



Somerset Board

Thursday 14th December 2023
Report for approval OR information



Integrated Health & Care Strategy Update

Lead Officer: Jonathan Higman, Chief Executive Officer (NHS Somerset)

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Summary:	<p>This paper provides:</p> <ul style="list-style-type: none">- A briefing to the Board on the early progress and achievements in the delivery of the Somerset Integrated health & Care strategy;- A reminder on the responsibilities of the Somerset Board in regard to the oversight of the strategy, including a proposal on how the Board will discharge its responsibilities moving forward.- An outline on next steps, which includes the need to develop Outcomes measures for the system, with a proposed focus on Early Years, Long Term Conditions and Complex Care/Frailty.
Recommendations:	<p>That the Somerset Board agrees / approves / authorises / delegates / endorses / receives for information etc...</p> <ol style="list-style-type: none">1. That the Somerset Board receives for information the early progress made in delivering the Integrated Health & Care Strategy.2. That members endorse the proposal set out for upward reporting to the Board.
Reasons for recommendations:	<p>The recommendation is to ensure that the Somerset Board meets its statutory obligations in its remit as the Somerset Integrated Care Partnership.¹</p>

¹ <https://www.gov.uk/government/publications/integrated-care-partnership-icp-engagement-document/integrated-care-partnership-icp-engagement-document-integrated-care-system-ics-implementation#purpose-of-this-document>

<p>Links to The Improving Lives in Somerset Strategy</p> <p>Links to Integrated Health and Care Strategy</p>	<p>Please tick the Improving Lives and Integrated Health & Care Strategy priorities influenced by the delivery of this work</p> <table border="1"> <tr> <td data-bbox="544 248 1289 315">A County infrastructure that drives productivity, supports economic prosperity and sustainable public services</td> <td data-bbox="1289 248 1469 315"></td> </tr> <tr> <td data-bbox="544 315 1289 376">Safe, vibrant and well-balanced communities able to enjoy and benefit from the natural environment</td> <td data-bbox="1289 315 1469 376"></td> </tr> <tr> <td data-bbox="544 376 1289 443">Fairer life chances and opportunity for all</td> <td data-bbox="1289 376 1469 443"></td> </tr> <tr> <td data-bbox="544 443 1289 528">Improved health and wellbeing and more people living healthy and independent lives for longer</td> <td data-bbox="1289 443 1469 528">✓</td> </tr> <tr style="background-color: #cccccc;"> <td data-bbox="544 528 1289 584"></td> <td data-bbox="1289 528 1469 584"></td> </tr> <tr> <td data-bbox="544 584 1289 748">Improve the health and wellbeing of the population – Enable people to live socially connected, healthy, independent lives, promote early intervention and prevent avoidable illness.</td> <td data-bbox="1289 584 1469 748">✓</td> </tr> <tr> <td data-bbox="544 748 1289 864">Provide the best care and support to children and adults – Ensure safe, sustainable, effective, high quality person-centred support in the most appropriate setting.</td> <td data-bbox="1289 748 1469 864">✓</td> </tr> <tr> <td data-bbox="544 864 1289 974">Strengthen care and support in local communities – Develop and enhance support in local neighbourhood areas and bring care and support closer to home.</td> <td data-bbox="1289 864 1469 974">✓</td> </tr> <tr> <td data-bbox="544 974 1289 1088">Reduce Inequalities – Value all people alike, target our resources and attention to where it is most needed, giving equal priority to physical and mental health.</td> <td data-bbox="1289 974 1469 1088">✓</td> </tr> <tr> <td data-bbox="544 1088 1289 1200">Respond well to complex needs – Improve outcomes for children and adults with complex needs through personalised, co-ordinated support.</td> <td data-bbox="1289 1088 1469 1200">✓</td> </tr> </table>	A County infrastructure that drives productivity, supports economic prosperity and sustainable public services		Safe, vibrant and well-balanced communities able to enjoy and benefit from the natural environment		Fairer life chances and opportunity for all		Improved health and wellbeing and more people living healthy and independent lives for longer	✓			Improve the health and wellbeing of the population – Enable people to live socially connected, healthy, independent lives, promote early intervention and prevent avoidable illness.	✓	Provide the best care and support to children and adults – Ensure safe, sustainable, effective, high quality person-centred support in the most appropriate setting.	✓	Strengthen care and support in local communities – Develop and enhance support in local neighbourhood areas and bring care and support closer to home.	✓	Reduce Inequalities – Value all people alike, target our resources and attention to where it is most needed, giving equal priority to physical and mental health.	✓	Respond well to complex needs – Improve outcomes for children and adults with complex needs through personalised, co-ordinated support.	✓
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<p>Financial, Legal, HR, Social value and partnership Implications:</p>	<p>A key purpose of the Integrated Health & Care strategy is to work in partnership across an integrated care system to deliver on the quadruple aim:</p> <ul style="list-style-type: none"> - improve outcomes in population health and healthcare - tackle inequalities in outcomes, experience and access - enhance productivity and value for money - help the NHS support broader social and economic development. 																				
<p>Equalities Implications:</p>	<p>Equalities Impact Assessments are undertaken in conjunction with major service changes.</p>																				
<p>Risk Assessment:</p>	<p>The proposal on upward reporting seeks to strike a balance on proportionate reporting that keeps the Board informed on delivery progress whilst enabling it to horizon scan for future partnership opportunities.</p>																				

