



Sheffield Health  
and Social Care  
NHS Foundation Trust

# ► Annual Report Summary

2022/2023



Proud to care in Sheffield





# Welcome

## Welcome to our annual report summary for 2022/23.

This summary gives an overview of some of our key achievements and a review of how we have performed.

I have been Chair of Sheffield Health and Social Care NHS Foundation Trust since October 2021, and I have continued to be impressed by the hard work, commitment and dedication shown by our staff in striving always to give their best in what are often very challenging circumstances.

Since our annual report 22/23 was produced I've been delighted to welcome Salma Yasmeen to SHSC as our new Chief Executive. Salma has replaced Jan Ditheridge and I'd like to take this opportunity to thank Jan for her leadership over the last year. I look forward to working with Salma to take the next steps on our journey to provide outstanding care to people in Sheffield.

If you would like more detail about anything you read in this summary please take a look at our full annual report and accounts for 2022-23.



**Sharon Mays**  
Chair

# ► Our values

Everyone at Sheffield Health and Social Care NHS Foundation Trust works tirelessly to make Sheffield Health and Social Care (SHSC) a great place to work and a great place for care.



**Working together for service users**



**Respect and kindness**



**Everyone counts**



**Commitment to quality**



**Improving lives**

Our values continue to underpin the way we work across teams and services and with those we partner across Sheffield.

In 2022 we raised the profile of our values through work including the refreshing of our annual appraisal process (PDR), launching a high-profile leadership development programme, trained three restorative just and learning culture advocates and started the agile mindset and behaviours leadership development programme. We also delivered our unacceptable behaviours policy, held service and team away days and improved recruitment, focusing on using different selection methods, panel membership and disability support resources.











## ► COVID-19 Recovering effectively

We are pleased that our services have returned to pre-pandemic arrangements while keeping hold of the positive learning from the COVID-19 period.

As a result of this we have been able to direct our focus to the core aspects of our strategy.

Our services proved to be resilient throughout the winter period and we also found that the demands placed on most of our services are in line with pre-COVID-19 levels over the medium to longer term.

And activity within services has returned to pre-pandemic levels with most services returning to pre-COVID-19 ways of working.



# ▶ Getting back to good: Continuing to improve

Our back to good programme continues to deliver improvement actions in response to CQC inspections and is currently on track to ensure the requirements specified by the CQC have been met. We have made positive progress across key areas of regulatory improvement requirements, leadership development, workforce planning and improving our estate.

Developing our leaders to support our vision and values is really important at SHSC. We have been implementing our leadership programmes which have seen 58 leaders go through our multi-disciplinary Team SHSC: developing as leaders programme and 30 through the agile mindset and behaviours' programme for senior leaders. Both programmes will continue with new cohorts in 2023/24.

Plans to implement our workforce plan and recruit to all vacancies continue. 96% of the planned workforce expansion for 2022-23 to support service expansions has been recruited to.

Our estates programme is delivering on improvements and creating safer and more dignified facilities like our new acute mental health ward, Burbage. Our headquarters moved to Centre Court and Distington House in August 2022. The sale of our old headquarters will release capital funds to support improvements to our inpatient sites.

The re-location of our liaison mental health service was completed in March and the team has moved into its new base at the Longley Centre. In doing so we have left our accommodation that had the highest environment risk.









# ► Transformation: Changing things that will make a difference

We are always planning ahead and looking at implementing new changes that will help us to provide the best possible care and services for our service users.

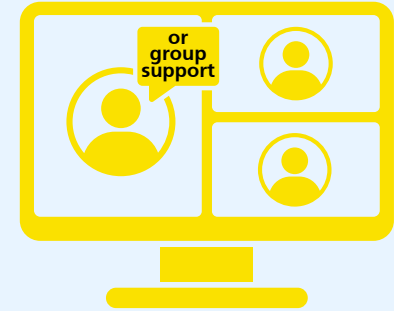
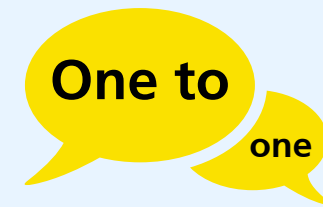
Among many other improvements, we have been working on implementing our new electronic patient record, Rio, due for launch in Autumn 2023. This will allow us to work better with our partners and provide better care for service users.

