



HCP Director Report

Sheffield Health and Care Partnership (HCP)

February 2022

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i. Purpose	
<ul style="list-style-type: none"> To provide headlines about strategic developments relevant to the partnership and the HCP programme of work, To provide an overview of other key HCP programme activities and updates 	
ii. Is your report for Approval / Consideration / Noting	
For noting / action	
iii. Recommendations / Action Required by Accountable Care Partnership	
<p>Key actions required:</p> <p style="padding-left: 40px;">Note the report</p>	
Are there any Resource Implications (including Financial, Staffing etc.)?	
N/A	

Contents

Strategic Update	3
HCP Focus areas	4
Integration	4
Ageing Well Programme	4
Children’s & Young People (CYP)	4
Palliative End of Life Care (PEOLC).....	5
Estates.....	5
Mental Health	5
Pharmacy	6
Planned Care.....	6
Inequalities.....	7
Racial Equity Inclusion Group and Subgroups	7
Reciprocal Mentoring	7
Embedding the VCS within our partnership.....	7
People	7
Health and Care Public Forum (Sheffield)	7
Person-Centred Approaches	7
Sheffield System Leadership Community	8
Staff Wellbeing.....	8
Recruitment and Retention	8
Learning and Development.....	8

Strategic Update

Our health and care partnership has worked extremely well together on some very challenging operational and tactical pressures arising from the Omicron variant and other winter pressures. Chief Executives have met regularly as an operational **City Gold** and operational leads have overseen a Winter Plan and managing a set of operational risks as a **City Silver**, and several Bronze groups focused on particular areas of delivery or risk. These risks and areas of focus have included hospital discharge pathways; mental health pathways, for adults and for 16-17 year olds; resilience of key sectors and service areas, including domiciliary care and primary care; and workforce resilience more generally.

As we move out of winter and into a new phase of Covid, we are looking to scale back these arrangements, hopefully allowing space for a more medium and longer-term focus to our partnership discussions and development.

Several national documents, including planning guidance, and longer term policy have recently been issued. We will develop a shared place-based response to the new Health and Care Integration White Paper *Joining up care for people, places and populations*¹ and we are already working on a joint place response to NHSEI planning guidance for 2022/23, and the Elective Recovery Plan².

Partners are continuing to develop a **city outcomes framework**, led by the joint commissioning team and with engagement from the public health team, and health and care providers. Note that there is substantial reference to a City Outcomes Framework in the Government's Integration White Paper. A dashboard and a quarterly reporting mechanism are also under development.

Finally, the long term vision document for our health and care system in the city; together with supporting videos are now available on the [SHCP website](#). We have recognised that we need to communicate some of the breadth and complexity of work happening across our partnership, including through this report – which now includes several updates under three key headings of **Integration, Inequalities, and People**.

¹ <https://www.gov.uk/government/publications/health-and-social-care-integration-joining-up-care-for-people-places-and-populations>

² <https://www.england.nhs.uk/coronavirus/publication/delivery-plan-for-tackling-the-covid-19-backlog-of-elective-care/>

HCP Focus areas

This section is summarised and not exhaustive. Further details about any of these points available on request; or if there is something that you want to see included in the next version of this, please get in touch.

Integration

Ageing Well Programme

- The HCP Ageing Well Board which was paused through the pandemic has been reviewed and re-focused to boost out of hospital provision and ensure delivery of the [NHS Ageing Well Programme](#). There are three key aspects to the programme of work.
 1. **Enhanced Health in Care Homes**
 2. **Urgent Community Response** (by end Mar 22)
 3. **Anticipatory Care**

- The **Team Around the Person (TAP)** programme of work which currently sits under the anticipatory care aspect of the programme continues to make good progress. It is anticipated that the approach will be rolled out citywide by the end of March 2022 and is already showing some cost savings.

Children's & Young People (CYP)

- This programme of work continues to make good progress, some key points of update are below:
 - **Inclusion and Special Educational Needs and Disabilities (SEND)** In this workstream there's a new focus on post-16 transition and continued focus on attendance and supporting CYP in education, particularly if they haven't been to school in a long time. Programmes such as Healthy Minds and training courses on trauma informed approaches have been rolled out throughout the city. Additional Special Educational Needs Coordinator (SENCo) training has been progressing in the city with localities using a variety of approaches to meet the needs of children within their locality.
 - **Emotional Health and Wellbeing** For this workstream children's mental health commissioning teams are currently consulting on infant mental health as part of the early intervention and prevention work. They're working collaboratively with Sheffield Children's NHS Foundation Trust (SCFT), Child Adolescent Mental Health Service (CAMHS) and Sheffield City Council colleagues regarding sustainable planning and investment into Crisis services.
 - **Integrated working – Neurodevelopment Programme** In this workstream the following updates were given:
 - Recruitment of additional clinical capacity to widen integrated care in communities.
 - Further Parent/Carer groups are scheduled and CYP groups will begin for the autistic friendly school environment project being rolled out in 10 mainstream secondary schools.
 - Identification of families to test-proof the concept that additional brain building for those born pre-term will have a positive impact on development trajectory as agreed by two localities (G & E)

