

Executive Summary
Report to the Council of Governors

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 Board meeting held on 8 October 2024 can be found at the following link ([here](#)).

The Sheffield Health and Wellbeing Board have published a Fair and Healthy Sheffield Plan that describes the way in which they want to improve health in Sheffield over the next 10 years. It has a strong focus on addressing health inequalities in the city and in addressing the wider determinants of health, as well as ensuring fair access to quality NHS services. The aim of the plan is to close the unfair gaps in length and quality of life by improving the health and wellbeing of those worst off the fastest. The Fair and Healthy Sheffield Plan can be read in full [here](#).

Sheffield Teaching Hospitals have been asked to endorse the Fair and Healthy Sheffield Plan. We will set commitments each year for how we will contribute to achieving the Plan's goals. Our initial commitments are to:

- Agree our health inequalities action plan, which will include how we will improve fair access to our services – which will contribute to the building block to 'ensure fair access to quality NHS and social care services'
- Work in partnership to better understand and address those areas where we have particular barriers to fair access to services - which will contribute to the building block to 'ensure fair access to quality NHS and social care services'
- Agree the next phase of implementation of our Equality Diversity and Inclusion Action Plan - which will contribute to the building block to 'tackle racism and discrimination'
- Develop our future clinical strategy, with a strong focus on how we develop quality services that meet forecasted population health needs over the next 5 years. As part of this, work with our staff and our communities to develop our plans, and respond to what the people of Sheffield have already matters to them when it comes to their health and wellbeing – which will contribute to the building block 'developing healthy places and communities'
- Develop our next Sustainability Plan due to be published in October 2025 – will contribute to the building block 'address the climate and environment crisis'

At our Board meeting on the 24 September 2024, it was agreed to regularly report the number of patients who are medically fit for discharge but unable to be transferred to their relevant place of care. The average number of beds occupied by patients with no criteria to reside decreased from 214 in September to 209 in October, this was 15.04% of all available general and assessment beds. Work continues to recover this figure back to the November trajectory of 199 by month end.

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](#)).

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.

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 6 November 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 A.

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 Council of Governors is asked to RECEIVE and NOTE the update provided and respond to any specific points raised within the report from the Trust’s core partnerships.

APPROVAL PROCESS

Meeting	Date	Approved Y/N
Board of Directors	26/11/2024	



Enclosure 7

Chief Executive Report
Integrated Care Board Meeting

6 November 2024

Author(s)	Gavin Boyle, SY ICB Chief Executive		
Sponsor Director	Gavin Boyle, SY ICB Chief Executive		
This report provides assurance against the following risk(s) on the ICB's Board Assurance Framework, Risk Register or Issues Log:	N/a		
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 by the Committee			
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	<input checked="" type="checkbox"/>	Priority 2 - Tackling inequalities in	<input checked="" type="checkbox"/>

population health and health care.		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 (place ✓ beside all that apply):			
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 Resource Implications (including Financial, Staffing etc)?			
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
6 November 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 September and October 2024.

2. Integrated Care System Update

2.1 NHS Change and Darzi Independent Investigation

In July following the General Election, Professor Lord Ara Darzi was appointed by the Government to establish the state of the nation's health service. Lord Darzi who is a surgeon and former Labour health minister reported his conclusions in September.

You can read the full Darzi Investigation report [here](#).

The priorities identified through the investigation are expected to inform the spending review this autumn and NHS planning requirements for 2025/26, which are normally issued at the end of the calendar year.

Lord Darzi's findings will also contribute to the development of the Government's 10-year health plan which will be published in Spring 2025. There will be an opportunity for the public and organisations to share their views as part of its development. In October the Government opened the change.nhs.uk on-line platform to allow everyone to share their thoughts.

NHS South Yorkshire submitted evidence to the initial investigation and is now in the process of contributing to the 10-year health plan. We will work with our communities and partners over the next few months to help support engagement and ensure that South Yorkshire's voice is heard in this process.

