

Report to the NHS Somerset Integrated Care Board on 26 January 2023

Title: Chief Executive's Report	Enclosure C
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Executive Lead	Jonathan Higman, Chief Executive
Clinical Lead:	N/A
Author:	Jonathan Higman, Chief Executive

Summary and Purpose of Paper

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 1 December 2022. It focuses on relevant changes in the National context and highlights key issues to note pertaining to the Somerset Integrated Care System.

Recommendations and next steps

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

Impact Assessments – key issues identified

Equality	N/A			
Quality	N/A			
Privacy	N/A			
Engagement	N/A			
Financial / Resource	N/A			
Governance or Legal	N/A			
Risk Description	N/A			
Risk Rating	Consequence	Likelihood	RAG Rating	GBAF Ref
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CHIEF EXECUTIVE'S REPORT

1 INTRODUCTION

- 1.1 This report provides a summary of key items of strategic and operational note for the ICB Board for the first period since its last meeting on 1 December 2022.

2 NATIONAL CONTEXT

2023/24 NHS Priorities and Operational Planning Guidance

- 2.1 Just prior to Christmas NHS England published its priorities and planning guidance for 2023/24. This sets out that for the coming year the NHS in England has three key tasks:

- to continue to recover our core services and productivity
- to make progress in delivering the key ambitions in the NHS Long Term Plan
- to continue transforming the NHS for the future

- 2.2 The guidance can be accessed via the attached [link](#) and contains a set of more detailed national objectives linked to the key tasks for 2023/24. At a local level these will form the basis for how Integrated Care Systems will be assessed alongside the local priorities set by systems themselves.

- 2.3 The key stated objectives are:

- To improve patient safety, outcomes and experience through:
 - improvements in ambulance response and A&E waiting times
 - reducing elective long waits and cancer backlogs
 - improving performance against the core diagnostic standards
 - make it easier for people to access primary care services, particularly general practice
- Recovering productivity and improve whole system flow. Key to this will be:
 - reducing ambulance handovers, bed occupancy and outpatient follow-ups relative to first appointments
 - increasing day case rates and theatre utilisation
 - moving to self-referral for many community services where GP intervention is not clinically necessary and increasing use of community pharmacies
 - increase capacity in beds, intermediate care and diagnostics, ambulance services and the permanent workforce

- 2.4 The guidance restates the importance of the NHS People Promise with an immediate focus on improving the retention of our staff. It also commits to a focus on narrowing health inequalities in access, outcomes and experience, including across services for children and young people

and maintaining the quality and safety in our services, particularly in maternity services.

- 2.5 The planning guidance restates the commitment to the NHS Long Term Plan, particularly the core commitments to improve mental health services and services for people with a learning disability and autistic people. Prevention and the effective management of long-term conditions are key to improving population health and curbing the ever-increasing demand for healthcare services.
- 2.6 To support local systems in their planning NHS England is leading the development of a NHS Long Term Workforce Plan which is due to be published by the Spring and their will be a focus on levelling up digital infrastructure with the development of a 'digital first' option for the public and further development of and integration with the NHS App to help patients identify their needs, manage their health and get the right care in the right setting.
- 2.7 The system programme boards are developing their delivery plans for the next 5-years, with the implementation timelines of these to be prioritised to ensure delivery of the aims in the health and care strategy. A strategic group has been established to oversee the development of the plans for recommendation to the Board, which are due for draft submission to NHS England on 23 February, with final submission on 30 March.

The Hewitt Review

- 2.8 As part of the Autumn Statement the Chancellor of the Exchequer and the Secretary of State for Health and Social Care asked the Rt Hon Patricia Hewitt to lead an Independent Review into how the oversight and governance of Integrated Care Systems (ICSs) can best enable them to succeed. The review covers ICSs in England and the NHS targets and priorities for which Integrated Care Boards are accountable.
- 2.9 The Review is an opportunity for all of us with a stake in ICSs to shape our future and NHS Somerset and other partners from across our systems are engaged with this work.

3 SOMERET SYSTEM

Winter Resilience

- 3.1 All parts of the Somerset Health and Care system continue to experience unprecedented levels of pressure; in line with the rest of the Country. This was particularly acute during late December into early January. Despite the pressures easing a little over the past two weeks the system continues to maintain OPEL 4 status, the highest level of escalation possible.
- 3.2 The usual seasonal pressures combined with unprecedented levels of flu and COVID associated attendances and admissions together with increased demand associated with concerns around respiratory illness

and scarlet fever in children.

