

## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** *Slough Wellbeing Committee 29 September 2021*

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**(For all Enquiries)**

**WARD(S):** *Slough Central*

### **PART I**

#### **FOR CONSIDERATION**

#### **SLOUGH CENTRAL HEALTH AND WELLBEING WAVE 2 NHSE CAPITAL PROGRAMME UPDATE**

1. **Purpose of Report**

To provide an update on progress of NHSE Slough Wave 2 Capital Programme and to include a proposal to support an **Integrated Care Hub** within Slough Central.

2. **Recommendation(s)/Proposed Action**

*The committees is requested to note this report*

3. **The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**

This programme aims to meet the overarching ambition within Slough Wellbeing strategy to increase life expectancy in our populations, reduce health inequalities and to further improve and further integrate our services to support integration and thus improve experience.

3a. **Slough Wellbeing Strategy Priorities –**

1. *Starting Well*

*The programme will support integrating of health, and wellbeing services to support children and families to experience a strong start in life*

2. *Integration (relating to Health & Social Care)*

*The programme will aim to deliver integration of our services physical and mental health as well as joining up with care service sot promote wellbeing*

3. *Strong, healthy and attractive neighbourhoods*

*Build on the locality work and focus this work on building the Slough central service offer- as part of our o work to build strong neighbourhoods*

4. *Workplace health*

*Promote health and wellbeing within staff across our integrated teams*

### 3b. Five Year Plan Outcomes

*The programme aims to meeting all of the outcomes stated below by promoting high quality integrated health and wellbeing services within Slough Central that includes building a strong community which is sustainable*

- *Outcome 1: Slough children will grow up to be happy, healthy and successful*
- *Outcome 2: Our people will be healthier and manage their own care needs*
- *Outcome 3: Slough will be an attractive place where people choose to live, work and stay*
- *Outcome 4: Our residents will live in good quality homes*
- *Outcome 5: Slough will attract, retain and grow businesses and investment to provide opportunities for our residents*

## 7. Conclusion

Committee to note the report

### 1. Introduction

1.1 In January 2018 Frimley Health and Care ICS were awarded £28.4m from the Wave 2 Capital Fund. The funding is to support the implementation of a pan ICS estate investment programme to develop place-based **Integrated Care Hubs**. It will also provide much needed additional capacity within primary care to facilitate the implementation of the new Primary Care Network workforce.

1.2 The strategic intention in the original bid remains broadly unchanged. However, the COVID-19 pandemic has provided both a challenge and opportunity to the system. There has been a rapid adoption of integrated care models and a step change in the use of digital technology, which would have been considered unachievable pre-pandemic and which we are now in the process of solidifying as part of the Digital First development. As we develop the individual projects we will adopt the positive changes that influence how we use our healthcare estate.

1.3 The Frimley Health and Care Integrated Care System (ICS) has a diverse population of around 800,000 people across five places.

1.4 As a health and care system we are committed to working with our population and local partner organisations to transform how services are provided. Realising the strategic ambitions of the Frimley Health and Care Integrated Care System (ICS) will see a dramatic change in how care is delivered. The acceleration of the adoption of these ambitions supported by changes to the delivery of care during the first wave of the COVID-19 pandemic has only served to highlight issues with the current primary care estate with regard to capacity and functional suitability. Of the 96 primary care premises across the ICS only two meet the current NHSE estimated space requirements for primary care services. When population growth and planned housing developments are considered the gap between the estimated 'required' and actual space increases to in excess of 30,000m<sup>2</sup> by 2036. This project is designed to, and will, specifically meet the capacity and functional suitability challenge for primary care in this area of Slough and specifically Slough

central, where a large part of the housing growth is expected over the coming years.

1.5 In line with our local priorities and in the context of the vision of the Frimley Integrated Care System (ICS), Frimley CCG is working in partnership with Slough Borough Council to support the delivery of plans to integrate health and social care services that improve the lives of local people.

1.6 Our main aim is to keep people well, at home and independent throughout their lives and one of the key delivery pillars to achieve this is through integrated care models working in partnership with local health and care partners.

1.7 Locally, we are implementing our model of integrated care through a network of integrated hubs or networks focused on optimum population sizes delivering cohesive primary and community care services in fit-for-purpose estate. The demand on estate in respect of the hub model is supported by the STP Wave 2 Capital Programme.

## **2. Programme Scope**

2.1 The Frimley Health & Care ICS ambition is to have PCN & **Integrated Care Hubs** in place to provide integrated care across all neighbourhoods within the ICS. The initial work to trial the service delivery model through local pilots has concluded and the teams continue to develop and increase in number to improve their reach and impact within the community

2.2 In order for these teams to be most effective, there is a need to bring staff together in facilities where health, social care, and third sector organisations can work together in a seamless way for the benefit of the local population. These facilities are ideally located with primary care staff to achieve the full impact of benefits, and where possible with local authority services.

2.3 The development Slough scheme is in progress and we are currently in the process of building our outline business case, which includes outlining our strategic case for change, agreed objectives and benefits any proposed solution will deliver, and secure welcome transformation in our services that creates integration, promotes digital solutions where possible

## **Progress to date**

We have set up a working group which is made up of partners across health and care in Slough and this group has been tasked with considering the proposed solutions which will deliver an Integrated Care Hub in the centre of Slough

The programme board which oversees the project has agreed to the following principles which we will adopt as we step through the design of the Slough Central Integrated Care Hub as described below;

- Through this process we will listen to the staff and operationally we will ensure that the right people are included to inform discussions around patient flow the model of care for Slough.

- We must remain mindful of the wider master plan around integration and the localities model and linking planning principles into Slough Borough Council
- We will use a population health approach to helping us agree the priorities
- We will be transparent and open about any challenges so that we can overcome these together.
- There will be a level of objectivity and understanding of the acceptability of the state of repair of our estate as it currently stands.
- We will ensure that that our models meets the needs of health and care of our community
- Our solution could potentially mean using different hubs across the borough
- Separating out what we want to agree and achieve about services and assets and an appreciation for the implications for the organisations that currently work in the space
- We should have a short to medium set of priorities and a focus on longer term to ensure that we make progress
- We will make sure that we've got the right clinical and professional people involved in this project and that we stay truly patient focused

### **Next Steps**

We are working through the clinical and estates solution over the next few months and will be seeking further input from the Health and Wellbeing Board as we progress this through our governance processes within the ICS, Place and NHS England requirements