

REPORT TO:	NHS SOMERSET INTEGRATED CARE BOARD ICB Board Part A	ENCLOSURE: C
DATE OF MEETING:	28 November 2024	
REPORT TITLE:	Chief Executive's Report	
REPORT AUTHOR:	Jonathan Higman, Chief Executive	
EXECUTIVE SPONSOR:	Jonathan Higman, Chief Executive	
PRESENTED BY:	Jonathan Higman, Chief Executive	

PURPOSE	DESCRIPTION	SELECT
Approve	To formally receive a report and approve its recommendations, (authorising body/committee for the final decision)	<input type="checkbox"/>
Endorse	To support the recommendation (not the authorising body/committee for the final decision)	<input type="checkbox"/>
Discuss	To discuss, in depth, a report noting its implications	<input checked="" type="checkbox"/>
Note	To note, without the need for discussion	<input checked="" type="checkbox"/>
Assurance	To assure the Board/Committee that systems and processes are in place, or to advise of a gap along with mitigations	<input type="checkbox"/>

LINKS TO STRATEGIC OBJECTIVES
(Please select any which are impacted on / relevant to this paper)

- Objective 1: Improve the health and wellbeing of the population
- Objective 2: Reduce inequalities
- Objective 3: Provide the best care and support to children and adults
- Objective 4: Strengthen care and support in local communities
- Objective 5: Respond well to complex needs
- Objective 6: Enable broader social and economic development
- Objective 7: Enhance productivity and value for money

PREVIOUS CONSIDERATION / ENGAGEMENT

Not applicable

REPORT TO COMMITTEE / BOARD

This paper sets out key items for the Board to note and discuss, arising since the last meeting of the Integrated Care Board (NHS Somerset) on 26 September 2024. It focuses on relevant changes in the National and Regional context and highlights key issues to note pertaining to the Somerset Integrated Care System.

The Board is asked to **Note and Discuss** the Chief Executive's report.

1 INTRODUCTION

1.1 This report provides a summary of key items of strategic and operational note for the NHS Somerset Board for the period since its last meeting on 26 September 2024.

2 NATIONAL CONTEXT

Change NHS: developing the NHS 10-year plan

- 2.1 At the end of October NHS England and the Department of Health and Social Care launched 'Change NHS' a national conversation to develop a new 10-Year Health Plan.
- 2.2 This follows publication of Lord Darzi's independent review of the NHS in September and the intention is that this provides a framework for an open and honest conversation about the state of our health service and the reforms needed. The Darzi review helpfully provided a diagnosis of the scale of the challenge facing the NHS; we are diagnosing ill health too late and not doing enough to prevent it in the first place. It is too hard for people to get an appointment, hospitals are overcrowded, NHS workers are overstretched, and costs are escalating.
- 2.3 For decades, there has been broad consensus that to overcome these challenges we must focus on providing more care in the community, so hospitals are able to treat the sickest patients, make better use of technology, and do more to prevent ill health.
- 2.4 The ten-year plan centres around three 'shifts' - treatment to prevention, hospital to home and analogue to digital - and aims to set out how we make these changes a reality to deliver an NHS that is fit for the future.
- 2.5 Central to the work to develop the plan is a national engagement exercise which aims to put the public and staff at the centre of reimagining the NHS, as well as experts from across the health and care landscape. This has commenced and over the coming months, various means will be used to hear people's views and help co-design the plan. There is a particular commitment to find ways of hearing from those whose voices often go unheard.
- 2.6 A national portal has been established to share experiences and ideas. This can be accessed at Change NHS
- 2.7 In addition, there will be opportunities for the public and staff to feed in their views via a series of face-to-face engagement events. Public engagement and leadership events in each of the seven NHS Regions will take place before Christmas, with staff events following earlier in the New Year. There is also an intent to draw on existing local engagement so that the plan is truly co-produced. NHS Somerset has recently received a 'workshop in a box' which is intended to support systems to run their own events with the public, staff and stakeholders. We are building a plan for this, to commence locally earlier in the New Year and we will also ensure that the rich feedback gathered through our 'Big Conversation' engagement events over the summer is fed into the national process.

