



Chief Executive Report

Health Executive Group

11th May 2021

Author(s)	Andrew Cash	
Sponsor		
Is your report for Approval / Consideration / Noting		
For noting and discussion		
Links to the ICS Five Year Plan (please tick)		
Developing a population health system	Strengthening our foundations	
<input checked="" type="checkbox"/> Understanding health in SYB including prevention, health inequalities and population health management	<input checked="" type="checkbox"/> Working with patients and the public	
<input checked="" type="checkbox"/> Getting the best start in life	<input checked="" type="checkbox"/> Empowering our workforce	
<input checked="" type="checkbox"/> Better care for major health conditions	<input checked="" type="checkbox"/> Digitally enabling our system	
<input checked="" type="checkbox"/> Reshaping and rethinking how we flex resources	<input checked="" type="checkbox"/> Innovation and improvement	
Building a sustainable health and care system	Broadening and strengthening our partnerships to increase our opportunity	
<input checked="" type="checkbox"/> Delivering a new service model	<input checked="" type="checkbox"/> Partnership with the Sheffield City Region	
<input checked="" type="checkbox"/> Transforming care	<input checked="" type="checkbox"/> Anchor institutions and wider contributions	
<input checked="" type="checkbox"/> Making the best use of resources	<input checked="" type="checkbox"/> Partnership with the voluntary sector	
	<input checked="" type="checkbox"/> Commitment to work together	
Are there any resource implications (including Financial, Staffing etc)?		
N/A		
Summary of key issues		
This monthly paper from the System Lead of the South Yorkshire and Bassetlaw Integrated Care		

System provides a summary update on the work of the South Yorkshire and Bassetlaw health and care partners for the month of April 2021.

Recommendations

The 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.

Chief Executive Report

SOUTH YORKSHIRE AND BASSETLAW INTEGRATED CARE SYSTEM

Health Executive Group

11th May 2021

1. Purpose

This paper from the South Yorkshire and Bassetlaw Integrated Care System System Lead provides an update on the work of the South Yorkshire and Bassetlaw health and care partners for the month of April 2021.

2. Summary update for activity during April

2.1 Coronavirus (COVID-19): The South Yorkshire and Bassetlaw position

More than 50 million COVID-19 (Covid) vaccine doses have now been administered across the UK providing all regions, including South Yorkshire and Bassetlaw (SYB), with a real sense of optimism as we look ahead to the next phase of lockdown easing which is on track for the 17th May.

The SYB vaccination programme continues to go from strength to strength and is playing an important role in reducing new hospitalisations and community transmissions. Covid infections are not spreading or 'stacking' into older or more vulnerable age groups and the over-65s population is experiencing low numbers of positive cases with very few patients being admitted to hospital due to Covid-related illness.

In terms of variants of concern, the data shows that we are not currently seeing any new or additional pressure on health and care services within SYB. The so-called 'Kent variant' remains the most prevalent strain in our region, and although other variants are emerging, it is still responsible for the majority of positive cases without being any more or less severe - despite being more infectious.

National and regional public health teams continue to analyse vaccine effectiveness against the most dominant variants of concern, but so far, the data indicates that vaccines remain highly effective against all of these in general circulation.

Overall, there continues to be ongoing, sustained progress in our ability to manage Covid in SYB but we remain cautious about the impact on community infection rates and further lockdown easing as time moves on.

2.2 Regional update

The North East and Humber Regional ICS Leaders meet weekly with the NHS England and Improvement Regional Director. During April, discussions focused on the ongoing Covid response and vaccination programme, planning and recovery, a memorandum of understanding for the region on a greener NHS and ICS development and People Framework.

2.3 National update

2.3.1 Simon Stevens departure

I am sure colleagues will join me in paying tribute to Simon Stevens who is stepping down as NHS England and Improvement Chief Executive at the end of July 2021. Simon's achievements during his seven-year tenure are outstanding and he leaves a significant legacy which will have a profound impact on the direction of health and healthcare in the future. He has been a hugely inspiring leader with vast experience and knowledge of the NHS. I know you will join me in wishing him every success for the future.

2.3.2 ICS' operating across England

As of 1st April, every area of England is now operating as an Integrated Care System (ICS), achieving a major milestone in the NHS Long Term Plan. A total number of 42 ICSs have been set up across England to provide joined up health and care through integrating hospital, community and mental health trusts, GPs and other primary care services.

The transitional roadmap (April 2021 - April 2022) for ICS', including SYB, will see closer working arrangements between the NHS and Local Authorities and the voluntary, community and social enterprise sector (VCSE).

