

SLOUGH HEALTH AND CARE PLAN

Reducing health inequalities by promoting and developing independence through integration



Berkshire Healthcare
NHS Foundation Trust

Frimley Health and Care



Frimley
Clinical Commissioning Group



Public Health
England



Frimley Health
NHS Foundation Trust

Draft for consideration at Health and Wellbeing Board July 2021

The Slough Health and Care Plan

is a key part of our Vision for Slough. It's aim is to bring together our work at Place which focusses on the Integration of Health and Social care, for the benefit of our neighbourhoods and citizens.

**One Plan
Many partners
One Goal**

To improve the Health and Wellbeing of the People of Slough through Working together.



SLOUGH2040

The Slough 2040 Vision outlines our ambitions for the future of Slough.

This vision has been created by engaging with the local people of Slough - our residents, elected councillors, and the organisations that serve the people of the town. By listening to their voices, we have created a bold and ambitious shared vision of Slough's future. Over the next 20 years, we will work in partnership with the residents, public bodies, charities and businesses of Slough to transform this vision into reality.

The Slough 2040 vision outlines the shared ambitions of organisations working in partnership in this town, including:



SLOUGH2040

The 2040 vision for Slough identifies 8 priorities, of which **health** is one.

The Slough Health and Care plan supports this vision for Slough to be **a healthy town where people are supported to live empowered lives.**



Slough will have a vibrant town centre, brimming with diverse and exciting culture

By 2040, Slough's town centre will be a destination of choice - a place where people come from afar to enjoy the vibrancy and diversity of the local culture. The town centre will be an attractive and modern space, which is fully accessible to all. It will blend together retail, leisure, business and housing to create a space that is exciting, busy and thriving throughout the day. Culture will be at the heart of the town, with world-class performance spaces, street art and a museum woven into the built environment.

Town square lined with cafes and restaurants. Co-working spaces. Rooftop gardens. Amphitheatre. Museum celebrating local culture. Busking and street entertainment. An accessible built environment.



Slough will have attractive, green neighbourhoods, which bring people together

In the future, Slough will have high-quality housing and accommodation which meets the needs of our local population. Different types of housing will exist together, with affordable housing, family housing and social care accommodation built alongside one another to create diverse neighbourhoods. All our residents will have access to attractive green spaces, including parks, allotments and children's play facilities. The neighbourhoods of Slough will feel clean, well-maintained and welcoming.

Street trees. Colourful buildings. Homes with space to work from home. Community gardens and allotments. Green gyms and skate parks. Community litter picking events.



Slough will be a globally connected town, with a transport system which prioritises public and active transport

The Slough of the future will be an internationally connected town, with strong transport links to Heathrow, London and other major cities. Locally, Slough will have a world-class public transport system which meets the needs of our residents by being well-connected, reliable and affordable. Cycling and walking infrastructure will be improved, with safe cycling and walking routes embedded throughout the town. There will be fewer cars in Slough, and the cars that remain will largely be low-emission vehicles.

Car-free town centre. World-class public transport system. Rail link to Heathrow. Park and Ride system. A Slough payment card for all public transport. Car-free cycle paths. A town centre bike hub. Rickshaw hire for journeys within the borough.



Slough will be a carbon-neutral and sustainable town

By 2040, the town of Slough will be entirely carbon-neutral. Pioneering renewable power and energy efficiency technology will be incorporated throughout the built environment. Trees will grow across the town - both in green spaces and woven into our streetscapes. Biodiversity will be encouraged through the use of sensitive planting schemes and the creation of wildlife havens. Sustainable lifestyles will be promoted, and recycling facilities will be world-class.

Solar panels on rooftops. Buildings designed to be water efficient. Green walls and rooftops. Bee-friendly planting scheme. Wildlife corridors and road crossings. Grass verges allowed to re-wild. Increased kerbside recycling.



Slough will have a strong, globally renowned economy, which supports its people to prosper and live well

In the future, Slough will have a global reputation as a place to do business. Slough's economy will be thriving and diverse, home to a mix of businesses and different employment types. Businesses will feel connected to the wider town, and employers in Slough will be integral to high-quality education and training schemes. Local people will be employed in good jobs - jobs that offer them fulfilment, fair wages and support their wellbeing. Poverty will be alleviated, and everyone in Slough will have the opportunity to flourish and live well.

