



▶ **Annual
Report
Summary
2019/2020**

▶ Welcome

Welcome to our annual report summary for 2019/20.

It has been another busy year for all of us at Sheffield Health and Social Care NHS Foundation Trust. We've faced lots of challenges, but the hard work and dedication of our staff to provide the very best care to the people we support has never faltered.

I want to take this opportunity to thank each and every member of staff for the work they have done over the past year. If there is one thing we've learned from the COVID-19 pandemic, it is how precious the NHS is to all of us all and how proud we are of the people working in it.



There have been lots of changes over the last 12 months, including welcoming a new Chief Executive, Jan Ditheridge, who took over from our long-standing Chief Executive, Kevan Taylor, who retired in October 2019.

Speaking of changes, as some of you know I am retiring this year, so this will be my last annual report as Chair of the Trust. I have had the privilege of working with some amazing people over the years in my role as Chair.

I would like to wish everyone well for the future and thank you all for your support.

Jayne Brown OBE
Chair
2016 to 2020

I feel very privileged to have taken up the post of Chief Executive at Sheffield Health and Social Care NHS Foundation Trust

There are some real challenges that we face over the next 12 months, in particular the ongoing COVID-19 pandemic and how we guide our staff and service users through these unprecedented times.

In April we received the results of our most recent Care Quality Commission (CQC) inspection, and unfortunately we were informed that our overall rating has dropped to 'inadequate'. In this summary we'll be sharing with you our plans to address all of the issues raised by the CQC and get back to an overall rating of 'good'.

I am looking forward to being part of a leadership team that will take up this challenge, make changes that will benefit everyone and ensure that the Trust is a great place to receive care and to work.

Above all we will ensure that our service users, their carers and families, our partners and our staff will all have a stake in the development and continuous improvement of the services we provide. They will be central to any developments or changes which affect them and be empowered to take control of things they can change, improve or keep.

2020/21 will be a challenging but exciting year of opportunity for Sheffield Health and Social Care NHS Foundation Trust and the people associated with it.

Jan Ditheridge
Chief Executive



About us

We provide a wide range of NHS services across Sheffield. The majority of our services support people with their mental health, but we also provide learning disability, substance misuse, primary care and a range of specialist services. Some of our specialist services, such as our Gender Identity Clinic, are available to people living outside of Sheffield.

Every year we provide care to more than 50,000 people.

Not only do we support individuals, but we're there for their families, carers and loved ones too.

To help us deliver the very best care to every we support we've outlined a vision of what good care looks like and how we achieve it.

This vision guides us every day to ensure that we are moving in the right direction and can measure our success.

Our vision

Our vision is to improve the mental, physical and social wellbeing of the people in our communities.

To achieve our vision, we:

- ▶ work with, and advocate for, our local population
- ▶ focus our services towards prevention and early intervention
- ▶ continually improve the range of services we provide
- ▶ bring our services as close to people's homes as we can
- ▶ develop a confident and skill workforce
- ▶ ensure that our services are sustainable

Our values

Our values are an important set of behaviours and beliefs that guide us in every aspect of the work we do.

Respect - we listen to others, valuing their views and contributions.

Compassion - we show empathy and kindness to others so they feel supported, understood and safe.

Partnership - we engage with others on the basis of equality and collaboration.

Accountability - we are open and transparent, acting with honesty and integrity, accepting responsibility.

Fairness - we ensure equal access to opportunity, support and services.

Ambition - we are committed to making a difference and helping to fulfil aspirations and hopes.



Gloria Abiola
Physician Associate
Dovedale Ward

▶ Quality and safe care

Our aim is to provide the high quality services possible, and that these services are safe and put the needs of our services users, their families and carers first.

Over the past 12 months we have been working hard to ensure that we provide safe care at all times, and that our service users can access support when they need it.

We monitor our progress by asking our service users for regular feedback and making improvements based on their experience.

We are also regularly inspected by the Care Quality Commission (CQC) who are the national regulator for health and social care services.

