

Board of Directors - Public

SUMMARY REPORT

Meeting Date: 24 January 2024

Agenda Item: 17

Report Title:	Systems and Partnerships briefings and updates		
Author(s):	Jason Rowlands: Deputy Director of Strategy and Planning		
Accountable Director:	Salma Yasmeen: Chief Executive/ James Drury Director of Strategy		
Other Meetings presented to or previously agreed at:	Committee/Group:	n/a	
	Date:	n/a	
Key Points recommendations to or previously agreed at:	N/A		

Summary of key points in report

- The Board has recently reflected on our strategic aims and priorities.** This re-emphasised the strategic importance of working in partnership and to address health inequalities as a key focus to delivering our strategic aim of ensuring our services are inclusive.
- A key area of delivery focus is our work across the care system.** We are working with our partners across Sheffield Place, the South Yorkshire Mental Health Learning Disability and Autism MHLDA Provider Collaborative and Integrated Care System to improve and transform services and reduce health inequalities
- This paper highlights the opportunities available to SHSC to work with our partners.** This enables us to tackle shared challenges through place-based partnership arrangements and provider collaboratives and developments and discussions in progress where relevant.

Recommendation for the Board/Committee to consider:

Consider for Action	X	Approval		Assurance		Information	X
Recommendation 1: For the Board to review the system partnership work underway across SHSC and consider any gaps.							

Please identify which strategic priorities will be impacted by this report:

Effective Use of Resources	Yes	X	No	
Deliver Outstanding Care	Yes	X	No	
Great Place to Work	Yes	X	No	
Ensuring our services are inclusive	Yes	X	No	

Is this report relevant to compliance with any key standards ?	State specific standard
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Care Quality Commission Fundamental Standards	<i>Yes</i>		<i>No</i>	X	
Data Security and Protection Toolkit	<i>Yes</i>		<i>No</i>	X	
Any other specific standard?	<i>Yes</i>		<i>No</i>	X	
Have these areas been considered? YES/NO					If Yes, what are the implications or the impact? If no, please explain why
Service User and Carer Safety and Experience	<i>Yes</i>	X	<i>No</i>		<p>This paper provides an overview of developments across different Partnership Boards and forums for the purposes of communication and awareness.</p> <p>No specific recommendations are made that required consideration against these criteria.</p>
Financial (revenue & capital)	<i>Yes</i>	X	<i>No</i>		
Organisational Development /Workforce	<i>Yes</i>	X	<i>No</i>		
Equality, Diversity & Inclusion	<i>Yes</i>	X	<i>No</i>		
Legal	<i>Yes</i>	X	<i>No</i>		
Sustainability	<i>Yes</i>	X	<i>No</i>		

Title	Systems and Partnerships briefing and updates
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Section 1: Analysis and supporting detail

1.1 Background and introduction

The purpose of this report is to update the Board on key developments in the South Yorkshire Integrated Care System (SY ICS), the South Yorkshire Mental Health, Learning Disability and Autism Provider Collaborative (SY MHLDA) and the Sheffield Place Health and Care Partnership Board.

This report summarises key developments from recent Board (ICB) and place-based meetings.

1.2 South Yorkshire Integrated Care Partnership

South Yorkshire Integrated Care Board – System Leadership Executive

Meeting on	9 January 2024
Executive Lead	Chief Executive
<p>Items discussed:</p> <ul style="list-style-type: none"> • System delivery and operational stocktake: key points of escalation covered <ul style="list-style-type: none"> – Cancer Alliance - Combination of December seasonal pressures and the current Industrial Action is likely to have a considerable detrimental impact on performance. – Urgent and Emergency Care (UEC) Alliance: SI's being seen because of current challenges, need for operational focus and attention on this work. – People and Culture - Sustainable funding for system workforce activities has not been confirmed for 24/25 placing ICB programmes at risk. Significant reduction in adult nursing applications in Sept 23, creating risk to pipeline. – Operational Delivery & Improvement - Ongoing challenges in discharge due to levels of patients with no criteria to reside and not discharged that require social care pathways continue to be a focus across Acute & Mental Health providers. Continued dialogue at all opportunities welcomed in enabling full partnership support. • 2024/25 Operational Planning and the Medium Term Financial and Transformation Plan • Children & Young People's Alliance: review of future plans and specific system initiatives which support both the Integrated Care Strategy and Joint Forward Plan. • Start with People Strategy Refresh: review of plans for the refresh of the strategy for citizen involvement 	
Date of next meeting	12 March 2024

South Yorkshire Mental Health, Learning Disability and Autism Provider Collaborative Board

