

Frimley Health and Care



Frimley Health and Care ICS

Background Information

June 2021





About the Frimley ICS & Our Strategic Context



The Frimley ICS is a partnership of local health and care organisations

Frimley Health and Care is a partnership of local health and care organisations and has been operating as a Wave 1 ICS since 2017.

Our partner organisations work together to make decisions about our shared priorities, how funding is used, and what we can do to make the biggest difference to local people.

Our Partner Organisations include:

- Bracknell Forest Council
- Royal Borough of Windsor & Maidenhead
- Slough Borough Council
- Hampshire County Council
- Surrey County Council
- Berkshire Healthcare Foundation Trust
- Frimley Health Foundation Trust
- Surrey and Borders Partnership Trust
- Frimley CCG
- South Central Ambulance Service
- South East Coast Ambulance Service

We have a long history of working together on shared challenges and opportunities. Our approach is focused on improving the lives of every resident in our geography through the use of collaborative innovation and promoting clinical and professional leadership.

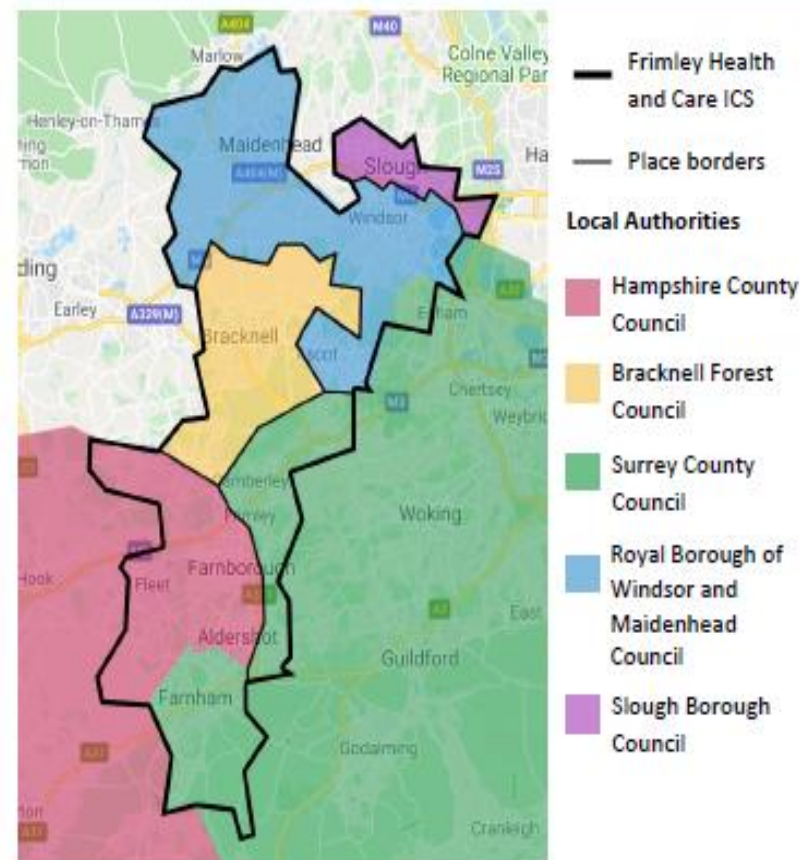
Our focus on Population Health, Wellbeing and Reducing Inequalities



The Frimley ICS Approach

- Frimley Health & Care covers a diverse population of over 800,000 people in East Berkshire, North East Hampshire and Farnham, and Surrey Heath.
- We work across **five places**, including Slough, Windsor & Maidenhead, Bracknell Forest, Surrey Heath and North East Hampshire and Farnham
- Our five places include 16 Primary Care Networks: one in **Surrey Heath** and one in **Farnham**
- Within our geography are three secondary care physical health hospitals (Frimley Park, Heatherwood, Wexham Park) both operated by Frimley Health FT alongside services provided by Berkshire Healthcare FT and Surrey and Borders Partnership Trust.
- Agreed **priorities** at local level align strongly with the overall strategic ambitions and their **delivery with and close to** local populations and communities
- Our approach is underpinned by system and place-based analytics, public health insight and community dialogue

Local authority and place boundaries within the ICS



Frimley ICS Vision and Values

Our Vision

Our vision is to help people to be healthier and in their homes for longer. Across the Frimley Health and Care system we aim to work in partnership with our population and local partner stakeholder organisations to provide an integrated health and care system fit for the future. This means people receiving and having access to seamless holistic services that meet their physical and mental health needs at the earliest possible opportunity. Through a focus on the individual, as opposed to structure, we place an increased priority on prevention and pro-active care rather than reactive treatment. We expect to increasingly deliver the majority of an individual's care needs in their local community and to reduce the need for hospital based care.