CQC inspection 2020

Since the CQC's last inspection of our services in 2018 we have been rated overall as 'requires improvement' and have been implementing a number of

changes as agreed with the CQC.

Over winter our services were inspected again and we were made aware of a some concerns that the CQC asked us to urgently address. We were served with a Section 29 A warning notice which outlined four main areas of concern.

They asked us to make a series of improvements to our mandatory training, staffing levels and experience, staff supervision and governance systems and processes. A plan was put in place to immediately address each area of concern and make changes.

On 30 April we received our final inspection report which resulted in our overall rating dropping from 'requires improvement' to 'inadequate'.

While we maintained our rating of 'good' in the caring domain, our rating in the effective and responsive domains fell to 'requires improvement'. In the safe and well-led domains we fell to 'inadequate'. With our overall rating at 'inadequate' we were placed in special measures for quality.

Safe	Inadequate
Effective	Requires improvement
Caring	Good
Responsive	Requires improvement
Well-led	Inadequate
Overall rating	Inadequate

Our response

We are of course very disappointed with the results of our inspection and are doing everything we can to make the necessary improvements and get back to an overall rating of 'good'. We have already made a number of changes, including:

- ▶ strengthening staffing arrangements on our acute mental health wards and psychiatric intensive care unit
- ▶ ensuring that clinical supervision is available and accessed by all clinical staff
- ▶ ensuring staff are supported and have been able to complete their mandatory training.
- ▶ an enhanced approach to physical health monitoring of our service users in our inpatient areas
- ▶ working with partners to ensure a more effective arrangement for the assessment of young people between the ages of 16 and 18

Things we can be proud of

While we have lots of work to do to make the changes outlined by the Care Quality Commission we have achieved lots of things over the past 12 months that we can be proud of.

Our Improving Access to Psychological Therapies (IAPT) service over-performed throughout the year on both their six and 18 week waiting time for people entering treatment, as well as the target for individuals moving to recovery.

The Early Intervention in Psychosis service also achieved their target for people commencing treatment within two weeks. They achieved a total of 73% against a target of 53%.

We also reached just above our target of 95% of service users on the Care Programme Approach who were given a follow up appointment within seven days of them being discharged from our inpatient care.

Similarly we achieved over the 95% target for the percentage of admissions to acute wards for which our Home Treatment Team acted as a gatekeeper.

Looking ahead

We are committed to providing high quality, safe services for our service users. One of our three strategic priorities for 2020/21 is getting back to 'good' overall with our CQC rating.

Feedback from service users

In a national survey of people using community mental health services and their experiences, our services received an overall score of 6.7 out of 10, which is similar to other NHS Trusts nationally.

▶ Our people

Over the last 12 months we have prioritised the health and wellbeing of staff, as well as introducing a number of new initiatives to ensure that staff are engaged in the decisions we make.

Our Listening into Action programme is now fully rolled out across the organisation, with hundreds of staff involved in projects linked with the programme.

Teams were given the opportunity to suggest changes that would make the biggest difference to them and empowered to make these changes.

One of the most common suggestions was the improve the number of opportunities available to clinical and non-clinical staff to develop their careers.

We're supporting administration staff to access a variety training opportunities. We've also introduced a whole range of new clinical roles.

Over the last 12 months we've introduced new Trainee Nursing Associate, Advanced Clinical Practitioners, Physician Associates, Assistant Practitioners, Peer Support Workers and range of diverse apprenticeship roles.

Attracting people to Sheffield

Recruitment continues to be a huge challenge across the NHS, and we are no different.

We have made a series of improvements to our recruitment process, particularly when recruiting nurses.

We've also made changes to our nurse preceptorship training programme to offer more support to newly qualified nurses who come to work with us.

Challenges we've faced

During the year our community mental health teams raised a series of concerns through their trade union representatives.

The concerns they raised were really important and we were pleased to work alongside them, as well as representatives from Unison and ACAS to agree a way forward that all parties were satisfied with.

