



HCP Director Report
Sheffield Health and Care Partnership (HCP)
April 2023

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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	
Key actions required: Note the report	
Are there any Resource Implications (including Financial, Staffing etc.)?	
N/A	

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Strategic Update

Sheffield Health and Care Partnership Board

The Board last met on 18th April 2023 where it agreed five high level priority areas for the partnership to focus on over the next 1-2 years.

1. Development of **hospital discharge** processes, building on our 'home first' model in order to reduce delays in discharge.
2. To develop and implement our **model for same day care**. To develop a new model for the provision of same day care to enable our population to access the right service based on need
3. To ensure there is 24/7 access to **mental health crisis support** for children, young people and adults in Sheffield
4. To **improve the support for people who are neurodiverse**, reducing waiting times to access services and ensuring we have appropriate support offers available.
5. To develop a **new model of neighbourhood working** with our communities to support their needs and reduce health inequalities.

More information about the priorities and the benefits they are expected to achieve can be found [here](#).

Several enabling approaches have been identified to support the delivery of these priorities:

- Embedding a compassionate leadership model in Sheffield
- Listening to the needs of our communities – building continuous engagement and involvement
- Allocating resources to those areas most in need
- Focusing on our workforce
- Making the most of technology and digital advances to support our work

Compassionate Leadership

An event was held on 15th March to explore how Sheffield could become a compassionate city and how we can embed compassionate leadership in our work.

There were presentations on the day about trauma informed practice, organisational trauma and organisational wellbeing. It highlighted the importance of supporting staff to enable them to retain their compassion, professionalism and effectiveness when working with vulnerable children, families and adults.

Michael West CBE presented at the event, describing the components of compassionate leadership and there were pledges made by participants on the day to take forward their learning into their day to day work. Follow up events are being planned as well as some more focused work with the HCP Partnership Board members.

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. The programme is a collaboration of place partners with identified Senior Responsible Officer and clinical leadership.

What we have done so far:

Delivered projects aligned to the three workstreams of:

- Urgent Community Response
- Enhanced Health in Care homes
- Anticipatory Care

For more details regarding the projects being undertaken and what this means for Sheffield, please visit: [Ageing Well - Sheffield Health and Care Partnership \(sheffieldhcp.org.uk\)](https://sheffieldhcp.org.uk)

Some key achievements have included:

- Joined up the elements of the work into an Ageing Well programme with a well-supported and attended multi agency collaborative driving and delivering the work.
- Presented the work to various stakeholders including the Health Care Partnership Primary Care Board and nationally.
- Building on the success of the programme, have made applications to national awards.
- Acknowledged the interdependencies / connections to other areas of work in the city and worked to align these.

What are the priorities for 2023/24?

Following review of our achievements so far, and in recognition of the current operational challenges, whilst we continue to deliver on the workstreams identified, there will be a specific focus on the following topics within 2023/2024:

- Mental health support for care homes
- Urgent community response pathways that include:
 - Care homes
 - Immediately fallen individual
 - 999/111
- ReSPECT citywide implementation
- Management of the deteriorating individual, providing RESORE2mini training to care homes.

The programme also aims to:

- Continue to build a partnership network in Sheffield, to deliver ‘what matters’ to our population and the workforce who serve them, ensuring an embedded structure for delivery of Sheffield’s key strategic priorities today and into the future.
- By doing this we will realise the ambition to create a city collaborative that enables greater integration and therefore efficiency and effectiveness, aiming to build capability and capacity in the community across health and social care, the Voluntary Community Sector and independent sector in order to deliver improved quality and better outcomes for people in Sheffield.

Visit [here](#) to read a detailed report on the progress of Sheffield’s Ageing Well programme.

