

## Board of Directors – Public

### SUMMARY

Meeting Date: 26 July 2023  
Agenda Item: 07

<b>Report Title:</b>	Chief Executive Briefing	
<b>Author(s):</b>	Salma Yasmeen, Chief Executive	
<b>Accountable Director:</b>	Salma Yasmeen, Chief Executive	
<b>Other meetings this paper has been presented to or previously agreed at:</b>	<b>Committee/Tier 2 Group/Tier 3 Group</b>	N/A
	<b>Date:</b>	N/A
<b>Key points/recommendations from those meetings</b>	N/A	

### Recommendations

The Board are asked to consider the items discussed in this report in relation to impact on our strategic priorities and risks.

#### Recommendation for the Board/Committee to consider:

<b>Consider for Action</b>		<b>Approval</b>		<b>Assurance</b>	X	<b>Information</b>	X
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#### Please identify which strategic priorities will be impacted by this report:

Recover services and improve efficiency	Yes	X	No	
Continuous quality improvement	Yes	X	No	
Transformation – Changing things that will make a difference	Yes	X	No	
Partnerships – working together to make a bigger impact	Yes	X	No	

Is this report relevant to compliance with any key standards?					State specific standard
Care Quality Commission Fundamental Standards	Yes	X	No		
Data Security and Protection Toolkit	Yes		No	X	
Any other specific standard?	Yes	X	No		Mental Health Act

Have these areas been considered? YES/NO					If Yes, what are the implications or the impact? If
Service User and Carer Safety, Engagement and Experience	Yes	X	No		As appropriate
Financial (revenue & capital)	Yes	X	No		
Organisational Development /Workforce	Yes	X	No		
Equality, Diversity & Inclusion	Yes	X	No		
Legal	Yes	X	No		
Environmental Sustainability	Yes	X	No		

<b>Title</b>	<b>Chief Executive Briefing</b>
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- 1. Leadership changes - I am delighted to have taken up the role as Chief Executive Officer** with Sheffield Health and Social Care Foundation Trust (SHSCFT) at the beginning of July and have been heartened by the warm welcome I have received from colleagues across the Trust and partners.

Our Trust values of kindness and respect have been visible in each of my encounters over these first few weeks. I have spent a significant amount of time meeting staff from across the Trust and visiting teams and services and I anticipate that this will remain a focus over the coming weeks.

I would like to take this opportunity to publicly thank Jan Ditheridge for her leadership of SHSCFT during her tenure, making significant progress on our improvement journey which we can continue to build on. Pat Keeling, Director of Strategy, will also be leaving us at the end of this month as she moves into the next phase of her life. We would like to extend our thanks to Pat for her leadership and contribution to the Trust's strategy and improvement journey and wish her the very best for her retirement.

- 2. In June 2023 a member of staff was taken ill** while at work and later died. I would like to express our deepest sympathies and at this time our thoughts are with the family of our staff member, who has been described as the heart and soul of the team. We have been engaging with and supporting the family and all the staff involved following this very sad event.

- 3. SHSCFT joined thousands of people across the country in celebrating the NHS 75 Birthday** this month. The NHS touches millions of lives daily, including all our lives in very personal ways at birth and death and for many during their lives. When it was founded in 1948, the NHS was the first universal health system to be available to all, free at the point of delivery.

While NHS 75 was a celebration, it was also an opportunity to reflect on the past, present and future of the NHS to ensure that the NHS remains responsive to the progress we have made since its inception and the changing nature of health and care needs in the future. The Trust marked the occasion with activities taking place across its sites, as well as a wellbeing event hosted by our partners, Sheffield Hallam University (SHU). The event focused on celebrating our NHS workforce and wellbeing. I would like to take this opportunity to thank Sheffield Hallam University for hosting us and being a great partner to the NHS. Many of our staff and volunteers joined people from local communities at the Park Run to commemorate NHS 75. We also supported several staff members to attend the NHS 75 celebration event at Westminster Abbey.

I would like to thank all our staff and partners that organised and joined in the celebration events.

