

Sheffield Teaching Hospitals NHS Foundation Trust

Chief Executive's Briefing

Board of Directors – 29 September 2020

1. COVID-19 TEG Update

The Trust is currently responding to the implications of the COVID-19 pandemic and is currently focusing on a reset of all services. Given the rapidly changing situation a verbal update and presentation will be provided at the meeting.

2. Integrated Performance Report

The Integrated Performance Report is attached at Appendix A. There are two reports for this month, covering June and July 2020 data. Each Director will highlight the key issues for the Board of Directors to note/consider, June data will be referred to by exception.

3. Annual Members Meeting

Over 200 people virtually attended the Annual Members Meeting on Monday 21 September. This year we welcomed presentations from Dr Greg Fell, Director of Public Health, Sheffield City Council who shared his unique view of the Sheffield COVID-19 experience and an informative presentation from Dr Thushan de Silva, Senior Clinical Lecturer and Honorary Consultant Physician in Infectious Diseases who described Sheffield's role in COVID-19 research.

4. NHS People Plan 2020/21

On 30 July 2020 the NHS published the [We are the NHS: People Plan for 2020/21 – Action for us all.](#)

The plan builds on the previously published Interim People Plan and sets out actions to support transformation across the whole NHS. It focuses on how we must all continue to look after each other and foster a culture of inclusion and belonging, as well as action to grow our workforce, train our people, and work together differently to deliver patient care.

101 actions are described across nine domains. Responsibility for the actions are shared across employers, national bodies, the Accountable Care Partnership and Integrated Care System. There are 42 employer led actions and at Human Resources and Organisational Development Committee this month colleagues heard about how our STH People Strategy Refresh aligns very well with the national plan. We are confident that we are focusing on what matters most to our staff and can assure the Board of Directors that we are in good shape to evidence externally our successes and progress to date together with our plan for the next 12 months as and when the governance arrangements regionally and nationally are confirmed.

5. Flu Campaign

The Trust's vaccine order started to arrive from 18 September 2020. The staff vaccination programme has recruited 370 vaccinators who will vaccinate staff out of the Flu hubs, which will open on the 12 October 2020 at the Northern General Hospital, Royal

Hallamshire Hospital and across community settings, as well as safely roving amongst clinical teams and departments. Accommodating social distancing has been a key part of this year's programme and as a result an on-line booking platform is being used for the hubs to avoid crowding and waiting. An electronic data capture process has also been developed in-house which will improve the timeliness and quality of data reporting.

We will again be offering vaccines to all maternity patients and inpatients who have a length of stay over 14 days. National guidance received in August requires us to offer flu vaccinations to patients attending an outpatient appointment on-site. We are working with the Citywide Flu Group to plan how this service will be configured and to secure the vaccine supply from national sources.

This year we have also worked with Sheffield Clinical Commissioning Group and agreed a plan for our Community Nursing teams to vaccinate 5000 of the city's 8000 housebound patients who are known to our Community Nursing teams. This will significantly support primary care and provide a safer vaccination offer for these vulnerable patients in their own homes.

6. Clinical Director for Musculo-Skeletal Care Group

I am pleased to announce Mr Amjid Ali has been appointed as Clinical Director for the Musculo-Skeletal Care Group.

Mr Ali will commence in post on 1 October 2020. He takes over from Mr Simon Buckley.

Mr Ali completed his training at STH and was appointed as a Consultant in 2008 and has been Clinical Lead for Shoulder and Elbow since November 2013.

I would like to thank Simon for his unstinting contributions to the MSK Directorate and the wider organisation during his time as Clinical Director. His commitment and leadership has been highly valued throughout his time in the role.

7. Clinical Lead, Major Trauma

I am pleased to announce Dr Matt Wiles has been appointed as Clinical Lead for Major Trauma, taking over from Dr Stuart Reid. I would like to thank Stuart for successfully establishing and developing the Major Trauma Centre here at the Trust.

8. Chair Recruitment

As colleagues will be aware, Tony Pedder steps down from his role at the end of his term of office in December 2020. As a Foundation Trust, the Council of Governors are responsible for appointing his successor. This process has commenced and will conclude with the final interview panel in early November 2020.

9. Nurse Directors

Having worked for over 36 years for the NHS, 14 years, over three spells, being at STH and its predecessor organisations, Mrs Paula Schofield, Nurse Director and Head of Midwifery for the Laboratories, Engineering, Gynaecology, Imaging, Obstetrics and Neonatology (LEGION) Care Group has announced she will be retiring at the beginning of October.

