



Annual General Meeting

28 June 2017

Working Together to Improve Health and Wellbeing

The Somerset System-wide Vision

People in Somerset will be encouraged to stay healthy and well through a focus on:

Building
SUPPORT
for people in our
local communities

Supporting
**HEALTHY LIFESTYLE
CHOICES**
to be the easier
choices

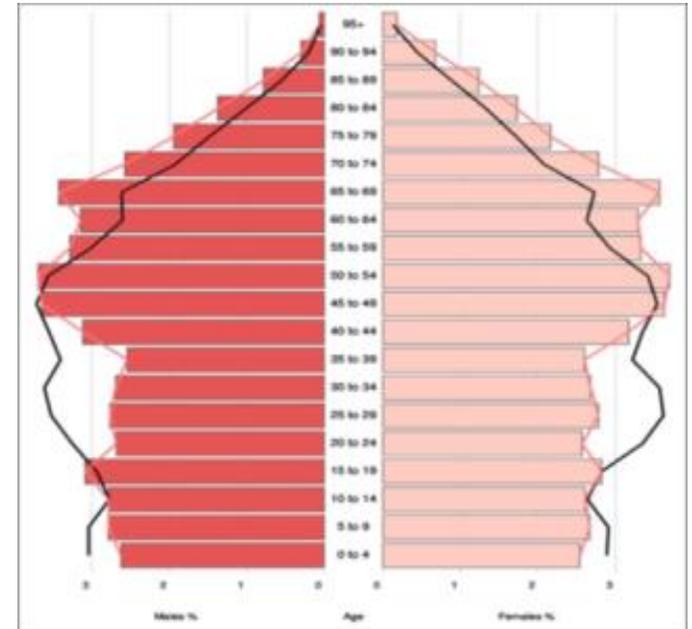
Supporting people
to **SELF-CARE** and
be actively engaged
in managing their
condition

When people need to access care or support this will be through joined up health, social care and wellbeing services. This result will be a healthier population with access to high quality care that is affordable and sustainable.

The challenges we face in Somerset

Most people in Somerset enjoy good health, however:

- Higher than average older population
- Life Expectancy in Somerset is higher than the national average and is increasing
- Healthy life expectancy has not increased to the same extent as life expectancy
- In Somerset 9,100 people are estimated to have dementia. This is projected to increase to 15,200 by 2030



The challenges we face in Somerset

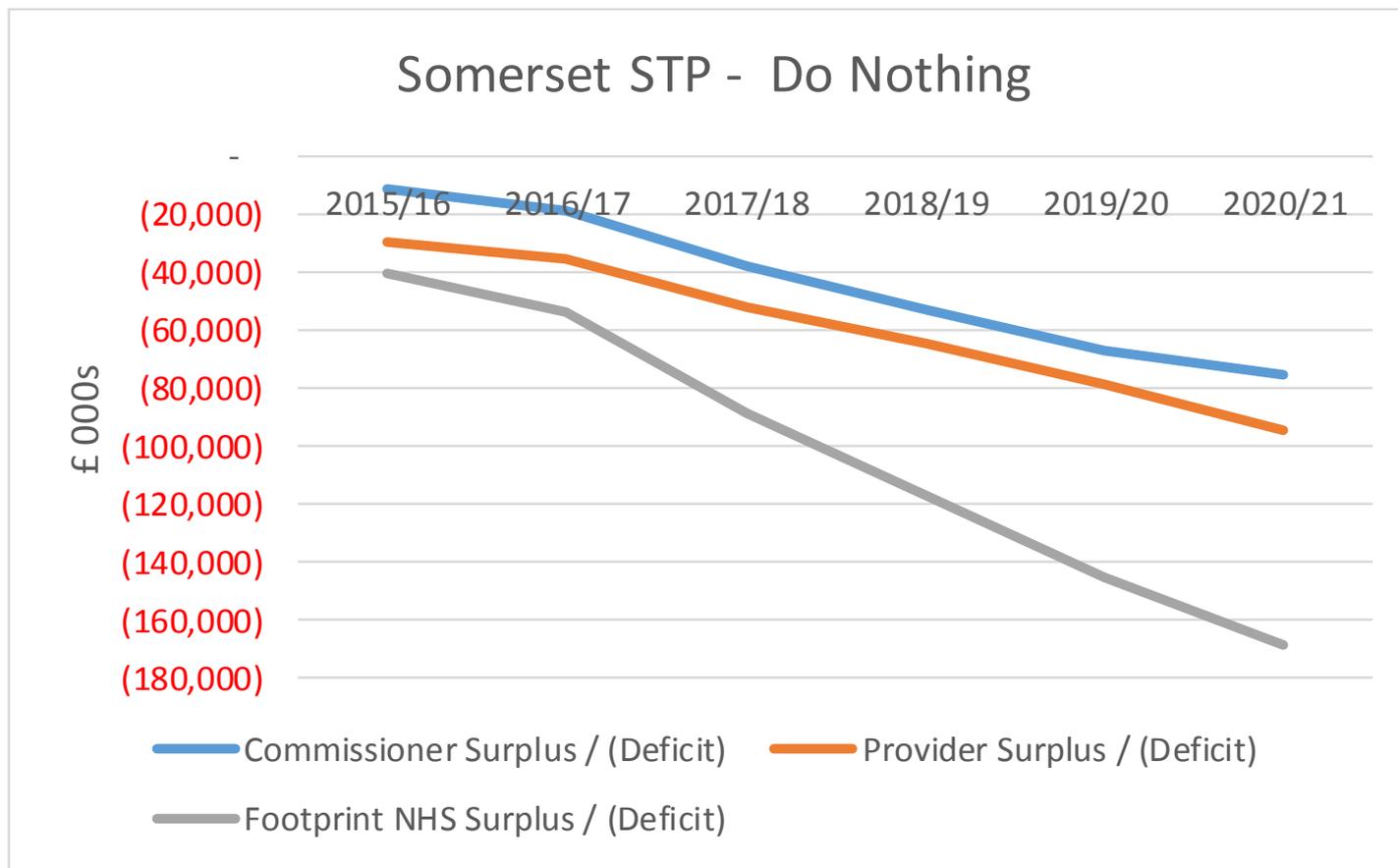
- Somerset has higher levels of adults with depression
- 66.1% of adults are overweight or obese
- High prevalence of hypertension (high blood pressure)
- Each year there are more than 1000 strokes in Somerset, although this figure is reducing
- Somerset has one of the highest levels of cancer prevalence in England

The challenges we face in Somerset

- Workforce recruitment and retention challenges:
 - GPs
 - 24% aged over 55 years and c45% will be in 5 years
 - In some practices 100% of GPs are already over 55 years
 - Many vacancies – partners and salaried
 - Similar profiles for the practice nurses
 - District Nursing
 - Acute nurses and midwives
 - Medical workforce retention and recruitment
 - Community pharmacists
- Significant amount of locum/agency expenditure in Primary Care, Community Services and elements of Acute service provision