- 3.3 In addition, the system has been facing a whole series of other challenges – industrial action, a major incident associated with the snow and ice and concerns about flooding in parts of the county which caused the Environment Agency to also declare a major incident.
- 3.4 NHS Somerset has been working with colleagues in the LMC and the General Practice Provider Board to ensure that local GPs are able to prioritise their efforts on a day-to-day basis to where there is the greatest clinical need. Work is also underway to improve data capture across general practice, this indicates that GP practices in Somerset undertake approximately 300,000 contacts each month which represents a significant increase on pre-COVID levels.
- 3.5 NHS Somerset has established a winter resilience centre which forms a key mechanism for us to co-ordinate with system partners using a risk-based approach and enable us to lead our system response over the coming months.
- 3.6 Work has also continued on the series of actions agreed with adult social care with additional capacity being sourced in domiciliary and intermediate care services. In the period between the end of October and mid-December this resulted in a reduction of approximately 100 patients awaiting discharge from our hospitals. Despite this, the pressure on the two hospitals has been unprecedented.
- 3.7 Somerset has been allocated £2m from the recently announced £200m of National monies to improve hospital discharge. This is time-limited money available until 31 March 2023 and is on the back of two previous allocations that we have already used to increase local capacity. NHS Somerset continues to work with partners to put in place plans for the best use of this additional resource recognising that a key factor is the availability of workforce.
- 3.8 Staff across Somerset have continued to work incredibly hard in order to rise to these challenges and it is appropriate for the Board to pause and say thank you to everyone working across the NHS and in all our partner organisations for all they do every day to keep the people of Somerset safe and well.

Progress with the development of our Integrated Care Strategy

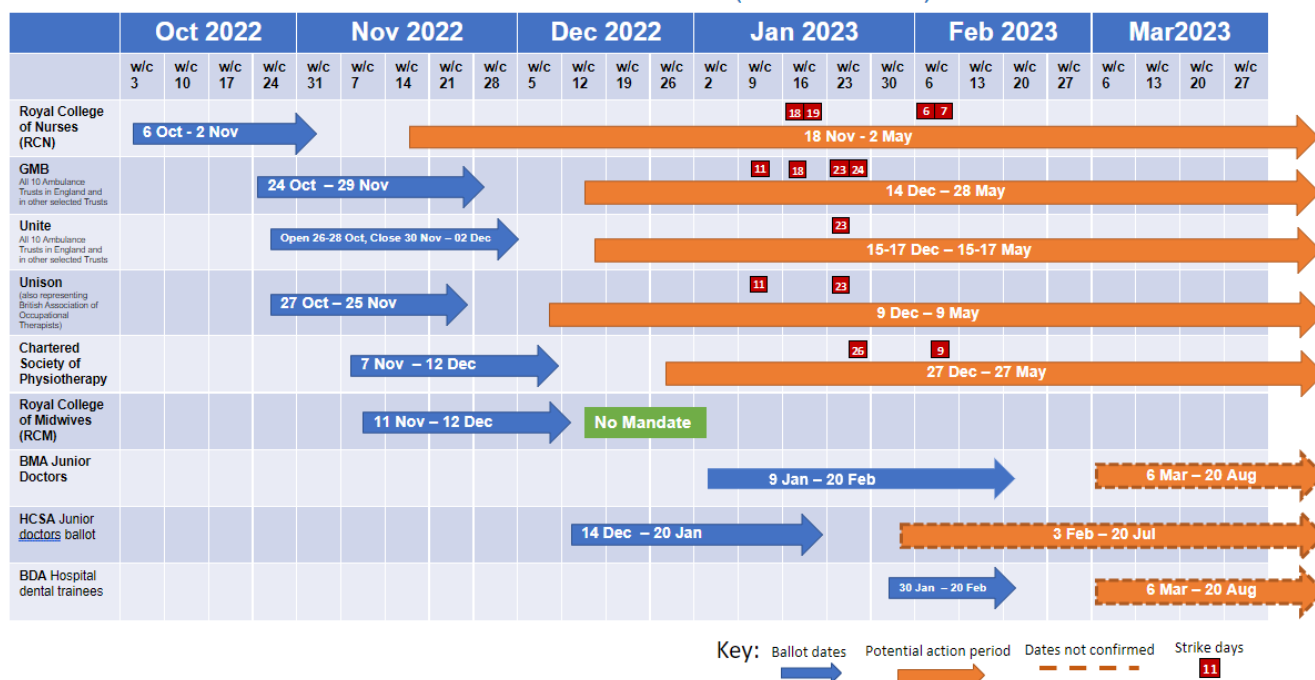
- 3.9 A key element of the governance arrangements of our new Integrated Care System is the requirement (set out in the Health and Care Act, 2022) to establish an Integrated Care Partnership (ICP) between the NHS and all upper-tier local authorities that fall within the area of the Integrated Care Board. Our ICP, has been established and combined with our Health and Wellbeing Board and is now meeting regularly.
- 3.10 The primary purpose of the ICP is to prepare, maintain and publish a strategy (an “Integrated Care Strategy”) setting out how the assessed health and care needs for the population of Somerset are to be met over the coming years.