2.3.3 New Office for Health Promotion

A new Office for Health Promotion, which will sit within the Department of Health and Social Care (DHSC), is being set up. It will lead national efforts to improve and level up the health of the nation by tackling obesity, improving mental health and promoting physical activity. The new office will bring together a range of skills to lead a new era of public health polices, leveraging modern digital tools, data and actuarial science and delivery experts. It plans to promote good health and prevent illness, building on the work of Public Health England.

2.4 ICS development update

SYB ICS continues to make in-roads in our ICS development transition, with new timelines emerging for more immediate areas of work:

- By the end of May, health and care leaders will provide feedback and comments on the initial key outputs from the first phase of the ICS development work
- By the end the June, we will have put together a system development plan in time for the national submission deadline

The next phase requires us to develop a System Development Plan, which will outline the key actions for partners over the coming months as our ICS evolves into a new organisation – reflecting its new statutory framework (as an NHS body) and its wider obligations as a Health and Care Partnership.

The next ICS Development Steering Group meeting in May will focus on the work of our provider collaboratives and the main transition commitments for 2021, in recognition of the development phases and guidance expected in June/July.

2.5 The Macmillan Living With and Beyond Cancer (LWABC) Programme in South Yorkshire, Bassetlaw and North Derbyshire

The Living With and Beyond programme, which launched five years ago, came to an end in March. The programme was a partnership with Macmillan Cancer Support to help improve the experience of people living with and beyond cancer in our region. It specifically focused on breast, bowel and prostate cancer services with the aim of ensuring everyone diagnosed with these cancers can live well after a diagnosis.

The programme evaluation and executive summary report are now available and you can view them from the link below. The evaluation highlights the benefits to people diagnosed with cancer and the region's cancer care workforce from the £5 million investment.

The developments in improving personalised cancer care have been far reaching and will support regional cancer services in meeting the challenges brought about by the pandemic. The improvements include the recruitment of 43 Macmillan Cancer Support Worker roles, better IT coordination, establishing patient support groups and providing the cancer workforce with learning and development opportunities.

The link to the reports is:

<https://canceralliancesyb.co.uk/what-we-do/living-and-beyond-cancer/macmillan-living-and-beyond-cancer-programme>

You can learn more about personalised care in the video here:

<https://vimeo.com/showcase/8239370/video/510707639>

2.6 New SYB ICS website

The South Yorkshire and Bassetlaw ICS website has been refreshed and is now live. The revamped site has new content layout, greater emphasis on more visual formats and it aims to appeal to a broad audience. It incorporates the views and feedback from our Citizen's Panel, online membership and SpeakUp (an autism and learning disability advocacy charity). Its main objectives are to clearly explain what the ICS is, our key priorities and act as an easy-to-use information repository for key documents and reports.

Alongside the main ICS site, a subsidiary site for the QUIT Programme, sponsored by Yorkshire Cancer Research, has also been built and includes an overview of the Programme, clinical and patient resources and e-platform training modules.

Both sites aim to be accessibility compliant (ISO regulated), easy to use, functional and interesting to encourage repeat visits in order to find out more and be more involved in the work of the ICS.

Link to the new SYB ICS site: www.sybics.co.uk

Link to the QUIT website: www.sybics-quit.co.uk

2.7 Partner appointments

Two new Board appointments have been confirmed at Rotherham, Doncaster and South Humber NHS Foundation Trust (RDaSH). Pauline Vickers will join as Non-Executive Director and Ian Currell will join as the Director of Finance and Performance.

Pauline has extensive business and leadership experience at board level in a variety of executive roles, most recently as a Director of Royal Mail where she was also a member of Royal Mail Groups Diversity Council and Gender Steering Group. She has previous experience in the NHS, having been a Non-Executive Director at Bradford Teaching Hospitals NHS Foundation Trust.

Ian, who is currently the Chief Finance and Deputy Chief Officer at NHS Kirklees Clinical Commissioning Group (CCG), will join the Trust in August. He started out in the NHS as a graduate finance trainee and went on to work in a range of provider and commissioner organisations including as Director of Finance at NHS England area teams and Deputy and Acting Director of Finance at Calderdale and Huddersfield NHS Foundation Trust.

Ian replaces Steve Hackett, who leaves the Trust at the end of June to work at The Rotherham NHS Foundation Trust.