We have spent a lot of time getting ready to launch Rio across our clinical services. This will impact positively on the care we provide to our service users. Rio provides real-time service user information and notifications for faster, safer decision making.

Alongside Rio, we have been working on developing a new learning disability model. Engagement surrounding future models for inpatient and community care took place in January 2023 and will conclude in 2023/24 with plans being confirmed and moving forward.

We have completed our health roster project, with more than 3,000 staff taking part in training and engagement to help us move over to a self-managed system for rotas and leave.





Rolling out mental  
health services to





# ► Partnerships: Working together to have a bigger impact

We work collaboratively across the South Yorkshire Integrated Care System (SYICS), particularly with the South Yorkshire Mental Health, Learning Disability and Autism Provider Collaborative. This is a key area for the Trust as Place based systems collaborate and continue to develop plans that respond to the needs of local people, and the shared transformation agendas.

The provider collaborative continues to progress development work across jointly agreed key priority areas including

- Section 136 and Health Based Place of Safety
- Neurodiversity diagnosis and support
- Learning disability, crisis, and complex placements
- Eating disorders

SHSC has led the work to develop improvements for Section 136 and Health Based Place of Safety across the collaborative, and we continue to actively engage with the provider collaborative development and work programme, providing clear leadership, support and input.

We work in partnership with universities and research networks to develop strong research partnerships at local and national levels. We work in collaboration with our partners to develop research that supports our strategic priorities and develops interventions to improve health outcomes and reduce health inequalities.



# ▶ Finances

We have made a deficit of £1.4m for the period ending 31 March 2023.

The deficits are predominantly driven by pressures from agency (£4.6m), pay award funding gap (£1.2m) and out of area purchase of healthcare (£3.5m) expenditure.

We opened a new, refurbished inpatient ward in December 2022 to introduce a safe and therapeutic environment for our service users.

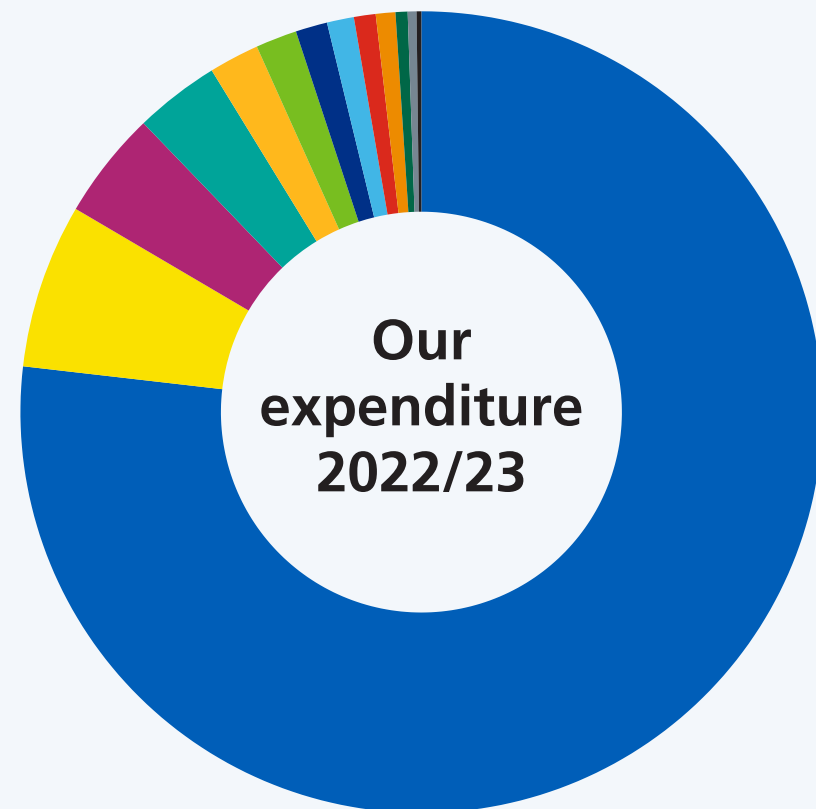
In addition we relocated our headquarters, providing a much-improved working environment for our support services.