Slough is known for its reputation for business. Small businesses and start-ups supported. Employers encouraged to support flexible working for carers. Training courses aligned with the needs of employers.



Slough will be a place of lifelong learning and aspiration for all

Slough schools and colleges will provide a high-quality and inclusive education, which encourages aspiration in our young people, and prepares them for their adult lives. Students will be able to choose between vocational and academic pathways, with technical training centres sitting alongside a world-class university presence in the town centre. Education will continue into adulthood, with training facilities offering people of all ages the chance to up-skill, retrain or receive careers advice.

Life skill lessons in schools, that cover topics such as career advice, financial skills and relationship education. Volunteer tutors to level-up disadvantaged young people. Adult training centre with childcare and a café on site.



Slough will be a healthy town, where people are supported to live empowered lives

The people of Slough will be encouraged to live healthy and active lives. Slough will have a wide range of excellent leisure facilities, including gyms, pools, and an ice rink. There will be high-quality and timely healthcare for those who need it, provided through GP surgeries, mental health services and other settings embedded in the local community. Health and social care will be integrated, and social care services in Slough will be innovative and inspiring as they support people to live empowered and independent lives.

Holistic wellbeing hub. Wellbeing. Healthier eating options in the town centre. Outdoor swimming pool. Inclusive sport leagues. More sheltered accommodation and extra-care housing. Positive billboards.



Slough will have a strong, diverse community where differences are celebrated, and everyone feels safe

In 2040, Slough will be known for its cohesive and inclusive community. Different cultures and identities will live together with tolerance and respect. Crime rates will be low, and people will feel safe and welcome in their local neighbourhoods. Communities will be involved in local decision-making, and will be empowered to manage their own needs and take ownership of their local area. There will be facilities for local community groups, and the town will have a prominent central youth centre which provides an exciting space for the young people of Slough.

Funding and affordable facilities for community groups. Service to match people to voluntary opportunities. Carnival celebrating diversity. Equality events such as Black History month recognised and marked.

These inspired ideas are all suggestions that come from our residents. These are not definite policy commitments, but instead are intended to give a taste of what the people of Slough would like to see in their town in the future.

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The Kings Fund has recently published a significant piece of research on Place Based Working and their key findings are set out in the 8 priorities below

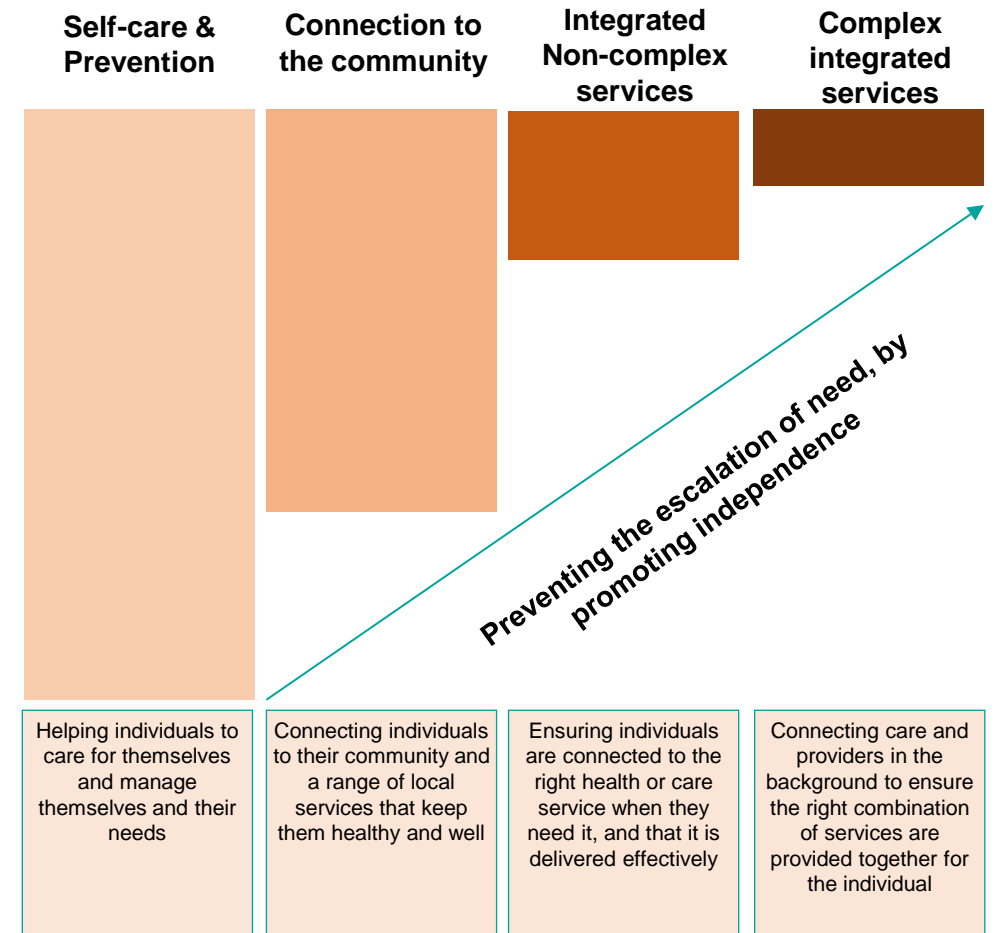
- Start from purpose with a shared local vision
- Build a new relationship with communities
- Invest in building multi agency partnership
- Build up from what already exists locally
- Focus on relationships between system places and neighbourhoods
- Nurture joined up resource management strengthen the role of providers at place
- Embed effective place-based leadership

