



SHEFFIELD TRANSFORMATION & OVERSIGHT COMMITTEE UPDATE REPORT

SHEFFIELD HEALTH AND CARE PARTNERSHIP BOARD

9 OCTOBER 2023

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Sponsor	Emma Latimer, Executive Place Director for Sheffield
Purpose of Paper	
To provide an update following the meeting of the 22 August and 26 September 2023 Sheffield Transformation and Oversight Committee, detailing key points from the meeting.	
Key Issues	
<p>The Sheffield Transformation and Oversight Committee discussed the following:</p> <ul style="list-style-type: none"> • Update from the Sheffield HCP Partnership Board held on 15 August 2023; • Update from the Urgent & Emergency Care Group; • Update from the Primary & Community Care; • Delivery Group exceptions from Mental Health, Learning Disabilities and Autism and Planned Care; • Implementation of Grail Project • Place Financial Position at Month 5 • Place Performance Issues • Place Quality, Patient Safety and Experience Update <p>Escalations to Sheffield Health & Care Partnership Board are:</p> <ul style="list-style-type: none"> • Continuing need to clarify reporting and programme management arrangements for the delivery groups • Lack of identified senior leadership for crisis mental health priority and lack of cross organisational representation for the working group. • Note ongoing risks related to estates availability from the primary and community mental health transformation programme 	
Is your report for Approval/Consideration/Noting	
Sheffield Health and Care Partnership Board is asked to note the update.	
Recommendations/Action Required by the Sheffield Health and Care Partnership Board	
It is recommended that the Sheffield Health and Care Partnership Board note the report.	



What assurance does this report provide to the Sheffield Health and Care Partnership Board in relations to the ambitions of the Health and Wellbeing Strategy 2019-2024	
	Please ✓
Every child achieves a level of development in their early year for the best start in life	✓
Every child is included in their education and can access their local school	✓
Every child and young person has a successful transition to independence	✓
Everyone has access to a home that supports their health	✓
Everyone has a fulfilling occupation and the resources to support their needs	✓
Everyone can safely walk or cycle in their local area regardless of age or ability	✓
Everyone has equitable access to care and support shaped around them	✓
Everyone has the level of meaningful social contact that they want	✓
Everyone lives the end of their life with dignity in the place of their choice	✓
Are there any Resource Implications (including Financial, Staffing etc)?	
N/A	
Have you carried out an Equality Impact Assessment and is it attached?	
N/A	
Have you involved patients, carers and the public in the preparation of the report?	
N/A	



SHEFFIELD TRANSFORMATION and OVERSIGHT COMMITTEE UPDATE REPORT MEETINGS HELD ON 22 AUGUST AND 26 SEPTEMBER 2023

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1. **Strategy** – it was agreed that it would be useful to align individual organisational strategies in and that a sub-group or workshop would be established to further the discussions and pick up on common threads.
2. **Future membership** - It was agreed that the Chair would invite Healthwatch colleagues to future meetings following a review by Internal Audit who suggested that it would strengthen and embed engagement/stakeholder views into transformation.
3. **Delivery Group Updates**

Community Development and Inclusion - it was noted that a full update on the work of the group was due to be presented to HCP Board in October with a delivery plan to be approved. The focus for funding in this first year will be related to VCS infrastructure and sustainability as well as public engagement. In the next financial year aim to move into more transformational projects in communities.

Urgent & Emergency Care – the draft Winter Plan was signed off at the UEC Meeting on 7 September, with some agreed amendments. Work to commence on the escalation management through winter and surge to support partners across the system. Starting to see some positive shifts in discharge numbers from the acute side, work had also started focussing on discharges from mental health settings.

Primary & Community Care - PCN Five Year Delivery Plan had been agreed which incorporates 6 pillars of development. A South Yorkshire Primary Care Strategy was signed off by the SY Primary Care Alliance, now need to consider the implications of this strategy for Sheffield place. An update on the work would be submitted to the 9 October HCP Partnership Board.

Mental Health, Learning Disabilities, Dementia and Autism – Noted the recent HSJ awards win for Sheffield health and Social Care NHS FT. The programme of work of the group was beginning to develop highlight reporting and was keen to understand how these should link into the Transformation Committee going forwards. It was highlighted that estates continues to be a risk for the primary and community mental health transformation programme.