2.2 Integrated Care Partnership Board

The Integrated Care Partnership Board met on 15 October 2024, focussing particularly on the prevention of ill health, which is a key contributor to achieving the bold ambitions of the Integrated Care Strategy.

During the meeting we heard how cardiovascular disease (CVD) causes a quarter of all deaths in the UK and is the largest cause of premature mortality in deprived areas. In South Yorkshire circulatory diseases have the highest impact on inequalities in life expectancy for men and second highest impact on inequalities in life expectancy for women behind cancer. We received an update on the measures being taken to raise awareness of cardiovascular disease, to encourage lifestyle changes to reduce risk and programmes to identify and manage high blood pressure in the community more

effectively.

We also heard from Yorkshire Sport Foundation on the work being done to strengthen our support for increased activity to improve health. Only 64% of South Yorkshire residents are physically active and 1 in 4 do less than 30 minutes of physical activity a week.

We received an update on our aim to reduce smoking to 5% of the adult population by 2030. Since 2016 smoking has fallen from 18% to lower than 14% in South Yorkshire. Nearly 3,000 people have been supported by the SY QUIT programme to stop smoking. However, to meet our aim further action is required and the ICP is supporting the Government's proposals to prevent those under 16 from becoming smokers.

Since the ICP meeting the Government has announced it is planning new legislation to ban the sale of single-use vapes from 1 June 2025. The Government expects this will curb the rise of young people taking up vaping. Vape usage in England grew by more than 400% between 2012 and 2023, with 9.1% of the British public now buying and using these products. The long-term health impacts of vaping are unknown, and the nicotine contained within them can be highly addictive, which is why NHS South Yorkshire welcomes this latest proposal.

2.3 Financial Plan 2024/25

The NHS in South Yorkshire agreed a plan with NHS England for a deficit end of year position of £49m. The deficit funding has now been received from NHSE, so we are now monitoring against a break even plan.

Delivering this plan requires the ICB to breakeven, and now for the provider trusts to breakeven. The total efficiency requirement for the system is £258.5m and within that that are system efficiencies, held by the ICB, but not yet fully attributed to providers or the ICB, of £48.7m, which still require further firm plans for delivery.

At the end of September, the South Yorkshire system reported a deficit of £47m, (after the receipt of 36.3m, the first half of the year phased element of the £49m). The variance against plan was £28.8m and is split £19.1m with the ICB and £9.7m with the provider NHS trusts.

The South Yorkshire system is progressing plans to save the additional £48.7m as required. We are working with external consultants as part of the NHSE investigation and intervention process. This includes improving efficiency in elective and non-elective care, workforce, estates and non-pay spend. The Acute Federation, MHLDA Alliance and our four place partnerships will continue to play an important role in identifying and implementing schemes, with the expectation that some of these will also deliver savings in future financial years.

2.4 Primary Care Network (PCN) Pilots

NHS South Yorkshire is one of seven participating ICBs in the National PCN Test Site Programme. The Programme's overall objective is to support the sustainability of general practice by better understanding how current resources can be used to meet

demand, the nature of any demand gap and how this demand can be met.

Four of the 21 participating PCNs, which are GPA1, Townships 1 and Sevenhills in Sheffield and Rother Valley South in Rotherham, are based in South Yorkshire. The PCNs are currently undertaking a series of Audit weeks to ensure a baseline before testing a series of additional interventions throughout 2025. These will include additional capacity designed to address issues such as on the day demand, continuity of care and the primary/secondary care interface. The PCNs will then re-audit to analyse and evaluate the impact of these interventions to inform future General Practice contract reform.

South Yorkshire has had good support from our Local Medical Committees for the programme and will ensure learning is spread across all 36 Primary Care Networks in South Yorkshire.

2.5 Audiology services at Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust

Temporary changes have been made to the Adult and Children Audiology services delivered by Doncaster and Bassetlaw Teaching Hospitals (DBTH).