The Slough Health and Care Plan supports our journey to Work in an integrated way, as individual organisations working Together for the benefit of our communities.

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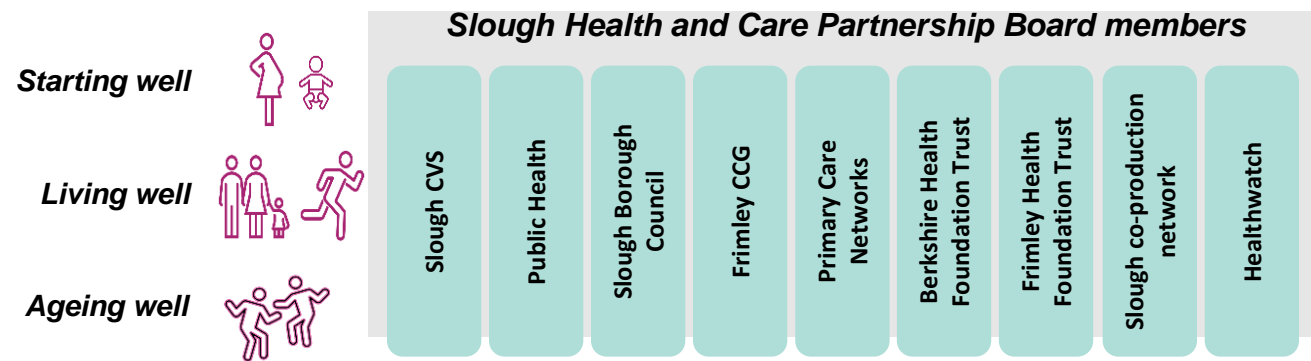
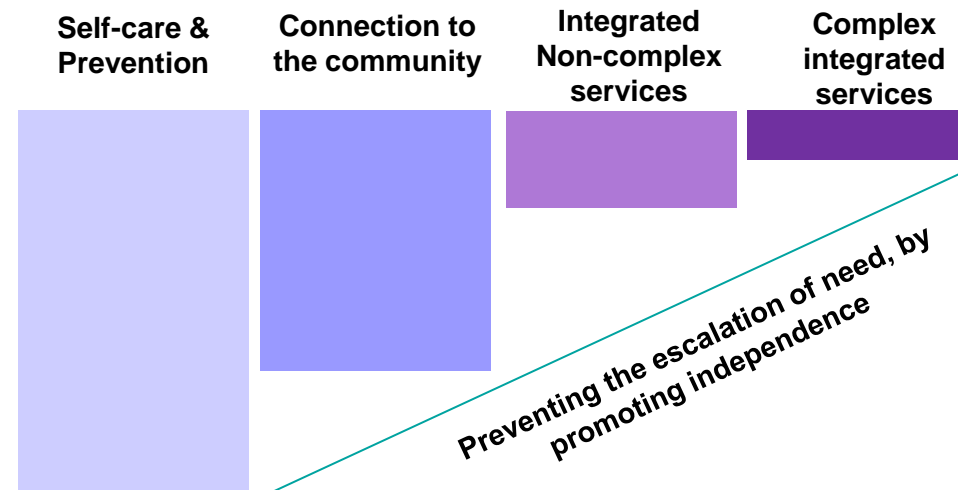
- ❑ Slough's health and care partners are collectively aiming to promote good health and care outcomes and reduce inequality in these outcomes for the residents of Slough.
- ❑ The collective plan is to **develop, promote and maintain independence**, because this is good for health, good for people, and good for the taxpayer and sustainability of services.
- ❑ This approach is achieved through:
 - **Prevention and promoting self-care** through information and advice
 - **Connecting individuals to their communities** to reduce the need to present in institutional settings
 - When support is needed, **delivering care in a seamless and integrated way**
- ❑ This is part of our collective ambitions described in the 2040 vision to make Slough a healthy town, through **integrated health and social care embedded in communities and neighbourhoods** through a range of settings.