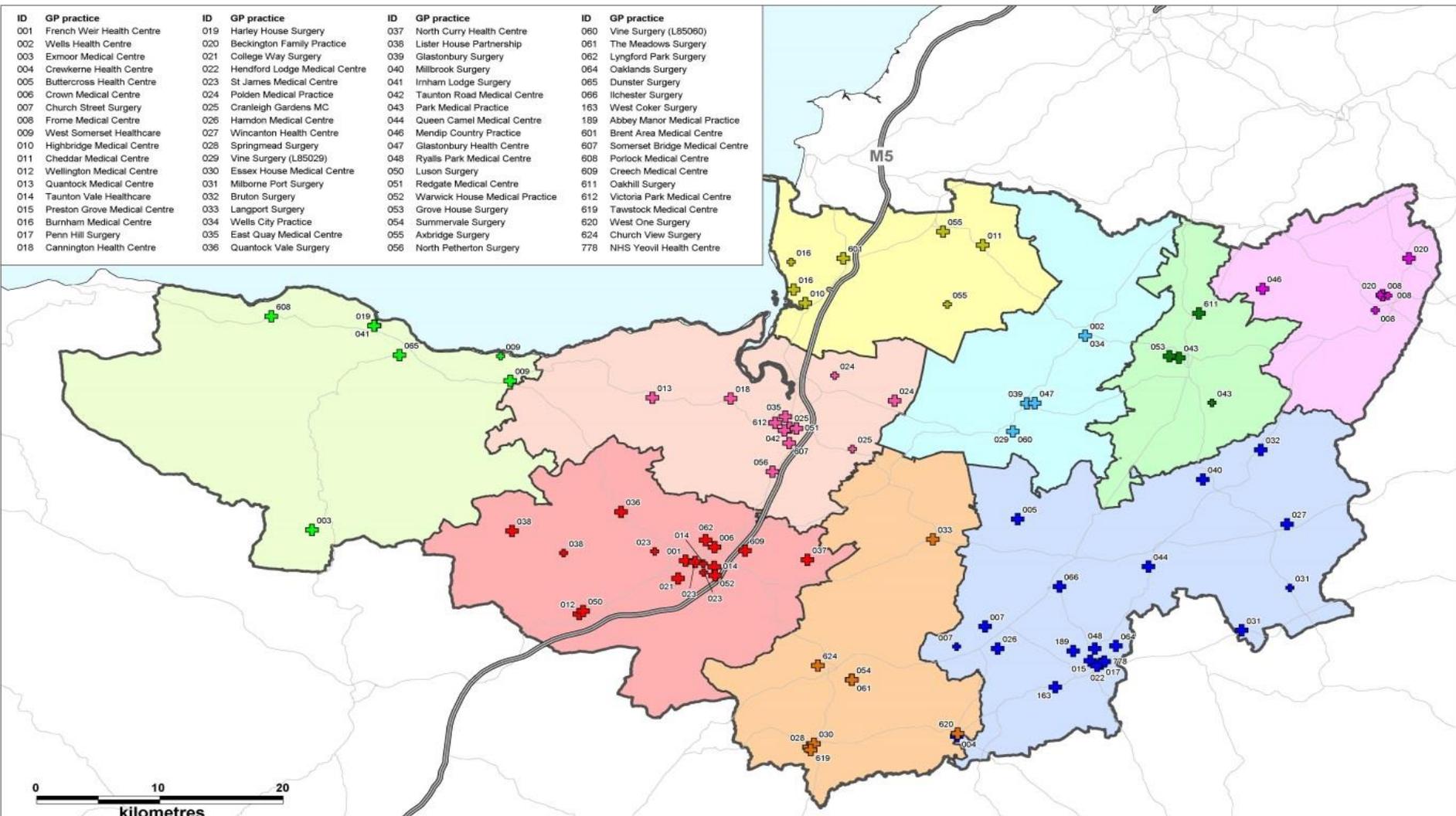
The challenges we face in Somerset

- Significant financial challenges:



Our GP commissioning localities

ID	GP practice	ID	GP practice	ID	GP practice	ID	GP practice
001	French Weir Health Centre	019	Harley House Surgery	037	North Curry Health Centre	060	Vine Surgery (L85060)
002	Wells Health Centre	020	Beckington Family Practice	038	Lister House Partnership	061	The Meadows Surgery
003	Exmoor Medical Centre	021	College Way Surgery	039	Glastonbury Surgery	062	Lyngford Park Surgery
004	Crewkerne Health Centre	022	Hendford Lodge Medical Centre	040	Millbrook Surgery	064	Oaklands Surgery
005	Buttercross Health Centre	023	St James Medical Centre	041	Irnham Lodge Surgery	065	Dunster Surgery
006	Crown Medical Centre	024	Polden Medical Practice	042	Taunton Road Medical Centre	066	Ilchester Surgery
007	Church Street Surgery	025	Cranleigh Gardens MC	043	Park Medical Practice	163	West Coker Surgery
008	Frome Medical Centre	026	Hamdon Medical Centre	044	Queen Camel Medical Centre	189	Abbey Manor Medical Practice
009	West Somerset Healthcare	027	Wincanton Health Centre	046	Mendip Country Practice	601	Brent Area Medical Centre
010	Highbridge Medical Centre	028	Springmead Surgery	047	Glastonbury Health Centre	607	Somerset Bridge Medical Centre
011	Cheddar Medical Centre	029	Vine Surgery (L85029)	048	Ryalls Park Medical Centre	608	Porlock Medical Centre
012	Wellington Medical Centre	030	Essex House Medical Centre	050	Luson Surgery	609	Creech Medical Centre
013	Quantock Medical Centre	031	Milborne Port Surgery	051	Redgate Medical Centre	611	Oakhill Surgery
014	Taunton Vale Healthcare	032	Bruton Surgery	052	Warwick House Medical Practice	612	Victoria Park Medical Centre
015	Preston Grove Medical Centre	033	Langport Surgery	053	Grove House Surgery	619	Tawstock Medical Centre
016	Burnham Medical Centre	034	Wells City Practice	054	Summervale Surgery	620	West One Surgery
017	Penn Hill Surgery	035	East Quay Medical Centre	055	Axbridge Surgery	624	Church View Surgery
018	Gannington Health Centre	036	Quantock Vale Surgery	056	North Petherthon Surgery	778	NHS Yeovil Health Centre



NHS Somerset Clinical Commissioning Group

Commissioning Localities and GP Surgeries

GP Practice

- ⊕ Main surgery (72)
- ◆ Branch surgery (within Somerset) (15)

Commissioning Locality

- Bridgwater Bay Health
- Central Mendip
- Chard, Crewkerne & Ilminster
- East Mendip
- North Sedgemoor
- South Somerset Healthcare
- Taunton & Area
- West Mendip
- West Somerset

South, Central and West
Commissioning Support Unit
scwcu.HealthGIS@nhs.net - 17 Jan 2017
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Ordnance Survey 100006031.
Contains Royal Mail data © Royal Mail
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GP Provider / Locality developments

- GP Commissioning Localities in South Somerset, Taunton Deane and the Mendips have been at the forefront of designing and testing new models of care, known locally as Test and Learns
- West Somerset, North Sedgemoor and Chard, Langport, Ilminster and Crewkerne (CLICK) have also been piloting smaller scale schemes
- The impact on both the lives of people that used these services and on the need of other services is currently being evaluated
- Both patients and staff are reporting positively on these services

Responding to the Challenges for Primary Care in Somerset in 2016/17

- Co-commissioning with NHS England
- Continuation of the Somerset Practice Quality Scheme (SPQS) pilot to promote person-centred care
- Funding a Clinical Leadership Programme
- Providing funds to support resilience, practice collaboration and IT developments
- Sharing and promoting positive developments via the Primary Care Development Forum

Responding to the Challenges for Primary Care in Somerset in 2017/18

- Possible full delegation of primary medical services in 2018/19. Our application for 2017/18 was withdrawn
- Learning from South Somerset Vanguard and other primary care innovators and spreading the learning
- Enhanced primary care is a key element of the Sustainability and Transformation Plan (STP)

