



Sheffield Health and Care Partnership Update Report September – October 2023

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Sheffield HCP focused work 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.

Ageing Well Programme

- The Sheffield Ageing Well programme is in the final year of a three year funded programme of work.
- Key priorities have included:
 - The development of a [2- hour Urgent Community Response](#) to support Same Day Urgent Care within a person's place of residence, aiming to reduce conveyance and hospital admission where safe to do so
 - [Enhanced Health in Care Homes](#), including a focus on workforce development, falls, nutrition and hydration, dysphasia management, management of the deteriorating individual, mental health review, and geriatric medicine advice and guidance
 - Delivery of [Anticipatory Care](#) via the Team Around the Person multidisciplinary model of care, ReSPECT emergency care planning, implementation of an end of life (EoL) care pharmacist and a stroke emotional support counsellor role, and 'Team Sheffield' falls prevention recommendations.

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)

The programme will close at the end of March 2024, therefore there is a focus on the embedding and sustaining of the projects to ensure a legacy of improvements that have been delivered/tested for the city.

The Ageing Well Programme team presented to the Sheffield Place Health and Care Partnership Board in October 2023 . A series of engagement events are being planned for Q3 and Q4 to celebrate the achievements made and gather further learning from stakeholders in view of programme delivery, to influence how the City approaches system wide change in the future before the team return to the Board in early 2024 with recommendations for taking the work forward beyond the life of the programme

Children's and Young People's Wellbeing

In August, the Health and Care Partnership Board received a paper outlining **plans to help address waiting times for neurodiversity assessments for children and adults**. The high level aims of the plans are to:

- support and meet the needs of neurodivergent children, young people, adults and their families, first time in a more holistic way,
- move away from a medical centric service (where appropriate) to one which supports and empowers people in their communities.

- alleviate pressure on the current specialist model of care for Autism and ADHD.
- improve current routes for assessment and follow up.

Current projects are to collaboratively:

- Improve access to universal support and care to empower frontline staff and support families based on need. More support is now being provided by VCS in collaboration with clinicians in areas of highest deprivation.
- Develop a campaign to better communicate the Sheffield universal offer to parents and carers and staff, including improving understanding of neurodevelopment needs.
- Educate Staff how to signpost and support neurodiverse needs at the earliest time by developing parent led training for frontline staff working with 0-12 year olds.
- Developing a multi-agency support model in schools to reduce need on hospital specialist services
- Exploring alternative referral and assessment processes
- Increased funding to recruit clinical staff in the service.

Mental Health, Learning Disabilities, Dementia & Autism

Likewise Sheffield

Sheffield City Council have re-commissioned and mobilised the new substance misuses service in Sheffield. The new service ' Likewise' is contracted to Humankind (Registered Charity). The new service launched on 01/08/2023.

Likewise offers a range of free, confidential and non-judgmental services for adults aged 18+ and their families whose lives are affected by drugs and/or alcohol. Their aim is to support people to stay safe and live happier, healthy lives, free from drugs and alcohol. As part of their offer, they can provide the following:

- One-to-one support
- Structured group therapy work
- Support to family members, involving them as part of your recovery plan wherever possible and with your consent
- A health and wellbeing check, health screenings, blood testing and vaccinations
- Help to achieve a balanced approach to life through therapeutic intervention
- Support to reduce harm and prevent overdose
- Substitute medication is available for some drugs that you may use
- Detox from alcohol and/or drugs.

Early Intervention and Prevention

Likewise can provide early intervention and prevention, including brief intervention, harm reduction, outreach and training. This may include:

- Guidance for people using New Psychoactive Substances, 'club drugs', cannabis and steroids

- Sterile injecting equipment through local pharmacies and our on-site needle exchange.

Recovery Support

With their partner, Project 6, Likewise offers a diverse programme of recovery and aftercare support. This will include:

- Rolling group programme including mutual aid
- 12 week structured recovery programme
- Wellbeing groups and activities
- Progression pathways including Peer Support & Volunteer training, Individual Placement
- Support and Ambassador Scheme.