2.8 NICE Strategy 2021-2026

A five-year strategy has been released by the National Institute for Health and Care Excellence (NICE) setting out how it aims to drive change following the health challenges posed by COVID-19. It sets out a need to:

- Embrace innovation by speeding up access to new and effective treatments, practices and technologies.
- Integrate real-world data into our evaluation processes to inform rapid but robust decisions.
- Provide information in dynamic, useable formats that support busy health and care practitioners in their work and encourage shared decision.
- To work collaboratively and seamlessly with others, particularly to reduce health inequalities.

There are a number of parallels with the work we have undertaken in SYB in which our partnership with the Yorkshire and Humber Academic Health Science Network (YH AHSN) around Rapid Insights has been instrumental in our future planning discussions.

The link to the report is: <https://www.nice.org.uk/about/who-we-are/corporate-publications/the-nice-strategy-2021-to-2026>

2.9 King's Fund Report: Place-based Partnerships

The King's Fund has published a report that explores the importance of developing successful place-based partnerships. In *Developing place-based partnerships: The foundation of effective integrated care systems*, the report authors set out a series of principles to help guide local health and care leaders in these efforts. They also explore how each principle can be applied and examples of how they are being put into practice.

The report also looks at the implications of these ways of working for the development of ICSs and for national bodies and regional teams as they approach the next stages of policy development and support for integrated care.

<https://www.kingsfund.org.uk/publications/place-based-partnerships-integrated-care-systems>

3. Finance update

I am pleased to report that the system has met its two key system financial targets to operate within its revenue and capital financial envelopes. The pre audit draft accounts show a revenue underspend of £36.8m and an underspend against total capital of £15.9m of which £14.3m of the under-spend relates to the system capital envelope of £84.7m.

The system has submitted a balanced financial plan for the period April to September 2021 (H1) which includes efficiencies of £37.3m or 1.3% of allocation/expenditure. Risks of £36.6m have been identified (1.3%) which require to be managed and of which over 50% relates to risks around efficiency schemes.

Andrew Cash
System Lead, South Yorkshire and Bassetlaw Integrated Care System

Date: 6th May 2021



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Health Executive Group

8th June 2021

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Where has the paper already been discussed?

Sub groups reporting to the HEG:

- Quality Group

- Strategic Workforce Group

- Performance Group

- Finance and Activity Group

- Transformation and Delivery Group

System governance groups:

- Joint Committee CCGs

- Acute Federation

- Mental Health Alliance

- Place Partnership

Are there any resource implications (including Financial, Staffing etc)?

N/A

Summary of key issues

This monthly paper from the System Lead of the South Yorkshire and Bassetlaw Integrated Care System provides a summary update on the work of the South Yorkshire and Bassetlaw health and care partners for the month of May 2021.

Recommendations

The 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.

Paper Title

SOUTH YORKSHIRE AND BASSETLAW INTEGRATED CARE SYSTEM

Health Executive Group

8th June 2021

1. Purpose

This paper from the South Yorkshire and Bassetlaw (SYB) Integrated Care System (ICS) System Lead provides an update on the work of the South Yorkshire and Bassetlaw health and care partners for the month of May 2021.

2. Summary update for activity during May

2.1 Coronavirus (COVID-19): The South Yorkshire and Bassetlaw position

There continues to be a flattening of COVID-19 (Covid) cases in South Yorkshire and Bassetlaw, with small, nominal increases in new cases since the most recent easing of lockdown restrictions (Phase Three on May 17th) according to the Government's roadmap.

Hospitalisations and deaths from Covid remain low and the number of positive Covid cases in schools and colleges are low and not rising. The case rate across South Yorkshire is around 30 cases per 100,000, with occasional spikes. Teams are now tracking individual outbreaks rather than community prevalence.

SYB is currently seeing low numbers of the B.1.617.2 (the so-called Indian variant) variant across communities though the situation is being very closely monitored. Covid variants are of course a key area of public health interest and public health teams in Yorkshire and the Humber continue to review and take appropriate action according to the latest data.

During May, the millionth vaccination was administered in SYB and excellent progress continues with the SYB programme with people aged 30-and-over now being called. Nationally, over 38 million have now received their first vaccine dose and over 23 million have had their second.

2.2 Regional update

2.2.1 Leaders meeting

The North East and Humber Regional ICS Leaders meet weekly with the NHS England and Improvement Regional Director. During April, discussions focused on the ongoing Covid response and vaccination programme, planning and recovery, health inequalities and ICS development.

2.2.2 ICS Focus Planning Meeting

A routine planning meeting with the NHS North East and Yorkshire executive team took place on 25th May. The session covered SYB's latest Covid position (including an overview of prevalence, impact on services and a vaccination programme update), plans for elective services recovery, a focus on mental health and cancer services and workforce and finance.

