

Sheffield Teaching Hospitals NHS Foundation Trust

Chief Executive's Briefing

Board of Directors – 25 May 2021

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. With the easing of the national restrictions, the Trust is working with local and national partners to ensure the reset of services remains effective and enables holistic patient centred care.

An update on the current position and next steps will be provided in the meeting.

2. Integrated Performance Report

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

3. Clinical Director - Urology

I am pleased to announce that Mr David Smith has been appointed as Clinical Director for Urology. David will take up the Clinical Director post from 1 June 2021. I would like to thank Mr Richard Inman for his contribution to Urology and the wider organisation during his time as Clinical Director.

4. Cancer Prehabilitation and Rehabilitation Programme

The Advanced Wellbeing Research Centre (AWRC) at Sheffield Hallam University, Yorkshire Cancer Research and Sheffield Teaching Hospitals are working together to support people affected by cancer in Sheffield through a new prehabilitation and rehabilitation service. By providing access to physical activity, nutritional optimisation and psychological support, the service aims to help people with cancer prepare for and recover from treatment (surgery, chemotherapy and radiotherapy) and maintain healthy lifestyles after their cancer diagnosis. This initiative is currently in the mobilisation phase with a plan to start receiving referrals in Autumn 2021. The name of the service is yet to be agreed.

5. Hadfield Update

The rectification works on the Hadfield Building were completed in early May and the Trust received a letter from South Yorkshire Fire and Rescue Authority on 7 May 2021 following an onsite inspection. I am delighted to confirm that the Prohibition Notice was withdrawn. Final commissioning and cleaning work has been ongoing since then and there will be a phased reoccupation of the ward accommodation starting on 5 - 6 June 2021 and completing on 3 - 4 July 2021.

6. Regulation 28 – Laura Booth

Following the inquest into the sad death of Laura Booth in October 2016, the Trust has received a Prevention of Future Deaths (Regulation 28) Report from Her Majesty's Coroner. In this report the Coroner highlights issues relating to Laura's nutritional care, but acknowledges the changes we have made to our nutrition services and processes to ensure appropriate support for patients with complex nutritional needs. The Coroner does however also highlight concerns relating to our application of the Mental Capacity Act, in particular staff awareness of the requirements and the steps needed to ensure patients and families are fully involved in decisions about care and treatment. Prior to receipt of the Coroner's report, we had completed a review of our Mental Capacity Act training and the revised programme was launched in early May 2021. Work is now in progress to identify what further actions are required in light of the Coroner's findings. We will be responding to all of the Coroner's recommendations and are required to do so by 4 July 2021.

7. EU Settlement Scheme – Application Deadline 30 June 2021

As part of the EU transition arrangements, all EU, EEA or Swiss citizens resident in the UK by 31 December 2020 and their family members need to apply to the EU Settlement Scheme to continue living, working and accessing public services in the UK beyond the application deadline of 30 June 2021.

There are currently just over 340 EU, EEA or Swiss nationals employed at the Trust across a range of roles and specialisms. There are likely to be a number of these staff who have already applied for settled status but as employers we are unable to request this information until after the June deadline - unless staff choose to provide this information voluntarily it is not currently possible to determine how many have settled status or not.

We have been engaging with and informing our workforce regarding the EU Settlement Scheme and the steps they need to take. This began in summer 2019 and will continue until the end of June deadline. This engagement includes:

- Detailed legal briefings with Q&A session run by specialist immigration lawyer – August 2019 and April 2021, the second of which I hosted.
- Individual letters sent to EU staff
- Trustwide Communications Update/Social media to highlight key information/dates and signpost to Gov.uk resources
- Updates to the Trust's Human Resources intranet page to provide current information on the scheme and signpost to the Gov.uk website to apply
- Official posters and leaflets displayed in staff areas/dining rooms and provided to areas where staff don't have ready access to email or online communication channels
- Localised communication approaches linking in with Trust managers and staff side colleagues for distribution via UNISON communication routes

8. Strategy Development

As the Board is aware, work to develop a new corporate strategy is underway and will be shared in due course. In considering the framework for this strategy, TEG received a proposal to adopt a new strategic aim associated with sustainability and responding to the climate emergency. TEG was supportive of this approach and the strategy will be developed to incorporate this.