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- ❑ The approach applies across all stages of the lifecycle, and aligns to the ICS' three core pillars of **starting well, living well** and **ageing well**.
- ❑ For each segment, the aim is to build individuals' capacity to care for themselves without escalating into institutional settings.
- ❑ This can only be achieved by the Slough Partnership Board member organisations **working together in an integrated way**. This applies both to meeting complex needs with multiple services but also in the messages and interactions individual organisations have, that need to develop, promote and maintain independence.
- ❑ This plan identifies the cross-cutting, priorities that within partners' individual delivery plans, and reflect where partners are working together to support the delivery

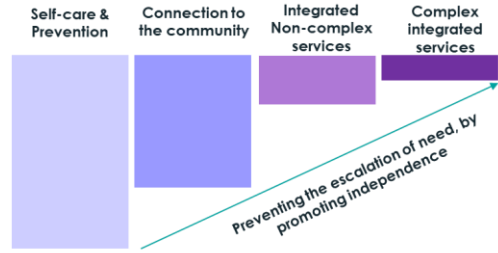


Slough Health and Care Plan

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The Slough integrated health and care plan...

...delivers the needs of service users, as per the ADASS Think Local Act Personal model



Living the life I want, keeping safe and well: wellbeing and independence

I stay in control: when things need to change

Keeping my family, friends and connections: active and supportive communities

I feel support by the people and workforce who support me

Having the information I need, when I need it - information and advice

My support, my own way: flexible and integrated care and support



...and supports the Frimley Health and Care ambitions...

...which support the NHS Long Term Plan



Our Ambitions	How our Ambitions support delivery of the NHS Long Term Plan themes
1. Starting Well	Our Starting Well ambition will enable us to deliver the LTP ambition for a strong start in life for children and young people
2. Focus on Wellbeing	The Focus on Wellbeing ambition demonstrates our collective commitment to taking more action on prevention and health inequalities
3. Community deals	Our Community Deal ambition is at the heart of our new strategy and provides a clear focus on population health. It will enable us to work with our communities to design and deliver not just our health and care services, but also education, employment, housing and transport. This will be our way of delivering personalised care, building new relationships and shifting the power in decision making. Our work to co-produce and strengthen communities will also deliver the further integration of local health and care services
4. Our People	Our People ambition is how we will ensure that staff get the backing they need and deliver the Interim people plan. We are all committed to improving our staff experience at work, increasing their career opportunities and retention and recruiting more people from our local population
5. Leadership and cultures	The Leadership, Culture and Improvement ambition will increase the scale of change and improvement that we deliver
6. Outstanding use of resources	Through our Outstanding Use of Resources we will continue our collective focus on the 'Frimley pound' to make sure that taxpayers' investment is used to maximum effect. Our long term commitment to reducing need and inequalities will support the long term sustainability of health and care services. We have made digitally-enabled care an early priority for this ambition

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WHAT HAS BEEN ACHIEVED TO DATE

- ❑ Lots of work has been done to date to build integrated approaches to delivering care, this includes:
 - Establishing community maternity hubs
 - Establishing Mental Health Integrated Community Service (MHICS)
 - Establishing the recovery college
 - Providing some GP direct referrals for Long Term Conditions
 - Establishing Locality Access Points for integrated multi-disciplinary decision-making, and supporting these through Connected Care
 - Implementing Home First to improve recovery out of a hospital setting

- ❑ This work has focused more on the lower volume, high needs groups.