We have signed up to the national Social Partnership Forum and pledged to tackle bullying and harassment. Since signing the pledge we have introduced a number of changes.

**Our Recognition and Achievement Award
Winners 2019/20**

Compassionate Care by and Individual or Team
Recovery Service North

Culture Change of the Year
Information Management, Systems and Technology

Learner of the Year
Ekundayo Musa

People's Choice
Sheffield Adult Autism and Neurodevelopmental
Service

Volunteer of the Year
David Battams

Inspirational Leader
Mark Parker

Outstanding Achievement by an Individual
Andrew Rodgers

Quality Improvement by a Team
Early Intervention in Psychosis

Non Clinical Contribution by an Individual or Team
Communications Team

Chair's Special Recognition Award
Andrew Rodgers



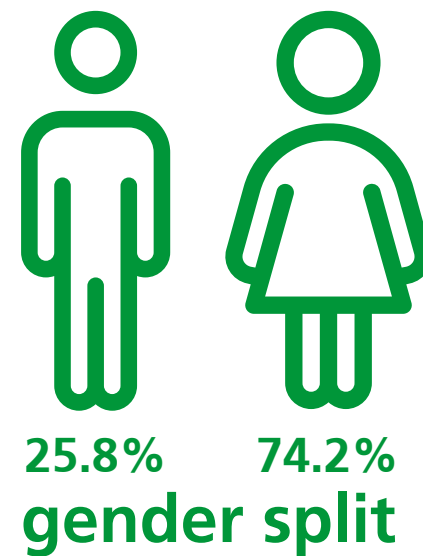
► Our year in numbers



More than
2,500 staff



85,000+
service users
supported



25.8% 74.2%
gender split



6
Council of
Governors
meetings



£619k
for the
Specialist
Community
Forensic Service



£5.2m

funding for place-based
community mental health
service



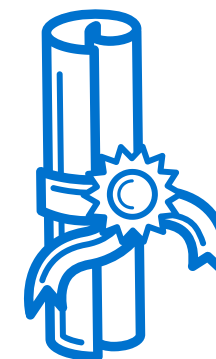
12,003
members



£131.5m

income

100% pass rate
for our CBP
Post Grade
Diploma
students



84 volunteers



60 Listening into Action
champions recruited



▶ Future services

Our aim is to develop excellent services that support mental, physical and social wellbeing. To do this we work closely with our partners across Sheffield and the wider region to share ideas, expertise and resources to develop innovative services that are designed to meet the needs of the people we support.

Over the past 12 months we have developed and expanded services across the city.

This had been made possible by attracting national funding to Sheffield to launch pilot services to test new ways of working.

Primary and community mental health

Sheffield is a national trailblazer site for a new place based community mental health service that aims to provide care in GP practices across the city.

We are working closely with our partners at NHS Sheffield Clinical Commissioning Group and Primary Care Sheffield, as well as voluntary, community and social enterprise organisations to provide better access

to mental health support and bridge gaps between existing services.

Specialist Community Forensic Service

Thanks to £619,000 of funding from NHS England we have launched a new pilot Specialist Community Forensic Service. The team will provide forensic service users with care in their community instead of in secure hospitals.

This means that more service users will be treated close to home and at the same time allow more capacity for inpatient services. If the pilot proves to be successful the South Yorkshire and Bassetlaw Integrated Care System (ICS) will support its roll out across the region.

Expanding our drug and alcohol service

The Sheffield Treatment and Recovery Team, also known as START, had their contract renewed by Sheffield City Council which will see the team provide drug and alcohol services in the city for at least the next five years.

The team treat around 3,500 people a year and have a national reputation as a pioneer of specialist treatment, with bespoke clinics offer support with steroid and 'Spice' addiction.

The new contract will also see the team supporting people who are involved with the police, probation services, or who are leaving prison, being supported to reduce their drug related offending.