9. Communications 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 in the last month.

- Six of our nurses have been honoured by the Chief Nurse of England, Ruth May, with Gold and Silver awards, recognising their major contribution to patient care. Catherine Bailey, Nurse Director for the Musculo-Skeletal Care Group was awarded the Chief Nursing Officer for England's Gold Award. The prestigious Gold Award was awarded to Catherine for her exceptional standards of clinical practice and leadership during her distinguished career which spans over 40 years.

Five Silver Awards were also presented to staff across the Trust in honour of their excellence in clinical practice, patient care and contributions to the profession. Kirsten Clinton, Nurse Consultant for Accident and Emergency Medicine, Anna Philipose, Sister for Medicine and Pharmacy Services, Jane Coates, Matron for Neurosurgery, Neuro Critical Care and Neuro Rehabilitation, Ruth Ostrovskis-Wilkes, Senior Sister for SYRS, and Karen Jessop, Deputy Chief Nurse at the Trust all received their awards during a virtual ceremony with Ruth May.

- Professor John Snowden has been elected as President of the British Society of Blood and Marrow Transplantation and Cellular Therapy. He will hold this role until December 2022, which will see him use his significant experience and expertise in improving outcomes for patients undergoing bone marrow or stem cell transplantations. He was elected into the role by members of the professional society.
- Dr Josh Wright has been elected as Vice President of the British Society of Haematology, a national society dedicated to helping members support people with blood disorders and diseases. He will take up the Presidency role from 2022 onwards.
- The NIHR have awarded £1.8m to Mr Mostafa Metwally, Consultant Gynaecologist and Sub-specialist in Reproductive Medicine and Surgery to lead a study evaluating if pregnancy success rates are improved by removing small fibroids and endometrial polyps in the womb. The award is given to Mr Metwally and the University of Sheffield's Clinical Trials Unit through the NIHR's Health Technology Assessment programme.
- Professor Mark McAlindon has been named a finalist in the Royal College of Physicians' Excellence in Patient Care Awards Innovation category for his team's work in pioneering minimally invasive endoscopy, including capsule endoscopy, double balloon enteroscopy, and most recently research identifying methods using magnets to examine the upper GI tract, with Sheffield becoming the first centre to use a robot-controlled magnetic capsule system outside China in 2016. The winners will be announced later this month.
- Professor Jaydip Ray and a team of scientists from the University of Sheffield won first prize at the Royal Society of Medicine's Off the Beaten Track session after becoming one of only a handful of research teams over the past decade to restore function in the delicate organs of the inner ear which control balance. The research, which was undertaken in mice, is one of only a handful in the world to successfully use vestibular implants in a proof of concept study over the past decade, and could pave the way for the technology to be used in humans, once shown to be safe and effective, in many years to come. The Royal Society of Medicine's highly competitive Off the Beaten track awards promote exceptional scientific achievement and innovation.

- Professor Alan Lobo, Consultant Gastroenterologist at the Trust is to lead a £450,000 study seeking to understand what matters to patients who live with inflammatory bowel disease, a lifelong chronic condition. The study will put patients, who have limited opportunities to express what is important to them despite advances in treatment being rapid in recent years, at the heart of care so that the ongoing debilitating effects of the condition can be better met by healthcare professionals when they seek care.
- Imran Aziz has been awarded the United European Gastroenterology (UEG) Rising Star Award 2021 for his excellent academic track record and ongoing high calibre work within the field of functional gastrointestinal disorders, such as irritable bowel syndrome. He will present his work at the Your Rising Star presentation at UEG Week Virtual 2021 which will be held from October 2 – 6, 2021.
- The Catering Department have been awarded the Soil Association's Food for Life Bronze Catering Mark in recognition of their ongoing commitment to serving fresh and healthy food. The Bronze Award is an independent endorsement that the food served at the Trust uses fresh ingredients which are free from unhealthy additives and trans fats, and that it also meets nutritional and animal welfare standards. The team have held the honour, which is reaccredited every year, since 2015.
- Professor Mark Wilkinson has been named a 2021 Fellow of the Orthopaedic Research Society, the world's largest professional organisation dedicated to musculoskeletal research. He is one of only two researchers in the UK to be given the lifetime achievement honour in recognition of his pioneering research into bone disease.

