

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

CHIEF EXECUTIVE'S BRIEFING

BOARD OF DIRECTORS – 22 MAY 2018

1. Integrated Performance Report

The Integrated Performance Report is attached at Appendix 1. Each Director will highlight the key issues for the Board of Directors to note/consider.

2. Chief Executive and Chief Nurse Retirement

Members will be aware that I have made the difficult decision to retire as Chief Executive of Sheffield Teaching Hospitals NHS Foundation Trust at the end of July 2018. It has been an absolute privilege to be the Chief Executive of this Trust for the past 16 years and I will treasure the long-lasting friendships and relationships developed during my time, as well as the accomplishments we have all achieved over the years. I will continue to work as the Chief Executive System Leader for the South Yorkshire and Bassetlaw Integrated Care System on a part-time basis.

Professor Dame Hilary Chapman, Chief Nurse, will also be retiring from her post in August 2018 after 32 years of nursing. Hilary is one of the country's most prominent Chief Nurses and has made major contributions to health policy, healthcare delivery and system reform – most notably co-leading on the development of the Safer Nursing Care Toolkit. I would like to personally thank Hilary for her support and work over the years.

Plans are underway to recruit to both posts in June 2018.

3. Breast Cancer Screening

The NHS Breast Screening Programme invites all women aged 50 to 70 for breast screening every 3 years. Because of a technical problem, some women did not receive their final invitation at the right time. New invitations are being sent to women who were 'missed' in the week commencing 14 May and will continue over the following weeks. The national commitment is that all women affected who wish to have a breast screen will receive an appointment before the end of October 2018. Indications are that in the region of 450,000 women are affected across England. Our breast screening team are currently working closely with Public Health England to finalise the numbers affected in Sheffield. We have ensured that STH communications, such as our website, provide relevant information such as the national helpline number. A further update will be provided at June's Board of Directors.

4. Well-led Review – CQC

The Trust is preparing for an unannounced CQC inspection which will take place sometime between now and mid-July. It is anticipated that notice will be given to the Chief Executive's Office approximately 30 minutes before the CQC's arrival. At that point the Trust will be given details about where the CQC will inspect and how many inspectors there are. The different teams may arrive on more than one site simultaneously.

Work continues to ensure staff are prepared and that we can show the CQC the excellent care and service our staff work so hard to provide on a daily basis.

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

Planning Guidance

The shadow Integrated Care System continues to negotiate with NHS England and NHS Improvement on the application of the planning guidance “Refreshing NHS Plans for 2018/19” in order to maximise the benefits of being designated as an Integrated Care System for 2018/19.

Nationally, the direction of travel for ICSs is to play a central role in the planning process with e.g. single system plan underpinned by local plans, aligning commissioning, integrating regulation, lead role in capital planning and estates, managing performance and owning and resolving system challenges working within a single system control total.

The direction of travel is for the health and care across England to be working in this way by April 2019. South Yorkshire and Bassetlaw has been assessed by NHS Improvement and NHS England to move to the next stage of a designated ICS.

Hospital Services Review

The Hospital Services Review Report was published on Wednesday 9 May, with co-ordinated communications taking place in advance to raise awareness with staff and stakeholders. The SYB sICS Collaborative Partnership Board will formally receive the report at its next meeting on the 8th June and discuss the key milestones and next steps of the Review in 2018/19 including the formal NHSE Assurance Process.

Each of the SYB Provider Trusts participating in the HSR and each of the SYB CCGs will have the opportunity to have Professor Chris Welsh, Independent Review Director, attend their respective Board of Directors or Governing Bodies after the 8th of June as appropriate. He is attending Sheffield Teaching Hospitals NHS Foundation Trust Board of Directors on 26 June 2018.

Capital bids to NHS England

The partnership has submitted an outline of the potential capital bid to NHS England as part of a £1.6bn pot available nationally. It includes bids for primary care, transformation and potential reconfiguration of services as well as backlog maintenance. Business cases are currently being worked up and prioritised prior to submitting final bids by the national deadline of 16 July.

sICS governance

To date, SYB sICS governance has worked within programme governance of the Oversight and Assurance Group, Collaborative Partnership Board, Executive Steering Group and programme boards working where appropriate with our statutory boards and governing bodies including collective statutory governance of joint committees and committees in common where these now exist. This has served the system well and will continue to be used as the governance is reviewed over the next few months.

Our approach will be to simplify and use statutory governance arrangements in organisations, place and system where this makes sense and is appropriate; a reflection of what advanced systems are doing. Draft proposals will be explored and developed in the coming weeks and be shared with Boards and Governing Bodies for discussion.