Ben Knight
Criminal Justice Team Leader
Sheffield Treatment and Recovery Team

▶ Our finances

We have maintained a strong financial position and achieved all of our financial objectives for the year.

Providing services that are financially stable and deliver the best value for money was one of our four strategic aims for 2019/20.

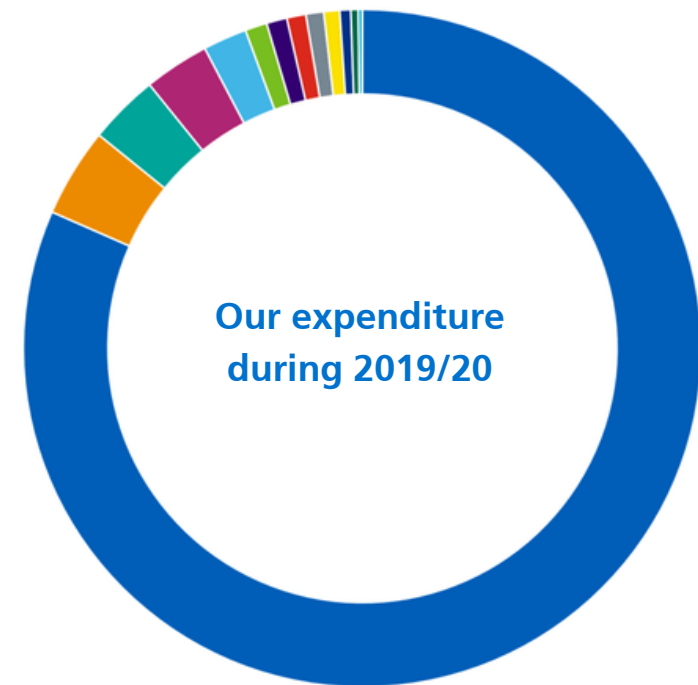
By meeting our financial targets and delivering on our Cost Improvement Plan we have achieved a surplus of £3.3 million.

We finished the year with a strong cash position of £51 million. This cash balance will enable us to continue to invest in improving our services.

One of the areas that we will be able to invest this surplus is in our Acute Care Modernisation programme which will see us transform our inpatient mental health services. Our strong cash position means that we plan to invest without having to borrow money.

In the chart to the right you can see a break down of our operating expenditure for 2019/20.

You can find out more about our income and expenditure in our full annual report and accounts at www.shsc.nhs.uk



▶ Staff costs £103.5 million	▶ Transport £1.32 million	▶ Establishment £659,000
▶ Premises £5.4 million	▶ Operating lease £1.23 million	▶ Education and training £447,000
▶ Purchase of healthcare £4.62 million	▶ Drugs and clinical services £1.16 million	▶ Finance £247,000
▶ Other £3.94 million	▶ Research and development £1.07 million	
▶ Depreciation and amortisation £2.65 million	▶ General supplies and services £961,000	



Kate Sales
Ward Manager
Dovedale Ward



Coronavirus

The Coronavirus pandemic reached the UK in March 2020 and put unprecedented pressure on the NHS to care for thousands of people who were seriously ill. With lockdown announced on 16 March we had to adapt to new ways of working to keep everyone safe, while continuing to provide our full range of services.

In the early stages of lockdown a significant percentage of our workforce had to shield or work from home which meant we faced significant staffing shortages in many of our services.

To ensure that we could continue to provide our core services we made the difficult decision to temporarily close our Decisions Unit and Short Term Educational Programme, to redeploy staff into other teams where there were shortages.

On our inpatient wards our priority was to keep our service users and staff safe, and do everything we could to prevent the virus coming into the ward environment.

We did unfortunately see a small number of cases on our older adult inpatient wards which sadly resulted in service users passing away.

The palliative care provided by staff, as well as the support given to families and carers during this period was outstanding.

For our community based teams we have sourced hundreds of thousands of pieces of Personal Protective Equipment to keep staff safe while they continue supporting people across the city.

