

Sheffield Teaching Hospitals NHS Foundation Trust

Chief Executive's Briefing

Board of Directors – 15 December 2020

1. COVID-19 Gold Update

As the COVID-19 pandemic continues, the Trust is focused on safely providing urgent and emergency services and high levels of planned elective care. Vaccine and staff testing advances offer a welcome positive development as we continue to support the health and wellbeing of our staff and patients.

A more detailed presentation of the current situation will be provided in the meeting.

2. Integrated Performance Report

The Integrated Performance Report (paper Cii), each Director will highlight the key issues for the Board of Directors.

3. Flu Vaccination Programme

To date we have vaccinated over 12,300 members of staff, which is 2,000 more than last year and in a considerably shorter space of time. As a result, 68.4% of frontline staff have been vaccinated compared to 61.6% last year. We have now stood down the Flu Hubs but continue to offer vaccinations for staff that have been unable to access a vaccine to date.

As well as vaccinating pregnant mothers, we have offered over 170 vaccines to inpatients across the Trust. We will roll out vaccinations for patients attending outpatient appointments from Monday 7 December and we have also administered over 800 vaccines to housebound patients through our district nursing team on behalf of 52 practices in the City.

4. Responsible Officer Role

The STH Responsible Officer role, which is a statutory role with Responsibility for overseeing the process of Medical Revalidation, transitioned back to Mr Andrea Galimberti, Deputy Medical Director on 1 December 2020, having been held on a temporary basis by the Medical Director since 24 July 2020 due to an unplanned absence.

5. 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 1. This provides a summary update on the work of the SY&B ICS for the month of November 2020 including performance scorecards.

6. Sheffield Accountable Care Partnership

The Board received the most up to date overview of the programme activities for the Sheffield Accountable Care Partnership when it met last month.

Kirsten Major
Chief Executive
15 December 2020

CHIEF EXECUTIVE REPORT

December 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)													
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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 November 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

December 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 November 2020.

2. Summary update for activity during November 2020

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

Following the planned reinstatement of the COVID-19 Alert Levels, areas within South Yorkshire and Bassetlaw moved into Tier Three (T3), the 'Very High alert' level on 2 December.

To support the new tiered approach, the Government released its COVID-19 Winter Plan, providing an important roadmap for the UK as it moves into the next phase. This includes allowing up to three households between 23 – 27 December to mix indoors in order to form a 'Christmas bubble'. This is anticipated to result in a small rise in new cases nationally. The delayed effect is likely to be felt somewhere between 9-15 January. However, because SYB will be re-entering into T3 restrictions, it is hoped that this will result in fewer cases of new infections compared with regions in lower tiers.

In terms of moving out of T3, it is expected that regular reviews will take place, alongside access to updated guidance. These measures will greatly support local leaders to understand the core criteria for exit. This is an important development for SYB, as one of the most challenged and pressurised systems in the North East and Cumbria and Yorkshire and the Humber, to make the necessary adjustments to enable us to start moving into Tier Two at the earliest possible opportunity. Health and care leaders are keen for local communities to continue exercising caution during the festive break in order to protect the gains made during the second lockdown.

Evidence from SYB Sitrep data confirms that there is a trend of gradual reductions in the spread of COVID-19, and as a result, fewer hospitalisations across the patch. Whilst considerable pressure remains across the system, there is growing confidence that a peak in COVID-19 infections during wave 2 has been reached.

A gradual and sustained decline in new cases is being reported across SYB, which is further reassurance of how Local Outbreak Plans, increased testing and the timely interventions of primary mental health and acute care are playing a vital part in protecting our communities.

By the end of the last week in November, all places in SYB were expecting to have COVID-19 infection rates of 300 or less per 100,000 – a significant shift compared with a few weeks ago. Indeed, numbers of new cases in SYB are expected to continue falling for the next few weeks.

Unfortunately, there is also a continued small increase in care home deaths. We continue to work very closely with social care partners to provide the most appropriate and responsive support to suppress the rise across these vulnerable groups.

