

Executive Summary
Report to the Board of Directors held in Public
Being Held on 23 July 2024

Subject	System and Partnerships Updates
Supporting TEG Member	Kirsten Major, Chief Executive
Compiled by	Claire Coles, Senior Business Manager
Status	Discuss and Note

PURPOSE OF THE REPORT

To provide an update on system partnership working arrangements within the Trust’s core partnerships.

KEY POINTS

Sheffield Health and Care Partnership

As a member of the Sheffield Health and Care Partnership (HCP), we collaborate with organisations across Sheffield to improve the delivery of services for our patients and the wider community in the City. A link to the papers from the recent Health and Care Partnership meeting held on 24 June 2024 can be found at the following link ([here](#)). At this meeting we agreed the key priorities for delivery across Sheffield Health and Care Place Partnership over the next 12 months.

South Yorkshire and Bassetlaw Acute Federation

The Trust is one of five trusts which makes up the Acute Federation. We are committed to using our collective expertise and resources to ensure the people of South Yorkshire and Bassetlaw (SYB) have prompt access to excellent healthcare. The Acute Federation is led by the Trust Chairs and Chief Executives, alongside a range of professional partnership groups and is supported by a Managing Director and programme team. Further information on the partnership can be found following the link ([here](#)) and in the attached Appendix A.

The South Yorkshire and Bassetlaw Acute Federation has recently published its Annual Report for 2023/24, and is available on their website ([here](#)).

South Yorkshire and Bassetlaw Acute Federation System Delivery Group

We are involved in the System Delivery Group within the SYB Acute Federation. I attend this group which involves all partner Chief Executives and leads of the seven professional partnership groups for finance, nursing, medical, people and organisational development, operations, strategy and corporate governance, in addition to the Acute Federation Managing Director. At our last meeting held on 21 June 2024, we reviewed the delivery of the Acute Federation clinical priorities for 2023/24, as well as looking at where we could collaborate across the Acute Federation.

I also attended the SYB Acute Federation Senior Leaders Development Event on 3 June 2024.

NHS South Yorkshire Integrated Care Board (SY ICB)

NHS South Yorkshire is the organisation that is responsible for developing a plan for meeting the health needs of the population in Sheffield. Papers and the video recording from the most recent South Yorkshire Integrated Care Board, held in Public on 3 July 2024 can be found at the following link ([here](#)). The ICB is part of the Integrated Care Partnership for South Yorkshire, which brings together a wide range of partners, not just the NHS, to develop the plan to address the broader health, public health, and social care needs of the population. The SY ICB Chief Executive report is included at Appendix B.

IMPLICATIONS

Aim of the STHFT Corporate Strategy		✓ Tick as appropriate
1	Deliver the Best Clinical Outcomes	✓
2	Provide Patient Centred Services	✓
3	Employ Caring and Cared for Staff	✓
4	Spend Public Money Wisely	✓
5	Create a Sustainable Organisation	✓
6	Deliver Excellent Research, Education and Innovation	✓

RECOMMENDATIONS

The Board of Directors is asked to **NOTE** the updates from the Trust's core partnerships.

APPROVAL PROCESS

Meeting	Date	Approved Y/N
Board of Directors	23/07/2024	

South Yorkshire & Bassetlaw Acute Federation Board Meeting Summary

1. Chair's Update

An event had been held for Acute Federation Trust Governors recently which was received positively, with presentations from clinical leaders on the work of the Integrated Care Board to reduce health inequalities, the South Yorkshire Maternity Programme, the South Yorkshire & Bassetlaw Pathology Programme and the Acute Paediatrics Innovator Programme. It was agreed to continue holding these events annually.

An event has also been planned with Trust Non-Executive Directors in September to engage them in the work of the Acute Federation and determine how they would like to be involved in future.

2. Lead Chief Executive's Update

A SYBAF leadership team event was held in June which was well evaluated.

