

**SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST****CHIEF EXECUTIVE'S BRIEFING****BOARD OF DIRECTORS – 20 DECEMBER 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. South Yorkshire and Bassetlaw Accountable Care System (ACS) Update**

The October 2017 minutes of the ACS Collaborative Partnership Board can be found at: <https://smybndccqs.nhs.uk/what-we-do/stp>.

**Recruitment to the Citizen's Panel**

The first stage of recruitment has now taken place, with informal discussions and interviews taking place in November. Seven people have been appointed, with representation from all areas except Rotherham and work is now underway to recruit further members from Sheffield, Rotherham and from different communities from across the region.

The members have their first training session in mid-December and will formally meet in January 2018.

The role of the Citizen's Panel is to help to ensure that the voice of the local population is heard and influences any developments, to offer an independent view and critical friendship on matters relating to the work of Health and Care Working Together. They will do this by making sure engagement opportunities are created for citizens, patients and carers and that they are meaningful, targeted and relative to the changes suggested.

**Hospital Services Review**

After months of detailed preliminary work, the hospital services review launched on the last week of October. The launch focused on the ask of healthcare professionals, together with patients and the public, to help shape how hospital services could be delivered in the future.

Clinical working groups, which are made up of clinicians from each service within each of the hospitals, have taken place since the launch.

All Trust Boards are now receiving monthly updates from the Hospital Services Review team the most recent update is attached at Appendix 2.

**Event for MPs and Councillors**

Following a successful event with Foundation Trust Governors to discuss developing ways of working across the South Yorkshire and Bassetlaw partners, a further event for Councillors and elected members is to take place in March 2018. MPs and Councillors will hear from a series of speakers on what's happening locally in the Accountable Care System, as well as have the opportunity to share their views.

## **Autumn Budget Announcement**

In the Autumn budget statement, the Government 'exceptionally' (outside of the usual budget allocations) increased the Department of Health's budget with £2.8 billion additional resource funding over the next three years, with the Treasury committed to £3.5 billion of capital between 2017/18 and 2022/23 - largely to support STP transformation schemes.

For South Yorkshire and Bassetlaw ACS this includes two schemes:

- Barnsley Hospital Children's Emergency Department and Assessment Unit scheme to support the rapid assessment and treatment of children, and;
- Doncaster Urgent and Emergency Care scheme to expand, redesign and improve emergency care

This is in addition to the previous announcement that £10 million has been set aside to support:

- The expansion of hyper-acute stroke services at Sheffield Teaching Hospitals
- The buying of a new CT scanner and capacity expansion at Doncaster and Bassetlaw Teaching Hospitals - again to improve stroke as well as cancer care.

Showing a commitment to service transformation, these funds will help to support us as we develop as a system. Business cases for all schemes will now be developed and need to be approved before any of the transformation funding is released.

### **3. Sheffield Accountable Care Partnership**

#### **'In Place' Leadership Innovation Fund – Leadership Academy**

The Trust has been successful in a bid for the 'In Place' Leadership Innovation Fund and will receive funding of £40,000 for the project 'Meet–Think–Lead–Change'.

The Trust highlighted that there was a very clear need for a new form of leadership development offer in order to support NHS, public, private and third sector partners in working collaboratively to achieve the aims of the new Accountable Care Systems.

Notably, this transition required extensive collaborative working with no blueprint for success. These principles combined would require a different form of leadership approach.

Groups of leaders from all sectors would be invited to come together to learn and explore real-time challenges within health and social care across Sheffield and come up with recommendations for action.

This approach will provide many levels of development opportunity to all involved as well as help widen understanding of health and social care challenges through access to those directly involved in frontline care.

Work is ongoing to establish the programme, recruit the first leadership cohort and design robust evaluation mechanisms.

#### **4. Working Together Partnership Vanguard Newsletter**

The link to the latest Working Together Partnership newsletter can be found at <http://workingtogethernhs.co.uk/newsletters/>

#### **5. Research and Innovation**

##### **The Industrial Strategy**

The Government published its Industrial Strategy: Building a Britain Fit for the Future at the end of November 2017.

