



## ACP Director Report

Sheffield Accountable Care Partnership (ACP)

Executive Delivery Group 18<sup>th</sup> December 2019

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<b>1. Purpose</b>	
<ul style="list-style-type: none"> <li>To provide headlines about strategic developments relevant to the partnership and the ACP programme of work</li> <li>To highlight issues and risks escalated from the ACP workstream Boards which require decisions / actions by EDG</li> <li>To provide an overview of other key ACP Programme Activities of interest to the Group</li> </ul>	
<b>2. Is your report for Approval / Consideration / Noting</b>	
For noting / action	
<b>3. Recommendations / Action Required by Accountable Care Partnership</b>	
Key actions required: <ul style="list-style-type: none"> <li>Agree actions noted in workstream escalation section of the report (section 2)</li> </ul>	
<b>Are there any Resource Implications (including Financial, Staffing etc.)?</b>	
N/A	

## Summary ACP Director Report

October 2019

### 1. Strategic Update

#### Integrated model of care

There will be a discussion at EDG on 18<sup>th</sup> December about how to take forward the **integrated model of care work** that was started in late 2018 and into early 2019.

There is a consensus that the work done earlier this year took us a long way towards describing an overall model of care, and particularly helpfully, had substantial clinical involvement throughout. It is also recognised that further work can now be done to both a) broaden this into a more over-arching model of care, and doing this with input from other organisations and parts of the health and care system; and b) add detail about work that is already happening in support of this model of care. These two strands of work will help us to identify and celebrate some of the successes of what's happening in Sheffield; and also identify particular elements where the ACP could most helpfully be supportive to accelerate and scale work happening in Sheffield, or introduce new aspects of a more integrated model of care.

As we seek to broaden the model, and the input and ownership, this work will involve discussions with a wide range of people; several workstreams of the ACP, and groups outside of the ACP, over the next 3-6 months. It will be a key focus for the ACP core team, and the Executive Delivery Group.

#### Workforce

Following ACP Board approval of the system workforce strategy in October, the Workforce and OD Transformation Board is on track with establishing a series of workstreams to implement the strategy. These are planned to be up and running in January, with their first task to develop a comprehensive implementation plan with associated metrics. In addition to the workforce strategy, we need to be mindful that there are a number of other critical workforce connections and priorities with areas such as the Mental Health and Primary Care workstreams, to ensure a cohesive approach to workforce without duplication or gaps in the system.

The second cohort of *Leading Sheffield* concluded in November, with excellent feedback from participants and a range of guests who attended the '*Landing Event*', where each of the Challenge Groups presented back their learning and recommendations. Invitations were extended (and accepted) to contribute to a number of existing system-wide groups.

The NHS Leadership Academy has confirmed that they will fund 4 cohorts of 'Collaborate'; the front-line system leadership programme aligned with Leading Sheffield delivered through community organisations.

## Communications and website

The ACP website will launch during the week commencing 16<sup>th</sup> December and is accessible at <https://www.sheffieldacp.org.uk>. This will be a publicly accessible site, and so interested members of the public will be able to understand what we are doing across the ACP. It will provide a place where we can publish our Shaping Sheffield strategy. In addition to some public interest, we expect that a larger proportion of people using the site will be people who are already working in our health and care organisations, and probably also people with some involvement in the ACP. It will allow us to communicate what is happening in different parts of the ACP (for instance, the focus of different workstreams); and can form part of our work to improve connections between different parts of the ACP, and the health and care system more generally.

## Meetings

- **Quarterly ICS review meeting** took place in November: There were some organisational specific discussions about urgent and emergency care; elective care, RTT, and waiting lists; mental health core standards; and a longer and positive discussion about the development of primary care and PCNs in Sheffield.
- **Healthier Communities and Adult Social Care Scrutiny meeting** of 27 November, included a discussion about the CQC Local System Review. The committee concluded that they acknowledge and support the progress of the action plan.
- **A reminder that the Kings Fund (Director of Policy) and Nuffield Trust (Chief Executive) are visiting Sheffield on 16 January 2020** – there is a plan for our visitors to see a number of different parts of the Sheffield health and care system. It is a good opportunity to 1) describe some of the health and care transformation work that is happening in the city and to raise Sheffield's profile; and 2) to engage with leading thinkers in the health and care world about some of the challenges we are grappling with.
- **An LGA facilitated discussion about system integration, flow, intermediate care** – provided a helpful opportunity clarify the relationships, responsibilities and distinctions between i) work to address and mitigate in-year winter pressures at the interface between health and social care; ii) work to identify what needs to be in place at the start of the 2020/21 financial year to ensure a sustainable position on delayed transfers of care; and, iii) work to develop a longer term approach on intermediate care.