10. 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 A. This provides a summary update on the work of the SY&B ICS for the month of April 2021.

11. Sheffield Accountable Care Partnership

An overview of the programme activities for the Sheffield Accountable Care Partnership has been provided by the Programme Director and is included at Appendix B.

Kirsten Major
Chief Executive
25 May 2021



Chief Executive Report

Health Executive Group

11th May 2021

Author(s)	Andrew Cash	
Sponsor		
Is your report for Approval / Consideration / Noting		
For noting and discussion		
Links to the ICS Five Year Plan (please tick)		
Developing a population health system	Strengthening our foundations	
<input checked="" type="checkbox"/> Understanding health in SYB including prevention, health inequalities and population health management	<input checked="" type="checkbox"/> Working with patients and the public	
<input checked="" type="checkbox"/> Getting the best start in life	<input checked="" type="checkbox"/> Empowering our workforce	
<input checked="" type="checkbox"/> Better care for major health conditions	<input checked="" type="checkbox"/> Digitally enabling our system	
<input checked="" type="checkbox"/> Reshaping and rethinking how we flex resources	<input checked="" type="checkbox"/> Innovation and improvement	
Building a sustainable health and care system	Broadening and strengthening our partnerships to increase our opportunity	
<input checked="" type="checkbox"/> Delivering a new service model	<input checked="" type="checkbox"/> Partnership with the Sheffield City Region	
<input checked="" type="checkbox"/> Transforming care	<input checked="" type="checkbox"/> Anchor institutions and wider contributions	
<input checked="" type="checkbox"/> Making the best use of resources	<input checked="" type="checkbox"/> Partnership with the voluntary sector	
	<input checked="" type="checkbox"/> Commitment to work together	
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 provides a summary update on the work of the South Yorkshire and Bassetlaw health and care partners for the month of April 2021.

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.

Chief Executive Report

SOUTH YORKSHIRE AND BASSETLAW INTEGRATED CARE SYSTEM

Health Executive Group

11th May 2021

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 health and care partners for the month of April 2021.

2. Summary update for activity during April

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

More than 50 million COVID-19 (Covid) vaccine doses have now been administered across the UK providing all regions, including South Yorkshire and Bassetlaw (SYB), with a real sense of optimism as we look ahead to the next phase of lockdown easing which is on track for the 17th May.

The SYB vaccination programme continues to go from strength to strength and is playing an important role in reducing new hospitalisations and community transmissions. Covid infections are not spreading or 'stacking' into older or more vulnerable age groups and the over-65s population is experiencing low numbers of positive cases with very few patients being admitted to hospital due to Covid-related illness.

In terms of variants of concern, the data shows that we are not currently seeing any new or additional pressure on health and care services within SYB. The so-called 'Kent variant' remains the most prevalent strain in our region, and although other variants are emerging, it is still responsible for the majority of positive cases without being any more or less severe - despite being more infectious.

National and regional public health teams continue to analyse vaccine effectiveness against the most dominant variants of concern, but so far, the data indicates that vaccines remain highly effective against all of these in general circulation.

Overall, there continues to be ongoing, sustained progress in our ability to manage Covid in SYB but we remain cautious about the impact on community infection rates and further lockdown easing as time moves on.

2.2 Regional update

The North East and Humber Regional ICS Leaders meet weekly with the NHS England and Improvement Regional Director. During April, discussions focused on the ongoing Covid response and vaccination programme, planning and recovery, a memorandum of understanding for the region on a greener NHS and ICS development and People Framework.

2.3 National update

2.3.1 Simon Stevens departure

I am sure colleagues will join me in paying tribute to Simon Stevens who is stepping down as NHS England and Improvement Chief Executive at the end of July 2021. Simon's achievements during his seven-year tenure are outstanding and he leaves a significant legacy which will have a profound impact on the direction of health and healthcare in the future. He has been a hugely inspiring leader with vast experience and knowledge of the NHS. I know you will join me in wishing him every success for the future.

