

SLOUGH BOROUGH COUNCIL

REPORT TO: Slough Wellbeing Board **DATE:** 10th May 2017

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PART I FOR INFORMATION, COMMENT & CONSIDERATION

PROGRESS UPDATE ON THE FRIMLEY HEALTH & CARE SUSTAINABILITY AND TRANSFORMATION PARTNERSHIP 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 Partnership (STP) plan for the Frimley footprint. The report also covers the potential governance arrangements that may emerge as the STP develops.

2. Recommendation(s)/Proposed Action

The Slough Wellbeing Board is recommended to note the report and the progress being made in developing and delivering the STP plan and comment on any aspect of the plan where appropriate and where there will or may be an impact on the health and wellbeing of the residents of Slough.

The Board is also asked to consider the proposed governance arrangement options and the role the Board wants to have in these arrangements and also what role it could have in ensuring local STP delivery and accountability.

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.
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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 plan.

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</i>

		<i>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 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

- Positive outcome of funding bids from the sustainability and transformation fund
- 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
- Single Governing Body in common for the three East Berkshire CCG's has started
- Governance options for the STP are being considered and put in place

6. Supporting Information

6.1 Progress since last meeting

- The sustainability and transformation fund bids across the following prescribed areas have all been successful:
 - Cancer
 - Mental health

- Diabetes
- Learning disability
- The seven STP work streams are established and are at various stages of development. An update was provided at the last board meeting and progress will be reported at future meetings.
The 7 workstreams are:
 - Shared Care Record
 - Integrated Care Decision Making Hubs
 - GP Transformation
 - Unwarranted Variation
 - Care and support market
 - Support Workforce
 - Prevention

6.2 Governance

- Next Steps on the NHS Five Year Forward View published in March 2017 states that there will be:
 - Creation of integrated (or 'accountable') health systems through the STP's,
 - Accountable Care Systems (ACS) will be an evolved version of the STP that is working as an integrated health system,
 - Encouragement for STP's to come forward as ACS – and Frimley STP is listed as one of the 9 likely candidates.
- The three East Berkshire CCG's have from 1st April 2017 moved to:
 - Having a single Governing Body in common
 - Having a single primary care commissioning committee in common
 - Strengthening (GP) member meetings including public involvement
 - Expanding clinical leadership capacity
 - Streamlining assurance process
 - Operating a financial risk share across all three CCG's
- Consideration is also being given to strengthening the local STP governance with:
 - **A system wide decision-making board** with membership balanced across health and local authority partners, including greater clarity between decision-making and advisory and attendee functions. This board would include as core members chief officer level representatives from Slough CCG and Slough Borough Council.
 - **System wide working groups** for the current seven initiatives. Groups would change as priorities develop and change.
 - **An increased role for locally based Health and Well-being Boards x 5** with membership from the locality. The boards could hold STP responsibility for the local delivery of the STP plan. This key role in a revised governance structure secures local engagement, enables the STP to be driven by the needs of the local communities it is serving but to capitalise through broader system

wide working. The Health and Wellbeing boards could ensure a focus on all ages within delivery plans, including a greater focus on children.

- **A system wide engagement and communication panel** with representation of the five health and wellbeing boards covered by the Frimley footprint to ensure STP communication and engagement is locally valid but ensuring consistency and coherence across the STP patch. This panel could consist of Health and wellbeing board chairs and vice chairs and be supported by STP resources. It would aim to ensure that engagement and communications are focussed on highlighting the relevance of STP initiatives to local people and staff. This panel could be designated as a 'Committee in Common'.
- **The development of a memorandum of understanding** between the partners that supports the delivery of the STP plan and confirms the contribution and support from each partner to deliver the plan as well as giving clarity about risk-share and benefit-share, allocation of resources and conflict resolution.

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 and comment on the suggested changes for the governance arrangements of the STP and the potential future role for the Board.

9. Appendices

None

10. Background Papers

None