The Strategy plans to address the UK's underlying productivity challenge, with a focus on 5 key foundations: ideas, people, infrastructure, business environment and places. The main financial commitments and policy announcements in the 255 page document were made in last week's Budget. The "Ageing Society" was identified alongside "Artificial Intelligence", "Clean Growth" and the "Future of Mobility" as the "Grand Challenges" to put the UK at the forefront of the industries of the future.

The Strategy also highlighted the Government's work to use NHS data more effectively, achieving this by developing a number of regional Digital Innovation Hubs. These hubs will support the use of data for research purposes, with NHS England, NHS Digital and Health Data Research UK leading on the delivery of this programme. In addition, the Government are building on the digital health cluster in Leeds by moving NHS Digital, alongside HM Revenue and Customs, into a new hub of 6,000 civil servants. The Sector Deal will also look to build on the life science clusters, such as the Oxford-Milton Keynes-Cambridge corridor.

A full copy of the report can be found at:

<https://www.gov.uk/government/publications/industrial-strategy-building-a-britain-fit-for-the-future>

##### **UK Life Sciences Industrial Strategy**

The UK Life Sciences Industrial Strategy (LSIS) was launched in August 2017 by the Secretary of State for Health, Jeremy Hunt. The Trust has been closely involved in its development: Peter Sneddon, Clinical Research Office Director, attended all LSIS Board meetings and Sir Andrew Cash made a written submission emphasising the commitment of the Trust Board to research and innovation and the importance of building our research capacity.

Collaboration with the NHS is identified as one of the key elements of the strategy. Our strong science base, clinical trials infrastructure and expertise in digital technology provides a significant opportunity for Sheffield Teaching Hospitals and our partners to engage with and benefit from the Strategy. The key LSIS proposal is a Health Advanced Research Program (HARP) that:

- a) charges the NHS and UK based industries to work together to create more efficient ways of delivering sustainable healthcare;
- b) shares risk in developing tools and therapies using NHS infrastructure to run evaluative studies and share the benefit from proven technologies;
- c) develops partnerships with med tech and diagnostics companies to reshape clinical pathways and improve efficiency;
- d) collects real-world data via NHS innovation and assesses clinical and cost effectiveness;
- e) modernises clinical trials, including digitisation and regulatory innovation.

The Trust has the necessary capacity, infrastructure and expertise to build on our current research and innovation portfolio and our collaboration with industry. Not only are we already developing medical technology through D4D and other projects but we are the only organisation that can both identify the clinical and patient needs and undertake robust research on technology evaluation.

Therefore, we will engage with the implementation of the Life Sciences Industrial Strategy to ensure that the Trust and our regional partners benefit from any opportunities that arise.

A full copy of the paper can be found at:

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/662508/industrial-strategy-white-paper.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/662508/industrial-strategy-white-paper.pdf)

### **Life Sciences Sector Deal**

The Life Sciences Sector deal was published on 6 December 2017. The aim of the deal is to help ensure new pioneering treatments and medical technologies are produced in the UK, thereby improving patients' lives and driving economic growth (linked to the Industrial Strategy). This will involve substantial investment from private and charitable sectors and significant commitments in research and development from the Government. A full copy of the deal can be found at Appendix 3.

The Trust is pleased to note the inclusion of the Sheffield Olympic Legacy Park developments within the Life Sciences Sector Deal a further verbal update will be provided at the Board of Directors meeting.

## **6. NHS Providers Summary of Board Papers**

Attached at Appendix 4 is a summary of the Care Quality Commission, NHS England and NHS Improvement's most recent Board meetings (including links).

November's summary includes NHS England's five principles about priorities and trade-offs in response to the Autumn budget and NHS Improvement's summary of the provider sector's performance in Q2, as well as an update from the National Guardian's Office to the Care Quality Commission.

