

REPORT TO:	NHS SOMERSET INTEGRATED CARE BOARD ICB Board Part A	ENCLOSURE: H
DATE OF MEETING:	24 July 2025	
REPORT TITLE:	Transformation Programme Update: Population Health Transformation Programme	
REPORT AUTHOR:	Prof. Trudi Grant, Director of Population Health and Inequalities	
EXECUTIVE SPONSOR:	Dr Bernie Marden, Chief Medical Officer	
PRESENTED BY:	Prof. Trudi Grant, Director of Population Health and Inequalities	

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 checked="" 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)
<input checked="" type="checkbox"/> Objective 1: Improve the health and wellbeing of the population <input checked="" type="checkbox"/> Objective 2: Reduce inequalities <input checked="" type="checkbox"/> Objective 3: Provide the best care and support to children and adults <input checked="" type="checkbox"/> Objective 4: Strengthen care and support in local communities <input checked="" type="checkbox"/> Objective 5: Respond well to complex needs <input checked="" type="checkbox"/> Objective 6: Enable broader social and economic development <input checked="" type="checkbox"/> Objective 7: Enhance productivity and value for money

PREVIOUS CONSIDERATION / ENGAGEMENT
<p>A new Population Health Transformation Reference Group has successfully met for the first time to widen involvement in the Programme and consider linkages with other system workstreams. Members of this group have informed of the self-assessment and development of the programme structure and priorities going forward.</p>

REPORT TO COMMITTEE / BOARD
<p>Capacity has now been appointed to support this transformation programme. Work has been undertaken over the past month to review the programme, re-align the priorities and develop specific projects that will help build the robustness of the programme as we progress through NHS organisation. This review has used the NHSE Population Health Maturity Matrix, to self-assess our current position against predetermined criteria.</p>

The Programme has successfully applied to be one of 9 coastal areas to be included in the Coastal Navigators Network. The focus of this work will be to reduce the numbers of people who are out of work for health reasons in the Burnham-on-Sea and Highbridge area, building on phase 1 of the WorkWell initiative.

Capacity has been identified to continue the successful *Focus on MORE* training and is in the process of being linked to the development of the Population Health Ambassador Project. The evaluation of the *Focus on MORE* training has been accepted as a poster for the British Society of Lifestyle Medicine conference and will be published in the Wiley BSLM Journal.

As part of their contribution to this transformation programme, Somerset Foundation Trust are in the process of developing a Population Health and Inequalities Strategy. This will be a significant step forward in embedding a Population Health Approach across the Somerset system.

Recommendations:

- The Board to note the progress and endorse the direction of travel for the Programme
- The Board to urge all partners to prioritise the consideration and signing of the Data Sharing and Joint Controller Agreements
- To note the financial and resource risks to the programme and establish a clear pathway for successful projects to be considered for ongoing future funding after the initial evaluation period
- Board gives consideration to continuing Population Health Transformation as a core programme for the place of Somerset from April 2026 onwards

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

Reducing Inequalities/Equality & Diversity	<p>Tackling health and healthcare inequalities is a core aim of this programme and forms one of the six workstreams. Health and healthcare inequalities runs through the whole programme, and the greater use of population health approaches across the system enables the population to be segmented and interventions targeted in a personalised way to meet the differential needs of individuals.</p> <p>In a recent development, the Programme has successfully applied to be one of 9 coastal areas to be included in the Coastal Navigators Network. The focus of this work will be to reduce the numbers of people who are out of work for health reasons in the Burnham-on-Sea and Highbridge area.</p>
Quality	<p>The Programme has completed a self-assessment against the NHSE Population Health Maturity Matrix, the findings of this self-assessment have been used to inform the priorities of the programme going forward.</p>
Safeguarding	<p>An example of safeguarding work ongoing within the programme is the Maldaba Project. This digital platform is currently being implemented in a select number of GP practices, with the ambition to expand across the whole of Somerset. It supports integrated, person-centred care by enabling secure data sharing among health, care, and community partners. The platform facilitates shared care planning and allows individuals to input their own goals, promoting personalised care and self-management. Importantly, it</p>

	incorporates safeguarding measures to protect sensitive information and includes alerts to support the safety of vulnerable individuals.
Financial/Resource/ Value for Money	<p>The Population Health Transformation programme has now exhausted available funds, as highlighted in the programme risks this will prevent further development of the programme.</p> <p>Capacity has been identified to support this programme however it is temporary until March 2026.</p>
Sustainability	The programme promotes the improvement of health and wellbeing and the tackling of inequalities which is integral to individuals living a more sustainable way of life. Projects such as the 'Focus on More' provides a good example which promotes natural and accessible changes to eating habits.
Governance/Legal/ Privacy	There is currently no Data Sharing Agreement (DSA) in place to support population health data integration, delaying progress on this programme theme. Key governance documents—including the DSA, Joint Controller Agreement, and DPIA—are due to be circulated in July for signing by seven partners. These are essential for legal compliance, data security, and enabling effective system-wide data sharing.
Confidentiality	N/A
Risk Description	<p>The Population Health Transformation programme has exhausted its current funding, which may halt further development. To mitigate this, existing projects funded through inequalities funding will be reviewed, with BAU funding identified where appropriate. Future allocation of inequalities funding will be governed by the Population Health Transformation Board, and needs to be supported by a clear process for transitioning successful projects to sustained BAU funding.</p> <p>Programme capacity is currently covered only by fixed-term contracts that run until March 2026.</p>