Evolution of the NHS Operating Model

- 2.8 In order to support delivery of the 10-year NHS Plan, work has been ongoing to evolve and develop the NHS operating model. NHS England and the new Secretary of State have been clear that this does not require another reorganisation that pulls focus from the important work to be done. However, there is a need for greater clarity on what each part of the NHS system is accountable for.
- 2.9 Four actions have been developed that guide the refresh of the current operating framework. These are:
1. Simplify and reduce duplication, clarifying roles and responsibilities and being clear on the place of performance management.
 2. Shift resources, time and energy to neighbourhood health, creating momentum that makes clear the role of the provider sector in neighbourhood health and how to work with local partners.
 3. Devolve decision-making to those best placed to make changes, clarifying the role of integrated care partnerships (ICPs) and health and wellbeing boards.

4. Enable leaders to manage complexity at a local level, supporting leaders with new strategic commissioning frameworks to include national best practice.

- 2.10 Achieving this will require everyone in the NHS to work together, alongside partners in the wider system, to fully leverage the potential of Integrated Care Systems. As ways of working continue to develop and evolve there will be an ambition to devolve decision-making to the local level; this means that the functions where NHS England add most value are also likely to change and may reduce.
- 2.11 There is also an ambition to see self-managing, self-improving systems, just as was set out in the Hewitt review. Integrated care boards (ICBs) are critical to delivery of the strategic shifts from treatment to prevention, from analogue to digital and from hospital to community, and there is no intention to change the role of ICBs as being the system leader for the NHS, convening and working across all key partners within the local system. There is also a goal to give more freedoms for the top performers – those who are improving population health, reducing inequality of outcomes and who deliver high patient satisfaction and use resources effectively.
- 2.12 This will be further set out in an updated NHS Oversight and Assessment Framework and underpinned by a new NHS Performance, Improvement and Regulation Framework, both of which will be developed over the first part of new year to align with publication of the NHS 10-year plan.
- 2.13 Integrated Care Boards will also be supported through the development of a new Strategic Commissioning Framework. They will have the primary responsibility for ensuring the delivery of neighbourhood health, identifying population health needs and acting on reversible risk factors to improve healthy life expectancy and reduce utilisation of secondary care.
- 2.14 Importantly, ICBs will continue to have oversight of how providers deliver the outcomes that they have been commissioned for. But where performance is below an acceptable level, and the use of commissioning levers has not secured improvement, NHS England will step in with both the ICB and provider to support rapid improvement and using our regulatory powers in a defined set of circumstances.
- 2.15 Board accountability will be key to enable all organisations to deliver their objectives. As part of the national commitment to support leaders to deliver and improve, NHS England have published the Insightful Board guides for both ICBs and providers.

[The insightful ICB board guide](#)
[The insightful provider board guide](#)

- 2.16 The national team have been clear that there are no immediate changes for 2024/25, and systems must continue to deliver their plans in the way that has been agreed.

3 SOMERSET SYSTEM

Planning for winter 2024/25

- 3.1 The Somerset Health and Care system has been working to develop our plan to ensure the delivery of safe and effective services over the coming Winter. This is presented as a separate agenda item on today's Board meeting.
- 3.2 In addition, the Somerset system is meeting with the NHS England Regional team on Friday 22 November for a review of progress against our 2024/25 Operating Plan. The meeting will have a particular emphasis on delivery in the second half of this financial year. A verbal update on the key outcomes of this meeting will be provided at the Board meeting.

Somerset Care Co-ordination Hub

- 3.3 On Monday 4 November 2024 as part of our plan for the coming Winter a new Care Co-ordination Hub for Somerset went live. The hub is based in Ashford Court, Taunton and aims to take a multi-disciplinary approach to supporting people in the community.
- 3.4 The hub comprises the Hospital at Home Service, Urgent Community Response, Rapid Response, District Nursing, Somerset Primary Link, the Intermediate Care Bed Hub, a SWAST Paramedic and the Integrated Urgent Care Service's Clinical Assessment Service.
- 3.5 It takes calls from healthcare professionals including Primary Care, Ambulance Crews, the SWAST Emergency Operations Centre and from the JETT team based in the Emergency Department at Musgrove Park Hospital (with roll out to Yeovil Hospital Emergency Department planned as a next step). The hub aims to facilitate joint working between all these teams to create bespoke plans for each person, supporting access to alternative community services and reducing the requirement for a conveyance to hospital.
- 3.6 The Care Co-ordination Hub will be operational 08:00 – 20:00, Monday to Sunday including Bank Holidays and will run for a trial period of 6 months until 4 May 2025.

