

Board of Directors – Public

SUMMARY

Meeting Date: 22 November 2023
Agenda Item: 07

Report Title:	Chief Executive Briefing	
Author(s):	Salma Yasmeen, Chief Executive	
Accountable Director:	Salma Yasmeen, Chief Executive	
Other meetings this paper has been presented to or previously agreed at:	Committee/Tier 2 Group/Tier 3 Group	N/A
	Date:	N/A
Key points/recommendations from those meetings	N/A	

Recommendations

The Board are asked to consider the items discussed in this report in relation to impact on our strategic priorities and risks.

Recommendation for the Board/Committee to consider:

Consider for Action		Approval		Assurance	X	Information	X
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Please identify which strategic priorities will be impacted by this report:

Recover services and improve efficiency	Yes	X	No	
Continuous quality improvement	Yes	X	No	
Transformation – Changing things that will make a difference	Yes	X	No	
Partnerships – working together to make a bigger impact	Yes	X	No	

Is this report relevant to compliance with any key standards? State specific standard

Care Quality Commission Fundamental Standards	Yes	X	No		
Data Security and Protection Toolkit	Yes		No	X	
Any other specific standard?	Yes		No	X	

Have these areas been considered? YES/NO				If Yes, what are the implications or the impact? If
Service User and Carer Safety, Engagement and Experience	Yes	X	No	As appropriate
Financial (revenue & capital)	Yes	X	No	
Organisational Development /Workforce	Yes	X	No	
Equality, Diversity & Inclusion	Yes	X	No	
Legal	Yes	X	No	
Environmental Sustainability	Yes	X	No	

1. National Context and Developments

The national political and operating context remains challenging with significant focus on recovery and reducing waits and improving overall performance in the NHS as well as a focus on finances. This is combined with continuing to meet daily operational demands and preparing for winter and expected pressure, need and demand across systems.

NHS England wrote to NHS leaders on 8 November 2023 providing in year operational guidance to address the significant financial challenges most systems are facing partly because of the impact of significant industrial action over the first half of the year. The letter sets out a set of actions for Integrated Care Boards (ICBs) and partner Trust and Foundation Trust Boards to confirm that they plan to deliver on the system financial targets for the year. Boards are asked to confirm that they have considered the quality impact assessment of plans and assured themselves of appropriate clinical involvement in decision making. This will be discussed as part of the Board update on the Trust's financial position and the full letter will be made available to Board members for information.

Chief Executive Officers from across the NHS attended a NHSE Collective Leadership Meeting in London on 8 November 2023. The focus of the meeting was to discuss the big issues facing NHS leaders, including the significant financial challenges for the remaining part of this year, focus on maintaining quality and safety through the investment and development of quality improvement and change approaches that support short, medium and long term priorities and ambition to transform health care.

At the time of writing this report, the Government is in the midst of a reshuffle. It is understood that this may be in preparation for the forthcoming election. A new Secretary of State for Health and Social Care has been appointed, Victoria Atkins, who moves from her current role as Financial Secretary to the Treasury - she replaces Steve Barclay.

1.1 Patient and Carer Race Equity Framework (PCREF)

NHS England has launched its first ever anti-racism framework: the [Patient and Carer Race Equality Framework \(PCREF\)](#) for all NHS mental health Trusts and mental health service providers to embed across England. This mandatory framework will support Trusts and providers on their journeys to becoming actively anti-racist organisations by ensuring that they are responsible for co-producing and implementing concrete actions to reduce racial inequalities within their services. It will become part of Care Quality Commission (CQC) inspections. The PCREF will support improvement in three main domains: Leadership and governance, improving data to reduce inequalities and visible and effective feedback mechanisms for patients and carers.

Sheffield Health & Social Care NHS FT has been an early adopter for the past 18 months working alongside NHSE to test the framework and approaches to delivering across the three domains. The delivery plan must be published by March 2025 at the latest by every mental health provider in England. It is anticipated that a high-level overview of the delivery plan will be received at the SHSC confidential meeting in December 2023 followed by formal receipt at the January Public Board meeting.

1.2 Patient Safety Incident Response Framework (PSIRF)

The Patient Safety Incident Response Framework (PSIRF) sets out the NHS's approach to developing and maintaining effective systems and processes for responding to patient safety incidents for the purpose of learning and improving patient safety. Trusts are required to publish their plans to implement PSIRF from 1 November 2023.

Following extensive collaboration, SHSC discussed the draft plan at the October Board Development Workshop and will receive the final version of the PSIRF plan and policy at its November Board Meeting. This plan was approved by the Quality Assurance Committee in October 2023 and shared with Sheffield PLACE Integrated Care Board.

1.3 The Right Care, Right Person Approach

Right Care, Right Person is an approach designed to ensure that people of all ages, who have health and/or social care needs, are responded to by the right person, with the right skills, training and experience to best meet their needs. Though the approach can be applied more broadly than cases relating to mental health, this is focused on the interface between policing and mental health services, as one step towards implementing RCRP.