Find more information on the Ageing Well programme here: [Ageing Well - Sheffield Health and Care Partnership \(sheffieldhcp.org.uk\)](https://www.sheffieldhcp.org.uk)

Children and Young People

Mental Health Support Teams

- **South Yorkshire Integrated Care Board (ICB) and Sheffield Children’s NHSFT have been successful in bidding for two further Mental Health Support Teams (MHSTs) in Sheffield** schools from the NHS England Wave 10 funding. The new MHSTs will start training in January 2023 and be fully operational by January 2023 and will bring the coverage of MHSTs in Sheffield to approximately 50% of pupils, which is above the 25-33% standard specified in the NHS Long-term Plan for Mental Health.

A new Sheffield Early Years Strategy

- **A new draft City Early Years Strategy “Start for Life Sheffield” will be shared with all stakeholders for consultation at the beginning of July.** The strategy development has been led by Early Years and Early Help Commissioning and has engaged partners from across the Early Years system including Early Years Childcare providers and Health partners. The strategy will support us to ensure that the importance of Early Years and our vision for our youngest citizens acts as a golden thread throughout our planning, policy making and good practice development for children and their families.
- On completion, stakeholder involvement will remain a priority in terms of monitoring of progress and oversight via a governance structure which aligns Family Hubs and Start for Life within the overarching Children’s structure.

Sheffield Family Hub & Start for Life Programme

The following points provide an overview of this programmes work to date:

- Sheffield identified as 1 of 75 top tier Local Authorities and awarded TRAILBLAZER STATUS.
- Governance pathway progressing.
- Integrated Care System joint approach – the decision-making pathways developing.
- Local governance – ongoing from April 2023.
- Delivery plan, 1 of only 10 Local Authorities to submit a strong/satisfactory plan.
- Recruitment to key posts is ongoing.
- Commissioning process has begun.

The Vision for Family Hubs & Start for Life Services

The vision consists of the following pillars:

1. **More accessible** – through a universal single point of access, a clear logical family hub offer, recognised and understood by families, which includes hub buildings, virtual offers and outreach.
2. **Better connected** – family hubs harness the power of networks to drive progress on joining up professionals, services and providers (state, private, voluntary and community) through co-location, integration, partnerships, data sharing, shared outcomes and governance. Holistic, wraparound services support families with a wide range of needs, identify need early and consider the whole family. They reduce fragmentation, including between 0-5 services and those for families with older children and young people, and drive efficiency.
3. **More relationship centred** – practice in a family hub focusses on building trust and supportive relationships, emphasising continuity of care in the Start for Life offer.

How will Sheffield make this happen?

- Transform the 7 existing Family Centres to become functional Family Hubs & create a Family Hub Network across the city.
- As a trailblazing Local Authority, Sheffield’s vision to ensure every Family Hub is a welcome space for communities to access and receive timely advice and support.
- We will create a locality culture of accessibility, improving communication and publishing the offer widely. We will ensure accessibility is extended for families who need services or signposting to services, for example longer opening and weekend opening for working parents.
- Whilst we look to improve accessibility of services linked to the Family Hub model framework, we will also ensure impact of services on individual families is effectively monitored to enable us to evidence impact the work of low-level preventative services across the city and what difference this can make to longer term crisis intervention.
- We want to continue to help transform Early Help services that work collaboratively and enable the growth of healthy relationships from the very early days of a child’s life.
- Safe spaces for children and families offering welcoming, non-judgemental, and empowering support that builds resilience across our cities. **Communities are at the heart of our plans for family support in Sheffield.**

Mental Health, Learning Disabilities, Dementia & Autism

Sheffield Support Hub (<https://www.mhm.org.uk/sheffield-support-hub>)

- The recently commissioned **Sheffield Support Hub, located on Bank Street**, which opened in November 2022 is now opening Monday – Friday, 6pm-midnight & Saturday-Sunday, 2pm-midnight.
- The Hub is a walk-in service accessible to anyone aged 16 and over offering free mental health support in a welcoming, comfortable, non-judgmental, and non-clinical environment. Their experienced staff team is available to provide emotional, social and practical support to persons in mental health crisis or to those heading

toward a crisis situation (but excluding those people needing urgent medical attention)

- The staff can work closely with GPs, Community Mental Health Teams, Crisis Teams, A&E Mental Health Liaison Teams, Police and Ambulance Services, Street Triage, and other front-line healthcare professionals to ensure that people in emotional distress have a safe, supportive place to go to, with appropriate support available.

