



HCP Director Report

Sheffield Health and Care Partnership (HCP)

July 2022

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i. Purpose	
<ul style="list-style-type: none"> • To provide headlines about strategic developments relevant to the partnership and the HCP programme of work, • To provide an overview of other key HCP programme activities and updates 	
ii. Is your report for Approval / Consideration / Noting	
For noting / action	
iii. Recommendations / Action Required by Accountable Care Partnership	
<p>Key actions required:</p> <p style="padding-left: 40px;">Note the report</p>	
Are there any Resource Implications (including Financial, Staffing etc.)?	
N/A	

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Strategic Update

Sheffield 'Place' Partnership Development

- The HCP has been working closely with the incoming ICB leadership and the Joint Commissioning Office to co-design a future model for Sheffield Place Partnership working.
- An outline Operational Plan for Sheffield 'Place' has been agreed for 2022/2023 with the South Yorkshire ICB. This will continue to be developed into a more detailed delivery plan for the partnership over the summer.

Sheffield Outcomes Framework

- The framework has been developed in order to formalise and strengthen partnership working across the city, with a focus on improving outcomes and reducing health inequalities. It is underpinned by the ambitions set out in the Sheffield Health and Wellbeing Strategy focusing on starting well, living well, ageing well and dying well, reflects the priorities agreed in the Joint Commissioning Intentions and links into the Health and Care Partnership workstreams.
- The Outcomes Framework Steering Group meets monthly, is jointly chaired between the CCG and Sheffield City Council, and has representatives from partner organisations across the city. Dashboard reports are produced which capture detailed information around population health data, service provision data and patient / public feedback linked to the six strategic outcomes for the city.
- The focus in June was on Children and Young People, which proved to be a great starting point for discussion, learning and for sharing details on progress being made across the city by partner organisations. This will also be a great opportunity to showcase the great work that is underway.
- A timetable of themed reports is being developed and agreed which will enable us to focus on specific areas of interest across the city. Patient feedback and experience will be at the heart of the reports, bringing our improvement journeys to life, helping to articulate whether we are achieving what we set out to do for the citizens of Sheffield.

HCP Focus areas

This section is summarised and not exhaustive. Further details about any of these points available on request; or if there is something that you want to see included in the next version of this, please get in touch.

Integration

Ageing Well Programme

The citywide NHSEI funded Ageing Well Programme continues to make good progress. Recruitment is complete and a programme team are established to deliver on the three

main workstreams within the programme. The team are reviewing the NHSEI mandates available and will consider key performance and outcome measures across the programme. Key points from these workstreams are below:

- **Urgent Community Response-** The team continue to meet the two-hour standard response time, with ongoing development work including linking into Yorkshire Ambulance Service (YAS)/111 to receive referrals. A focus over the last period has been patient engagement, with a questionnaire being conducted to hear the views of the patients and their family/carers who have experienced the 2-hour UCR service. Results from the survey demonstrated extremely positive experiences. When asked ‘what was the key thing (intervention) that made a difference for you’ key themes emerged as below:
 - Able to ‘take a step back’, took away stress (family member)
 - Feeling cared about
 - Knowing there is help
 - Carers being arranged
 - Remaining at home
 - Knowing someone will visit everyday
 - Equipment ordered/delivered quickly
 - Made to feel important
 - Help to get out of bed

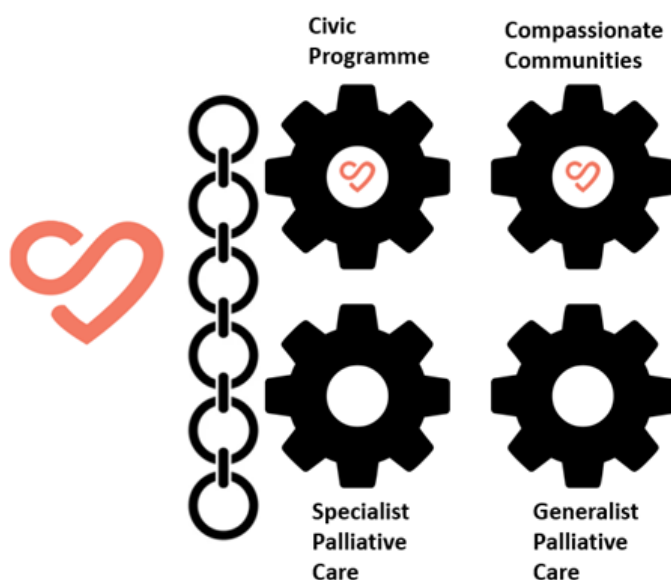
The team plan to repeat the questionnaire quarterly, to ensure that the needs and wishes of the population are at the heart of service development. The team are also collecting patient stories to further understand areas for improvement.