Somerset NHS Foundation Trust Maternity Improvement Work

- 3.7 The National Maternity Safety Support Programme Team attended Somerset NHS Foundation Trust on 4 November to undertake an invited diagnostic visit which included a wide range of staff focus groups, visiting the units at Musgrove Park and Yeovil and hearing about the progress made since the CQC inspection at the end of 2023 and the challenges still faced.
- 3.8 The team included clinical experts from other NHS Trusts along with experts from the national team. Members of NHS Somerset's Quality Team and the Maternity and Neonatal Voices Partnership joined the visit whilst also undertaking the 2024 Local Maternity and Neonatal System annual insight visit which included seeking the views of women and birthing people across the two units. The visit report is expected in January 2025.

St Margaret's Hospice CQC Rating

- 3.9 St Margaret's Hospice have once again been awarded an 'Outstanding' rating by the Care Quality Commission (CQC) following their latest inspection in July. This marks the second time that they have received this prestigious recognition, with special acknowledgment for exceptional care, compassionate staff, and commitment to patient safety and wellbeing.
- 3.10 The inspection praised St Margaret's for being effective, caring, responsive, and well-led. Additionally, the rating for safety has been elevated from 'Good' to 'Outstanding', demonstrating the hospice's continued dedication to providing the highest quality care.

Spark Somerset – Impact Report and Warm Spaces Initiative

- 3.11 Spark Somerset have recently published their latest Somerset Impact Report. The report covers the last financial year 23/24 and is available via the link <https://www.sparksomerset.org.uk/about-us/#impact>
- 3.12 The report provides a snapshot of the work of Spark, as well as some useful insights into the VCFSE sector. The QR codes in the document contain some great videos depicting some of the brilliant work taking place across our communities in Somerset.
- 3.13 With the help of community partners and support from Somerset Council's Help Through Winter programme, Spark are building a network and online map of Warm Welcome spaces for those affected by the cost-of-living crisis this winter.

3.14 The map and further detailed can be viewed here: Find a Warm Welcome - Spark Somerset

3.15 In addition, Somerset Community Foundation's Help Through Winter Fund has opened, with grants of up to £20,000 available to help community hubs continue their work this winter. These grants can support the developed of warm spaces, cooking and budgeting classes, community meals and more.

NHS Staff Survey

3.16 The 2024 NHS Staff Survey closes on Friday 29 November. This is an opportunity to share - anonymously and in confidence - what it is like working in the NHS in Somerset. Invitation links have been sent to all NHS employees. The results for Somerset, together with the associated areas of focus for improvement in the coming year, will be brought back to the Board in due course.

4 COMMUNICATIONS AND ENGAGEMENT

Shaping Somerset – Engagement Annual report 2023-24

4.1 The NHS Somerset Engagement Team are very proud to share our Shaping Somerset - Engagement Annual Report 2023-24, highlighting the wide range of engagement that has taken place over the last year.

4.2 Engagement ensures that the voices of our people and communities, from across the whole county, are always at the heart of what we do. We try to continuously engage with patients, families and carers, community groups, partners, stakeholders and the public in the planning, design and delivery of health and care services is essential in shaping our work.

4.3 During the past year, we have continued to engage in a number of ways, for example through online surveys, engagement events, workshops, drop-in sessions, interviews, focus groups, telephone conversations and more. We have encouraged and supported all opportunities for meaningful involvement in decision making, where people have a genuine opportunity to collaborate and to influence services and decisions.

4.4 We endeavour to always share with people how their contributions have made a difference, through a 'You Said, We Did' approach. As well as our existing engagement structures, such as our NHS Somerset Citizens' Hub and Citizens' Panel, and engagement for various commissioning and transformation projects, between May and October 2024 we travelled across Somerset as part of a 'Somerset's Big Conversation' roadshow. The roadshow has been an invaluable opportunity to raise awareness of key campaigns and to talk with people about what matters to them. The report drawing together the outcomes of the Somerset Big Conversation is included within the agenda for today's meeting and is also accessible via the link within the Communications and Engagement Spotlight Report.

