Not having sufficient or trained staff to deliver new ways of working</i>	<i>Each organisation already has issues of recruitment and retention of staff</i>	<i>STP priority focus on our workforce, health and social care staff will be reviewed as a whole for resident's care optimising workforce with new roles and ways of working considered.</i>
<b>Equalities issues</b> <i>Health inequalities</i>	<i>The specific health issues of the Slough population will not be met by the STP priorities.</i>	<i>STP focusses on the main health issues across the footprint and this will include Sloughs health issues. Slough specific issues will be looked at in a review of areas of health inequality across the footprint. Non Slough specific issues will still be a priority for the Slough health and care system to deliver.</i>

<p><b>Communications</b> The ambitions of the STP are not well understood by all parts of the system</p>	<p><i>Different parts of the system, workforce, residents, providers and communities have differing understanding and knowledge of the changes.</i></p>	<p><i>Regular comms and workshops, briefings across the system. A unified approach of strategic direction will enable clearer communication to staff and residents.</i></p>
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(c) **Human Rights Act and Other Legal Implications** - There are none identified at this point.

(d) **Equalities Impact Assessment** - This will be undertaken as specific plans are developed to deliver the priorities.

(e) **Workforce** - There are no specific issues identified at this point but as workforce is one of the enablers for the delivery of the plan this will have significant focus over the coming months.

## **5. Summary**

- Latest STP plan submitted to NHS England (NHSE) on 30th June.
- Plan received positive feedback at NHSE feedback session on 15th July.
- Discussions concerning next steps in relation to communication and engagement are ongoing.
- Finance submissions including more detail on capital, efficiency sources and investments for all STPs to be submitted 16 September.

## **6. Supporting Information**

### ***6.1 Progress since last meeting***

- At the 15<sup>th</sup> July feedback session NHSE were very impressed by the commitment to system-wide working.
- They felt our proposals have great potential to deliver the Five Year Forward View and provide a route to sustainably improve services for patients.
- The footprint should continue to push the level of ambition for services given the strong foundation of the footprint, and in particular what 21st century primary care and community care should look like. This would involve revisiting the primary care and community strategy and in particular the plans to increase workforce resilience for GPs and the development of new primary care roles.
- It was also recommended that as a system we need to set out more fully the plans for engagement with local communities, clinicians and staff and the implication for the timing of implementation
- A financial modelling meeting with designated leads took place on 6 September to inform the financial template which must be submitted by 16 September.
- The first meeting of the Lay Members Group took place on 7<sup>th</sup> September with excellent attendance from across the footprint.

- Seven STP work streams (see appendix B) have now been established to provide an impetus to achieve the five priority areas listed in section 3 above.
- Updates on these work streams will be included in future progress reports to the Board.

### **6.2 Next steps**

- Further submission of the plan to NHSE on 21 October including an updated finance template
- There are plans for a wider communications event to take place early October with representation from each of the organisations within the Frimley footprint.
- A further meeting of NHS Lay Members Group will take place in November to discuss the implementation phase.
- A Patient Participation Group meeting will be held in early October.

### **7. Comments of Other Committees**

A 2<sup>nd</sup> productive discussion and challenge session was held with the Elected Members Group on 5<sup>th</sup> September. The STP was also discussed at the 1<sup>st</sup> September Health Scrutiny Panel. The main comments made were in relation to ensuring the needs of non paid carers are met and also increasing the engagement with residents.

### **8. Conclusion**

The Slough Wellbeing Board is asked to note the progress made since its last meeting on 20 July 2016.

### **9. Appendices**

A - List of STP Work streams

### **10. Background Papers**

None

## Appendix A: List of STP Work streams

Work stream	Summary of activities & list of up and coming events
Shared Care Record	<ul style="list-style-type: none"> <li>This work stream will provide traction to enable the system-wide sharing of patient level information which will underpin the proactive management of frail and complex patients'.</li> </ul>
Integrated Care Decision Making Hubs	<ul style="list-style-type: none"> <li>A workshop has been scheduled for 27 September to showcase local models, create a single definition of the 'hubs' and agree common design principles for local implementation and tailoring.</li> <li>A system wide cohort of nominated leads has successfully been accepted onto a new NHS Improvement leadership training programme with a focus on implementing the agreed model.</li> </ul>
GP Transformation	<ul style="list-style-type: none"> <li>Financial &amp; activity modelling has recently begun for the financial submission.</li> <li>A workshop has been scheduled for 27 September to define GP transformation, identify common themes and areas of good practice and establish a set of principles that can be agreed on a system wide basis.</li> </ul>
Unwarranted Variation	<ul style="list-style-type: none"> <li>Financial modelling has begun following a meeting on 31 August with clinicians and finance managers where priority areas were discussed.</li> <li>Two workshops have been set up for 20 September &amp; 4 October to provide an overview of the right care methodology and CSU data and confirm how the right care priorities will be taken forward.</li> </ul>
Social Care Support	<ul style="list-style-type: none"> <li>This work stream will look at initial modelling of demand and activity in order to define scope of projects. It will also agree the STP financial submission.</li> </ul>
Support Workforce	<ul style="list-style-type: none"> <li>A financial submission meeting has been set up for 13 September in order to complete modelling for submission.</li> </ul>
Prevention	<ul style="list-style-type: none"> <li>A system wide Prevention Steering Group has now been set. It will look at activity and financial modelling completed for submission.</li> </ul>