

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

CHIEF EXECUTIVE'S BRIEFING

BOARD OF DIRECTORS – 21 MAY 2019

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. Hadfield Wing

The Director of Finance will provide a verbal update, following the Liaison Committee held on 15 May 2019.

3. Feedback from NHS Improvement Quarterly Review Meeting

A positive meeting with NHS Improvement was held on 13 May 2019, as part of the regular Quarterly Review Meetings. The discussions included quality of care, finance and use of resources, operational performance and strategic plans. A brief discussion also took place with regards to the Hadfield Wing.

4. Workforce Summit

The STH Workforce Summit took place on 16 May 2019 and was attended by over 160 delegates including STH staff from both operation and corporate services and a number of external delegates who have an interest in our workforce planning and design activity including educational providers, healthcare system partners and service users. The purpose of the day was to embed the Trust's ambition to establish itself as an exemplar in workforce planning and redesign. In order to achieve this, our managers and leaders need to be equipped with the knowledge and skills to be successful in this field.

The purpose of the summit was to engage teams in a different conversation, provide context to both the external and STH workforce environments and to equip delegates to enable them to successfully undertake effective workforce planning in their respective services as part of their next business planning cycles. Delegates gained an understanding of the Trust's workforce priorities and the key considerations around workforce supply and innovation to successfully plan and deliver future workforce redesign activity.

Keynote speakers discussed a range of topics including:

- the national, regional and local workforce agenda and current activity
- specialist areas for consideration including the Equality, Diversity and Inclusivity agenda
- artificial intelligence and latest research
- internal workforce position and priorities.

The event also included a number of breakout sessions using interactive hubs focusing on workforce planning, redesign and innovation.

5. Staff Lunchtime Sessions with CEO

I will be holding some open staff sessions across June and July, on both the Northern General and Central campus, to thank staff personally for their contribution to the good performance of the Trust during last 12 months. The sessions will also give colleagues an opportunity to hear about the plans and developments planned for 2019/20 and to ask questions on topics. This will be complimented by a personal message on payslips to ensure all staff are thanked.

6. 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 2. This includes the national performance dashboard which compares SY&B ICS position with other areas in the North of England and with the other nine advanced ICSs in the country.

7. Sheffield Women in Medicine (SWiM) Meeting – 16 May 2019

A Sheffield Women in Medicine (SWiM) meeting was held on 16 May 2019, which was joined by two key speakers: Caroline Elton, Psychologist and author of 'Also Human' and Jocelyn Cornwell, Chief Executive of The Point of Care Foundation.

The event was well attended and discussions focussed on personal resilience and well-being and enabling this in the healthcare workplace and creating an open and compassionate workforce.

8. Communications

The Trust has been recognised by Muscular Dystrophy UK for providing outstanding care for people with muscle-wasting conditions. We were awarded Centre of Clinical Excellence status by the charity, alongside 16 other centres across the UK.

The Flow Coaching Academy, which is run by STH, was chosen from hundreds of entries across the country as the winner in the British Medical Journal Awards' 'Innovation in Quality Improvement Team' category.

This month we have also celebrated International Nurses day and showcased some of the amazing nurses we have working across our hospitals and community services. A new nurse recruitment video has been produced which also promotes the role of nursing within STH.

As part of mental health awareness week we shared with staff a range of materials, links and contacts around supporting their own mental health and well-being, as well as those of friends, family and colleagues

Kirsten Major
Chief Executive
16 May 2019

South Yorkshire and Bassetlaw Integrated Care System CEO Report

SOUTH YORKSHIRE AND BASSETLAW INTEGRATED CARE SYSTEM HEALTH EXECUTIVE GROUP

14 May 2019

1. Purpose

This paper from the South Yorkshire and Bassetlaw Integrated Care System Chief Executive provides an update on the work of the South Yorkshire and Bassetlaw Integrated Care System for the month of April 2019.

2. Summary update for activity during April 2019

2.1 Place Reviews

Following the pilot approach for Place-based Reviews with Doncaster and Bassetlaw in November 2018, the first formal Place Review was undertaken on 24 April 2019 with the Sheffield Accountable Care Partnership (ACP).

The reviews focus on delivery and transformation at Place and explore both good practice and issues or areas where additional support would be helpful. The approach concentrates on understanding the aspirations for local systems and the key issues so that we can build on what is working well and bring about improvements through local support and mutual accountability.

The Sheffield team, which included representatives from both the NHS and the Local Authority, discussed the direction of travel on the strategic refresh of 'Shaping Sheffield', older adults (which included progress on the CQC Local System Review for Older People and new models of care), integrated commissioning, children's development and primary care development, as well as the delivery of key Constitutional Standards.

2.2 Performance Scorecard

In last month's report I drew attention to a new integrated assurance report highlighting the performance across the system which will begin in May 2019. The section remains in my report this month and will be an appendix in my next report.

The attached scorecards show our collective position at April 2019 (using predominantly February 2019 data) as compared with other areas in the North of England and also with the other nine advanced ICSs in the country.

