

Dr Tim Moorhead, Chair
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Dear Tim and Maddy,

CCG ANNUAL REVIEW 2018/19

Thank you to Tim and the executive team for meeting with us on 26 March 2019 for your Annual Review Meeting. The purpose of this letter is to: provide feedback on the key issues were discussed; confirm next steps for the publication of the 2019/20 Annual Performance Assessment; and outline priorities for the year ahead.

NHS England has a statutory duty to conduct an annual performance assessment of each CCG. The Government's Mandate to NHS England specifies the four headline categories to be used: Outstanding; Good; Requires Improvement; and Inadequate.

Whilst the methodology for the calculation of the 2018/19 Annual Performance Assessment has not yet been finalised, as a guide, we anticipate that the Quality of Leadership (QoL) assessment will account for 25% of the overall judgement alongside 25% for the finance domain and the remaining 50% will be made up of the indicator set focussed on outcomes for patients.

Overview of 2018/19

You provided an overview of 2018/19 in which you noted a number of successes despite a challenging 12 months. We commended you on delivering all the financial standards, and on your continued work to improve mental health services in the city. We especially noted the work on delayed transfers of care which is now showing sustained improvement due to the hard work of the partnership in the city.

You confirmed that the CCG are expecting to deliver against the control of "in year breakeven" and £15.6 million or 85% of your QIPP target. You confirmed that you have offered financial support to the Children's Hospital as part of delivering financial balance for Sheffield place.

The CCG has continued to focus on primary care development in 2018/19 with the move to the primary care neighbourhoods most of whom are at level 2 maturity in the

new national framework. The CCG is working on its strategy for out of hospital care which will build on its strengths in personalisation and include work with Sheffield Teaching Hospitals on a new blended tariff payment to support integrated pathways.

The CCG, Council and Sheffield Health & Social Care have continued to work to a tri-partite strategy to improve mental health services in the city. This has seen continued high quality delivery of IAPT services and will form the basis for the improvement work which is required in acute pathways.

The improvement in the numbers of patients delayed in hospital has helped Sheffield manage winter pressures but performance on the national ED standard remains difficult. Sheffield Teaching Hospitals concluded its Action on 95 programme in autumn 2018 and there is a need to understand what has worked and what remains to be improved so that the Sheffield system can improve before winter 2019/20. This review work will also need to encompass the CCG's strategy for urgent primary care to maximise the opportunities that your primary care hubs and extended GP access provide.

On cancer performance, Sheffield has a significant impact on the overall performance of the SYB Alliance, in terms of its role as a Cancer Centre but also due to the numbers of wholly-owned pathways for Sheffield residents. You described a clinical summit to identify the issues and develop an improvement plan. This is currently due to conclude in the autumn and we asked that you consider what actions can be taken earlier in the year to deliver improvements for patients.

We noted the importance of including NHS England's specialised commissioning function in many of these discussions and will support you in developing a more integrated approach to planning and contracting for services in Sheffield (for adults and children) in 2019/20.

Finally, we touched on the Independent Review in the latter part of the year and the work that the CCG is undertaking to respond to its recommendations.

NHS Long Term Plan and Integrated Care

We discussed the Long Term Plan, the role of the system and the Sheffield Accountable Care Partnership.

The CCG has a strong track record in personalisation and is starting to use population health strategies to drive interventions at network and locality level. This has been confirmed as a priority for the ACP Delivery Board and will have system wide benefits.

You confirmed that the Sheffield Integrated Commissioning Committee will meet for the first time within the year. This will consolidate the work on mental health and expand to include children's services. In all of this, you will look to consider how the investment in the Sheffield Outcome Fund might benefit health and care for your population.

Commissioning Reform

We discussed the future of the CCG in the context of the increasing role for the ICS, the Long Term Plan and the development of primary care networks. I confirmed that NHS England plans to work with the ICS and the five CCGs to review the commissioning structure in South Yorkshire & Bassetlaw so that, by end March 2020, resources are aligned to:

1. Leadership and delivery at system level;
2. Leadership and delivery in place, including working with local authorities; and
3. Effective primary care networks and integrated delivery.

We noted the readiness of the CCG to engage with this work given your existing role in commissioning across the system.

CCG Quality of Leadership Assessment

I thanked you for your 2018/19 Quality of Leadership Self-Evaluation and outlined the moderation process that will now be followed within NHS England. I expect the overall assessment of the CCG to be published in July, in line with the Mandate.

In conclusion, 2018/19 has been a good twelve months for the CCG. You have delivered real improvements for your population and are aware of the areas which need focus going forward. The leadership team is committed to improving and to continuing as an active partner in the city and across the wider South Yorkshire & Bassetlaw system.

Thank you for the CCG's continued commitment to delivering high quality and sustainable care for your residents.

Yours sincerely,



Alison Knowles

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NHS England and NHS Improvement



South Yorkshire and Bassetlaw Integrated Care System

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Dear Tim and Maddy,

CCG Annual Review 2018/19

Thank you to Tim and the executive team for meeting with us on 26 March 2019 for your Annual Review meeting.

This year was the first time that I chaired the Annual Review in my role as ICS lead for South Yorkshire & Bassetlaw and was a valuable opportunity to understand more about the depth and breadth of the CCG's work in Sheffield.

I was particularly impressed by the improved position on delayed transfers of care and recognise the hard work that this has taken in collaboration with partners across the city.

The CCG's work in mental health continues to move forward and is an important driver for reducing health inequalities in the city. The tri-partite strategy and resourcing across your own organisation, the Council and Sheffield Health & Social Care NHSFT is delivering real benefits for patients. The experience from this work will be important learning for your work with the new integrated commissioning committee and your plans for children's services.

Thank you for your continuing commitment to delivering high quality care for your residents and for the work that you are doing to support the on-going development of the ICS.

Yours sincerely,

Sir Andrew Cash
ICS Chief Executive Officer