Somerset CCG Strategy / Sustainability and Transformation Plan

- The Somerset CCG five year strategy:
 - Theme 1: Encouraging communities and individuals to take more control of and responsibility for their own health and well being
 - Theme 2: Developing joined up person centred care
 - Theme 3: Transforming the effectiveness and efficiency of urgent and acute care across all services
 - Theme 4: Sustaining and continuously improving the quality of services
- Now superseded by Somerset Sustainability and Transformation Plan (STP)

Strategic Theme 1: Encouraging communities and individuals to take more control of and responsibility for their own health and wellbeing - What we achieved in 2016/17

- Health Connectors and Health Coaches
- West Somerset Living Better project - This resulted in the change to use Village Agents for social prescribing and expansion of a Complex Care service
- Stroke prevention - Completing a joint project with all practices to review patients with atrial fibrillation to ensure they are best managed to reduce the risk of having a stroke
- Early Supported Discharge Team - A county wide service for stroke was fully implemented, and now trialling using this approach for a small number of people with acquired brain injuries
- Reduced rates of women smoking in pregnancy
- Partnership working through the Somerset Health and Wellbeing Board and with public health colleagues

Strategic Theme 1: Encouraging communities and individuals to take more control of and responsibility for their own health and wellbeing – Patient Story



Strategic Theme 2: Developing joined-up, person-centred care – What we achieved in 2016/17

- Motivational Interviewing training for practitioners
- Personalised Care Planning training – 82 practitioners in year
- Setting up support service to assist in the embedding of person centred care in practices
- Mini ‘My Life Plan’ - used as a pre-appointment planner or for people with less complex conditions
- Patient Activation Measure
- More use of Assistive Technology

Strategic Theme 2: Developing joined-up, person-centred care - What we achieved in 2016/17

- Development of new and enhanced Child and Adolescent Mental Health Services (CAMHS):
 - New Community Eating Disorders Service for children and young people is in place
 - Schools' Health and Resilience Education (SHARE) service has been procured and is in the implementation phase
 - Joined up working with the Local Authority to commission a new service which will support children, young people and families affected by sexual abuse

Strategic Theme 2: Developing joined-up, person-centred care - What we achieved in 2016/17

- A collaborative Somerset Dementia Strategy Action Plan has been developed to deliver against the joint Somerset Dementia Strategy and action is in place to improve early diagnosis
- Somerset Integrated Digital electronic Record (SIDeR) - Introduced information sharing solutions to improve direct patient care
- Shepton Mallet Health Campus - awarded a new service contract with Care UK in collaboration with Somerset Partnership NHS Foundation Trust

Strategic Theme 2: Developing joined-up, person-centred care - Patient Story



Strategic Theme 2: Developing joined-up, person-centred care - Patient Story



Strategic Theme 3: Transforming the effectiveness and efficiency of urgent and acute care across all services - What we achieved in 2016/17

- An Accident and Emergency Delivery Board for Somerset wide improved cohesion of services
- Successful winter planning arrangements were put in place to ensure patients had access to services
- Working across Somerset Health and Care providers and commissioners to reduce Delayed Transfers of Care
- Ambulance Response Programme pilot
- GP 999 car scheme was put in place with 78% of patients treated in the community
- Urgent Connect service has resulted in 177 patients avoiding attending hospital

Strategic Theme 3: Transforming the effectiveness and efficiency of urgent and acute care across all services - What we achieved in 2016/17

- Established a Somerset wide Elective Care Delivery Board to ensure more joined up work across providers Ed
- Rolled out Consultant Connect which enables GPs to access immediate Consultant advice and guidance for both urgent and elective care
- Worked to reduce variations in outpatient referrals to secondary care from GP practices to ensure that there is an awareness of the alternatives
- Introduction of Patient Initiated Follow Ups across all providers
- More jointed up Musculoskeletal pathway for patients
- Collaborative approach to sustaining and delivering a Dermatology service. Working with United Hospital Bristol NHS Foundation Trust to deliver a service at Musgrove Park Hospital, Taunton

Strategic Theme 3: Transforming the effectiveness and efficiency of urgent and acute care across all services - Patient Story



Strategic Theme 4: Sustaining and continuously improving the quality of all our services - What we achieved in 2016/17

- Continued to focus on developing a patient safety culture across all our providers.
- Continuing to reduce healthcare acquired infections and learning from investigations
- Continued to drive quality improvement ensuring recommendations from CQC inspections of NHS providers are effectively implemented and sustained.
- Learning from the CQC inspection of Somerset Court and improving commissioning for learning disability placements
- Maintaining a focus on sustainable high quality care in the Somerset Sustainability and Transformation programme
- Transforming Continuing Health Care
- Improving the effectiveness of medicines management



Strategic Theme 4: Sustaining and continuously improving the quality of all our services - What we achieved in 2016/17

- Maternity Services – Somerset early adopter of Better Births
- “Whose shoes” stakeholder engagement event held 12 April 2017



Strategic Theme 4: Sustaining and continuously improving the quality of all our services - What we are doing now

- Workforce planning, drawing on the National Quality Board's resources, measure and improve efficient use of staffing resources to ensure safe, sustainable and productive services
- Quality Equality Equity Impact Assessment to ensure services changes are consistently assessed
- Review of safeguarding arrangements for vulnerable people
- CAMHS and Mental Health 5 Year Forward View (FYFV)
- Using existing improvement methodology to monitor ED overcrowding through the SHINE project
- Monitoring clinical pathway performance to ensure “no patient harm” is occurring as a consequence of poor performance

Strategic Theme 4: Sustaining and continuously improving the quality of all our services - What we are doing now

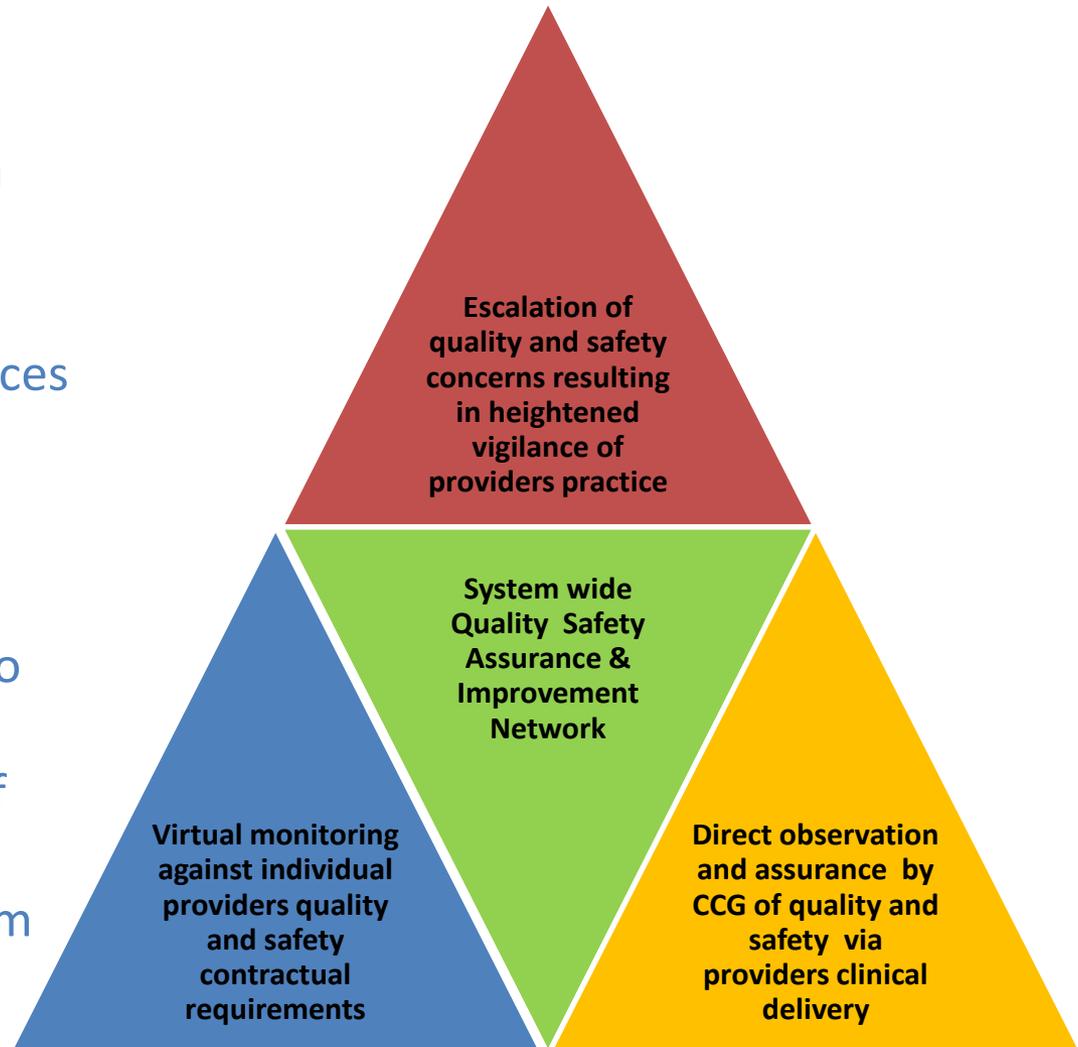
- Participate in the annual publication of findings from reviews of deaths, including avoidable death
- Rolling out across all Somerset Providers the Learning Disabilities Mortality Review (LeDeR) Programme which aims to make improvements to the lives of people with learning disabilities (Confidential Inquiry into premature deaths of people with intellectual disabilities)



