

BNSSG ICB Annual General Meeting 2023/24

Jeff Farrar
Chair



Welcome

- Annual Review
- Financial Review
- Spotlight: Black Maternity Matters
- Question & Answers
- Showcase & Photography Exhibition



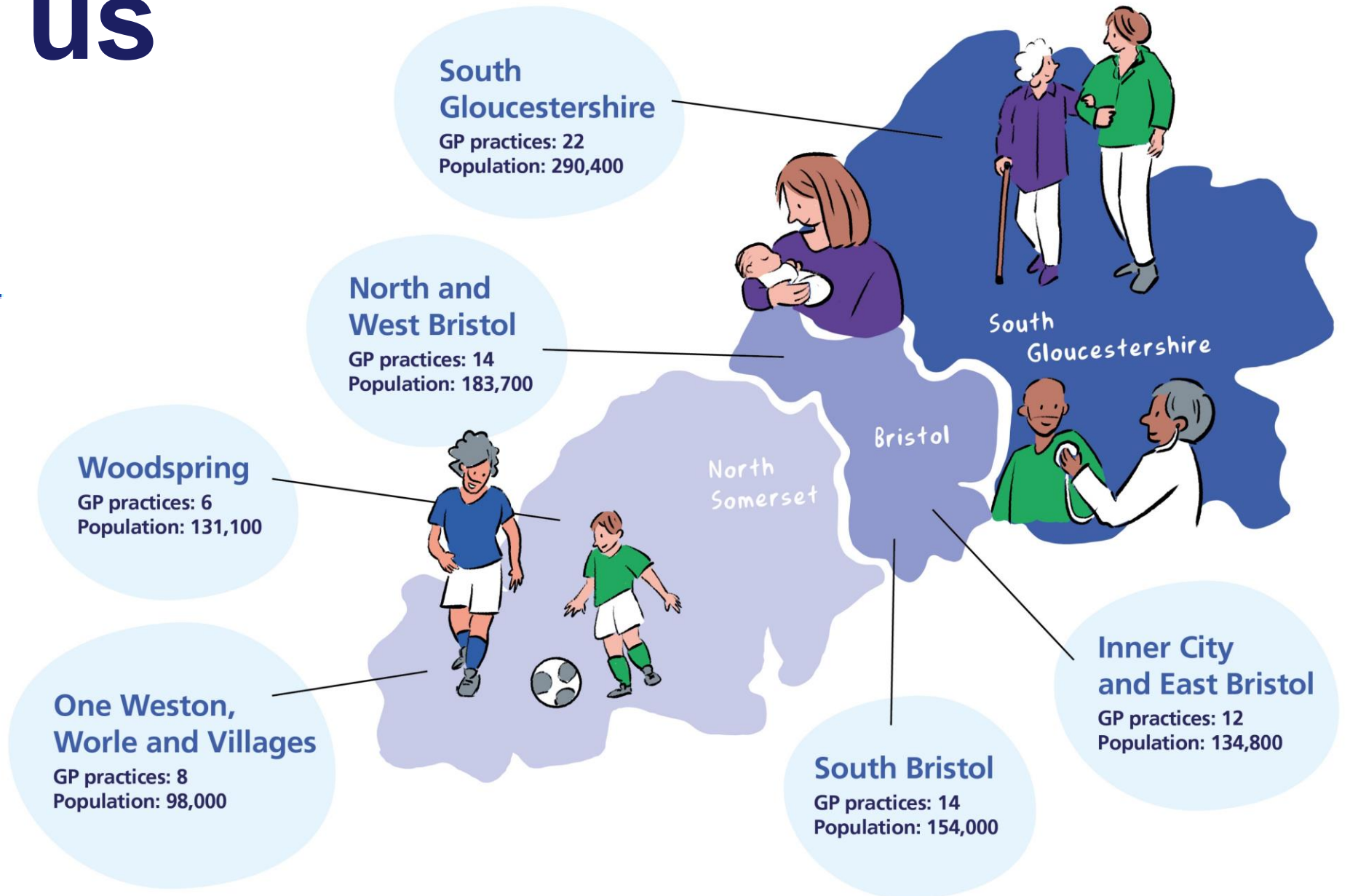
ICB Annual Review: 2023/24

Shane Devlin
Chief Executive



About us

- 2 acute hospitals
- 1 community provider
- 1 mental health trust
- 1 ambulance trust



Together we are BNSSG

- Partnership working: VCSE Alliance
- Preventative care, mental health and digital innovations
- Listened to our communities: Locality Partnerships
- Developed our workforce
- Met and exceeded many targets



A snapshot: Urgent and elective care



Ambulance handover delays in 23/24 reduced by 56% versus the previous year.