It covered the findings of the corporate and clinical sustainability reviews and surfaced key enablers: future devolved budgets, the potential vertical integration with community services, developing a service model for the future and opportunities for partnership collaboration. There was a discussion about the Acute Federation's aim to achieve sustainability and transformation.

3. Managing Director's Update

The Acute Federation has been making progress on its seven priority programmes. As at April 2024, South Yorkshire ICB was 4th out of 42 ICBs for the percentage of Referral to Treatment (RTT) patients waiting over 65 weeks in England and 7th out of 42 on 18 week waits.

As at April 2024, 80% of SYB AF patients received a diagnostic test within 6 weeks against a long-term target of 95%. The decrease since the last report is largely driven by a drop in Non-Obstetric Ultrasound rates. The Acute Federation Trusts are working together to address this.

There is still much more to do to eliminate waits of 65 weeks and over by 30 September 2024.

Progress on collaboration to strengthen patient services through the Urology Area Network and Acute Paediatrics Improvement Programme continues with particular focus on Benign Prostatic Hyperplasia pathways, improving access to paediatric elective Ear, Nose & Throat and Dental services and a Virtual Ward for children.

The Acute Federation Annual Report for 2024/25 was published in May.

4. The Terms of Reference

The Terms of Reference for the Acute Federation Board and System Delivery Group were both due for annual review and approved by the Board.

5. ICB Update

The Board was joined by the ICB Chief Executive for a discussion about performance and financial sustainability.

6. Clinical Services Sustainability Review

Findings from Trusts service sustainability reviews have been reviewed and services have been identified for priority action by the Acute Federation. Further engagement to review the service model will take place with clinical and operational leads throughout August 2024.

7. Corporate Services Efficiency Review

The Acute Federation is also beginning work to review efficiency opportunities for corporate services identified under NHS England's transformation framework. This builds on successful collaboration in areas such as joint procurement and shared logistics, laundry and payroll. The next step is to work with professional groups to identify specific opportunities for joint working.

8. Digital Convergence

The Board discussed its commitment to pursue digital convergence for the benefit of patients and staff and are currently examining the benefits of Electronic Patient Record Convergence.



Chief Executive Report
Integrated Care Board Meeting
3 July 2024

Author(s)	Gavin Boyle, SY ICB Chief Executive		
Sponsor Director	Gavin Boyle, SY ICB Chief Executive		
Purpose of Paper			
The purpose of the report is to provide an update from the Chief Executive on key matters to members of the Integrated Care Board.			
Key Issues / Points to Note			
Key issues to note are contained within the attached report from the Chief Executive.			
Is your report for Approval / Consideration / Noting			
To note			
Recommendations / Action Required			
The Board is asked to note the content of the report			
Board Assurance Framework			
This report provides assurance against the following corporate priorities on the Board Assurance Framework (<i>place ✓ beside all that apply</i>):			
Priority 1 - Improving outcomes in population health and health care.	✓	Priority 2 - Tackling inequalities in outcomes, experience, and access.	✓
Priority 3 - Enhancing productivity and value for money.	✓	Priority 4 - Helping the NHS to support broader social and economic development.	✓
In addition, this report also provides evidence against the following corporate goals (<i>place ✓ beside all that apply</i>):			

Goal 1 – Inspired Colleagues: To make our organisation a great place to work where everyone belongs and makes a difference	✓
Goal 2 – Integrated Care: To relentlessly tackle health inequalities and to support people to take charge of their own health and wellbeing.	✓
Goal 3 – Involved Communities: To work with our communities so their strengths, experiences and needs are at the heart of all decision making.	✓
Are there any potential Risk Implications? (including reputational, financial etc)?	
No	
Are there any Resource Implications (including Financial, Staffing etc)?	
No	
Are there any Procurement Implications?	
No	
Have you carried out an Equality Impact Assessment and is it attached?	
N/A	
Have you involved patients, carers and the public in the preparation of the report?	
N/A	
Appendices	
N/A	

Chief Executive Report

Integrated Care Board Meeting

3 July 2024

1. Purpose

This paper provides an update from the Chief Executive of NHS South Yorkshire on the work of the ICB and system partners for May and June 2024. Part of this period is covered by the Pre-election Period ahead of the elections on Thursday 4 July 2024, and the content of the paper reflects that.