Non-executive Directors and Lay Members event

Non-executive directors and lay members in the sICS came together to hear from and give their views to senior leaders in the partnership at an event on Tuesday 1 May.

The session, attended by more than 40 NEDs and lay members, heard from sICS Chief Executive Lead, Andrew Cash, sICS Medical Director, Professor Des Breen and Hospital Services Review Independent Director, Professor Chris Welsh.

Feedback from the session was very positive, with attendees requesting regular updates and more involvement. The next steps include routine communications and the launch of a Guiding Coalition, in which NEDs and lay members will be key stakeholders, in the autumn.

6. Sheffield Accountable Care Partnership Update

A short overview of the programme activities has been provided by the Programme Director and is included at Appendix 2.

7. NHS England Announcement – Plans to Curb Prescriptions

NHS England have announced plans to reduce over-medication and cut unnecessary hospital stays by recruiting and redeploying hundreds of pharmacists into care homes. The new pharmacists / pharmacy technicians will review prescriptions and medicines of people living in care homes. Often residences in elderly care homes have multiple long-term health conditions and can, on average, take seven medicines daily. Studies suggest that up to one in twelve of all hospital admissions are medicines related and two thirds are preventable.

Trials have shown that pharmacists reviewing medicines improved patients' quality of life by reducing unnecessary use and bringing down emergency admissions, with less time spent in hospitals. This approach also led to meaningful savings in unnecessary prescribing costs of £249 per patient in one pilot over a year.

NHS England will roll out the approach by funding recruitment of 240 pharmacists and pharmacy technicians. The reviews will be done in co-ordination with GPs and practice-based clinical pharmacists to ensure people are prescribed the right medicines, at the right time, in the right way to improve their health and overall quality of life.

8. NHS Providers Summary of Board Papers

Attached at Appendix 3 is a summary of the most recent Board meeting of the Care Quality Commission (CQC).

9. “Call the Midwife” Fundraising Bike Ride

The “Call the Midwife” fundraising bike ride took place on Saturday 5 May 2018, with over 80 midwives and staff from the Jessop Wing donning costumes, inspired by the TV show, to raise funds for the development of three new state of the art birthing pool rooms. The fundraising event coincided with the global ‘International Day of the Midwife’ event.

Dame Jessica Ennis Hill attended the event and spoke with great passion about the midwifery services in Sheffield and her experiences with the Jessop Wing.

10. NHS 70th Birthday Celebrations

The NHS celebrates its 70th Birthday this year and to mark this occasion a range of activities and national events have been organised.

The Trust is encouraging staff to take part in a celebratory parkrun as part of the NHS celebrations. Parkruns are free, 5k events that take place in hundreds of locations across the UK every Saturday morning. They are coordinated entirely by volunteers and are open

to walkers and runners of all ages and abilities. Sheffield Hallam parkrun at Endcliffe Park is one of more than 140 across the UK to have signed up to the NHS70 parkrun on Saturday 9 June.

The event will celebrate the contribution of the NHS to the nation, whilst encouraging people to get active. People of all ages and abilities are welcome to come along and get involved as runners, walkers, volunteers or supporters.

Sir Andrew Cash OBE
Chief Executive
17 May 2018

Programme Director Report for CEO Public Board Report – STHFT
Sheffield Accountable Care Partnership

Author(s)	Rebecca Joyce
Sponsor	Kevan Taylor (Chair of EDG) and Sir Andrew Cash, CEO, STHFT
1. Purpose	
1.1 To provide headlines from the progress of the Accountable Care Programme	
1.2 To provide an overview of ACP Programme Activities	
2. Introduction / Background	
2.1 A short written overview of the Programme activities is provided by the Programme Director for the purpose of the CEO Public Board Report.	
2.2 This is the report for the May 2018 Public Board.	
3. Is your report for Approval / Consideration / Noting	
For note	
4. Recommendations / Action Required by Accountable Care Partnership	
N/A	
5. Other Headings	
N/A	
Are there any Resource Implications (including Financial, Staffing etc)?	
N/A	

Paper prepared by: Rebecca Joyce, Programme Director, ACP

On behalf of: Kevan Taylor (Chair of EDG) and Sir Andrew Cash, CEO, STHFT.