## Reports, publications

The Nuffield Trust published a helpful, relevant, and short report on Evaluating Integrated Care – available at <https://tinyurl.com/t3ftheb>

## Team news

I am very pleased that we have recruited **Esme Harvard** to join as Project Support Officer in the core ACP team. Pending HR processes, Esme will join on 13 January. She hasn't worked in the Sheffield health and care system, and we will arrange an induction for her to meet people across the ACP.

2. Workstream Board updates and escalations

Workstream	Escalated Item	Action Required
<b>Elective</b>	No items forwarded for escalation	None
<b>Urgent and Emergency Care</b>	<p>A social marketing company has been appointed to develop a campaign of social marketing messages and materials to different groups of the population. The campaign will commence on 13th January and a staff education programme will commence on 20th January. Further work focusing on specific hard to reach groups will commence on 20th January.</p> <p>The intended outcomes of these activities are that people with an urgent care need are more confident in accessing the most appropriate place to go to for their need, that communities in the most deprived areas and or with specific needs have improved access and understanding of urgent care services, all frontline staff refer more confidently and are more aware of the capacity of services and that as a consequence there is improved patient and staff experience in urgent care services.</p>	To note
<b>Ageing Well</b>	No items forwarded for escalation	None

<p><b>All Age Mental Health</b></p>	<p>The development of a children's and young people's crisis resolution and home treatment team (CRHT) will now be considered alongside the work that is underway with regard to adult crisis resolution and home treatment services.</p> <p>The outcomes of the Transitions review will be presented to the ACP EDG in December 2019.</p>	<p>To note</p> <p>Recommendations from the report will be considered at December EDG</p>
<p><b>Primary care and PHM</b></p>	<p>The Primary Care Board noted the need for robust data sharing in Primary Care when approaching integrated neighbourhood working. The need for engagement and support to GP data controllers (especially with the shared care record) needs to be considered more strategically. This has been escalated to the Digital Board and does not require EDG intervention at this point.</p>	<p>To note</p>
<p><b>Starting well (Children and Maternity)</b></p>	<p>Paper on CAMHS waiting times being prepared for January's ACP Board.</p> <p>Work to make strong linkages between the development of the children's and adults integrated care models is in place.</p>	<p>To note</p>
<p><b>Digital</b></p>	<p>The group requested assurance of ongoing executive leadership for the Board with upcoming leadership changes at SHSC.</p> <p>Development of the Outline Business Case for a Shared Record is ongoing. The Digital Board agreed to sponsor a piece of work to ascertain organisational readiness for contributing to, and accessing</p>	<p>EDG to confirm ongoing leadership arrangements for the Digital Board.</p> <p>To note</p>

	a shared record. This will include information governance readiness and connectivity.	
<b>Workforce and OD</b>	Can provide assurance that pension taxation matters is a standing item on the agenda, with conversations between HRDs taking place between meetings to keep informed about current plans and thinking.	To note
<b>Prevention</b>	Specific update on ACES to be presented to EDG 18 <sup>th</sup> December.  Plans to merge the ACP Prevention Group and the SCC Prevention Overview Group are progressing. Expect first session to take place Feb 2020.	To note
<b>Pharmacy Transformation</b>	No items forwarded for escalation	None
<b>Communications and Engagement</b>	Website scheduled to go live week commencing 16 <sup>th</sup> December	To note
<b>Finance</b>	Links to the digital workstream and support to the development of the OBC/FBC for the Sheffield Care Record have been made  Links to the ICS to understand the opportunities for Transformation funding to support ACP objectives/financial plans are improving  Agreed work to be undertaken to support network of finance staff across organisations – development opportunities.	EDG asked to note the highlighted risk in relation to ownership of the financial challenge and support the dissemination of the narrative (once available) and the ownership within the different workstreams

	<p>Development of single, simple narrative of the place financial challenge and the expected contributions from workstreams is under development. The Directors of Finance have identified that there is a risk that a lack of ownership of the system financial challenge will limit the ability of the ACP to deliver its overarching objectives.</p>	
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