- 4. The NHS Long Term Workforce Plan launched in June 2023 has been welcomed.** The plan describes and sets out an ambitious approach to rebuilding the NHS workforce, focusing on training, retention and reform. While the plan has been received positively, lack of reference to social care workforce has been received as unhelpful. We will be reviewing the implications and opportunities of the plan as a Trust to ensure that our own workforce plan is aligned. We will also continue to work with our Integrated Care System partners to ensure that we capitalise on the opportunities set

out in the plan as a region and within these plans ensure that we consider the whole workforce, including social care.

5. **Positive news for our region as it was named as the first UK investment zone this month.** This could mean thousands of new jobs and an estimated £1.2bn of funding, including private investment and government funding into the region to support training, innovation and employment. We know that meaningful work and employment is a key contributor to mental health and wellbeing and improving lives and therefore welcome this development.
6. **Pathways to Employment Commission** - I was invited to join a 'commission' supported by the South Yorkshire Mayoral Combined Authority in Barnsley to help identify ways to enable and support people into meaningful work and employment. The commission board will come together over the next 12 months and will listen to residents, employers, educators and many others to better understand the challenges from diverse perspectives and identify good practice and co-produce and test new approaches and pathways to employment. This will enable us to influence a set of recommendations that will be taken forward by our Mayor, Oliver Coppard, and the Integrated Care Partnership in South Yorkshire as well as influence policy at national level. This is also an area that is important for us and we want to ensure that we are a Trust that is made up of our local communities and that everyone has an opportunity to join us.
7. **The South Yorkshire Integrated Care Board (SY ICB) has published its 5 Year Joint Forward Plan** - following a period of co-production and engagement including with the public. The Trust has had the opportunity to input into the plan through partnership forums and the ICB (there is a separate paper on the agenda which will cover the plan in more detail).
8. **SY ICB Operating Model** is currently in design phase to change and implement a revised operating model to deliver a reduction of at least 30% ahead of the end of March 2024. This has clearly caused expected anxiety in the system, particularly for ICS colleagues whose roles will be impacted. We will continue to work with and support partners in Place and across the system during this change process and help shape the new operating model that may see additional responsibilities being delegated at Place and through our Mental Health Learning Disabilities Provider Collaborative which SHSCFT are a key partner in.
9. **SY ICS Mental Health Learning Disabilities Provider Collaborative (SY MHLDA PC)** - following Jan Ditheridge's departure, Toby Lewis, Chief Executive Officer (CEO) of Rotherham Doncaster and South Humber NHS Foundation Trust (RDASH), has taken up the lead CEO role. The current Chair, Sarah Jones, has stood down as she will be retiring from Sheffield Children's NHS Foundation Trust later this year. I am delighted to confirm that Sharon Mays, Chair of SHSCFT, has been appointed as Chair of the collaborative going forward. We would like to take the opportunity to thank Sarah Jones for her significant contribution to the provider collaborative during its inception and initial development phase. A time out is being planned for August to review and refresh the ambition and strategy for the SY MHLDA PC.
10. **The Right Care Right Person initiative (RCRP)** - Right Care, Right Person is an operational model developed by Humberside Police that changes the way the emergency services respond to calls involving concerns about mental health. It is in the process of being rolled out across the UK as part of ongoing work between police

forces, health providers and Government. This is a way of working to make sure health calls for services are responded to by those with the right skills and expertise to provide the best possible service. We are working with our partners and South Yorkshire Police to ensure that the new policy is implemented using a phased approach so that we can improve the way in which people receive care and support together. This will mean that we will need to change the way in which we work and many of our colleagues are already helping us to get our approach right.

- 11. Acute Inpatient mental health care for adults and older adults NHS Guidance** – It is vital that every person who needs acute inpatient mental health care receives timely access to high quality, therapeutic inpatient care, close to home and in the least restrictive setting possible. To support this, NHS England has published national policy guidance this month outlining its vision for inpatient mental health care for adults and older adults, including people who also have dementia, an alcohol or drug problem, a learning disability, autism and any other individual needs. NHS England has produced this guidance to set out its vision for effective care in adult and older adult acute inpatient mental health services, together with resources and suggestions to support delivery. We will be reviewing the report and reflecting on its implications for our Inpatient services and improvement priorities in the coming weeks.