4.5 Public involvement is an essential part of making sure that effective and efficient health and care services are commissioned and developed, so that the right services meet the needs of local people. If you would like to know more about our engagement activities, please visit: Our work with people and communities - NHS Somerset ICB

4.6 Our communications and engagement spotlight is attached as Appendix 1.

Jonathan Higman
Chief Executive
19 November 2024

IMPACT ASSESSMENTS – KEY ISSUES IDENTIFIED**(please enter 'N/A' where not applicable)**

Reducing Inequalities/Equality & Diversity	<p>The paper sets out the approach to engagement around the NHS 10-year plan with a particular focus on hearing from those whose voice is often unheard. It also details the approach that has been taken in Somerset and the key messages from the 'Big Conversation' that has taken place across the County this summer.</p> <p>The report highlights the work being undertaken by Somerset Council and the VCFSE sector to support the continued development of warm spaces to support those most in need this Winter,</p>
Quality	<p>The report highlights the next steps in Somerset NHS Foundation Trusts work to improve the quality of maternity services in Somerset, our system plans for ensuring the delivery of safe services this Winter and the outcome of the recent CQC inspection of St Margarets Hospice.</p>
Safeguarding	N/A
Financial/Resource/ Value for Money	N/A
Sustainability	N/A
Governance/Legal/ Privacy	<p>The paper highlights the national approach to refreshing the NHS operating framework to support delivery of the NHS 10-year plan, which includes reflections for this Board, supported by the 'Insightful Board' guide which has been recently published by NHS England for ICB and Provider Boards.</p>
Confidentiality	None – this is a Public Report
Risk Description	

Communications, Marketing and Engagement Spotlight

1 Sept - 31 Oct
2024

Welcome to our spotlight report for September and October 2024, highlighting our activity over the past two months. The report covers highlights from recent media coverage and updates on our campaigns and engagement projects.

We held a successful 24-hour Test-a-Thon as part of Our Take the Pressure Off hypertension campaign at the beginning of September. NHS Somerset also hosted its Stakeholder Market Place and Annual General Meeting in Bridgwater where we were proud to unveil our Engagement Annual Report. Meanwhile, October saw the government invite staff and members of the public to get involved in shaping the future of the NHS by taking part in a nationwide engagement programme around the new 10 Year Health Plan. This dovetails well with the conversations we have been having with local people this year as part of our Somerset's Big Conversation and we are in the process of sharing the insights from this work.

Hypertension update

Take the Pressure off update

We held pop-up testing events, offering blood pressure checks at workplaces, supermarkets and community centres across Somerset, including at Leonardo in Yeovil.

Our 24-hour Blood Pressure Test-A-Thon launched at Mr Miles Tea Room in Taunton, and hundreds of people across Somerset had their blood pressure tested. Testing teams also visited supermarkets, shopping centres and businesses, including Hinkley Point and Jay's Logistics. They also tested NHS staff at Musgrove Park Hospital and Yeovil District Hospital as part of the initiative that marked [Know Your Numbers Week](#).

[Read more on our website](#)

[Greatest Hits Radio](#)

[Somerset County Gazette](#)

[Somerset Live](#)



Communications, Marketing and Engagement Spotlight

1 Sept - 31 Oct
2024

Our Annual General Meeting (AGM)



Our annual Stakeholder Market Place and Annual General Meeting (AGM) was held at the Canalside in Bridgwater on 30 September.

The event featured a screening of the film, 'We need to talk about death', produced by NHS Somerset in partnership with a group of adults with learning disabilities from [My Day Care Services](#). The intention was to remove the taboo from talking about death and dying, and open up conversations.



The film stars attended the AGM and, supported by NHS Somerset health psychologist Rachel Don-Davis, answered questions from the audience about the film and what it meant to them.

The event provided an opportunity for organisations and services across the county to come together to share the work they are doing to support local people and communities.



Our AGM also provided a chance for us to reflect on the work being done across all areas of health and care over the past year. This included recognising the work done to provide ongoing support to members of our Armed Forces community, providing an update on Somerset's Big Conversation as well as the work being done with our Voluntary, Community and Social Enterprise Sector organisations and communities.