A National Paediatric Audiology Improvement programme was commenced in 2023, which had followed an NHS Lothian Paediatric Audiology Service Review in 2021. The programmes aim was to establish the scale of issues in paediatric hearing services across the NHS in England and oversee the development of strategic interventions and solutions that improve quality of care, patient safety, and clinical outcomes for those with hearing difficulties.

A South Yorkshire quality oversight group, working with NHS England regional colleagues, has overseen reviews of trusts identified through an initial self-assessment with follow-up visits by subject matter experts. It was this programme that identified further action was required at DBTH. Partners across South Yorkshire have since been working with the Trust, including NHS Nottingham and Nottinghamshire ICB, and a decision was made in October 2024 to temporarily limit some of its diagnostic activities and hearing aid services for both adults and children as part of a broader improvement plan.

This will enable the Trust to make the necessary improvements to its service. During this period, urgent cases will be prioritised, and mutual aid from partner hospitals will be sought as required.

DBTH will continue to provide some hearing aid repairs, counselling for tinnitus clinics, and certain diagnostic tests, such as Auditory Brainstem Response. It is anticipated, if the improvements proceed as planned, that the service will resume in 2025.

At the time of writing no patient harm has been identified. DBTH in line with their duty of candour have spoken and written to all families to seek consent for their child to be recalled for a follow up appointment at another provider in South Yorkshire. The Trust has apologised for the long waiting times, cancellation of appointments and other disruptions faced by patients and families recently and historically. A full report has

been taken to the Board of Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust this month.

2.6 Cheswold Park Hospital

On 1 October adult secure mental health services provided at Cheswold Park Hospital in Doncaster transferred to South West Yorkshire Partnership NHS Foundation Trust. The hospital, a 112-bed unit, was rated as inadequate by the Care Quality Commission and this led to the service becoming clinically and financially unsustainable.

Riverside Healthcare Ltd, the previous provider, shared its intention to leave the adult secure mental health sector. NHS England subsequently asked the Trust to take over the services provided from the hospital. Following a due diligence process this was completed and the Trust will now be running the hospital and its services. This will ensure the continuity of these adult secure mental health services in South Yorkshire, and that service user care in the local area will be maintained.

The Trust's main priority is to ensure the continuity of quality care for the current service users at Cheswold Park Hospital and supporting the wellbeing of its staff. The Trust are working collaboratively and with compassion to ensure that service users, families and carers feel safe, supported, and involved. There is still a large programme of work needed to support the hospital, with many challenges remaining, but bringing the hospital into the NHS is the first step into securing the future of the service.

2.7 Winter and Flu and Covid Vaccination Campaigns

Our winter plans were approved at the South Yorkshire Urgent and Emergency Care Board on Monday 14 October. Our plans include oversight of quality and safety of the system through the System Coordination centre, which is staffed seven days per week and has in place Opel frameworks/dashboards to ensure the system has oversight of the pressure points in the system and can then act accordingly. We also have operational and surge planning to prepare for different winter scenarios, ensuring that the Joint Escalation Action Plan, divert policy and full capacity protocols are up to date.

We are ensuring high-impact interventions are in place where required, such as respiratory hubs, same day emergency care centres, Virtual wards, community beds and crisis response teams. In addition, partners are working together across all parts of the system, especially through care co-ordination hubs and system wide discharge plans. We're also supporting our workforce to address staff fatigue caused by ongoing pressures from winter demand and to ensure adequate staffing levels across all care settings.

Providers across South Yorkshire have made a strong start to the Autumn and Winter Flu and Covid Vaccination campaigns. Over 300,000 Flu vaccinations have taken place so far, which is 35% of the eligible population, and performance is particularly strong in some of the most vulnerable groups. These include residents over the age of 65, of which 60% are now vaccinated, and care homes residents, of which 64% are now vaccinated. The rates of children and young people being vaccinated in schools is also higher than this time last year.

Over 140,000 covid vaccinations have taken place since the programme began on 3 October 2024, which is 32% of eligible population. The programme is again targeting the most at risk residents in care homes and immunosuppressed patients as well as frontline health and care workers. Both programmes are using access and inequalities projects including vaccinations from respiratory hubs and pop-up walk-in clinics across our places. All eligible groups are encouraged to take up the opportunity of vaccination to protect themselves and others during the winter months.