- 3.11 In late December the ICP published a document setting out the very high level aims of our Somerset Strategy.
- 3.12 Further details on our ICP, including this high level strategy document can be found via the link - [Somerset Health and Wellbeing Board and Integrated Care Partnership \(Committee in common\)](#)
- 3.13 As part of the development of our strategy we have also launched a survey [Building a Healthier Somerset Together](#), whereby we are asking the public and our stakeholders for their views to shape how we deliver health and care in Somerset going forward. This has already had a great response with over 240 people giving us their views so far.
- 3.14 Findings from this will feed into the wider consultation and engagement work we are doing to build a healthier Somerset.

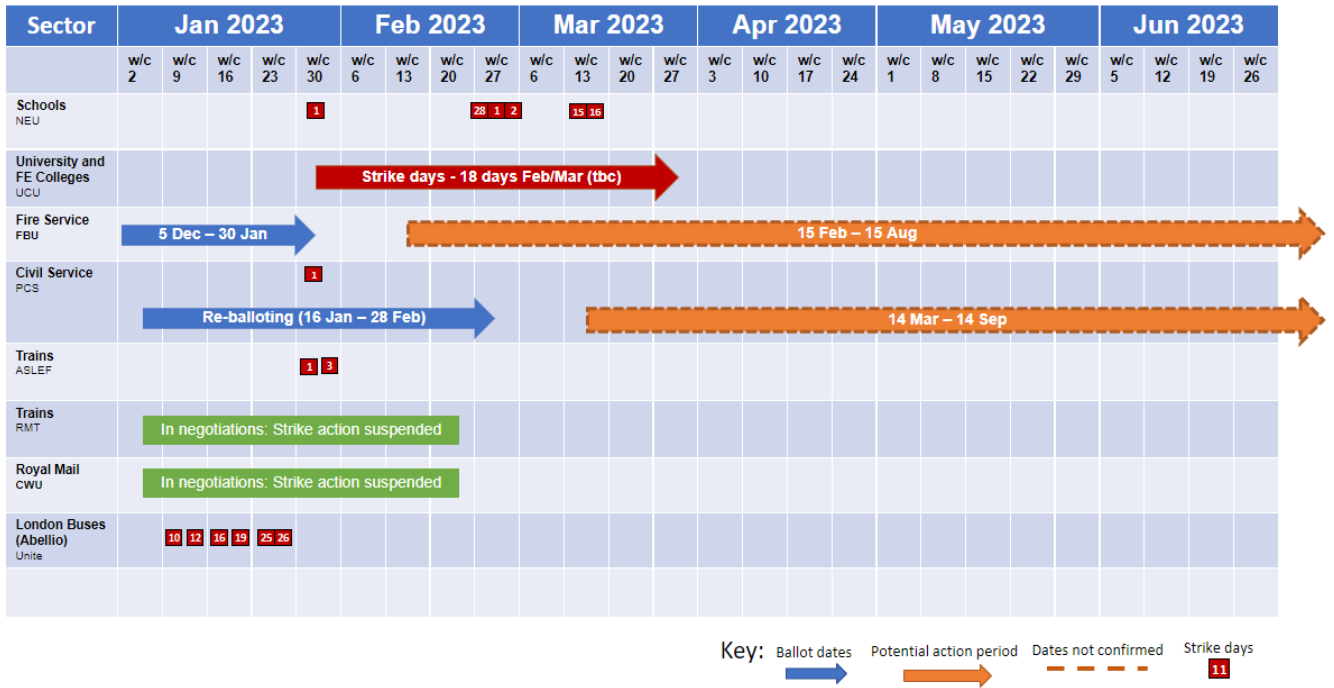
Industrial Action

- 3.15 A number of NHS trade unions in England have balloted their NHS members to take part in industrial action. Please see below anticipated ballots, strike action dates already undertaken and those potentially expected.