2.3.2 ICS' operating across England

As of 1st April, every area of England is now operating as an Integrated Care System (ICS), achieving a major milestone in the NHS Long Term Plan. A total number of 42 ICSs have been set up across England to provide joined up health and care through integrating hospital, community and mental health trusts, GPs and other primary care services.

The transitional roadmap (April 2021 - April 2022) for ICS', including SYB, will see closer working arrangements between the NHS and Local Authorities and the voluntary, community and social enterprise sector (VCSE).

2.3.3 New Office for Health Promotion

A new Office for Health Promotion, which will sit within the Department of Health and Social Care (DHSC), is being set up. It will lead national efforts to improve and level up the health of the nation by tackling obesity, improving mental health and promoting physical activity. The new office will bring together a range of skills to lead a new era of public health polices, leveraging modern digital tools, data and actuarial science and delivery experts. It plans to promote good health and prevent illness, building on the work of Public Health England.

2.4 ICS development update

SYB ICS continues to make in-roads in our ICS development transition, with new timelines emerging for more immediate areas of work:

- By the end of May, health and care leaders will provide feedback and comments on the initial key outputs from the first phase of the ICS development work
- By the end the June, we will have put together a system development plan in time for the national submission deadline

The next phase requires us to develop a System Development Plan, which will outline the key actions for partners over the coming months as our ICS evolves into a new organisation – reflecting its new statutory framework (as an NHS body) and its wider obligations as a Health and Care Partnership.

The next ICS Development Steering Group meeting in May will focus on the work of our provider collaboratives and the main transition commitments for 2021, in recognition of the development phases and guidance expected in June/July.

2.5 The Macmillan Living With and Beyond Cancer (LWABC) Programme in South Yorkshire, Bassetlaw and North Derbyshire

The Living With and Beyond programme, which launched five years ago, came to an end in March. The programme was a partnership with Macmillan Cancer Support to help improve the experience of people living with and beyond cancer in our region. It specifically focused on breast, bowel and prostate cancer services with the aim of ensuring everyone diagnosed with these cancers can live well after a diagnosis.

The programme evaluation and executive summary report are now available and you can view them from the link below. The evaluation highlights the benefits to people diagnosed with cancer and the region's cancer care workforce from the £5 million investment.

The developments in improving personalised cancer care have been far reaching and will support regional cancer services in meeting the challenges brought about by the pandemic. The improvements include the recruitment of 43 Macmillan Cancer Support Worker roles, better IT coordination, establishing patient support groups and providing the cancer workforce with learning and development opportunities.

The link to the reports is:

<https://canceralliancesyb.co.uk/what-we-do/living-and-beyond-cancer/macmillan-living-and-beyond-cancer-programme>

You can learn more about personalised care in the video here:

<https://vimeo.com/showcase/8239370/video/510707639>

2.6 New SYB ICS website

The South Yorkshire and Bassetlaw ICS website has been refreshed and is now live. The revamped site has new content layout, greater emphasis on more visual formats and it aims to appeal to a broad audience. It incorporates the views and feedback from our Citizen's Panel, online membership and SpeakUp (an autism and learning disability advocacy charity). Its main objectives are to clearly explain what the ICS is, our key priorities and act as an easy-to-use information repository for key documents and reports.

Alongside the main ICS site, a subsidiary site for the QUIT Programme, sponsored by Yorkshire Cancer Research, has also been built and includes an overview of the Programme, clinical and patient resources and e-platform training modules.

Both sites aim to be accessibility compliant (ISO regulated), easy to use, functional and interesting to encourage repeat visits in order to find out more and be more involved in the work of the ICS.

Link to the new SYB ICS site: www.sybics.co.uk

Link to the QUIT website: www.sybics-quit.co.uk

2.7 Partner appointments

Two new Board appointments have been confirmed at Rotherham, Doncaster and South Humber NHS Foundation Trust (RDaSH). Pauline Vickers will join as Non-Executive Director and Ian Currell will join as the Director of Finance and Performance.

Pauline has extensive business and leadership experience at board level in a variety of executive roles, most recently as a Director of Royal Mail where she was also a member of Royal Mail Groups Diversity Council and Gender Steering Group. She has previous experience in the NHS, having been a Non-Executive Director at Bradford Teaching Hospitals NHS Foundation Trust.