2.2 National Update

The Spending Review 2020 committed an extra £55bn (billion pounds) to tackle COVID-19 with £3bn to the NHS, £3bn to local councils, £4bn for levelling-up projects and £250 million towards rough sleeping schemes.

£1 billion of the funding will enable the NHS to nationally tackle longer waits for care by carrying out up to 1 million additional tests, scans and operations. About £500 million will make it possible to tackle the backlog of adult mental health referrals and fund new specialist services for children and young people, as well as extra support for people with severe mental illness and faster access to psychological support for conditions such as depression and anxiety.

Around £1.5 billion will be used to support existing pressures in the NHS. About £325 million will be invested in NHS diagnostics next year, which could replace more than two-thirds of older screening equipment.

2.3 Regional Update

The North East and Yorkshire and Humber ICS Leaders continue to meet weekly with the NHS England and Improvement Regional Director to discuss the ongoing Covid-19 incident and the planning that is taking place to manage the pandemic and where support should be focused. Discussions this month focused on planning for the Covid-19 vaccination programme, escalation protocols across partnerships and preparations for asymptomatic testing of the health and care workforce. The leaders are also starting to look at ICS development across the four ICSs.

2.4 COVID-19 vaccination programme

There continues to be rapid progress with planning for the mass vaccination programme across SYB. There are a number of complex logistical and workforce challenges to overcome in the next few weeks – but everything is going in the right direction.

Sites have been agreed within the Primary Care Networks (PCNs) as teams prepare to support the COVID-19 vaccination programme. It is anticipated that primary care providers will be ready by mid to late December to start vaccinating the most vulnerable groups in communities. Exact timings of course depend on when the vaccines get the go-ahead.

The next few weeks will focus on setting up a vaccine hub to act as a large-scale vaccination site along with the smaller community sites. Detailed data modelling on workforce requirements to support the vaccine programme – both in terms of capacity and availability – is currently taking place.

A COVID-19 Vaccine Steering Group has also been set-up to oversee this process, and I would like to thank the two Senior Responsible Officers (SROs), Jackie Pederson (Chief Officer at NHS Doncaster Clinical Commissioning Group) and Kirsten Major (Chief Executive at Sheffield Teaching Hospitals NHS Foundation Trust) for progressing rapidly with this highly-complex logistical challenge.

2.5 Asymptomatic testing

The Rotherham NHS Foundation Trust is one of 34 early adopter trusts for Lateral Flow Testing (LFD). The learning outcomes from the pilot will be shared across the system and with North East and Yorkshire regional partners. NHS leaders have stated this is a significant moment for the NHS given LFDs importance to Test and Trace and keeping staff in work when they are negative.

Sheffield, Rotherham and Barnsley have joined Doncaster on the Government's list of Directors of Public Health (DPHs) receiving LFDs for targeted testing of asymptomatic groups in local communities. There will be a regular ongoing supply of tests available to DPHs to direct where they feel most appropriate; the initial delivery was for 10,000 tests followed by weekly deliveries up to the equivalent of 10% of the population. Bassetlaw comes under Nottinghamshire Local Resilience Forum where their DPHs are also coordinating the use of LFDs. All Trusts in SYB have received or are in the process of receiving rapid testing platforms and laboratory teams will be validating their performance against the PCR testing that is currently undertaken.

2.6 NHS 111 First

In November, colleagues from across the system who have been working towards delivering the NHS 111 First initiative took part in an assurance process with NHS England and NHS Improvement (NHSE/I) colleagues from the national team. I am pleased to report as a result of the assurance meeting SYB received confirmation and approval to go live with NHS 111.

This signifies the state of readiness in SYB for the additional requirements for the NHS 111 initiative. The project team did an excellent job of illustrating (to national colleagues) our strong current position, whilst still emphasising that work needs to continue to strengthen our position further - especially in order to help patients navigate the Urgent and Emergency Care System during these unprecedented times.

I would like to thank colleagues in provider and commissioning organisations and the ICS PMO for their work in making this possible.