- ❑ Covid-19 has further developed partnership working around shared priorities.

- ❑ The strategy for Slough is to build on these to ensure a larger number of people can benefit across Slough, and to ensure the focus is on the right care needs coming out of Covid-19

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THE CHANGES WE ARE SEEKING TO MAKE

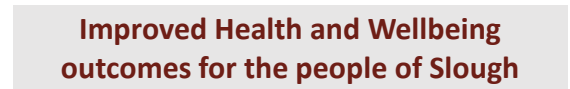
Integrated plan changes



Outcomes this supports



Benefit for Slough



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THE CHANGES WE ARE SEEKING TO MAKE



Better access to care

- ✓ Improve **ethnic minority maternity access**
- ✓ Expand and deliver at scale **same day access in primary care**
- ✓ Expand **primary care access** including digital access
- ✓ Expand and integrate **social prescribing and care coordinators**
- ✓ Increased **cancer screening**
- ✓ Expand **GP Direct referrals** for LTCs with **In-Reach team**
- ✓ **Telehealth** for Diabetes, LTCs, disability and dementia
- ✓ Introduce **same day emergency care** (SDEC) across a range of urgent care
- ✓ Ensuring we have a **viable, sustainable and affordable care market**
- ✓ Increasing our use of **digital and technology** to support people live independently



Improved outcomes for Mental Health

- ✓ Expand **MHICS** across all 4 PCNs
- ✓ **Increasing physical health checks** / improving physical health outcomes for people with serious mental illness (SMI) and LD
- ✓ **111 first** for Mental Health
- ✓ Reintroduce **Healthmakers** as part of IAPT
- ✓ **Integrated community MH** for older patients



Responding to changing demand and needs post Covid-19

- ✓ Production of a Slough COVID Community Impact Assessment)
- ✓ Respond to post-pandemic workforce pressures and implement 7 day working



More integrated and pre-emptive service offers

- ✓ Improve **transition management**, including **preparing for adulthood** informed by our young health champions
- ✓ Improving **strength-based** and personalised ways of working in social care
- ✓ Engagement with communities to better understand challenges to **healthy childhood weight**
- ✓ Primary, secondary and tertiary **prevention of obesity**
- ✓ Promote **workplace health** (partnerships with employers, workplace health awards, information, advice, resources, and cultural change)
- ✓ **Expand CVS role in care** (eg bariatric care and maternal / perinatal care, suicide prevention)
- ✓ Use **innovation fund** to expand CVS support to CYP
- ✓ Expand and integrate **social prescribing and care coordinators**
- ✓ Roll out **Healthier Together Platform** with Paediatric focus
- ✓ Implement **healthy homes** as part of DFG task and finish group
- ✓ Review **reablement services** including intermediate care, rehab and therapeutic short term services
- ✓ **Consolidate Home First** and D2A scheme
- ✓ Increase **immunisation** uptake rates



Improved outcomes for frailty

- ✓ Develop **LAP and expand MDT clusters** to proactively review frailty cohorts
- ✓ Develop and implement integrated **2 hour response strategy** to support ageing well
- ✓ Expand **GP Direct referrals for Frailty**
- ✓ Improve **end of life care** to support dying with dignity in a setting of choice



Use of locality-based models

- ✓ Implement **locality hubs** with CVS as a key partner in service delivery
- ✓ Jointly review and improve our **health and care estate**
- ✓ Expand **community maternity hubs**

