

**NHS Sheffield CCG 2021/22 Operational Plan****Governing Body Meeting****1 July 2021**

<b>Author(s)</b>	Jane Howcroft, Programme and Performance Assurance Manager Jennie Milner, Deputy Director of Planning and Joint Commissioning Kate Gleave, Deputy Director of Commissioning Sandie Buchan, Director of Commissioning Development
<b>Sponsor Director</b>	Sandie Buchan, Director of Commissioning Development
<b>Purpose of Paper</b>	
<p>This paper sets out Sheffield CCG's Operational Plan for 2021/22 and details the first Sheffield Health and Social Care Joint Commissioning Plan which has brought together health and social care commissioned services in Sheffield.</p> <p>The plan focuses on the priorities that we have identified for the Sheffield population, as well as reflects the strong national emphasis on addressing health inequalities and restoring services to pre COVID-19 levels as detailed within the national NHS planning guidance. This includes improving the access to and quality of services, patient experience and health outcomes for people who are disadvantaged, deprived or who have historically not benefitted equally from our services.</p> <p>Due to the size of the plan it has been included in the supporting information pack for Governing Body members.</p>	
<b>Key Issues</b>	
<p>Our operational plan for 2021/22 reflects Sheffield CCG's current strategy and vision, which continues to be fit for purpose irrespective of the changes and challenges we are facing due to the COVID-19 pandemic. This plan will therefore be a live document that will adapt to any changes that are driven and agreed either nationally or locally, as circumstances change with the pandemic.</p> <p>Sheffield CCG will continue to meet the needs of our population as a result of the COVID-19 pandemic throughout 2021/22, as well as work towards restoring access to services and treatment. This Operational Plan details our commissioning intentions and the areas that we will focus on in order to achieve this.</p> <p>For 2021/22 we have developed the first ever Sheffield Health &amp; Social Care Joint Commissioning Plan to bring together the commissioning of health and social care services. This Operational Plan therefore details our joint commissioning intentions which are the things that we will do this year to improve services and people's experience of these. They are what we need to put in place or change to ensure people get the right care and treatment.</p>	
<b>Is your report for Approval / Consideration / Noting</b>	

<b>Approval</b>
<b>Recommendations / Action Required by Governing Body</b>
The Governing Body is asked to <b>approve</b> Sheffield CCG's 2021/22 Operational Plan, whilst acknowledging that the plan will be a live document to order to be able to adapt alongside the changing requirements of the COVID-19 pandemic.
<b>What assurance does this report provide to the Governing Body in relation to Governing Body Assurance Framework (GBAF) objectives?</b>
<p><b>Which of the CCG's Objectives does this paper support?</b> All objectives</p> <p><b>Description of Assurances for Governing Body</b> Update delivery report will be presented regularly to Governing Body Monthly performance and delivery report is reported to Governing Body and aligns to the delivery of the operational plan.</p>
<b>Are there any Resource Implications (including Financial, Staffing etc)?</b>
Any identified resource implications are reported within the plan.
<b>Have you carried out an Equality Impact Assessment and is it attached?</b>
All programmes of work will have a completed EIA as part of the development process.
<b>Have you involved patients, carers and the public in the preparation of the report?</b>
All programmes of work will involve patients, carers and the public as appropriate.

# **NHS Sheffield CCG 2021/22 Operational Plan**

## **Governing Body Meeting**

**1 July 2021**

### **1. Introduction**

- 1.1. This paper sets out Sheffield CCG's Operational Plan for 2021/22 and details the first Sheffield Health and Social Care Joint Commissioning Plan which has brought together health and social care commissioned services in Sheffield.
- 1.2. The plan focuses on the priorities that we have identified for the Sheffield population, as well as reflects the strong national emphasis on addressing health inequalities and restoring services to pre COVID-19 levels as detailed within the national NHS planning guidance. This includes improving the access to and quality of services, patient experience and health outcomes for people who are disadvantaged, deprived or who have historically not benefitted equally from our services.
- 1.3. Our Operational Plan for 2021/22 is written within the context of our Joint Commissioning intentions, which have been agreed with Sheffield City Council (SCC) and also reflect the Sheffield Accountable Care Partnership's (ACP) emerging priorities for 2021/22. It also looks ahead to the coming changes as we travel further on our transition journey to an Integrated Care System (ICS) working across South Yorkshire & Bassetlaw (SYB). Underpinning our joint plan is the Sheffield wide Outcomes Framework which is currently being developed and will ensure that our joint commissioning intentions have the needs of the Sheffield population at their heart and demonstrate that they are having the right and required impact. We are committed to using population and patient feedback as part of the monitoring process as well as key service indicators and population health management data.
- 1.4. Being a caring employer that values diversity and maximises the potential of our people is one of our objectives, and ensuring our staff are supported and valued is a priority for Sheffield CCG. We detail our ongoing commitment to our staff within this Operational Plan. We also recognise the dedication and outstanding work that our staff have done during and continue to do, in response to the COVID-19 pandemic.
- 1.5. This plan is a live document that will adapt to any changes that are driven and agreed either nationally or locally, as circumstances change with the pandemic.