2. Integrated Care System Update

2.1 Integrated Care Partnership Board.

The May 2024 Integrated Care Partnership meeting received an update on the Children and Young People Alliance's Health Equity Framework. Ruth Brown, Chief Executive of Sheffield Children's Hospital and CEO of the Children and Young People's (CYP) Alliance, as well as Nicola Ennis CYP Alliance Programme Director, updated on the work being done in partnership with the UCL Institute of Health Equity, Barnardo's and two other partner ICSs (Birmingham and Solihull and Cheshire and Merseyside).

The Health Equity Framework has been developed by the Child Health Equity Collaborative and co-produced with children and young people from each of the three ICSs with the purpose of supporting action for greater equity in children and young people's health and wellbeing. This underpins the development of a pilot intervention. There is an ambition for the framework to also be used more widely with other ICSs and partners.

At the end of May 2024, the Children and Young People Alliance Conference was attended by 210 children, young people and professionals from across health, care and wider local government and voluntary organisations. Dame Rachel De Souza, the children's commissioner for England, opened the event on how she is listening to children and young people and taking that voice to Government. More than half of those that attended were young people.

2.2 Operational and Financial Plan 2024/25

The South Yorkshire Integrated Care System submitted its financial and operational plan to NHS England at the beginning of May. This was in response to the requirements set out in the NHS Planning Guidance published in March 2024. The NHS provider organisations and the ICB have worked closely together to develop an integrated response. The ICB has also sought to ensure wider partners were kept informed regarding progress.

The ICB and representatives from SY NHS provider organisations met with Amanda

Pritchard the CEO of NHS England and her team at the end of May to discuss the plan. The plan describes how the operational requirements set out in the planning guidance will be delivered and an intention to achieve a financial performance, equivalent to the 2023/24 outturn, with a deficit across provider organisations of £49m combined with a requirement for the ICB to achieve breakeven. The plan was accepted by NHSE and support for the financial position is expected to be forthcoming.

2.3 Industrial action

Junior doctors voted in favour of extending their mandate for industrial action for another six months and at the time of writing the next planned action was due to take place from 07:00 Thursday 27 June 2024 to 07:00 Tuesday 2 July 2024. As we have previously, the NHS in South Yorkshire is continuing to maintain its plans for urgent and emergency care, as well as some planned treatment and appointments where possible. The South Yorkshire ICB has continued to provide support through its Incident Co-ordination Centre, which has operated at all times during industrial action as part of our Category 1 Responder duty.

GPs in England are continuing to consider their next steps following the BMA's referendum, where the vast majority of Drs in primary care voted 'no' when asked if they accepted the new contract for their service. As independent providers it is unlikely that GPs will take direct strike action, however the BMA is currently balloting its primary care members on proposals to withdraw certain activities which are outside of their contractual responsibilities.

2.4 WorkWell

South Yorkshire has been awarded more than £3.5m to become one of 15 pilot areas across England to help long-term sick and disabled people into work. The region was selected by the Department for Work and Pensions (DWP) and the Department for Health and Social Care (DHSC) as part of the Government's Back to Work Plan.

WorkWell will build on the successes of South Yorkshire Mayoral Combined Authority's programme, Working Win, that has supported over 6,500 people with a disability or physical and or mental health condition to either start, stay, or succeed in employment since 2018. Each pilot area will help to deliver the new work and health service. The service will offer a tailored early-intervention work and health support and assessment service, and a single, joined-up gateway to other support services.

One of the main focusses of the Integrated Care Partnership Board in South Yorkshire is the relationship between employment and improving population health. WorkWell will offer low-intensity support to people in work who are struggling due to a health condition or disability, to overcome health related barriers to employment.