Strategic Theme 4: Sustaining and continuously improving the quality of all our services - What we are doing now

Transforming how we work together to understand and improve quality and safety as a whole system:

- Better use of limited resources
- Increased level of direct observation of providers delivery of care
- Shared learning and focus to ensure Quality and Safety remains the driving focus of quality improvement in a financially challenged system



Engaging with Patients and People

Some of our achievements in 2016/17:

- A development day to encourage new lay members and explore different ways for patients and carers to get involved
- Development of the Somerset Engagement Advisory Group (SEAG) and local Health Forums as key engagement conduits for the STP
- Joint work with Healthwatch and the voluntary sector to hear the voices of marginalised or excluded groups
- Use of patient and carer experiences and feedback to measure the quality of our commissioned services

How we are working now - as part of the STP

- Much of the CCG programmes of work have now been subsumed within the Sustainability and Transformation Plan
- There are 6 key workstreams:
 - Out of Hospital Care
 - Acute Services
 - Prevention
 - Productivity and Efficiency
 - Commissioner Reform
 - Provider Reform
- These are underpinned by 4 key enablers:
 - Workforce and Organisational Development
 - Finance
 - Estates
 - Information Management and Technology
- And supported by key programme boards:
 - Elective Care Delivery Board
 - A&E Delivery Board

What we are doing now – Key Highlights

- **Out of Hospital Care:**
 - Enhanced primary care teams
 - Increased support for patients with Long Term Conditions and practitioners
 - Further Integrated Personal Commissioning (Personal Health Budgets)
 - Expanding the use of assistive technology
 - Tackle delayed discharges from hospital
- **Acute Services:**
 - Right Care - COPD, Falls prevention, frailty, chronic pain and circulatory
 - Review of a number of acute services at both Musgrove Park and Yeovil District Hospitals
 - Further rollout of advice and guidance through e-referrals
 - Ensuring the delivery of a sustainable dermatology Service
 - Cancer Pathway redesign
 - Liaison Psychiatry
- **Other Areas:**
 - Mental Health – Improved CAMHS and online counselling
 - Implementation of 7 priority areas to improve urgent and emergency care services
 - Shepton Mallet Health Campus

Constitutional Performance in 2016/17

Measure	Operational Standard	Somerset CCG	Taunton & Somerset NHS Foundation Trust	Yeovil District Hospital NHS Foundation Trust
18 Week RTT Incomplete Pathway Waiting Times	92%	89%	86%	91%
6 Week Diagnostic Waiting Times	99%	95%	92%	99%
Patient Treated Within 62 Days of GP Suspected Cancer Referral	85%	82%	81%	86%
A&E 4-Hour Wait To Admission, Transfer or Discharge	95%	94%	92%	94%

Performance highlights in 2016/17

Works Well:

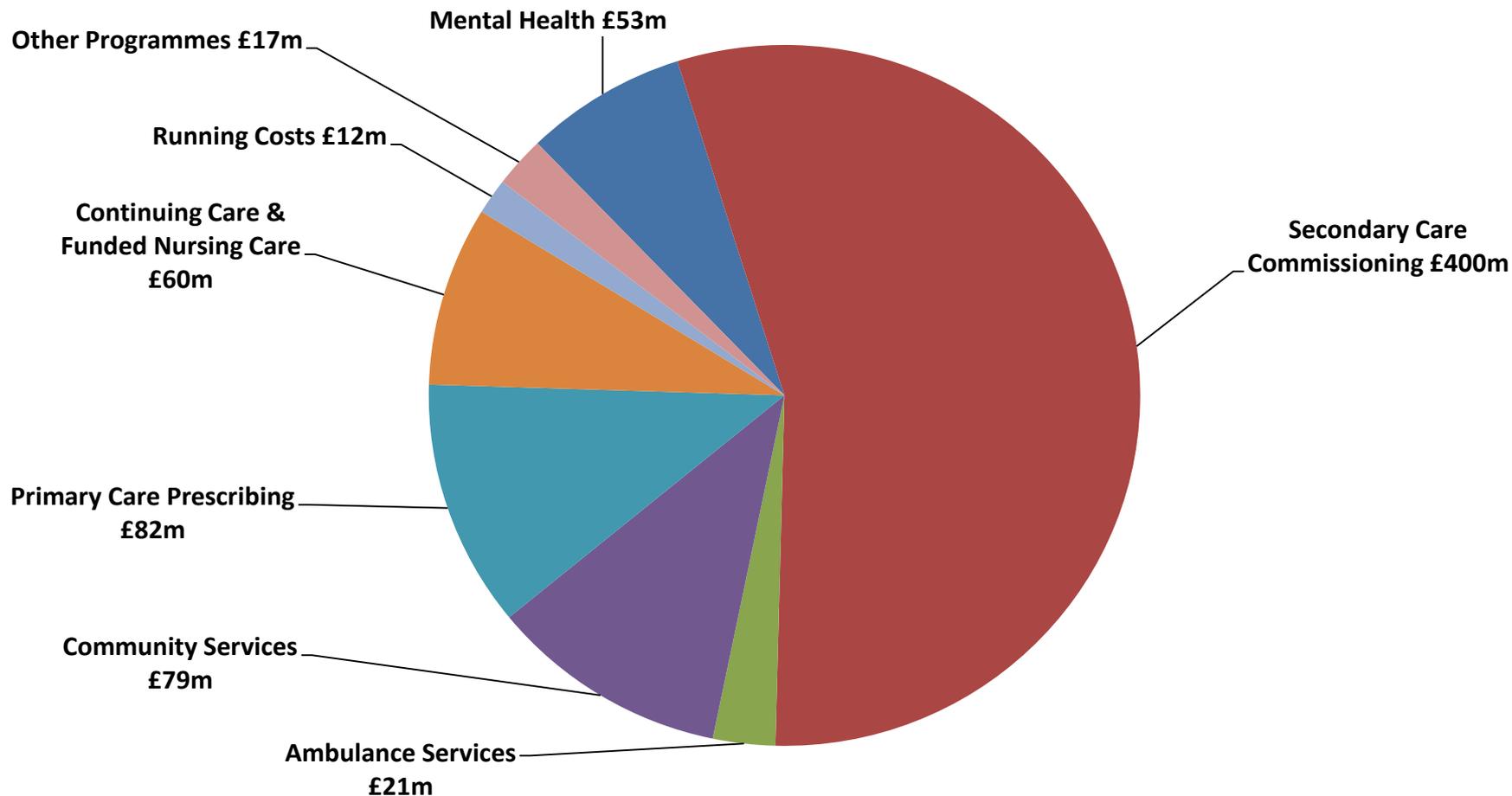
- 1% reduction in the number of GP referrals made through e-referrals system
- 12% reduction in the number of patients on a waiting list
- Reduction in the proportion of ambulance arrivals that exceed 30 minutes to handover to the hospital
- 15% of people enter talking therapies and 53% complete treatment and move to recovery

