

Council of Governors

6 December 2017

Chief Executive's Report

1. Integrated Performance Report

The Integrated Performance Report for the period to September 2017 is attached at Appendix 1.

2. Budget Announcement

The Chancellor of the Exchequer, Philip Hammond, presented the Autumn budget to Parliament on Wednesday 22 November 2017. The presentation covered a general economic overview, the national living wage, taxation and importantly funding allocations for the Department of Health and the NHS.

The Government have '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.

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 NHS Foundation Trust
- The buying of a new CT scanner and capacity expansion at Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust - again to improve stroke as well as cancer care.

In terms of next steps, business cases for all schemes will be developed and need to be approved before any of the transformation funding is released.

[Information on other schemes across the country can be found in this Government briefing](#) and NHS Providers have created a helpful summary of the wider announcements [which can be downloaded here.](#)

3. South Yorkshire and Bassetlaw Accountable Care System (ACS)

ACS Executive Steering Group

The ACS Executive Steering Group met on 21 November 2017 and discussed the development of an integrated ACS (including strategic and operational plans), a collaborative approach to echocardiology services, future performance dashboards and the update on the hyper acute stroke services business case.

Members also received a finance update, including agreeing the 2017/18 budget and indicative use of transformation funds for 2018/19 and the suggested prioritisation process for capital and revenue.

Health and Care Working Together in South Yorkshire and Bassetlaw website launch

The new website representing Health and Care Working Together in South Yorkshire and Bassetlaw has now been launched. The address is: www.healthandcaretogethersyb.co.uk and will be the central place for all Governors to keep up to date about the work of the developing ACS.

South Yorkshire and Bassetlaw ACS Governors' Conference

More than 100 Governors from across the Foundation Trusts within the South Yorkshire and Bassetlaw (SY&B) ACS attended a conference at the New York Stadium in Rotherham on Friday 27 October 2017. Sheffield Teaching Hospitals NHS Foundation Trust was well represented and a number of Governors attended the event.

Hosted by Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust Chair, Suzy Brain-England, the conference was a good opportunity for Governors to have their say on the ACS, its development and the important role that Governors have to play in the evolving landscape. It was the first of three ACS conferences; the next is for local Councillors and MPs and the third for Foundation Trust Non-Executives and CCG lay members. An ACS Guiding Coalition will then be formed from all the groups, with an inaugural conference in early Summer 2018.

The Trust welcomes feedback from Governors that attended the event and will keep the Council of Governors apprised of any similar engagement opportunities that arise.

South Yorkshire and Bassetlaw Staff Partnership Forum

In October 2017, representatives from staff unions across South Yorkshire and Bassetlaw met with the ACS team to formalise working arrangements for the future.

As well as agreeing terms of reference, a commitment to regular updates and opportunities for involvement in workstreams, particularly the hospital services work, was highlighted. Staff representatives stressed the importance of being able to carry out informed conversations in their organisations so they can input into developments. A commitment to ensure that unions are involved in conversations in each of the ACS areas was also made.

Hospital Services Review

Attached at Appendix 2 is a briefing which provides progress on next steps on the Hospital Services Review.

The Review commenced in June 2017 and will run over a ten month period, concluding with a final report to be published at the end of April 2018. The final report will make recommendations on how unsustainable services could be made sustainable, and on the future role of the DGH in SY&B.

The Review has completed Stage 1A and identified a final shortlist of five unsustainable services. This shortlist was agreed by the Partnership Board and Oversight and Assurance Group. It was made public in a report published on 27 October, accompanied by a Technical Annex, a report on public engagement so far, and the Terms of Reference for the Review. A communications strategy for staff and the public is in place.

The Review has also collected a large amount of data from Trusts which is being analysed for discussion and presentation in Clinical Working Groups, which started 23 October.

4. Accountable Care Partnership (ACP)

As the Council of Governors is aware, there is changing landscape across health and care to help deliver the best outcomes and value for our population. As per earlier briefings, the health and care organisations in Sheffield have decided to go a step further than the informal partnerships which have gone before and have agreed to create an ACP. Rebecca Joyce, currently Service Improvement Director at Sheffield Teaching Hospitals NHS FT, has been appointed as Programme Director and will take up her post in December 2017.

The ACP Board met in October with key developments for the programme of work as follows:

- Supporting work streams of the ACP have focused there being two types of workstreams:
 - Firstly the priority workstreams relating to key transformation areas for the ACP. These workstreams comprise Communities, Well-being and Social Value; Urgent and Emergency Care; Elective Care; Mental Health and Learning Disabilities; Children and Maternity Services and Long Term Conditions.
 - Secondly the establishment of enabling workstreams which would be tasked with developing the supporting infrastructure to underpin the successful and timely delivery of the ACP programme and priority workstreams. These include areas such as Workforce and Finance.
- The six transformation workstreams are currently finalising Programme Initiation Documents, 2018/19 priorities and will submit monthly progress reports. All workstreams will be consistent with the vision of Shaping Sheffield and the triple aim of the Accountable Care Partnership: improving care and quality; closing the finance and efficiency gap; improving health and well-being for the population.
- The Board also intend to create a Primary Care Delivery Board under the aegis of the ACP Board in support of establishing a Primary Care Delivery workstream. Andy Hilton, CEO of Primary Care Sheffield, will be presenting his vision for a Primary Care Strategy for the system over the next few years.
- A high level set of draft measures have also been developed against each of the ACP five aims with partners across the city and will be further developed over future months.

The ACP continues to be driven by the six Chief Executive Officers across Sheffield Children's, Sheffield Teaching Hospitals, Sheffield City Council, Primary Care Sheffield (PCS), Sheffield Clinical Commissioning Group and Sheffield Health and Social Care.

5. 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 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.

Andrew Cash
Chief Executive
28 November 2017