Our NHS@Home service was introduced at scale and now supports over 120 patients at any given time.



111-based clinical assessment service grew by over

25%

allowing more people to directly access medical support over the phone and avoid visiting hospital or requiring an ambulance.



90.3%

of patients received their diagnostic test within the 6-week timeframe specified in the Standard.

This exceeds the 85% target and places BNSSG ICB as second best nationally and best in the South West.



Our system is exceeding the 75% target with an achievement of

78%

of patients receiving confirmation of non-cancer or a cancer diagnosis within 28 days of a GP referral on an Urgent Suspected Cancer pathway.

A snapshot: Primary care



Appointments

We delivered 4% more appointments than last year, nearly 6 million appointments. This included:

- 40% of appointments are on the same day, for those who are clinically appropriate
- 85% of appointments within 14 days, above the national average
- 65% of appointments are face-to-face
- 30% of appointments are telephone consultations
- We increased our workforce by 3%.



Digital solutions

There has been significant work on implementing digital solutions to support the management of workload:

- 67% of our practices use advanced telephony
- 72 practices signed up to online patient access to records
- 100% of practices offering an Online Consultation option
- 60% uptake of the NHS App.



Services

Working with NHS partners and local stakeholders, we have been able to secure a new provider of NHS dental services in the St Pauls area.

Our Community Pharmacist Consultation Service for patients requiring simple advice, treatment and urgent repeat prescriptions reached 7000 referrals per month.

A snapshot: Mental health

Dementia

68% of people with dementia received a diagnosis, exceeding the national target (65+).

Mental health support teams

Mental health support teams continue to embed in schools, helping to improve access to support.



Out of area

Fewer people having to go out of area for an acute mental health bed.

Health checks

Over the last three years, we've seen an increase in performance for delivery of physical health checks for people with severe mental illness. 81% of people on the register received their full physical health check in 2023/24.

More to do

- Improve waiting list times
- Improve use of urgent and emergency care
- Reduced running costs by 30%



A sustainable future

Our mission is to deliver seamless, integrated care that enhances the health and wellbeing of every individual in Bristol, North Somerset and South Gloucestershire.



ICB Financial Update: 2023/24

Sarah Truelove

Chief Finance Officer



Primary financial duties

1. Achieved all core ICB financial duties

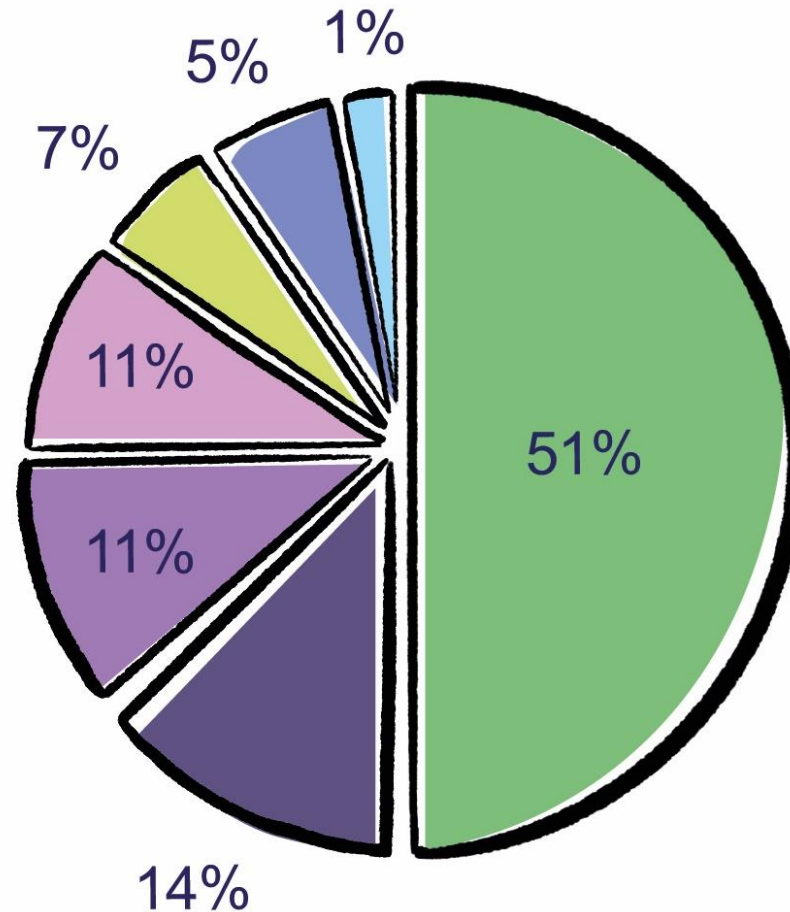
Revenue	Cash	Capital	Running costs	Payment
Maintain expenditure within revenue resource limit	Maintain expenditure within allocated cash limit	Maintain capital expenditure within delegated limit	Ensure running costs are within running cost allowance	Ensure compliance with better payment practice code
£2,175.014m	£2,192.846m	£1.864m NHSE capital £0.300m ICS capital £2.641m IFRS 16 property lease	£20.515m	NHS payments: 99.9% Non-NHS payments: 96.5%