Ian, who is currently the Chief Finance and Deputy Chief Officer at NHS Kirklees Clinical Commissioning Group (CCG), will join the Trust in August. He started out in the NHS as a graduate finance trainee and went on to work in a range of provider and commissioner organisations including as Director of Finance at NHS England area teams and Deputy and Acting Director of Finance at Calderdale and Huddersfield NHS Foundation Trust.

Ian replaces Steve Hackett, who leaves the Trust at the end of June to work at The Rotherham NHS Foundation Trust.

2.8 NICE Strategy 2021-2026

A five-year strategy has been released by the National Institute for Health and Care Excellence (NICE) setting out how it aims to drive change following the health challenges posed by COVID-19. It sets out a need to:

- Embrace innovation by speeding up access to new and effective treatments, practices and technologies.
- Integrate real-world data into our evaluation processes to inform rapid but robust decisions.
- Provide information in dynamic, useable formats that support busy health and care practitioners in their work and encourage shared decision.
- To work collaboratively and seamlessly with others, particularly to reduce health inequalities.

There are a number of parallels with the work we have undertaken in SYB in which our partnership with the Yorkshire and Humber Academic Health Science Network (YH AHSN) around Rapid Insights has been instrumental in our future planning discussions.

The link to the report is: <https://www.nice.org.uk/about/who-we-are/corporate-publications/the-nice-strategy-2021-to-2026>

2.9 King's Fund Report: Place-based Partnerships

The King's Fund has published a report that explores the importance of developing successful place-based partnerships. In *Developing place-based partnerships: The foundation of effective integrated care systems*, the report authors set out a series of principles to help guide local health and care leaders in these efforts. They also explore how each principle can be applied and examples of how they are being put into practice.

The report also looks at the implications of these ways of working for the development of ICSs and for national bodies and regional teams as they approach the next stages of policy development and support for integrated care.

<https://www.kingsfund.org.uk/publications/place-based-partnerships-integrated-care-systems>

3. Finance update

I am pleased to report that the system has met its two key system financial targets to operate within its revenue and capital financial envelopes. The pre audit draft accounts show a revenue underspend of £36.8m and an underspend against total capital of £15.9m of which £14.3m of the under-spend relates to the system capital envelope of £84.7m.

The system has submitted a balanced financial plan for the period April to September 2021 (H1) which includes efficiencies of £37.3m or 1.3% of allocation/expenditure. Risks of £36.6m have been identified (1.3%) which require to be managed and of which over 50% relates to risks around efficiency schemes.

Andrew Cash
System Lead, South Yorkshire and Bassetlaw Integrated Care System

Date: 6th May 2021



ACP Director Report

Sheffield Accountable Care Partnership (ACP)

April/May 2021

Author(s)	Mark Tuckett
i. Purpose	
<ul style="list-style-type: none"> • To provide headlines about strategic developments relevant to the partnership and the ACP programme of work, • To provide an overview of other key ACP Programme Activities of interest to the Group 	
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	



Summary ACP Director Report

April/May 2021

1. Strategic Update

1.1 Development of the 10 Year Vision for the ACP

- Programme Director discussions with partner organisations' Boards and equivalents will inform a revised version of the 10 year vision to return to ACP Board in June
- We are working with the University of Sheffield and Healthwatch, to develop people's stories and a narrative to accompany this 10-year vision, to make more easily-accessible material for our workforce and for people in Sheffield.

1.2 Response to DHSC's White Paper and the development of the ACP

- Our Place Partnership Working Group have been considering the different dimensions of the ICS's **place development matrix**, considering different aspects of our partnership work in Sheffield as either 'emerging', 'developing' or 'thriving'. The Place Partnership Working Group is continuing to identify how best we can develop our partnership over coming months to take advantage of the opportunities afforded by the Government's White Paper.
- We have also been considering how we might **formalise our commitment** to our place partnership and have been using Newcastle's Strategic Partnering Agreement as a starting point for those discussions (Bradford and Leeds are also considering a similar agreement to the Newcastle one).
- We have started conversations with some other core cites and the Nuffield Trust about establishing a network for **core cities place partnerships/ Integrated Care Partnerships**. Early indications are that most cities are in favour of this.
- The Sheffield ACP was one of two place partnerships invited to present at the first meeting of the Nuffield Trust's '*Developing Integrated Care Partnerships*' seminar series

