



South Yorkshire and Bassetlaw Integrated Care System CEO Report

SOUTH YORKSHIRE AND BASSETLAW  
INTEGRATED CARE SYSTEM  
HEALTH EXECUTIVE GROUP

10 December 2019

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| <b>Sponsor</b>   |  |  |   |
| <b>Is your report for Approval / Consideration / Noting</b>  |  |  |   |
| For noting and discussion  |  |  |   |
| <b>Links to the STP (please tick)</b>  |  |  |   |
| <input checked="" type="checkbox"/> Reduce inequalities  | <input checked="" type="checkbox"/> Join up health and care                        | <input checked="" type="checkbox"/> Invest and grow primary and community care | <input checked="" type="checkbox"/> Treat the whole person, mental and physical |
| <input checked="" type="checkbox"/> Standardise acute hospital care  | <input checked="" type="checkbox"/> Simplify urgent and emergency care             | <input checked="" type="checkbox"/> Develop our workforce                      | <input checked="" type="checkbox"/> Use the best technology                     |
| <input checked="" type="checkbox"/> Create financial sustainability  | <input checked="" type="checkbox"/> Work with patients and the public to do        |  |   |
| <b>Are there any resource implications (including Financial, Staffing etc)?</b>  |  |  |   |
| N/A  |  |  |   |
| <b>Summary of key issues</b>   |  |  |   |
| This monthly paper from the South Yorkshire and Bassetlaw Chief Executive provides a summary update on the work of the South Yorkshire and Bassetlaw Integrated Care System (SYB ICS) for the month of December 2019.  |  |  |   |
| <b>Recommendations</b>   |  |  |   |
| The SYB Collaborative Partnership Board (CPB) and SYB ICS Health Executive Group (HEG) partners are asked to note the update and Chief Executives and Accountable Officers are asked to share the paper with their individual Boards, Governing Bodies and Committees. |  |  |   |

# South Yorkshire and Bassetlaw Integrated Care System CEO Report

## SOUTH YORKSHIRE AND BASSETLAW INTEGRATED CARE SYSTEM

10 December 2019

### 1. Purpose

This paper from the South Yorkshire and Bassetlaw Integrated Care System Chief Executive provides an update on the work of the South Yorkshire and Bassetlaw Integrated Care System for the month of November 2019.

### 2. Summary update for activity during November 2019

#### 2.1 National ICS Leaders Update

The STP/ICS Leaders Development event on 7<sup>th</sup> November was a very helpful session and covered key discussions on the support ICSs will want to give to Primary Care Networks and how we can address quality improvement in Systems. In addition, there were opportunities to feed into discussions on tackling race inequalities in the workforce, quality engagement and communications to support system working, local government and the NHS working together as 'anchor institutions', population health approaches and system-wide metrics.

A meeting is also scheduled for 4<sup>th</sup> December and I will update colleagues on the session at the HEG.

#### 2.2 NHS Leaders Event

Leaders from across the North attended an event in York on November 20<sup>th</sup>. The session looked at current issues and priorities including inequalities and the prevention of ill health, the 'left shift' and outpatients transformation, digitally enabled care, transforming the workforce, system working, priority programmes and improving performance. There was also a panel discussion on developing ICPs and ICSs and colleagues from North East and Yorkshire ICSs/STPs shared their learning on important issues: remote and rural hospitals, improving mental health services to avoid CAMHS admissions, integrating care for neighbourhoods, and reconfiguration and capital schemes.

#### 2.3 Performance Scorecard

The attached scorecards show our collective position at November 2019 (using predominantly September and October 2019 data) as compared with other areas in the North of England and also with the other nine advanced ICSs in the country.

We continue to be green in six of the ten constitutional standards: six week diagnostics, two week cancer waits, two week cancer breast waits and 31 day cancer waits, Early Intervention in Psychosis (EIP), IAPT access and IAPT recovery. Our overall performance as a System, while still below the constitutional standard in four areas, remains one of the best in the country. We outperform other ICS in the North and also those that are First Wave.

The pressures on our System will of course increase as winter begins. However, our collaborative approach to improving the cancer standards has proven that we have the right methodology and tactics and we must continue to do all we can at Neighbourhood, Place and System to ensure we maintain and improve our position.

At month 7 three provider organisations have reported positions that are adverse to plan. All other organisations are forecasting to achieve plan. Assurances on achieving forecast outturn are being sought alongside routine monitoring and managing of risks, with escalation procedures in place if needed.