- Continuing work to finalise process for CAMHS and Neuro Single Point Access
- Parent/Carer survey distributed in November & December received 592 responses. Some themes have been identified and quantitative results shared in two workshops
- Website resources for autistic children updated: [Autism Spectrum Disorder \(ASD\) support - Sheffield Children's NHS Foundation Trust \(sheffieldchildrens.nhs.uk\)](https://www.sheffieldchildrens.nhs.uk/support/autism-spectrum-disorder)
- **Great Start in Life** The following positive impacts are being demonstrated:
 - Increased referrals to the Ealy Years Pathways and EH Hub
 - Feedback from Pregnancy Birth and Beyond group parents is positive
 - Family Learning links with Family Centres has strengthened
 - Safe and Together training role out is resulting in positive impact.

Palliative End of Life Care (PEOLC)

- This programme of work continues to make great progress:
 - **Cross-organisational information sharing:** The End of Life Care (EOLC) Template is nearly ready to launch, with more clarity about codes for the Summary Care Record in Sheffield healthcare organisations. The template, alongside Universal Principles for Advance Care planning, will be launched in February. St Luke's, supported by Sheffield CCG is going through a review of its Patient Record System to ensure more interoperability with current healthcare IT systems.
 - **St Luke's will be receiving some funds to help maintain services and facilitate discharge from hospital** as part of the Government's latest covid response funding scheme.
 - **Commissioning intentions** – PEOLC is included in Sheffield CCG commissioning intentions for 2022/23. There is an ongoing task to ensure PEOLC stays on the agenda as systems and organisations change, and to ensure a strategic, integrated approach to meeting population need in the future, recognising that there has been a significant increase in need for PEOLC in the community through the COVID-19 pandemic.

Estates

- **Estates Strategy** – the final draft strategy has been discussed with the Estates Board after organisational data sets collated and opportunities for collaborative working implemented which included a check and challenge session with representatives on the findings and recommendations in the strategy.

Mental Health

- A broad programme of work continues in the city to improve mental health care. A work plan to deliver against the coming years commissioning intentions is under development. Key points to note since the last report:
 - **Crisis Café (16 plus)** procurement exercise has been completed, a market event was held virtually at the end of November 2021, planned mobilisation next month
 - **A "State of the Nation" report** is being put together which will include recommendations regarding crisis care, what is important to people, and any service provision gaps.

Pharmacy

- This programme of work continues to make good progress, some key points of update are below:
 - The **Pharmacy Transformation Programme Board** continues to develop and broaden its membership and now include pharmacy technicians. The South Yorkshire ICS is looking to structure and ways of working of the HCP Pharmacy Transformational group as a potential model for other areas in South Yorkshire to follow.
 - **Integration of information systems** continues to be a focus in pharmacy, Community Pharmacy are working closely with Sheffield Teaching Hospitals to implement the Discharge Medicines Service (DMS). By referring patients to community pharmacy on discharge with information about medication changes made in hospital, community pharmacy can support patients to improve outcomes, prevent harm and reduce readmissions. Pharmacy colleagues are also aiming to reduce medicines related errors and improve patient safety by raising awareness across the health and care system to ensure we meet the new information standard around electronic transfer of medication and allergy/intolerance data across care settings. These new common standards aim to support the transfer of medicines information between settings, enabling safer and more efficient medicine reconciliation
 - **Pharmacy workforce** has been identified as a key development area both at a Sheffield 'place' level and at a wider South Yorkshire footprint. In Sheffield a new jointly funded post to lead on the medicines optimisation in vulnerable patient groups has been approved and recruitment is underway. A new pharmacist post has also been created to work in palliative and end of life care, working across hospital and community settings. A cross organisational group are working together to develop a broader workforce development plan for Sheffield (looking at training needs, recruitment and retention). This work will be fed into and link with the SY ICS pharmacy workforce plans as they develop.

Planned Care

- This programme of work continues to make good progress, some key points of update are below:
 - **Enhanced Triage / Advice & Guidance** - The Clinical Group is now trialling a format for standardised decision-making guidance, having designed this in the Autumn workshops; meanwhile the Operational Group have added definition to the pathway and information flows. We are now working with representatives from both groups to operationalise the ERS system and create the associated SOPs and implementation guidance. The patient group had a pause for the festive season and will shortly reconvene to complete their work on the Equality Impact Assessment.
 - **Community Diagnostic Centres** - Starting with City wide phlebotomy services, we are currently assessing options to best respond to the challenges we want to resolve. The clinical and patient engagement groups continue to be fully engaged despite the recent operational constraints faced across the system. Clinician and Patient surveys have been developed in their respective working groups to capture feedback on the current provision of phlebotomy in the city and distribution via the various communications channels is underway. Data and user feedback review will begin in February, when this will be presented back to the groups and enable the programme to progress to the next stage where the ideas and solutions can be explored. The group have also presented the plans for this programme to the Patient

First group and continue to engage with other group across the city to increase awareness and participation.