NHS Industrial Action Ballots and Potential Strike Dates (as at 17/01/23)



Non-NHS Industrial Action Ballots and Potential Strike Dates (as at 17/01/23)



3.16 The preparatory work and response to strike action is occurring at system level as well as at individual organisation-level. To date this has included: (a) organisational, system and regional management meetings prior to and on the day of action to co-ordinate response, (b) significant and detailed planning ahead of the strike action (d) daily sitrep reporting (e) lessons learned undertaken from each day of action to inform future planning.

The development of Anticipatory Care in Somerset

3.17 The Ageing Well Programme is a national programme of work delivering on Enhanced Health in Care Homes, Urgent Community Response and Anticipatory care. In 2023 Somerset CCG made a commitment to level up the current complex care offer across the county through the Anticipatory Care programme to ensure equality of access to services which would meet the needs of the population by offering earlier interventions to improve the health and wellbeing of our communities.

3.18 The Ageing Well Programme team have met with Primary care colleagues, representatives and stakeholders from across the ICB to develop a Somerset Anticipatory Care model which would deliver against the national requirements to use population health data to develop proactive care services. The key focus of the model is on prevention, early intervention and to reduce the need for admission and dependence on bedded facilities to enable people to stay well at home for longer.

3.19 Currently NHS Somerset invest £1,234,622 across six Primary Care Networks (PCNs) for the delivery of well-established and successful complex care services. In line with the commitment to level up in 2023/24 we have committed a further investment of £946,437 which will support the remaining seven PCNs to develop and operationally deliver

Anticipatory Care services in 2023/24. In addition to this, there is already funding in place for Social Prescribing Link Workers and Health Coaches in each PCN and this is a further investment of £2,188,000.

Key priorities are:

- People living with moderate or severe frailty, a population group likely to be predominantly but not exclusively older adults.
- People experiencing health inequalities, defined as the top 20% most deprived populations and those within health inclusion groups.
- People relying on unplanned care to manage their conditions, where integrated community-based support could better support individuals to manage physical and mental health needs.

My Time to Care

3.20 NHS Somerset has been working closely with colleagues across the ICS to consider the workforce challenges facing us all. Last week the Council launched their new proud to care campaign, featuring 6 inspiring videos breaking down the old stereotypes of what working in care looks like - [Social care like you've never seen it before – bold new recruitment campaign launched in Somerset | Somerset County Council Newsroom \(somersetnewsroom.com\)](https://www.somersetnewsroom.com/newsroom/social-care-like-youve-never-seen-it-before-bold-new-recruitment-campaign-launched-in-somerset)

3.21 This is one example of innovative work underway across Somerset focusing on the challenge of recruiting and retaining staff to work in careers across health and care. Our new People Board is due to be launched during January which will take a lead role in the development of our Somerset People plan aligned to the needs of our Health and Care Strategy. A session focusing more strategically on workforce is being planned for a future Board meeting.

Organograms

3.22 All Integrated Care Boards have been required by the Secretary of State to publish an organogram. Essentially this is our existing structure and associated management costs. We have agreed a consistent approach to this with other ICBs across the Southwest Region and our organogram is available via our website.

Media Activity

3.23 Since the last board meeting we have had a series of national, regional and local media opportunities to share some of the work teams across health and care are doing to ease pressures in the system. We hosted BBC Radio 4 Today presenter Mishal Husain in December. She came to a new reablement center just outside Taunton being jointly funded by the NHS and SCC. The BBC team also met our GP 999 response team helping to reduce admissions to hospital for those who can be cared for at home. Somerset FT also shared their innovative solutions aimed at easing pressures in ED including the new Hospital@Home team and ready to go wards.

- 3.24 We have also been proud to showcase our mental health crisis hubs run by the VCSE sector on regional BBC and ITV News. Over Christmas we saw a spike in people unwell with flu and Covid. Communication teams across SCC, Somerset FT and NHS Somerset came together to publicise Flu and Covid vaccine clinics for communities across Somerset.
- 3.25 Our new media report – ‘In the news’ is attached as Appendix A.