1. Background

- 1.1. National guidance outlines that the Integrated Health & Care strategy sets the direction for the system across the area of the integrated care partnership, setting out how all partners can deliver more joined-up, preventative and personalised care. There is a strong emphasis in the guidance on the need to do things radically different, including going beyond the historic lens of joining up health and care services.
- 1.2. The first version of a Somerset Integrated Health & Care strategy was published in June 2023, following sign-off from Somerset Board Chair, Councillor Bill Revans. It was developed following stakeholder engagement undertaken in early 2023 and reflecting the views captured under the existing transformation programme within the area.
- 1.3. At the time, it was acknowledged that the strategy reflected current strategic intent and signalled an important step forward, however there was also an expectation that the thought-leadership provided via the Somerset Board would help to stretch the ambition of the strategy towards achieving the aim of radically thinking beyond the integration of health and care services. It was also acknowledged that whilst the five-year term of the strategy was helpful to frame meaningful plans, more long term – generational – approaches to planning was required to truly address health inequalities and embed a preventative ethos within local communities.

2. Improving Lives and Integrated Health and Care Priorities and Outcomes

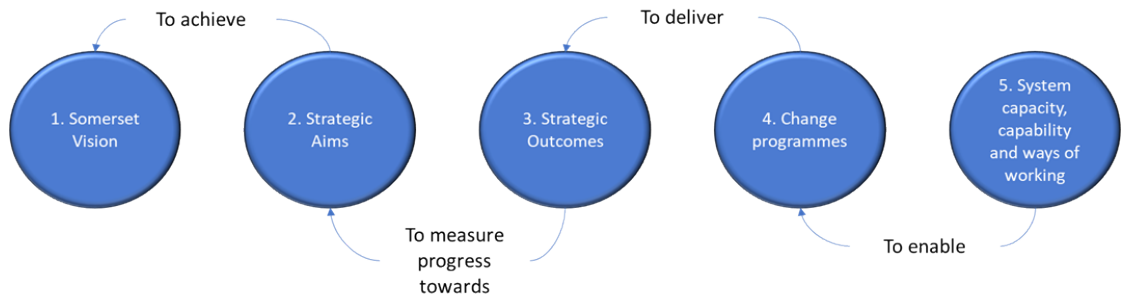
- 2.1. The Integrated Health & Care strategy outlines our vision and ambition for Somerset, a commitment to 'a left shift' towards a more preventative model supporting the growth of community assets and developing social value. It was framed around seven strategic aims.



2.2. Early progress:

With the strategic vision and aims set out, attention has moved to developing the system capacity, capability and ways of working to deliver it:

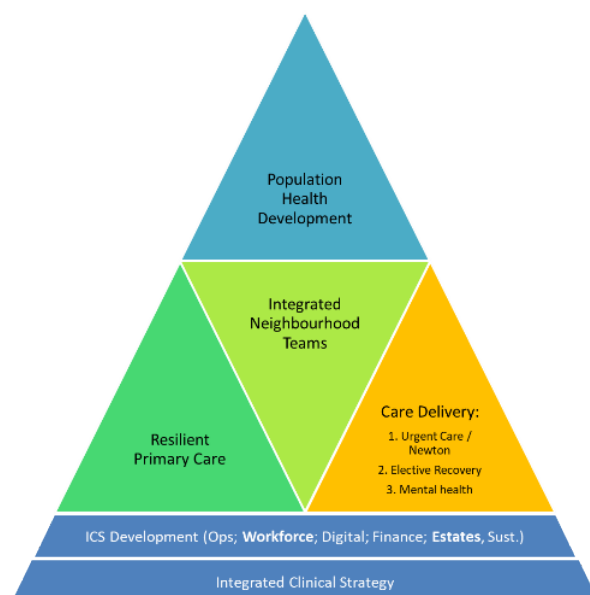
Fig ii; strategic components



2.3. Considerable organisational change preceded the publication of the strategy with mergers within the Foundation Trust's; across district and unitary councils; and with the Integrated Care Board replacing the Clinical Commissioning Group. Consequently, a feature of the second half of 2023 has been establishing governance, role restructuring and developing new ways of working within organisations.

2.4. In addition, progress has been made to develop cross-organisational 'system-level' governance; new ways of working between organisations; a common leadership mindset, and the adoption of change methods. Early focus has been placed on fostering an environment that encourages teams to work across traditional organisational boundaries on the personalised needs of people within Somerset. Examples of this work is set out in section 2.6 below.

2.5. Whilst each organisation has maintained internal change programmes, a list of system change programmes is in development. At the heart of this is a need to develop integrated working at neighbourhood level not only to enable personalised care delivery but to support the development of social value within



communities. The programme of work to develop successful integrated neighbourhood teams is at the heart of our transformation plans with close working with Council partners to ensure links are made to Local Community Networks.

2.6. A summary of achievements during 2023 is as follows:

- Winner of the NHS Parliamentary Awards on population health work to better address the health needs of the homeless population and other inclusion groups;
- The current roll-out of AI machine learning to identify and support people most at risk of admission – now extended to 10 Primary Care Networks. This has recently featured on BBC Radio 4 Today programme;
- Development of a local CVD Dashboard, now with 54 practices signed up to support a whole system approach to secondary prevention of cardiovascular disease, starting with a whole system priority of case finding and optimisation of people with hypertension;
- ICB signature of the Armed Forces covenant in May 2023, and steps to establish Armed Forces Link Workers and Hubs within the County;
- Establishing a System Coordination Centre (with real time data) to improve the timely flow of people needing urgent care and support;
- Memorandum of Understanding with the VCFSE sector signed in September 2023;
- Delivered a programme of scenario-planning exercises visioning the talent needed within health and care in 2038 to enable improved long-term workforce planning;
- 90% of General Practices technically enabled to provide patients access to view their own GP record via the NHS App. Uptake of the App in Somerset is now at 50% of people aged 13+;
- Dedicated support to the West Somerset Primary Care Network (PCN) to improve care coordination and delivery within the area;
- Joint commissioning of the Your Care Your Way transformation programme to ensure that following a hospital stay, people can access the most appropriate support.