Our Values

- ❖ Our collective ambition is that the people living in the Frimley system have the best possible health and wellbeing.
- ❖ We recognise that the Frimley health and care system needs to change and respond to a set of health, care and financial challenges. Our response to these challenges is to transform our system.
- ❖ The changes required across our health and care system cannot be addressed by individual organisations; they are a collective challenge and require a collective response. Our success will be judged by the strength of our system, not the individual organisations.
- ❖ We will co-produce with and engage residents, patients and staff to ensure that our plans and priorities are developed through the eyes of those who use, pay for and provide care.
- ❖ Our system is inclusive and brings together the providers and commissioners of all health services, social care, public health, council services and the voluntary sector. Mutual respect and responsibility underpins how we work together.
- ❖ We will provide collaborative leadership and take collective responsibility for our system, based upon openness, trust and transparency.
- ❖ We have a track record of making good progress when we work openly, with trust, with common purpose and take new approaches to old problems. Our collective ambition is to use this track record to truly transform our system and to get great results.



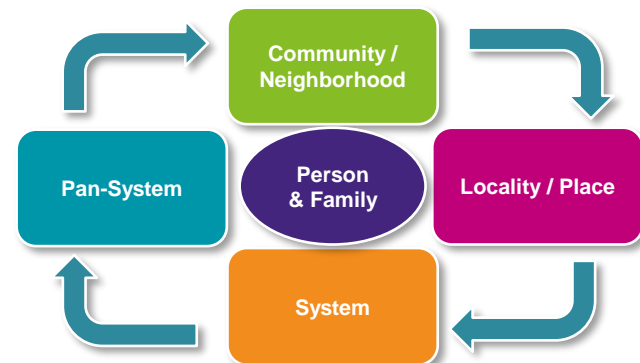
Our Strategic Ambitions to Create Healthier Communities

- Frimley Health and Care is a high performing system with strong relationships; which have resulted in aligned strategic priorities for the next five years
- The strategy was developed through a series of multi-organisational engagement – our ‘Inspiration Station’
- The strategy seeks to resolve health inequalities across the ICS, including increasing overall healthy life expectancy and reducing the gap between places and groups
- The strategy is also focused on addressing our financial challenge and ensuring the delivery of high quality, sustainable services that meet local needs of our residents
- The ICS is aligned on the strategic priorities for the next five years to ensure Frimley Health and Care remains a high performing system delivering for all our local people
- Although the financial position of LAs does not contribute towards the control total, the ability to deliver services in line with the ICS strategy is dependent on their financial performance
- The quality of the relationships and the collaborative ways of working are highly valued throughout the system and underpin everything we do



Together we will:

- ☐ increase overall **healthy life expectancy** and
- ☐ **reduce the differences** in healthy lives lived of our residents





Our three population focused strategic ambitions are delivering health and care improvements for residents and their families

Starting Well

A focus on improving the **outcomes** of children across our system and **reducing variation**.

We will support the pre-conception health of mothers, children in their first five years and as they grow and develop from 5 to 18 years. We will have a particular focus on the first five years of a child's life because these are critical to their future development and act as the foundation for building caring, productive and healthy families and communities. We will target those with the highest need and traditionally have been hardest to reach.

Focus on Wellbeing

The long-term sustainability of our health and social care system depends on people **living healthier lives**.

Our aim is to identify and target the cohorts of people where physical and mental health outcomes can be improved, with a focus on deprivation, inequalities and those with most complex needs. We know from our insights work that our whole population health outcomes are good but that we have poor, and worsening, health and wellbeing outcomes in our deprived communities and other groups. We also know that these will require sustained and targeted focus to resolve.

Community Deals

We recognise that real change cannot be achieved just by organisations – everyone has a role to play. Building on the expertise of partners, we will collectively develop **new relationships with people and communities** to help them live healthier lives, while taking more responsibility for their own health and wellbeing. The organisations that provide support and care will work in partnership to make a fundamental change in how they work together with communities to make healthier choices. We will do this by developing two key approaches - co-production and strengthening our communities. This is at the heart of our ambitious strategy.



To support our population health improvement work we have an additional focus on the assets we have available to us for delivery

Our People

We want to be known as a great place to work, develop, make a **positive difference**. We want all of our people have the opportunity to be physically and mentally healthy, fulfilled, effective and flexible in how they work and what they do. We want to attract our local population to careers in our health and care system.

Our People ambition is how we will ensure that our staff get the backing they need and deliver the Frimley ICS people plan. We are all committed to improving our staff experience at work, increasing the range of career opportunities and retention and recruiting more people from our local communities.

Leadership & Culture

We will work together to be agile, responsive, with everyone having the freedom to innovate. Improvement and **adding value** will underpin how we work across all our staff, public service partners, voluntary sector and local businesses. Our approach includes:

- Integrating teams at place
- Knowing our communities
- 'With' our residents, not 'to'
- Listening to what is important

This runs through programmes we deliver in our now well established Frimley Academy, the Frimley 20/20 programme, Wavelength and the Frimley 10/100 programme.

