

## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Health Scrutiny Panel      **DATE:** 10<sup>th</sup> July 2017

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

#### **FRIMLEY HEALTH AND CARE SUSTAINABILITY AND TRANSFORMATION PARTNERSHIP**

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

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

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 Partnership 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:

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

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 SBC Five Year Plan outcomes:

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

### 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.

#### (b) Risk Management

<i>Risk Area</i>	<i>Risk/Threat/Opportunity</i>	<i>Mitigation(s)</i>
<i>Financial 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. Aim is to bring the whole system into financial balance</i>
<i>Property 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. A one public estate strategy is being developed</i>
<i>Employment Issues 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 with new roles and ways of</i>

		<i>working considered to best meet the needs of our residents.</i>
<i>Equalities issues Health inequalities</i>	<i>The specific health issues of the Slough population will not be met by the STP priorities</i>	<i>STP has focussed on the main health issues across the footprint and this includes Sloughs priority health issues.</i>
<i>Communications 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>Regular comms and workshops, briefings 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**

<ul style="list-style-type: none"> <li>• Positive outcome of revenue funding bids from the sustainability and transformation fund</li> <li>• Waiting to hear about recently submitted capital bids</li> <li>• Work streams are all under way and at various stages of development and delivery</li> <li>• Recent announcement by NHS England that Frimley STP will be one of 9 national STP's that will be supported to move to an Accountable Care System</li> <li>• Single Governing Body in common for the three East Berkshire CCG's has started</li> <li>• New governance in place for the STP with new decision making board and an enhanced role for health and wellbeing boards.</li> </ul>
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6. **Supporting Information**

As part of the NHS Forward Plan each health and social care area across the country has produced 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 Heath and NE Hampshire and Farnham CCG's – approximately 750,000 people. Sir Andrew Morris Chief Executive of the Frimley NHS Trust is the senior responsible officer for the Frimley Health and Care STP.

- 6.1 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.
- 6.2 The governance for the STP is described below:
- The **Frimley STP decision making board**. One senior officer representing each of the 13 statutory organisations with the responsibility for the delivery of health and social care services.
  - A newly established **Health and Wellbeing Board Alliance Board**. This will be chaired by Sir Andrew Morris and attended by the chair and vice chair of each of the 5 health and wellbeing boards across the STP.
- 6.3 The three East Berkshire CCG's have from 1<sup>st</sup> 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
- 6.4 Seven STP work streams have been established to deliver the priorities over the coming two years. These are at various stages of development and it is suggested that progress against delivery of each of these and their impact for Slough is reported on a regular basis to the Panel.
- The 7 workstreams are:
- Shared Care Record
  - Integrated Care Decision Making Hubs
  - GP Transformation
  - Unwarranted Variation
  - Care and support market
  - Support Workforce
  - Prevention
- 6.5 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 deliver 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 via the one public estate project.

## 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 and starting to deliver the Frimley STP. The Health Scrutiny Panel is asked to note and comment on the STP and progress made.

8. **Appendices Attached**

None

9. **Background Papers**

The plan can be found at <http://www.slough.gov.uk/council/strategies-plans-and-policies/sustainability-and-transformation-plan.aspx>