

<b>REPORT TO:</b>	<b>NHS SOMERSET INTEGRATED CARE BOARD</b>	<b>ENCLOSURE:</b>
		<b>D</b>
<b>DATE OF MEETING:</b>	<b>25 January 2024</b>	
<b>REPORT TITLE:</b>	<b>Chief Executive's Report</b>	
<b>REPORT AUTHOR:</b>	<b>Jonathan Higman, Chief Executive</b>	
<b>EXECUTIVE SPONSOR:</b>	<b>Jonathan Higman, Chief Executive</b>	
<b>PRESENTED BY:</b>	<b>Jonathan Higman, Chief Executive</b>	

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

<b>PREVIOUS CONSIDERATION/ENGAGEMENT</b>
Not applicable

<b>Executive summary and reason for presentation to Committee/Board</b>	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 30 November 2023. It focuses on relevant changes in the National and Regional context and highlights key issues to note pertaining to the Somerset Integrated Care System.
<b>Recommendation and next steps</b>	The Board is asked to <b>Note and Discuss</b> the Chief Executive's report.

<b>Links to Strategic Objectives</b> (Please select any which are impacted on / relevant to this paper)	
<input checked="" type="checkbox"/>	Objective 1: Improve the health and wellbeing of the population
<input type="checkbox"/>	Objective 2: Reduce inequalities
<input checked="" type="checkbox"/>	Objective 3: Provide the best care and support to children and adults
<input type="checkbox"/>	Objective 4: Strengthen care and support in local communities
<input type="checkbox"/>	Objective 5: Respond well to complex needs
<input type="checkbox"/>	Objective 6: Enable broader social and economic development
<input checked="" type="checkbox"/>	Objective 7: Enhance productivity and value for money

**Impact Assessments – key issues identified  
(please enter 'N/A' where not applicable)**

<b>Reducing Inequalities/Equality &amp; Diversity</b>	To note the implications for Somerset of the Regional investment in additional specialist mental health inpatient bed capacity.
<b>Quality</b>	To note the approach being taken in Somerset following publication of new national mental health commissioning guidance.
<b>Safeguarding</b>	No direct implications identified.
<b>Financial/Resource/ Value for Money</b>	No direct implications identified.
<b>Sustainability</b>	No direct implications identified.
<b>Governance/Legal/ Privacy</b>	To note the update on the NHS Somerset organisational change programme.
<b>Confidentiality</b>	N/A
<b>Risk Description</b>	To note the areas of performance risk highlighted as part of the recent replanning exercise

# 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 30 November 2023.

## 2 NATIONAL CONTEXT

### New national mental health commissioning guidance

- 2.1 National guidance to support integrated care boards to commission acute mental health inpatient services for adults with a learning disability and autistic adults was published on 23 November 2023. This sets out a set of principles that any service specifications, and thus services delivered, should be based on. In summary these include:
- During a mental health hospital stay, care is personalised and addresses inequality
  - Robust community services will avoid preventable admissions
  - Care planning should be integrated with community services
  - Provide care in general adult and older adult acute mental health inpatient services with reasonable adjustments, where possible
  - Admission should be therapeutic
  - An inpatient stay should be timely and should be in a service as close to home as possible
  - An inpatient stay should be for the minimum time possible, for assessment and/or treatment which can only be provided in hospital
  - Discharge planning should be robust
    - Service models will be co-produced
- 2.2 The Somerset system has reflected on this guidance and aims to ensure we fulfil the above principles.
- 2.3 Further improvements in this area will be delivered via a new learning disability and autism strategy which is under development via our systemwide Learning Disability and Autism Programme Delivery Board.
- 2.4 In the meantime a number of specific actions have been taken which include:
- The development of a dynamic support register and associate care and treatment review processes for both adults, children and young people to facilitate care and support in the community and ensure quality of care in hospital.
  - SWAN Advocacy have been commissioned to provide support to help ensure people have an independent voice in their care.
  - Somerset's rapid intervention team help to support people in the community and avoid unnecessary admission to hospital.
  - The React service provides crisis support in the community and in-reach to hospital settings.
  - In line with item 3 (below) people who require specialist mental health treatment in an inpatient setting are usually cared for within Somerset
  - A dedicated learning disability social care team are commissioned to help ensure

# Chief Executives Report

- better care planning and support for people requiring long term support
- Autism training has been provided to ward staff to help promote personalised care.