Meeting on	5 December 2023
Executive leads	Chief Executive Chair (Chair of the Mental Health, Learning Disability & Autism (MHLDA) provider Collaborative)
<p>Items discussed:</p> <ul style="list-style-type: none"> • Managing Director Report: Overview of emerging issues and developments in Mental Health, Learning Disability & Autism at local, regional, and national level that require consideration in relation to the South Yorkshire Mental Health, Learning Disability & Autism (MHLDA) Provider Collaborative strategic priorities. Key points of note were: <ul style="list-style-type: none"> – Inpatient Quality Transformation Launch - The National Inpatient Quality Programme has launched with a workshop to provide an overview of the Framework and key national messages and associated support offer. – Specialised Perinatal Mental Health – Nationally 13 NHS-Led Provider Collaboratives are being formed by April 2024. Leeds & York Partnerships NHSFT the coordinating provider ('lead provider') of Perinatal Mental Health services across Yorkshire and the Humber. Provider Collaboratives will carry out delegated commissioning functions for Mother and Baby Units, working closely with community perinatal mental health services. Alongside this, 6 more perinatal beds are being established. – Clinical Leadership Model - The South Yorkshire MHLDA Provider Chief Executives reviewed options for delivery of the clinical and professional care leadership model and supported the establishment of a Clinical and Care Professional Assembly with remunerated Chair. The assembly will create a clinical reference group that reflects the MHLDA workforce and specialism rather than being represented by a single profession or place. SHSC will nominate clinical leads that will be members of this forum • Delivering our work programme: Considerable work has progressed on the programme with agreement of objectives with the Executive level senior responsible officer (SROs) agreed through the through the Chief Executive led Operational Group and the Chief Executive Group. Programme team resources are being mobilised. • Future Commissioning Role for the Provider Collaborative: Review of options and approaches to develop and strengthen current approaches and relationship between the current specialised commissioning collaborative board and the Board of the South Yorkshire MHLDA. Terms of reference and MHLDA provider collaborative agreement are being revised to reflect changes and will be discussed at the next Board before being reviewed through the Trust Board in March. • Parity of Esteem: Review and discussion on options for how Parity of Esteem could be influenced at a system level. Discussion focussed on a potential framework, the relationship with work on branding and recommends next steps for progressing this with system colleagues. SHSC CEO has being directly involved in supporting the leads developing the parity of esteem framework and revieing the 	

approach to branding of the collaborative.

- **Collaborative Contribution to the System Efficiency Programme:** The collaborative has agreed to focus on a handful of areas which add to Trust and place plans. Areas where our footprint of South Yorkshire and beyond justifiably adds value and provides opportunity are confirmed as out of area placements (OAP), specialist workforce gaps, data transparency and new models of care
- **Specialist Commissioning Update:** Progress update from the work of the South Yorkshire and Bassetlaw (SYB) Specialised Commissioning Provider Collaboratives.
- **Capacity to support the programme:** Proposals were reviewed and approved to fund the establishment of a programme management office (PMO) resource to support designated leads with the delivery of the priorities for change and improvement. This is part funded by the South Yorkshire Integrated Care Board and part funded by the partner Mental health Trusts. The PMO will be hosted by Rotherham Doncaster and South Humber NHS Foundation Trust (RDaSH) on behalf of the collaborative.

Date of next meeting	23 January 2023
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1.3 Sheffield Place Health and Care Partnership

Sheffield Place Health and Care Partnership Board

Meeting on	11 December 2023
Executive Lead	CEO
<p>Items discussed:</p> <ul style="list-style-type: none"> • Neurodiversity Priority Update: Review of the current position, impact of the actions and progress to date, the key milestones which have been prioritised because of the urgent challenges, an indication of the resource allocations required, and the key risks and issues Sheffield currently faces. • Sheffield Transformation and Oversight Committee Update: Continuing challenges ensuring robustness of the programme management processes and support to delivery groups. Some programmes of work are being funded through non-recurrent monies putting the sustainability of improvements at risk should recurrent funding not be secured. • Provider Collaboratives Updates: Review and updates on the work of the Provider Collaboratives covering the Acute Federation in South Yorkshire and Bassetlaw; Children and Young People’s Alliance in South Yorkshire and Bassetlaw; Mental Health, Learning Disabilities and Autism. • Healthwatch Update: Review of the Q2 report from Healthwatch Sheffield summarising the key messages from feedback from 675 people over July-September 2023. Relevant feedback for SHSC and mental health pathways has been reviewed internally by the Director of Operations, Executive Director of Nursing Professions and Quality and the Executive Medical Director. • Learning Disability Strategy: Review and endorsement of Sheffield’s Learning Disability Strategy – Our Big Plan – which sets the scene for improving the lives of 	

people with a learning disability in the City. It has been developed in partnership with the learning disability community and carers. We have been key partners in shaping this and contributing to the development of this strategy.

