

Report to the NHS Somerset Clinical Commissioning Group on 23 September 2021

Title: Chief Executive's Report	Enclosure D
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Clinical Lead:	N/A
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Summary and Purpose of Paper

The paper sets out items of note arising since the last meeting which are relevant to NHS Somerset Clinical Commissioning Group and to its health service commissioning activity on behalf of the Somerset population.

Recommendations and next steps

The Governing Body is asked to **Note** 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 items of note arising during the period to 16 September 2021 and information on my activity during this period.

2 NATIONAL

Covid-19 pandemic

- 2.1 Levels of COVID 19 have risen significantly over the summer period, particularly in the South West; a full briefing will be given later in the agenda. The majority of national measures have now been stood down. However, the key measures of hand, face, space and ventilate are still being promoted locally alongside the home working across much of the public sector where appropriate.
- 2.2 The government have recently announced their Winter Plan A and Plan B, with Plan A focusing on the vaccinations and Plan B bringing in such a mandatory mask wearing and working from home where possible. Should a move from Plan A to Plan B be required this will be nationally driven and based predominantly on the ability of the NHS to cope with demand.

Working together to improve health and social care for all

- 2.3 Progress towards the establishment of an Integrated Care Board (ICB) and Integrated Care Partnership (ICP) continues to be made with additional guidance having been published over the summer. These sets of guidance have been shared with Governing Body members and will be discussed in the Development Session following the Governing Body meeting ahead of the ICS Board meeting at the end of the month.

3 REGIONAL

NHS Somerset CCG Annual Assessment

- 3.1 The CCG's annual assessment for the 2020/21 year was received in late July. Given the unusual circumstances of the year, no rating was assigned to the review. However, it was positive in tone and concluded:

- *In these exceptional times I am grateful for the way the CCG has maintained focus and energy, I recognise that your leadership team and the entire CCG workforce have worked extremely hard, at pace, and under challenging conditions. People have shown a high degree of flexibility and*

resilience over the past year and I also recognise the efforts you have made to support staff through a professionally and personally challenging time whilst also preparing for the future.

3.2 The letter is attached as a formal record for the meeting and the Governing Body is asked to note the progress made.

4 LOCAL

Operational Pressures Escalation Level (OPEL)

4.1 OPEL shows the amount of pressure being experienced by hospital, community and emergency health services. OPEL Level 1 is the lowest level of pressure on the system. OPEL Level 4 is the highest.

4.2 As at Tuesday, 14 September 2021, the escalation level for the whole of Somerset was OPEL Level 4, described as:

- *Four-hour performance is not being delivered and patients are being cared for in overcrowded and congested department(s). Pressure in the local health and social care system continues and there is increased potential for patient care and safety to be compromised.*
- *Decisive action is being by the Local A&E Delivery Board to recover capacity and ensure patient safety. If pressure continues for more than 3 days an extraordinary AEDB meeting should be considered. All available local escalation actions taken, external extensive support and intervention required.*
- *Regional teams in NHS E and NHS I will be aware of rising system pressure, providing additional support as deemed appropriate and agreed locally, and will be actively involved in conversations with the system. The Regional UEC Operations Leads will have an ongoing dialogue with the National UEC Ops Room providing assurance of whole system action and progress towards recovery. The key question to be answered is how the safety of the patients in corridors is being addressed, and actions are being taken to enable flow to reduce overcrowding. The expectation is that the situation within the hospital will be being managed by the hospital CEO or appropriate Board Director, and they will be on site. Where multiple systems in different parts of the country are declaring OPEL 4 for sustained periods of time and there is an impact across local and regional boundaries, national action may be considered.*

4.3 The pressure being experienced locally is replicated across the country, with the NHS's Chief Executive, Amanda Pritchard, describing it as the "toughest summer on record for the NHS". Our thanks go to all health and care colleagues across Somerset and beyond for the lengths they are taking to maximise safety and the care experience for patients.

Covid-19 vaccination programme

4.4 The COVID 19 vaccination programme continues to be successfully delivered in Somerset despite a lower uptake from the public and staffing challenges due to a combination of system pressure and the holiday period.

- 4.5 In addition to the original cohorts 1-12, which are continuing to remain accessible under the “Evergreen” Programme, the roll-out has already been extended to the 16-17 year old age group and those with identified risk factors in the 12-15year old age group.
- 4.6 The next steps in the vaccination programme are to deliver the vaccines for all 12-15 year olds and the booster programme for over 50s and health and care colleagues. A verbal update will be given to the meeting on these next steps.