More information can be found at <https://likewisesheffield.org.uk/>

Physical Health Strategy for People Living with Severe Mental Illness

Sheffield's NHS organisations, partners in the Voluntary and Community Sector, and Sheffield City Council are currently finalising the refresh of our citywide *Physical Health Strategy for People Living with Severe Mental Illness, People with Learning Disabilities, and Autistic People*. **The 2023-2028 strategy will build on the successes of the 2019-2022 strategy, to continue to address the significant health inequalities faced by these populations.**

Achievements during 2019-2023 included:

- An increase in uptake of annual physical health checks for people with severe mental illness from 18.5% to 61%
- An increase in uptake of annual health checks for people with learning disabilities from 35% to 85%
- Sheffield was one of only 5 places nationally to be successful in being awarded a place on the NHSE national project to pilot annual health checks with Autistic adults. 95 autism specific health checks have been completed in 2023 in Sheffield as part of the project.
- Close alignment with South Yorkshire Learning from the Lives and Deaths of people with learning disabilities and autistic people (LEDER) – including increased uptake of national screening programmes (e.g. for bowel screening there was an increase of 29% of people with learning disability who completed and sent back the FIT kits for the first time, having previously not returned kits)
- Sheffield Teaching Hospitals now has Learning Disability and Autism Leads and Mental Health Leads, who can coordinate support for patients, training/awareness raising for staff, and support improvement activity to improve care and access.
- Sheffield City Council has introduced changes to contracts and monitoring for learning disability supported living/mental health recovery providers, to improve focus on physical health care

Plans for 2023-28 include:

- Extending the previously adult focused strategy to be all age

- Continued work with wider partners to contribute towards the Promotion of Wellness; Prevention of Illness; Earliest Intervention; Recovery; and Living Well (including a focus on smoking cessation/ lung health, healthy weight, oral health, national screening)
- Continued alignment with the citywide autism strategy and citywide learning disability strategy

Pharmacy

Pharmacy Workforce

We continue to champion specialist pharmacist roles including expansion of the mental health specialist pharmacists, continuation of the palliative care pharmacist and pharmaceutical lead for health and social care.

We are supporting the cross-sector training of pharmacy technicians and pharmacists and developing ideas for cross-sector pharmacist roles post registration with the goal of increasing recruitment and retention to Sheffield.

An exciting opportunity has emerged to work with colleagues at the University of Sheffield in the development of the new School of Pharmacy which is working towards the first cohort starting in Autumn 2025. The notion of a Sheffield Pharmacy Team continues to develop with inclusive care pathways spanning Primary Care Network, Community Pharmacy, Social Care and Secondary Care colleagues e.g. a new Atrial Fibrillation detection service initiated in community pharmacy and followed through by pharmacy colleagues in general practice.

Health & Social Care

Plans to improve the outcomes for vulnerable housebound people by maximising the benefits from medicines are being implemented including a **trial of ‘Your Med’s’ technology to enable patients to manage their own medicines in the home without the need for carers visits.** Other developments include working towards digital Medicines Administration Record charts; support and training to paid and unpaid carers around medicines and where to access help.

A co-produced leaflet with the Health & Care Public Forum (Sheffield) “Where can I get help with my medicines?” has been launched seen [here](#). It is to be circulated in a wide range of health and social care settings, including libraries and other local authority sites.

Community Pharmacy Independent Prescribing

South Yorkshire is to participate in a national pathfinder project to test community pharmacist independent prescribing in 4 clinical areas: hypertension management: initiation and optimisation; cardiovascular (CVD) risk assessment and lipid optimisation; contraception and an extension to the Community Pharmacy Consultation Service (CPCS). We are supporting Sheffield pharmacies and general practice colleagues to participate and develop innovative ideas which will better utilise the clinical skills of community pharmacists, improve accessibility for patients and relieve pressure from GPs. **The focus will be informed by population health data to ensure we can support improvements to health inequalities.**

Primary and Community Care

South Yorkshire ICB Primary Care Strategy

The HCP Primary and Community Care Delivery Group are prioritising the delivery of the [South Yorkshire ICB Primary Care Strategy](#). The purpose of the strategy “To enable the people of South Yorkshire to maximise their health and wellbeing, supported by excellent, local primary and community care services that are responsive to the needs of communities, joined up with system partners and sustainable for the future.