Martin Salt, Nurse Director for Specialised Medicine, Cancer and Rehabilitation is also retiring at the beginning of October. He started as a Student Nurse in Sheffield in 1987, following a spell as a porter at Lodge Moor Hospital and spent his whole career working for the Trust.

I would like to take this opportunity to thank both Paula and Martin for their contributions over the years and wish them both a long, happy and fulfilling retirement.

Replacing Paula in the interim will be Marie Reid, Deputy Nurse Director and Deputy Head of Midwifery for the LEGION Care Group and Ali Mortimer, Deputy Nurse Director, South Yorkshire Regional Services is replacing Martin, again in the interim. Substantive recruitment for these posts will take place early in 2021.

10. Appointment of New CEO, Sheffield City Council

Sheffield City Council have announced the appointment of their new Chief Executive.

The post became vacant at the end of 2019 when John Mothersole retired after 11 years, before the current Chief Executive, Charlie Adan, stepped in on an interim basis in January 2020.

Sheffield's new Chief Executive will be Kate Josephs, who will join the Council in January 2021. Kate is currently Director General in the Number 10 COVID Taskforce and brings with her a wealth of public sector experience from senior leadership roles in Government both in the UK and United States.

11. Patient Lead Assessment of the Clinical Environment (PLACE)

The Trust has received confirmation that the regular national PLACE collection will not be going ahead in 2020. This is in recognition of the risk to patient assessors and staff in undertaking the full assessment programme while the COVID-19 pandemic continues.

Local assessments using a modified version of the PLACE module are being planned to ensure that the Trust is maintaining high standards in relation to the patient environment; however these will not involve patient assessors due to the potential risk of transmission of infection.

12. South Yorkshire and Bassetlaw Integrated Care System (SY&B ICS)

A report from the Chief Executive of SY&B ICS can be found at Appendix B. This provides a summary update on the work of the SY&B ICS for the month of August 2020 including performance scorecards.

13. Sheffield Accountable Care Partnership

There is no overview of the programme activities for the Sheffield Accountable Care Partnership to share this month, as a number of meetings have been postponed to ensure that all efforts are focused on addressing the urgent operational priorities caused by COVID-19.

14. Communication and Awards Update

I am delighted to let you know that a number of our teams and staff have been recognised for excellence in their field.

- Professor Jacqueline Dunkley-Bent OBE, the first Chief Midwifery Officer for England presented Paula Schofield, our Head of Midwifery and Nurse Director with a Silver Chief Midwifery Award. The Award recognises midwives who have made an outstanding contribution to the profession.
- The Gastroenterology directorate is now one of only 20 centres globally and two in the UK to have achieved World Endoscopy Organisation Centre of Excellence status for the full range of their endoscopic services, including clinical services, training, teaching and research.
- The Integrated Community Care team have won Wound Care Today's 'People's Award for Best Social Media Moment' for their 'It's SSKIN' video which is aligned to the recording of the Pet Shop Boys 'It's a Sin' to raise awareness of pressure ulcer prevention.
- Two of our nursing teams have been named as finalists in the Nursing Times Awards. Brearley 6 for their response to the COVID-19 pandemic (shortlisted in 'Care of Older People' category) and the teenage and young adult oncology service (shortlisted in three categories: Team of the Year, Cancer Nursing and Children's Services)
- The Trust is also well represented in this year's Nursing Times Workforce Awards, with three successful nominations. Nurse Director Jane Hopkins has been named as a finalist in the 'Nurse Manager of the Year' category alongside MAPS blended ward approach which is up for the 'Workforce Team of the Year' category. The Surgical Services nursing team's COVID-19 response is the Trust's second entry shortlisted in the prestigious 'Workforce Team of the Year' category.
- Richard Ross, Honorary Consultant Physician, has been recognised with the 2021 Outstanding Innovation Laureate Award from the Endocrine Society – one of the top honours in the field.
- Dr Iain Armstrong, Nurse Consultant within the Pulmonary Vascular Disease Unit, has been named 'Respiratory Nurse of the Year' at the British Journal of Nursing (BJN) Awards.

