



**96GSHEFFIELD TRANSFORMATION COMMITTEE UPDATE REPORT
MEETING HELD ON 31 JANUARY 2023**

SHEFFIELD HEALTH AND CARE PARTNERSHIP BOARD

21 FEBRUARY 2023

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Purpose of Paper	
To provide an update following the inaugural meeting of the Sheffield Transformation Committee, detailing key points from the meeting. This will be a standing agenda item moving forward.	
Key Issues	
<ul style="list-style-type: none"> • The agreed purpose of the Committee will be to manage the development and delivery of the Sheffield Place Plan and escalate key risks and issues to the Sheffield Place Partnership Board. • The six Delivery Groups presented their draft priorities which outlined the focus areas for the Sheffield system for 2023/24. These will be developed further prior to final sign off by the Partnership Board. • The key risks across the Delivery Groups in relation to the delivery of the priorities were: <ul style="list-style-type: none"> ○ Programme management and admin capacity is a risk in the delivery of the system priorities; ○ The fragility of some of the volunteer community sector organisations in the city. <p>Mitigations include:</p> <ul style="list-style-type: none"> ○ Ongoing discussions as per the Programme Management Framework for the partnership; ○ Discussions continue with Local Authority to look at a joined-up approach about funding into the voluntary sector. 	
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	





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1. Introductions and Context Setting

This was the inaugural meeting of the Sheffield Transformation Committee. It was noted that not all Sheffield Partners were represented at the meeting and this would be picked up with respective Partners prior to the next Committee meeting to ensure full attendance going forwards.

2. Terms of Reference

The Terms of Reference were discussed following their approval at the Sheffield Partnership Board on 6 December 2023. These will be reviewed after 3 months.

It was agreed that the purpose of the meeting will be to manage the development and delivery of the Sheffield Place Plan and escalate key risks and issues to the Sheffield Place Partnership Board.

3. Delivery Groups/Programme Management Office

The expectations of the Delivery Groups were discussed in relation to driving the delivery of the Sheffield system priorities.

It was agreed that a Programme Management Framework is required to be able to monitor and oversee the delivery of the Sheffield Place Plan. There is some concern on the level of capacity across the groups in order to deliver the programmes. Discussions are being held to identify and link the available capacity across all partners to ascertain where there are gaps in both capacity and skills.

4. Current Strategic priorities

An update was presented on the ICP strategy, the development of the five-year Joint Forward Plan and the NHS National Planning guidance.

5. Delivery Plan updates

Children & Young People

The delivery group is not as advanced as others due to governance changes being made. The group will be Chaired by Andrew Jones, Director of Children's Services, Sheffield City Council and Anthony Gore, Clinical Director for CYP.

Membership structure is being developed and a parent voice from the Parent Carer Forum, a children/young people voice from the CYP Partnership Network and a representation from Communities and Housing is being sought.



3 Priorities for 2023:

- These are currently being finalised.

Risks/Mitigations:

- Programme management and admin capacity is a risk in the delivery of the system priorities;
 - Ongoing discussions as per the Programme Management Framework for the partnership.

Community Development & Inclusion

The delivery group is still in its infancy and discussions are ongoing to identify a Chair and membership.

3 Priorities for 2023:

- To have a thrive in voluntary sector in the city and develop a framework about how we work and how we fund the voluntary communities sector in Sheffield;
- Reducing health inequalities and empowering certain communities. This would include targeting the most deprived parts of the city and looking at devolved budgets to co-produce a health plan;
- To look at the Racial Equality Commission report and to move towards an anti-racist city and how as a partnership we can help that happen.

Risks/Mitigations:

- The fragility of some of the volunteer community sector organisations in the city;
 - Discussions continue with Local Authority to look at a joined-up approach about funding into the voluntary sector.

Mental Health, Learning Disability, Dementia & Autism

The delivery group membership had been formed.

Priorities for 2023:

- Deliver on ambitious plans to tackle our waiting lists;
- Design an integrated, holistic approach to children and young people's emotional and mental health and social care with a focus on prevention and early intervention;
- Continue the transformation of adult community and primary mental health and social care;
- Deliver the commitments of the Autism Strategy and refine the diagnostic pathway (for neurodevelopment);
- Recommission learning disability community services and right-size inpatient services;
- Deliver the commitments of the Dementia Strategy, including memory assessment pathway
- See a transformation in substance misuse services;
- Continue to grow and develop the VCSE sector, working together to address health inequalities.

Risks/Mitigations:

- Programme management capacity is a risk in the delivery of the system priorities:
 - Ongoing discussions as per the Programme Management Framework for the partnership.



Planned Care

Discussions ongoing around the lead and structure for this delivery group.

Priorities for 2023:

- Elective recovery and reducing waits;
- Referral optimisation – enhancing triage to CASES to get people seen in the right places and upskilling primary care to manage differently;
- Approach to community diagnostics, phlebotomy, teledermatology etc. Making sure when we develop plans for a CDC, that fits with the needs of the communities.

Risks/Mitigations:

- Programme management capacity is a risk in the delivery of the system priorities:
 - Ongoing discussions as per the Programme Management Framework for the partnership

Primary & Community Care

The Primary Care Delivery Group has been meeting regularly since the pandemic issues and just recently included community care colleagues, therefore, interface discussions between primary and community care are still to take place.

The current identified priorities have been well developed and were in the primary care landscape and looking at integration between general practice and wider primary care colleagues. It is noted that there is still further work to be done looking at the interface and integration between primary care in its broadest aspect and community care.

Priorities for 2023:

- Developing neighbourhood working and population health;
- Developing maturity of the PCNs and getting a supported infrastructure and some governance around them for decision making;
- Looking at connecting wider primary care and community care into PCN Teams and building an integrated MDT at neighbourhood level, thinking about how we connect with the voluntary sector and social care within that;
- Looking at how we tackle access, not just same day urgent access but also planned care.
- Breathlessness Pathways, in particular Live Well, Breathe Well and how this fits with a network neighbourhood approach;
- Workforce – retention and recruitment and developing a framework to support the ARRs roles;
- Data – being able to record when under pressure from demand and looking at mitigations, understanding the activity and recording it, understanding the population health needs.

Risks/Mitigations:

- Programme management capacity is a risk in the delivery of the system priorities:
 - Ongoing discussions as per the Programme Management Framework for the partnership.



Urgent & Emergency Care

The Delivery Group is established and with identified membership.

Priorities for 2023:

- Improve same day access;
- Reduce avoidable activities;
- Optimise hospital flow;
- Discharge/Home first approach.

Risks/Mitigation

- Programme management capacity is a risk in the delivery of the system priorities:
 - Ongoing discussions as per the Programme Management Framework for the partnership.

Sandie Buchan
Director of Strategy (Sheffield)
21 February 2023