## 3 REGIONAL DEVELOPMENTS

### Investment in specialist inpatient mental health beds

- 3.1 In early December, it was announced that the NHS will be investing over £40m in 20 new specialist mental health hospital beds in the South West for individuals with a learning disability or autistic people. Hand in hand with improvements to local services, this will bring care closer to home and make life better for so many people and their families, friends, and carers who are currently having to access care outside the Region.
- 3.2 Two new 10-bed units, in Bristol and Devon, will be designed specifically to care for individuals with a learning disability or autistic people who would benefit from treatment in a hospital and whose needs cannot be met in a mainstream mental health hospital.
- 3.3 This news results from an incredible amount of work and commitment by system colleagues in Devon and BSW/BNSSG, together with our mental health programme team. Both schemes are anticipated to be operational in June 2025.
- 3.4 While the beds will be in Devon and Bristol and Somerset has only a small number of patients placed outside the Region they offer capacity and another option for Somerset residents.

## 4 SOMERSET SYSTEM

### Operational Pressures over the Christmas and New Year period

- 4.1 The latest period of industrial action has inevitably brought with it extensive comment, coverage and some conflict. It coincided with one of the busiest weeks of the year for the NHS, together with Storm Henk which brought with it significant disruption due to flooding. This made for an incredibly challenging week, resulting in many colleagues working over and above and displaying incredible resilience to keep those that need our support safe. I wanted to extend a big thank you to everyone who played a part in this, including those that were on-call over this period. Despite the incredible pressures the urgent care pathway performed well, however, work is now on-going to assess the impact on our waiting lists and costs associated with this extended period.
- 4.2 In mid-December Somerset received some great national coverage from the local BBC and ITV TV, the BBC Radio 4 Today Programme and BBC Breakfast. We have included details in the communication and engagement roundup. It's so important for ICSs like Somerset to take opportunities like this to highlight all the innovative work underway locally to address the big issues facing the NHS today but it also provides an opportunity for us to have a voice in the national discussion about the need to

# Chief Executives Report

focus on longer term solutions – grounded in a shift towards prevention, earlier intervention and more proactive care in communities – as well as the real immediate issues that are facing people today.

## **NHS Somerset operating model and organisational restructure**

- 4.3 NHS Somerset ICB has been undertaking an engagement and consultation exercise on its future operating model and organisational structure.
- 4.4 We formally engaged with colleagues and partner organisations during November 2023 on a new Operating Model, which sets out the principles as to how the ICB will work in order to deliver on our objectives.
- 4.5 To support the delivery of the Operating Model and the national running cost reduction requirement for ICBs a restructure process has been commenced. The restructure is being undertaken in two phases, with Phase 1 relating to Directors and their direct reports and phase 2 all other NHS Somerset colleagues.
- 4.6 The three core objectives of the organisational restructure are to:
- Improve the alignment of organisational form to the new operating model.
  - Improve the efficiency and effectiveness of ICB functions through updated job roles and responsibilities.
  - Ensure that NHS Somerset meets the national requirement for Integrated Care Boards to make reductions to their running cost totals over 2023-2025.
- 4.7 Consultation on the phase 1 structures concluded on 20 December 2023, this followed a period of reflection on the feedback provided and final structures have been published this week. It is planned that phase two will take place from February 2024.

## **Communications and Engagement Activity**

- 4.8 Our communications and engagement spotlight is attached as Appendix 1.

**Jonathan Higman**  
**Chief Executive**  
**18 January 2024**



# Communications and engagement spotlight

1 Nov - 31 Dec 2023

Welcome to our communication and engagement spotlight report, highlighting our activity over the past two months. It features 'In The News' showcasing highlights from our recent media coverage, Engagement and PALS highlights.

This period saw the launch of our winter wellness and sloppy slippers campaigns. Brave AI was a key media story with coverage on BBC Radio 4 and BBC Breakfast. The Engagement team have been out and about in our local communities attending Langport, Frome market and the Rural Hub in Exmoor.

## In the news



### Brave AI

Featured on: Radio 4 and BBC Breakfast  
Dr Sarah Ormandy - one of our Complex Care GPs - and Kyle Hepburn, Clinical Director and Lead Clinical Pharmacist appeared on BBC Breakfast to talk about Brave AI - a digital tool which assesses people's risk of a hospital admission in the next year by helping to identify vulnerable patients who may otherwise go under the radar.

[Watch the BBC Breakfast clip](#)

[Listen to the Radio 4 clip](#)

[Read more.](#)

# Communications and engagement spotlight

1 Nov - 31 Dec 2023



## Sloppy slippers

Sloppy Slippers Somerset is a new campaign by NHS Somerset and Somerset Activity and Sports Partnership. The campaign aims to address a critical public health issue: the high risk of falls in adults, particularly the over-65 population, due to poorly fitting footwear.