Drop-in provision to support autistic people

- At end March 2022 the **contract was awarded for the development and delivery of a drop-in facility accessible to, and offering support to, autistic people aged 16 and above, and their (informal) carers and families**, offering information, advice and opportunities to connect with community groups and support in a welcoming and safe environment. The supplier will work with commissioners and current providers to develop the service specification
- The services objectives are to enable autistic people in Sheffield aged 16 and above to:-
 - Have increased access to services and support in their community (a community hub that will provide a signposting service and a space where other experts could hold more specialist sessions).
 - Feel better supported, with more of their individual needs met as a result of accessing the provision.

Learning Disabilities (LD) Annual Health Checks

People with a LD often have poorer physical health than other people – on average men with a LD die 23 years earlier and for women it is even worse at 27 years earlier - mostly from preventable illnesses and in part due to physical health needs being overlooked.

Evidence suggests that providing health checks to people with learning disabilities (aged 14 and above) in primary care is effective in identifying previously unrecognised health needs, including those associated with life-threatening illnesses.

In Sheffield, GP surgeries, ICB (Sheffield), voluntary sector partners, and other stakeholders have been working hard to increase the quantity and quality of LD Annual Health Checks.

Between April 2022 and March 2023, 85% of people in Sheffield with a LD received the annual health check that they were with their eligible for with their GP. This was a total 3,382 people – which is 889 more health checks than in the previous year and above the national target of 75%.

The majority of people also had a Health Action Plan recorded following their health check, outlining next steps to improve their health and wellbeing.

Primary & Community Mental Health (PCMH) Programme

Two engagement events took place on 21st and 23rd February. Participants included Experts by Experience and Service Users, GPs, Voluntary Community Social Enterprise (VCSE) Organisations, PCMH team staff. The following outputs were seen:

- For the **Crisis and Urgent Care workstream**, agreement to use Mental Health Triage scale for crisis and urgent functions with a recommendation received that Urgent & Emergency Care services should remain citywide for individuals needing to be seen

prior to 72 hours. The PCMH team will work to a 4-week waiting time for routine referrals.

- For the **Operational Model workstream**, consensus that routine provisions should be at GP/PCN level with strong connections to the local population and the service available in their locality. There is a strong desire that there is integration and strong working relationships between organisations (integrated care groups) to reduce barriers to access, prevent “bouncing” around the system and reduce faceless referrals.

Primary and Community Care

15th June Network Learning Event – Building Integrated Neighbourhood Teams

On the 15th of June the Primary Care Networks (PCNs) of Sheffield will be hosting a workshop on developing our integrated neighbourhood working. It will bring together partners from across and beyond the healthcare sector to discuss the barriers to integrated working and come up with pilot initiatives that we can start collaborating on, with a view to snowballing that collaboration into fully integrated neighbourhood working.

Attendees will include community nursing, dentistry, community pharmacy, ophthalmology, VCSE and, of course, general practice.

PCN Development Plan

Background to the plan:

- Sheffield PCNs have been working together for over 3 years now, including their effective cooperation to deliver the successful COVID-19 vaccine rollout.
- Recognising the crisis they are in, they have come together again to describe their vision for the role they will play in the Primary Care system.
- This process has involved many meetings, debates, facilitated workshops and secondary research, and has drawn on the full depth and breadth of their Primary Care experience.

The plan outlines 6 key pillars for the future role of PCNs:

- Create integrated neighbourhood teams around the patient
- Integrate care across layers of scale
- Support the resilience of GP Practices and Primary Care
- Play their part in the green agenda
- Support targeted high-value health interventions
- Be part of a population health-led care system.

The plan is currently being reviewed by the HCP Primary and Community Care Board.