There are four broad themes or priority areas that the Delivery Group will focus on:

1. Access
2. Integrated Neighbourhoods
3. Workforce
4. Enabling Functions (including digital and data, contract reform, estates, research & innovation)

Urgent and Emergency Care

The Urgent Emergency Care (UEC) Delivery Group has seen the following achievements over these past two months:

- Early Pregnancy Pathway Unit pathway direct conveyance now live.
- The Winter Plan and Governance Structure has been taken to Urgent Emergency Care (UEC) Board and signed off on the 7th September.
- A three-month pilot beginning for direct conveyance for a specific cohort into Urology Assessment Unit.
- 111 clinicians can now refer into medical Same Day Emergency Care via [Single Point of Access](#)
- Discharge Programme Board started meeting in August 2023 with work underway in all of these workstreams to achieve the ‘Home First’ model for discharge by December 2023: Internal STH discharge workstream, Mental Health, Pathway 1, System Discharge Data and Information Visibility.
- Discharge “Let’s Get This Right” event held 5th to the 7th of September where operational teams Active Recovery, Intensive Care, SPARC, Short Term Intervention Team, Social Care, Transfer of Care were supported to unblock any delays and understand the root causes of delayed discharges and escalate these early and appropriately. Key themes from the day’s are being communicated to the Executive Team.

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 few months:

- **Sheffield Place Partnership Plan (South Yorkshire ICB)** The forum were presented an overview of [Our Sheffield Place Plan \(2023 – 25\)](#) and gave their experiences, asked questions to influence the priority areas.
- **Leading Sheffield Wicked Problems** The forum helped define the following Wicked Problems to be addressed on the next cohort of Leading Sheffield:
 1. What specifically can we do as a system to improve the transitions between children and adult services in both health and care services including those with complex physical and/or mental health needs?
 2. Working as a system, how, specifically, can technology be used to tackle the root cause of problems facing health and social care?
 3. How, as a system, can we better manage the future of increasing prevalence of complex diseases and comorbidities?
 4. How do we better adapt our hospital and community care to the ageing population and changing demographics of older people across the system?

A few members are planning to support the cohort further once again this year by performing the role of Public Involvement Advisory member for the Challenge Group days, and delivering a presentation on the Launch Day addressing how to do public involvement using their toolkit [here](#) and outline the process of choosing the Wicked Problems.

- **Compassionate Sheffield** returned to the forum to give progress updates on the programme over the last few months and members reflected on experiences of compassionate and in-compassionate care.
- **Discharge To Assess model** forum members received an overview of the discharge to assess model and gave their experiences and feedback to help develop and implement the model in Sheffield.

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

Leading Sheffield

The fifth cohort of our Leading Sheffield programme started at the beginning of October 2023 with a Launch Event attended by our participants and Leading Sheffield Steering Group and presentations given to introduce the experience. Content included an introduction to coaching models, public engagement and how to do it with our Health & Care Public Forum (Sheffield), conversation with a leader from Dr Zak McMurray (Medical Director, Sheffield, South Yorkshire ICB).

Participants have now reached the halfway point in the experience with two Challenge Group days held at community venues across the city to date. **The three Challenge Groups have chosen to address the following Wicked Problems:**

1. Working as a system, how, specifically, can technology be used to tackle the root cause of problems facing health and social care?
2. How do we better adapt our hospital and community care to the ageing population and changing demographics of older people across the system?

A learning half-day will be held on the Wednesday 1st November with all participants where they will receive presentations and interact over the topics: system and compassionate leadership with Sheffield University, behavioural science with Sheffield City Council. They will have the opportunity to implement learning in the remaining two Challenge Group days.

Participants will present their responses to the Wicked Problems at a Landing Event on Friday 1st December, 9.30am – 3pm held at Sheffield Town Hall. If you've an interest in system leadership you're welcome to attend the Landing Event to watch participants presentations alongside their line managers and the city's senior leaders by contacting sth.hcp-sheffield@nhs.net.

Person-Centred Approaches

The Joining Up Person-Centred Approaches group met recently and were joined by colleagues from Compassionate Sheffield group to discuss a **city-wide event around Compassionate Leadership & Trauma Informed on the 8th November, 9.30am - 12.30pm at Niagra Conference Centre where Michael West will be the keynote speaker.**

Key outcomes will be:

- Identifying the culture we want to create
- Identifying the behaviours we want to see to deliver that culture
- Identifying the barriers to performing these behaviours
- Developing a shared language for Sheffield in Person-Centred/Compassionate/Trauma Informed approaches

Peer Mentoring and Buddying

The schemes are now both underway with support sessions in place for the Peer Mentoring programme and similar being developed for the Buddying scheme. We are also developing a post-programme evaluation in order that we have evidence of the efficacy of the schemes to support their implementation in the future.