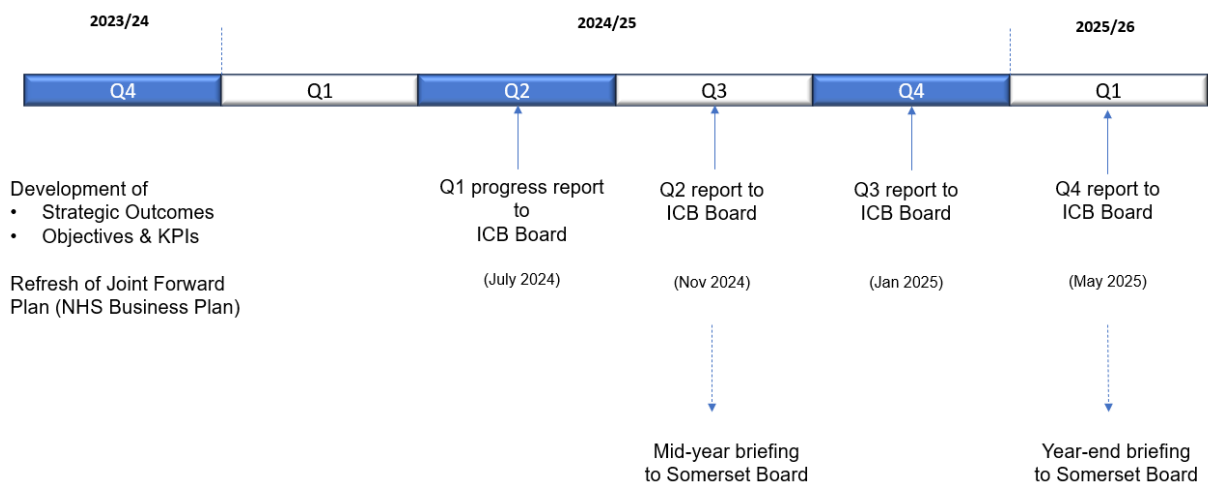
2.7. Next Steps

- Whilst Initial steps have been taken to establish both the system capacity and capability required to deliver the strategy, and to frame a change programme to deliver on the commitments made within it; it is only the beginning of the journey.
- A priority for Jan-Mar 2024 is the development of Strategic Outcomes that provide True-North / hero measures for system-wide transformation activities. Although the outcomes are likely to be long term (10-20 years), they will be supported by objectives and indicators that will enable the Somerset Board to assess both the actions/inputs being made and their impact. A schematic (fig iii) detailing the reporting frequency is set out below.

Given the broad reach of the Integrated Health & Care strategy, it is proposed that the focus of Outcomes work is on Early Years (first 1,000 days); people with long term conditions; and complex care / frailty.

- Although a Memorandum of Understanding has been agreed with the VCFSE sector, a priority is turning that commitment into meaningful involvement of the sector in both the delivery of the strategy, and the ongoing refresh.
- Finally, since the time of approving the strategy, the underlying financial position across all organisations within the system has become more acute. Attention is being given as to how the financial context can be used as an accelerant of transformational change by collectively seeking to understand and meet the personal needs of Somerset residents in the most effective and efficient way.

Fig iii: Somerset Board reporting timeline



3. Consultations

3.1. Engagement was undertaken by HealthWatch in the development of the strategy. Specific consultation has taken place with residents regarding the Reconfiguration of Stroke services, and the outcome of that consultation is currently being fed into the Decision-making Business Case that will be brought to the Integrated Care Board in January 2024. The ICB Communications team is developing a wider programme of engagement and involvement over the strategy delivery and refresh.

4. Request of the Board and its members

4.1. As set out in the Health and Care Act 2022, the primary purpose of Integrated Care Partnerships (ICP) is to prepare, maintain and to publish an integrated care strategy that sets out how assessed needs (from the joint strategic needs assessments) can be met through the exercise of the functions by partner organisations in the Somerset ICS, including the Somerset Integrated Care Board, the Local Authority and providers of health services.

In addition, the ICP will:

- Ensure that adequate engagement underpins the preparation of the strategy, including the involvement of HealthWatch.
- Receive progress reports on the delivery of strategic outcomes against the aims of the strategy;
- Maintain an overview that the strategic aims of the strategy are being delivered through system partnership;
- Consider whether the current Strategy should be revised upon publication of an updated Joint Strategic Needs Assessment;
- Have regard to the NHS Mandate, any guidance issued by the Secretary of State, and the local Somerset Health and Wellbeing Strategy;
- Create a space to develop and oversee population health strategies to improve health outcomes and experiences;
- Support integrated approaches and subsidiarity;
- Be open and inclusive in strategy development and leadership, involving people, communities and partners to utilise local data and insights

4.2. Board members are therefore asked to note the early progress made with regards to the delivery of the strategy and to confirm their acceptance over the proposal to provide updates to the Board (via the Integrated Care Board).

5. Background papers

5.1. Board members are asked to note the published Integrated Health & Care Strategy for Somerset available [here](#).

6. Report Sign-Off

6.1

Report Sign off	Seen by:	Name	Date
	Relevant Senior Manager / Lead Officer (Director Level)	Trudi Grant	Click or tap to enter a date.
	HWBB chair & Leader of the Council	Bill Revans	Click or tap to enter a date.
	Executive Member (if applicable)	Adam Dance	Click or tap to enter a date.
	Monitoring Officer (Somerset Council)	David Clark	Click or tap to enter a date.
	Somerset Integrated Care Partnership Chair	Paul Von Der Heyde	06/12/23