The data shows that across the system, our overall performance is comparatively good. Our A&E performance has improved (from 88.1 to 90.6) and we are the only ICS in the North and one of a handful in the further faster ICS group to meet the Diagnostics Constitutional Standard. We do, however, need to focus our efforts to secure sustainable improvement in Cancer Waiting times and continue to focus on improving our RTT performance, which remains marginally below the Constitutional Standard at 91.5.

The ICS financial position is reporting a year end favourable variance against plan of £19.6m excluding PSF and £65.7m including PSF. This is a very creditable performance given the risks the system faced at the start of the year and the mitigation of in year pressures.

2.3 NHS Assembly

As a member of the NHS Assembly, I attended its first meeting on 25th April, 2019. Co-chaired by Sir Chris Ham and Dr. Clare Gerada, the inaugural meeting featured high-level discussions on implementing the Long Term Plan (LTP) and the NHS England and Improvement proposals on possible legislative changes to the Health and Social Care Act (2012) as set out in the LTP.

The Assembly members are drawn from national and frontline clinical leaders, patients and carers, staff representatives, health and care system leaders and the voluntary, community and social enterprise sector. The membership includes practising or training doctors, nurses and other health professionals, ensuring that the needs and priorities of the NHS workforce are well represented.

The Assembly is a guiding coalition for the National Health and Care System and will now meet quarterly, bringing experience, knowledge and links to wider networks to inform discussion and debate on the NHS's work and priorities.

2.4 First meeting of the Health Executive Group (HEG)

The SYB ICS Health Executive Group (HEG) met for the first time on 9th April, 2019. The Group is made up of Chief Executives and Accountable Officers from health provider and commissioner organisations, along with some wider health system partners such as primary care networks (Federations), Public Health England and specialised commissioning.

The Group discussed a range of topics, including reframing the ICS priorities to support better integration and delivery. It also had updates on the Long Term Plan and national and local developments with workforce and digital as well as an in depth discussion on the production of a new integrated assurance report, which included performance, finance and workstream updates. Finally, partners discussed the estates strategy update and CCG progress towards the national strategic direction of reducing CCG running costs by reviewing their functions and services.

2.5 Hospital Services Review Update

The Hospital Services Review team has developed final proposals around the resources, structures and governance of the Hosted Networks. These will be discussed and agreed at the Health Executive Group in June. The aim is to agree resources at that point so that recruitment of the Clinical Leads and Network Managers can begin as soon as possible.

SYB Chief Executives and Accountable Officers met on 1st April to review the case for change for clinical models and the options going forward. The view of the group was to take transformation forward as far as possible, unless there is a clear safety issue which requires a reconfiguration approach. A final report will shortly be discussed at individual CCG Governing Bodies which have the statutory responsibility for making decisions on the configuration of services.

2.6 Developing the South Yorkshire and Bassetlaw Regional Stroke Service

After significant work, clinical input and public consultation, changes to the way we deliver hyper acute stroke services across the region were agreed last year and are about to be implemented. The following dates have been agreed:

- 1 July 2019 – hyper acute stroke services will cease at The Rotherham NHS Foundation Trust. After this point, the majority of Rotherham's hyper acute stroke patients will be taken by ambulance for treatment at the Royal Hallamshire Hospital, Sheffield - with the remaining being taken to the hyper acute stroke site at Doncaster Royal Infirmary, depending on which is the closest.
- 1 October 2019 – hyper acute stroke services will cease at Barnsley Hospital NHS Foundation Trust. This will mean that Barnsley patients will be taken to one of the regional

hyper acute stroke centres - predominantly Doncaster Royal Infirmary or Pinderfields Hospital in Wakefield, depending on which is the closest.

We have excellent teams already in place but to support the changes we are recruiting additional staff to care for the additional patients who will be initially treated at the hyper acute stroke units in Doncaster, Sheffield and Wakefield.

We are also working together to develop our region-wide Patient Flow Policy which will outline the agreement from all partners for the timely, safe and appropriate transfer of patients between our hospitals. The implementation of these new ways of working will be supported by the region's hosted networks which are being developed over the coming months and patient information materials are also being developed with service users and stroke survivors.

Monthly updates are published at www.healthandcaretogethersyb.co.uk

2.7 South Yorkshire and Bassetlaw Allied Health Professions (AHP) Awards

As the first area in the country to develop and launch an AHP Council we have recently launched the South Yorkshire and Bassetlaw AHP Awards 2019.

Open to all 14 Allied Health Professions working for the NHS or publicly funded initiatives, the awards aim to celebrate the great work taking place to improve patient care, led by AHPs at each part and level of our health and care system. Linking to priority workstreams of the wider ICS, the eight award categories aim to highlight the breadth of AHP involvement in our system and the benefits to patient care and experience.

The award winners will be announced at the South Yorkshire and Bassetlaw AHP Conference, Wednesday 3 July 2019, at the Keepmoat Stadium in Doncaster where we are delighted to be joined by Joanne Fillingham, Clinical Director Allied Health Professions for NHS Improvement who will highlight some of the excellent work taking place locally, regionally and nationally. It will also be an opportunity to engage with and gather feedback from our AHP workforce regarding the NHS Long Term Plan and our own next steps as a partnership.

