

STHFT CEO Public Board Paper – Sheffield Accountable Care Programme (ACP) Report February 2018

The **ACP Programme Board** met on 31 January 2018. Headlines of the meeting were as follows:

- i. Sir Andrew Cash updated the Board that **The Health Select Committee** will be visiting South Yorkshire and Bassetlaw on 20/2/2018 to explore how the ACS is working.
- ii. The work of the **Sheffield Outcomes Fund** was discussed and supported by the ACP Board with agreement individual business cases should be aligned and integrated with the relevant ACP work-stream, with acknowledgment that each affected organisation would need to ensure appropriate sign off of business cases within their respective organisation. The national outcome on the Sheffield financial allocation is expected soon and enables Sheffield access to social investment monies to support innovation.
- iii. Julia Newton (Director of Finance, SCCG) presented a paper on behalf of the Sheffield Executive Finance Directors summarising the **collective system financial picture** which aimed to provide:
 - a. The financial outlook for the system for 2018/19, including the size of the challenge in light of the information we have from the national picture and local work;
 - b. A headline analysis of the total system spend;
 - c. Contractual/ financial levers or options for doing things differently that might enable transformation (appreciating that the transformation needs to precede the contractual mechanism).
- iv. This was received by the Board as a valuable first step in developing a collective picture to inform new thinking around a system wide financial strategy to support transformation. This will be refreshed in light of recently received planning guidance.
- v. It was agreed developing a **population management analytical picture** would be valuable to accompany the financial picture and to guide the work of the ACP. This was debated and it was agreed a terms of reference would be developed to steer the work.
- vi. A number of issues regarding governance, public transparency, accountability and representation of the ACP have been raised by stake-holders around the system and it was agreed **a full review of governance** would be undertaken with final arrangements to be agreed end of March. Views will be sought from each partner organisations via the Executive Delivery Group and the ACP Board, with members having the opportunity to consult with colleagues in partner organisation. Board secretaries of each partner organisation will be circulated the proposal in late February to facilitate this consultation. A final set of proposals will be presented to the ACP Board on 26th March. The changes will come into effect from the new financial year.
- vii. The **forthcoming CQC local system review** of integrated working was raised. Phil Holmes (SCC Director of Adult Social Services) attended the Executive Delivery Group on 9th February 2018 and provided further detail on the approach planned across the system.

Progress of the ACP Programme

- viii. The **ACP Programme Director**, Rebecca Joyce, formally started in post on Monday 8 January and has been undertaking a week's induction in each partner organisation. This has been invaluable in developing system understanding and developing relationships. The induction has comprised 121 meetings with key leaders, observations at core organisation senior leadership meetings and shadowing of frontline teams and staff. Induction has been completed with

Sheffield Council, Primary Care Sheffield, Sheffield Health and Social Care Trust and Sheffield Children's Trust and is currently underway with Sheffield CCG, STHFT and the voluntary sector.

- ix. The seven workstreams comprising the ACP are:
 - a. Urgent and Emergency Care
 - b. Elective Care
 - c. Children's and Maternity Care
 - d. Long Term Conditions
 - e. Communities, Prevention and Social Value
 - f. Mental Health and Learning Disabilities
 - g. Primary Care Workstream (recently added as a 7th workstream).
- x. All workstreams have **identified priorities**, and are discussing the programme resource required to progress effectively. The workstreams are at different stages of development. Reviewing their current operation and getting them set up to succeed is a key priority for the Programme Director.
- xi. All workstreams have a **CEO Sponsor, Executive Workstream Lead and Clinical Lead**. STHFT colleagues are fully involved in all workstreams.
- xii. A number of **enabling workstreams** (such as finance, workforce and organisational development) are currently being discussed and will be developed over the coming months.
- xiii. A short paper crystallising **the vision of the overall ACP**, rooted in the context of the Shaping Sheffield Plan is planned. The paper will summarise what we are trying to achieve through the ACP, the core themes for focus and the transformation and the systemic cultural development approach that is required.
- xiv. Continuing to develop **trusted 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: 13 February 2018