2.3 National update

The Prime Minister has announced that the government will establish a full statutory inquiry into the Covid Pandemic. It will have full powers under the Inquiries Act 2005, including the ability to compel the production of all relevant materials and take oral evidence in public under oath.

The scope will cover all four nations and focus on the government's response to the Pandemic, which will include health, the economy, education etc. It is expected to start in spring 2022. The terms of reference for the inquiry are still to be decided and a Chair will be appointed in due course.

2.4 SYB announced as pilot for national Accelerator programme (more detail in Appendix 2)

South Yorkshire and Bassetlaw Integrated Care System has been chosen as one of the thirteen systems to receive a share of £160m in funding and extra support to implement and evaluate innovative ways to increase the number of elective operations they deliver.

The plans include:

- Working with clinicians to improve capacity and streamline pathways, particularly using national care pathway blueprints that highlight best practice transformation ideas for theatres, outpatients and endoscopy services.
- Offering advice and guidance from clinical specialists to support primary care colleagues.
- Developing plans for even more joined up work across SYB, particularly for orthopaedics, ophthalmology and paediatric surgery.
- Making best use of a wide range of providers.

Learning from what works well in South Yorkshire and Bassetlaw and the other 'elective accelerator' sites will help form approaches for elective recovery to be used across the country.

2.5 Children and young people's (CYP) transformation workshop

The South Yorkshire and Bassetlaw Children's Network welcomed over 120 colleagues to a virtual workshop on 11th May to discuss a draft Children and Young People's (CYP) Transformation Strategy. The event brought together colleagues across the NHS, local authorities, education, the voluntary and community sector and social care teams. All health and care systems in England have been asked by NHS England and NHS Improvement (NHS E/I) to produce a system-wide Transformation Strategy for children and young people.

I would like to thank Ruth Brown, Acting Chief Executive, Sheffield Children's NHS Foundation Trust, for leading the workshop.

2.6 Nurses receive Silver Award from NHS England and Improvement

A team of nurses from NHS Sheffield Clinical Commissioning Group (CCG) was given a Chief Nursing Officer Silver Award by NHS England and Improvement on 5th May.

The primary care development nurse (PCDN) team from Sheffield CCG was nominated for the range of skills, expertise and clinical leadership they demonstrate, in addition to their role in setting up a Covid testing service last year. The team was presented their award by Hilary Garratt CBE, Deputy Chief Nursing Officer at NHS England and Improvement, on behalf of Ruth May, Chief Nursing Officer, at a virtual staff event.

2.7 Suicide Prevention workshops

To support our commitment to reducing suicides by at least ten per cent (as set out in our Five Year Plan), the SYB Suicide Prevention Steering Group has put together a five-day event schedule to support colleagues across the system.

Between 14-18th June, a series of workshops and events will enable wider partners to share good practice, examples of success and to learn from exemplars across the system. Some of the key areas of discussion will include real-time surveillance systems, locality-based projects and the importance of voluntary sector organisations in suicide prevention.

2.8 Interim Chief Executive arrangement in West Yorkshire and Harrogate Integrated Care System

The South West Yorkshire Partnership NHS Foundation Trust (SWYPFT) Board has agreed in principle to support the secondment of its Chief Executive, Rob Webster, to become the full time interim Chief Executive for the West Yorkshire and Harrogate ICS. This will involve him leaving the Trust for this interim period, which will take effect from 1 July 2021. This was agreed in principle by the Trust Board and, following agreement at the West Yorkshire and Harrogate Chairs and Leaders Reference Group and is now subject to ratification by the wider ICS membership.

During the period of Rob's secondment, Mark Brooks, SWYPFT's current director of finance, will take up the position of interim chief executive.

3. Finance

There is no financial reporting in Month 1 due to finalising year end accounts. The draft ICS and Cancer budgets for 2021/22 have been submitted to HEG for approval at a value of £9.3m and £5m respectively. The risks and opportunities to these budgets are highlighted in the report together with some principles around how the risks and opportunities will be managed.

Andrew Cash
System Lead, South Yorkshire and Bassetlaw Integrated Care System

Date: 2nd June 2021

Community and Diagnostic Hub for South Yorkshire and Bassetlaw - Update

1. Background

Community Diagnostic Hubs (CDHs) are a key recommendation of the in Sir Mike Richard's review, *Diagnostics: Recovery and Renewal* published in October 2020. CDHs are proposed as a new service model that will contribute to the expansion of diagnostic services, separating planned and unplanned diagnostics. There was an expectation in the planning guidance that we initiate planning this year and £23.28M capital was allocated to North East and Yorkshire (NEY) for 2021/22.

