

## Board of Directors – Public

### SUMMARY

Meeting Date: 24 July 2024  
Agenda Item: 7

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

### Recommendations

The Trust Board are asked to consider the items discussed in this report in relation to the context within which we continue to operate and deliver care and services; and impact on our strategic and operational priorities and risks.

#### Recommendation for the Board/Committee to consider:

<b>Consider for Action</b>		<b>Approval</b>		<b>Assurance</b>	X	<b>Information</b>	X
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#### Please identify which strategic priorities will be impacted by this report:

Effective Use of Resources	Yes	X	No	
Deliver Outstanding Care	Yes	X	No	
Great Place to Work	Yes	X	No	
Ensuring our services are inclusive	Yes	X	No	

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

<b>Care Quality Commission Fundamental Standards</b>	Yes	X	No	
<b>Data Security and Protection Toolkit</b>	Yes		No	X
<b>Any other specific standard?</b>	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 Regional and Local Context and Developments**

The Trust continues to operate within a changing and challenging context locally, regionally and nationally. What remains critical during this period is to continue to focus on delivering care, our people and their wellbeing and our partnerships that will enable us to improve health and care in our communities.

### 1.1 **General Election**

As widely reported, Sir Keir Starmer's Labour Party won the recent general election and has formed a new UK Government. Wes Streeting MP, the former Shadow Portfolio holder, has been appointed as the Secretary of State for Health and Social Care and has commenced making appointments to his team including:

- Karin Smyth, MP for Bristol South, has been appointed Minister of State for Health (secondary care).  
Brief includes system oversight, workforce, technology, capital and finance.
- Stephen Kinnock, MP for Aberafan Maesteg, has been appointed Minister for Care.  
Brief includes social care, health and care integration, hospital discharge, dementia and primary care.
- Baroness Merron (House of Lords) has been named Parliamentary Under-Secretary of State for patient safety, women's health and mental health.
- Andrew Gwynne, MP for Gorton and Denton, has been appointed Parliamentary Under-Secretary of State for public health and prevention.

In addition to these ministerial appointments, a number of special advisers have also been announced to support the DHSC to deliver a ten year plan for health and social care:

- Sally Warren, formerly the King's Fund Policy Director, will lead the development of the strategy.
- Paul Corrigan will re-join the DHSC as Strategy Adviser, having previously served under Tony Blair.
- It is understood that former Secretary of State for Health, Alan Milburn, is also advising the Government.
- Lord Ara Darzi has been commissioned to undertake an initial review to inform the 10 year plan. The terms of reference can be read at [Independent investigation of NHS performance: terms of reference - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/121212/independent-investigation-of-nhs-performance-terms-of-reference-2024.pdf)

The review is due to report by September 2024 and will provide an independent and expert understanding of the current performance and state of the NHS in England and the challenges facing the healthcare system. This will include highlighting inequalities and variation. It is expected that this review will stimulate an honest conversation with the public and staff about the level of improvement required, what is realistic and when. This short-term piece of work won't involve widespread consultation, with that being built into the work on the 10 year plan which it will inform.

Other notable initial actions by the new Secretary of State have included re-opening negotiations with the BMA to seek to resolve the junior doctors pay dispute.

Locally, Sheffield constituencies have elected the following MPs to represent them:

- Clive Betts, MP for Sheffield South East
- Olivia Blake, MP for Sheffield Hallam
- Gill Furniss, MP for Sheffield Brightside and Hillsborough
- Louise Haigh, MP for Sheffield Heeley and also Secretary of State for Transport

- Abitsam Mohamed, MP for Sheffield Central
- Marie Tidball, MP for Penistone and Stocksbridge

We have contacted each of them to congratulate them on their election and (re)commence working together to serve the communities of Sheffield.

In her regular message to NHS leaders, the CEO of NHS England, Amanda Pritchard, welcomed three big strategic shifts identified by the incoming Secretary of State for Health and Care, which we anticipate will feature in the ten year plan: Including a shift to more community and primary care services, better use of digital and technology and boosting prevention and reducing health inequalities. This direction of travel is aligned to the strategic direction of the Trust.