See [slides](#) and the [brochure](#) from the event, and see page 8 for details of our Engagement Annual Report, which was launched at the AGM.

Communications, Marketing and Engagement Spotlight

1 Sept - 31 Oct
2024

In the news



Change NHS

In October, we welcomed the Health Secretary's announcement for the public and NHS staff to have the biggest conversation about the future of the NHS since its birth.

The public, clinicians and experts are urged to submit ideas using a new online platform change.nhs.uk, and via the NHS App – putting staff and patients in driving seat of health reforms.

This year, we have already been engaging the public and our local stakeholders as part of [Somerset's Big Conversation](#) and are in the process of sharing our findings.

[Read more](#)

Statement on improving dental care

In October, we issued a statement about access to NHS dental care in the county in light of significant challenges. We highlighted our plans to expand access to dental services, outlined our children's prevention programmes, and detailed our workforce expansion plans.

[Read more](#)



Communications, Marketing and Engagement Spotlight

1 Sept - 31 Oct
2024

In the news



New 111 service for breast diagnosis clinics

In October, we announced that NHS Somerset and Somerset NHS Foundation Trust will be piloting a scheme to let women with worrying lumps in their breasts, be directly referred to a breast diagnostic clinic by NHS 111, without having to go through their GP.

[Read more](#) [BBC News](#)

[Pulse Today](#) [Digital Health](#)

Bookings open for Covid-19, flu and RSV jabs

In October, we announced that people across Somerset can now book flu, Covid-19 and respiratory syncytial virus (RSV) vaccinations as the NHS rolls out additional protection for those most at risk ahead of winter.

Over 10,000 appointments were made for the first week of the autumn/winter NHS vaccination programme in the county.

[Read more](#) [Somerset Live](#)



Communications, Marketing and Engagement Spotlight

1 Sept - 31 Oct
2024

In the news



Blood pressure campaign takes off at Leonardo

In September, more than 90 staff at Leonardo in Yeovil, the Home of British Helicopters, took part in the blood pressure awareness campaign, by having their blood pressure tested.

[Read more](#) [Somerset Live](#)

Thanks to participants of 24-hour blood pressure Test-A-Thon

In September, we said a big 'thank you' to the people of Somerset for supporting our 24-hour blood pressure Test-a-Thon.

[Read more](#) [Somerset County Gazette](#)

Successful 'Walk for a Life' event

In September, hundreds of residents from across Somerset came together today to participate in the third annual '[Walk for a Life](#)' event in Taunton, to mark [World Suicide Prevention Day](#) on 10 September.

[Read more](#) [Somerset County Gazette](#)

We would like to thank our colleagues across health and care who have taken the time to share their stories. If you have a story you'd like us to highlight, please get in touch with our communications team at: somicb.communications@nhs.net

Communications, Marketing and Engagement Spotlight

1 Sept - 31 Oct
2024

Newsletter update



September and October editions of Our Somerset newsletter

The focus for the September edition of Our Somerset was on mental health and was introduced by Gary Newton from Somerset Open Mental Health (OMH). Gary talked about the alliance, a partnership of organisations which allows the NHS and OMH to work together effectively. Further information was shared around mental health projects and campaigns, and an update on our Take the Pressure Off, 24 hour Test-a-Thon which took place Thursday 5 September as well as some great updates on the amazing work being done by teams across all organisations within the ICS.

The October edition focused on women's health, where we heard from Libby Hawker, NHS Somerset's Women's Health Lead, and Dr Jen Potts, Women's Health Lead for Somerset Local Medical Committee who talked about work being done locally to improve health care systems for women and those who access women's health services. We also heard about exciting developments in breast cancer care, directly bookable diagnostic appointments, an important mammograms trial and a new breast cancer unit in Yeovil Hospital.

You can find all editions of the newsletter on our websites.