## **2.4 Place Updates**

### **2.4.1 Bassetlaw**

Below are some of the main achievements delivered through Bassetlaw's Integrated Care Partnership (ICP) over the past three months:

- Some recent highlights from the Bassetlaw Integrated Care Partnership (ICP) include the 'Worksop Works Inclusive Employment Event' on 18<sup>th</sup> October. Work is important for health and a priority in the 'Better in Bassetlaw Place Plan'. 62 delegates from Worksop employers such as Cerealto Siro, Premier Foods, Greencore, Wilkinson's, Laing O'Rourke, Samworth Brothers and smaller local organisations attended the event, run by the NHS, Department for Work and Pensions, Bassetlaw District Council and D2N2 partners, and linking employers with sources of support locally.
- A transport summit in September brought together transport providers, community representatives, third sector, NHS and local government to identify how communities could be better connected. Actions included linking Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust with Stagecoach and transport planners in the Council to enable improved cross site transportation of patients and staff. The report is available at [www.betterinbassetlaw.co.uk](http://www.betterinbassetlaw.co.uk).
- The Integrated Discharge Team are prototyping the digital information prescription app 'recap' to give patients access to timely, accurate online about their care and treatment.

### **2.4.2 Barnsley**

Below are some of the main achievements delivered through Barnsley's Integrated Care Partnership (ICP) over the past three months:

- Health partners are in the process of mobilising the new Neighbourhood Team specification which will support Barnsley Primary Care Network (PCN) to work with community health services to deliver more integrated care for the people of Barnsley and in each of the six Neighbourhood Networks.
- Partners are working on shared leadership structures across primary and community healthcare, aligning clockspeeds and also implementing one Single Point of Access. Mobilisation of phase 1 will be complete by April 2020.
- Through the Integrated Care Partnership, partners across health and care have been working successfully together to deliver improvements via the frailty, stroke, integrated wellbeing teams and population health workstreams. The ICP is currently in the process of determining new place based priorities for 2020/21.

### **2.4.3 Doncaster**

Below are some of the main achievements delivered through Doncaster's Integrated Care Partnership (ICP) over the past three months:

- The refreshed Doncaster Partnership Place Plan 2019 – 2021 was launched in October with executive and lay representation from all partner organisations in October <http://www.connect.doncasterccg.nhs.uk/news/doncaster-place-plan-refresh-more-joined->

[up-care-closer-to-home/](#) The plan updates on original partnership areas of opportunity and builds in the jointly agreed model of delivery.

- New areas for partnership working in 2019 – 2021 include Children living with long term conditions, Mental Health Wellbeing and substance misuse and “Healthier Doncaster.”
- Doncaster CCG and Doncaster Council continue to implement joint delivery plans steered through the Joint Commissioning Management Board. These remain on track and further joint posts are to be appointed across the life stage commissioning approach. Further ambitions for integrated commissioning will be demonstrated through the refresh of the legal agreement of the Doncaster Commissioning Agreement in 2020. This will include ambitions to commissioning more targeted outcomes on a neighbourhood basis
- Providers across Doncaster continue to collaborate on redesign models of care across a range of areas. These include partnership delivery of Intermediate Care, Wound Care, Complex Lives and the first 1001 days of a person Life. Partners are also piloted integrated neighbourhood delivery across Frailty and Children and Young People in two of the Doncaster communities. Learning from will be used to spread and implement other areas of redesign across Doncaster in 2020/21.
- The Place partnership continues to work on enabling strategies for delivery. In Quarter 3 this included the appointment of a Digital Director to continue work such as the Integrated Doncaster Care Record, and a commitment to a joint Workforce Lead to develop further work on targeting the joint workforce pressures across Doncaster.

#### 2.4.4 Rotherham

Below are some of the main achievements delivered through Rotherham’s Integrated Care Partnership (ICP) over the past three months:

- The third Integrated Health and Social Care Place Plan is currently in draft and due to be approved at the February Place Board meeting. Implementation of the Plan continues to be monitored by the Place Board through the quarterly Performance Report, which is also received at Health and Wellbeing Board. There continues to be positive progress against the milestones and key performance indicators.
- The Mental Health Schools Team Trailblazer Pilot is progressing well towards full implementation with a soft launch with the identified schools planned for December.
- **‘Be The One’** is a new campaign aimed at bringing down suicide rates in Rotherham. The campaign aims at encouraging people to talk, listen and care and was launched on World Suicide Prevention Day. Since its launch in September it has gathered more than 200,000 website hits and over one million social media impressions, as well as messages from people touched by suicide. (<https://www.be-the-one.co.uk/> )
- The Rotherham ICP Digital Strategy was approved in November 2019, it sets out a three year roadmap for digital services. The implementation programme for wider use of the Rotherham Health Record is underway and the system is being used to support delivery of the revised Intermediate Care and Reablement transformation programme.
- The Rotherham Health App uptake continues to grow, as at November 9,387 people have signed up to App and 25,902 people have had their medication reviewed via the App. Further functionality for use of the App beyond general practice is being scoped for implementation during 2019/20.