2. Achieved Integrated Care System financial duties – surplus of £0.74m

Benefit: Formal ‘write-off’ of inherited Clinical Commissioning Group (CCG) accumulated deficit of £117m

How did we spend our money?

- Total ICB net expenditure of £2.175bn
- This equates to £1,999 for every individual in the area



Breakdown of 2023/24 spend

- Acute hospitals (51%)
- Primary care, including pharmacy, optometry and dentistry (14%)
- Community, including children's services (11%)
- Mental health (11%)
- Medicines management (7%)
- Funded care (5%)
- Running costs (1%)

Key investments and delegation

Investments

- Home First / Urgent and Emergency Services
- Anticipatory care prevention and wellbeing
- Health Inequalities
- Prevention and long-term conditions
- Primary care access
- Commissioning new models of care through voluntary sector and locality partnerships
- Digital - shared data and planning platform
- NHS long term plan priorities – mental health, learning disabilities and autism, maternity, long term conditions and cancer services

Delegation

- Commissioning responsibilities for pharmacy, optometry and dental services

Key financial challenges

- High inflation on pay and prices of goods and services, including in the care market
- Increased demand for long term funded care services for people with complex care needs
- Impact of Industrial action with all major NHS staff groups
- Lack of certainty in NHSE allocations
- 30% reduction, over 3 years, in running costs allocations for ICBs

- ✓ Despite the challenges we delivered efficiency savings of £26.561m in the year
- ✓ We met our obligation on mental health investment standard (8.76% of overall ICB allocation)
- ✓ Over delivered against the system target for restoration of Elective Services
- ✓ Creation of system wide financial performance escalation framework

Financial forecast

- In December 2023, the ICB Board endorsed a 5-year Medium-Term Financial Plan designed to address the underlying financial deficit and ensure the system's long-term financial viability
- The recovery trajectory outlined in the plan anticipates the system achieving financial equilibrium by March 2027, contingent upon realising the benefits of past investments, and significant workforce growth
- This financial year (2024/25) will require the most substantial savings effort
- Sustained financial progress will enable ongoing investment in key priorities, including addressing health inequalities, and investing in proactive care and prevention



Thank you



Black
Maternity
MATTERS

Black Maternity Matters

Sonah Paton, Noshin Emamiannaeini –Menzies, Layla Green



“

**No matter what I do to prepare, my
safety is in the hands of the
healthcare professionals I meet on
my journey**

”