- **Anticipatory care-** National guidance on anticipatory care is due to be published this month and will inform the ongoing approach to this workstream. There are currently three key projects delivering AC:
 - **Team Sheffield Falls plan-** focussing on the management of and prevention of falls. A Sheffield Falls Collaborative group will commence from June.
 - **Team around the person (TAP)-** The current focus is the citywide promotion of the service. More information on TAP can be found [here](#).
 - **ReSPECT (Recommended Summary Plan for Emergency Care & Treatment) project-** The project team have outlined an implementation plan for the ReSPECT tool which will go live in the spring of 2023 across all health and social care settings. ReSPECT will provide a positive, personalised, structured conversation between patient and/or patient’s family and clinician in order to achieve shared understanding about the person’s condition and the things that would matter to them if they had a sudden emergency and could no longer make decisions or express their wishes at the time. More information on ReSPECT should contact [Rebecca Robinson](#), Project Manager or [Charlotte Jenkins](#), Project Support Officer.

- **Enhanced Health in Care Homes (EHICH)**- The team are conducting a gap analysis against the EHICH framework. The team continue to work on stakeholder engagement and have held discussions regarding the project with care home managers at the ECHO care managers forum. The EHICH collaborative group is now established and will hold accountability for delivery of the framework. Key work within this project includes:
 - **Management of the deteriorating individual** - A project group are considering options with an aim to producing an offer for all registered care homes in Sheffield taking the learning form the RESTORE2 pilot
 - **Dietetics**- to enhance the nutrition and hydration offer for residents in care homes.
 - **Speech and Language (SLT)**- to identify opportunities to improve the SLT offer to care home residents building on the pilot undertaken over the last two years and linked to the community SLT service.
 - **Access to specialist geriatricians**- A specialist geriatrician advice and guidance service will commence in July 2022.

Compassionate Sheffield

Compassionate Sheffield is a movement working with communities, services, commissioners, and organisations to harness the power of compassion. The work focusses on creating spaces within the city’s civic programme and encouraging confidence amongst communities to support one another with death and dying through multiple projects; it is heavily influenced by [‘Palliative Care: The New Essentials’](#) (diagram below). Read an overview of Compassionate Sheffield formation and projects [here](#) and find the ways everyone can get involved. Contact [Nick Deayton](#), Compassionate Sheffield Programme Manager, for further details.



Children's & Young People

Sheffield Neurodevelopmental Transformation Programme

The programme of work has continued to deliver tangible change across the five key workstreams shown below, each delivering on its own aims:

- **Right identification at the earliest time.** - Ensuring children's developmental vulnerabilities and needs are picked up and supported as early as possible
- **Right support, right time.** - Putting in place the right support for families based on need, not diagnosis.
- **Integrated care in the community** - Bringing together professionals from education, health (physical and mental) and care to assess and address the needs of children and young people, closer to home, e.g. schools.
- **Improving the assessment pathway** - Co-developing better referral, assessment, and diagnosis pathways for neurodevelopmental conditions to better meet family needs, including improved booking processes and development of a Sheffield Children's Single Point of Access (SPA).
- **Improve support to Neuro-diverse children and young people in Schools** - To improve the response in 10 mainstream secondary schools to the needs of neuro diverse CYP, by developing forums for parents and CYP to receive peer support and by providing co-developed training and resources on sensory, emotional wellbeing and communication areas.

Key achievements in the most recent phase include:

- Additional Brain Building Activities - preparations complete ready for project launch in May in Locality G – Stocksbridge / Hillsborough and Locality E
- Easy access support offer – new Communications Plan very well received by schools to enable the start of School support in April. The support will be offered to families on the Autism waiting list.
- A small data review of integrated care in the community has identified positive impacts in school attendance.
- Delivery of Sheffield Children's Single point of access (SPA) started 31st Jan with regular review and monitoring being undertaken
- CYP and Parent groups now set up and meeting in most of the 10 schools in the Autism in Schools project. Researchers appointed and baseline for measuring improvements identified.