Needs Improvement:

- 89% of calls to the NHS111 Service were answered within 60 seconds
- 69% of immediately life threatening calls responded to within 8 minutes
- 9% of lost bed days due to a delayed discharge
- 2% increase in patients attending A&E
- 4% increase in emergency admissions

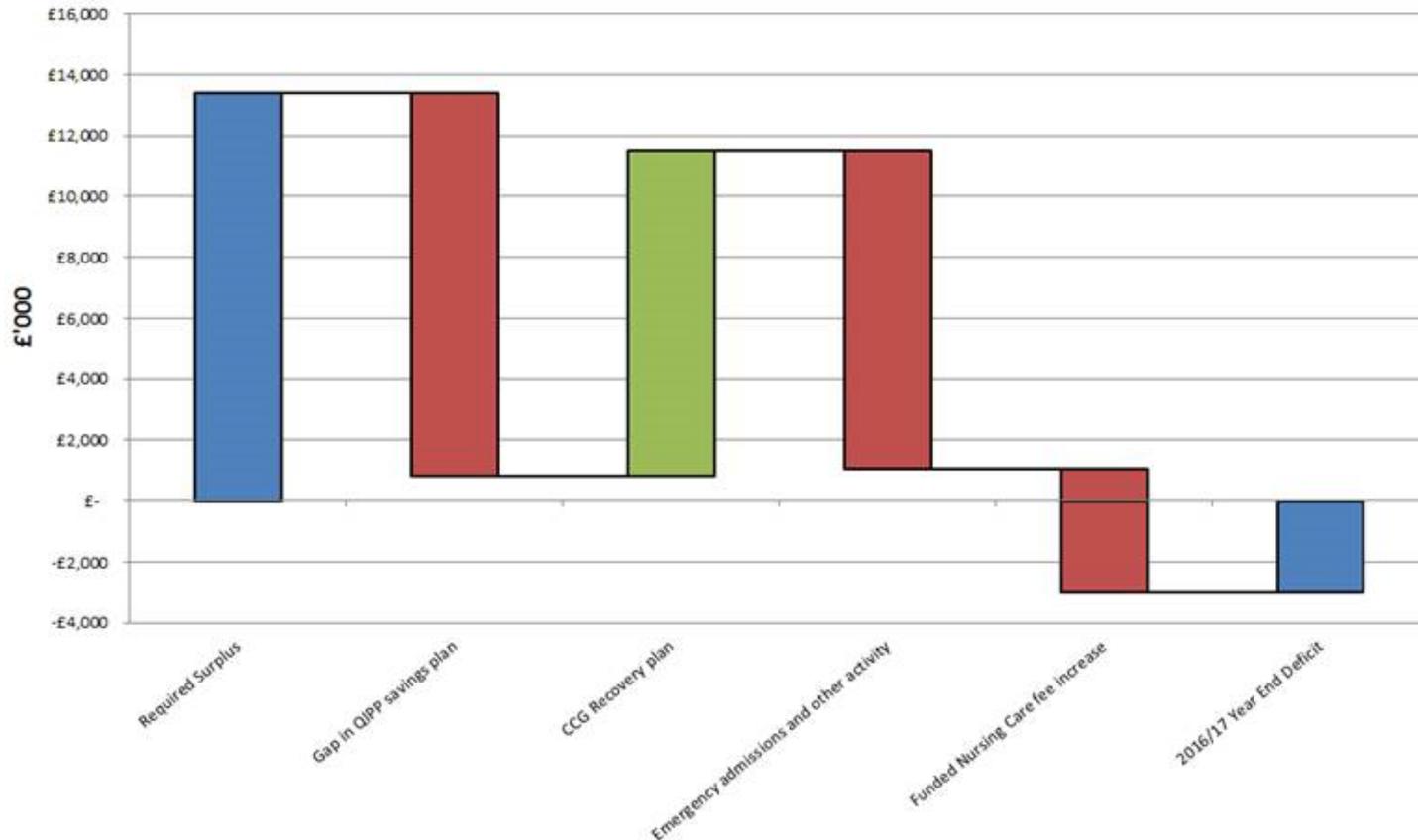
How we spend our money

Somerset CCG's budget for 2016/17 was £724m



More about money

More About Money - Why the Clinical Commissioning Group had a year end deficit



The Annual Report and Financial Accounts are available on the Somerset CCG website: <http://www.somersetccg.nhs.uk/publications/>

SOMERSET SUSTAINABILITY AND TRANSFORMATION PLAN (STP)

Delivering more with the same Not more of the same



What is a STP?

A Sustainability and Transformation Plans (STP) is a five year plan for the future of health and care services in your local area

NHS organisations have come together with local authorities and other partners to develop the plans in 44 areas of the country

The purpose of Sustainability and Transformation Plans (STPs) is to help ensure health and social care services are built around the needs of local people, designed and delivered in partnership.

It has a “triple aim”

The STP Triple Aim

The STP Triple Aim

- 1. Improve the population health of the people of Somerset*
- 2. Improve the experience of care*
- 3. Reduce the per capita cost*

Built on a foundation of stronger communities and person centred care.

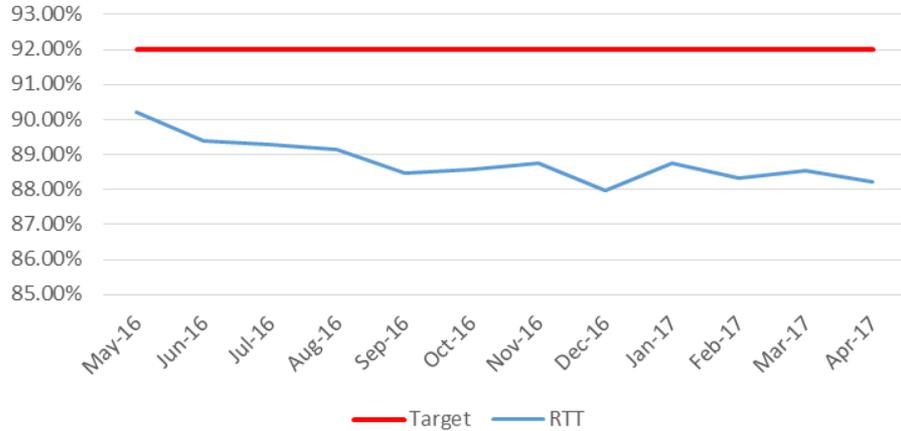
Why does the health care system in Somerset need to change?