Recruitment and Retention

The Sheffield HCP Recruitment and Retention Group has developed an Expression of Interest form to be used across the city for those people wishing to apply for roles where the usual routes to application present barriers. Partner organisations may choose to use it on their website or offer paper copies to potential applicants. Any forms being returned to the HCP will be directed to the appropriate organisation. **The group will next look at developing career pathways across all parts of the system and work to ensure the smoother transfer of staff between organisations.**

The bid monies from Health Education England are to be used for a joint post with the Council to both oversee the development of a website to support recruitment and retention across the city and to support placements across Sheffield.

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

SHEFFIELD HEALTH AND CARE PARTNERSHIP BOARD

TUESDAY 15 AUGUST 2023

SUMMARY POINTS OF THE RATIFIED MINUTES

- 1. Public Questions** – no questions were received from the public.
- 2. Mental Health Crisis Transformation Programme** – at a lot of positive work has taken place across the city to improve the pathways of care. It has been agreed that the priority will sit with the Urgent and Emergency Care (UEC) Delivery Group, due to the increased complexity of individuals presenting in both children's and adults acute settings. There is still a huge amount of work to undertake which requires focus on pathways of care into A&E in both children's and adults.

The Board were requested to ensure that there is leadership identified, from all system partners, to ensure that the Crisis Transformation Programme can be further developed, and the objectives refined to develop an all-party agreed delivery plan with identified Programme Management Capacity from across system partners.

It was agreed that will strengthen and broaden the scope regarding the voluntary and community sector (VCS), alongside mental health services, to ensure that services can be commissioned in a sustainable way.

An action was agreed to provide a more detailed plan, drawing out the specifics and ensure senior partners are involved, any identified gaps, what can take place now and what can be progressed within the next 12 months. This updated plan is to be provided to the next HCP Partnership Board meeting on 9 October 2023.

- 3. Neurodiversity** – this is a 'place' priority and is aligned to the All-Age Autism Strategy priorities, previously presented to Board. The aim is to design an approach in Sheffield that will sit within both the Children's and Mental Health Delivery Groups to:
 - support and meet the needs of neurodivergent children, young people, adults and their families, first time in a more holistic way,
 - move away from a medical centric service (where appropriate) to one which supports and empowers people in their communities;
 - alleviate pressure on the current specialist model of care for Autism and ADHD;
 - improve current routes for assessment and follow up.

One of the key discussions at the All-Age Autism Delivery Board, which is made up of colleagues from across the city and includes service users, is around how to become an autism friendly employer and for areas collectively to come together to provide a positive message. An advice hub is being launched to provide information from all providers/partners/stakeholders across the city.

It was suggested that the governance sits with the Autism Partnership Board and that there needs to be an initial focus on children and young people, ensuring schools continue to be engaged in the work. One of the priorities is to outline a short, medium and long-term plan of how the programme is going to proceed, identify funding, responsibilities and how the partnership holds itself to account.

4. **Community Development Update** – an update on community development and the neighbourhood model was provided and a lot of excellent activity is taking place and growing the community connection to prevent people turning up at the front door or entering crisis services. To achieve success will require a stabilised set of organisations within the voluntary and community sector (VCS).

A Community and Inclusion Delivery Group, which involves Sheffield City Council (SCC), partner organisations and the VCS sector, has been established and working with Kate Josephs, Chief Executive (SCC) and Greg Fell, Director of Public Health (SCC) to look at the potential of SCC match funding the work.

The HCP Partnership Board agreed that they need to be supportive of the locality focus and that commitment is required from partner organisations to look at things through a different lens and that further discussions need to take place to ensure that VCS organisations are sustainable to maintain continuity.

It was confirmed that system measures, to ascertain the impact of this work, were being agreed and should include qualitative as well as quantitative measures to ensure we can understand return on investment.

A ring-fenced budget is available, and an updated plan will be submitted to the October Board meeting that will include community feedback and transparency around why particular areas are being targeted and the process.

5. **Sheffield Place Partnership Plan** – the signed-off Place Partnership Plan was circulated for information.

6. **Communication** – an update was provided as follows:

- discussions had been held with each of the partner organisations Communication Leads to explore use of existing communication channels to promote the work of the partnership to staff across the organisations and improve consistency of messaging;
- noted that will be reviewing the HCP Update Report and how it is used moving forwards as well as the HCP website;
- acknowledged that further work was needed to design future communication to the public.

