



Frimley Health and Care – Transforming the way we work, improving our services in Slough



Frimley Health and Care Integrated Care System (ICS) is a partnership of local health and care organisations that are involved in planning, buying and providing health and care services locally. Frimley Health and Care is working together with the community to shape future services. This means you and your family will:

- Be supported to remain as healthy, active and independent as you can be
- Know who to contact if you need help and only have to tell your story once
- Have easier access to information and services
- Work together with a care and support team to plan and manage your own care
- Access urgent or emergency care more easily closer to home
- Get treated in the best place for your needs
- Increase your ability and confidence to take responsibility for your own health, care and wellbeing
- Be confident that your care is provided in the best possible way.

Health and wellbeing is important to all of us and we aim to ensure people receive the best possible care, by improving services to meet the challenges of the future.

Listening to local people

Over the past few years, Frimley Health and Care ICS has carried out extensive public engagement about the transformation of urgent care services. People consistently told us that they were confused by multiple entry points to care, including GP practices, Urgent Care Centres and Walk-in Centres, NHS 111, 999, and Emergency Departments (A&E). People also told us that they are confused by the variation in services, including the level of care provided and different opening times. The majority of patients said that they want to access urgent care through their own practice, however their current experience of primary care is variable. More recently, our online Community Panel and Healthwatch have told us similar things – patients are reporting that access to primary care has got worse during the pandemic.

Despite this, there is also much to be positive about, local feedback has already supported a range of work to develop and implement a range of improvements, to make access easier. This includes:

- Improved practice websites with clearer information about where and how services can be accessed.
- Alternative sources of information for minor injury and minor illness, including the Frimley Healthier Together website focused on children’s health, for parents and families.
- Improved practice telephone systems with more capacity for incoming and outgoing calls, responding to patient feedback about the difficulty in getting through on the phone.
- Rapidly expanded online consulting tools that give alternative routes for administrative requests and access to routine appointments, freeing up telephone systems for those who need to use them.
- Training our workforce to help patients access the right service, first time.
- Continuing to recruit and develop our expanded workforce.
- Providing additional funding during periods of increased demand, for additional workforce.
- Developing more services at scale to make best use of the new workforce across all our practices and provide consistent and reliable service offers.

These changes are still being implemented. Some people may have already seen improvements at their local surgery, and our intention is that everyone who accesses their practice will see improvements during this calendar year.



Changing Population

It is projected that in the UK by 2032 there will be an estimated 5.9 million more people than there were in 2018–19. Across Frimley this is projected to be a population growth of 16%. As an NHS, we need to prepare for this increase in our local population.

Aside from overall growth the national growth projections also indicate that the number of people aged 65 and over is growing three times faster than the number aged under 65. The burden of disease is also increasing. More of the UK's population will be living with a chronic disease and very many with multiple conditions, further adding to health and care demand pressures. This will have major implications for NHS workforce and capacity, and so we have to consider how we can utilise the clinical workforce differently and work in a smarter way. This will include continuing to offer care via a combination of face to face, telephone and the new and innovative digital channels which are being developed. Our estate needs to demonstrate the flexibility to be able to respond to the changing demand and capacity the services need to meet patients needs efficiently.

General Practice is changing

GP practices have been open throughout the pandemic with everyone working hard to continue to provide services and look after our patients. Things may continue to be different while we learn to live with Covid-19 as we must continue to maintain infection prevention and control guidance,

Pre-pandemic, work was already underway to improve access to general practice. This includes expansion of the workforce to include a wider range of roles, such as nurse and paramedic practitioners, physiotherapists, pharmacists, mental health practitioners, social prescribers, care coordinators and health and wellbeing coaches. These roles help you see the person who can give you the most appropriate care more quickly.

Creating these new roles is also part of a wider programme of work bringing neighbouring practices together to work as primary care networks (PCNs). These networks will improve the resilience and longer-term sustainability of general practice, by providing some services together at scale within the PCN, sharing workforce and developing services that are more targeted to improve the health and wellbeing of the local population.

Integrated Care Hubs (ICH)

Integrated Care Hubs will 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. Integrated Care Hubs will support the strategic ambitions of the ICS, and be tailored to meet local need, to ensure that primary and community care services have sufficient and suitable capacity, in the right places, to implement new ways of working and meet future demand.

As part of the [ICS 5-year strategy](#), the system is investing in upgrading facilities close to where people need them. The aim is to enable staff to work in the most efficient way by utilising existing space where possible and appropriate, building new premises to meet current need and maximising the impact of digital capability to ensure people receive the best possible care in the right place and at the right time for them.

Expected benefits for all patients

Integrated Care Hubs, alongside wider primary care development and the transformation of same day urgent care services, will offer a wide range of community-based health and care services meaning that residents will only have to tell their story once. They will have access to local, well-coordinated, safe and high-quality individualised care, which will offer choice, control and the best possible health, care and well-being outcomes from better primary care settings. Benefits include:

- local delivery of integrated health and social care
- patients will be able to access the right setting of care at the right time
- effective use of premises making better use of clinical space and technology
- healthy premises supporting people to live and work well



- Decisions made in the right place with the right people.

Changes to our Estate

Many of our existing GP surgeries have expanded their premises, but remain within renovated residential buildings, many of which will not be able to cope with an increased practice population. Existing buildings are also variable in their compliance with NHS Health Building Notes (HBN) which set the standard for the size, specification and quality of Healthcare Estate, in particular in respect of clinical space.