Phase 3 of the Right Care, Right Person programme was implemented by South Yorkshire Police on 23 October 2023. This phase is about Police response to patients who are absent without leave from hospital or where they are asked to support an incident of violence in a mental health hospital. We are working closely with South Yorkshire Police and others through tactical and strategic working groups. There have been no serious incidents directly related to the implementation of Right Care, Right Person locally and we are closely monitoring impact on our crisis services.

1.4 The King's Speech

This year's King's Speech, delivered on 7 November, focused on growing the economy, strengthening society and crime reduction. Health-specific announcements included tackling smoking by raising the age of sale for tobacco products and implementing the NHS Long Term Workforce Plan, both of which have been welcomed. No reference to reforms of the Mental Health Act and legislation to ban conversion therapy and this has been received as frustrating given the significant work that has been ongoing to push for reform in both these areas.

1.5 Provider Selection Regime: Update on Implementation

The Provider Selection Regime (PSR) will provide a new set of rules for the procurement of health care services by relevant authorities, these have been co-developed with colleagues across the NHS and local government by NHS England and the Department of Health and Social Care (DHSC).

The DHSC introduced the PSR Regulations into Parliament on 19 October 2023. Subject to parliamentary scrutiny and approval, DHSC intends for the PSR regulations to come into force on 1 January 2024.

NHS England has published final draft statutory guidance to support implementation of the regulations, setting out what relevant authorities must do to comply with them. These are still subject to scrutiny and approval of Parliament but have been shared in advance to provide support ahead of expected implementation. The PSR was developed in response to feedback from system leaders on barriers to integration created by current procurement rules. The regime is designed to remove those barriers and help facilitate greater collaboration within the NHS and between the NHS and its partners, as part of wider measures to enable more integrated care and ultimately better care for patients.

Subject to parliamentary scrutiny and approval, DHSC intends for the PSR regulations to come into force on 1 January 2024. There will be no changes to how healthcare services are procured until then. Any contracting processes started before 1 January must be concluded under the current procurement rules.

A number of implementation resources have been made available to review internal procurement policies and processes, and to consider whether any new governance or oversight arrangements may be necessary to support with the proper application of the PSR. These are currently being considered to determine specific next steps for SHSC.

2. Local and Regional System and Partnership Context and Developments

We continue to work with partners in place, through the Mental Health Learning Disabilities and Autism Provider Collaborative and the South Yorkshire Integrated Care System - the system and partnerships paper will provide more detail of the work and areas of focus.

2.1 SHSC Learning Disability Service Redesign

I am delighted to confirm that the South Yorkshire ICB Sheffield Place Executive Team (SPET) approved the Learning Disability Service Transformation Programme proposals following a recent presentation of our joint plans to utilise pre-committed resources previously invested into SHSC's Firshill Rise inpatient service into the redesign and enhancement of our community LDA health services.

The huge amount of work that has taken place across all teams to get to this stage is acknowledged and plans are now in place to finalise the details of the proposed model, specification and risk share that we have been working together on, through development of a mobilisation and evaluation plan, to embark on this exciting new phase for the service and most importantly to improve the lives of people with a learning disability and their carers.

2.2 Establishment of an NHS South Yorkshire Integrated Care System Equality, Diversity & Inclusion Board

As previously reported, the Integrated Care System has made a joint commitment to tackle systemic discrimination with a focus on anti-racism, with a key aim to have a workforce that reflects the diversity of our population. To meet this commitment, a Board level South Yorkshire EDI Leadership Group has been established, chaired by the Chair of the ICB, Pearse Butler.

SHSC is represented on the group by Neil Robertson, Executive Director of Operations & Transformation, and the inaugural meeting was held in October 2023, where there was a productive conversation about improving impact and outcomes for our communities and workforce.

3. Local Context and Developments

3.1 Vaccination Programme – Flu

Following the announcement in September that NHS England were bringing forward the Flu and Covid19 vaccinations programme in England, SHSC has been busy with an updated delivery plan across our services. The work commenced with our vaccination teams vaccinating some of our most vulnerable service users across our Older People Services.

The vaccination team, which is made up of a range of staff from across SHSC working primarily additional hours in bank roles, runs a service in the portacabin at Michael Carlisle Centre, a new service in the Vaccination Bus which has been sponsored by a major contractor and providing a clinic at Distington House. Current figures show 34% of staff vaccinated against Flu and 27% for Covid.

3.2 Industrial Action

Industrial action continued in October. At the time of writing this report, confirmation has been received from the British Medical Association that they intend to hold a further ballot in November for industrial action but no indication of intended action dates has been provided.

Colleagues have continued to work together to ensure the safety of our service users and those staff on duty while supporting our medical colleagues.

3.3 Veteran Aware Accreditation

SHSC has been accredited as veteran aware. The accreditation recognises the work we have done as a Trust to make sure we consider the needs of our armed forces community. I would like to extend my thanks to the whole team that have worked on helping us achieve this accreditation.

3.4 Support from our Ethnically Diverse Staff Network for colleagues Impacted by the Conflict in the Middle East

As the conflict in the Middle East has intensified during October, our ethnically diverse staff network group has offered essential support to anyone impacted by the events. The staff network wrote to its members to share their shock and sadness at the violence in the Middle East. They extended support to all members of the SHSC community and encouraged them to share thoughts and feelings with each other and seek support from Workplace Wellbeing if needed. The chaplaincy service is also available to provide support.