THE CURRENT ACTIVITIES TO SUPPORT THESE CHANGES

	Slough CVS	Public Health	SBC	Frimley CCG	PCNs	BHFT	FHFT
BETTER ACCESS TO CARE							
✓ Improve ethnic minority maternity access	☑	☑		☑		☑	☑
✓ Expand and deliver at scale same day access in primary care				☑	☑		
✓ Expand primary care access including digital access				☑	☑		
✓ Expand and integrate social prescribing and care coordinators	☑	☑		☑	☑		
✓ Increased cancer screening		☑		☑			
✓ Expand GP Direct referrals for LTCs with In-Reach team				☑	☑	☑	☑
✓ Telehealth for Diabetes, LTCs, disability and dementia			☑	☑		☑	
✓ Introduce same day emergency care (SDEC) across a range of urgent care				☑			☑
✓ Ensuring we have a viable, sustainable and affordable care market			☑	☑			
✓ Increasing our use of digital and technology to support people live independently			☑	☑	☑	☑	
MORE INTEGRATED AND PRE-EMPTIVE SERVICE OFFERS							
✓ Improve transition management including preparing for adulthood informed by our young health champions			☑				
✓ Improving strength-based and personalised ways of working in social care	☑		☑				
✓ Engagement with communities to better understand challenges to healthy childhood weight	☑	☑	☑	☑	☑		
✓ Primary, secondary and tertiary prevention of obesity	☑	☑	☑	☑	☑	☑	☑
✓ Promote workplace health (partnerships with employers, workplace health awards, information, advice, resources, and cultural change)	☑	☑		☑			
✓ Expand CVS role in care (eg bariatric care and maternal / perinatal care, suicide prevention)	☑	☑		☑	☑	☑	
✓ Use innovation fund to expand CVS support to CYP	☑		☑				
✓ Expand and integrate social prescribing and care coordinators	☑	☑		☑	☑		
✓ Roll out Healthier Together Platform with Paediatric focus				☑	☑	☑	☑
✓ Implement healthy homes as part of DFG task and finish group		☑	☑	☑			
✓ Review reablement services including intermediate care, rehab and therapeutic short term services		☑	☑	☑		☑	
✓ Consolidate Home First and D2A scheme				☑		☑	☑
✓ Increase immunisation uptake rates		☑		☑	☑		
IMPROVED OUTCOMES FOR MENTAL HEALTH							
✓ Expand MHICS across all 4 PCNs			☑	☑	☑	☑	
✓ Increasing physical health checks / improving physical health outcomes for people with SMI and LD			☑	☑	☑	☑	☑
✓ 111 first for Mental Health				☑	☑	☑	
✓ Reintroduce Healthmakers as part of IAPT	☑					☑	☑
✓ Integrated community MH for older patients			☑	☑		☑	
IMPROVED OUTCOMES FOR FRAILITY							
✓ Develop LAP and expand MDT clusters to proactively review frailty cohorts			☑	☑		☑	☑
✓ Develop and implement integrated 2 hour response strategy to support ageing well	☑		☑	☑	☑	☑	☑
✓ Expand GP Direct referrals for Frailty			☑	☑	☑	☑	☑
✓ Improve end of life care to support dying with dignity in a setting of choice	☑		☑	☑	☑	☑	☑
USE OF LOCALITY-BASED MODELS							
✓ Implement locality hubs with CVS as a key partner in service delivery	☑	☑	☑	☑	☑	☑	
✓ Jointly review and improve our health and care estate	☑	☑	☑	☑	☑	☑	
✓ Expand community maternity hubs	☑	☑		☑		☑	
RESPONDING CHANGING DEMANDS AND NEEDS POST-COVID							
✓ Production of a Slough COVID Community Impact Assessment)		☑	☑	☑	☑		
✓ Respond to post-pandemic workforce pressures and implement 7 day working			☑	☑	☑	☑	☑