- *People are getting more and more physical and mental health conditions*
- *We have a growing elderly population*
- *We have growing demand for treatment and its more complicated*
- *We don't have enough doctors, nurses, therapists or social workers*
- *Health and social care services need to be more joined up*

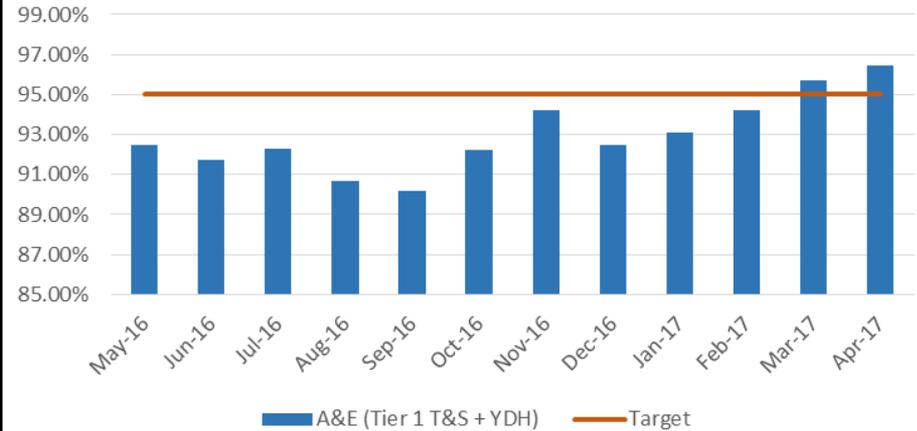
We predict that we will have a £175 million funding gap by 20/21 if we don't deliver services in a different way

Further Detail on Quality / Outcomes

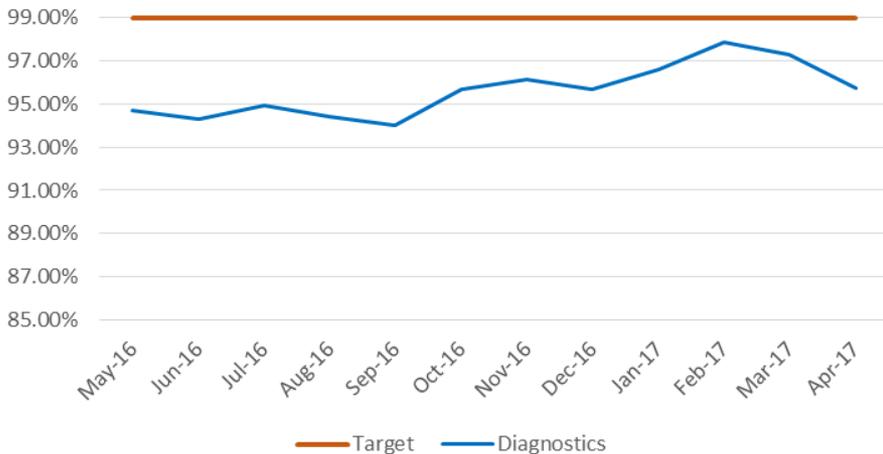
RTT : % of patients waiting less than 18 weeks
(Incomplete pathways)



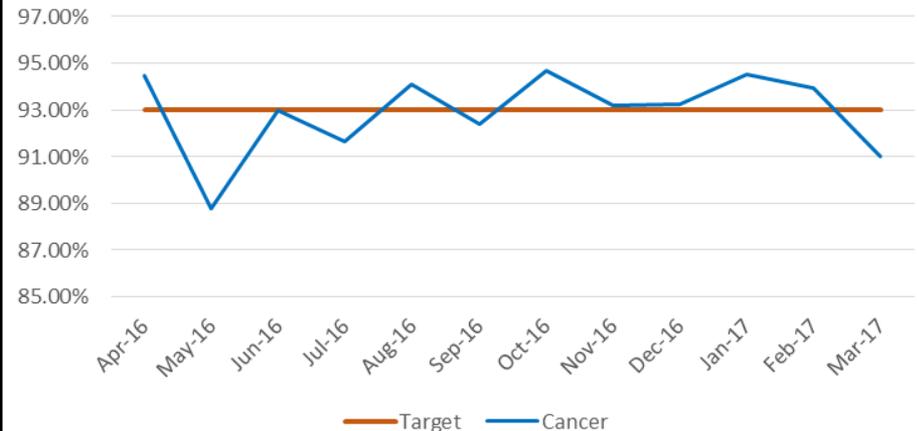
A&E : % of patients spending less than 4 hours in
A&E (T&S/YDH only)



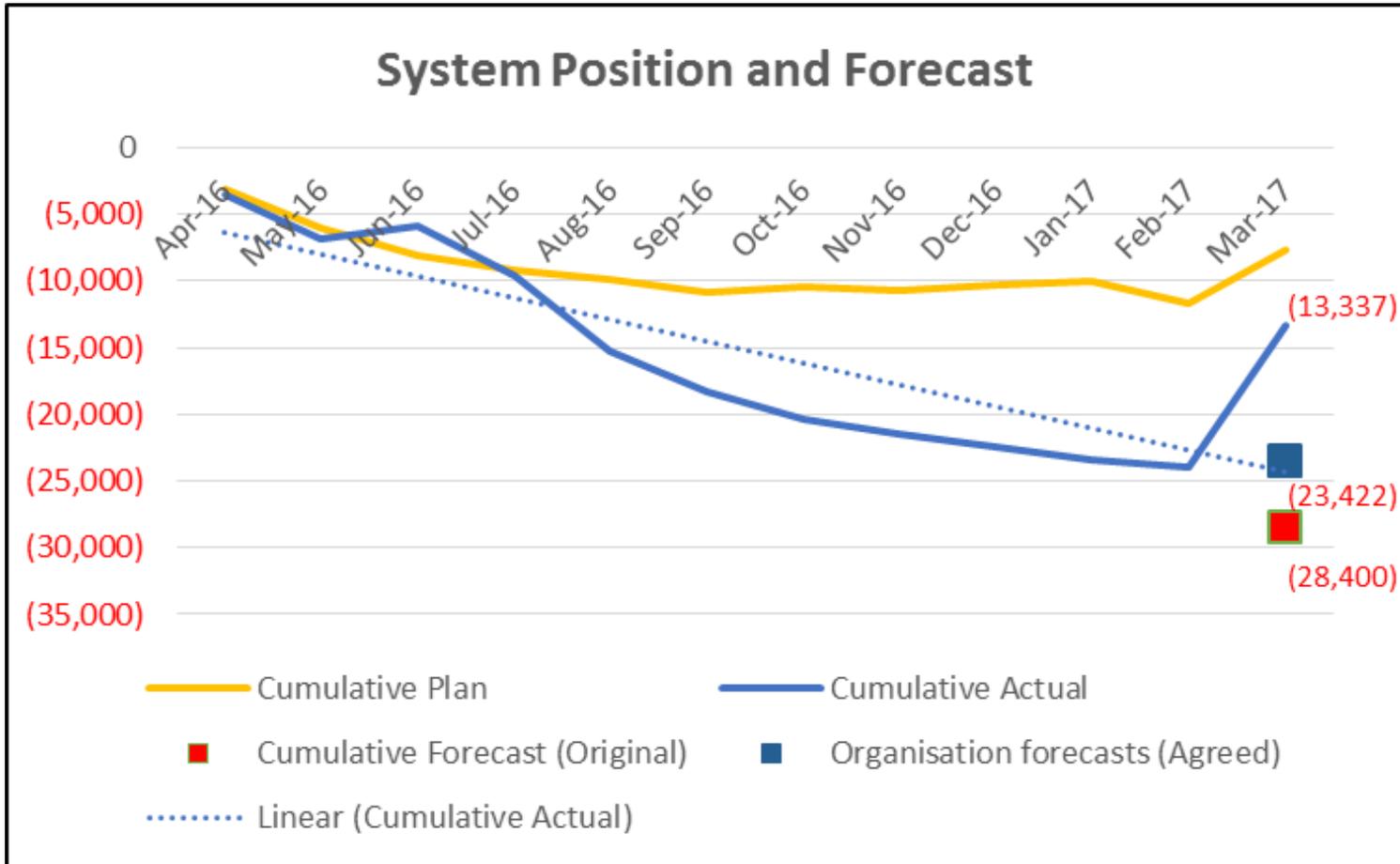
Diagnostics : % of Diagnostic Waits <6 Weeks