We have also completed all the preparatory work for the 'switch on' of our new electronic patient record (EPR) system which will be more efficient for our staff and help us to support service users better.

We are continuing to recruit more nurses and clinicians to our services and we have increased our workforce by the equivalent of 130 full time roles in 2022/23

We finished the year with a strong cash position balance of £53.7m. This cash balance will enable us to continue to invest in improving our services.

In the chart to the right you can see a breakdown of our operating expenditure for 2022/23.



- **Staff costs**  
£123.61 million
- **Purchase of healthcare**  
£10.68 million
- **Premises**  
£7 million
- **Education and training**  
£5.84 million
- **Supplies and services**  
£3.26 million
- **Other**  
£2.68 million
- **Research and development**  
£2.06 million
- **Depreciation, amortisation and impairments**  
£1.75 million
- **Transport**  
£1.41 million
- **Drugs and clinical services**  
£1.27 million
- **Establishment**  
£0.78 million
- **Lease costs**  
£0.25 million
- **Other services**  
£0.31 million









# Sustainability

In 2022 Sheffield Health and Social Care started the journey to complete a net zero and cultural transformation of the organisation.

This implemented the green plan we approved last year, which outlines ambitious commitments to meet and exceed national greener NHS targets for the emissions we control directly to be net zero by 2030, aligning with partner organisations across the city.

A workstream was developed which includes nine areas of focus. These are:

- Estates and facilities
- Digital transformation
- Adaptation
- Medicines
- Food and nutrition
- Supply chain and procurement
- Travel and transport
- Workforce and system leadership
- Sustainable models of care

We have reduced our carbon emissions since 2020/21 by a total reduction of 17%.

Over the past 12 months some key areas we have made progress on include: appointing a new sustainability lead at SHSC, developed a sustainable buildings action plan to decarbonise our sites, supported the implementation of a new electronic patient records system which will further digitise our services and prevent unnecessary travel, and continued to decarbonise our vehicle fleet.

Over the next year we will be implementing policies and processes which have the green plan at their heart, improving biodiversity on our sites and continuing to decarbonise our estate.



# How the Trust is run

Our Board of Directors and its various committees provide strategic direction to the Trust, and its members provide the scrutiny that enables the Trust to fulfil its ambition and make decisions regarding the needs of people we support.

Over the past 12 months there were some changes on our board.

Deborah Lawrenson joined the executive team in April 2022 as Director of Corporate Governance and Board Secretary.

Salli Midgely joined the executive team in January 2023 as Interim Executive Director of Nursing, Professions and Quality and was substantively appointed in June 2023.

Neil Robertson joined the executive team as Interim Director of Operations and Transformation in January 2023.

Owen McLellan was appointed as Non-Executive Director in July 2022. Mark Dundon was appointed as Non-Executive Director in March 2023.

Sharon Mays, Chair, was re-appointed during the financial year to September 2025.

Brendan Stone, Associate Non-Executive Director Professor, was reappointed by our board for a further term to March 2025.

The Board of Directors works closely with our Council of Governors who hold our Non-Executive Directors to account, ensuring that the interests of the Trust's members are taken into account and helping to shape our plans for the future.

Our Council of Governors is elected from our members. Anyone can become a member of the Trust and get involved in the work we do.





If you would like to read our annual report and accounts in full visit [www.shsc.nhs.uk](http://www.shsc.nhs.uk)

For more information, or if you would like this document provided in a different language or format, please contact:

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