

Board of Directors (public)

SUMMARY REPORT

Meeting Date:

27/11/24

Agenda Item:

12

Report Title:	Systems and Partnerships Update	
Author(s):	Director of Strategy - James Drury	
Accountable Director:	Chief Executive – Salma Yasmeen Director of Strategy - James Drury	
Other meetings this paper has been presented to or previously agreed at:	Committee/Tier 2 Group/Tier 3 Group	n/a
	Date:	
Key points/recommendations from those meetings		

Summary of key points in report

This report summarises the aspects of our ongoing system working as part of the partnerships for Sheffield and for the South Yorkshire Integrated Care System.

The Board is asked to note the updates provided including:

1. The continued focus on financial sustainability across the South Yorkshire system, with reference to the working being undertaken through the MHLDA Provider Collaborative with Akeso
2. Progress with the development of joint committee arrangements for eating disorders between the partners in the South Yorkshire MHLDA Provider Collaborative.
3. Completion of the transaction securing the NHS provision of adult secure services at Cheswold Park.

Recommendation for the Board/Committee to consider:

Consider for Action		Approval		Assurance	X	Information	X
----------------------------	--	-----------------	--	------------------	----------	--------------------	----------

Trust Board is recommended to:

1. Note the updates provided, as detailed above

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			
Care Quality Commission Fundamental Standards	Yes		No	X	
Data Security and Protection Toolkit	Yes		No	X	
Any other specific standard?					
Have these areas been considered? YES/NO		If Yes, what are the implications or the impact? If no, please explain why			
Service User and Carer Safety, Engagement and Experience	Yes	X	No		
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		

Section 1: Analysis and supporting detail**Purpose**

- 1.1 This report is a standing item for the Trust Board, which aims to ensure that significant developments, opportunities and risks in the external environment are highlighted, and the Board is supported to make timely, well informed decisions in relation to the Trust's engagement in external systems and partnerships. Key partnerships which are covered by the report include; South Yorkshire Integrated Care System (ICS); the Mental Health, Learning Disability and Autism Provider Collaborative of the ICS; the South Yorkshire and Bassetlaw Specialised Commissioning Provider Collaborative; and the Sheffield Health and Care Partnership (HCP).
- 1.2 In this edition of this regular report the focus is on four aspects:
- The work of the South Yorkshire Integrated Care System including the System Leadership Executive and System Efficiency Board
 - The work of the South Yorkshire Integrated Care System Mental Health Learning Disability and Autism Provider Collaborative.
 - The work of the South Yorkshire and Bassetlaw Specialised Commissioning Collaborative, and the wider Yorkshire and Humber collaboration regarding Mother and Baby inpatient provision for perinatal mental health care.
 - The work of the Sheffield Health and Care Partnership, and the MHLDA Delivery Group for Sheffield.

South Yorkshire Integrated Care System

- 1.3 The System Leadership Executive met on 15th October. Discussions included a focus on planning for the 25/26 year linked to the forthcoming Ten Year Plan for Health. In that context the meeting received updates on immediate preparations for Winter, and on work designed to ensure the system is fit for the future with an emphasis on prevention, including PCN pilot schemes which will inform the development of a 'neighbourhood health service' and work on employment and health through 'Work Well' and on prevention through QUIT. We are working with ICB colleagues to align the planning process for 25/26, and to take a longer-term view towards the development of a medium-term financial strategy for the system.
- 1.4 In response to the challenging financial and operational pressures facing the system, the System Leadership Executive has established a System Efficiency and Financial Recovery Board (SEFRB) with Chief Executive membership from all local NHS organisations. The SEFRB is meeting frequently and progressing plans to rapidly impact on the financial delivery of the whole system including the ICB and each Trust. Further details are included in agenda item 34.

South Yorkshire Integrated Care System Mental Health Learning Disability and Autism Provider Collaborative

- 1.5 The Board of the South Yorkshire Mental Health Learning Disability and Autism Provider Collaborative (SY MHLDA PC) met on 14th November.
- 1.6 The Provider Collaborative Board discussed the alignment of planning assumptions and proposals for 25/26, which will involve all relevant Trusts and the ICB. There was also a focus on reviewing the priorities of the Collaborative for the year ahead. This was informed by updates received from the Clinical Assembly, performance against key metrics, and progress with the delivery of the Collaboratives current programme of work. Key forthcoming decisions were noted around the funding of additional Health Based Place of Safety provision,

and the improvement of eating disorders support for people in the general hospital setting.

- 1.7 The Provider Collaborative Board also discussed the positive progress with the work on productivity, supported by Akeso, which was a key component of the wider South Yorkshire system efficiency work noted at para 1.4 above. A draft report highlighting opportunities was in the final stages of verification with each Trust and was due to be completed in late November. Further detail is presented at agenda item 34.
- 1.8 The Joint Committee for Eating Disorders met for the second time on 8th November, in shadow form. The Committee is working towards being in full operating form by April 2025. Discussions included how the ICB might be included in the membership of the joint committee alongside the Trusts, the possible scope of delegated decision making, how decisions may be taken, and what arrangements for delivery may support the committee. Further details are provided under agenda item 34.

