

A large, stylized graphic of many birds in flight, arranged in a shape that resembles a large, curved arrow pointing towards the top right. The birds are in various colors including blue, green, and purple, and are scattered across the left and top portions of the slide.

Welcome to our Annual Members' Meeting

Kindness, Respect, Teamwork
Everyone, Every day

Peter Lewis, Chief Executive
September 2025



National context

- New Government – July 2024
- Very tough national financial environment
- Ongoing NHS recovery
- Huge demand for NHS services
- Decreasing public satisfaction with the NHS
- New approach – 10 Year Health Plan
- Significant structural change.

10-Year Health Plan



Three shifts:

- Sickness to prevention
- Hospital to community
- Analogue to digital.

People in Somerset participated in the engagement that informed the development of the 10 Year Health Plan. More than 4,500 people took part, 789 conversations were held, 130 online survey responses were received, and 49 engagement events were held.

Somerset

Our context



Community Hospitals with
Minor Injuries Unit



Acute Hospitals



Community Hospitals



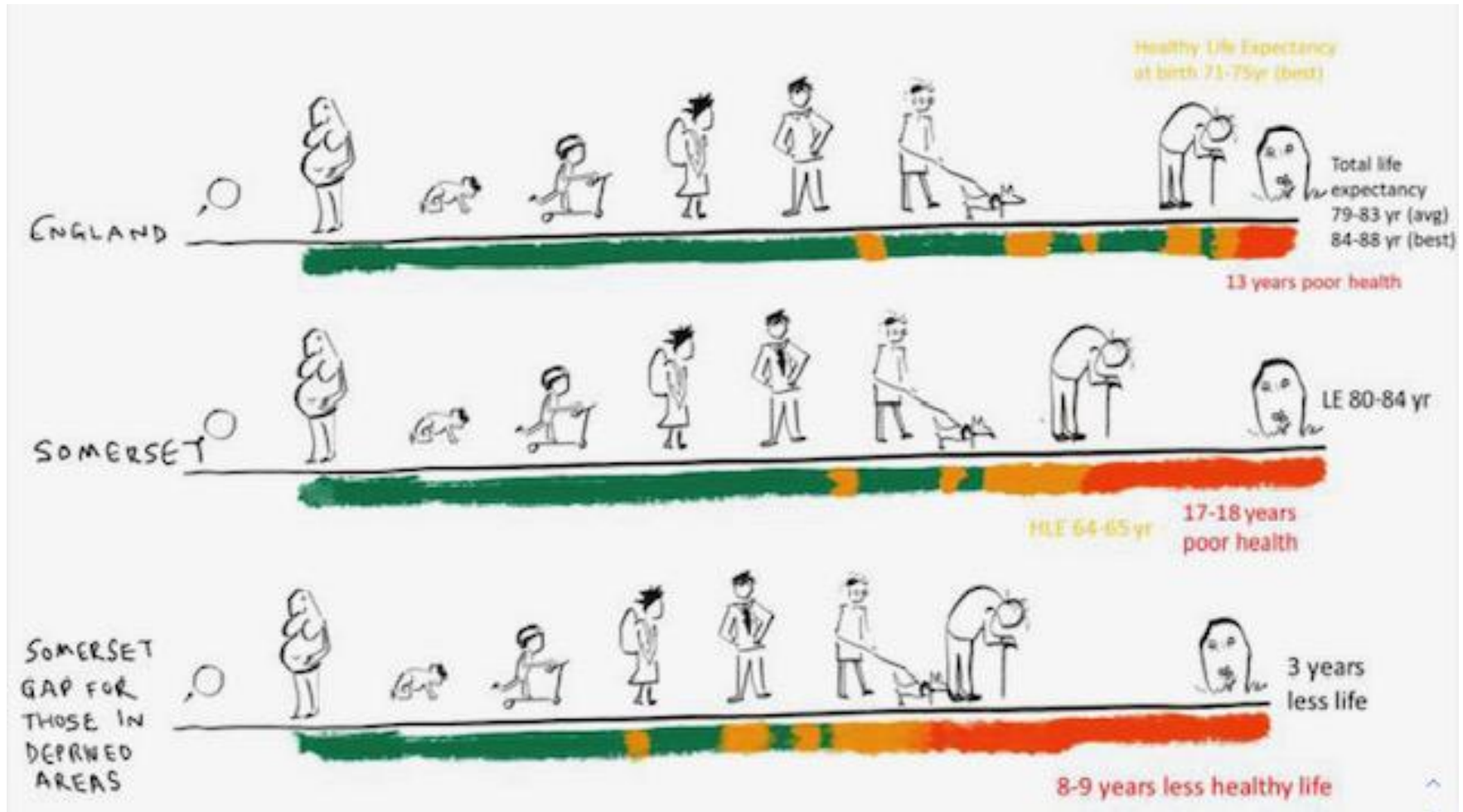
Adult's, Older People's and Younger
People's Mental Health Wards

- Somerset Population – c.600,000.
- c.1,600 square miles / Poor travel times.
- Demographic and geographical challenges.
- Good life expectancy but significant healthy life expectancy issue.
- Historical under investment in mental health, community services and primary care.
- Challenges in sustaining critical service mass for acute services.