1.3 Planning Guidance

- All NHS partners have contributed financial / workforce and activity information to NHSEI, with the material coordinated by the CCG and ICS. We have submitted a place narrative outlining our Joint Commissioning Intentions, aligned ACP priorities and the Sheffield

Outcomes Framework. A first draft of the place narrative was submitted at the end of April and will be built on before final submission in mid May.

1.4 Integration priorities

- The near term priorities were reviewed in March /April and a shortened set of integration priorities for executive oversight were agreed at ACP EDG in April. These are aligned to the recently-developed and agreed Joint Commissioning intentions and cover:
 - **Planned Care**
 - **Local Care Coordination**
 - **All Age Crisis Mental Health**
 - **Children and Young People’s Mental Health and Wellbeing**
 - **Urgent Care**
 - **Long Term Conditions (which may be joined up with planned care work)**
- This set of integration priorities doesn’t capture the breadth of work that is underway across our partnership. There are many important pieces of work underway in our ACP. This set is an intentionally short set of delivery-focussed areas where Chief Executive level leadership and a partnership focus would add value; and where we could demonstrate a different way of working in line with the White Paper. We do intend to improve communications across the breadth of activity taking place across the ACP, and share successes and the impact of wider transformational work beyond these priority areas.
- Each area will be developed in a way which takes Sheffield forward in its vision for health and care for 2030. Therefore, for each of these priorities, we will consider how we can make improvements which **reduce inequalities**; and how our approach can be **people-centred** and citizen focused; and how we can improve the experience and connections for **people working in our health and care system**.
- The next step is to develop a set of propositions about how we could tackle each of these areas through partnership working.

2. ACP Focus areas

This section is summarised and not exhaustive. Further details about any of these points available on request

2a. Integration

- **Planned Care** - the Planned Care Board met to review data and information about different clinical specialties, to prioritise where we should focus on shared, cross-system

opportunity/challenge. Following this meeting, the team supporting the planned care board are recommending up to 6 'Phase 1' specialities and up to 2 further specialties where we could develop clinically-led 'exemplar' primary/secondary elective pathways and where we should implement various improvement schemes (such as enhanced triage, patient-initiated follow-up, CASES, Advice and Guidance, etc.) We are applying for funding from the ICS Accelerator Programme to support this work

- **Local Care Coordination and Team around the Person**

The model continues to be developed and is currently across most of the East of the city, in particular the following PCNs are involved; Townships, SAPA, 7 Hills & N2/Foundry. A workshop is planned for 17th May to develop this model further and consider wider city roll out.
- Following a summit with NHSE about **mental health crisis care** in the city, a system action plan has been agreed and is being led by executives from across the partnership. The Crisis Mental Health Transformation Board has been briefed on this work and will take the learning into the wider crisis MH transformation work.
 - **Escalation arrangements**
 - **CYP emergency bed capacity**
 - **CYP input to liaison team**
 - **Additional bed capacity (in SHSC)**
 - **PDU capacity**
 - **Discharge planning**
 - **Transport**
 - **Learning from incidents**
- **Children's work** – work is progressing well to pilot and introduce different approaches to supporting young people and families with neurodevelopmental conditions. Work undertaken with leaders across our system, and with the Children's Health & Wellbeing board to identify 'key strategic actions' for transformation, relating to:
 - **Sharing information**, at a Child/YP/Family level; at a service level; and about Sheffield support offers, services, pathways
 - **Focussing and redirecting resources in areas of greatest need** as part of an agreed outcomes framework
 - Achieving a cultural shift to **identify and respond proactively to the need for early interventions** and/or support at any point it is identified
- **Discharge pathways** continued to undergo scrutiny and development throughout the pandemic, work being led through the Sheffield Discharge Group (SSDIG). Performance on discharge would – in any other year – have been our best performance ever; testament to a huge amount of work done across the system. Non-recurrent, central funding is available if we are able to identify specific schemes to safely improve discharge, and avoid admissions –

members of the SSDIG group are identifying whether there are suitable schemes that we introduce and be paid for this way, without creating subsequent financial pressure