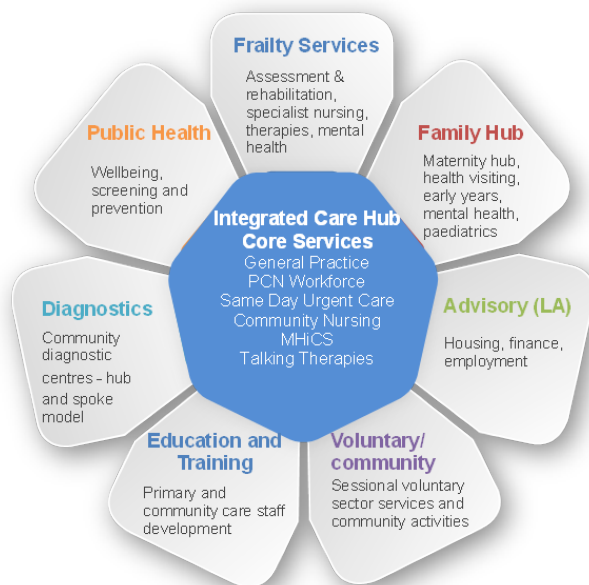
Much of the current primary care estate has limited space. The impact of this limitation was highlighted during the pandemic, when maintaining social distancing was a challenge in many buildings.

In order to enable the service transformation, address future sustainability and be prepared to deal with our population growth, we need to make changes to our estate. In preparation, the ICS as a system, applied for and were awarded £28.4million as part of a national NHS estates investment programme. This money, subject to Business Case Approval, will support the Programme to develop local Integrated Care Hubs (ICH) within the Frimley ICS footprint.

What this means for Slough

An Integrated Care Hub in Slough would 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.

There is an opportunity to create and develop an ICH in Slough, situated within the Upton Hospital location, will ensure a strong and sustainable primary and community care offer for the patient populations of approximately 50,000. The ICH will deliver a 7 day, 8am-8pm primary care service along with wider services accessible to all Slough residents.

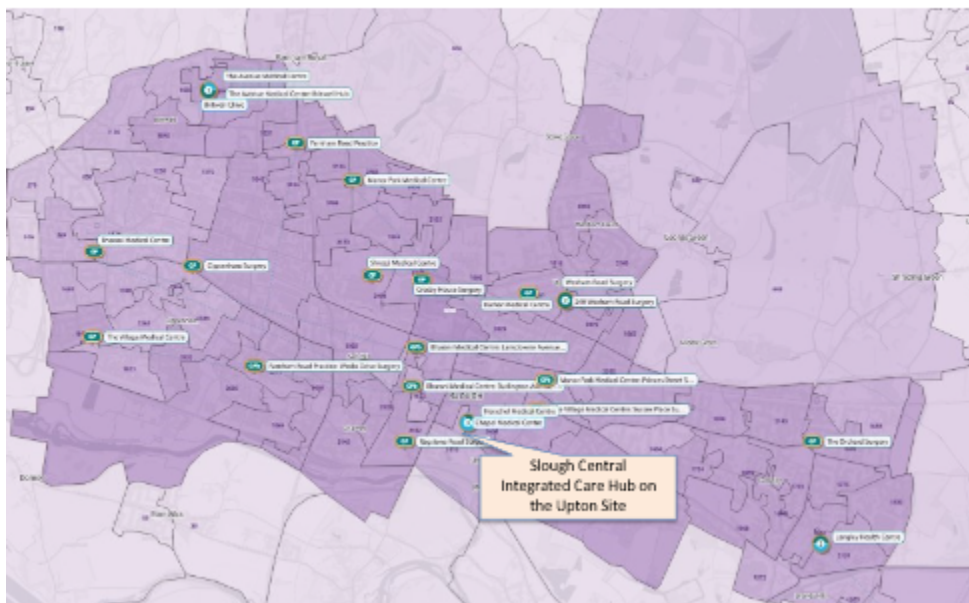


The proposal is to:

- develop new premises for services provided by Cippenham, Crosby and Chapel practices in which they can expand and deliver a wider range of services for their patient populations.
- to create capacity for the extended multi-skilled Primary Care Network (PCN) workforce
- expand the Mental Health Integrated Community Health Services (MHiCS) and IAPT (Talking Therapies) provided by Berkshire Healthcare Foundation Trust (BHFT).
- Integrate the community services eg physiotherapy and Older person Frailty services as well as rehabilitation services
- The new model is designed to future proof the primary care estate serving the local area and will consolidate community services which are currently provided on the Upton site in Slough.



Central Slough Integrated Care Hub Location



The Slough ICH will offer a wide range of community-based health and care services meaning that residents will only have to tell their story once. They will have access to local, well-coordinated, safe and high-quality individualised care, which will offer choice, control and the best possible health, care and well-being outcomes possible in better primary care settings.

What next?

We are committed to listening to the views of local patients, carers and communities as this important work develops. We also understand that the population needs, and issues are different in each of our towns, neighbourhoods and communities across the Frimley ICS geography so we will have conversations in local areas about what needs to change. We will also specifically talk with those who might be most affected, to understand their views.

We will ensure that we learn from both local and national insight and feedback as this work continues. Working closely with a range of local stakeholders, we will ensure we maximise opportunities to keep local people involved and up to date.

Useful links and resources

[‘Your GP Practice is working differently’ poster](#)

[Know where to Go when feeling unwell poster](#)

[‘Helping you to stay well’ information](#)

[‘Helping you to stay well’ booklet](#)