Overview

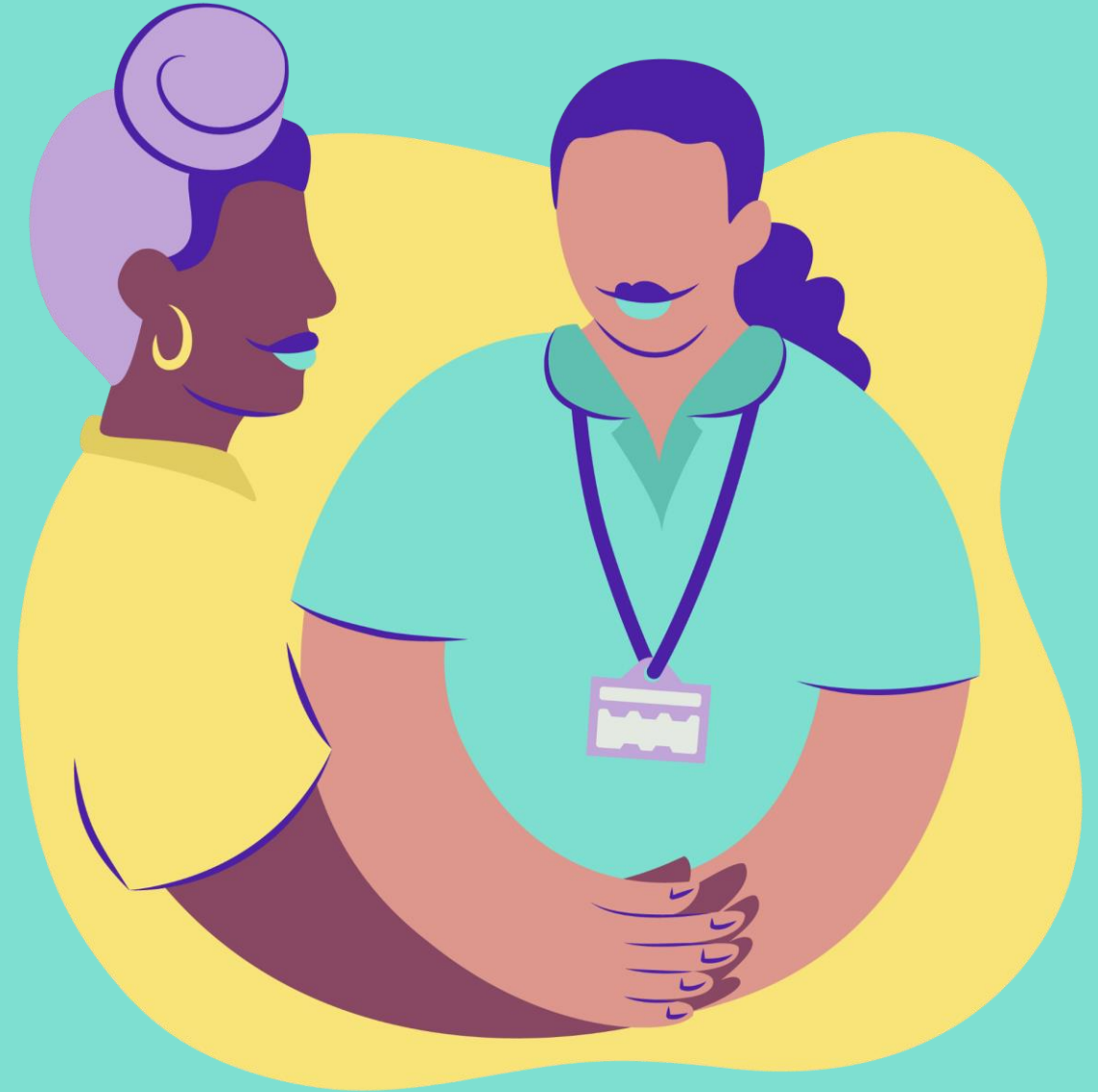
In the UK, Black women still face significant disparities in maternal health outcomes, experiencing higher mortality, stillbirth rates and traumatic births compared to their white counterparts. These disparities are rooted in systemic biases, structural racism, and a lack of racial literacy within healthcare services.

To address these issues, the Black Maternity Matters (BMM) initiative was launched in 2021, focusing on targeted anti-racism education, peer support, and Quality Improvement (QI) transformation projects for perinatal staff within the West of England.

Our Vision

We will reduce racial disparities in perinatal outcomes for Black women, families and babies through a multifaceted, Anti Racism approach, centring on supporting NHS perinatal services to transform into anti racist organisations.

Moving the onus away from women and babies racialised as Black and instead onto the unsafe systems of care that perpetuate harm will result in improved outcomes and experiences, and reduction in morbidity and mortality.



Black Maternity Matters Collaborative:

Education is led by the Anti – Racism BMM leads, Aisha Thomas and Katie Donovan – Adenkambi. Both highly experienced Anti Racism experts, they have further developed their skill set within the perinatal field.