The scheme will see partners such as NHS South Yorkshire, the South Yorkshire Mayoral Combined Authority, the four Local Authorities and Job Centre Plus working together to create an integrated work and health system with support services that meet the needs of the area's communities and employers.

2.5 Primary Care Pilot

South Yorkshire has been chosen as one of seven ICBs to test new ways of working within general practice and to understand how General Practice can be supported further. The aim is to identify operational changes and improvements needed to optimise the general practice operating model, and support GPs and wider practice teams to meet increasing demand and complexity across urgent and proactive care. The programme builds on the national Fuller Stocktake and General Practice Access recovery vision.

General practice is the bedrock of the NHS, and its success is critical to patients and the sustainability of the system. It is widely acknowledged however, that Practices face significant challenges in meeting the unprecedented levels of demand. NHS South Yorkshire is currently working with colleagues across General practice to identify two primary care networks (PCNs) to take part. The data and evidence from the programme should bring benefits for GPs, the wider workforce, and patients, and will help inform future decisions about General Practice resourcing and contracting.

2.6 Montagu Hospital

Work continues with the expansion of services at Montagu Hospital in Mexborough. The Elective Orthopaedic Centre is now operational and patients from across South Yorkshire are being seen and treated there, with plans to expand capacity over the course of the year. This is expected to reduce waiting times for planned surgery.

The Community Diagnostic Centre (CDC) being built on site is also progressing with most of the main structure now in place. The new facility, which will include dedicated MRI and CT scanning rooms, two ultrasound suites, changing rooms for patient use, and a waiting area, is the final phase of the CDC's expansion, which began in 2022. The new imaging suite within the CDC aims to perform 68,000 procedures annually, effectively doubling the diagnostic provision for local residents and offering increased access to appointments in a convenient location. This is expected to be completed in early 2025.

2.7 National infected blood inquiry

The final report by Sir Brian Langstaff KC into the Infected Blood Inquiry was published on Monday 20 May 2024. The independent public statutory inquiry was established to examine the circumstances in which patients were given infected blood and infected blood products between the 1970s to early 1990s. The Inquiry has examined why people were given infected blood and/or infected blood products, the impact on their families, how the authorities (including Government) responded and the nature of any support provided following infection.

The Prime Minister subsequently issued an apology on behalf of successive Governments and the British State, and this was followed by an apology from Amanda Pritchard, Chief Executive of NHS England. Communities in South Yorkshire were impacted by infected blood products and our NHS providers have shared information with those affected.

Blood is now distributed to NHS hospitals by NHS Blood and Transplant (NHSBT), which was established in 2005 to provide a national blood and transplantation service to the NHS. Their services follow strict guidelines and testing to protect both donors and patients and are subject to regular inspections by independent regulators.

2.8 Cyber Security in South Yorkshire

Following recent cyber security issues affecting the NHS nationally we are constantly reviewing our security. NHS South Yorkshire supports the system wide South Yorkshire Cyber Forum where partners are working collectively to build a Cyber Strategy to improve security across all organisations. The Forum is working towards the identification and mitigation of security vulnerabilities using best practice, developing system-wide cyber policies and incident response protocols. The forum is also adopting available risk monitoring tools. This work is being completed in line with the Cyber Assessment Framework and working towards the NHS Cyber Security Strategy for health and adult care to 2030, which is a joint strategy between NHS England and Department of Health and Social Care.

3. NHS South Yorkshire

3.1 Change of Estate

NHS South Yorkshire has now fully implemented its change of estate to co-locate with partner organisations across South Yorkshire where possible. The move into South Yorkshire Fire and Rescue Headquarters in Sheffield took place in spring and we have now co-located our offices in Barnsley to Westgate with Barnsley Metropolitan Borough Council, and in Rotherham to Riverside House with Rotherham Metropolitan Borough Council. All three moves will reduce costs and improve partnership working with organisations involved in health, care and incidents that require multi-agency response.