Kirsten Major
Chief Executive
29 September 2020

CHIEF EXECUTIVE REPORT

September 2020

Author(s)	Andrew Cash, System Lead		
Sponsor			
Is your report for Approval / Consideration / Noting			
For noting and discussion			
Links to the STP (please tick)			
<input checked="" type="checkbox"/> Reduce inequalities	<input checked="" type="checkbox"/> Join up health and care	<input type="checkbox"/> Invest and grow primary and community care	<input checked="" type="checkbox"/> Treat the whole person, mental and physical
<input checked="" type="checkbox"/> Standardise acute hospital care	<input checked="" type="checkbox"/> Simplify urgent and emergency care	<input checked="" type="checkbox"/> Develop our workforce	<input checked="" type="checkbox"/> Use the best technology
<input checked="" type="checkbox"/> Create financial sustainability	<input checked="" type="checkbox"/> Work with patients and the public to do		
Are there any resource implications (including Financial, Staffing etc)?			
N/A			
Summary of key issues			
This monthly paper from the System Lead of the South Yorkshire and Bassetlaw Integrated Care System (SYB ICS) provides a summary update on the work of the SYB ICS for the month of August 2020.			
Recommendations			
The SYB ICS Health Executive Group (HEG) partners are asked to note the update and Chief Executives and Accountable Officers are asked to share the paper with their individual Boards, Governing Bodies and Committees.			

South Yorkshire and Bassetlaw Integrated Care System CEO Report

CHIEF EXECUTIVE REPORT

September 2020

1. Purpose

This paper from the South Yorkshire and Bassetlaw Integrated Care System System Lead provides an update on the work of the South Yorkshire and Bassetlaw Integrated Care System for the month of August 2020.

2. Summary update for activity during August 2020

2.1 Coronavirus (Covid-19): The South Yorkshire and Bassetlaw position

South Yorkshire and Bassetlaw (SYB) continues to see low infection rates. Mobility data for SYB suggests that people are increasingly getting out and there continues to be an increase in retail, recreation, walking and driving and more recently, public transport. As schools and universities see the return of students, colleagues across the system are paying close attention to the data.

Health and care organisations across SYB continue to plan the safe restoration of services, which is now being supported through the Covid-19 single-site delivery model. In addition, staff who have been shielding have started to return to work, seeing only those patients who do not pose an infection risk.

There has been a rise in new cases amongst a younger demographic, with 16-35 year olds thought to be those among the more prevalent cases in SYB's communities. Contrary to the initial outbreak this demographic is not translating into demand on hospital services, as most are asymptomatic and treatable at home.

There has also been an alteration to the UK's reporting figures with a change in definition of Covid-19 deaths, to a person with 'a laboratory-confirmed positive Covid-19 test and [who has] died within (equal to or less than) 28 days of the first positive specimen date' which will now be reported. This brings our national definition into line with Scotland, Northern Ireland and Wales. In time, this may alter our Sitrep data going forward.

A contract extension for the NHS Nightingale Hospital Yorkshire and the Humber has been formally agreed until March 31st 2021 – with an interim review in October 2020. It will ensure more patients can be screened for cancer and other serious illnesses whilst also continuing to act as a back-up contingency for SYB and the wider region in the event of a wider national outbreak.

2.2 National update

National Institute for Health Protection (NIHP)

Public Health England (PHE) is to be replaced by the National Institute for Health Protection (NIHP), a new Government agency.

First and foremost, I would like to take the opportunity to place on record the strengths of the local working arrangements with our PHE colleagues through the first wave of the pandemic and their contribution to the on-going work on re-establishing, screening and immunisation programmes, which are essential to the health of our population.

The responsibilities of the NIHP will be dedicated to the investigation and prevention of infectious diseases and external health threats. Its responsibilities will include (but are not limited to) overseeing the Joint Biosecurity Centre, contact tracing and testing and also providing specialised

scientific advice on immunisation and countermeasures. It will report directly to Whitehall, and to the NHS Chief Medical Officer, Professor Chris Whitty.

SYB will continue to work closely with Local PHE teams and support Local Outbreak Control Plans until the NIHP is fully operational in spring 2021.

2.3 Regional Update

The North East and Humber Regional ICS Leaders met in August to take stock of recent experiences of the Covid-19 pandemic and to reflect on and build an understanding of respective roles and challenges. In particular, leaders focused on the key things to get right as Covid-19 becomes the new normal and in case of a potential second wave and winter linked to flu and the EU exit. Led by each of the four ICS' in North East and Humber, in partnership with their Local Resilience Forum partners, discussions took place on PPE supplies, outbreak management, care home and collective working.

2.4 Phase 3 Planning

Since receiving the Phase 3 letter from NHS England and Improvement which sets out the key priorities for health system for the rest of the year, colleagues across the system have been working to align these priorities with the restoration of services whilst also planning and preparing for potential future waves of the pandemic.