Estates

Building New Health Centres

Sheffield has secured **£37m to transform general practice across the city**. The funding is being used **to build new health centres, bringing together GP services, other health services, and some voluntary services under one roof**. Council services may also have a presence in some buildings. The health centres are planned for the three Primary Care Network (PCN) areas in Sheffield:

1. City Centre
2. SAPA
3. Foundry

Public involvement has taken place with patients who live in the proposed health centre areas to have their say on the suggested locations, accessibility, and services through an online survey. Local community partners: SOAR Community, Firvale Community Hub and Shipshape were involved in the engagement, they will be speaking to people in their communities face to face and gaining their feedback to reach those people where English is not their first language or are digitally excluded.

There is now a [drafted consultation document](#) to give affected patients and stakeholders information about the proposals including, where they came from, how they have been developed and how we believe they will improve patient care. Everyone was invited to feedback before the 24th of June and the feedback is being reviewed again before finalising and making arrangements for the document to be graphically designed and translated into community languages.

Palliative End of Life Care

Update by Louise Potter, Commissioning manager for Palliative and end of life care, Sheffield PLACE

1. New statutory duty to commission palliative and end of life care services

On 28th April 2022 the new Health and Social Care Bill introduced a new duty – that integrated care boards must commission palliative care services.

‘S3(1) Integrated care boards: functions

21 Commissioning hospital and other health services

For sections 3 and 3A of the National Health Service Act 2006 substitute—

“3 Duties of integrated care boards as to commissioning certain health services (1) An integrated care board must arrange for the provision of the following to such extent as it considers necessary to meet the reasonable requirements of the people for whom it has responsibility—

(h) such other services or facilities for palliative care as the board considers are appropriate as part of the health service’

- NHSE have published statutory guidance, with further to follow in September 2022. The aim is for PEOLC commissioning to¹ - *‘ensure that people of all ages who have progressive illness or those nearing the end of their lives and their loved ones and carers receive the care and support they need to live and die well’.*

2. Update on the PEOLC Sheffield PLACE commissioning intention

¹ NHS (2022) Palliative and end of life care; statutory guidance for integrated care boards (ICB)s. Publication approval reference PAR1673

‘We will work with the citywide end of life care group to implement the national strategy and projects - ‘The recently launched National strategy for palliative and end of life care (2021) provides the strategic directives that we will need to address in 22/23 along with some distinctive projects. That will need to be implemented such as ReSPECT and PMART’.

- An update on ReSPECT is provided under Ageing Well. We have recently secured a GP, Claire Nash as the clinical lead and I continue to provide support to the project team.
- A needs assessment is being developed. Service user and professional feedback will inform this. Draft best practice NHSE guidance is being followed and we are working closely with NHSE. Links with the public health team and with the STH lead research project has been made. Together this will bring a wealth of information to inform future commissioning and funding decisions.
- The Citywide end of life group met last in May and will meet again in September. This is now a bi-monthly meeting. The last meeting focused specifically on children’s palliative and end of life care and ReSPECT.
- As the commissioner for Sheffield PLACE I have established links with my peers across the ICB and I attend regional NHSE and national meetings.

3. Bereavement support

Working with Public health, Jo Rutter and I have commissioned four new bereavement services:

1. CRUSE started delivering brief interventions to the bereaved in June 2022;
2. Diversity / Faithstar will deliver a bereavement support helpline to people of faith and ethnic minority groups from the 1st September;
3. MIND will deliver structure bereavement counselling to people with prolonged grief disorder from September. Mobilisation is in progress.
4. Bereavement awareness training for professionals – health and third sector who are working with / are in contact with people who are bereaved. Book on the training



St Luke's MIND
Training.pdf

using the embedded document.

5. The bereavement collaborative will be restarting soon – a forum which brings all interested parties in bereavement together. The aim is for this to work with Compassionate Sheffield to promote the bereavement support opportunities in Sheffield to the public.

4. Early identification project

Dr. Grace Baird is leading on our early identification project, with the aim of increasing the number of people identified and reported as being palliative in general practice. This project is in its infancy, and the feedback from our PLI is informing decision making.

5. **Research** - building collaborations with the University of Sheffield Palliative Care Research Group, hosting a Palliative care patient and public workshop on 19th July.
6. **Dying Matters week in May 2023** - Early discussions have taken place with Sheffield teaching hospitals and Compassionate Sheffield to host public and professional events.