Kindness, Respect, Teamwork
Everyone, Every day

Healthy life expectancy



Mission:

To improve the health and wellbeing of everyone in Somerset, and to deliver outstanding integrated care by supporting our colleagues and nurturing an inclusive culture of kindness, respect and teamwork.

Vision:

Thriving colleagues, integrated care, healthier people.



What we are here to do

Somerset aims

1. Improve the health and wellbeing of the population

Enable people to live socially connected, healthy, independent lives, promote early intervention and prevent avoidable illness.

2. 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.

3. Provide the best care and support to children and adults

Ensure safe, sustainable, effective, high quality, person-centred support in the most appropriate setting.

4. Strengthen care and support in local communities

Develop and enhance support in local neighbourhood areas and bring care and support closer to home.

5. Respond well to complex needs

Improve outcomes for children and adults with complex needs through personalised, co-ordinated support.

Organisational aims

- Contribute to improving the health and wellbeing of the population and reducing health inequalities
- Provide the best care and support to people
- Strengthen care and support in local communities
- Respond well to complex needs
- Support our colleagues to deliver the best care and support through a compassionate, inclusive and learning culture
- Live within our means and use our resources wisely
- Delivering the vision of the Trust by transforming our services through research, innovation and digital technologies.

Our clinical strategy in action

Improving health and wellbeing

metabolic health support in primary care

Provide the best care and support to people

transformation of dermatology service

Strengthen care and support in local communities

post-menopausal bleeding service.



Metabolic health

About the service - Over the last year, the profile of metabolic health has become more widespread, with patients, doctors, nurses and other healthcare professionals all talking about it. One of our Symphony Healthcare Services GPs, Dr Campbell Murdoch, has developed a 28-day metabolic health plan to support patients to improve their health.

Problem we set out solve - Many common problems that people contact their GP practice about are being tired all the time, aches and pains, feeling fed up, joint and skin problems, and excess belly fat – all these could mean a person has poor metabolic health.

What we've achieved - The team at Wincanton Health Service has run a series of metabolic health events, led by Dr Murdoch and health coach Megan Perrin, to encourage and support people in the community to improve their health.

Patients have been encouraged to look at how they can improve their metabolic health, either through a short term or 28-day plan, which can achieve the most incredible results, and it's designed to be inclusive for everybody's dietary preferences too.

Dermatology service

About the service - equitable care delivered and available across Somerset.

Problem we set out to solve - for many years, patients with skin conditions living in the west of the county have had much of their dermatology care provided by NHS trust in Bristol and Weston-super-Mare.

What we've achieved

- Repatriated patients on the suspected skin cancer pathway back to Somerset.
- 18 GPs trained to become specialists in dermatology providing care in communities
- They see hundreds of patients weekly, handling first appointments, follow-ups, and minor surgeries
- Huge positive impact on waiting times for dermatology care and care delivered closer to home.

Post-menopausal bleeding service

About the service - allows people to self-refer for a womb cancer diagnostic test.

Problem we set out to solve - patients had to wait around 63 days to be seen by a hospital specialist, and then a possible wait of up to 48 days for a cancer diagnosis.

What we've achieved

- Wait to see a specialist has reduced to just six days, and patients are getting a cancer diagnosis within 11 days of the referral.
- As of July 2025, 810 patients referred have met the criteria for the service, which means they're contacted by the NHS within 24 hours for an appointment.
- So far, 35 patients have been diagnosed with cancer at an earlier point in time, which means there are more treatment options available to them.

Huge demand for NHS services

- NHS Recovery
- Demand for same day urgent care
- Ongoing challenges discharging patients.

Public finances and NHS productivity

Need to focus on population health, prevention and support in communities

CQC – paediatrics and maternity

Workforce shortages – recruitment and retention

Ensuring we have facilities and services in the right place

Challenges of ageing estate

Whole system response.

Overview of the challenges in 2024/5



Our colleagues

- Nearly 15,000 colleagues
- Strategic aim to support our colleagues to deliver the best care and support through a compassionate, inclusive and learning culture
- Continued focus on culture and values
- Support required to equip colleagues to thrive and deliver transformation.

Colleague experience

- NHS Staff Survey - Our trust amongst the highest scoring trusts in our comparator group for both morale and staff engagement.
- Listening report – actions in response to colleague feedback in all elements of the NHS People Promise.