## 2. NHS Landscape

- 2.1. Since 30<sup>th</sup> January 2020, the NHS has responded to the COVID-19 pandemic. Experiencing and managing unprecedented circumstances that has meant changes to the delivery of care. The NHS had to meet the demand to urgently treat those patients who became seriously ill with COVID-19 as well as provide additional support to those who continued to experience longer lasting symptoms. This was in addition to ensuring urgent care and treatment continued to be given to patients who needed it whilst managing infection control procedures to limit their exposure to COVID-19.
- 2.2. As a result, the capacity to undertake planned treatment for those people who were not considered as urgent was reduced and following the largest vaccination programme in the history of the NHS, the country is now able to look at restoring elective treatment back to pre-pandemic levels.
- 2.3. Sheffield CCG will continue to meet the needs of our population as a result of the COVID-19 pandemic throughout 2021/22, as well as work towards restoring access to services and treatment. This Operational Plan details our commissioning intentions and the areas that we will focus on in order to achieve this.

## 3. Operational Plan

- 3.1. Our operational plan for 2021/22 reflects Sheffield CCG's current strategy and vision, which continues to be fit for purpose irrespective of the changes and challenges as detailed in section two. The vision of Sheffield CCG is

### **“Working with you to make Sheffield healthier”**

With our organisational objectives detailing how we will work with our population, patients, partners and staff to achieve this vision:

- Work with Sheffield City Council and partners to reduce the impact of health inequalities on peoples' health and wellbeing.
- Lead the improvement of quality of care and standards.
- Bring care closer to home.
- Improve healthcare sustainability and affordability.
- Be a compassionate and inclusive employer that maximises the potential of our people.

- 3.2. Appendix 1 details the full Operational Plan for 2021/22 and is divided into seven chapters:

Chapter 1: NHS Sheffield CCG: Who we are, and what we do

Chapter 2: Our response to COVID-19

Chapter 3: Restoring services & building resilience

Chapter 4: Our highest priorities for quality and safety

Chapter 5: Our Commissioning Intentions for 2021/22

Chapter 6: Being a caring employer that values diversity and maximises the potential of our people

Chapter 7: Preparing for the transition to the new SYB ICS

3.3. For 2021/22 we have developed the first ever Sheffield Health & Social Care Joint Commissioning Plan to bring together the commissioning of health and social care services. This Operational Plan therefore details our joint commissioning intentions which are the things that we will do this year to improve services and people's experience of these. They are what we need to put in place or change to ensure people get the right care and treatment.

3.4. A total of 32 commissioning intentions have been identified for 2021/22 with 19 prioritised as part of the joint commissioning plan with Sheffield City Council and 13 identified specifically for Sheffield CCG. The 'golden thread' running through all of our commissioning intentions and programmes of work to improve the health and care of the Sheffield population, is the reduction of health inequalities. In order to address health inequalities and focus our work, the CCG has identified the people living in the 20% most deprived areas in Sheffield, those people who are from ethnic minority backgrounds and people who are homeless as a priority for action.

3.5. The national priorities for the NHS for 2021/22 as detailed within the national planning guidance are embedded within our Operational Plan with a focus on our staff wellbeing, recovery of services as well as reducing the impact that the pandemic has highlighted on health inequalities. The national priority areas are:

- Supporting the health and wellbeing of staff and taking action on recruitment and retention.
- Delivering the COVID vaccination programme and continuing to meet the needs of patients with COVID-19.
- Building on what we have learned during the pandemic to transform the delivery of services, accelerate the restoration of elective and cancer care and manage the increasing demand on mental health services.
- Expanding primary care capacity to improve access, local health outcomes and address health inequalities.
- Transforming community and urgent and emergency care to prevent inappropriate attendance at emergency departments, improve timely admission to hospital for ED patients and reduce length of stay.
- Working collaboratively across systems to deliver on these priorities.

3.6. Detailed plans were submitted at an Integrated Care System (ICS) level as part of the national planning submission process this year, which is in line with the Integrating Care white paper. At the time of writing this paper, legislation is still going through governmental processes therefore, the final chapter in the operational plan details the journey to date and the proposed timeline and transition for the dissolution of Sheffield CCG and the establishment of the South Yorkshire & Bassetlaw ICS from April 2022.

#### **4. Action / Recommendations for Governing Body**

The Governing Body is asked to approve Sheffield CCG's 2021/22 Operational Plan, whilst acknowledging that the plan will be a live document to order to be able to adapt alongside the changing requirements of the COVID-19 pandemic.

Paper prepared by: Jane Howcroft, Programme & Performance Assurance  
Manager  
Jennie Milner, Deputy Director of Planning & Joint  
Commissioning  
Kate Gleave, Deputy Director of Commissioning  
Sandie Buchan, Director of Commissioning Development

On behalf of: Sandie Buchan, Director of Commissioning Development

21 June 2021