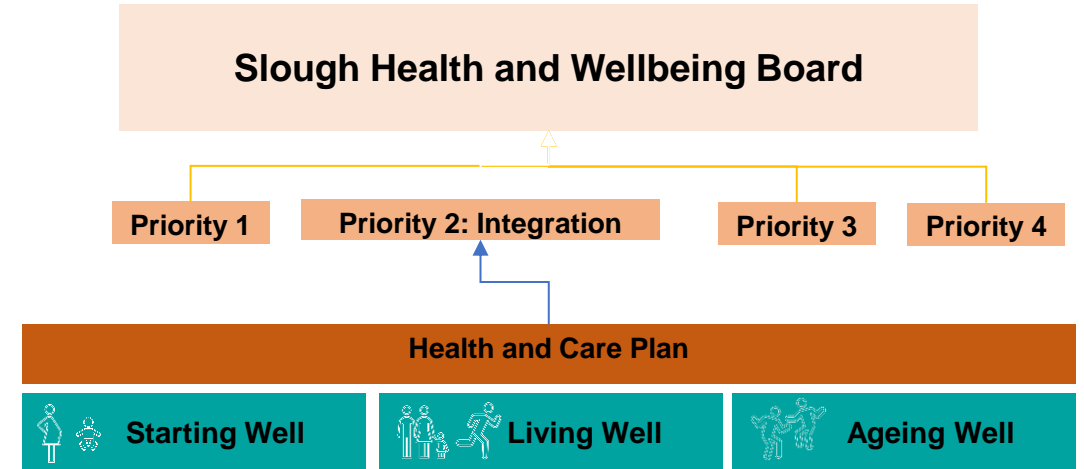
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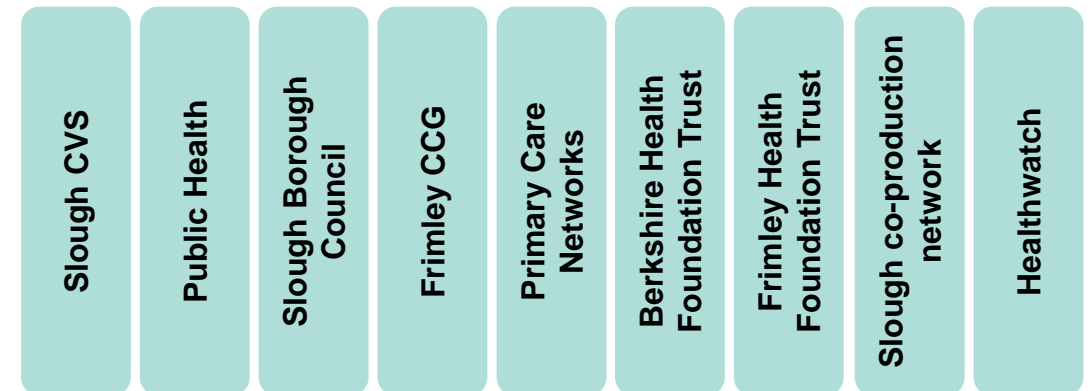


How these priorities will be governed

- All Partner organisations have been working together through the Slough Partnership Board, reporting to the Health and Wellbeing Board to develop an integrated set of priorities for health and care in Slough as part of the “integration” priority
- This is built around the core pillars of **starting well**, **living well** and **ageing well** as well as some core work that enables integration structurally
- The health and care plan will reflect those activities that are planned across the partner organisations to drive the biggest impact on integrated health and care for Slough’s population:
 - It will coordinate exist work across organisations to better manage inter-dependencies
 - It will not create a whole new set of priorities, but build on the work being planned and undertaken
 - It will help all partners to work together on having the biggest impact in reducing health inequalities



Slough Health and Care Partnership Board members



Slough Health and Care Plan

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Our shared principles to inform collective working and integration in 2021/2 and beyond

❑ FUNDING

- Seek opportunities to expand pooled funding beyond the current BCF commitments. For example:
- Use BCF pool to expand integrated mental health services / budget
- Expand D2A funding through BCF contributions

❑ CO-PRODUCTION

- Co-production and co-design with people who use services and their family carers as core principle of how we will do all commissioning work

❑ BUILD ON EXISTING MODELS

- Where possible build on and utilise existing infrastructure, plans and proven approaches that are working

❑ POPULATION HEALTH

- We will take a population health approach to Slough's health and care needs, using data effectively to shape our responses

❑ JOINT GOVERNANCE

- We will work jointly to oversee and deliver this plan through the Health and Social Care Partnership Board and the Health and Wellbeing Board.

❑ WORKFORCE DEVELOPMENT

- We will work together to develop and equip our Health and Care workforce to deliver in a more integrated way, with new post-pandemic ways of working



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