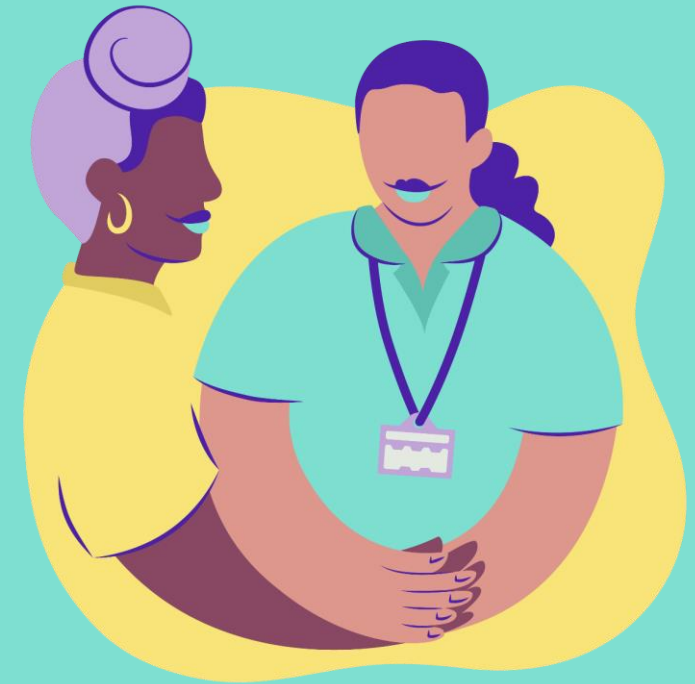
A wider group of clinical stakeholders from the LMNS and participating trusts have contributed to the educational content when obstetric, midwifery or neonatology expertise is needed, such as the development of clinical teaching content.

Black Mothers Matter (represented in the collaborative by Sonah Paton and Dr Aisha Davies) are recognised as the inspiration for Black Maternity Matters, providing the initial concept that has continued to be developed by the collaborative.

Black Mothers Matter act as the key community stakeholder and represent the diverse and wide-ranging group of parents racialised as Black within the West of England.

Health Innovation West of England provide programme coordination and project management, clinical leadership, and Quality Improvement via the West of England Academy.

Local Maternity and Neonatal Systems, area specific LMNS collaborate to design and deliver each iteration of BMM in partnership with the BMM Collaborative. BNSSG remains an essential partner, participating in the pilot and supporting all subsequent roll outs of cohorts.



The BMM Model



- 3 In person & 3 virtual sessions led by Anti - Racist Experts across 6 months
- QI support and coaching to enable them to design and implement transformation projects
- Support and leadership from BMM Champion for each trust
- An immersion into Anti - Racism theory and practice for perinatal care
- Continued community and support from the Black Maternity Matters Collaborative - nearly 200 people across the West of England to date are now involved
- Access to therapeutic support and guidance from a trained professional if needed
- Opportunities such as Brave Spaces (wellbeing and restorative space for participants racialized as Black) and Race Trauma Informed Care learning day

Theory of Change

The provision of system wide and individual targeted Anti Racism with an Anti - Blackness Lens training within perinatal care, coterminous with community of practice will translate into;

- Individual & system level transformation and reduction in unconscious and conscious expression of racism in perinatal care
- Reduction in expression of unconscious and conscious incidences of racism, contributing to a reduction in harm to Black women, people and babies within perinatal systems
- Reduction in expression of unconscious and conscious incidences of racism between team members
- Improved team dynamic and psychological safety between perinatal teams resulting from transformation of the Trusts' culture to Anti Racist organisations

Black Maternity Matters aims to deliver and test meaningful, actionable improvements to reduce inequity of outcomes for Black women within perinatal systems, through specialised Anti Racist and specifically Anti - Blackness education, peer support and collaborative QI approach, delivered by highly experienced professional trainers with lived experience and Health Innovation West of England Academy.



How a conversation launched a movement





2021
MARCH

FORMING A COLLABORATION

Health Innovation West of England approach Black Mothers Matter to explore the art of the possible and a decision to collaborate is made. BhCohCo & Representation Matters agree to join as Anti Racist Leads.