2.7 Flu vaccination programme

The SYB Flu Board has reported seeing big improvements on last year's performance with workforce vaccinations and the targeted community programmes are also performing very well.

The flu vaccination programme was extended to cover more vulnerable groups than in previous years in a bid to reduce the threats of COVID-19 affecting the most vulnerable groups. Additionally, this also helps to relieve pressure on acute trusts which are seeing far fewer seasonal flu cases as a result. The flu vaccine programme recently widened further to the over-50s age group which commenced from 1 December.

2.8 CCG annual assessment ratings 2019/20

NHSE and Improvement has published the 2019/20 annual assessment ratings for Clinical Commissioning Groups (CCGs) across England.

CCG ratings across South Yorkshire and Bassetlaw are as follows:

- Outstanding – Barnsley, Bassetlaw, Doncaster and Rotherham
- Good – Sheffield

I would like to acknowledge these achievements and for the excellent work of colleagues in CCGs during these challenging times.

2.9 Integrating care: Next steps to building strong and effective integrated care systems across England

At NHS England and Improvement's November meeting in public, the Board set out its proposals for taking Integrated Care Systems further.

'Integrating care: Next steps to building strong and effective integrated care systems across England', focuses on the future of system working and establishing some form of legislative framework, which will clearly have implications for us all.

It builds on the vision set out in the NHS Long Term Plan for health and care to be even better joined up around people's needs. It also sets a course for greater collaboration, with a strong emphasis on provider collaboration and the role of partnership working at place level with local authorities and the voluntary sector. There is also focus on decision making as close to people and communities as possible, improving population health and outcomes, tackling unequal access, and supporting broader economic and social development.

SYB already has a track record in working together to deliver significant improvements for people who live and work here. Over the last four years partnerships in neighbourhoods, places and as a system have evolved with arrangements across CCGs, Councils, Providers and VCSE partners and Healthwatch. During the COVID-19 pandemic efforts were combined wherever possible and SYB should be well placed to consolidate strong effective partnerships going forward.

The paper describes options for giving ICSs a firmer footing in legislation, which if passed would take effect from April 2022 (subject to Government decision). There are two potential options being considered (depending on the consultation) - a legal partnership board or a statutory integrated care authority.

NHSE/I is inviting feedback based on these proposals and in addition to individual organisation responses, we are intending to pull together a co-ordinated SYB partnership response on the consultation which ends on Friday 8th January 2021.

2.10 Working Win extended

The South Yorkshire support service helping people with mild or moderate mental health conditions and or physical health conditions to stay in work, known as “Working Win” has been extended until 31st March 2021.

The extended service will support people who are absent from work due to ill health or in-work and struggling. This includes people with health conditions who might be at risk of redundancy due to Covid-19 or otherwise struggling to remain in employment at the current time. The Working Win team will provide practical advice and support to help people manage their health conditions at work, to manage debt and maximise income and to seek alternative employment, where required.

In the extension period, Working Win is looking to support 450 people who are currently in a job but off sick and are struggling to remain in employment. The service will continue until March 31st 2021 with referrals open until 31st January 2021.

2.11 South Yorkshire and Bassetlaw Maternity System allocated national funding to support education

£29,400 in national funding has been allocated to support the greater standardisation of Maternity Support Workers (MSW) education in South Yorkshire and Bassetlaw.

Reducing the differences in skills and experience of those undertaking the role will help to ensure that women receive good quality care provision. The new consistency will also provide the Maternity Support Workers with high quality education and training to support them in the assessment of competencies, as well as ensuring they are paid correctly for the work they do as part of the maternity team.

The MSW Competency Framework will offer Maternity Support Workers staff greater flexibility in worker in other maternity systems across the country where the framework is also being put in place, helping to reduce variation and duplication in training. Developing the framework in South Yorkshire and Bassetlaw will take place over a four month period with midwife project leads appointed to undertake this work in each of the acute Trusts.

2. 12 Emergency Children's Surgery Pathway

Emergency children’s surgery in South Yorkshire and Bassetlaw has been brought together at Sheffield Children’s Hospital once again as all hospital trusts work together in response to the second wave of the Covid-19 outbreak. The pathway re-commenced on 2nd November 2020.

