

**Sheffield Teaching Hospitals NHS Foundation Trust**

**Chief Executive's Briefing**

**Board of Directors' – 19 May 2020**

**1. COVID-19 Gold Command Update**

The Trust is currently responding to the implications of the COVID-19 pandemic, this includes an increase in capacity for patients who require respiratory medicine interventions whilst maintaining effective urgent and emergency services and supporting the health and wellbeing of our staff. 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. Each Director will highlight the key issues for the Board of Directors.

**3. Estates Director**

Having worked for over 39 years for the Trust and its predecessor organisations, Mr Phil Brennan, Estates Director has announced he will be retiring at the end of May. I would like to take this opportunity of thanking Phil for his contribution over the years and wish him a long, happy and fulfilling retirement.

**4. 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 SYB ICS for the month of April 2020 including performance scorecards.

Meetings that are not business critical have been reviewed, postponed or cancelled. However, the Health Executive Group (HEG) continues to meet on a monthly basis and will be the main system forum which will hold the strategic agenda. These will run as either face to face meetings, a teleconference or online depending on the agenda topics.

**5. Sheffield Accountable Care Partnership**

In line with the SYB ICS approach all ACP Workstream Boards are being postponed, to ensure that all efforts are focused on addressing the urgent operational priorities caused by COVID-19. Consideration has turned to how the ACP helps the City's health and social care system reset and to learn the key lessons from the experiences thus far in managing the COVID-19 pandemic. Appendix C provides an overview of some of the impacts of COVID-19 and the ACP's role in supporting and leading the health and care system in the future.

Kirsten Major  
Chief Executive  
19 May 2020



CHIEF EXECUTIVE REPORT

May 2020

<b>Author(s)</b>	Andrew Cash, Chief Executive Officer		
<b>Sponsor</b>			
<b>Is your report for Approval / Consideration / Noting</b>			
For noting and discussion			
<b>Links to the STP (please tick)</b>			
<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		
<b>Are there any resource implications (including Financial, Staffing etc)?</b>			
N/A			
<b>Summary of key issues</b>			
This monthly paper from the Chief Executive 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 April 2020.			
<b>Recommendations</b>			
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

## CHIEF EXECUTIVE REPORT

May 2020

### 1. Purpose

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

### 2. Summary update for activity during April 2020

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

There is increasing evidence, both nationally and regionally, that the first peak of Covid-19 has now passed. The numbers of patients needing critical care facilities across the hospitals in South Yorkshire and Bassetlaw (SYB) appear to have now plateaued. There is consensus among partners that the immediate Phase One response to Covid-19 is drawing to a close. Attention is now turning to recovery, restoration and resetting health and care services.

Simon Stevens and Amanda Pritchard's letter to the NHS, issued on Wednesday 29th April, helpfully summarised the next steps for Phase Two, setting-out the current position and proposing new ways for the NHS to remodel health and care services in the coming days and weeks.

The NHS remains in a Level 4 National Incident with all the altered operating disciplines that requires. There will be a gradual shift away from this in May as the Phase Two stabilisation period begins which will be in place until the end of June. During this stabilisation phase we will consider how best to restart urgent NHS services across SYB taking into account the needs of the population and the clinical priority of patients that need to be treated the soonest.

Phase Three will be August to the end of March 2020. During this period we will conduct a comprehensive planning review and focus on building elective services and managing a potential further Covid-19 spike during the winter. Partners are already starting to take stock of the learning from the changes in ways of working since March as well as the experiences from patients, the workforce, SYB partners and the public. These findings will help to develop a framework to shape future working. Phase Four will be from April 2021 and will focus on recovering and developing the NHS towards the 'new normal'.

To support the early thinking on the SYB approach, a strategic workshop with Chief Executives, Accountable Officers, GPs, Primary Care Networks and the NHS England and Improvement Locality Director took place on 29th April. The basis of the discussions was to set out key principles for the reset process whilst working to ensure the prevention of System inequalities in any reconfiguration of services. It was a helpful exercise with insights and informative contributions from across sectors and the feedback is being used to work up the System response. Special thanks to Major Sam McEvoy, the SYB ICS Military Planner who formulated and facilitated the session.