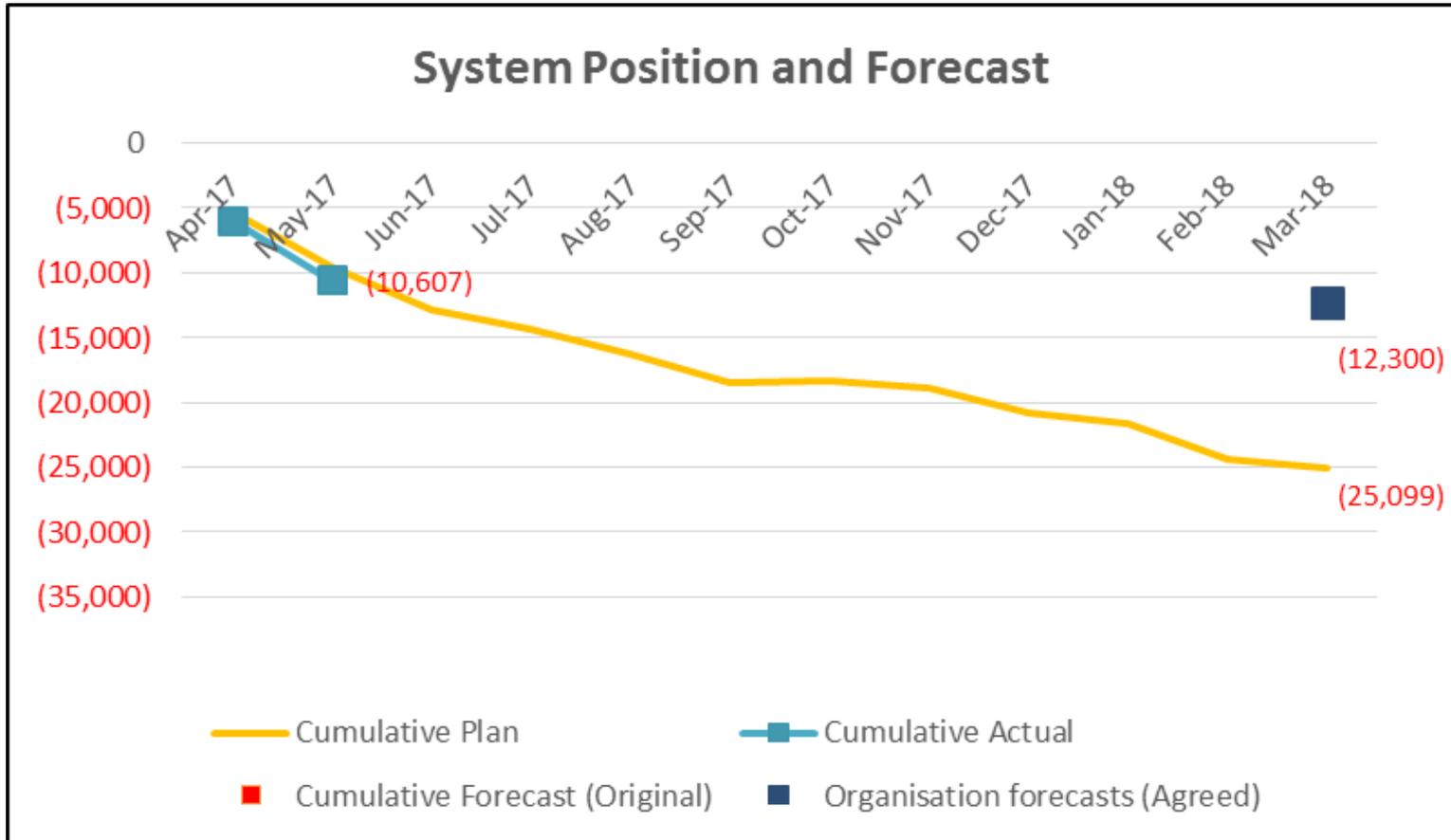
Cancer : % Seen within two weeks of urgent GP
or GDP referral of suspected cancer



Somerset STP Financial model 16/17



Somerset STP financial forward projection 17/18



What do we do?

We can't change the whole Somerset Health and Care system at once.

We need to start by:

- *IMPROVING THE HEALTH OF LOCAL PEOPLE , working TOGETHER*
- *RE-DESIGNING community health and family doctor services*
- *ENSURING OUR DISTRICT HOSPITAL SERVICES maintain a high quality and are financially sustainable*
- *Developing an ACCOUNTABLE CARE SYSTEM for Somerset*

Priority workstreams ready to engage on

We have established design groups to come up with ideas for improving services.

*Make the **FLOW OF PATIENTS** through hospital more efficient and effective*

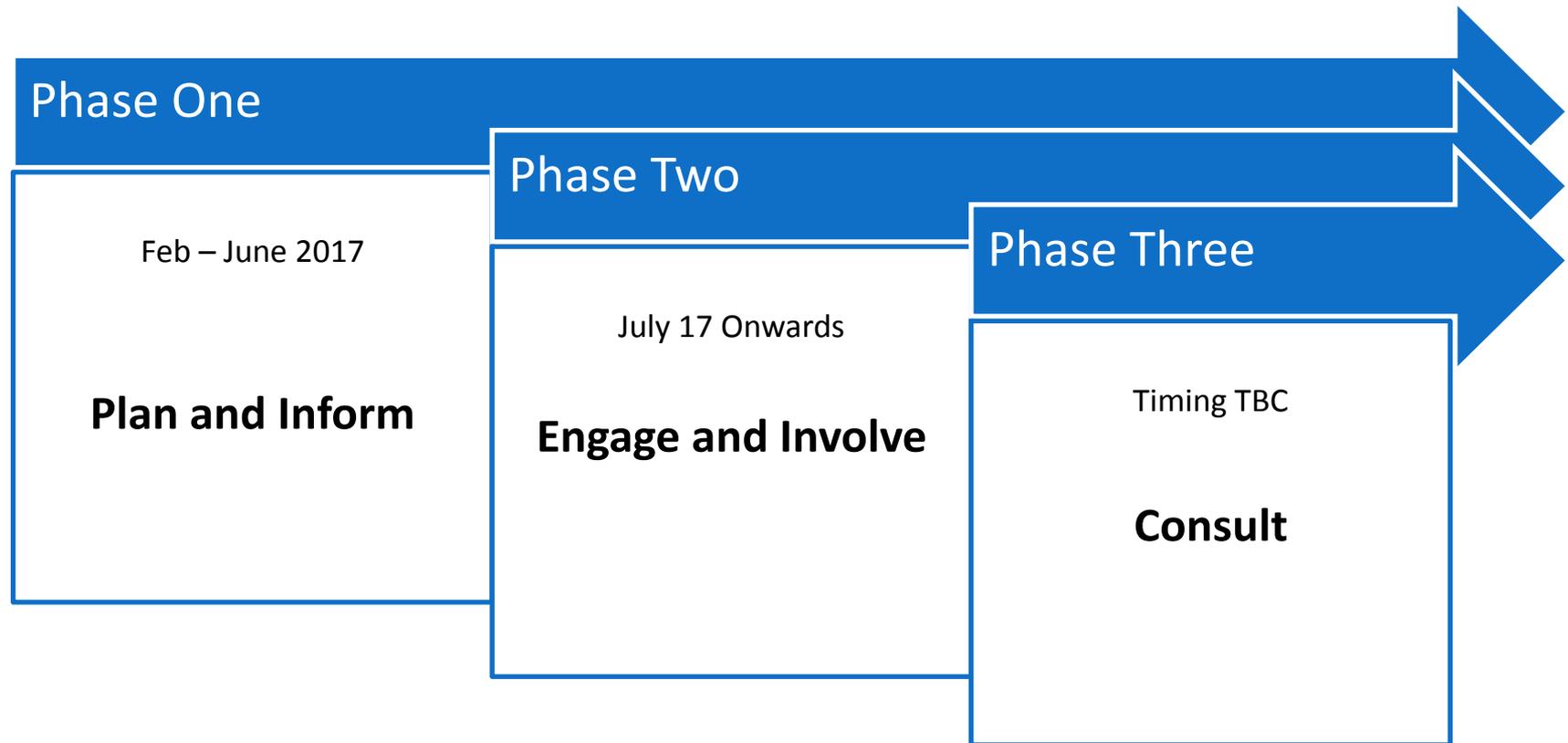
*Reduce the number of **DELAYED TRANSFERS OF CARE** from hospital*