Pharmacy

- **The Sheffield Pharmacy Transformation Board** has developed a detailed action tracker to bring all the elements of the Integrated Pharmacy and Medicines Optimisation (IPMO) workstream plans into a single space. The workstreams include:
 - Reducing avoidable Harm from Medicines
 - Making the best use of the expertise of pharmacy professionals
 - Embed Pharmacy and Medicines Optimisation support for ICS Clinical Strategy Workstreams
 - Collaboration to reduce unwarranted variation and duplication
 - Pharmacy Workforce Transformation
 - Medicines Value Initiatives
- The Group has committed to sharing updates on the progress of the work with the Sheffield Primary Care Board on a regular basis.

Planned Care

Urgent and Emergency Care / Systems Flow Board

The Urgent and Emergency Care Board had it's first meeting in June. The Board will lead city-wide delivery, transformation, resilience and improvement of urgent and emergency care. It will work across boundaries to improve patient experience and clinical outcomes, by establishing partnerships and better working relationships between all health and social care organisations in the Sheffield health and social care community

Inequalities

Racial Equity Inclusion Group (REIG) and Subgroups

REIG will review and consult on the Sheffield Race Equality Commission report published in July and will ensure actions from this report are considered in the group's reviewed action plan in the Autumn.

People

Health and Care Public Forum (Sheffield) – Public Involvement Group

- The HCP's public advisory group, managed by Healthwatch Sheffield, the **Health & Care Public Forum (Sheffield)** meet monthly and have discussed the following topics over the last two months: Recruitment and Retention

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 - **Carers** with Sheffield Young Carers & Sheffield City Council – forum members raised the following question after the presentations and a discussion, and the question is now being taken forward within the HCP and forum members are being regularly updated with actions “What can be done to address the lack of consistency in how carers are identified across the health and care system?”
 - **Health inequalities** with one of Race Equity Inclusion Group (REIG) co-chairs Abiola Allinson, the discussion focussed on the work of REIG to date, how members viewed health inequalities, how we can be a champion & allies for health inequalities
 - A **framework for their thinking** is being developed and they will be reviewing professionals’ views on working with the forum.
 - **Terms of Reference** was reviewed and confirmed with members. This can be viewed [here](#) alongside an outline of previous discussions with summary notes.

- **Sheffield HCP Recruitment and Retention Group** has had several new appointees joining and actions being taken forward around a single city-wide recruitment pack which will form the basis of the website we hope to develop. Guest speakers ensure that everyone is aware of the opportunities available to them around recruitment and have included the Employability Leads from the Council and from the ICS.

Leading Sheffield

- **Leading Sheffield Steering Group** have held a workshop and further meetings attended by Learning and Development, Wellbeing leads in our partners and in SYB ICS to consider how we would like to relaunch Leading Sheffield since it was paused partway through a cohort during November 2020. IT is anticipated that a paper will be delivered to the HCP Executive Delivery Group (EDG) in the Summer with a refreshed delivery plan of how we would like to relaunch the programme in the Autumn of 2022.
- **Learning and Development resources and training opportunities** for all the health and care workforce continue to be updated. Current themes include: person-centred approaches, project management, staff wellbeing and system leadership.

Person-Centred Approaches

- On Thursday 9th June we recognised international **What Matters To You Day** by coordinating [a joint communication](#) across our partners asking #WMTYSheffield. We shared answers on Twitter ([@HCPSheffield](#)) from our HCP team, our public forum, Director of Public Health Greg Fell and many more who champion the approach throughout the day. We held a learning event with AWARE-IBD, a patient-led service improvement programme carried out by The Inflammatory Bowel Disease Centre at Sheffield Teaching Hospitals and the University of Sheffield, working with Crohn’s and Colitis UK and local partners in Sheffield, working to re-design services and deliver improved outcomes for those living with Inflammatory Bowel Disease (ulcerative colitis

and Crohn's). You can catch up with content by looking through the two hashtags ([#WMTYSheffield](#), [WMTY22](#)) and viewing the Youtube playlist created which includes a recording of the learning session [here](#))

- Our new trainers have been delivering the introductory course in 'What Matters to You' approach several times over the last few months. The introductory course has been attended by over 300 people from across all HCP partners as part of our contracted [person-centred training programme](#) with Peak Health Coaching. We are planning to bring the 14 trainers in the approach together in-person for the first time after the Summer for a face-face peer learning session to share practice on delivering the course to colleagues across Sheffield's health and care system; and continue a conversation on how we can continue delivering the training course going forward.
- A workshop and follow-up meeting has taken place for our **Joining Up Person-Centred Group** attended by stakeholders introducing person-centred approaches across our health and care system to establish a shared action plan and sponsorship from HCP EDG to continue creating a Person-Centred City & Workforce.