#### 2.2 Phase One reflections

As consideration turns to Phase Two and beyond, it is important to reflect on the enormous strides that have been made during Phase One. These have been in key areas such as workforce, critical care capacity, extensive partnership working and entering new terrain such as working side-by-side with the military.

In SYB, a complex cross-regional development of a new Nightingale Hospital in Harrogate was co-

ordinated and the realignment of the FlyDSA Arena Sheffield as a local PPE storage facility was supported. In addition, new mobile testing sites in Barnsley, Sheffield and Doncaster opened, alongside the drive-through coronavirus testing facilities at Doncaster Sheffield Airport (DSA) for South Yorkshire and Bassetlaw key workers in health and care, including those employed in the independent sector, police, fire, local authorities and LRF partner organisations.

NHS staff testing expanded with Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust and The Rotherham NHS Foundation Trust joining Sheffield Teaching Hospitals NHS Foundation Trust laboratory capacity to provide up to 2000 tests a day. Together with the key worker facility at DSA and mobile sites, the region is in a good position to maximise testing and allow staff currently unable to return to work because they or a member of their family or household have symptoms of coronavirus to know whether they do have the virus. The SYB System is also in a good position to widen community testing, especially to organisations that are fundamental to the local economy such as universities and colleges.

More than 600 final-year nursing and allied health students from Sheffield Hallam University volunteered to join the NHS workforce and support the Covid-19 pandemic. This includes 376 nursing students who are joining NHS colleagues sooner than anticipated as part of the UK's response to the virus. The healthcare students are in the final six months of their degrees and will be paid volunteers.

In addition to work led by NHS England and supported by the ICS Procurement Hub to source PPE, the Mayor of the Sheffield City Region, Dan Jarvis, issued a call to South Yorkshire businesses to join the efforts to help make life-saving medical equipment. This initiative has seen around 50 businesses come forward, many of which are now supporting ongoing requirements for PPE for the region.

### **2.3 Supporting care homes**

In Phase Two the NHS will continue to partner with Local Authorities and Local Resilience Forums to provide mutual aid for care homes. In SYB this will build on work that has been taking place since the beginning of the outbreak. While the numbers of cases and deaths in hospitals are showing a downward trend, it is the opposite in care homes.

NHS England is working with all regional providers including the North East and Yorkshire and the Humber Region to implement a new Enhanced Universal Support Offer to Care Homes. This is built around four key Principles: Leadership, Prevention, Additional Clinical Support and Workforce. The Enhanced Offer has been developed in conjunction across a number of key stakeholder groups; CCG Directors of Nursing, Directors of Adult Social Services in Local Authorities, Skills for Care, Primary Care, Public Health, Care Home Providers and others across the region. It provides a clear framework for support to care homes which will complement and, where appropriate, strengthen the support currently offered by these organisations.

One of the first additional steps being taken, with regional senior nursing support, is for CCGs to quickly identify clinical leads to work alongside each care home. They will explore practical areas where additional support can be offered such as infection control, PPE training, staff not coming in to work if unwell, staff testing and pausing family visiting.

### **3. Finance update**

Based on draft year end results the System has exceeded its financial plan for the year. This has brought in £19m of cash support that would not otherwise have been available had the system not been in balance. This is a very creditable performance for the SYB System which has now exceeded its financial plan in each of the last three years.

#### **4. Next steps**

An announcement is expected on Sunday 10<sup>th</sup> May from the Prime Minister on the Covid-19 lockdown exit strategy. We will use this to underpin our approach building on the transformation work seen in the last few months in SYB to reset the NHS over the coming year in four phases which are outlined above.

**Andrew Cash**  
**Chief Executive, South Yorkshire and Bassetlaw Integrated Care System**

**Date 7 May 2020**