## **1.2 NHS Appoints First Ever National Medical Director for Mental Health and Neurodiversity** [Dr Adrian James as the NHS' first ever national Medical Director for Mental Health and Neurodiversity](#)

A key position in providing clinical leadership to help the whole NHS and address Neurodiversity, an area of our business in which we have perhaps seen the most marked and dramatic changes in need in recent years.

## **1.3 Pathways to Employment Commission Report Launch July 2024**

South Yorkshire Combined Authority commissioned the Pathways to Employment Commission in Barnsley. Over the last 12 months, commissioners have heard evidence from a range of stakeholders including local citizens and public services, the voluntary and community sector and small and large businesses and learnt from experts locally, regionally, nationally and internationally. The final report will be launched on 23rd July in Barnsley and in Westminster on 24th July. The commission was chaired by the Right Honourable Alan Milburn and sets out a number of actions nationally, regionally and locally. The report will be shared with Trust Board in full following the launch and we will review the recommendations as an Executive Team to take forward key recommendations for NHS providers.

## **1.4 NHS Constitution Consultation**

The NHS Constitution is the agreement between the Government and NHS England that sets out their high level expectations for the service on behalf of the public. Prior to the election, there was a consultation to update the Constitution and the Trust added its voice to the conversation by responding in line with our values.

We were pleased to see the Constitution strengthen its recognition of the importance of tackling inequalities and addressing the impact of climate change, however, we were concerned to see the constitution being politicized in relation to trans-gender issues and reiterated that we value all people and treat everybody with respect at SHSC.

## **1.5 New Legal Duty to Prevent Sexual Harassment**

The Worker Protection Act comes into force in October, changing employers legal duty from redress to prevention of sexual harassment. As an NHS Trust, we have signed up to the National Sexual Safety Charter and have a working group that continues to implement a Trust wide action plan.

## **1.6 Nursing and Midwifery Council (NMC) Independent Culture Review and Report**

The Nursing and Midwifery Council shared the outcome of an independent culture review that was commissioned and carried out by Nazir Afzal OBE and Rise Associates. Over 1000 current and former NMC colleagues, plus more than 200 panel members who sit on fitness to practice hearings, shared their lived experiences as part of the review. The report reflects very serious concerns that the NMC will now need to act on to ensure that the issues are addressed. This is a stark reminder to all of us that we need to continue to take action to address inequalities in all our processes and systems and work together to ensure that health and care systems enable every one of us to thrive and be free from harm and discrimination. If we get this right for our colleagues and staff, we will more likely get it right for service users, carers and our communities.

The Executive Team will review the report and ensure that any transferable learning for the Trust is taken forward.

## **1.7 King's Speech**

On 17th July, the King's Speech set out the new Government's legislative agenda for the new parliament. In relation to health and care, the speech set out overarching aims to "seek to reduce waiting times, focus on prevention, improve mental health provision for young people and to ensure mental health is given the same attention and focus as physical health."

Two specific legislative changes were proposed in relation to health:

- The Tobacco and Vapes Bill will progressively increase the age at which people can buy cigarettes and impose limits on the sale and marketing of vapes.
- The Mental Health Bill will reform the Mental Health Act 1983 so that patients have greater choice, autonomy, rights and support and make sure all patients are treated with dignity and respect throughout their treatment.

Further details are set out at King's Speech 2024 [King's Speech 2024 background briefing final GOV.uk.docx \(publishing.service.gov.uk\)](#)

## **2. Local and Regional System and Partnership Context and Developments**

We continue to work with partners in place and across the South Yorkshire Integrated Care System and provider collaborative on a number of shared priorities. *Further details will be provided in the Systems and Partnerships papers on the Trust Board Agenda.*

As expected, NHS England has written to Trust Medical Directors to confirm the next steps in the review into the operation and delivery of the adult Gender Dysphoria Clinics, alongside the existing planned review of the adult gender dysphoria service specification. The reviews will be led by Dr David Levy, who is the ICB Medical Director in Lancashire and South Cumbria. Later this month, we anticipate receiving further information regarding the approach to be taken by the review and the requirements of us as a provider of such services.

## **3. Operational Focus**

### **3.1 Operational Performance**

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

We continue to experience demand for urgent emergency and crisis services including liaison services. We continue to work in addressing out of area acute inpatient use, however, we are currently facing challenges in our bed use. The positive position we reported at the beginning of Quarter 1 2024/25 has deteriorated. We have implemented a short and medium-term plan to respond to this challenge.