3.2 Covid-19 spring vaccinations.

The booking process for people in South Yorkshire aged 75 or over, and children and adults with a weakened immune system to have their spring Covid-19 vaccine has now been completed. The vaccinations started in late April 2024 and bookings were open until 30 June 2024. Nearly 100,000 people had had their booster at the time of writing. We will continue vaccinating those who have booked an appointment and will start work on planning ahead of any potential autumn vaccination programme.

3.3 Anti-Racism and Race Equality

Sadly, racism remains a feature of our society and public institutions, including the NHS. In NHS South Yorkshire we are committed to prioritising active anti-racism both in terms of how we deliver our services but also as an employer. Our priorities are better understanding the experience of people from minoritized communities, being a stronger ally, and ensuring our own leadership is more inclusive.

3.3.1 North West Race Equality Framework

NHS South Yorkshire has committed to adopting the North West Race Equality Framework, which sets out a systematic approach to becoming an anti-racist NHS organisation, with clear deliverables and external scrutiny of progress. Pearse Butler, our Chair, facilitates the anti-racism group with EDI leads from our provider organisations, all of whom are committed likewise to adopt the framework.

The framework encourages the tackling of structural racism and discrimination through collaboration, reflective practice, accountability and action. The Framework has five anti-racist principles of prioritising anti-racism, understanding lived experience, growing inclusive leaders, acting to tackle inequalities and reviewing progress regularly. Organisations then measure themselves against a bronze, silver and gold status to track their progress.

3.3.2 South Yorkshire Race Equality Network for Primary Care Staff

NHS South Yorkshire is working with local clinicians and partner organisations to establish a South Yorkshire Race Equality Network for Primary Care staff. The Network is open to all staff working across Primary Care including General Practice, Optometry, Pharmacy and Dentistry. The group will also welcome attendance from allies wanting to improve their understanding of the issues and challenges.

The South Yorkshire Primary Care Race Equality Network can help us do this. The Network will support front-line professionals, promote a culture of wellbeing, and provide a voice to help shape how we work in the future.

4. NHS South Yorkshire Place Updates

4.1 Sheffield

A cancer pre-habilitation and rehabilitation service that helps people prepare for and recover from cancer treatment has now reached 1,000 referrals. The pioneering Active Together service, which is funded by Yorkshire Cancer Research and operated in collaboration with Sheffield Teaching Hospitals NHS Foundation Trust and Sheffield Hallam University, began accepting referrals in early February 2022 and has since expanded to support to a range of tumour groups including gynaecological, lung and colorectal cancers. There are plans to expand to some breast and prostate patients and offer support at sites in Rotherham, Barnsley, and Doncaster over the coming year.

4.2 Doncaster

Doncaster and Bassetlaw Teaching Hospitals have announced the implementation of advanced computed tomography (CT) perfusion software within their services with an ambition to improve stroke care. The technology will enable specialists at the Trust to extend the thrombolysis treatment window from its present standard of four and a half hours to nine hours, and the thrombectomy treatment window from six hours to 24 hours, following a partnership agreement with the Neuro Intervention team at Sheffield Teaching Hospitals.

A new Doncaster Dance on Programme is aiming to raise activity levels and reduce isolation in older adults across the city. The programme, which is being delivered by artists from the local charity Darts, who are one of the largest participatory arts organisations in the UK, has completed a 12-week pilot which has seen many people embed strength and balance into their weekly routine as well as them making a positive lifestyle change and increasing social activity. The pilot has proven to increase strength and balance as well as supporting fall prevention and fall reduction.

4.3 Rotherham

The Rotherham NHS Foundation trust has installed a robotic assistant into the Trust's orthopaedic theatre to improve outcomes for patients. The robot will ensure improved accuracy and reliability of bone resections and soft tissue balancing, leading to enhanced surgical outcomes. The technology reduced the need for CT scans meaning clinical staff can reduce patient exposure to radiation. This not only prioritises patient safety but also streamlines the treatment process.