The temporary change impacts children up to the age of 16 who would currently receive emergency surgery at Barnsley, Doncaster and Rotherham hospitals. The exception is children who have very time-critical conditions, who will still be taken to their nearest hospital if it is safe to do so.

2.13 Partner Board appointments

Following robust appointment processes, Fatima Khah-Shah has been appointed to the role of non-executive director at Sheffield Childrens' NHS Foundation Trust and Annette Laban to the role of Chair at Sheffield Teaching Hospitals NHS Foundation Trust.

Fatima takes up her role, for an initial term of three years, on 1st December 2020 and Annette takes up her role on 1 January 2021. Both bring a wealth of expertise and knowledge to their roles and I look forward to personally welcoming them to the ICS in due course.

Annette will succeed Tony Pedder, OBE when he retires at the end of December after almost 10 years as Chair of one of the largest NHS Foundation Trusts in the country, overseeing many patient-focused initiatives and breakthroughs in clinical research and innovation which have benefitted patients across the whole region. I know all partner organisations would wish to acknowledge the superb leadership contribution provided by Tony over many years.

2.14 Awards and recognition

Congratulations to partners across SYB who have been shortlisted for the prestigious Health Service Journal (HSJ) Awards 2020:

NHS Workplace Race Equality Award:

- Rotherham, Doncaster and South Humber NHS Foundation Trust (RDaSH) are shortlisted for 'Developing, Promoting and Implementing Equality Diversity and Inclusion - The RDaSHWay'

System Leadership Initiative of the Year:

- The combined efforts of Sheffield Clinical Commissioning Group (Sheffield CCG), Primary Care Sheffield, Sheffield Children's NHS Foundation Trust, Sheffield City Council and Sheffield Teaching Hospitals NHS Foundation Trust for the 'Sheffield Health and Care Covid-19 Testing Service'
- Sheffield CCG, Sheffield Health and Social Care NHS Foundation Trust, Sheffield Teaching Hospitals NHS Foundation Trust, Sheffield Children's NHS Foundation Trust, Sheffield Mind, Sheffield Flourish, Mental Health Voluntary, Community and Social Enterprise (VCSE), Saffron, Share Psychotherapy, South Yorkshire Eating Disorders Association (SYEDA), Sheffield Public Health and The University of Sheffield for the 'Sheffield Psychology Board: The Art of the Possible'

Primary Care Networks, GP or Community Provider of the Year:

- The joint approach from Peak Edge Primary Care Network, King Egbert School, Meadowhead School, Door 43, Chillipep, Sheffield Futures and Sheffield CCG for 'Peak Edge Neighbourhood School Transformation Project'

Primary Care Innovation of the Year:

- The Seven Hills 'Cold Visiting Service' (of Sevenhills Primary Care Network /Primary Care Sheffield) shortlisted for a new home visiting service in response to the COVID-19 so that vulnerable patients could continue to receive help.

Congratulations also to Dr John Corlett, of The Scott Practice (Doncaster), named as winner of the Lifetime Achievement award for the NHS Parliamentary Awards 2020.

3. Finance update

At Month 7 the system is £4.8m ahead of plan due primarily to Sheffield Teaching Hospitals (£2.6m) and Doncaster and Bassetlaw Teaching Hospitals (£1.2m). All organisations are reporting break even against plan with the exception of Sheffield Health and Social Care who are reporting a £0.5m year-end over-performance against plan which reduces the deficit to £3.4m.

The system plan forecast deficit has reduced from £6.9m to £6.4m. Further work will be required in December and January as to whether the system deficit can be mitigated.

There is significant forecast capital slippage which can offset a number of in year risks. Providers have been asked to submit three year capital plans and identify any opportunities to spend further capital in 20/21 by 18 December. This will enable a recommendation on capital slippage to be taken to the Health Executive Group in January.

Andrew Cash

System Lead, South Yorkshire and Bassetlaw Integrated Care System

Date: 1 December 2020