#### 2.4.5 Sheffield

Below are some of the main achievements delivered through Sheffield's Accountable Care Partnership (ACP) over the past three months:

- The approval of a city-wide workforce strategy, which includes building upon some excellent systems leadership development provision already taking place. This strategy is inclusive of unpaid carers and the voluntary sector and incorporates a strong emphasis on Sheffield becoming a person-centred city.
- Sustained and concerted efforts across the ACP have contributed to a significant reduction in delayed transfers of care.
- The launch of a community integrated hub in the south east of Sheffield (known as 'Shortbrook') is transforming communications and working relationships across organisations.
- Seed funding has been agreed for the voluntary sector as part of the agenda to develop the strategic relationship with the voluntary sector.
- A strategic outline case has been agreed for the development of a shared care record, and work is now progressing towards agreeing an outline business case.
- Sheffield is one of two sites taking part in some national National Institute for Health Research (NIHR) research to develop a systems map of children's health and wellbeing

## **2.5 Primary Care Networks**

Since the September Primary Care Network (PCN) Clinical Directors meeting, development plans have been received from each of our Networks and allocation of resources at ICS and Place have been agreed to deliver a range of organisational development/support programmes that respond to the needs identified in those plans. Some of this support will be delivered via Federations, giving the opportunity to either build on existing arrangements with PCNs or to think about their role as providers at scale, in supporting PCNs to succeed.

PCNs are not just about General Practice or Federations and we are now looking at the pharmacy contractual framework and identifying a lead community pharmacy for each PCN and considering how best to engage with these providers in a meaningful way.

A further event in January will see our 36 Clinical Directors coming together, joined by colleagues from across the ICS and CCGs and focusing on new workforce roles being developed across PCNs and how these will help deliver priorities at PCN, Place and System level.

## **2.6 Mental Health Alliance**

A draft Memorandum of Understanding (MOU) has been developed for discussion amongst the Chief Executives of the five mental health NHS Foundation Trusts. This is following some shared work and learning from West Yorkshire where providers have been working in this way for a while.

All Foundation Trusts continue to be represented at the Mental Health and Learning Disabilities Programme Board to strengthen joint working across the ICS programme priorities. Work has commenced with good progress being made on pathway-specific provider collaboratives: Eating Disorder, CAMHS tier 4 and Low – Medium Secure inpatient services.

## **2.7 Acute Federation**

The Acute Federation, the successor to Working Together, is currently working to define and clarify its work programme and develop its ways of working. The executive teams of all the South Yorkshire and Bassetlaw acute NHS Foundation Trusts, plus Chesterfield NHS Foundation Trust,

met for a first executive timeout in September, and a second is planned for 13th December. The timeouts are looking at how the FTs work together on operational issues; the work programme and capital strategy for the acute sector; and how the Acute Federation should support and engage more effectively in the wider ICS.

## **2.8 Key appointments**

The following organisations within the South Yorkshire and Bassetlaw ICS have made the following key appointments:

- Following a recruitment process, I am delighted to let you know that Jan Ditheridge will be joining Sheffield Health and Care NHS Foundation Trust as the new Chief Executive.

Jan is an experienced strategic leader with a background encompassing a broad variety of clinical, operational and leadership roles across health, social care and the private sector. She also has a wealth of expertise in the areas of cultural change, transformation, delivery, clinical quality and effective performance management.

She is currently the Chief Executive of Shropshire Community Health NHS Trust, a post she has held since 2013. During that time she has overseen a period of sustained improvement, culminating in the Trust being rated as Good by the CQC across all its services earlier this year. Jan will take up her post in 2020 and until then Clive Clarke will continue as Interim Chief Executive.

- Ruth Brown has been appointed as the new Deputy Chief Executive at Sheffield Children's. Ruth has been Executive Director of Strategy and Operations at the Trust since 2017 and will continue this role alongside her new role, which started on 2 December.

Ruth brings a wealth of knowledge from her 30 years of experience in the NHS and is committed to furthering the Trust's improvement work, performance and strengthening its partnerships across the region. Ruth is already an active participant in the region's Integrated Care System and Sheffield's Accountable Care Partnership, helping to provide more seamless, professional care services across the organisational and geographical boundaries. Within the Trust, Ruth is responsible for the operational delivery and performance of services as well as the development of the Trust's strategic direction.

**Andrew Cash**  
**Chief Executive, South Yorkshire and Bassetlaw Integrated Care System**

**Date 4 December 2019**

# How are we doing? An overview

Key performance report: November 2019 (using predominantly Oct/Sept data)



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