5 REPRESENTING THE CCG

- 5.1 I have represented the CCG at a variety of internal and external events, including the following meetings:
- BNSSG Extraordinary Gold Command Meeting
 - South West Regional People Board
 - Fortnightly meeting with Martin Wilkinson, NHSEI
 - SVOC Gold Meeting/Somerset ICS Executive Meeting
 - Meeting with Peter Lewis, Chief Executive of Somerset NHS Foundation Trust
 - SW System Leads Meeting
 - SEND Improvement Board Meeting
 - SW Regional Chief Executives Meeting
 - SW CCG AO Catch-Up Meeting
 - Meeting with Jonathan Higman, Chief Executive of Yeovil District Hospital NHS Foundation Trust
 - Somerset ICS Executive Meeting/ICS Development Session
 - Fortnightly ICS meeting with Pat Flaherty, SCC
 - SW System Leads – ICS Development Meeting
 - Regional Model Workshop with NHSE/I
 - Somerset Covid-19 Engagement Board Meeting
 - NHS Confed ICS Regional Member Meeting - South West
 - Leading for Inclusion Reflection Session with SWEDI
 - Extraordinary UEC Meeting with NHSE/I
 - Health and Wellbeing Executive Meeting
 - Somerset System Gold Command Meeting
 - CCG AO Catch-Up
 - Meeting with Michael Van Hemert, Managing Director, NHS SCW Commissioning Support Unit
 - Healthy Weston Programme Board Meeting
 - Meeting with Jane Milligan, STP Chair and Chief Executive of Devon CCG
 - COVID-19 Escalation Group Meeting
 - Meeting with SW ICS Leads
 - Meeting with James Heapey MP
 - ASLRF Covid19 Strategic Situational Briefing Meeting
 - Place Based Leaders Forum
 - Afghan Resettlement Programme Meeting with Sue Doheny and Ian Phillips, NHSE/I
 - Leading for Inclusion Workshop with SWEDI
 - CCG/LMC Liaison Meeting

- ICS Chair Somerset Stakeholder Engagement Sessions
- Meeting with Mel Lock, Director of Adult Social Care, Lead Commissioner for Adults and Health, Somerset County Council
- ICS Leaders' Meeting
- Fit For My Future (FFMF) Programme Board Meeting

16 September 2021

Final v0.1

Sent via email to;

James Rimmer
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NHS Somerset Clinical Commissioning Group (CCG)

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26th July 2021

Dear James,

NHS Somerset 2020/21 annual assessment

As you know NHS England is legally required to review CCGs' performance on an annual basis. Historically, this has been carried out under the auspices of the CCG Improvement and Assessment Framework and, more recently, the NHS Oversight Framework, with the overall assessment ratings based on a CQC-style four label categorisation.

However, as a result of the continued impact of Covid-19 and the need for the NHS to set new and updated priorities across the different phases of the response, a simplified approach is being taken this year, taking account of the different circumstances and challenges CCGs have faced working collaboratively with ICSs and providers in managing recovery across the phases of the NHS response to Covid-19.

The Health and Social Care Act 2013 requires that the performance review must consider the duties of CCGs to:

- improve the quality of services;
- reduce health inequalities; obtain appropriate advice;
- involve and consult the public; and
- comply with financial duties.

For 2020/21, these duties have been aligned with the operational priorities set out in July and December 2020. This year the annual assessment has focused on CCGs' contributions to local delivery of the overall system plan for recovery, with emphasis on the effectiveness of working relationships in the local system.

This review has included a CCG self-assessment and an end-of-year meeting. As part of the assurance process we met on 5th July 2021 for a year end performance discussion.



I would like to thank you for your preparation and positive engagement with this meeting, which I felt was productive and identified areas of success and some areas of learning both for the CCGs and the wider system.

2020/21 has been a particularly challenging year in every respect for South West and its CCGs. The CCGs have supported and work closely with the regional team throughout the COVID-19 response in a variety of ways. You have demonstrated your leadership role in managing your wider system response to the incident, as well as the work with your local partners to maintain, and more recently restore services and activity to pre-Covid levels. Although there is more work there is a clear system focus to address these challenges going forward.

It is evident that the CCG was engaged with supporting both the Integrated Care System and Integrated Care Areas developments, as well as providing valuable support and direction to the Primary Care Networks. It is also positive to note that planning for further integration is underway to strengthen collaboration at place and system level. We would expect this level of focus to be maintained to ensure that services continue to be restored at pace.

In terms of financial performance, as with all CCGs across the South West, Somerset CCG have ended the year in a breakeven position. I recognise that this does not fully reflect the breadth of work that was taken on by CCGs in terms of flows of monies to support the COVID-19 response and I am grateful for your support with this.