PP5: Population Health Transformation Programme

Prof. Trudi Grant

Director of Population Health and Inequalities



Improving Lives Vision

2019-2028

We have a vision for Somerset. Over the next ten years, we want all organisations to work together as a partnership to create:

- A thriving and productive Somerset that is ambitious, confident and focused on improving people's lives
- A county of resilient, well-connected and safe and strong communities working to reduce inequalities
- A county infrastructure that supports affordable housing, economic prosperity and sustainable public services
- A county and environment where all partners, private and voluntary sector, focus on improving the health and wellbeing of all our communities

Integrated Health and Care Strategy

2019-2028

- Improve the Health and Wellbeing of the Population
- Provide the Best Care and Support to Children and Adults
- Strengthen Care and Support in Local Communities
- Reduce Inequalities
- Respond Well to Complex Care Needs



Problem Statement

Somerset Health and Care Organisations do not have sufficient focus or resources allocated to achieving a robust shift change from treatment to prevention.

Programme Aims

- To enable, increase and embed a Population Health Management approach in Somerset to improve health and tackle unwarranted variation in services and outcomes.
- To inspire and mobilise our staff to improve health and reduce inequalities by promoting good health for themselves and the Somerset population.



Population Health Transformation Programme

Plan on a Page 2025 - 2026



Recommendations

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- Board gives consideration to continuing Population Health Transformation as a core programme for the place of Somerset from April 2026 onwards



REPORT OF THE SOMERSET COLLABORATION FORUM MEETING HELD ON 18 JUNE 2025

1 ITEMS DISCUSSED

- 1.1
 - Community Hospitals: Engagement approach
 - Digital: Check In
 - ICB Transition Update
 - Priority Programmes 2024/2025 – Exception Reports
 - Somerset Council Transformation Programme
 - Partner updates

2 NEW ISSUES AND/OR NEW RISKS IDENTIFIED

- 2.1 None.

3 DECISIONS TAKEN BY THE SYSTEM GROUP UNDER DELEGATED AUTHORITY

- 3.1 None.

4 ITEMS REQUIRING ESCALATION TO THE ICB AND/OR OTHER SYSTEM BOARDS

Items for Consideration/Decision

- 4.1 The ICB is asked to note the risk and mitigating action set out.

Reports for Information for Future Board Agendas

- 4.2 Future items for consideration by the ICB Board will be reviewed at the next Collaboration Forum meeting on 4 September 2025.

5 CHAIR'S SUMMARY

- 5.1 The Collaboration Forum took reports and updates from different partners about recent progress and areas of current challenge/opportunity.
- 5.2 The group was shown the Community Hospitals Working Group Terms of Reference and was provided with an update on the current position with community hospital beds across the county and the system links with the Community Hospitals Transformation Project Group led by Somerset Foundation Trust as part of the intermediate care which forms one of this year's system priority programmes. The group considered how community hospitals are currently being used and the opportunities for the future, aligned to the upcoming publication of the 10-year health plan which is likely to signal a shift towards more neighbourhood-based care.

- 5.3 The group were presented with the Digital, Data and Technology (DDaT) strategy and noted delivery to date. The update outlined opportunities to join up digital systems across the county, particularly at a place level. The group was asked to consider how processes can be streamlined to remove duplication such as shared information directories and streamlined referral routes. The decision was made to bring through the Collaboration forum the sign off of priorities and processes for streamlining directories of information for patients across Somerset.
- 5.4 The group were presented with an update on the status of the ICB restructure including the proposal for a BSW, Somerset and Dorset cluster, financial implications, transition risks, a timeline for implementation and next steps.
- 5.5 The priority programmes update slides were presented to the group and the group asked for the missing data to be completed, with reference to the financial scorecard. It was agreed to hold a conversation outside of the Collaboration Forum around priority programme 2 as this remains the least defined of the five programmes and lacks dedicated programme management support.
- 5.6 The Somerset Council Improvement and Transformation Plan was outlined to the group which sets out the council's strategy to deliver savings and transform services across Somerset by 2029/2030.

Chair: Jonathan Higman

Date: 8 July 2025

REPORT OF THE ICS PEOPLE BOARD 17 JUNE 2025

1 ITEMS DISCUSSED

- Health and Social Care Academy (1)
- Work and Health Programme (2)
- System EDI and Retention
- Volunteering for Health Programme (3)
- Strategic Workforce Risk Analysis (4)

2 NEW ISSUES AND/OR NEW RISKS IDENTIFIED

2.1 None.

3 DECISIONS TAKEN BY THE BOARD UNDER DELEGATED AUTHORITY

3.1 None.

4 ITEMS REQUIRING ESCALATION TO THE ICB AND/OR OTHER SYSTEM BOARDS

Items for Consideration/Decision

4.1 None.

Reports for Information for Future Board Agendas

4.2 None.

5 CHAIR'S SUMMARY

- 5.1
1. The Board received encouraging updates on progress with the design, planning permission application and operation of the Academy. A Statement of Intent (prior to a Memorandum of Understanding) was being considered by partners.
 2. The Board heard about the work to establish the Get Somerset Working programme later in the year.
 3. Spark Somerset reported on its sustainable, joined-up Vision for Volunteering work in conjunction with significant funding over 3 years.
 4. The Board, as steering group for this proposed system work, supported the proposed specification for NHS Somerset ICB to undertake a competitive process to appoint a partner to undertake a Strategic Workforce risk analysis and options appraisal.

Chair: Christopher Foster

Date: 13 July 2025