

**CHIEF EXECUTIVE'S BRIEFING**

**BOARD OF DIRECTORS – 19 JULY 2017**

**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. Working Together Programme Update**

**South Yorkshire and Bassetlaw – Accountable Care System**

South Yorkshire and Bassetlaw has been named as one of the first areas in the country to be an Accountable Care System – putting the region at the forefront of nationwide action to provide joined up, better co-ordinated care breaking down the barriers between GPs and hospitals, physical and mental healthcare, social care and the NHS.

Making the announcement, NHS Chief Executive, Simon Stevens, said: “The first group of designated ACSs have agreed with national leaders to deliver fast track improvements set out in Next Steps on the Five Year Forward View, including taking the strain off A&E, investing in general practice, making it easier to get a GP appointment and improving access to high quality cancer and mental health services. These areas will also lead the way in taking more control over funding available to support transformation programmes – with the combined indicative potential to control around £450m of funding over the next four years – matched by accountability for improving the health and wellbeing of the populations they cover. NHS national bodies will provide these areas with more freedom to make decisions over how the health system in their area operates”.

For more information on the announcement please visit: <http://www.smybndccgs.nhs.uk/about-us/about-the-programme/news/accountable-care-system-announcement>

**General Programme Update**

Key highlights from the Working Together Programme Team this month (which can be found in more detail in the stakeholder newsletter [here](#) ) include:

- An update on a number of the Trusts moving to a shared ledger for finance,
- Information about a Working Together event to support Trusts with Cyber-security,
- An update on the learning around new care models and transformational change on the back of the national events attended recently by the Working Together Partnership.

**Hospital Services Review**

Further to the update in last month's briefing introducing the Independent Clinical Review Director, Dr Chris Welsh; Alexandra Norrish has now been appointed to the role of (non-clinical) Programme Director. Since 2015, Alexandra has been Programme Director of the South West London Acute Provider Collaborative, which brings together four acute trusts in SW London. At a strategic level she has been the STP lead on reconfiguration and the sustainability of services, while at operational level she has led the development of collaborations between the acute trusts such as a shared procurement service.

Deloitte have also now been appointed as the independent management company who will support the work. The review is now due to be formally launched in September, to allow a period

for early processes to be developed and key groups of stakeholders, such as key clinicians, to meet with the team that will deliver the review. A briefing for Trust boards with more detailed information will be shared shortly. A communications and engagement plan, which complements the STP communications and engagement strategy, is also in development and will be shared shortly.

### **3. Better Care Fund – Additional Investment Plan**

#### **Background**

On behalf of the Sheffield CEOs, John Mothersole has been identified as the lead for the Delayed Transfers of Care (DTOC) Programme which is being led by Phil Holmes (Social Services), Peter Moore (SCCG) and Michael Harper (STH) supported by Newton Europe, a management consultancy firm brought in by NHS England.

The DTOC Programme aims to bring the number of reportable delays in Sheffield as close to zero as possible and reduce the total overall number of delayed days at STH. Whilst the programme is transformational and cross-organisational, it will also co-ordinate a proportion of fixed investment being made available through the Better Care Fund and additional £24m Integration and Better Care Fund (iBCF) monies over the next three years aimed at meeting adult social care needs and reducing pressures on the NHS, including supporting more people to be discharged from hospital when they are ready and ensuring that the local social care provider market is supported.

#### **Progress to Date**

A DTOC Summit was held on 23 May 2017 which brought leaders from across the city together to review the analysis from Newton Europe and agree a programme of improvement. This included an objective to work towards developing only three routes out of hospital (replacing the myriad of current pathways), these being:

1. People who can go 'home' with the level of care they had before
2. People who might need more care but who should be assessed at home to determine what that might be (Discharge to Assess at home)
3. People who might need more support or care but the multi-disciplinary team responsible for their care in STH are anxious about them returning straight 'home' so they go to a step down facility for assessment (Discharge to Assess in stepdown which would include Intermediate Care beds)

To develop these routes, we are establishing three workstreams:

1. Work in hospital to navigate people into one of these three routes as quickly as possible on admission. Phil Holmes is the sponsor and the first meeting is on 12 July 2017.
2. Work in community to ensure rapid response services is available to enable Discharge to Assess. Peter Moore is the sponsor and the first meeting is on 19 July 2017.
3. Work in community to ensure rapid capacity and response assessment is available to enable Discharge to Assess. Michael Harper is the sponsor and the first meeting is on 19 July 2017.

It is acknowledged that these workstreams link into current ways of working including Active Support and Recovery and internal governance structures including the CCA Care Group, Excellent Emergency Care and the Big Room.

The DTOC Programme Plan was signed off by the three CEOs (City Council, SCCG, STH) on 28 June and updates will be provided to this group in July and September.

## **Integration and Better Care Fund Monies**

At the CEO meeting on 28 June the outline for the Strategic Investment Plan for Adult Social Care (ASC) in Sheffield was discussed. This includes the Better Care Funding monies and the additional investment being provided for Sheffield aimed, at reducing DTOC.

The publication of the Integration and Better Care Fund (iBCF) planning requirements for 2017-19, accompanied by a recent ministerial Statement by the Secretary of State on delayed transfers of care, reiterate current policy regarding how iBCF funding has been and will be managed, building on the BCF policy framework that was published several months ago. New conditions in the iBCF include a commitment to manage the funding into the local BCF; work with CCGs and providers to reduce delayed transfers of care; and provide quarterly reports on performance against the following metrics:

- Emergency Admissions (65+) per 100,000
- 90th percentile of length of stay for emergency admissions
- TOTAL Delayed Days per day per 100,000 18+ population
- NHS Delayed Days per day per 100,000 18+ population
- SOCIAL CARE Delayed Days per day per 100,000 18+ population
- Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services
- Proportion of older people (65 and over) who are discharged from hospital who receive reablement/rehabilitation services
- Proportion of discharges (following emergency admissions) which occur at the weekend

As a result, local authorities have been asked to deliver “an equal share” to the NHS of the expectation to free up 2,500 hospital beds and the indicative reduction levels required by each local authority to achieve this. In Sheffield this is about reducing to a level of a maximum of 3.5% of bed nights occupied by DTOC by September, which is a target of a maximum of 50 reportable delays at any time.

The detail of the Strategic Investment Plan is being agreed at the City Council Cabinet on 19 July and schemes which contribute to the DTOC improvement strategy will be led by John Mothersole in collaboration with STH and SCCG CEOs.

## **Conclusion**

The DTOC Programme is well under way and aims to transform current ways of working across the city in order to reduce the total overall number of delayed days at STH. The aim is to have a significant impact before winter and ensure these new ways of working are sustainable and embedded.

The iBCF will be led by Sheffield City Council, within the requirements of the iBCF Planning Requirements, and agreed allocations of monies will be co-ordinated by John Mothersole in collaboration with CEO partners. These monies will provide an opportunity for investment in transformational change in the city on the back of new ways of working being developed by the DTOC Programme and inject some sustainability in key council provided services in order to maintain flow and resilience.

Sir Andrew Cash OBE  
Chief Executive  
12 July 2017