## **7. Communications Update**

### **Long Service Awards**

This month the Trust held two Long Service Award presentations for staff across the Trust. The awards recognise the dedication and commitment of staff who have given many years long service to the Trust. This year 388 staff received an award with 215 staff for 20 years' service, 143 for 30 years' service and 30 staff for an incredible 40 years' service. The events were an opportunity to thank those staff for all their service and commitment to patient care over many years.

### **Health Service Journal Awards**

The Trust has won a prestigious Health Service Journal Award in recognition of its pioneering work to provide nutritious, healthy and sustainably sourced food to patients. The Trust's catering team, which produces and delivers 40,000 meals to patients and staff across six hospital and community sites, scooped the top prize in the 'Improving Environmental and Social Sustainability' category after achieving the Soil Association Food for Life Served Here Silver Award and becoming one of the first NHS hospital sites in the UK to pilot and achieve a new Green Kitchen Standard. Described by the judges as having

“focused on quality and sustainability which in turn has led to not only a reduction in waste, but greater staff satisfaction”, the team worked closely with patients, suppliers and staff to provide new, healthier menus with nutritious choices, and improved the Trust’s green credentials by purchasing sustainable and ethically sourced foods including organic, producing over 75% meals from scratch, reducing waste and encouraging suppliers to the reduce or reuse delivery packaging. Fifty newly trained healthy eating and sustainability champions were given extra training to drive change in working practices and promote the benefits of healthy eating, waste reduction and recycling.

The Trust’s work on staff engagement and an innovative online pre-operative assessment service were also named as finalists in the awards.

### **Supporting Apprentices**

The Trust has been highly commended at the National Apprenticeship Awards 2017 for championing and developing the next generation of healthcare scientists in the Yorkshire and Humber region. Mandy Scott, Learning and Development Manager, was recognised in the regional ‘Apprentice Champion’ category for playing a key role in helping to develop and train 110 home grown apprentices across the region in healthcare science roles over the past five years.

As well as chairing a Yorkshire and Humber wide Healthcare Science Apprentice Implementation Group, which brings together NHS Trusts from across the region to plan and deliver provision of future training programmes, Mandy and her team have supported the development of a five-year healthcare science apprenticeship scheme funded by Health Education England. This has helped establish more training routes for local people to get into the profession, increasing retention of staff and developing home grown talent within the region. A set of new standards and training programmes for apprentices to gain experience at different levels of the profession has also been introduced, including at level 2 and level 4, with a new three-year BSc programme run through Sheffield Hallam University which was introduced in September of this year. This allows apprentices to train to become fully qualified healthcare science practitioners. In addition, the Health Education England funded programme has enabled existing NHS staff to develop their skills in healthcare science – with the youngest healthcare science apprentice being 16 and the oldest 51.

### **Diabetic Eye Screening Programme among the best in the country**

The performance of the Diabetic Eye Screening programme in Sheffield is among the best in the country, according to official figures. Data from Public Health England shows that the screening service is performing above the national average for the uptake of the screening, timely issuing of results and the fast assessment of urgent referrals. Uptake of screening is at 83.8%, and 99.7% of results are issued within three weeks. The Trust is fourth best in the country when it comes to seeing urgent referrals within four weeks, assessing 91.1% of these patients within the timeframe. This compares to a national average of 75.4% and a target of 80%. Diabetes patients aged 12 and over are invited for the annual retinopathy screening and approximately 450 people per week being screened.

### **New Charity Appeal**

A major new £300,000 charity appeal has been launched in a bid to help hundreds more women benefit from the use of water in labour when giving birth in Sheffield. Sheffield Hospitals Charity has kicked off the huge fundraising drive in response to a growing number of mums-to-be who are choosing water as their primary pain relief when giving birth. The appeal aims to fund the development of three new cutting edge birthing pool rooms at Jessop Wing. The refurbished rooms will be made complete with fully accessible

ergonomic pools, sympathetic décor and dimmable LED lighting to help give parents the most relaxing experience possible.

Sir Andrew Cash OBE  
Chief Executive  
13 December 2017