

SLOUGH BOROUGH COUNCIL

REPORT TO: Slough Wellbeing Board

DATE: 29th March 2017

CONTACT OFFICER: Alan Sinclair, 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 HEALTH & CARE 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 good 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 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 and October submissions of the STP plan.

(b) Risk Management

Risk Area	Risk/Threat/Opportunity	Mitigation(s)
Financial <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>
Property <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 view of assets and estates and development of one public estate plan</i>
Employment Issues <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>
Equalities issues <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</i>

		<i>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>
Communications <i>The ambitions of the STP are not well understood by all parts of the system</i>	<i>Different parts of the system, workforce, residents, providers and communities have differing understanding and knowledge of the changes.</i>	<i>An STP newsletter has been established to help inform all parts of the system alongside a series of drop in sessions that will be carried out monthly in 3 separate venues (Health, LA and CCG). Regular communications and workshops, briefings are planned across the system. A unified approach of strategic direction will enable clearer communication to staff and residents.</i>

(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

- Bids submitted for funding from the sustainability and transformation fund
- Frimley system viewed favourably for support and investment with encouragement to transform at scale and rapidly
- Work streams are all under way and at various stages of development and delivery
- Discussions concerning next steps in relation to communication and engagement are ongoing
- Focus on reducing duplication and thinking and planning at system level
- A more joined up, shared approach to quality and finances
- Looking at how new models of care could work across our system
- Development of a single Governing Body in common for the three East Berkshire CCG's

6. Supporting Information

6.1 Progress since last meeting

- Bids have been submitted to NHSE for funding from the sustainability and transformation funding for the prescribed areas:
 - Cancer
 - Mental health

- Diabetes
- Learning disability

We are still awaiting confirmation of these bids but have had encouraging feedback.

- The seven STP work streams are established and are at various stages of development.

Work stream	Progress
Shared Care Record	This work stream will enable the system-wide sharing of patient level information which will underpin the proactive management of frail and complex patients. It is progressing well and connected care as part of the local digital road map is under way across Berkshire Health Foundation Trust, Primary Care and Bracknell Council. All other parts of the system on track for implementation in next two phases. Slough Council will be in phase 3 later this calendar year. This programme was successful in an LWAB (Local workforce Action Board) bid for a £45k leadership programme to work alongside the technical team to ensure staff are fully equipped and informed for moving forward.
Integrated Care Decision Making Hubs	This work stream has been looking at how best to implement and deliver a locally focused integrated care model. There is a particular focus on simplifying access to multi-disciplinary and community based models of care. This will involve the active identification of individuals who are frail or at risk of becoming frail in order to proactively plan and coordinate their care. For Slough this aligns with both the work of the council in delivering community hubs and the one public estate work.
GP Transformation	This work stream is focussed on delivering the NHS Five Year Forward View by developing a sustainable model of general practice including a clinical, business and career model that reduces variation in care, improving outcomes across the STP. This work stream secured funding through a joint LWAB bid with the Integrated Hub work stream for the development of a workforce strategy and transformation plan that can enable the delivery of new models of primary and integrated care by matching current and future workforce capacity to service demand through new and extended professional roles.
Unwarranted Variation	This work stream is utilising the Right Care Approach to reduce variation across the system in five disease areas: Circulation, MSK, Neurology, GU and GI. Clinical and managerial leads have been identified and work is in progress to identify areas of opportunity.
Social Care Support	This work stream will look at three main areas: options for collaborative commissioning and procurement for care and support services; improved commissioning for our most complex/expensive people and improving quality in care homes. Work has started to map the range of care services that each of the 5 councils and the NHS purchase at scale and for individuals. A new care homes quality group has started to look at one best practice model of delivering this improved quality.

Support Workforce	This work stream is aiming to identify where health and social care can work more closely together to create a stable, sustainable and consistent support workforce across the STP footprint. There has been a system wide workshop which has identified some key areas of focus and the steering group is confirming the scope later this month.
Prevention	The aim of this work stream is to ensure people have the skills and support to take responsibility for their own health and well being through a range of initiatives including smoking cessation, alcohol care, hypertension screening, obesity reduction, self care and social prescribing. A bid has been submitted to secure funding to train staff in improving conversations with people to positively impact their health and wellbeing. A social prescribing workshop is being planned for April.

6.2 Governance

- On the basis that this STP is likely to be considered as part of the group of leading STP's to be progressed and will be asked to consider transforming at scale and quickly, with the option of developing an accountable care system/organisation, the three East Berkshire CCG's have been considering their governance arrangement.
- They have agreed that from April 2017 to:
 - Strengthen (GP) member meetings including public involvement
 - Expand clinical leadership capacity
 - Streamline assurance process
 - Operate a financial risk share across all three CCG's
 - Have a single Governing Body in common
 - Have a single primary care commissioning committee in common

7. Comments of Other Committees

None

8. Conclusion

The Slough Wellbeing Board is asked to note the good progress being made since its last meeting on the 26th January 2017 and the proposed changes for the governance arrangements of the local clinical commissioning groups.

9. Appendices

None

10. Background Papers

None