2.8 General Practice Collective Action

A contractual dispute between the Government and the British Medical Association, representing GPs, continues and the ICB is working hard to plan for disruption and to mitigate this where possible. The nature of the collective action means that the impacts will vary at different GP practices and area by area. The BMA are asking GP partners to take at least one of [nine possible actions](#). None of the options breach the GP contract and actions range from withdrawing from data-sharing agreements, to writing referral letters in place of preferred hospital referral form.

The ICB is in regular dialogue with our Local Medical Committees and is collating all known impact of the action in order to mitigate wherever possible. We are also ensuring regular updates are reviewed with secondary care providers in the area. The NHS is asking the public to come forward as usual for care during collective action. Patients with an appointment at a GP practice, should attend as usual unless told otherwise.

3. NHS South Yorkshire

3.1 Freedom to Speak Up

NHS South Yorkshire is using November 2024 to have a specific focus on Freedom to Speak Up. The NHS People Promise commits to ensuring that “we each have a voice that counts, that we all feel safe and confident to speak up and take the time to really listen to understand the hopes and fears that lie behind the words”. All NHS organisations and others providing NHS healthcare services in primary and secondary care in England are required to adopt this national policy as a minimum standard to help normalise speaking up for the benefit of patients and workers. Its aim is to ensure all matters raised are captured and considered appropriately.

At NHS South Yorkshire we welcome speaking up and we listen. By speaking up at work our staff are playing a vital role in helping us to keep improving our services for all patients and the working environment for them.

3.2 NHS Oversight Framework Support Segment

The NHS Oversight Framework sets out how NHS England segments integrated care boards based on the level of support needed across the themes of quality of care, access and outcomes, preventing ill-health and reducing inequalities, people, finance and use of resources and use of resources, and leadership and capability. The segmentation reflects the complexity of the issues each ICB faces.

NHS South Yorkshire has recently been moved from segment 2 to segment 3, which has primarily been driven by the financial challenge the system currently faces. As has previously been reported, the ICB is receiving support from NHS England's Investigation and Intervention programme to support this.

In addition, we need to make further improvements in elective waiting times, ambulance handovers and mental health out of area placements. We will continue to work with NHS England, using this additional oversight and support, to work towards returning to segment 2.

4. NHS South Yorkshire Place Updates

4.1 Sheffield

Opt-out blood borne virus testing has started at Sheffield Teaching Hospitals' A&E Department. People aged 16 and over who receive routine blood tests when they attend Sheffield's Northern General Hospital A&E department are being tested for HIV, hepatitis B and hepatitis C, regardless of symptoms, as part of a new Government scheme, unless they choose to opt out. More than 56,000 blood tests are carried out in Sheffield's A&E department a year. Thousands of people in England are thought to be living with an undiagnosed blood borne virus without being aware. The routine testing will support earlier detection and diagnosis of the blood borne viruses, saving lives and giving people access to the latest and most effective.

4.2 Doncaster

Doncaster and Bassetlaw Teaching Hospitals has made significant progress in midwifery recruitment and retention over the past three years. The Trust introduced a structured midwifery preceptorship programme, along with support from the pastoral team and practice development midwives, which has seen its largest intake of new midwives to date, with 68 recruits since 2022. The preceptorship programme is designed to help newly qualified midwives transition into practice, provides mentorship and training, helping them build confidence and develop their skills in a supportive environment. Since 2021, the number of midwives at DBTH has grown from 169 to 221.

4.3 Rotherham

A ground-breaking pilot scheme has been launched on the Children's Ward of Rotherham Hospital to support young patients managing chronic conditions such as diabetes, epilepsy, and asthma. This initiative is a collaboration between The Rotherham NHS Foundation Trust, the Children and Young People Consortium, and Rotherham United Community Trust. It aims to significantly enhance quality of life through holistic support beyond medical treatments. Personalised support is provided by trained youth workers who act as mentors and advocates. These professionals guide patients through their diagnosis journey, offering practical advice and connecting them with essential resources, while recognising the challenges faced by young people managing chronic conditions.