Planned Care – this delivery group is not currently meeting but expected that this would form over forthcoming weeks. Work within planned care continues, ie; phlebotomy, MSK reviews, CASES reviews. Details of work anticipated to be reported to the Committee prior to discussions at the HCP Partnership Board.

Children and Young People – the delivery group has been focussing on belonging and inclusion, in addition to a focus on early intervention and prevention and the tension with a focus on waiting lists. Full update on the work of the group to come to Committee in October 2023.



4. **Ageing Well Programme Update-** the group received an update from the Ageing Well programme. The group acknowledged the excellent work that had been undertaken over the life of the programme and it was seen as example of how taking a partnership approach can achieve improved outcomes and experiences for people. It was noted that the work of the programme spanned several of the delivery group remits and therefore the housing of the work going forwards needed agreement before the programme funding ends in 6 months. Recommendations for the future of the different workstreams of the programme would be presented to the HCP Board in October for consideration

5. **Implementation of GRAIL Project –** GRAIL is a new blood test to detect cancer signals in 50 different types of cancer. The test has been piloted in a few areas and now available to those wishing to take part in the expansion pilot. A discussion had taken place at SY Cancer Alliance Board and support given for South Yorkshire and Bassetlaw to go forward with agreement that each Place should put forward its preferred delivery option. Sheffield place would need to agree arrangements for blood to be taken, which would then be transported to Heathrow, sent to America and the results returned. Patients showing markers would be listed for a two week wait appointment under the cancer pathway. David Griffin-Mead, Cancer Lead at STH will lead the work. A plan was submitted to NHSE, currently awaiting outcome of this submission. If successful, this work will be aligned to one of the delivery groups.

6. **Place Financial Position at Month 4 /5 –** key points to note in terms of the financial context this year are that most organisations continue to forecast that they are in line with their planned position, but recognise the level of financial challenge the partnership is facing this year and the significant levels of efficiency that we are required to deliver. Councillors at Sheffield City Council are flagging that, despite putting in a required balanced plan, there are early indications of significant financial challenge. Additionally, new emerging risks include, insufficient NHS pay funding, inflation costs, impact of the industrial action, elective backlog, and capacity available to deliver efficiency programmes.

South Yorkshire ICS, as a whole submitted, a balanced financial plan there are clear indications that there is a significant level of unidentified efficiency. There has been push back from NHS England to request that next steps are described, and several organisations are also gaining additional scrutiny from in terms of the financial position that is being worked through currently.

The group reflected on the Board development session discussions from 22nd September 2023. It was agreed that delivery plans need to be revisited with a financial efficiency lens. Acknowledging that we need to be clearer about how work of the partnership is going to contribute over the longer term in making the system more efficient, remove waste/duplication and ensure that we are targeting the resources available to effectively improve efficiency and outcomes. It was also noted that we are likely to have to make some very difficult decisions as a partnership around where money can be removed and which services may need to stop.

Joint efficacy groups have been established in both adults and children’s services to take this work forward.

7. **Place Performance Position –** The report includes the national standards but starting to move into the impacts on health inequality with colleagues and will provide further detail at future meeting but there has been little change since the previous report. There is a lot of pressure on ambulance handovers in the city and A&E waits with a national ask for improvement. Elective recovery has been impacted by the industrial action and the legacy size of the waiting lists.



Mr Atkinson to write to colleagues to request more flavour from their own organisations, particularly on some of the key performance elements.

- 8. Place Quality, Patient Safety and Experience Update** – a verbal update was provided at the August meeting due to the crossover between the Quality Assurance Committee and the development of a Place System Quality Assurance Group.

Key points to note are that a piece of work is to be undertaken with partners around quality of subcontracted services, which fits in with provider contracted work and two never events in one area, additionally STH responsibility around the walk-in centre and CQC outcome. There is a huge piece of work around serious incident reporting as moving away from the matrix that have used for many years in November of this year and will work with partners around the new process.

Good news to note is that out of the 119 care homes in the sector there is only one that is in escalation, who are being supported by the ICB 'place' team. This shows that really good work is taking place within this area as a multi-agency partnership.

Finally, there was a Legionella incident within Sheffield Health and Social Care Trust. Representatives met with the CQC and NHS England who were extremely supportive of the Trust's approach, leadership and the decisions made.

**Ian Atkinson, Interim Deputy Executive Place Director, SYICB
September 2023**