People

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

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

- **Patient Transport** Forum members received an update on the patient transport service at Northern General Hospital ahead of the service being re-contracted. Members gave their experience of using the transport service and suggested ideas for improvement.
- **Compassionate Sheffield** Members received an update from the Compassionate Sheffield programme and heard about involvement opportunities. Members commented on the programme of work to date and suggested ideas for improvement.
- **Diabetes Action Hub** Members heard an overview of the new Diabetes Action Hub project led by VAS with 7 community partners over 3-years aiming to address unequal access to services that support and treat people with Type 2 Diabetes. They commented on what good practice of Public Involvement could look like in the project.
- **STH PROUD Behaviours Framework** Patient’s First, Respect, Ownership, Unity, Delivery (PROUD) are Sheffield Teaching Hospitals (STH) NHSFT behaviours, and a framework has been drafted for staff to implement these. The framework was reviewed and commented on by the forum members.
- **Sheffield Children’s NHSFT Public involvement in Clinical Strategy & Quality, Experience and Safety Strategy** Forum members listened to how work was being undertaken to ensure all their plans and strategies fit together under the Caring Together strategy and had the same strategic intent. They heard about the current Public Involvement approach to the developing Quality, Safety and Experience Strategy and were asked to engage with this by answering a few questions around that area of work.
- **Governance arrangements of the Sheffield Health and Care Partnership** Forum members were joined by Emma Latimer, Executive Place Director for Sheffield at NHS South Yorkshire Integrated Care Board and heard an overview of the new governance arrangements in Sheffield place. Members were given the opportunity to ask questions and gain clarification on these and explore ways of future involvement.
- The H&CP Forum have developed a framework for their thinking titled **‘What We Do & How We Do It’** to make sure that they are effective in their role to:
 - Influence and improve patient and public involvement plans within Sheffield HCP
 - Influence how services are designed, delivered, funded, and coordinated – so that people have better experiences and outcomes.

The framework was piloted by members before being approved this month.

It contains 5 behaviours that members want to cover in their work alongside five guiding principles:

1. **Involvement** – Advise how best to work with local people, so that they can influence changes within the health and care system.
2. **Communications** – Inform the design of information materials, and how they are shared with people who use services, their relatives, carers and the wider public.
3. **Helpful Challenge** – Be a ‘critical friend’ by challenging aspects of the HCP work and suggesting how these issues can be overcome.

4. **Impact** – Consider the impact of possible changes in the design and delivery of care and support in Sheffield, and whether they are in best people’s interest.
5. **Experiences** – Share views and experiences in relation to wellbeing, health and social care services.

The framework also includes a set of questions relating to each of their behaviours. Asking the questions identified will help members stay focussed and achieve their aims.

The framework is designed for H&CP Forum members work, it can be viewed [here](#).

For more information on the forum including summary notes, and to meet the forum members visit [here](#).

- Four forum members have enjoyed supporting our four Challenge Groups in the Leading Sheffield programme as public involvement advisors, encouraging the groups to seek public participation for their wicked problem responses.

Leading Sheffield

- We **completed the latest cohort of this System Leadership Development Programme with the Landing Event on Friday 21st April** where a cohort of 30 participants, in four Challenge Groups, from across our health, care and voluntary organisations presented their responses to the following questions:
 1. How do we close down foodbanks? (because people shouldn’t need them)
 2. How do we make sure people feel heard? (closing the loop, feedback)
 3. How do we reach people before it’s too late? (as relevant for poverty/debt as it is for health conditions)

The participants were supported throughout the cohort by a dedicated Coach from our health and care partners, and public involvement advisors working with each Challenge Group. Content time has included an introduction to coaching approaches, network mapping, wicked problems & sharing perspectives.

Senior and Line Managers from across the system were invited to the event to hear from the delegates about the work they have been doing over the past few weeks. The groups talked about their methodology (who they had engaged with, what tools they used etc.) and solutions including what went well, even better if, how their work will improve patient / service user support, experience and outcomes. They also fed back what they had learned around System Leadership on the programme, how they intend to build on what they have learned on the programme and how they intend to use that learning going forward. The presentations were fascinating, moving and inspirational – and much appreciated by the audience.