- **Adult Wellbeing and Care – Strategy Refresh Delivery Plan and Performance Priorities 2024 – 2026:** Review of the progress update on strategy delivery and planned engagement exercise to take place between December 2023 and February 2024 on the strategy refresh.
- **Physical Health Strategy for people living with severe mental illness, learning disabilities and autistic people 2023-2028:** Received the updated strategy that contributes towards addressing the disparity in health outcomes and dramatically reduced life expectancy experienced by these populations.
- **Learning Disabilities Community Services update:** To update the Partnership Board on the future Learning Disability service model which will be achieved through realignment of resources from outdated learning disability inpatient care, into an enhanced community service model fit for the future. (Note: this is reported separately to the Board) The partnership approach led by SHSC and the Sheffield ICB that ensured robust engagement with service, carers and wider community was acknowledged as positive practice.
- **Sheffield Place Finance Report Month 7:** Overview of the financial position of Sheffield partners and outlines shared financial issues. The Integrated Care Board (ICB) (Sheffield) financial position as at Month 7 (October 2023) showed a forecast deficit of £19m against the original plan of £14.4m.
- **Transfer of Specialised Commissioning from NHSE to NHS South Yorkshire ICB:** Update on the four ICB's in the North East and Yorkshire region progress towards the transfer and plans to work jointly with NHSE throughout 2024-25 with a view to agreement from April 2025.
- **Joint Efficiency Group Update:** Update on the establishment of the Joint Efficiencies Group to share skills and capacity and oversee progress of the specific list of efficiency schemes that are joint pieces of work between South Yorkshire ICB (Sheffield), Sheffield City Council (SCC), SHSC and any other interested parties. The group will ensure that there is an agreed programme of work that addresses the joint financial challenges of the partners to support delivery of a sustainable financial position as well as delivering optimal health and care outcomes for the population of Sheffield

Date of next meeting	6 February 2024
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Sheffield Health and Wellbeing Board

Meeting on	7 December 2023
Executive Lead	Chief Executive
Items discussed:	
<ul style="list-style-type: none"> • Better Care Fund progress update: Progress update over Q2. Sheffield is meeting all the Better Care Fund National Conditions. • Joint Strategic Needs Assessment: Review of the update to the JSNA which provides a high-level overview of health need in Sheffield and serves as one of the 	

core pieces of evidence on which the Health and Well Being Strategy is based.

- **Assessing Spending Decisions against our Strategy:** Review of the key outcome measures of interest for the Health and Wellbeing Board that will likely feed into the Strategy to be published in 2024.
- **NHS Sheffield Northeast Neighbourhood work:** Review of the programme of work to help tackle health inequalities using a ringfenced budget for health inequalities with the priority for the funding being neighbourhood work in the north east of the city. It sets out a new way of working for the NHS, with investment into communities rather than services to effect long-term change in people's lives.
- **Mental Health & CYP Workshops:** Review of the main points of learning from two focussed and lengthy discussions at the health and wellbeing board.

Date of next meeting	28 March 2024
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Sheffield Mental Health, Learning Disability and Autism Delivery Group

Meeting on	10 January 2024
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Executive Lead	Medical Director & Director of Operations and Transformation
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Items discussed:

- **24/25 Planning & Prioritisation:** Progress update on the work to review progress of last 12-18 months and update our focus and priorities going forward. Options for focus outlined as
 - New 0-25 pathways
 - Supporting the vulnerable
 - Reducing waiting lists
 - Supporting in and after a crisis
 - Tackling inequalities
- **Mental Health Discharges:** Progress update from the joint Delivery Group and impacts made through the weekly review of all delayed discharges, and plans for additional social work capacity dedicated to Mental Health discharge, additional step-down beds, market stimulation, additional capacity in liaison psychiatry
- **Primary & Community Mental Health:** Progress update reviewed and discussed by the Group with focus on importance of continued focus on engagement and relationships.
- **Dementia:** There has been notable progress towards SHSC Memory Service Recovery Plans, resulting in more people moving off the 'waiting list' into the assessment pathway. The Adult Social Care Discharge Fund Admiral Nurses Investment plans received final approval in December 2023 from the citywide Discharge Board and Urgent Emergency Care (UEC) Board, and we are now implementing plans. Final approval received from South Yorkshire Integrated Care Partnership for Dementia Acute Deterioration Pathway on 29/11/23. The Pathway will be launched early January 2024.

Section 2: Risks

BAF.0027 There is a risk of failure to engage effectively with system partners as new system arrangements are developed caused by non-participation in partnership forums, capacity issues (focus on Trust), difficulty in meeting increased requirement to provide evidence/data potentially at pace and volume, lack of clarity around governance and decision making arrangements resulting in poorer quality of services, missed opportunities to participate or lead on elements of system change and potential increase in cost

This risk is mitigated through engagement and partnership working across the system and forum summarised above.

Section 3: Assurance

Assurance review is not considered necessary

Section 4: Implications

No additional implications

Section 5: List of Appendices

No appendices