We continue to implement the waiting well initiative and have additional focus on areas with the longest waits including ADHD. We have made progress with treating service users that already have an assessment and are now working to increase the number of new assessments carried out by the team. We continue to work with primary care through a shared care protocol and are working with our wider mental health teams to ensure those that are trained to carry out assessments are able to do this, ensuring every contact counts. We are also working with our partners through the ICB to develop a more sustainable approach to address waits in ADHD services across the region and develop a more joined up integrated approach.

### **3.2 Industrial Action**

A further period of industrial action was called by the BMA for junior doctors from 7am 27th June to 7am 2nd July. Rates were similar to previous with between 40 and 50% of junior doctors

participating in strike action. Plans were put in place for all clinical services to ensure patient safety was prioritised. This was achieved with the support of a wide range of multidisciplinary staff. Some routine work was cancelled.

### **3.3 Board Patient Stories**

The Board meetings are now being held in person. In order to support the appropriate planning of the patient or staff story, there will be no patient story in July. Stories will recommence in September with the appropriate support available and options for individuals to attend in person or to attend via MS Teams. The stories enable Board to focus on the experience of people in our services, either service users, carers or staff. We use the story to support reflection on key issues within Board papers and out on Board visits. For non-Executive colleagues, this is often a powerful reminder of how we deliver our strategy and align with our values.

### **3.4 Transformation and Improvement Programmes**

We have continued to focus on driving our ambitious Transformation and Improvement agenda, making progress across most key transformation programmes with some notable progress in service transformations including (*further details will be covered in the Transformation report*):

- **RiO Electronic Patient Record**

At our Board meeting in June, we received an update on progress including confirmation that the EPR programme board had approved the project to proceed to the next phase (“Discover”) after reviewing deliverables as part of the first phase (“Plan”) gateway review. Improvements for Tranche one services are proceeding at pace with improved engagement and involvement of staff.

- **Therapeutic Environments**

Maple ward successfully moved into Dovedale 2 ward on 27th June. This means that we have addressed the last element of the changes required under the formal notice imposed by the CQC. They asked us to address risks in our adult acute inpatient environment related to fixed ligature anchor points. We now plan to refurbish and redesign Maple ward to improve the environment, including by removing fixed ligature anchor points, upgrading the outdoor space and offering better de-escalation spaces.

### **3.5 Financial Position at 31 May 2024**

The financial position as at 31st May 2024 is a deficit of £1.3m - we planned to deliver a deficit of £1.5m and are therefore £0.2m better than plan. We experienced an increase in Out of Area bed usage in May which we need to mitigate to deliver the £6.5m planned deficit for the year (*full details are provided in the separate finance report*).

### **3.6 Notable Improvements and Awards**

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

#### **Long service awards**

On 1st July, we relaunched our Long Service Awards and celebrated eight members of staff who have all accrued 30 years or more service in the Trust. All of the recipients of the long service awards have demonstrated dedication and compassionate care for people in Sheffield with mental health and learning disabilities.

#### **National estates and facilities day**

In June, we marked National Estates and Facilities Day with our teams - this was an occasion for us to celebrate the work of our estates and facilities staff. The team focused on wellbeing in our estates and facilities teams and we were thrilled to be joined by Kay Mulcahy, Associate Director for National Estate Operations for Hard and Soft Facilities Management for NHS England.

#### **Celebrating our carers**

We marked the often-hidden contributions Sheffield based carers make to their families and friends who are experiencing mental health difficulties in June. Councillor Jayne Dunn, the Right

Worshipful Lord Mayor of Sheffield, joined the engagement and experience team at the Town Hall to present carers with certificates of appreciation. The event was carefully timed to coincide with carers week.

### **HSJ patient safety awards**

We have been shortlisted for three awards at the Health Service Journal (HSJ) Patient Safety Awards 2024. The awards help drive improvements in culture and quality and ultimately safety across the NHS. The teams behind the projects will find out if they have won at the awards ceremony on 16th September 2024. The projects are:

- Improving medicines safety award category: Clozapine initiation on the decisions unit.
- Mental health safety improvement category: Less talk more action: Partnering with community leaders to reduce health inequalities.
- Positive safety culture category: Embedding human rights into day to day practice.

SY/rci/July 2024