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02 August 2021

Dr Terry Hudson, Chair – Sheffield CCG
Lesley Smith, Accountable Officer – Sheffield CCG

Dear Terry & Lesley,

2020/21 CCG annual assessment

NHS England and NHS Improvement have a legal requirement to undertake an annual assessment of CCG performance. The approach to the 2020/21 assessment has been simplified due to the continued impact of Covid-19 and the change in priorities to respond. This approach means that CCGs will no longer be given an overall rating, as this has been replaced by a narrative assessment of CCG performance.

The 2020/21 narrative assessment is based on the operational priorities set out in July and December 2020, focussing on CCGs' contribution to local delivery of the overall system plan for recovery, with emphasis on the effectiveness of working relationships in local systems.

This letter summarises the key points of the discussion at the year-end assessment review meeting for Sheffield CCG, that focussed around the following five priority areas.

Improve the quality of service

Sheffield CCG has effectively supported the local Place, and wider South Yorkshire & Bassetlaw System throughout 20/21, and has:

- responded to Covid-19 demand including taking enabling actions to ensure the effective use of resources;
- supported the system to ensure a return to delivery of near-normal levels of non-Covid-19 health services;

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- maintained systems and processes to ensure oversight of quality and patient experience;
 - taken account of lessons learned during the first Covid-19 peak, in a way that locks in beneficial changes and explicitly tackles fundamental challenges including support for staff, and action on inequalities and prevention;
 - supported the system to respond to other emergency demands and manage seasonal pressures; and
 - taken effective action to support the health and wellbeing of its workforce

All of this has taken place in the context of the complex system in Sheffield and has moved the CCG on considerably from the position two years ago.

The CCG's approach to empowering staff is clear in the quality of care and response to the pandemic in the city. The IPC work in care homes provides evidence of this with clear benefits for residents, strong support to primary care and providers, and a willingness to share the experience nationally and regionally.

Similarly, the work in primary care on supporting people with complex mental health needs provides clear evidence of how the CCG's staff are focussed on facilitating partnerships across general practice and the voluntary sector to best effect. Alongside this the "trailblazer" work with the Council on young people's mental health & well-being in schools is also providing important access to early support as we move out of the pandemic. Both initiatives provide an important foundation for your continued work on re-shaping mental health care in the city and addressing the issues around crisis care for adults and young people.

Reduce health inequalities

Sheffield CCG has supported the delivery of the eight urgent actions to address inequalities in NHS provision and outcomes – as identified in the Phase three response to Covid-19 pandemic.

The CCG has always had a strong focus on inequalities and this work has carried forward in the response to the pandemic. There are multiple examples of how community insights have shaped services and helped maintain care for vulnerable people and your residents. Of particular note is the work with traveller communities and the support to homeless people and rough sleepers.

Involve and consult the public

Sheffield CCG has described how it identifies and engages with deprived communities, Black, Asian and Minority Ethnic communities, inclusion health populations and people with disabilities (people with Learning Disabilities/ autism or both, people experiencing mental ill health and people experiencing frailty) and the full diversity of the local population.

The CCG has direct regular contact with citizens through the 'Involve Me' network and citywide involvement meetings. The CCG sought the views of communities via partnership working with Healthwatch Sheffield; the voluntary, community and faith sector in the city and through initiatives such as the Cancer Hub in Castle Market.

This open approach to working with the public and communities enabled the CCG to respond rapidly as the pandemic developed. The development of the community testing service is evidence of this with its leading edge response to the need to provide ready access to testing for all communities, integrated with primary care and supporting the wider public health response to the pandemic.

Comply with financial duties

Sheffield CCG has delivered its break-even target in year and contributed to the reduction of system deficits, as confirmed in the CCG 20/21 Annual Accounts.

The CCG has delivered the Mental Health Investment Standard; and the CCG's administrative costs are within its running cost allocation.

Leadership and governance

Sheffield CCG continued to demonstrate effective leadership and governance throughout 20/21, including:

- effective systems and processes for monitoring, analysing and acting on a range of information about quality, performance and finance, from a variety of sources including patient feedback, analyses of access to services and experiences of service users, so that it can identify early warnings of a failing service;
- effective system leadership and progressed partnership working, underpinned by governance arrangements and information-sharing processes, including evidence of multi-professional leadership; and
- supported the streamlining of commissioning arrangements

The staff survey that you commissioned for this year has shown significant improvements in the culture and ways of working within the CCG. Staff report being supported through your well-being approaches, empowered to undertake their work with clear leadership from local managers and the ability to influence the strategy and direction of the organisation.

The work has continued on developing the health and care partnership in the city. The Joint Commissioning Committee continued to develop through 2020/21, building on the existing pooled commissioning budget. As we go into 2021/22, the city is ready to adopt a single outcome framework supported by a single commissioning hub. This is an important step forward as we move to the formal integrated care system arrangements and provides learning for other places.

Overall

The CCG has played a key role in supporting the NHS in South Yorkshire and Bassetlaw to respond so effectively to the COVID-19 Pandemic; the effective leadership of the CCG is also fundamental to the local Place – and wider ICS – recovery plan.

Thank you for the whole CCG team's dedication and commitment throughout a period of unprecedented challenge.

In addition to the wider team, you have both provided strong leadership in Sheffield and at a system level through the year with a focus on leading in the ICS, the development of strategic commissioning, and leadership within the Cancer Alliance.

We look forward to working with you and continuing to support your CCG through this transitional year, in improving healthcare for your local population and system.

Yours sincerely,



Sir Andrew Cash
System Leader
South Yorkshire & Bassetlaw
Integrated Care System



Alison Knowles
Locality Director – South
Yorkshire & Bassetlaw