To find out more and nominate via www.healthandcaretogethersyb.co.uk or contact helloworkingtogether@nhs.net

2.8 The North Respiratory Collaborative

Following an agreement between the North STP/ICSs to take forward two priorities for improving health and reducing inequalities: cardiovascular disease (CVD) and respiratory, the North Respiratory Collaborative has been formed. It comprises representatives from each STP/ICS, nominated experts and key stakeholders and I am the sponsor and lead.

Respiratory disease continues to create a significant burden for people and health and care systems in the North of England and in January 2019, 22% of emergency admissions were due to respiratory conditions, which equates to 35,270 people.

The purpose of the Collaborative is to build on the existing good practice within the North and to focus on delivering the NHS Long Term Plan respiratory interventions at scale across the North of England. An event, which will start to explore the collective work that can be achieved, will take place on 15th May, 2019.

2.9 NHS Leadership Academy joins NHS England and Improvement

From April 2019 the NHS Leadership Academy became a part of NHS England and Improvement. It follows the announcement in October 2018 for NHS Improvement and Health Education England to work more closely together and is intended to maximise the natural fit between the work of the

NHS Leadership Academy and the people function's responsibility for executive and non-executive leadership and talent across the NHS.

2.10 South Yorkshire and Bassetlaw Integrated Care System Focus Meeting with NHS England and Improvement

The first 'focus' meeting with NHS England and Improvement and South Yorkshire and Bassetlaw ICS takes place on 16th May 2019. The discussion will be the first since the ICS took on greater responsibilities on April 1st 2019 and will be between senior managers in the ICS Chief Executive Lead's team and the Joint Regional Director's team.

Andrew Cash
Chief Executive, South Yorkshire and Bassetlaw Integrated Care System

Date 7 May 2019

How are we doing? An overview

Key performance report: April 2019



Place*	A&E (95%) Mar 2019 data	RTT (92%) Feb 2019 data	Diagnostics 6 weeks Feb 2019 data	2ww (93%) Feb 2019 data	2ww breast (93%) Feb 2019 data	31 day (96%) Feb 2019 data	62 day (85%) Feb 2019 data	EIP (50%) Feb 2019 data	IAPT Access 4.75% Q4) Jan 2019 data	IAPT Recovery (50%) Jan 2019 data
Barnsley CCG	Green	Green	Green	Green	Green	Red	Green	Green	Red	Green
Barnsley Hospital	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
Bassetlaw CCG	Red	Red	Red	Green	Green	Red	Red	Green	Green	Green
Doncaster CCG	Red	Red	Red	Green	Red	Red	Green	Green	Green	Green
DBH	Red	Red	Red	Green	Green	Green	Green	Green	Green	Green
Rotherham CCG	Red	Red	Green	Green	Red	Red	Red	Green	Red	Green
Rotherham Hospital	Red	Green	Green	Green	Red	Green	Red	Red	Red	Red
Sheffield CCG	Red	Green	Green	Green	Red	Green	Red	Green	Red	Red
Sheffield Children's	Green	Green	Red	Green	Green	Green	Green	Green	Green	Green
STH	Red	Green	Green	Green	Red	Red	Red	Red	Red	Red



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*Data based on CCG and Acute Trust performance

How are we doing? An overview

Key performance report: April 2019



	A&E (95%) February data	RTT (92%) February data	Diagnostics 6 weeks February data	2wvw (93%) February data	2wvw breast (93%) February data	31 day (96%) February data	62 day (85%) February data	EIP (50%) February data	IAPT January data Access 4.75% Q4	IAPT January data Recovery (50%)
South Yorkshire and Bassetlaw	90.6	91.5	0.5	95.0	91.8	95.9	83.7	83.5	4.64	52.2
Greater Manchester	●	●	●	●	●	●	●	●	●	●
Cheshire and Merseyside	●	●	●	●	●	●	●	●	●	●
Cumbria and North East	●	●	●	●	●	●	●	●	●	●
Humber, Coast and Vale	●	●	●	●	●	●	●	●	●	●
Lancashire and South Cumbria	●	●	●	●	●	●	●	●	●	●
West Yorkshire	●	●	●	●	●	●	●	●	●	●

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How are we doing? An overview

Key performance report: April 2019



A&E (95%)
February data

RTT (92%)
February data

Diagnostics
6 weeks
February data

2ww (93%)
February data

2ww breast
(93%)
February data

31 day (96%)
February data

62 day (85%)
February data

EIP (50%)
February data

IAPT
Access 4.75%
Q4 January data

IAPT Recovery
(50%)
January data

South Yorkshire and Bassetlaw



Greater Manchester



Bucks, Oxfordshire and Berkshire West



Frimley Health



Dorset



Nottinghamshire



Blackpool & Fyde - Lancashire and S.Cumbria



Milton Keynes, Bedfordshire & Luton



Gloucestershire



Suffolk and NE Essex



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