Further work in our Health & Care System

Sexual Rights Charter

- A Sexual Rights Charter has been developed by Dr Sharron Hinchliff, Dr Stephanie Ejegi-Memeh (University of Sheffield), and Gilli Cliff (Age-friendly Sheffield), and through consultancy with a range of older adults, younger adults, health and social care professionals, civil servants and aged-care specialists.
- The Charter is the first of its kind in the UK. It aims to ensure that people are treated with dignity and respect, and without discrimination, as they get older when it comes to their sexuality.
- It is a suite of materials that service providers, health and social care professionals, the community and voluntary workforce, researchers, educators, and policy-makers can adopt to support the sexual rights of people as they age.
- The Charter has been designed so that everyone, regardless of gender, sexual orientation, race, disability, and social class, will be treated without discrimination.
- The full Charter and a range of supporting materials including Guidance Notes, Problem Statement, FAQs can be found [here](#).
- If you would like to learn more about the Charter or arrange a presentation to be given to your programme board or group, please contact Dr Sharron Hinchliff (Director of Equality, Diversity and Inclusion, Health Sciences School) (s.hinchliff@sheffield.ac.uk).

If you would like more information on any of the work outlined, please contact the HCP team on sth.hcp-sheffield@nhs.net

Visit our website to stay up to date with developments across our partnership: (www.sheffieldhcp.org.uk)

APPENDIX 1

Sheffield Operational Plan for 2022/23

Planned Care:

- Recover elective backlog and deliver national projection targets
- Reduce the number of people waiting over 52 weeks for treatment
- Prevention & management of Long Term Conditions (e.g. hypertension & diabetes)
- Commission Services to support effective primary and secondary patient care provision in Sheffield
- Diabetes onestop clinics
- Cancer: Treatment and living with and beyond cancer (LWABC)
- Respiratory: Post COVID & breathlessness services
- Tier 3 Weight Management Service
- Community Clinical Diagnostic Services
- Spirometry testing in to primary care in a COVID safe way
- Sheffield Phlebotomy Service
- Proactive Care at Home
- Expand the virtual ward offer
- Expand CASES and delivery of advice and guidance

Primary Care:

- Implement the ICS primary care strategy (PCN maturity plan / Practice resilience / Integrated services)

Urgent & Emergency Care:

- Development of the local Clinical Advice Service (CAS)
- Improve Urgent & Emergency Care pathways
- Development of primary care led integrated urgent care
- Improving knowledge and communication of services
- Enhanced access service
- Urgent Community Response

Ongoing Care / Frailty:

- NHS Ageing Well Programme: Virtual Wards / ResPECT care planning and person centred care
- Cancer: tackling inequalities by targeting prevention and early diagnosis
- End of Life: Implement national strategy
- Improving the intermediate Care pathway

Social Care:

- Carers are recognised as partners in Health and Care and are supported
- Work together on connecting and aligning the development of population health management approach with the Adult Health and Social Care needs/demand analysis

Mental Health & Learning Disability:

- Crisis Pathway (all ages)
- Child & Adolescent Mental Health Services (CAMHS)
- All age eating disorders pathways
- Autism & learning disability services
- Dementia
- Improving the physical health of people with severe mental illness
- Adults and older adults community mental health
- Extend the Individual Placement Support Model
- Refugees and Asylum seekers
- Primary & Community Mental Health Transformation

Children & Young People:

- Review and develop services that support vulnerable children and young people
- Review and develop pathways to support seamless transition to adulthood / adult services
- Continue to improve SEND provision
- Develop and roll out a model of Integrated locality health services

- **CQC recommended actions:** Deliver high quality, well -led care across Sheffield
- **Workforce Resilience** (workforce planning / ARS roles / reception & admin staff development / leadership development / Improvement in EDI)
- **Integration of Services across all Health & Social Care partners**
- **VSCE development**

The **'golden thread'** running through all of our programmes of work to improve the health and care of the Sheffield population, is the reduction of health inequalities. In order to address health inequalities and focus our work, we have identified the **people living in the 20% most deprived areas in Sheffield**, those people who are from **ethnic minority backgrounds** and people who are **homeless** as a priority for action.