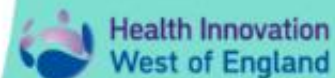
TIMELINE

Black Maternity MATTERS



Black
Mothers
Matter

**REPRESENTATION
MATTERS**



decision to collaborate is made.
BhCohCo & Representation Matters
agree to join as Anti Racist Leads.

**REPRESENTATION
MATTERS**



GROWING THE COMMUNITY

Local Bristol Acute Trusts are approached to join the collaborative and co design the BMM Programme. BNSSG LMNS agree to support piloting BMM within both trusts for Midwives and Midwifery Support Workers



SECURING FUNDING

The Collaboration is successful after applying for a Health Foundation Local Learning Fund Award. Black Maternity Matters is officially launched!





2022 MAY

LIFT OFF

Black Maternity Matters
Launches!
17 Midwives & Maternity
Support Workers embark as
the first cohort



EVALUATION

HIWE Insight & Evaluation
team provide evidence that
BMM is impactful in
facilitating Anti Racist
Practice in pilot cohort

OCTOBER



PHASE 2

Green light to proceed with Phase 2
expanding into Gloucestershire,
Bath, North East Somerset and
Wiltshire. Engagement begins with
local LMNS and Trusts. Further
funding from Health Foundation.



local LMNS and Trusts. Further funding from Health Foundation.

Great Western Hospitals NHS Foundation Trust

2023

APRIL & MAY



WEST OF ENGLAND WIDE LAUNCH

BSW and Gloucestershire Cohort launch, with 64 further participants, bringing the total to 83 people in the region embarking on Anti - Racist Practice Education, and forming a community of practice

REACHING PERINATAL TEAMS

BNSSG LMNS supports roll out of further cohort for trusts involved in pilot alongside continued support for pilot cohort.





TIMELINE
Black
Maternity
MATTERS

2023
DECEMBER

GRADUATION &
CELEBRATION EVENT

To mark the completion of the second phase of training we hosted a graduation and celebration event for all participants together with our partners at The Malcolm X Centre in Bristol. Our keynote



2023
DECEMBER

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To mark the completion of the second phase of training we hosted a graduation and celebration event for all participants together with our partners at The Malcolm X Centre in Bristol. Our keynote speaker was Dr Karen Joash. We took the opportunity to make pledges for the future and celebrate of our graduates.



2024

JANUARY

Phase 3 receives funding and go ahead, with Anti-Racist training now being delivered to a group of Senior Leaders in addition to three more perinatal cohorts



GROWING THE COMMUNITY

A total of 25 Senior Leaders from across the South West join the first cohort of their kind and a further 60+ staff from across the West of England enrol in the Black Maternity Matters training.



MARCH

PHASE 2 EVALUATION

HIWE Insight & Evaluation team provide evidence that BMM is impactful in facilitating Anti Racist Practice in pilot cohort



PHASE 3

PHASE 3 LAUNCH

Black Maternity Matters
Phase 3 Launches!

HIWE collaborates with ARC
West to design evaluation to
measure the impact of BMM
on experience and clinical
outcomes for Black women
and babies

facilitating Anti Racist
Practice in pilot cohort

Work begins to
design the first “Anti
- Racist Perinatal
Care Bundle” based
on the range of QI
projects undertaken
through BMM

BMM Expansion:

- Black Health Matters Pilot with Unity Sexual Health
- NBT whole trust training pilot
- Student Midwife Pilot with NHS E
- Gloucestershire LMNS Digital Pilot
- Further SLT Cohort for Spring 25

OCTOBER 24 PHASE 4 Planning & LAUNCH

3 Further Cohorts of
BNSSG, BSW &
Gloucestershire
1 Further Cohort of
Senior Leaders





Black
Maternity
MATTERS



Impact

A wide range of projects are now being scoped or implemented across the West of England area. These can be broadly captured into the following themes:

- Removing Language as a Barrier
- Respecting Identity
- Providing Individualised Respectful Care
- Decentring Whiteness –
- Launching Colleagues on their Anti-Racist Journey – Training and Education
- Getting the Message Out – Ensuring Posters and Written Word are Inclusive
- Getting the Message Out – Sharing Learning from BMM
- Using Data for BMM – Improving Existing Data Sets and How to Generate New

Participants are brought together through virtual communities of practice based around these themes. Specialists in a particular area join the session where possible to share experience and support with Quality Improvement Planning. In addition, participants are offered a programme of QI coaching and teaching sessions, including 'Q What', aimed at those who want to go back to the foundational basics of improvement science.