Our achievements

New services to support patients, including:

- New weight management service for pre-school children
- New service for bedbound patients needing treatment for stiff muscles
- Bladder tumours treated by portable laser device in one day
- Surface guided radiotherapy treatment (SGRT) provided for the first time
- Rheumatology services return to Minehead Hospital
- Bowel cancer self-referral service pilot in Bridgwater
- Chemotherapy treatment introduced at Williton Hospital
- high intensity use (HIU) service results in huge fall in frequent users of Somerset's A&Es
- Over 375 patients seen in first year of Somerset's post-menopausal bleeding service.

Our achievements

Recognition

- Richard Welbourn appointed as Honorary Associate Professor in Surgery
- Carers assessment service wins coveted NHS England award
- Zahari Brimacombe named Purple Pioneer in Scope Disability Equality Awards
- Ubuntu scheme reaches finals of the Health Service Journal Patient Safety awards
- Care First Fund Later Reaches finals of the HSJ Patient Safety Awards
- National award for dietitian Leah Seamark.

Ongoing development of facilities

- Yeovil Diagnostic Centre – opening in January
- New ward and fifth operating theatre at YDH
- Breast Care Unit at YDH
- Surgical centre at MPH
- Expansion of Ophthalmology Diagnostic Centre in Yeovil
- Bridgwater Diagnostic Centre.

Performance



Somerset
NHS Foundation Trust

Performance measure	2024/25	2025/26 (July)	2025/26 Target
ED and UTC combined : percentage of patients within the 4-hour standard	74.5%	74.4%	78%
Percentage of ambulance handovers within 30 minutes	66.1%	68.1%	95%
Cancer - percentage of patients seen within 62 days from urgent GP referral	68.7%	68.9%	85%
Cancer: percentage of patients diagnosed within 28-days of referral	75.6%	71.7%	75%
Referral to treatment: percentage of patients waiting under 18 weeks	61.9%	62.2%	67.3%
Referral to treatment: percentage of patients waiting over 52 weeks	2.1%	3.0%	1.5%
Referral to treatment: percentage of patients waiting over 78 weeks	0.01%	0.01%	0%
Diagnostics: percentage of patients waiting under 6 weeks for a diagnostic test	77.6%	79.6%	85%

Kindness, Respect, Teamwork
Everyone, Every day

Performance measure	2024/25	2025/26 (July)	2025/26 Target
Early Intervention In Psychosis: people to begin treatment with a NICE-recommended care package within 2 weeks of referral	85.5%	87.5%	60%
Talking Therapies Recovery	57.6%	54.8%	50%
Community mental health (Adults, CYP, Older people, LD): % waiting under 6 weeks	96.0%	97.8%	90%
Talking Therapies RTT : percentage of people waiting under 6 weeks	69.6%	63.6%	75%
Talking Therapies RTT: percentage of people waiting under 18 weeks	99.3%	99.3%	95%
Percentage of mental health inpatients followed up within 72 hours of discharge	96.4%	97.7%	80%
Rapid Response: % of referrals not resulting in admission to hospital	86.6%	85.6%	80%
Percentage of patients seen by the Urgent Community Response service within two hours	89.4%	92.8%	70%