Though planning rounds always take focus and priority, this year's is possibly the most complex and detailed ever done as places focus on restoring services within the limitations and added pressures of ensuring social distancing and stringent infection prevention and control measures to ensure sites are Covid-safe. This work has preoccupied the time of many colleagues and on behalf of SYB, I would like to thank them for their continued efforts.

The final system plan, which is due to be submitted to NHS England and Improvement at the end of September will outline the updated transformation priorities for the coming months and years ahead and focus on clinical prioritisation, adapt and adopt as well as specific plans for cancer, mental health, local people (plan) and health inequalities. Crucially this is about enabling and supporting the system to restore services and tackle waiting lists whilst lessening the impact of health inequalities - which continue to pose a threat to vulnerable communities across SYB.

The health inequalities plan will build on the aims set out in the ICS' Five Year Plan (2019 – 2024) but will also need to reconsider how the system will meet the eight urgent actions from the Phase Three letter and the NHS Long Term Plan commitments. This is a welcome focus on health inequalities and provides an opportunity to fast-track plans and further prevent our most vulnerable communities from the impact of Covid-19 while taking forward work to improve their health and access to health care.

2.5 Capital

In August, the Department of Health and Social Care (DHSC) announced an additional £11.5 million of funding for NHS services in South Yorkshire and Bassetlaw. The allocation, part of a £300 million national boost, is specifically intended to support the NHS' winter preparedness plans by boosting capacity and treatment services in emergency departments. The investment means Barnsley Hospital NHS Foundation Trust, Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust, The Rotherham NHS Foundation Trust, Sheffield Children's NHS Foundation Trust and Sheffield Teaching Hospitals NHS Foundation Trust will be able to physically upgrade infection control measures at their sites with enhanced safety plans (waiting space adjustments, signage and additional cubicles). Projects need to be completed by the start of 2021.

2.6 New PPE Storage Facility

A new Yorkshire-based warehouse facility has been identified as the storage facility for SYB's PPE stock following the expiry of the agreement with FlyDSA Sheffield Arena. As an existing supplier on the NHS Supply Chain, the new storage site will house around 11,500,000 items of PPE including clinical-grade gowns, face masks and hand sanitiser. The new deal will also save over £5000 per week in storage and retrieval fees. On behalf of health and care partners in SYB, I would like to thank Paul Ralston and Andy Baker of the ICS Procurement Team for their ongoing work in this field and in securing this new arrangement.

2.7 Scenario Testing Workshop

A scenario testing workshop to plan for winter resilience and testing potential Covid-19 scenarios, flu outbreaks and the limitations to routine service delivery will be held on 8 September. It will involve emergency planning leads working with a team from their own organisations.

It will test four different scenarios that correlate with the Phase Three letter guidance; two (scenarios) from NHE England and Improvement's (NHSE/I) emergency planning route and two from SYB's Local Resilience Forum (LRF).

The four scenarios that are to be tested are:

- NHSE/I: Short-term surge from mid-to-late September 2020 similar to first wave in March/April
- NHSE/I: No second surge: instead, working to a 'background level' of Covid-19, alongside seasonal flu and other circulating illnesses
- LRF scenario 1: Localised outbreaks and managing critical care beds nationally
- LRF scenario 2: Seasonal pressures and Covid-19 resurgence over the winter period

3. Finance update

The financial framework that has been in place during Covid-19 from April to July has been extended for August and September. The new financial framework from October to March has not yet been released as discussions are still ongoing with Treasury on the financial settlement. A planning letter was sent by Simon Stevens and Amanda Pritchard on 31 July which outlined that systems will get a financial envelope which will include top up and Covid-19 expenditure funding. There will no longer be a retrospective top up whereby providers and commissioners received additional funding to bring them to break-even subject to a reasonableness review.

An incentive scheme was announced on 20 August which incentivises activity performance above the levels set out in the planning letter but also takes marginal cost income away from systems if activity performance are below the national expectation. Further detail is required on how this scheme would operate but could be a significant risk to the systems funding levels.

The system has been successful in securing £5m of Covid-19 capital funding for endoscopy, CT and MRI equipment and there is likely to be further funding of Covid-19 Critical Care capital that is currently being discussed between systems the region and the centre.

Andrew Cash

System Lead, South Yorkshire and Bassetlaw Integrated Care System

Date: 1 September 2020