3.5 Our New Trans and Non-Binary and Inclusive Statement

Our Rainbow Staff Network Group, with support of other staff network groups, has published a statement about inclusive healthcare. This was endorsed by the Chair of the Trust Board and I as the Chief Executive. [Read the statement here](#). I would like to extend our thanks to the Chair of the Networks for supporting us to continue to become an inclusive organisation.

3.6 Sheffield Utilita Arena Incident

Following the tragic news about the death of the ice hockey player, Adam Johnson, which was witnessed by a large number of people at the Sheffield Arena, I am proud of the way our psychology teams have worked in a coordinated way in partnership with NHS South Yorkshire to offer some dedicated sessions for people dealing with short term trauma. This team reacted quickly and the response on social media to this offer of talking therapies has been received positively by local residents.

Further arrangements were also in place for a wellbeing hub and the presence of wellbeing support volunteers at the Sheffield Steelers first home game since the incident at the arena on Sunday, 12 November. I would like to take this opportunity to extend thanks to all the staff and volunteers involved in supporting our communities in such a responsive manner. The team have also received media interest and shared the work they have done.

3.7 Operational Performance and Winter Planning

The operational performance of our clinical directorates is governed through our Integrated Performance and Quality Framework. Board Committees continue to receive monthly assurance about our plans to reduce community-based waiting lists and to improve the experience and outcomes of our patients while waiting.

We have finalised our winter plan to ensure operational resilience across Urgent and Emergency Care. This includes additional financial support through the Better Care Fund to improve the timeliness of hospital discharge. We continue to work on reducing our out of area bed usage, recognising that we have been off trajectory for the last few months while maintaining an overall improved position since last year. Throughout August, the number of people waiting for hospital care increased due to the increase in the number of people clinically fit for discharge increasing. We are working in partnership with Sheffield City Council to address this issue. We have established a joint governance system with the

Council to improve transparency about the challenge and be responsive to needs.

In preparation for winter, an additional 3 hospital social workers will be allocated to SHSC to support safe and effective discharge. A System Discharge Group oversees the progress, which is chaired by our Executive Director of Operations and the Council's Director of Adult Social Care. As well as addressing our current challenges, the approach will strengthen our winter resilience.

A critical development for our crisis services is the launching of the NHS 111 initiative, where people using the 111 service will be able to directly access mental health support in their local area. SHSC are working with Sheffield Children's Hospital and the voluntary community sector to provide a local offer of tiered support, which will go live in April 2024. Our plans in readiness for this are underway.

3.8 Transformation

We have continued to focus on driving our ambitious Transformation and Improvement agenda, making progress across most key transformation programmes with some notable delays in the therapeutic environments programme - these will be covered in more detail in the Transformation report and related reports.

3.9 RiO Electronic Patient Record

A historic moment for Sheffield Health & Social Care NHS FT and the culmination of two years of hard work by all involved was the launch of the first tranche of our new electronic patient record system across our Older Adult Services on 30 October 2023. The teams continue to adapt to the new system and new ways of working. A more detailed update is included in the Transformation report.

3.10 Financial Position at 30 September 2023

The national, regional and local context and financial landscape is increasingly challenging with increasing pay pressures, capacity challenges because of on-going industrial action and expected winter pressures. SHSC reported an overspend at September of £2.69m (off plan), with a risk that the deficit will be significantly higher than the reported forecast/planned deficit of £3.262m at year-end. Both Place and System are reporting a small variance to the year-to-date plan but are forecasting to deliver plan. A revised finance improvement plan with recovery plans is being progressed by the Executive Management Team with increased scrutiny and oversight.

3.11 Notable Improvements and Awards

In ending this report, I would like to share some positive news:

SHSC Shine Awards

We are delighted to launch our new 'Shine' staff awards. The awards are open to all staff and are key to our work on recognition and achievement. The awards are open to nominations until 13 December.

There are 13 categories that recognise all aspects of our work - from exceptional compassionate care to championing outstanding equality and diversity and commitment to sustainability. A peer panel will judge the entries and finalists will be announced in January 2024. This will conclude with an awards ceremony in the spring of 2024.

Children's Services

I would like to take this opportunity to congratulate and acknowledge that our partners,

Sheffield City Council Children's Services, have been graded "Good" by Ofsted. The latest inspection found that Children's Services are making a tangible and positive difference to the lives of children and families in Sheffield.

Gender Identity Clinic

The Trust's Gender Identity Clinic has been awarded a chief officer's commendation by South Yorkshire Police for the work the clinic does with the force. Part of the citation reads: "The Porterbrook Gender Clinic is commended for its work in supporting South Yorkshire Police to develop understanding of the complexities and issues faced by members of our local communities."

Staff from the clinic have been working with the Police for a number of years, providing trans awareness training covering various aspects including the work that takes place at the clinic and some of the challenges faced. As part of the commendation, Helen Goodson, peer support worker, received special thanks for her work.

SY/jch/Nov 2023