[Our Somerset](#) [NHS Somerset](#)

Communications, Marketing and Engagement Spotlight

1 Sept - 31 Oct 2024

Social media highlights

NHS Somerset total followers: 106,523



4,733



7,322



92,031



2,012



425

Our Somerset total Followers: 2,514



1,249

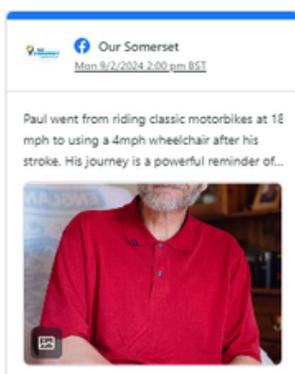


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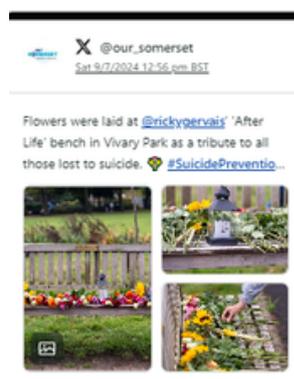
332

Posts which received the most engagement:



Paul's story Blood pressure campaign

- 27,920 people reached
- 6,179 engagements
- 583 reactions
- 53 comments



Walk for Life event Ricky Gervais bench

- 161k people reached
- 1,988 engagements
- 683 reactions
- 11 comments



NHS Somerset AGM

- 1,208 people reached
- 1,864 engagements
- 33 reactions
- 1,826 clicks



Kooth - help for young people

- 9,147 people reached
- 673 engagements
- 193 reactions
- 369 clicks

NHS Somerset website

- 24,000 active users
- Top pages:
 - Homepage
 - Covid-19 walk-ins
 - Prescribing and medicine management



Big Conversation public engagement

- 10,455 people reached
- 10 reactions

Communications, Marketing and Engagement Spotlight

1 Sept - 31 Oct 2024

Engagement highlights

3 surveys	301 responses to surveys
6 engagement events	1 PPG Chairs meeting
2 engagement leads & network meetings	1 Citizen Hub meeting

Engagement annual report - Shaping Somerset

The NHS Somerset Engagement team are proud to share our Engagement Annual Report 2023-24, 'Shaping Somerset', highlighting the wide range of engagement that has taken place over the last year.

Engagement ensures that the voices of diverse people and communities from across the whole county are always at the heart of what we do. Continuously engaging and communicating with patients, families and carers, community groups, partners, stakeholders and the public in the planning, design and delivery of health and care services is essential in shaping our work. Public involvement is an essential part of making sure that effective and efficient health and care services are commissioned and developed, so that the right services meet the needs of local people.



[Read more and find our engagement annual report](#)



Communications, Marketing and Engagement Spotlight

1 Sept - 31 Oct
2024

Engagement highlights

SW regional hypertension survey

The Somerset 'Know Your Numbers' and 'Take the Pressure Off Hypertension' (high blood pressure) campaign is an initiative dedicated to raising awareness about the importance of regular blood pressure monitoring. We have worked collaboratively with NHS England and our SW regional partners, to design an [online survey](#) that will give us more insight into people's lived experiences. This will help us to better understand the challenges people experience in getting their blood pressure tested and factors which may motivate them to take this important step.



Remote Monitoring Online Survey

In August, the ICB Engagement Team supported colleagues in developing an online survey around the use of digital technology and remote monitoring. The use of digital technologies is increasingly playing a part in our lives, including in healthcare. The concept of remote monitoring has been around for some time and involves use of devices to enable people to receive, record and relay information about their health and wellbeing in real time.

The online survey has now closed and we have started to analyse all feedback. Peoples' thoughts, views and experiences of remote monitoring are now going to help us to plan the next steps.



[Read more on our website](#)

Communications, Marketing and Engagement Spotlight

1 Sept - 31 Oct
2024

Engagement highlights

Vaccinations during pregnancy

NHS England and NHS Somerset are interested in increasing vaccination uptake. Through a range of communications and engagement activities, our aim is to reach groups and communities where they are at particular risk and/or uptake rates are lowest. One group we are aiming to engage with is pregnant individuals and new mothers in the community, to better understand their experiences. We will use this feedback to shape our communications and strategy, to improve the uptake of vaccination opportunities.

[Read more on our website](#)



Smokefree Somerset

As part of the national drive for a Smokefree 2030 where no more than 5% of the population smoke, Somerset needs to do more to continue driving down our local smoking prevalence.

To achieve our 5% target for 2030 we need around 45,000 to quit smoking by 2030 in Somerset. For this campaign to succeed we need to understand what motivates people to quit smoking and how to best communicate with them.

[Read more on our website](#)