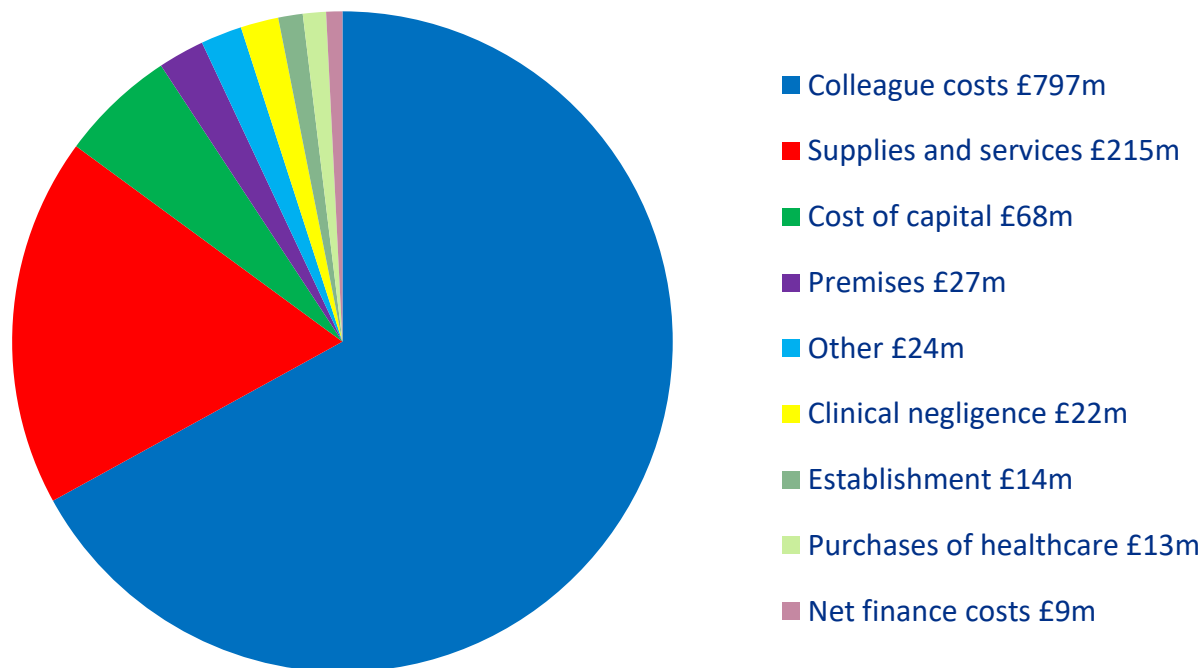


Finance

- Breakeven
- Investment - £96m
- Single Oversight Framework – Segment 2.

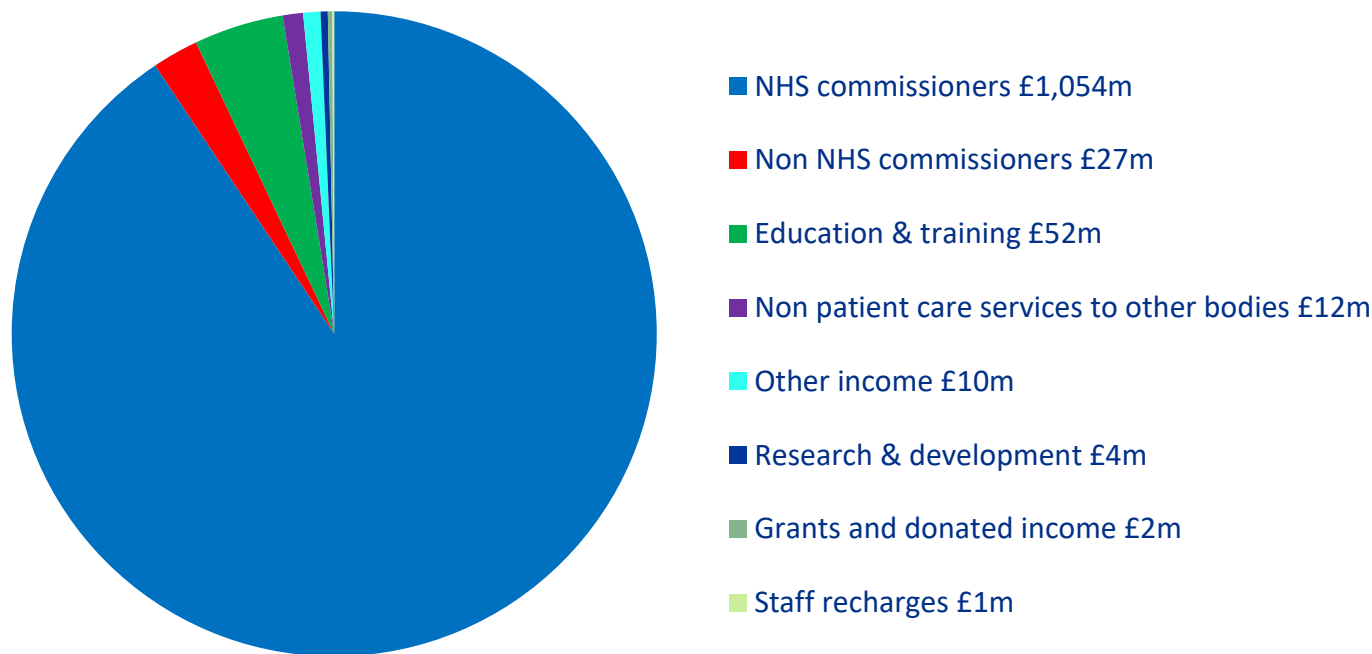
How did we spend our money?

Total expenditure £1,190m



Where did our income come from?

Total income £1,163m



Reflections on 2025/6 so far

- A year of opportunities and challenges
- Structural change in the NHS continues
- In the short term - continued focus on operational and financial performance
- Temporary closure of Special Care Baby Unit and maternity services at Yeovil District Hospital
- Part of the national investigation into maternity and neonatal services
- In the medium term – opportunities to transform services so that we can implement the 10 Year Health Plan and achieve our strategic objectives
- Investment in community services and maximising use of community hospitals to shift care from acute into community settings.

Thank you to our communities



Kindness, Respect, Teamwork
Everyone, Every day