[Read more.](#)

[Listen to Dr Bernie Marden on BBC Somerset.](#)



## New Dads in Bridgwater

A ground breaking initiative aimed at providing crucial support and guidance to new fathers was launched in the Bridgwater area. To kick off this project, NHS Somerset is offering a 30-minute appointment with the health coach team at the Victoria Park Health and Wellbeing Hub.

Dr Joanne Nicholl was interviewed on BBC Somerset.

News articles were in the [Leveller](#) and [Bridgwater Mercury](#), and [Greatest Hits Radio](#).

[Read more.](#)



# Communications and engagement spotlight

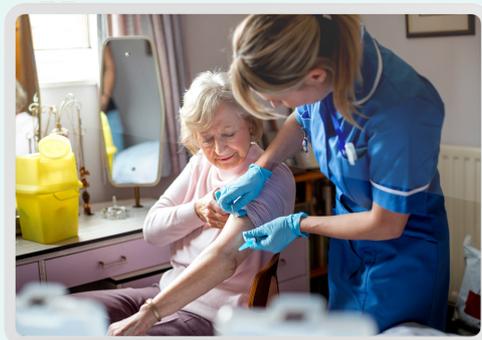
1 Nov - 31 Dec 2023



## Live well this winter

Our live well this winter campaign launched across our digital channels. The campaign has been developed with our partners and encourages people to take action to help them stay well over winter and guidance on where they can get support.

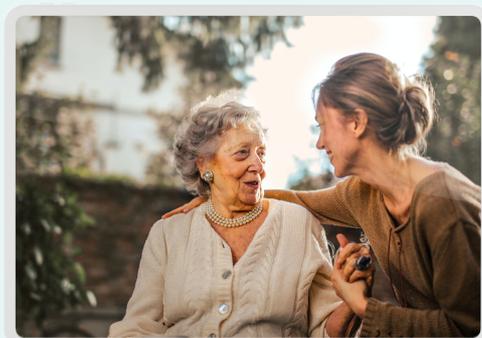
[Read more.](#)



## NHS Somerset top in the region for care home COVID-19 vaccinations

In November, Somerset led the region on the percentage of care home residents vaccinated against COVID-19 this winter. Over 90% of care home residents in Somerset had received their COVID-19 jab.

[Read more.](#)



## NHS Somerset confirms preferred option for stroke services

The Board agreed to continue to model one preferred option for urgent stroke services. The story was covered across a number of media.

[Somerset Live article](#)

[Read more.](#)



# Communications and engagement spotlight

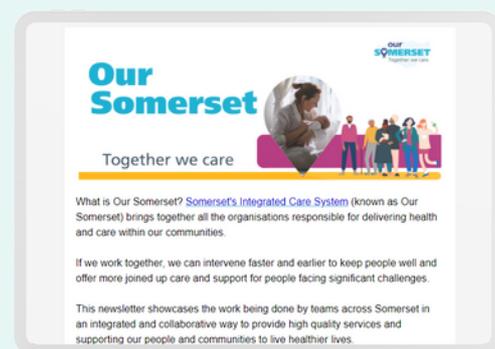
1 Nov - 31 Dec 2023



## Chris Hobson, NHS England, visits Somerset

Chris Hopson, Chief Strategy Officer at NHS England, visited Somerset to see some of the wonderful work taking place from BRAVE AI to Rural Health Hubs and the award-winning nurse training programmes at Bridgwater & Taunton College. The 'cherry on the top' was that on the same day as the visit, the College were able to announce they had been awarded a Queen's Anniversary Prize for Education - a distinguished award recognising the college's commitment to addressing the workforce shortage faced by the NHS in Somerset.

[Read more.](#)



## New Our Somerset newsletter launched

In December, we launched the first edition of our new monthly newsletter - Our Somerset. The newsletter brings together news and updates from across the ICS in Somerset.

[Read the latest copy.](#)

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](mailto:somicb.communications@nhs.net)



# Communications and engagement spotlight

1 Nov - 31 Dec 2023

## Social media highlights

### Followers



Our social media posts which received the most engagement:



### Happy New Year

We wished everyone a Happy New Year and thanked staff who were working. Our post received on Facebook:

- 16,006 people reached
- 35 shares
- 159 reactions.



### Protect those at risk

Reminding people to help not spread covid or flu over the holidays. Our posts received:

- 18,743 people reached
- 107 comments
- 19 reactions.