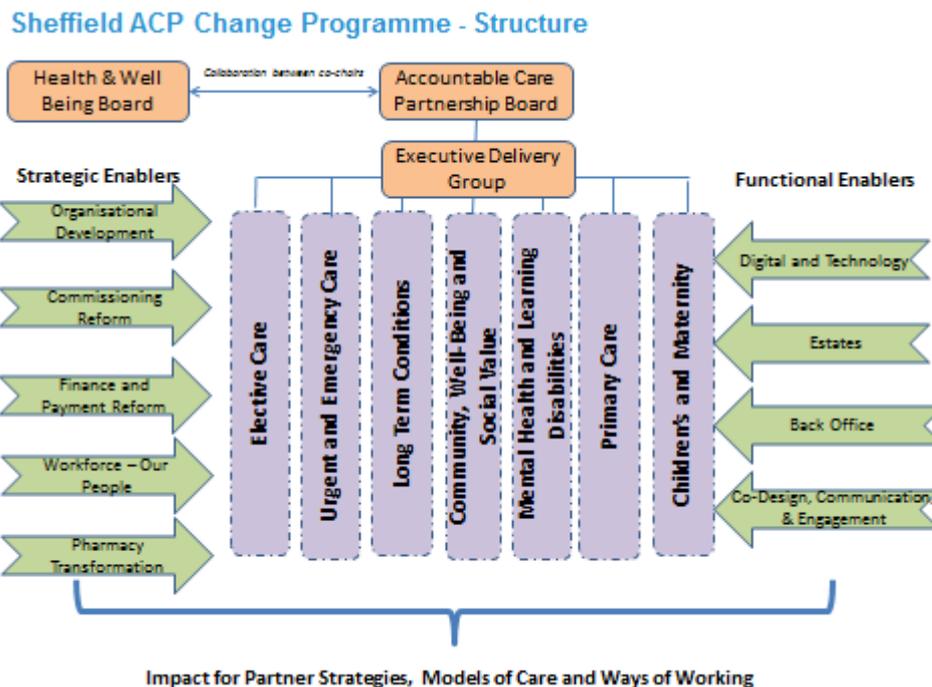
Date: 3 May 2018

Update on the Work of the Accountable Care Partnership Programme Director Report

Work of the Executive Delivery Group

Vision and Programme Delivery

- i. The ACP Board on 29/3/18 and Executive Delivery Group on 16/4/18 supported the “Where are We Now” themes presented by the Programme Director, drawn from her system induction across the city to help shape the strategic direction of the ACP. Through April (and into May) these have been shared with each individual executive team to draw out the specific, knotty questions and challenges from each organisation for the ACP.
- ii. The key next step will be to clarify the overall **vision and plan for the ACP** rooted in the context of the Health and Wellbeing mission and the Shaping Sheffield Plan. A series of workshops are suggested on the core system wide themes and the Executive Delivery Group will consider this proposal further in May 2018. **It is important these discussions explore the more challenging questions for the system to enable the ACP to have real impact.**
- iii. The Executive Delivery Group are undertaking a **cycle of programme reviews**. This commenced with the Communities, Prevention and Social Value work stream on 16 April 2018 with commitment to better formalise the governance arrangements and lift the overall profile of the work to embed this in the DNA of our system. The Children’s and Maternity Work Stream is the next programme for the deep dive for May EDG. The diagram below summarises the structure of the programme, with now 7 core work streams.



- iv. Executive Delivery Group also agreed to establish a **system wide Pharmacy Transformation Programme**. The Chief Pharmacists outlined their sense of a real opportunity to provide a joined up approach to medicines management to improve outcomes for patients and reduce medicines related hospital admissions. Key points were:
 - The investment in Sheffield on medication and pharmacy is over £250M (& over 1200 staff).
 - There is an opportunity to make better use of the pharmacy resource, for instance via role extension and integrated working to enhance seamless care for patients.
 - An enhanced medicines management service at neighbourhood level bolting onto the citywide services provides an opportunity to identify and address any gaps in relation to medicines and pharmaceutical care.

- Effective medicines optimisation through an integrated approach including social care and use of I.T, has the potential to deliver improved safety, greater efficiency savings, independence for patients and reduce medicines related avoidable admissions.

Medical leadership and managerial support will be essential to helping realise the benefits of this work and these arrangements are being finalised.