Outstanding Use of Resources

Our Use of Resources strategic ambition is the main vehicle through which we work together as partnership organisations to manage the full extent of the resources which we have and are made available to us.

This ambition is focused on ensuring we are maximising our efficient use of our financial allocations (often referred to as the 'Frimley pound'), taking a shared and co-ordinated approach to capital planning whilst also making the best use of our existing estates and growing and extending our digital assets. We want to use these to underpin great transformative work across all system partners.

System insights across our system's three CCGs and five places, pre-Covid



The system generally **performs well** relative to the rest of the country, but with some localised issues that highlight geographical or population variation.



Socioeconomic challenges, ethnicity and deprivation all play a significant role in driving variation across the system. This is illustrated by high variation in **healthy life expectancy at birth**.



A higher proportion of **mental health** indicators are showing a negative trend than those that reflect physical health (this is also a national trend)



Data identified areas where access to services could be better, including a suggestion of a **worsening inequality trend for vulnerable people** (for example, people with a long term mental health condition)



There are some key areas where the system is worsening at a steeper rate than the national rate. These include potential years of life lost and mortality measures. This means that some people are not living as long as they should and are living with and dying from conditions where **effective prevention and treatment** interventions exist.



The data suggests that we need to do more earlier in life and **better support people to help themselves**. The proportion of people who are feeling supported to manage their own condition is a low performing outcome with high variation.



Some **infants and children** are getting a better start in life than others, with mortality data indicating that some do better than others over a life course.



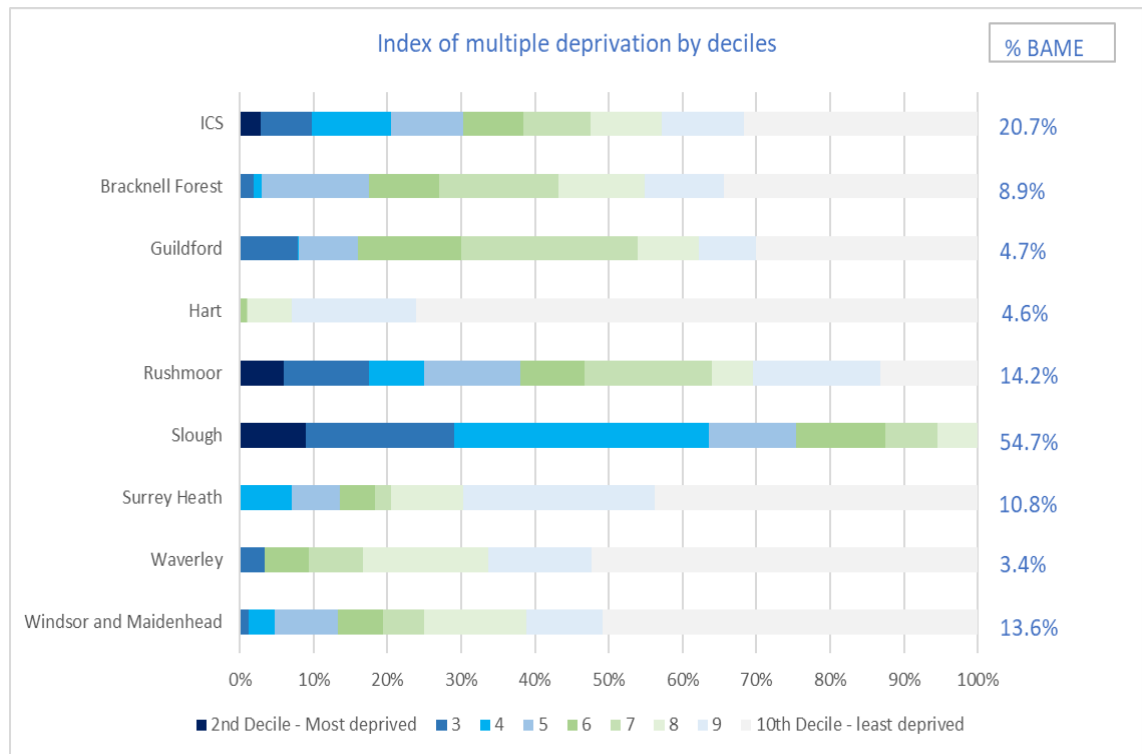
Variation in ethnicity and deprivation

Deprivation across Frimley ICS

- Slough and Rushmoor have a total of 15% of their population in the 20% most deprived decile in the ICS. None of the ICS population are in the 10% most deprived areas.

Ethnicity variation across Frimley ICS

- BAME population within the ICS is higher than the England average. Slough (54.7%) has the highest proportion followed by Rushmoor (14.1%) and Windsor and Maidenhead (13.6%).



Frimley ICS Development Roadmap

The Frimley ICS Development Roadmap is our collective programme, co-designed with NHS E/I, to ensure that our way of working is fit for the future. Configured across five key workstreams, the Roadmap offers the Frimley ICS and its partners an opportunity to deliver an evolved way of working which retains our strengths and ways of working.

