

## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Health Scrutiny Panel      **DATE:** 31<sup>st</sup> August 2017

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**WARD(S):** All

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

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

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

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

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 delivering the Frimley STP 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:

- 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>
<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. 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. A one public estate strategy is being developed</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 with new roles and ways of working considered</i>

		<i>to best meet the needs of our residents.</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 has focussed on the main health issues across the footprint and this includes Sloughs priority health issues.</i>
<b>Communications</b> <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>Regular comms and workshops, briefings across the system. A unified approach of strategic direction will enable clearer communication to staff and residents. A newly established Health and Wellbeing alliance board with a focus on communications.</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. **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.

5.1 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.

5.2 The governance for the STP is described below:

- The **Frimley STP decision making board**. One senior officer representing each of the 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. The first meeting of this Board will be taking place in September 2017.

5.3 The three East Berkshire Clinical Commissioning Group's (Slough CCG, Bracknell & Ascot CCG, and Windsor, Ascot & Maidenhead CCG) 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

5.4 In July 2017 the CCG Governing Body agreed to pursue a formal merger, with support from the membership of the 3 CCGs and from NHS England. It is expected that this will take place from April 2018. An FAQ is attached for information.

5.5 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.

<b>Work stream</b>	<b>Progress</b>
<b>Shared Care Record</b>	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 later this calendar year.
<b>Integrated Care Decision Making Hubs</b>	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 the work of the council in delivering community hubs especially for Trelawney Avenue, Britwell and Farnham Road and also work to deliver an urgent treatment centre as part of the new urgent care strategy.
<b>GP Transformation</b>	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.
<b>Unwarranted Variation</b>	This work stream is utilising the Right Care Approach to reduce variation across the system in five disease areas: circulation, musculoskeletal, neurology, respiratory, and gastrointestinal. Clinical and managerial leads have been identified and work is in progress to identify areas of opportunity.

<b>Care and Support Market</b>	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 is well underway in mapping the range of care and support 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 across all care homes in the STP area.
<b>Support Workforce</b>	The purpose of this work stream is to design a support workforce that is fit for purpose across the system. The aim is to work in partnership across the STP to recruit, retain and develop our support workforce in order to provide a joint workforce across organisations. Mobilising and making the best of the community and voluntary workforce to support delivery of our self-care and community activation plans. It will focus on three main areas: recruitment and retention; training and development; working in new ways.
<b>Prevention</b>	The aim of this work stream is to ensure people have the skills and support to take responsibility for their own health and wellbeing". This is to be achieved by: a) Developing a range of digital, telephone and face to face support b) Supporting a healthy NHS workforce to deliver sickness absence reductions c) Tobacco cessation in elective care, early cardiac detection, diabetes and physical inactivity utilising digital technology d) Learning from Vanguard self-care initiatives, including social prescribing and replicating effectively across the STP footprint. There will also be a focus on obesity reduction.

5.6 The Frimley Health and Care STP has recently been assessed by NHS England as outstanding. The rating is based on progress of the plans relating to emergency care, elective care, safety, general practice, mental health, cancer, prevention, finance, system leadership, communications and engagement.

5.7 There have been drop-in STP information events arranged for staff to hear more about what the STP means for them and the next event as at Slough Borough Council offices on the 11<sup>th</sup> September 12-2pm.

6. **Comments of Other Committees**

The STP plan is a standing item on the Slough Wellbeing Board agenda.

8. **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 and the proposed merger of the three East Berkshire CCG's.

9. **Appendices Attached**

1. Proposed merger of the three East Berkshire CCGs – FAQ

10. **Background Papers**

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