Whilst it is positive to note that the system has delivered the additional investment for mental health further emphasis on performance is required in some areas to continue to improve mental health outcomes for patients across Somerset. However, it is noteworthy that Mental health services were maintained with a rapid move to telephone and virtual face to face according to risk and that new initiatives were implemented, such as:

- Changed crisis pathways to bypass A&E, and provide a more appropriate environment
- rapid expansion of crisis line (Mindline)
- the development of the Somerset Emotional Wellbeing podcasts (shortlisted by the Health Service Journal for the Mental Health Innovation of the Year award)
- Integrated IAPT into the long COVID pathway, and
- Expanded mental health support teams into schools

It's evident as a mature system that partners have worked together to promote and support joint staff initiatives covering:

- Shared training
- Career journeys
- Shared mediation and coaching
- Talent management
- Mental Health support through the TRIM and Schwartz process
- Rolling out civility and respect culture change approach



In addition, it's clear that the CCG embraced digital opportunities to support health and care staff, in particular the work with:

- Cosmic and Bridgwater and Taunton College to provide digital training 'bootcamps' for health and care staff, and those applying for jobs in the local system, to improve digital skills.
- Digital Outreach Team in PCNs and Care Homes to promote the NHS App.

The established Somerset CCG Engagement and Advisory Group, with membership from Somerset Diverse Communities and Diversity Voice, Disability Engagement Service, Parent Carer Forum, and Mind and Spark Somerset has shown to be extremely successful. It is evident under the guidance of this group that the CCG has undertaken significant communication and engagement events in partnership with:

- homeless hostels and other partners to provide dental hygiene workshops, flu clinics and sexual health packs, and proactively supported Severe Weather Planning in respect of COVID-19 -safe temporary accommodation throughout the 20/21 winter period.
- with 2BU-Somerset, facilitated a focus group for children and young people who identify as Lesbian, Gay, Bisexual and Trans (LGBT) on the impacts of lock-down and other restrictions.
- Healthwatch Somerset to promote the use of GP Access Cards, particularly in respect of the homeless, but also travelling communities and non-UK nationals to encourage access to primary care services
- Somerset NHS Foundation Trust and Somerset County Council to provide 2 FTE nurses working exclusively within the homeless communities across Somerset.

Other areas of good practice included:

- the launch in August 2020 of the CCG and Young Somerset survey for children and young people aged 8-18 years old to gather their feedback on mental health services in Somerset. 307 responses were received. The findings will be used to inform the design and commissioning of mental health services.
- Lunch & Learn sessions launched in Q4 looking at a variety of aspects of barriers to health services. In February 2021 the focus was barriers within ethnic minority groups, followed by barriers faced by people who identify as LGBT in March 2021
- The setting up of a Mental Health Stakeholder forum bringing together commissioners, service delivery partners and service users to discuss mental health services in Somerset.
- The visits to:
 - all known unauthorised Gypsy, Roma and Traveller encampments, to provide support and signposting into primary care, maternity, Health Visitors and dental services.
 - New Traveller encampments to provide support and public health information, along with signposting into housing advice, sexual health, and the provision of hand sanitisers

Its commendable that during the Covid 19 response the CCG's also successfully completed the public consultations on: Fit for the Future transformation programme,



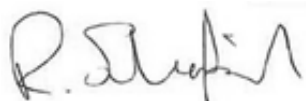
which proposed changes to mental health services and concluded in September 2020 after a two and a half year period of engagement and consultation with staff, patients, carers and wider system partners.

Lastly, it would be remiss not to recognise that at the start of April 2020 the merger between Somerset Partnership NHS Foundation Trust and Taunton and Somerset NHS Foundation Trust was approved, forming Somerset NHS Foundation Trust with a new executive team and board. Its clear that this did not have a negative effect on the system response to Covid 19 or the ongoing development of the Integrated Care System and is testament to the strengthened partnership working that is now evident in Somerset.

In these exceptional times I am grateful for the way the CCG has maintained focus and energy, I recognise that your leadership team and the entire CCG workforce have worked extremely hard, at pace, and under challenging conditions. People have shown a high degree of flexibility and resilience over the past year and I also recognise the efforts you have made to support staff through a professionally and personally challenging time whilst also preparing for the future.

You are welcome to take this letter to your Governing Body by way of demonstrating the outcome of this year end assurance process. In the meantime, please let me know if there is anything in this letter that you would like to follow up on.

Yours sincerely,



Richard Schofield
Director of Strategic Transformation