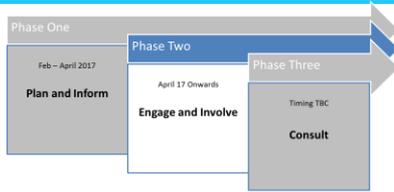
***DEVELOP A PSYCHIATRIC LIAISON SERVICE.** (A psychiatric liaison team works in district hospitals, for example in the A&E or in-patient wards. They provide psychiatric assessment and treatment to those patients who may be experiencing distress whilst in hospital)*

DESIGN AN ENHANCED PRIMARY CARE (GP practice / out of hospital) model of care

WORKED with the RICHMOND GROUP of charities to understand the opportunity for all Voluntary and Community Sector / Social Enterprise to support the STP

Our engagement and communication process





Phase Two – Engage and Involve

During this next phase we will:

- Work with patients, ‘experts by experience’, clinicians and staff affected by the specific changes to help to design new models of care
- Developing further accessible information to share with patients and the public, including key prevention and public health messages
- Establish a Patient Advisory Panel which will advise us on the best ways to make sure all sectors of the Somerset population are able to contribute to the STP, including children and young people
- Begin to collate feedback from engagement and involvement events to share with patients and the public and to inform our final proposals for consultation
- Start to develop case studies to show how services can change for the better

Strengthening the STP engagement and communication process

North Sedgemoor Health Forum	04/07/2017 6.30-8.30pm
Patient Participation Group Chairs	07-Jul-17
Somerset Engagement Advisory Group (SEAG)	10/07/2017 10.00-12.30pm
PPG Chairs Network	10/07/2017 1.30-5.00pm
Combined Taunton Deane and Bridgwater Bay Health Forum	10/07/2017 7.00-9.00pm
Healthwatch Somerset	10-Jul-17
Cabinet	10-Jul-17
Scrutiny for Adults and Health	12/07/2017 10.00 onwards
Somerset Health and Wellbeing Board	13/07/2017 10.00 onwards
West Somerset Health Forum	18/07/2017 6.30-8.30pm
Full County Council	19-Jul-16
	Aug-17
TST Patient Care Group	14 Aug 2017 2.00-4.30
Maternity Services Forum	15/08/2018 2.00-4.00pm

Working Together to Improve Health and Wellbeing



Any Questions

Somerset Clinical Commissioning Group Member and Staff Awards 2017

**Dr Ed Ford
Chair**

28 June 2017

Member and Staff Award Nominations

Fiona Abbey
CAMHS
Transformation Manager

Frome Medical Practice

Daniel Vincent,
Practice Manager,
Ryalls Park Medical Centre

Primary Care,
Community Services and
Acute Commissioning Team

Dermatology Team

Lydia Carmichael-Brown
Recruitment Lead and
Human Resources Advisor

The Care Home
Support Team

Sheryl Vincent
Commissioning Manager

Kevin Caldwell
Information Governance Officer

Community Services Team

South Somerset East Practices
(Bruton Surgery,
Millbrook Surgery,
Milborne Port Surgery,
Queen Camel Medical Centre,
Wincanton Health Centre)

Continuing Health Care Team

Urgent Care Team

Human Resources Team

Finance Team

Alison Rowsell Head of Urgent Care
Programme Management,
Helen Weldon, Quality Improvement
Manager (Quality Assurance)
and Alex Burn, Urgent Care
Commissioning Manager

Millbrook Surgery
Castle Cary

Adam Hann
Primary Care
Implementation Manager

Ryalls Park
Medical Centre
Yeovil

Elective Care Team

Dr Chris Absolon
Palliative Care Lead /
GP Patient Safety Lead

IM & T / Digital Team

Member and Staff Awards 2017

Six Award Categories:

- **Quality and Patient Safety Award**
- **Leadership Award**
- **Clinical Commissioning Group Staff Contribution Award**
- **Practices of the Year**
- **Clinical Commissioning Group Team Award**
- **Commissioning for Improvement / Collaborative Working**

Award Category:

Quality and Patient Safety Award

Criteria:

- A recognisable improvement in the quality and safety of local health care services, or changes that have been agreed and implemented, which will give rise to these in the near future.

Award available to:

- Clinical Commissioning Group Staff Teams
- Commissioning Localities
- Member Practices

Award Category: Leadership Award

Criteria:

- Recognition of an outstanding leader / champion who has led a Clinical Commissioning Group priority or project showing innovation, collaboration and courage.
- Outstanding leadership skills will have been demonstrated in working with stakeholders and colleagues to improve services for patients.

Award available to:

- Clinical Commissioning Group Staff
- Clinicians or staff from Member Practices

Award Category: Clinical Commissioning Group Staff Contribution Award

Criteria:

- Recognition of a CCG member of staff who has made a significant contribution within the CCG, who has shared good practice, who has worked towards embedding the CCG values and behaviours within their work and who has shown outstanding performance in their job role over the last 12 months.

Award available to:

- Clinical Commissioning Group Staff

Award Category: Practices of the Year

Criteria:

- Member practices that have made significant improvements to care for patients or innovations in working practices during the year.

Award available to:

- Member Practices

Award Category: Somerset Clinical Commissioning Group Staff Team Award

Category:

- A team who has provided a significant contribution to the Clinical Commissioning Group (CCG) which has helped to positively nurture the development of the organisation.
- This may be a team responsible for a project or process.
- A team that have demonstrated how they have used the CCG Values and Behaviours in their work.
- The team will have shown innovation, professionalism and creativity in making positive changes to ways of working in the CCG.

Award available to: Clinical Commissioning Group Staff Teams

Award Category: Commissioning for Improvement / Collaborative Working

Category:

- A team which has worked collaboratively across Somerset to improve services or make positive changes including improved productivity or financial savings to the commissioning of health care across a locality or wider area of the County.

Award available to:

- Clinical Commissioning Group Staff Teams
- Commissioning Localities
- Member Practices

**Thank you to everyone
who kindly made a nomination for the
Somerset Clinical Commissioning Group
Member and Staff Awards 2017**