The programme will be fully evaluated, and any lessons learned taken forward to the next cohort.

Learning and Development

- [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.

- The Sheffield Health and Care Education, Training and Learning Group has developed an action plan which includes, amongst other things:
 - Influencing mandatory training requirements
 - Developing and holding a Sheffield-wide conference aimed at anyone working in H&SC in Sheffield (including Educational supervisors, college tutors etc) to raise the quality of education and training
 - Improving the equality of access to Education and Training across Health and Social Care across Sheffield
 - Developing a cross-city Sheffield Induction video
 - System Leadership
 - Digital / Literacy

The Group plans to work with the King's Fund to further develop their plans.

Person-Centred Approaches

The **Joining Up Person-Centred Approaches** group met again in March, colleagues discussed an upcoming workshop to be held on 14th June 2023. This will be a city-wide event hosted by the Health and Wellbeing Board for Sheffield, and the working title is - Health Equality & Public Services with key-note speakers including Donna Hall, former Chief Executive of Wigan Council and Wigan CCG who's work included [the 'Wigan Deal'](#) a new relationship striking between the public services and local people. We anticipate that strength and asset-based approaches will be key themes of the conference.

Peer Mentoring and Budding

The partnership is in the process of establishing a buddying and peer mentoring scheme for HCP Board members. Through the scheme, board members will be partnered with a leader from a voluntary sector organisation in the city. The aims of the scheme are

- To increase the diversity of voice and thought into the HCP decision making;
- To provide participants with an opportunity to increase their understanding of the lived experiences of each other to create trust;
- To raise Board members' awareness of the role and contribution of VCS organisations to the health and care sector;
- To raise awareness of the role and contribution of our HCP partners among VCS organisations.

Applications will be open until Friday 19th May, please read the participant information embedded below for how to apply and share the opportunity widely.



Final version -
Buddy and Reciproc

Recruitment and Retention

The **Sheffield HCP Recruitment and Retention Group** previously submitted a bid for Health Education England monies. A job description and person specification has been submitted for banding for a post to oversee the development of the website and to support recruitment and retention activities across the city which will be funded by the bid monies. An invitation has gone out to partners to sit on the interview panel.

Inequalities

Community Development & Inclusion Group

The Community Development & Inclusion Group held its first meeting this month and has a set of drafted principles to align with the vision of Sheffield Health & Care Partnership:

- We will focus our work to target those in need, those with the greatest health needs and those experiencing the widest health inequalities;
- We will work alongside and empower communities in the most deprived parts of the city and those from ethnic minority backgrounds, embedding co-production, listening exercises, and jointly developing our desired outcomes;
- We will ensure a focus on inclusion health involving wrap around support for the most vulnerable and excluded individuals and groups in the city. This includes the homeless, sex workers, asylum seekers/refugees/undocumented migrants, ex-offenders and veterans;
- We will harness our role as anchor institutions to support our communities and focus on identifying opportunities to drive social value;
- We will allocate resources, to areas of greatest need, and ensure that we embed a financial framework that drive the reduction in health inequalities, this includes ensuring we ringfence investment and identify sustainable funding models for the voluntary and community sector and interventions aligned to supporting our communities.
- We will draw on evidence and ensure we drive innovative in our approach, designing solutions to long standing challenges with our communities, that supports us to improve health outcomes.

To date, several workshops have been held with our statutory partners and our Voluntary Community Social Enterprise (VCSE) colleagues to co-design a VCSE model for how we fund and work alongside the sector with lots of enthusiasm being shown from thoughts shared. The next workshop will be held on Tuesday 16th May where discussions will focus on the funding/award process between our statutory and VCSE organisations and the desired outcomes for the next three years to influence the model.

Racial Equity Inclusion Group

The Group continues to await resolution of the new Sheffield structure to understand their place in the scheme of things. There is a desire to work across place on the report and recommendations from the Racial Equality Commission, but lack of clarity around the above means that this work is on hold for the time being.

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)

View previous Director Reports here: [Sheffield HCP Director's Report - Sheffield Health and Care Partnership](#)