**SLOUGH BOROUGH COUNCIL**

**REPORT TO:**     Health Scrutiny Panel     **DATE:** 23rd November 2016

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**PART I**
**FOR INFORMATION, COMMENT & CONSIDERATION**

**FRIMLEY SUSTAINABILITY AND TRANSFORMATION PLAN**

1. **Purpose of Report**

   This report provides the Health Scrutiny Panel with a further update on progress being made to deliver the Sustainability and Transformation Plan (STP) for the Frimley footprint.

   The aim of the Frimley STP is: '*to serve and work in partnership with the Frimley footprint population of 750,000 people, through the local system leaders working collaboratively to provide an integrated health and social care system fit for the future*'.

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

   The Health Scrutiny Panel is recommended to note the report and the progress being made in developing the Frimley Sustainability and Transformation Plan and comment on any aspect of the plan.

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 will focus on those priorities that can be delivered across the system and local areas will continue to address their own local priorities. The Slough JSNA has informed the work of the STP.

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

   The STP will meet several of the current Slough Wellbeing Board strategy priorities including:
   - Health
   - Economy and Skills
   - Housing
   - Safer Communities

   The STP will do this by delivering across 5 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. **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

One of the aims of the STP is 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 latest submission of the STP plan.

*(b) Risk Management*

| Risk Area | Risk/Threat/Opportunity | Mitigation(s) |
|---|---|---|
| Financial All parts of the system are facing financial challenge due to increasing demand and rising costs | Priority areas do not manage the financial pressures – or actions cause additional financial pressures across one part of the system or service area | The STP gives a system wide view and management of the whole of the footprint. Aim is to bring the whole system into financial balance |
| Property Decisions are not made about current or future use of assets that help deliver the STP ambitions | Each part of the system or individual service continue to make decisions on their own irrespective of STP ambitions | STP will support via system leaders group to have a cohesive few of assets and estates. A one public estate strategy is being developed |
| Employment Issues Not having sufficient or trained staff to deliver new ways of working | Each organisation already has issues of recruitment and retention of staff | STP priority focus on our workforce, health and social care staff will be reviewed as a whole with |

| | | *new roles and ways of working considered to best meet the needs of our residents.* |
| --- | --- | --- |
| *Equalities issues Health inequalities* | *The specific health issues of the Slough population will not be met by the STP priorities* | *STP has focussed on the main health issues across the footprint and this includes Sloughs priority health issues.* |
| *Communications The ambitions of the STP are not well understood by all parts of the system* | *Different parts of the system, workforce, residents, providers and communities have differing understanding and knowledge of the changes* | *Regular comms and workshops, briefings across the system. A unified approach of strategic direction will enable clearer communication to staff and residents.* |

(c) <u>Human Rights Act and Other Legal Implications</u>
There are none identified at this point.

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

(e) <u>Workforce</u>
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.  **<u>Supporting Information</u>**

As part of the NHS Forward Plan each health and social care area across the country was requested to produce a five year Sustainability and Transformation Plan starting in 2015/16. The footprint for each area was prescribed by NHS England and for Slough this is the Frimley footprint. This covers the populations of Slough, Windsor, Ascot and Maidenhead, Bracknell and Ascot, Surrey Health and NE Hampshire CCG's – approximately 750,000 people. Sir Andrew Morris Chief Executive of the Frimley NHS Trust is the senior responsible officer for this STP.

5.1  The latest STP plan was submitted to NHS England on 21st October 2016.

The plan relates to people of all ages for physical, psychological and social wellbeing, for carers and their families and covers health and social care support. A gap analysis was carried out across health and social care which helped validate the priorities and initiatives.

5.2  The governance for the STP is described below:
- The **Frimley System-Wide Leadership Group** brings together all of the members from the three systems leadership groups (approx. 50 people).
- The **Frimley System Leadership Reference Group** – chaired by Sir Andrew Morris to work on behalf of the three wider system leaders groups to steer and ensure development and delivery of the STP. John Lisle represents Slough CCG

as part of this group and Alison Alexander (from RBWM) represents local authorities.

- The **Frimley System Directors Group**. This group reports to Sir Andrew Morris and takes the lead on the day to day developments of the Plan. A dedicated STP director has been appointed. Alan Sinclair is the local authority representative on this group.
- The **Local Authority Elected members group**. This is a new group that will provide an opportunity for local authority members to influence and support the development of the plan. Cllr Sabia Hussain is the Slough representative on this group.
- The **mental health, learning disability and acquired brain injuries specialist group**. This is a new group that will ensure that we take account of and meet the needs of these specialist groups as we develop the plans to deliver the priority areas.

5.3    Five priorities will be addressed over the next five years:
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.

5.4    An underpinning programme of transformational enablers includes:
A. Becoming a system with a collective focus on the whole population.
B. Developing communities and social networks so that people have the skills and confidence to take responsibility for their own health and care in their communities.
C. Developing the workforce across our system so that it is able to delivery our new models of care.
D. Using technology to enable patients and our workforce to improve wellbeing, care, outcomes and efficiency.
E. Developing the Estate.

5.5    Seven initiatives have been identified that will support the delivery of the priorities 2016/17-2017/18
- ➢ Initiative 1 Ensure people have the skills, confidence and support to take responsibility for their own health and wellbeing.
- ➢ Initiative 2 Develop integrated decision making hubs to provide single points of access to services such as rapid response and reablement, phased by 2018.
- ➢ Initiative 3 Lay foundations for a new model of general practice provided at scale, including development of GP federations to improve resilience and capacity.
- ➢ Initiative 4 Design a support workforce that is fit for purpose across the system.
- ➢ Initiative 5 Transform the social care support market including a comprehensive capacity and demand analysis and market management.

- ➢ Initiative 6 Reduce clinical variation to improve outcomes and maximise value for individuals across the population.
- ➢ Initiative 7 Implement a shared care record that is accessible to professionals across the STP footprint.

5.6 The Frimley system will spend c£1.4bn on health and social care in 2016/17. Although there are modest increases in funding over the period to 2020/21, mostly in the NHS, demand will far outstrip these increases if we do nothing.

5.7 One public estate will support integrated developments across Slough starting with the Trelawney Hub and in future the option of integrated services at Britwell and on Farnham Road.

5.8 Summary of progress since June submission:
- Established all of the workstreams to provide a coherent plan that clearly demonstrates the impact of each initiative with defined deliverables and benefits to the population.
- Increased the breadth of ownership and leadership of our STP through broad engagement
- Engagement and workshops with providers and commissioners to support alignment of primary and community care strategy and workforce resilience.
- Established the Local Workforce Action Board to respond to the workforce issues arising from each initiative.
- Further aligned the Local Digital Roadmap to the STP Priorities.
- Given a stronger voice to mental health and ensured that all seven key initiatives build in the requirements of the Mental Health Five Year Forward Plan.
- Developed an STP wide Communications and Engagement Strategy.
- Developed and updated the financial plan to reflect guidance and feedback from the September submission.

5.9 Next steps
- Outcome from the October submission
- Project plans being developed to deliver the 7 initiatives with further in depth activity and financial modelling so the impact of each initiative is understood.
- Setting up further workshops or tapping into existing forums
- Publishing the plans and improved engagement across the system.

6. **Comments of Other Committees**
The STP is a standing item on the Slough Wellbeing Board agenda.

7. **Conclusion**

Significant progress has been made in developing the Frimley STP for submission on the 21st October 2016. The Health Scrutiny Panel is asked to note and comment on the STP and progress made.

8. **Appendices Attached**

None