



In hospital and in the community

proud to make a difference

Sheffield Teaching Hospitals **NHS**
NHS Foundation Trust

Making a Difference 2012-2017 *Strengthening the management arrangements*

*Andrew Cash, Chief Executive
July 2013*

Context for change - national

- The publication of the second Francis Report and the interim Government response to that report.
- The full implementation of the Health and Social Care Act 2012, particularly the new commissioning landscape.
- The publication of the draft Care Quality Commission strategy – “A New Start – Consultation on changes to the way CQC regulates, inspects and monitors care”.

Context for change – local

• Patient outcomes/patient safety/7 day working/openness and transparency/NHS England – financial black hole post 2015.....all requires a system response

- Locally - Right First Time
- Sub-regionally – Working Together



‘Making a difference’ 2012 - 2017

To be recognised as the best provider of healthcare, clinical research and education in the UK and a strong contributor to the aspiration of Sheffield to be a vibrant and healthy city region.

Deliver the best clinical outcomes



Provide patient centred services



Employ caring and cared for staff



Spend public money wisely



Deliver excellent research, education and innovation



Deliver the best clinical outcomes

- £35m investment in our IT over the next 5 years to support clinical practice and efficient working.
- Working Together – 7 Trusts in South Yorkshire (including STH) and North Derbyshire working together to explore areas where collaborating and sharing best practice could ensure we can continue to improve clinical quality standards for our patients whilst at the same time recognising the future financial challenges we face.
- Formal establishment of 55 to 60 Clinical Leads to strengthen even further clinical leadership across the Trust.

Clinical Leads - rationale

- Clinical Director role increasingly complex and demanding
- Front-line clinical management input essential for Governance, Performance & Efficiency and service improvement
- Clinical Director succession-planning needs to be better
- Need to increase profile of medical management

Provide patient-centred services

- Patient flow
 - learning from winter 2012/13
- Patient feedback and satisfaction
- The physical environment



Employ caring and cared for staff

- Strengthening HR services
- Increased staff engagement
- Leadership development



Spend public money wisely

- Significant on going efficiency programme
- Directorate performance
- Working Together – opportunities for more efficient practices, economies of scale.
- New models of care, improved patient flow – Right First Time partnership

Deliver excellent research, education & innovation

- Renewed focus - new dedicated Board Committee chaired by Prof Tony Weetman, Non Executive Director
- Establishing the Yorkshire and Humber Academic Health Sciences Network, particularly Sheffield Partners
- Hosting the Yorkshire and Humber CLAHRC

Actions – summary

- Clinical Leads
- Executive Director portfolio changes
- Performance management review
- Leadership and building capability

Executive Director portfolio changes

- Clinical Directors → Medical Director
- General Managers → Director of Strategy and Operations
- Nurse Directors → no change
- Estates → Chief Nurse
- Information Technology → Medical Director
- Capital Investment Director → Director of Finance
- Leadership → Assistant CEO

STHT Management Arrangements
2013/14