4.4 Barnsley

NHS South Yorkshire is working with a housing provider to improve the living conditions and health of children with asthma. Asthma is the most common long-term medical condition in children in the UK, with around 1 in 11 children and young people living with asthma. South Yorkshire Children and Young People's Alliance are working in partnership with Berneslai Homes, who manage properties for Barnsley Council, to ensure children and young people with asthma who live in a Berneslai Homes property, have the best possible health outcomes. Respiratory nurses at Barnsley Hospital are working closely with the housing provider to ensure the homes of asthma patients are appropriate for their condition.

5. General Updates

5.1 NHS Confed Expo

NHS South Yorkshire made an important contribution to the NHS Confed Expo in June. Dr Jason Page, Rotherham Place Medical Director, and Hannah Young, Communications and Engagement Officer, presenting their work on targeted lung cancer case finding at the Health Inequalities Improvement Theatre. They were joined by David Fitzgerald of the NHS Cancer Programme. Jason and Hannah talked through the approach by the Cancer Alliance that we'd taken in South Yorkshire and the fact that, through targeting individuals and groups and a comprehensive campaign, more than 120,000 people had been seen. This detected undiagnosed lung cancer in 340 people, but also a further 100 patients who had other cancers present.

Gavin Boyle, NHS SY CEO, led a discussion on the use of digital technology in healthcare along with Prof. Tim Chico, a research active Cardiologist in Sheffield and Director of the SY Digital Health Hub, Dr Susan Thomas, the UK Director of Google Health and Dr David Crichton our Chief Medical Officer. The Digital Health Hub is a new partnership led by our two SY Universities – Sheffield Hallam and University of

Sheffield – along with the NHS, Google, the Mayor, local authorities, and other partners.

It is funded through a £4.5m grant from Engineering and Physical Sciences Research Council. Its aim is to use digital technology to address some of our big challenges here in SY but particularly improving population health and tackling health inequality. The partnership is six months into a three-year programme. One area of exploration is how commonly available wearable tech can be used to provide data which could be interpreted alongside clinical information to help people to manage their health or a particular condition better. In partnership with Google and the South Yorkshire Digital Health Hub we've given out 500 Fitbits for a research study on post-surgical rehabilitation.

5.2 Honours

The Chair of Sheffield Children's NHS Foundation Trust, Professor Laura Serrant OBE and Non-Executive Director, Peter Mucklow, have both received a Commander of the Order of the British Empire (CBE), in the King's birthday honours list. Prof Serrant has received her honour for services to nursing in the North East and Yorkshire, and Peter for services to education. Prof Serrant was appointed to the Chair of Board as Sheffield Children's NHS Foundation Trust Chair in January 2024.

5.3 Awards

South Yorkshire health organisations were recognised for their pioneering digital innovations at this year's HSJ Digital Awards. Sheffield Teaching Hospitals NHS Foundation Trust was highly commended in Improving Back-Office Efficiencies Through Digital with their Stroke Trial Tracker pilot. This is a revolutionary trial tracker developed by research nurses and scientists to rapidly assess if patients are suitable to join research studies. Also shortlisted from South Yorkshire were:

- Digital Innovator of the Year - Rotherham Foundation Trust's Transforming Diagnostic Booking system.
- Empowering Patients Through Digital - Rotherham Doncaster & South Humber NHS Foundation Trust's eClinic
- Generating Impact in Population Health Through Digital - Yorkshire Ambulance Service for their Integrated Urgent Care - Place Based Population Health Management Analytics Tool (Demand and Performance)

Barnsley Council were successful at the Local Government Chronicle Awards. They won the Public Health Award for the 'How's thi ticker?' community blood pressure campaign. The Council also won the Economic Development Award for their Supported employment service.

Gavin Boyle

Chief Executive NHS South Yorkshire Integrated Care Board

Date: 3 July 2024