Other Updates

- v. The **Finance and Payment Reform** work stream is being formally established. The first meeting of the **Organisational Development work stream** will take place on 16th May. Maddy Ruff (CCG Accountable Officer) is providing CEO sponsorship, with Paula Ward (STHFT Organisational Development Director) providing executive leadership.
- vi. **Draft terms of reference** have been developed for an analytical piece of work to understand population need against current resource utilisation and to inform the strategic development of a more preventative approach. Further discussion between Public Health, Finance Directors and the ACP team is required to finalise the approach, learning from Bradford, Somerset and other care economies.
- vii. All partners have emphasised the need for a **high impact workforce programme** across the system, with a greater collective focus on educational liaison and a wider workforce strategic review for Sheffield. This work stream is not yet fully operational in the ACP but emphasised as a priority by a number of partners.
- viii. All Partner Boards through May are taking the ACP Board recommendations from the ACP **governance review** through their Boards, to confirm their support for the new arrangements.
- ix. The **CQC local system review** of integrated working for Sheffield has taken place. A draft report has been received. A summit is planned for 7 June to discuss the report more fully.
- x. A **resource profile** for the central ACP team is being considered by Executive Delivery Group on 10 May and it is now essential to strengthen the central team to support this work.

Priorities and Next Steps for the Executive Delivery Group

- xi. Further **priority actions** for the Programme Director and the Executive Delivery Group will be:
 - With CEO Sponsors and key stakeholders, developing the vision and aims of each of the system **enabling work streams** (i.e. workforce, digital) and driving this work forward.
 - Developing a **communication and engagement plan** for the ACP with Communication Leads.
 - Identifying resource from across the system to develop the **ACP dashboard** in line with identified priorities and the overall vision of the ACP.
 - Strengthening and **clarifying governance and reporting arrangements** for the work streams, Executive Delivery Group in the context of agreements on the ACP Board.
 - Developing the **central ACP PMO arrangements** and ensuring links into organisational, governance and PMO structures.
 - Developing **networks** with the South Yorkshire ICS, Place Programme Directors (across SY&B initially) and the national team.

Continuing to develop and foster **relationships** across the system to aid and facilitate learning and more integrated working will continue to be an underpinning foundation of the ACP.

Conclusions and Recommendations

The STHFT Public Board is asked to note the above report.

Paper prepared by: Rebecca Joyce, ACP Programme Director
On behalf of: Kevan Taylor, CEO Chair of the Executive Delivery Group and Sir Andrew Cash, CEO, STHFT.
Date: 03 May 2018

Summary of board papers – statutory bodies

Care Quality Commission board meeting – 18 April 2018

For more detail on any of the items outlined in this summary, the board papers for this meeting are available [here](#).

Chief Executive's report – April 2018

- Care Quality Commission's (CQC's) [response to the Health Education England \(HEE\) draft workforce strategy consultation](#) highlights that:
 - the findings from CQC's Local System Reviews have identified capacity and capability of the workforce as one of the most significant challenges faced by systems in the delivery of joined-up care for older people, and a shortage of social care staff in domiciliary care, nursing homes and care homes is a major contributing factor.
 - the workforce strategy needs to consider the right model of care for the future and then consider how to secure the staff needed accordingly.
 - training a wider range of staff, particularly in social care, to support the multidisciplinary teams that the system will need and around new care models, is important.
 - system-wide solutions such as supporting flexible working across the health and social care interface should be considered, including initiatives such as 'passports' that allow staff to move across health and social care.
 - while some local systems are working proactively to develop career pathways within the care sector, competition from other sectors means the care sector is facing difficulty in attracting and retaining staff.
 - works needs to be considered to move to the 'health and social care system' (and not just the NHS) being the employer of choice.
- CQC published its [2018/19 fees scheme](#) in March 2018 following [consultation](#). The new scheme changes the fees structure for NHS trusts with larger providers generally paying more and smaller providers less.
- CQC has written to all 10 existing Integrated Care Systems (ICSs) to discuss its relationship and engagement arrangements.
 - CQC will ensure regular dialogue between the ICS and a named relationship owner from CQC in each area, whose role is to provide the ICS with a single CQC contact to engage with on what they are trying to achieve, any obstacles and challenges they may encounter that CQC can address, and provide the ICS with CQC's view of the quality of care in the area.
 - CQC has asked for one or two CQC representatives to meet with the ICS lead and their team within the next three months to help them understand the vision, ambition and challenges for the ICS area.
 - CQC will develop its regulatory approach to ICSs through two test sites commencing in 2018/19.
- CQC and NHS Improvement's (NHSI's) joint thematic review of 'Never Events' is due to be published in October 2018 with an interim progress update to the Secretary of State this summer. It will look at how NHS safety guidance is performing and how effective the implementation of guidance is within NHS trusts.
- Following the [announcement](#) that NHS England and NHSI will work together more closely, they have committed to working with CQC and other partners over the coming months to design these joint ways of working.
- CQC has recently published a [briefing paper](#) on Approved Mental Health Professionals, a selection of [case studies](#) from seven mental health trusts, and a [report](#) on the *State of care in independent acute hospitals*.