

## Message from Dr Andy Brooks Clinical Chief Officer, Frimley Collaborative and Tony Fitzgerald, Interim Lay Chair of SHCCG and Meeting Convenor

The Frimley Collaborative is a partnership working arrangement between the three Clinical Commissioning Groups of East Berkshire, North East Hampshire and Farnham and Surrey Heath (the three CCGs). The Collaborative's role is to:

- deliver better health and care services for local people by building on strong clinical leadership, working in a joined-up way with local authorities and understanding and responding to the needs of the local population;
- make the best possible use of human and financial resources for the benefit of the health and wellbeing of the local population, by doing things only once where it is possible to achieve more by working at a larger scale; and
- use collaborative working at a strategic and operational level with other important partnerships outside of the Frimley Health and Care Integrated Care System (ICS) to increase the benefit to residents.

This will be the first of a series of regular briefing summaries that the Board will provide to share the content of the discussions held at our Collaborative Board meetings. The Board is a formal meeting of the Governing Bodies of the three CCGs, with a focus on improving outcomes for people and local communities to channel resources to where they will have the biggest impact. It makes decisions on matters that are common to the three CCGs and take the needs of local communities into account.

The meeting on Tuesday, 10 March, was the Boards' first meeting held in public and began with Dr Andy Brooks, Clinical Chief Officer providing an overview. Andy set the scene on the Collaborative's responsibilities to work across national, system, place and neighborhood. In the Frimley Collaborative 'Place' is where commissioners work with local partners to deliver improved outcomes for the local populations of:

- Bracknell
- North East Hampshire & Farnham
- Royal Borough of Windsor and Maidenhead
- Slough
- Surrey Heath.

Each Place is responsible for improving the health of, and the quality of healthcare for, the local population, the delivery of the quality, operational and financial performance and the design of services to meet the needs of individuals/patients.

Andy described how the Collaborative wants to make the best possible use of people and financial resources for the benefit of the health and wellbeing of local populations, by doing things only once where we can achieve more by working on a larger scale. By working collaboratively at a strategic and operational level with other partners the quality of services and benefit to our residents can be increased.

The Collaborative has been developed to match the existing geography of the Frimley Integrated Care System, deliberately designing the way it operates to actively support the work which the Collaborative has to do across the system to deliver the [five year plan](#) Creating Healthier Communities. The Board reflected on the great progress that has already been made, and the opportunity to do much more, particularly around how planned care is designed and managed.

Meetings of the Collaborative, whether in public or not, rotate around the five Places with activity reporting focused on the "local" place. The other four Places provide written updates in advance of the meeting and invite questions. The Board received and reviewed each of the Governing Body 'place' committees papers from each of the existing CCGs – these papers can be found on each CCG's website or as part of the Collaborative Board papers.

This first public Board meeting was held in Maidenhead and had a focus on some of the work that has been undertaken across the Windsor, Ascot and Maidenhead (WAM) area. This included a presentation on the local population, some of the challenges and the opportunities that exist across the patch and presentations on a few of the successful integrated system projects that have been implemented to improve the lives of the local population. There was a continued theme throughout the presentation of the importance of partnership working and continuing to build relationships across health and care teams.

The WAM presentation shared some of the work that has been undertaken around homelessness and the changes in delivery of homeless, drug and alcohol services to improve local services for this vulnerable group of people. The presentation included a video highlighting personal experience stories from members of the public and staff working in the local services. The Board also heard how this collaborative approach has improved performance around the quality of dementia services, resulting in WAM becoming the second highest performing for diagnosis of dementia in Thames Valley.

The demand to support people in their own homes with complex packages of care to keep them safe, balanced against the financial pressures in social care, has become increasingly difficult. WAM have introduced new ways of working including the implementation of Dementia Care advisors across the geography, ensuring consideration of the three different populations and local need in each of the areas: Dementia champions, a project on people's experience on the dementia pathway, and dementia support for the high number of local care homes. This work has been supported by the local Health and Wellbeing Board and voluntary and community services.

We know that, in order to make a real difference to the way in which services that are fit for the future are designed, it is necessary to ensure a continued focus on self-care and prevention, centred around health and wellbeing needs and health inequalities in the local population. In order for services to be sustainable this cannot be only for people who are unwell, but also requires new ways to prevent ill health, support for carers and wider families in their own homes, and maximisation of the opportunities that low tech/low cost options can bring.

Sarah Bellers, Director of Quality and Nursing, provided an update on infection control in reaction to COVID-19 and Fiona Slevin-Brown, the Senior Executive Lead for COVID-19, provided a current position for the system, outlining the guidance that is available. There are daily calls in place to ensure that a consistent response across the system aligned to the national position is provided. Fiona stressed the importance simple prevention techniques such as hand washing and everyone's role in supporting the dissemination of the messages.

The Board also received a paper on system emergency preparedness and agreed to have a single Executive Director level Accountable Officer for Emergency Preparedness from 1 April to respond to the COVID-19 pandemic. This ensures that the collective CCGs meet their statutory responsibilities and continue the good partnership work that has been undertaken to date. Fiona Slevin-Brown will hold this post.

The Board noted the impact of the COVID-19 on staff capacity, and how the need to continue to ensure that people are supported to do their day jobs which may change in response to the

pandemic. Andy reiterated that this has been a great example of how members of the Collaborative have been able to work together across the system, doing things once where possible and providing consistent services.

The Board received a Quality and Performance Report and concentrated their discussion around how general practices are supported to prepare for Care Quality Commission (CQC) inspections, particularly around the 'well-led' element of the inspection process.

Rob Morgan, Chief Financial Officer provided an update on the financial position for the system with each CCG submitting a break even plan at the start of the year as part of the Frimley Health and Care Integrated Care System. The Integrated Care System has a shared control total (shared budget) and system partners have reported that the year end (end of March 2020) control total will collectively be achieved. This means that we have achieved our annual financial target.

Fiona Edwards, Lead for the Frimley Health and Care Integrated Care System, talked about a new oversight framework due to be published by NHS England in April. Fiona wanted to assure the group that Frimley has been at the forefront of these national conversations and helped to shape the outcomes of the report. System work is where leadership, relationships and culture need to be brought together, and where value can best be added across the whole system for the collective use of resources to best effect.

We can dramatically transform what we do; by working together where we can make a real collective difference, alongside focusing our energy at place, building on existing infrastructures and relationships with local councils, voluntary and community services and our local people.

Dr Andy Brooks Clinical Chief Officer, Frimley Collaborative  
Tony Fitzgerald, Meeting Convenor of the Frimley Collaborative Board