Face masks, visors, gloves and aprons are now becoming the norm for everyone.

New ways of working

We have had to adapt to new ways of working to continue providing support during the pandemic. Many of our services have move from face-to-face appointments to telephone or video appointments.

Social distancing has also meant that many of our non-clinical teams are working from home or in flexible ways to help us minimise contact. Over the coming months we'll be reviewing the situation and re-opening services when it is safe to do so.

On the next page you'll see pictures submitted by staff from across the Trust during the pandemic.



▶ The year ahead

It's clear that our immediate future will be dominated by the Coronavirus pandemic. Our priorities will be to keep our staff and service users safe, but we also need to work hard to address the concerns raised by the Care Quality Commission and continue to transform our services.

The pandemic will pose serious challenges across the NHS.

It is likely that we will see a significant number of staff off work either shielding or self-isolating, and we may see some of our service users infected with the virus. We will ensure that staff have all the adequate protection they need and their wellbeing during this stressful time will be important.

This will mean we'll have to work flexible and explore new ways of providing services over the phone, online or by video chats.

Our approach will focus on getting through the peak of the pandemic safely, and planning for a recovery where we will hopefully establish a new way of working.

Getting back to good

We know we have lots of work to do to make the improvements outlined by the CQC.

We already have comprehensive plans in place to address their concerns, and have already made good progress but there is still lots to do.

Over the coming months we will be revisited by the CQC to check on this progress and we are confident that they will be reassured by the actions we have taken.

Our 'Back to Good' initiative will track the range of improvements we are making and ensure actions that are completed are given proper scrutiny before we move on.

Changing things that will make a real difference

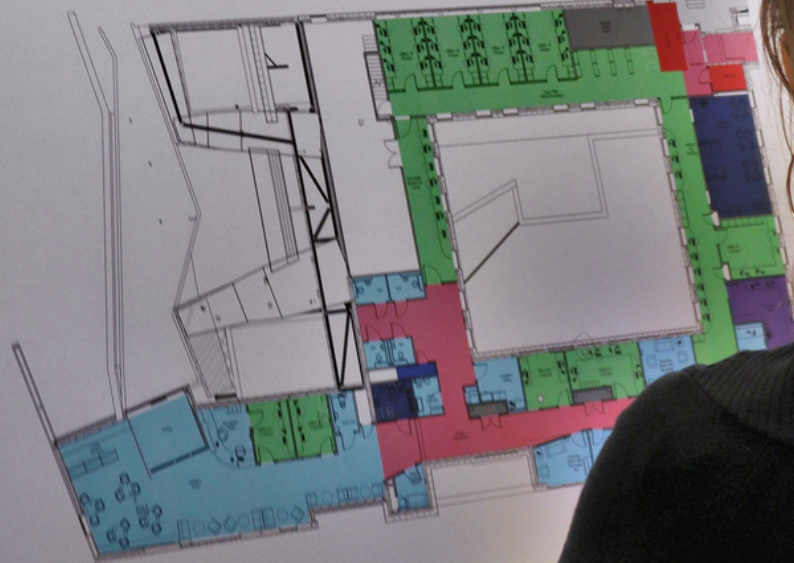
Despite the pandemic we will press on with our plans to transform our services.

Our plans to redevelop our wards at the Longley Centre and our move away from our Fulwood House headquarters will likely be delayed by the pandemic, however, we are committed to these projects and hope to get back on track later on in 2020.

We will also continue our work to develop a new primary care mental health offer, with support available in communities across the city, and our new community forensic pilot will test a model that we hope will be rolled out across the region if it proves to be a success.

Over the past 12 months we've been continuing work on our Acute Care Modernisation programme which will see us transform our mental health inpatient wards.

When complete our wards and crisis services will all be under the same roof and ensure we have the very best facilities to care for people in a crisis.



Entrance Area

If you would like to read our annual report and accounts in full visit www.shsc.nhs.uk

For more information, or if you would like this document provided in a different language or format, please contact:

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