- 12. Operational Focus and Transformation** - Our staff have continued to respond to increased activity and acuity across our services in some areas. Despite this, it is credit to all our staff as work has continued across all key transformation areas, including our Learning Disability Community Service developments and our Community Mental Health Service transformation, in both primary and secondary mental healthcare.

Work has continued progressing our estate and developing therapeutic environments programme and we are beginning design work for the Maple ward improvements.

- 13. Firshill Rise Specialist Learning Disability Hospital** - The Board of Directors will recall that in 2021 we decided to pause operations at Firshill Rise Specialist Learning Disability Hospital, due to quality concerns that were raised by the Care Quality Commission. In the interim, the success of the Transforming Care Programme, Place-based Dynamic Risk Registers and Green Light Working has significantly reduced the need for specialist learning disability hospital care.

We have system agreement to rebalance the clinical and service delivery model towards an accessible, integrated and appropriately intensive community offer for our population. This rebalancing has been endorsed by the Health Scrutiny Committee of Sheffield City Council, which acknowledged the extensive engagement work that had been undertaken with stakeholders, including service users and families. The committee was content for engagement to continue in this way as we move forward with the next stages of implementing a new community model.

The new clinical model was reviewed recently through our Quality and Equality Impact Assessment Panel, which reports to Quality Assurance Committee, and was fully supported. The model is also undergoing independent external review by an NHS Clinical Senate. Colleagues are currently developing the staffing model to deliver care and will continue to report progress at Quality Assurance Committee, and Finance and Performance Committee, and at the Board of Directors.

- 14. The proposed changes to the Mental Health Act** are focussed on reducing inequalities, increasing autonomy and protecting the rights of people detained under the Act. The exact timescale for the changes coming into force is currently awaited.

The implications for SHSC are that we will need greater intensity of support in our community services because it is likely that the clinical threshold for people to be detained will be higher. The SHSC clinical service transformation programmes have been designed and developed with this in mind. There will also be training implications for our staff, in order that they are familiar with the provisions of the new Act.

- 15. Industrial Action** - At the time of writing this report, there is planned industrial action by our junior doctors and later in the month by our consultants. We have worked in partnership with the unions and operational colleagues to ensure safe service delivery during this action.

I also wanted to acknowledge the result of the recent Royal College of Nursing (RCN) ballot, which did achieve the required numbers for future industrial action. I want to thank the RCN for their partnership working to prepare for the industrial action at SHSC.

I would also like to thank all our staff who continue to work together to support their colleagues and deliver safe patient care during these periods.

- 16. NHS Pay Award 2023/24** – The NHS Staff Council recommended the 2023/24 pay deal for implementation on 2 May 2023, and the Government subsequently confirmed that the deal would be implemented for all staff directly employed on NHS Terms and Conditions of Service, as set out in Annex 1 of the handbook. The pay deal gave Agenda for Change staff a 5% consolidated increase in pay, and a non-consolidated lump sum, both of which were paid to staff last month. Some concerns have since been raised by staff not directly employed on NHS Terms and Conditions, at regional and local level, and these are currently being discussed within the Integrated Care System partners.

- 17. CQC and Quality Improvement Plan** – We have continued to focus on improving quality across all key areas and in delivering our CQC action plans with oversight from our Integrated Care Board. I was delighted to join our first SHSC Quality Improvement Collaborative that brought together teams from across the Trust to learn and improve together with a focus on addressing and recovering from the impact of Covid and increased demand that has resulted in delays to care or waits.

- 18. National Institute of Health Research Clinical Research Network awards in Yorkshire and Humber** – SHSC were recognised by receiving several awards and highly commended accolades, including Catherine Kerr who was awarded winner of 'Research Allied Health Professional of the Year' and our Dementia Clinical Trials Team who won the award for 'Best Patient Experience.' Tracey Fidler was highly commended for her support to research.

I would like to thank all our nominees and winners for their contribution to research.