4.4 Barnsley

Progress on creating a Health and Wellbeing Hub continued with Barnsley Council agreeing several recommendations to develop the Alhambra Shopping Centre. The Health and Wellbeing Hub will transform parts of the Centre to provide a variety of health and wellbeing services in one convenient town centre location. It will expand the services available at the centre, alongside the retail and leisure businesses. It's estimated more than 100,000 visits a year could be made to the Alhambra instead of Barnsley Hospital. The next step will see planners develop the proposals further over the next 12 months. If the plans proceed as intended, Phase 1 of the development will focus on eye services.

5. General Updates

5.1 Targeted Lung Health Checks

The Targeted Lung Health Checks screening programme started as a pilot in Doncaster in 2021 and then expanded across Rotherham and Barnsley. The programme has recently launched in Sheffield and is expected to significantly expand beyond the 140,000 people in South Yorkshire who have been invited to take part so far.

A Targeted Lung Health Check is a two-stage process in which lung health is assessed. A quick, initial phone call will take place to confirm programme eligibility, and then a respiratory nurse will conduct an assessment with the person over the phone. If the person is deemed to be at a higher risk of developing lung cancer, they will be invited to have a scan that will take a detailed image of their chest and, if a problem is found, they will be referred for treatment.

Since its launch more than 500 cases of cancer have been found to date, with more than 20% being non-lung cancer. Importantly, 75% of cancers were detected at an early stage and three in four of these patients were suitable for curative treatment.

5.2 Work Well

The new South Yorkshire Work Well service to get people with a long term mental health condition or a musculoskeletal condition back into employment, or to keep them in work, has started. South Yorkshire Mayoral Combined Authority (SYMCA), in partnership with NHS South Yorkshire, was awarded more than £3.5m as one of 15 pilot areas across England earlier in the year to deliver a new work and health service. SYMCA will be providing the service in partnership with the South Yorkshire Housing Association.

The new service provides a referral mechanism for employees and employers to ask for the support they need. It provides a health support and assessment service and a single gateway to other support services.

South Yorkshire was selected by the Department for Work and Pensions (DWP) and the Department for Health and Social Care (DHSC) to deliver the WorkWell partnership, as part of the Government's Back to Work Plan. WorkWell builds on the

successes of SYMCA's Working Win programme 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.

5.3 Awards

The Nursing Times Awards were held on 23 October 2024. South Yorkshire colleagues were successful in four of the 25 categories. The South Yorkshire winners were:

- Ann Shuttleworth Rising Star Award: Elaine Blow - Rotherham Doncaster and South Humber NHS Foundation Trust – for a commitment to evidence-based practice, service improvement and the development of care pathways for children with neurodiversity.
- Nurse of the Year: Catherine Harrison - Sheffield Teaching Hospitals NHS Foundation Trust – for the creation of a national course for nurses and allied health professionals, to enable them to deliver care to patients with bleeding disorder and other examples of her commitment to enhancing her specialty.
- Ingrid Fuchs Cancer Nursing Award - Sheffield Teaching Hospitals NHS Foundation Trust – for nurse-led late effects screening service
- Public Health Nursing Award - Sheffield Children's NHS Foundation Trust and Rotherham Doncaster and South Humber NHS Foundation Trust – for the 0-19 research network two-year project to boost research engagement and capacity among specialist community public health nurses and the communities they serve.

In addition, NHS South Yorkshire launched its own Star Awards earlier this year. The recent winners were:

- Danny Bailey, Corporate Services Facilities Manager, September's winner, for his work during the recent office relocations and refurbishments.
- The Medicines Optimisation Rotherham Place Team, October's winner, for the 'Care Home Hydration Project'.

Gavin Boyle

Chief Executive NHS South Yorkshire Integrated Care Board

Date: 6 November 2024