

SLOUGH BOROUGH COUNCIL

REPORT TO: Slough Wellbeing Board **DATE:** 15th November 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 Slough Wellbeing Board 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 Slough Wellbeing Board is recommended to note the report and the progress being made in delivering the Frimley STP 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 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. **Five Year Plan Outcomes**

The STP will support the delivery of the Council’s following 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>
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. 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 few of assets and estates. A one public estate strategy is being developed</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 with new roles and ways of working considered to best meet the needs of our residents.</i>
Equalities issues <i>Health inequalities</i>	<i>The specific health issues of the Slough</i>	<i>STP has focussed on the main health issues across</i>

	<i>population will not be met by the STP priorities</i>	<i>the footprint and this includes Sloughs priority health issues.</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>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 (EIA)** - 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

This report provides members with:

- a) An update on the progress that is being made to deliver the Frimley Health and Care Sustainability and Transformation Partnership (STP) Plan; and
- b) An opportunity to ask questions about and / or comment on any aspect of the Plan.

6. Supporting Information

- 6.1 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 CLINICAL Commissioning Groups (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.
- 6.2 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.
- 6.3 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.

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 later this calendar year.
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 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.
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.
Unwarranted Variation	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.
Care and Support Market	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.
Support Workforce	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.

Prevention	<p>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:</p> <ul style="list-style-type: none"> 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.
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6.4 The newly established Health and Wellbeing Board Alliance Board has started. This will be chaired by Sir Andrew Morris and attended by the chair and vice chair of each of the five health and wellbeing boards across the STP. Terms of reference for the board are attached at Appendix A.

7. **Comments of Other Committees**

The STP is a regular standing item on the council’s Health Scrutiny Panel’s agenda.

8. **Conclusion**

- Significant progress has been made in developing and starting to deliver the Frimley STP.
- The Slough Wellbeing Board is asked to note and comment on the STP

9. **Appendices Attached**

A Draft Terms of reference for Frimley Health & Care Sustainability & Transformation Partnership Health & Wellbeing Alliance Board

10. **Background Papers**

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

Appendix A

Frimley Health & Care Sustainability & Transformation Partnership Health & Wellbeing Alliance Board

Draft Terms of Reference

1. Context

The Frimley Health & Care STP has an ambition to operate as a single place based care system, encompassing health and social care, with the overarching driver of all partners being to maximize the greatest health & care benefits for the 750,000 residents that the system serves. The STP has a clear set of priorities for the next five years which we have all agreed are vital to improve the health and wellbeing, care and quality and sustainability of services for the residents.

Health and wellbeing boards were established under the Health and Social Care Act 2012 to act as a forum in which key leaders from the local health and care system could work together to improve the health and wellbeing of their local population. They are charged with promoting greater integration and partnership between bodies from the NHS, public health and local government (King's Fund 2016). A key way in which Health & Well-Being Boards can promote integration and partnership is through their local Sustainability and Transformation Partnership (STP). The guidance for STPs in relation to engaging people (NHS England 2016)¹ makes it clear that "...*Health and Wellbeing Boards provide established channels to consult the public and involve local politicians.*"

The engagement guidance for STPs also emphasises the need to balance the value of a local focus with the need for a coherent, STP wide approach. For example, it suggests that: "Where a proposal for change covers more than one local authority area, STP partners will need to talk to local authorities about joint arrangements"

2. Purpose

The establishment of a joint 'group' to represent the five Health & Well-Being Boards covered by the Frimley Health & Care footprint to bring added value to the STP and to ensure communication and engagement is not only locally valid, but consistent and coherent across the STP patch.

The Health and Wellbeing Alliance Board is made up of the Chairs and Vice Chairs of the Health & Well-Being Boards from across the STP footprint.

In fulfilling this purpose, the Health & Well-Being Alliance Board will provide a vital link between STPs and the local communities they serve.

3. Responsibilities

- Advise STP leaders on what information needs to be communicated at a local level and how, in a timely manner.
- Provide a mechanism to drive the work of the STP communications resources and advise on local concerns and issues in relation to the STP.
- Facilitate effective dissemination, ensuring residents, service staff and stakeholders are receiving and understanding what is communicated.
- The range of communications advised upon and facilitated by the Alliance may include press releases, formal consultations and any exercises aimed at co-design or production of services.
- In all cases the aim is to ensure that engagement and communication is focused on highlighting the relevance of STP initiatives to local people or staff. This may include

raising awareness of the changes people will have to make on a day to day basis and the intended benefits.

- In order to effectively meet this aim, the Health & Wellbeing Alliance Board will look for assurance that no groups within our local communities are being 'left behind' in STP engagement and communication. Groups requiring consideration may include those living with physical, mental or learning disabilities, people from BME backgrounds, children and young people.

4. Membership

This group consists of the Health & Well-Being Board Chairs and Vice-chairs from across the STP footprint and will be supported by STP resources (level and type of resource to be agreed). Initially the Health & Well-Being Alliance Board will be chaired by the STP nominated lead, Sir Andrew Morris.

Name	Organisation
Naveed Ahmed	Goldteam Recruitment
Andy Brooks	SHCCG
Dale Birch	Bracknell Forest BC
Roz Chadd	Hampshire CC
Helyn Clack	Surrey CC
David Coppinger	RBWM
Liz Fairhurst	Hampshire CC
Adrian Hayter	WAMCCG
Sabia Hussain	Slough BC
Andrew Morris	FHFT
William Tong	Bracknell & Ascot CCG
Barbara Rushton	SE Hants CCG
Tina White	STP
Sharon Ward	NEHF CCG
Jane Hogg	FHFT/STP

5. Attendance

Others may be invited to help the group deliver its responsibilities.

6. Decision making

If a member is unable to attend there will be agreed and nominated deputies who will also be able to make decisions on their behalf.

The aim is that the group can deliver its responsibilities through discussion and consensus.

7. Quorum

The group is quorate when the chair or his nominee and at least one representative from each Health & Wellbeing Board or their nominees are present

8. Frequency, organisation & PMO Support

The group will meet monthly in the first instance and then reviewed after three months. A PMO function has been set up, led by a Programme Director, to lead and support delivery of the STP. Meetings will be organised by the PMO. Details on how the Health and Well-Being Alliance Board meetings are structured and how the Health and Well-Being Alliance Board receives information from the STP will need to be worked up and agreed.

9. Reporting

The Health and Well-Being Alliance Board will provide a quarterly report for the Shadow ACS Board, and the group will get feedback on this from the Chairman.