- The Strategic **Estates** Group is working to align strategic leadership more closely with estates' leaders. A workshop to take this work forward is scheduled for 14th May 2021

2b. Inequalities

- The ACP BAME Strategic Group has been renamed the 'Racial Equity and Inclusion Group' – and two co-chairs have been appointed to chair this group: Shahida Siddique, who is Chief Executive of Faithstar; and Abiola Allinson, Chief Pharmacist at SHSCFT.
- This group, and its two subgroups (Communities and Staffing), continue to meet and progress their action plans. Successes have included:
 - A conference planned and organised by Faithstar aimed at addressing vaccine hesitancy among ethnic minority communities included a presentation and Q&A with Pfizer's UK Medical Director. This event generated BBC new coverage.
<https://www.bbc.co.uk/news/uk-england-south-yorkshire-56927168>
 - Sheffield City Council has received and allocated additional funding to support VCS organisations with their covid response and vaccination promotion work. This brings the total allocated over the past year to BAME community organisations from the NHS and SCC to over £500,000.
 - A draft Race Charter has been developed by STH in collaboration with the Staffing subgroup, and is now under review across ACP partner organisations with a view to adapt and adopt it. We are also developing an ACP version, with the intention that this will be available for smaller organisations across Sheffield's health and care system to adopt.
 - Changes to recruitment processes within several of our NHS partners have been implemented with a view to increasing racial diversity at senior levels.
 - Good practice on NED recruitment from Sheffield Children's has been shared and adopted by other ACP partners with the aim of improving the diversity and representation of Boards.
 - The new Chair of the group will be appointed following conversations with 2 people who have expressed an interest on Friday 7th May.
- Our reciprocal mentoring programme will officially begin at EDG on 20th May, with 3 EDG members partnered with leaders from 3 BAME-led community organisations.
- We are involved with initial conversations around the 'Financial Cliff Edge'; exploring ways that health and social care can support those living with, or at risk of, financial poverty.
- Chris Gibbons has been appointed as Public Health Principal in Sheffield City Council's PH Team and he will focus on 'Healthcare Public Health' and will be working with all of our ACP partner organisations, and his work will include a focus on health inequalities

2c. People

- We are developing specific initiatives to better **connect clinicians** and front line teams across primary care, secondary care, and other areas of delivery in our health and care system. Ideas under discussion and being implement by Medical Directors include: shared development opportunities; learning/development sessions, starting with one focusing on 'post covid' and the Long Covid Rehabilitation hub; short work exchange programmes.
- We have launched a set of **learning resources** and links to relevant training courses covering:
 - System leadership
 - Person-centred approaches, and
 - Project management

These are available on the ACP website <https://www.sheffieldacp.org.uk/what-we-do/putting-people-at-the-heart-of-our-work/learning-and-development/>

- Development of a more cohesive **person centred approach** across the city continues; we have mapped all of the various training courses, brought them together and publicised them on the ACP website (see above). We are sharing ideas of promoting 'What Matters to You' day on 9th June.
- Plans to recruit young people from the more deprived parts of Sheffield onto the '**Kickstart**' programme are progressing, with the hope that many of these participants will be able to secure more permanent employment or apprenticeships across our ACP on completion of this programme. We are hoping to have the first cohort start in September.
- The ACP's public advisory group (the **IAC Forum**), managed by Healthwatch, discussed the proposed event on post-covid to connect primary and secondary care clinicians and the Homecare Transformation Programme in the last month.
- The third cohort of **Leading Sheffield** is now scheduled to restart in June. There are a number of optional 'refresher' sessions scheduled for this cohort before the official restart, which include a presentation on the impact of system working and system leadership in the city's covid response by Greg Fell. Participants are being kept connected with each other and with the practice of system leadership through a number of **newsletters**, the latest of which can be viewed here: <https://mailchi.mp/a7307e2907fa/leadingsheffieldnewslettercohort3issue1-4443069>
- OD leads from across the ACP have come together to consider the value of a more **cohesive OD approach** across our place activities.