# Communications and engagement spotlight

1 Nov - 31 Dec 2023

## Engagement highlights

5 ICS engagement sessions	2 Engagement surveys
2 events	3 Engagement bulletins



### Dermatology survey

In December, the engagement team took our Dermatology survey to outdoor events recognising the diversity of Somerset. We went to Frome's Independent Market and the Rural Health Hub held at the Exmoor Livestock Auction [Exmoor Rural Health Hub \(erhh.co.uk\)](http://erhh.co.uk). It was a great chance to hear more from the Rural Health Hub who over the last year (since they began) have started to take health conversations out to farmers and farm workers who may not make it their local GP surgery.



### Cancer screening survey

We launched a survey asking women about their experience of breast, cervical and bowel cancer screening. This survey has proved to be one of our best performing surveys of the year with over 1000 participants. The feedback will inform the development of ways to encourage people to take part in cancer screenings.

# Communications and engagement spotlight

1 Nov - 31 Dec 2023

## Engagement insights



### Research Engagement Network

Following a successful bid in securing funding from NHS England and the Department of Health and Social Care in October 2023, the delivery of a Research Engagement Network Project in Somerset is in progress. We are working with our partners across Somerset to deliver the project, with the final report due by the end of April 2024.

The objective of this funded programme is to lay groundwork for more diverse engagement and generate evidence that multi-organisational network approaches can increase diversity in research engagement.

[Read more.](#)

### Citizens' Hub

We held the first formal meeting of the Citizens' Hub - the group who will provide assurance for our engagement and ensure that we are working effectively with all people in Somerset. This group has replaced what was known as SEAG. A working group helped support the transition. We are grateful for the gift of time and honesty from the working group. The first Citizens' Hub proved there is a lot to talk about in Somerset. They provided valuable, insightful feedback on REN and our cancer screening engagement.



# Communications and engagement spotlight

1 Nov - 31 Dec 2023

## PALS insights

**107 enquiries for November and December 2023. Down from 364 enquiries for July and August.**



### An overview of the main topics arising:

- Autumn/Winter COVID-19 vaccination programme for the housebound.
- Access to lateral flow tests for patients deemed clinically extremely vulnerable.
- Missing covid vaccination record.
- Patient transport.
- Lack of NHS dentistry.

PALS feedback is shared with our Quality team and relevant colleagues for information and action.



# Communications and engagement spotlight

1 Nov - 31 Dec 2023

## PALS insights

An overview of the main topics arising:

### COVID-19

PALS saw a decrease in calls relating to the Covid Vaccination Programme for the housebound.

Gerald lives alone and is housebound. His daughter said he was in hospital when the vaccination came. PALS sent his details to the Covid Vaccination Team so he was able to get his vaccination.



Tom is on the clinically extremely vulnerable list and understands that he can get free lateral flow tests. PALS advised Tom to contact his community pharmacy.

### Patient transport

Patients continue to contact PALS regarding patient transport due to difficulty getting through to the patient transport service. PALS share the feedback with the Patient Transport Advice Centre (PTAC) and our Quality team.



Jane has been trying for days to get through to PTAC as she had upcoming outpatients appointments and understood she was eligible for patient transport. Jane contacted PALS. PALS were able to contact the PTAC and advocate on Jane's behalf. Jane was able to get to her appointment.



# Communications and engagement spotlight

1 Nov - 31 Dec 2023

## PALS insights

An overview of the main topics arising:

### **NHS Dentistry**

Lack of NHS dentistry in Somerset continues to be a challenge with patients saying that they can't afford to register with private dentists.

Joanna has been struggling to find a dentist to book a dentist appointment in her area. She is in recovery from an eating disorder and is worried about the potential damage to her teeth. She has contacted multiple dentists and exhausted the list on the NHS website but has had no luck.

Chris, who is on universal credit, contacted PALS as she was struggling to find an NHS dentist in Somerset. She has been on the NHS dental website and can't find an NHS dentist taking on new patients. She has an inflamed gum and a broken decaying molar which needs extraction.

Donna contacted PALS about the lack of available NHS dentists in Yeovil. Her NHS dental practice advised her that the only NHS dentist has left the practice and therefore NHS dentistry will not be accessible for her and her two children. Donna feels she has been left in limbo. She is a carer for her disabled mother and is on a very limited income. She relies on NHS services to help manage the costs of both routine dental care and unexpected dental crisis. Her only option available locally is private dental care which puts her at risk of going into debt should a hefty dental private bill be required in an emergency.

By contacting PALS, patients have been able to discuss their issues and have been supported to contact routes that are available for urgent dental treatment.

