

REPORT TO:	NHS SOMERSET INTEGRATED CARE BOARD ICB Board Part A	ENCLOSURE: G
DATE OF MEETING:	26 September 2024	
REPORT TITLE:	Somerset's Joint Forward Plan Refresh – Priority Programmes Update	
REPORT AUTHOR:	Robin Dowling, Strategy Delivery Programme Manager	
EXECUTIVE SPONSOR:	David McClay, Chief Officer for Strategy, Digital & Integration	
PRESENTED BY:	David McClay, Chief Officer for Strategy, Digital & Integration	

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 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

Somerset's Joint Forward Plan refresh was approved by the ICB Board at its meeting on 23 May 2024. The Plan was subsequently published on the ICB website as per national requirements.

REPORT TO COMMITTEE / BOARD

Somerset's Joint Forward Plan refresh ([Somerset Five year joint Forward plan refresh 2024-2029 \(oursomerset.org.uk\)](https://oursomerset.org.uk)) contains five transformation workstreams and priorities, focusing on finance and resource; workforce, system flow; integrated neighbourhood working and population health transformation. The JFP Refresh document should be read in conjunction with the context and drivers-for-change set out in the Integrated Care Strategy [Integrated Care Strategy: our ambition for a healthier future in Somerset \(2023-28\)](#) and the original [Somerset Five Year Joint Forward Plan 2023 to 2028](#).

The five transformation workstreams and priorities are ICS-wide programmes of work. Time has been spent on the diagnostic phase to determine the challenges for each of the programmes with the focus now moving to implementation of the various objectives.

Work is continuing to establish the Transformation Management Office. Recruitment is underway and dedicated programme roles will be in place in early October.

The TMO is establishing its change methodology that draws on the NHS Impact framework and Systems Thinking approach. This will improve the benefits modelling in the two key streams of Flow and Integrated working as well as strengthening risk identification and evaluation.

The information shown below contains a summary that was provided to the Collaboration Forum at its meeting on 6 September 2024 to provide the opportunity to receive, review and note the detailed status reports and progress made to date towards delivery of the five transformation priorities outlined within Somerset's Joint Forward Plan refresh.

Request for the ICB Board to formally receive, review and note the progress of the five transformation workstreams and priorities outlined within Somerset's Joint Forward Plan refresh.

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

Reducing Inequalities/Equality & Diversity	N/A
Quality	N/A
Safeguarding	N/A
Financial/Resource/ Value for Money	N/A
Sustainability	N/A
Governance/Legal/ Privacy	N/A
Confidentiality	N/A
Risk Description	N/A

PP1: Finance & Resource Allocation

Programme Update – July 2024

RAG **RAG Trend**

- We are focussed on delivering a balanced financial out-turn position. The biggest risk to this is the delivery of the savings programme across the system, but we are collectively committed to achieve this.
- Key pieces of work have started to deliver the savings required under the programme although the majority of the financial benefits will be realised in 2025/26.
- Further focus to be undertaken on areas highlighted as TBC for the next report.

Amber -

Decisions and Actions required:

Items for Escalation:

- **Frailty** – There is a need to have a consistent approach to Frailty services (with Falls as the initial focus) across the System. A group to focus on developing a Somerset Frailty Strategy is required to review the current pathways and support in place to maximise patient outcomes, taking in to account the prevention agenda. Review of historical business cases has been inconclusive on the impact of the investments made. The funding streams to support this need to be streamlined to deliver better joined up care and deliver financial savings.

- **Financial Savings** - Further discussion is required on the pace of delivery needed to deliver the financial savings in 2025/26.

PP2: Workforce

Programme Update – July 2024

RAG **RAG Trend**

- People Plan Priority Areas refreshed and confirmed by the ICS People Board (ToR also refreshed) for 2024-2027
- 3 year workforce plan confirmed as Priority Programme Area 2 within Somerset’s Joint Forward Plan with a 1 year delivery People Plan agreed by the ICS People Board
- Somerset’s Workforce Operational Plan submitted on time with positive feedback with work starting on future approach and workstreams for Primary Care Workforce Planning in conjunction with the Training Hub and ICB Primary Care Directorate
- 2035 workshops completed and skills and capabilities questionnaire launched to system partners with analysis now taking place to define next stage
- Team coaching in West Somerset PCN is underway, commissioned with Affina OD and all SROs for teams have been identified
- OHID Workwell (Health and Work) funding received (£490k) into the county, programme established and resource identified
- Legacy Mentoring for nursing colleagues and Career Navigation for any registered colleague in Somerset extended by the ICB until March 25 as part of the system work on retention