Impact

- * The use of o2 sats probes on black/brown babies
- * Introducing silk bonnets to theatres
- * Capillary refill and sharing information/educational resources for colleagues on how to do checks for regular issues (e.g. hypoxia) on black and brown skin
 - Creating information leaflets for black/brown mothers regarding groups they can attend
 - Trauma informed care informed workshop for wider team, looking at 32 week plans - supporting team to bring the conversation of race and culture in these meetings
 - Early pregnant support group before birthing people have their first appointment with midwife
 - Photographs of different skin conditions on brown skin for community midwives
 - Going into GP/Pharmacies/Community targeting women to book pregnancy
 - running sessions to help access midwifery services using interpreter services
 - Support for families on palliative care pathways
 - Early pregnant support group before birthing people have their first appointment with midwife
 - Black/brown plasters to be used in the community

“ You’re starting to have brave conversations with colleagues and seniors about the impact of colour of skin in healthcare. You’re educating students in where certain practices originate from and challenge these. You’re actively looking for ways to show solidarity and support BAME women. But there is more to be done! Continue to educate yourself into Black history and literature. Work on the clinic as you are well placed to influence and support women. Do more! ”

Letter to my future self - activity from Black Maternity Matters Training

“ This course should be mandatory for all health professionals. Personally, it has heightened my listening abilities and strengthened my advocacy skills. ”



“ It’s been absolutely amazing. So incredible, such a great journey to be on and so valuable to the work we are doing at the moment in the NHS. We know that Black women are five times more likely to die in childbirth – that’s a staggering statistic and it needs to be addressed. I think that this training really should be mandatory for everybody.” ”

Recruiting now for Perinatal Cohorts:

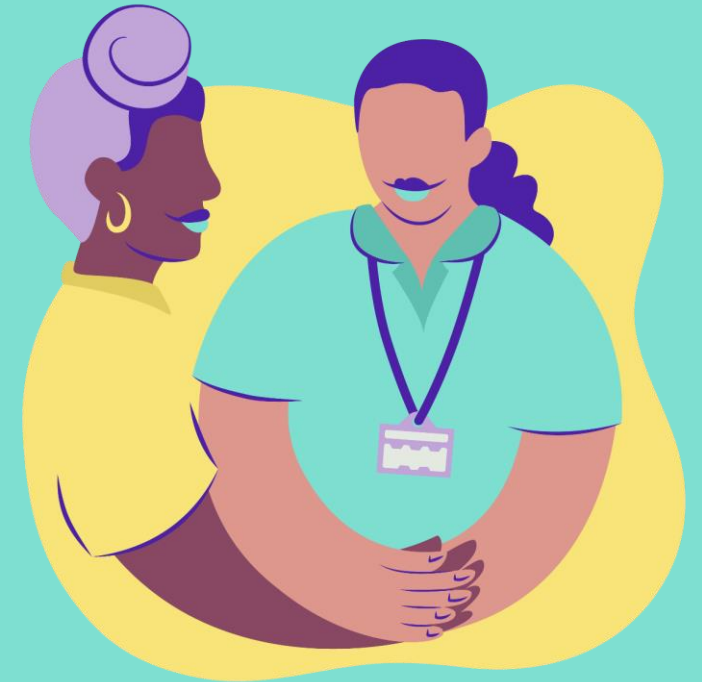
- Bristol, North Somerset and South Glos:
- Gloucestershire
- Bath, NE Somerset, Swindon and Wiltshire

Each Cohort includes 3 in person teaching days, 3 online sessions and a range of Quality Improvement workshops.

Cohorts are open to anyone working to deliver care for women, families and babies during pregnancy, birth and the postnatal period. This includes hospital and community-based staff.

All cohorts start in October 24. For full dates and details on how to apply, please contact healthinnowest.blackmaternitymatters@nhs.net

Senior Leaders Cohort 3 in development. Please contact us to join the waiting list for a place.



Black Maternity MATTERS

**Find Out More & Keep in
Touch**



www.blackmaternitymatters.co.uk

[insta@blackmaternitymattersuk](https://www.instagram.com/blackmaternitymattersuk)

Your questions answered





**Bristol, North Somerset
and South Gloucestershire**
Integrated Care Board

Our year in review

Thank you