7. **Buddying Mentoring and Peer Update** – each Board Member has been matched with a Buddy and two have been matched as reciprocal mentors. Discussions will take place between buddies and mentors to strengthen community links with the VCS to bring in their voice to Board discussions. The expectation is to meet each person at least every 2 months and outline the challenges faced by each organisation to bring in a whole-system view into the HCP Partnership Board. An evaluation on the programme to be undertaken in December/February 2024 and reported back to the Board at the April meeting.

The two vacant Sheffield Councillor HCP Partnership Board representatives to be confirmed in early September and will be matched with a buddy when they are known.

8. **Targeted Lung Health Checks (TLHC)** – the Targeted Lung Health Checks (TLHC) programme offers the opportunity for early diagnosis to those most at risk of lung cancer (ever smokers) in areas with among the highest lung cancer mortality rates in England. The programme is also a flagship contributor to the Long-Term Plan ambition to diagnose 75% of cancers at an early stage by 2028. The Doncaster Targeted Lung

Health Check (TLHC) programme commenced in March 2021, following the pause triggered by the COVID-19 pandemic. The programme has since expanded across the Cancer Alliance region and went live in Bassetlaw in August 2022, Rotherham in October 2022 and Barnsley in February 2023. The proposed expansion to Sheffield will support the ambition to provide the TLHC service to 100% of the eligible population across the Cancer Alliance footprint.

TLHCs work by inviting those between 55 years and 74 years 364 days who have ever smoked to an appointment where lung cancer risk is assessed. If the individual is at higher risk of lung cancer, the participant is offered a low-dose CT scan. Depending on the outcome of the initial scan, the patient may be invited for a follow up scan at 3 and/or 12 months. All patients who have an initial scan are invited to attend a 24 month follow up scan. In Sheffield the estimate of those invited will be around 63,000 and plan to commence in the east of Sheffield and move to the west with a plan to go out to procurement. Have used supermarket car parks, PCN's, etc, to locate the risk assessments centres. The recommendation from the Board is to:

- approve the mobilisation of the Targeted Lung Health Check Programme in Sheffield;
- note the supporting governance process;
- note the update on the progress of the programme in South Yorkshire to date;
- note the risk around resource implications; commitment to explore the opportunities to fulfil current gaps in resource and identify an SRO for the programme.

A stakeholder meeting is taking place in September and a radiographer and responsible clinician will be present to talk about their experiences. It was suggested that the paper includes non-cancer diagnosis and the positive intervention of smoking cessation when cancer is not found.

9. **Sheffield Transformation and Oversight Committee Update** – the update reflected the activity over the past few months and more information will be provided on performance at the next Board meeting with a deep dive focus on some of the challenges.
10. **Sheffield Place Finance Report Month 3 and Benchmarking Data** – due to organisations having limited information, at the early part of the financial year, most organisation are reporting breakeven positions to their plans submitted in June. NHS organisations in the partnership have a year-to-date deficit of £6.2m and forecast year end deficit of £26.3m. The forecast position matches the planned deficits of organisations. South Yorkshire ICS, as a whole, continues to forecast an overall financial balance.

Sheffield place's reported position is in line with the planned deficit of £14.4m submitted as part of the ICS planning process. Several risks are highlighted that may affect achievement of the planned deficit and further reductions to move towards a breakeven position within the ICB.

Risks to note are the delivery of the challenging efficiency targets, pay pressures, impact of the industrial action, on-cost cover as well as impact on elective capacity. The level of transformation required is significant which will not be delivered in this financial year, and we need to consider which programmes are going to deliver to drive out efficiencies and will make a change. Have not included benchmarking data, which was presented to the Development Session in May, and have established an Efficiencies Group that

includes personnel from SCC, SHSC and SYICB in how we can drive out efficiency so that we are not sitting in silos and doing things separately. As the Group progresses will bring in other partners and will report back on progress to the October Board meeting.

Joint financial efficiencies will be a focus for the Board Development Session taking place on 22 September. It was suggested that the issue could also be raised at the Health and Wellbeing Board in September to ensure that the public are sighted.

11. **Better Care Fund Plan (Final)** – the BCF Plan is overseen by the Health and Wellbeing Board and has been signed-off by the Chair. Partners have added to the plan, and it is aligned to the discharge fund. The plan has been submitted to NHS England and sign-off completed.
12. **Vice-Chair of Sheffield HCP Board** – Dr Hilton confirmed he would take up the position of Vice-Chair and Chair the Sheffield HCP Board in the Chairs absence.

Emma Latimer
Executive Director for Sheffield Place
August 2023