A NEY CDH group was established in April as a subgroup of the Regional Diagnostics Programme Board to lead the development of a regional CDH Design Plan for submission to the National CDH Programme on 24th May 2021.

2. Primary Aims of Community Diagnostic Hubs

The CDH guidance shared with systems in April sets out the following primary aims for CDHs:

- To improve population health outcomes
- To increase diagnostic capacity, by investing in new facilities, equipment and new staff
- To improve productivity and efficiency of diagnostics by streamlining acute & elective
- To contribute to reducing health inequalities
- To deliver better, personalised patient experience
- Promote primary and secondary care integration

3. Community Diagnostic Hub Model

The expectation is that CDHs provide a broad range of diagnostic services away from acute sites. As a minimum the following is expected:

- Imaging: CT, MRI, Ultrasound, Plain X-Ray
- Physiological measurement: Electrocardiogram (ECG), ambulatory blood pressure monitoring, echocardiography (ECHO), oximetry, spirometry, full lung function tests, blood gas analysis via Point of Care Testing (POCT), simple field tests (e.g. six min walk test)
- Pathology: phlebotomy, PoC Testing, simple biopsies, NT-Pro BNP, urine & D-dimer testing
- For larger CDHs - Endoscopy services, gastroscopy, colonoscopy, flexi sigmoidoscopy.

4. South Yorkshire and Bassetlaw Approach

An SYB CDH Task and Finish Group was established in April sourcing nominees from each place via Chief Operating Officers, Directors of Commissioning and representation from established SYB Networks, including Imaging, Pathology and the Gastroenterology Hosted Networks.

There was an initial request from the region to identify early adopters nationally described as already operational diagnostic hubs in the community that could increase activity using revenue funding from July onwards. No early adopters were identified in SYB.

There was a subsequent ask for year 1 options to be put forward to the region by 14th May. A pragmatic and rapid process was undertaken through the SYB CDH Task and Finish Group to identify potential CDH options for SYB in year 1 and a number of potential sites were identified by places.

A further review of the SYB proposals took place in May and the modified proposals were put forward on 21st May and have been included in the regional CDH Design Plan submitted to the National CDH Programme Team on 24th May. We currently await feedback. It is understood that there will be an ask for a longer term CDH plan for September 2021.

5. Key Risks

The challenging timelines for systems to identify CDH options resulted in the need for a pragmatic approach and as such there is a risk that not all options were identified as it was not possible to take a more strategic approach. There is also a significant risk around the availability of recurrent revenue funding.

Appendix 2

Accelerator Programme Update

1. Background

South Yorkshire and Bassetlaw (SYB) Integrated Care System (ICS) has been chosen as one of the thirteen systems to receive a share of £160m in funding and extra support to implement and evaluate innovative ways to increase the number of elective operations they deliver.

While initial indications suggest the NHS nationally was ahead of its plan by the end of April, the elective accelerator systems programme is an additional initiative with the aim of finding ways to treat even more patients over the summer and beyond.

Learning from what works well in South Yorkshire and Bassetlaw and the other 'elective accelerator' sites will help form approaches for elective recovery to be used across the country. The Accelerator Programme will be led by the Acute Provider Collaborative and will work to further develop and embed transformed elective services which support clinical prioritisation, reduction in inequalities, improved outcomes for patients and equity of access across the five places in the ICS.

2. Key Dimensions of the Scheme

The Acute Provider Collaborative will lead the Accelerator Programme and will implement plans in the potential following areas:

- Working with clinicians to improve capacity and streamline pathways, particularly using national care pathway blueprints that highlight best practice transformation ideas for theatres, outpatients and endoscopy services.
- Offering advice and guidance from clinical specialists to support primary care colleagues.
- Developing plans for even more joined up work across SYB, particularly for orthopaedics, ophthalmology and paediatric surgery.
- Making best use of a wide range of providers.

The focus of the Accelerator, in the first instance, will be on recovery of orthopaedic activity given the waiting list profile for the speciality and the opportunity to improve quality of life for a significant number of people in South Yorkshire and Bassetlaw.

The resources identified will drive accelerated elective recovery in SYB by enabling the delivery of additional activity across multiple providers both independently and in collaboration with each other and the independent sector.

The developing plans include a consideration of support offers for the health and wellbeing of staff and a review of the impact of Covid-19 and social distancing, additional facilities and the expansion of capacity in key areas. The plans are also exploring digital opportunities and extended working hours.

3. Next Steps

Further updates will be brought to the SYB ICS Health Executive Group as the programme progresses.