



ACP Director Report

Sheffield Accountable Care Partnership (ACP)

July 2021

Author(s)	Mark Tuckett
i. Purpose	
<ul style="list-style-type: none"> To provide headlines about strategic developments relevant to the partnership and the ACP programme of work, To provide an overview of other key ACP Programme Activities of interest to the Group 	
ii. Is your report for Approval / Consideration / Noting	
For noting / action	
iii. Recommendations / Action Required by Accountable Care Partnership	
Key actions required: Note the report	
Are there any Resource Implications (including Financial, Staffing etc.)?	
N/A	



Summary ACP Director Report

July 2021

1. Strategic Update

1.1 Development of the 10 Year Vision for the ACP

- The vision was approved by the ACP Board in May 2021, members of that Board (Chairs and Chief Executives of the seven partners) agreed to work with their own organisations' decision-making structures to subsequently agree, endorse, and ratify this long-term vision, within the next two months, with an aim to more formally launch the vision in September 2021.
- Prior to the date of this report the draft vision had been to the Boards (or equivalent) of Sheffield CCG, Voluntary Action Sheffield and Sheffield Teaching Hospitals. Comments received at those sessions will be reflected in the final version.
- We are now working with the University of Sheffield and independent filmmakers to work with members of the public who are willing to be part in the video case studies, with the aim of making the vision more accessible through telling their stories.

1.2 Response to DHSC's White Paper and the development of the ACP

- As agreed at the last ACP Board meeting, we are working Hill Dickinson to draft and update our Memorandum of Understanding, setting out our vision, values, behaviours, how we will work together, make decisions, resolve differences of view, in order to strengthen our partnership. A working draft of this will be brought to the September Board meeting
- We continue to align the work of the ACP and Joint Commissioning Committee with regular meetings now scheduled between the key directors and ongoing work to develop a joint outcomes framework for the city. As part of this work, we are also beginning to develop a more structured mechanism to ensure the work programmes of the ICS are increasingly linked into and visible to those working on related programmes at Place. The objective is to avoid duplication of effort and to ensure we are well placed to take advantage of offers of resource / support for our work at place.

1.3 Meeting and connections with Core Cities

- We are convening an initial discussion with other Core Cities about their development of Place partnerships – and involving Nuffield Trust in this discussion. At the first meeting in

early August, we will consider whether and how we want to continue to work together, potentially establishing an informal network of core cities' place partnerships

1.4 Local Area Committees

- The core ACP team met with the Local Area Committee elected members and lead officers in July to introduce the work of the partnership and begin conversations about how the work of the partnership could and should link into communities across Sheffield. It was agreed that a follow up conversation would be arranged to enable discussions on the following issues:
 - Public engagement and transparency.
 - Future models of community leadership
 - The future relationship between place-based (Sheffield) working and local area for smaller populations

1.5 ACP Board arrangements

- It was agreed at the June 2021 ACP Board that during this time of transition from CCG to ICS the Chair of the ACP Board would remain as Tony Pedder in an interim position. Work will begin now on a recruitment process for a more permanent Chair to be in post by April 2022.

2 ACP Focus areas

This section is summarised and not exhaustive. Further details about any of these points available on request.

2a. Integration

- **Post lockdown arrangements:** The lifting of most Covid guidance and legal restrictions in England is planned for 19 July 2021. Health and care settings are expected to continue to maintain appropriate infection prevention and control processes as necessary and this will be continually reviewed. We agreed that we would align approaches where possible and appropriate and support each other in. Sheffield partners shared their latest plans, policies and thinking about working practices after 19 July 2021 and came together to discuss organisations' positions in relation to ongoing infection control requirements for staff and service users (e.g., home working arrangements, social distancing, and the wearing of face coverings in health and care settings and in council buildings) post 19th July. The session ensured consistency of approach across our ACP where appropriate and where differences existed between organisational positions, these were understood by each partner.
- **Planned Care** - The Planned Care Board, having reviewed data and information about different clinical specialties, has agreed its areas of focus on shared, cross-system opportunity/challenge. The programme structure and working groups have been agreed and in many cases inaugural meetings held. Work will include:

- Developing end to end pathways in areas of respiratory, cardiology and neurology. Rather than focus on individual diagnoses, it has been agreed that the programme will focus on one or two symptoms which cut across multiple specialities, and across different settings of care (primary, secondary). These were breathlessness (incorporating cardiology and respiratory), and transient loss of consciousness (TLOC, incorporating neurology and cardiology)
- Some core initiatives for all specialities are being rolled out – including patient initiated follow up (PIFU), strengthening the CASES model and enhancing triage arrangements, telephone and video-based consultations
- Key enabling workstreams will include work on a new community phlebotomy model, diagnostics and training
- Work is ongoing to develop a parallel programme of work for planned care systems for children

The work is closely linked into the ICS Accelerator programme and the Cancer Network