- **FLOW Transient Loss of Consciousness and Breathlessness** – collaborative BIG ROOMS to improve people experience of care and outcomes for these pathways are now up and running led by from primary and secondary care clinical and coaching leadership teams.

Inequalities

Racial Equity Inclusion Group and Subgroups

The Racial Equity and Inclusion Group (REIG) continues to lead the work to ensure that the **HCP is a genuine anti-racist partnership**. The Chairs have met with the incoming Chair and Chief Exec of the ICB to explain the agenda and ensure high-level support. A wide range of stakeholder input is planned to develop an understanding of experiences of staff working within, and members of the public engaging with, our health and care system.

Reciprocal Mentoring

- The first cohort of our **reciprocal mentoring programme** is now complete. Three members of the EDG were paired with three leaders of minority ethnic community organisations with the aims of increasing the diversity of voices within the EDG, raising awareness of how our health and care system works and the challenges faced by the VCS, and deepening relationships between our statutory partners and community-based VCS organisations.
- Feedback from all those who took part was positive and we are about to start the programme for our second cohort.

Embedding the VCS within our partnership

- In June, the HCP Board approved proposals for further **developing the relationship between the VCS and the HCP**.
- Since June, a project group comprising colleagues from across the HCP has committed to enabling a sustainable voluntary and community sector within the city. A project plan has been developed by the group and priorities for the next six months finalised.

People

Health and Care Public Forum (Sheffield) – Public Involvement Group

- The HCP’s public advisory group, managed by Healthwatch Sheffield, will now be called the **Health and Care Public Forum** (Sheffield). The group meet monthly and have discussed the following topics over the last two months: creating a public version of the Director’s Report; the drafted Adult Health and Social Care Strategy ‘Living the life you want to live’; pharmacy – drafted accessing medications guide for patients; primary care; blood testing; developing a Sheffield Autism Strategy. More information on the IAC Forum alongside summary notes of meeting discussions can be found [here](#).

Person-Centred Approaches

- We’re recruiting an additional 12 participants across the HCP to be trained as trainers in the half day introductory course to the ‘What Matters to You’ approach. This introductory course has been

attended by over 200 people from across all HCP partners as part of our contracted **person-centred training programme** with Peak Health Coaching. The Train the Trainer (TtT) course will be run over two days next month.

- Current Train the Trainers quarterly peer learning session organised to share practice on delivering the course to colleagues across Sheffield's health and care system. More information on the training courses and evaluation from participants can be found [here](#).
- **Joining up person-centred approaches** meeting held with colleagues from across the HCP to explore how we can expand the good practice being seen from individual organisations across the health and care system.
- The group are currently exploring training in behavioural science across the health and care system with an initial behavioural science toolkit being developed by the Council

Sheffield System Leadership Community

- A **system leadership community** launched in July, comprising of a series of short events to continue to build cross-system understanding and relationships and develop system leadership capability continues to deliver and grow. The last session on the 18th of January with a Development Session introducing RACI – an approach to system working for assigning/understanding Responsibility, Accountability, Consultation and Information in teams. (A recording of the session and information on previous system leadership community events held can be viewed [here](#))
- Much interest and conversation was generated by the 'Conversation with a Leader' with Dr Mark Spencer from Healthier Fleetwood. We will work to support Primary Care Networks which are interested in picking up this approach.

Staff Wellbeing

- A **staff wellbeing** theme has been added to our learning and development resources on our website [here](#). The pages contain resources to use and training to attend to help manage your own wellbeing and support colleagues' wellbeing.
- Continuing to connect key individuals beyond our statutory partners with the SYB ICS Health and Wellbeing team to ensure they're fully aware of the support available through the **SYB ICS Health and Wellbeing Hub**.

Recruitment and Retention

- The **Sheffield Kickstart programme** is well underway in Sheffield with seven Kickstarters (young people otherwise at risk of unemployment, not working in health and social care) across Sheffield (one having already secured permanent employment).
- We continue to support them through bringing them together as a single cohort and offering development sessions around job applications and interview skills, 1:1 coaching sessions and support for post-Kickstart placement.
- **Sheffield HCP Recruitment Group** have formed to work together on a range of projects across the city. The group have identified a priority for working on recruiting entry-level care support roles and pharmacists. We will also look at such issues as: Truly working as 'place'; winter recruitment;

developing a Sheffield Health and Care recruitment pack; Kickstarters; economies of scale; funding streams; Council schemes; shared understanding of pathways into careers.

Learning and Development

- **Leading Sheffield** this programme continues to be paused after the third cohort completed early in July last year due to ongoing work pressures and continued interruption of the programme. After considerable feedback from participants of the third cohort and prospective participants for the next cohort, we've agreed to hold recruitment for the next cohort until April this year at the earliest when a face-face component may be possible.
- **Learning and Development resources and training opportunities** for all the health and care workforce continue to be updated. Current themes include: person-centred approaches, project management, staff wellbeing and system leadership. (The pages can be viewed [here](#))

If you would like more information on any of the work outlined, please contact the HCP team on sheffieldccg.hcp.sheffield@nhs.net

Visit our website to stay up to date with developments across our partnership (www.sheffieldhcp.org.uk)