Amber -

<p>PP2: Workforce (cont.)</p>	<p>Decisions and Actions required:</p>		<p>Items for Escalation:</p>		
<p>PP3: System Flow</p>	<p>Programme Update – July 2024</p>			<p>RAG</p>	<p>RAG Trend</p>
	<ul style="list-style-type: none"> • None 			<ul style="list-style-type: none"> • Capacity to support Somerset Health and Social Care Academy needs to be identified and clarified to ensure programme delivery by the government deadline of 2026 (current red risk due to organisational changes with lead partner) • To note - general capacity (org change/restructuring and level of redundancies) has hampered progress in some areas but confidence remains that overall targets are on plan and target dates will be met 	
	<ul style="list-style-type: none"> • Weekly NCTR and flow reporting, reviewed by system partners on a weekly basis • Analysis has been undertaken to explore a pathway bed model that is fit for the future. Next steps agreed: <ul style="list-style-type: none"> • A trial to spot purchase PW3 beds to be undertaken ahead of Winter • OPMH+ beds to be reduced to 7 • Test of change to be undertaken to explore if people could be supported home with D2A rather than be admitted to Cooksons Court • Further discussions to be undertaken to agree the right Pathway 2 model to ensure therapy resource is concentrated in the right place. <p>Challenges Fluctuations in the acute No Criteria to Reside position.</p>			<p>Amber</p>	<p>-</p>
	<p>Decisions and Actions required:</p>		<p>Items for Escalation:</p>		
	<ul style="list-style-type: none"> • No Decisions and Actions required. 		<ul style="list-style-type: none"> • No Items for Escalation. 		

PP4: Integrated Neighbourhood Working

Programme Update – July 2024

RAG **RAG Trend**

- ARRS roles funding has been clarified and information available through Shape Atlas (shapeatlas.net). A Primary Care workforce review has been commissioned via GP Provider Support Unit to help inform the value of the roles and needs moving forward.
- ICB Lead of Neighbourhood development has been appointed from the ICB restructure. Emma Blake will take up the post with immediate effect. She will draw together Ageing Well and Personalised Care streams through revised governance (which will also consider how Brave AI feeds into the programme). The rest of her team will be recruited over the next few weeks.
- The NW Design Group will confirm vision, case for change outline and agree outcomes (from a health perspective) at its session on the 23rd Sept. A visual depiction of the vision will be commissioned out of that session for wider comms and engagement.
- Method for quantifying longer term benefits of INT being scoped at present – critical for MTFP assumptions. Further update end of Sept.

Amber **-**

Decisions and Actions required:

Items for Escalation:

- No Decisions and Actions required.

- Immediate attention needed to confirm strategic outcome measures and method for cascading metrics (alongside vision) into neighbourhood teams.

PP5: Population Health Transformation

Programme Update – July 2024

RAG **RAG Trend**

- Significant progress has been made on the hypertension project with much activity underway and planned, being tracked through the now developed CVD Dashboard. Report provided to ICB recently. Know your Numbers week is the first week of September with planned activity including a 24 hour testathon. The WI has recently been approached and is keen to get involved in the project in the next few months. Progress has been made on the inclusion of BP in Discharge information to general practice.
- The Improving Lives Data Platform business case has been developed and it has been agreed that we will progress this initially through the 90 day Data Integration approach, focussing initially on frailty as a means of learning.
- Adopting an inequalities focus at a local PCN level is progressing with each PCN now having developed hypertension plans as their commissioned population health activity.

Amber **-**

PP5: Population Health Transformation (cont.)

Decisions and Actions required:

- There is a significant proportion of the Health Inequalities funding that is currently being used for a number of projects that were agreed before the start of this Transformation Programme. These programmes are coming to the end of their funding period and there is a need for the Collaboration Forum to consider which of these programmes will continue and how they will be funded following use of the inequalities money.
- The inequalities money from April 2025 will be used to fund the capacity needed to take forward this Transformation programme and will not be available to be used for work outside of the programme priorities.

Items for Escalation:

- There is a need to consider the capacity and ongoing leadership requirements for this transformation programme.

RAG Status Key: **Blue** – Complete; **Green** - On plan; **Amber** - On/late to plan but with manageable risk; **Red** - Late to plan or requiring re-plan or scope change