- A broad programme of work continues in the city to improve **mental health crisis care**. Key points to note since the last report:
 - Funding has been secured for a 16-17 year old safe space pilot. Currently in final stages of deciding on a provider for the service
 - It has been agreed that a system ‘lessons learnt’ review will be undertaken following a series of cases where people had long waits in A&E to access mental health assessment and/or support
 - A mapping exercise has been completed to understand how staff access crisis mental health support for their clients in the city
 - Ongoing work to develop the specification for a new Crisis Care and Peer Support Model for the city, to include community hubs and a city centre offer
 - Completed tender exercise for sustained approach to Online Support for CYP mental health support
- **Children’s work** – The Children and Young people’s programme of work continues to make good progress. Key points to note since last report:
 - Healthy Minds programme continues to be rolled out across the city. Commissioners working with locality leads to develop a more robust approach to locality funding that builds on current good practice. Linked to this the team are putting together a bid for the Autism in Schools programme to improve the physical environments within schools as well as provide additional support to parents and children

- The Great Start in Life plan is now complete with leads identified for each area of development and timescales agreed. The purpose of the strategy is to maintain a culture of partnership working within Early Years with a focus on prevention so that all families achieve the best outcomes for their children and to work with our communities to find opportunities to provide earlier support and further improve our service offer to families by sharing and developing good practice
- Sheffield has been successful in getting ICS funding for another Mental Health Support Team (MHST) in schools - starting training in Jan 2022
- Recruited to Keyworker Role (3 system-wide roles)- expected start in summer 2021, for working with children and families where there are high support needs/complex LD/ASC/MH as part of NHSE/Children's
- **Discharge pathways** continued to undergo scrutiny and development throughout the pandemic, work being led through the Sheffield Discharge Group (SSDIG). As Covid numbers start to rise again, SSDIG has developed a costed plan across community, social care, independent provision and from the voluntary sector for 'surge' capacity through the rest of the year, including anticipated winter demand. This plan will take advantage of additional national funding
- **Urgent primary care:** a clinical summit to develop our urgent primary care offer was held in June, with attendance from primary care and community providers as well as commissioners across Sheffield. The meeting discussed opportunities relating to primary care provision and was particularly interested in developing a General Practice 24/7 model. Specifically, this looked at what the current extended access model might look like in the future (with the national PCN DES contract being the funding mechanism from April 2022) as well as the opportunity for a more integrated approach across our services. Networks are currently working with PCS and STH to further the model for Sheffield, with an aim to establish a proposal through the PCS PCN Sub-Committee in August. PCS and STH teams are working closely to develop this
- The **Strategic Estates** Group held a workshop on 14th May, bringing together Estates leads and Strategy leaders from across the ACP, ICS and other local partners. It was agreed that the work of the group would take a service-based approach not an estates asset-based approach, focusing on where working together brings benefit to the population of Sheffield. The outputs of the session will be used to start the development of a strategy for Sheffield which will be fed into the ICS estates strategy development

2b. Inequalities

- Our Racial Equity and Inclusion Group (REIG) is reviewing its core purpose and membership. One of its priorities over the coming year will be to drive a programme of work to ensure that the ACP becomes an actively anti-racist partnership.
- Three EDG members are taking part in a 6-month reciprocal mentoring programme with leaders of BAME-led community organisations, to; raise awareness of the lived experiences of our city’s minority ethnic people and communities; incorporate difference of voice and thinking into EDG conversations; improve understanding within the VCS of how health and care operates and to increase visibility of the role of the VCS in health and care.
- We are undertaking a quantitative analysis of planned and unplanned hospital admissions data to get a deeper understanding of health outcomes and how inequalities present in health and care settings in Sheffield: looking at the impact of socioeconomic background for people with different ethnic backgrounds.

2c. People

- The ACP has been shortlisted for two CIPD (Chartered Institute of Personnel and Development) awards:
 - The work and impact of the REIG’s ‘communities’ subgroup has been shortlisted for the ‘Best Community Initiative’, and
 - Leading Sheffield has been shortlisted for the ‘Best Learning and Development Initiative: public/3rd sector’.

Winners will be announced at the end of September.

- A series of events focused on system leadership to develop a ‘community of leaders’ has been launched, starting with a ‘Conversation with a Leader’ with Shahida Siddique on 26th July. Full details of future sessions (including booking details) can be accessed via the links below. Please do circulate to others across your organisations who you feel may benefit from these sessions.

Series	Session Title	Date
Conversation with a Leader	Healthier Fleetwood: how a place came together to improve the lives of its citizens, Dr Mark Spencer (GP)	11th November (10am)
Peer Learning	Lessons learned from lockdown	31st August (10am)

- We have submitted a request for further funding to support an additional 24 staff across the ACP to be trained as trainers in the half day 'What Matters to You' course, which more than 200 people from across all ACP partners have now attended, in line with our commitment to **person-centred** approaches.
- The ACP's public advisory group (the **IAC Forum**), managed by Healthwatch, discussed digital exclusion and pharmacy transformation work in the last month.
- We agreed with participants that the third cohort of **Leading Sheffield** would complete early due to ongoing work pressures and the continued interruption to the programme. We are working with all the participants from this cohort to ensure they are able to continue their system leadership development through other means and will enable them to connect back in with Leading Sheffield when the covid situation allows.
- HR Directors from across the ACP will be convening in the next month to discuss and agree how we should collectively drive forward the people agenda in line with our workforce strategy and 10-year vision.