South Yorkshire and Bassetlaw Specialised Commissioning Partnership

- 1.9 The steering group of the South Yorkshire and Bassetlaw Specialised Commissioning Partnership met on 5th November.
- 1.10 An update was received on Cheswold Park. On 1 October adult secure mental health services provided at Cheswold Park Hospital in Doncaster transferred to South West Yorkshire Partnership NHS Foundation Trust following a due diligence process. This will ensure the continuity of these adult secure mental health services in South Yorkshire. There is still a large programme of work needed, with many challenges remaining, but bringing the hospital into the NHS is the first step into securing the future of the service.
- 1.11 The steering group received an update on the planned delegation of specialised commissioning responsibilities from NHS England to South Yorkshire ICB from April 2025. The Group also noted the financial projections for each of the three collaboratives (Adult Secure, CAMHS and Eating Disorders) and requested a full discussion on this at its next meeting.
- 1.12 An update on specialist community forensic services for South Yorkshire and Bassetlaw is provided as part of agenda item 34.
- 1.13 In addition to the South Yorkshire and Bassetlaw arrangements the Trust is part of a collaboration across the Yorkshire and Humber Region to develop a collaborative arrangement for **specialist perinatal mother and baby unit** services, with Leeds and York Partnership Foundation Trust (LYPFT) as the Lead Provider contracted to NHS England for the provision of mother and baby unit inpatient services. Arrangements continue to progress. This provides a real opportunity to improve pathways across community and inpatient services for mothers who need specialist inpatient care for their mental health and will help begin to address some of the historical low access to specialist services for people in Sheffield and across South Yorkshire. Formal governance and partnership arrangements are being finalised.

Sheffield City Goals

- 1.14 The chief executives, and equivalent roles in all local public sector bodies met recently to agree how the [City Goals](#) will underpin our strategies and actions. The City Goals have been informed by a programme of listening to local people and are intended to act as a 'north star' guiding our partnership activities and the actions of individual bodies. We will use the City Goals in our strategy refresh.

Sheffield Health and Care Partnership

- 1.15 Sheffield Health and Care Partnership (HCP) is the place-based partnership of health and care partners which forms part of the South Yorkshire Integrated Care System. It informs the way that the Sheffield place elements of the South

Yorkshire ICB budget are used and provides the focus for the work of the Sheffield Place team of the South Yorkshire ICB.

- 1.16 The Sheffield Health and Care Partnership Board met on 8th October. It received updates on its programmes of work including a focus on mental health crisis care and meeting the needs of people who are neurodiverse. The Board also received confirmation of the use of the Better Care Fund as at the end of Quarter Two 2024/25.
- 1.17 On 16th October the **Sheffield MHLDA Delivery Group** met. The meeting received the updated Sheffield Dementia Strategy, and a draft strategy for support of people experiencing multiple disadvantages (such as homelessness). Progress was also noted on our collective efforts to increase timely access to ADHD assessments.
- 1.18 Another important local development is the establishment of a new 18-25 mental health pathway due to launch next year. This has been informed by strong service user engagement, led by Chilli Pep. SHSC leads are now developing proposals for the future service offer for agreement with partners. The focus will be on ensuring effective transitions for 16–25-year-olds from CAMHS into appropriate ongoing mental health support through offering alternative NHS options or appropriate VCSE services. The service is likely to include a crisis consultation offer to support existing services to effectively help young people and professionals to navigate services successfully and support stabilisation with the intention of reducing crisis presentations amongst young people.

Section 2: Risks

- 2.1 The situations described in this report are relevant to our BAF risk 0027:
BAF risk 0027: *There is a risk of failure to engage effectively with system partners as new system arrangements are developed caused by non-participation in partnership forums, capacity issues (focus on Trust), difficulty in meeting increased requirement to provide evidence/data potentially at pace and volume, lack of clarity around governance and decision making arrangements resulting in poorer quality of services, missed opportunities to participate or lead on elements of system change and potential increase in costs*
- 2.3 It is noted that the Trust is actively participating in many partnership activities and leading in some (e.g. through SRO roles).

Section 3: Assurance

- 3.1 The Business Planning Group (BPG) oversees the coordination of bid teams responding to business development opportunities. BPG will provide multi-disciplinary guidance and support. It will report to EMT on progress, ensuring EMT is able to take well informed and timely decisions.
- 3.2 Assurance on the overall range of systems and partnerships activity will continue to be provided to the Board of Directors via this report.

Section 4: Implications

Strategic Priorities

- 4.1 **Effective Use of Resources:** The proposals described in this report have potential to contribute to the financial sustainability of the Trust. Achievement of them will require the application of our clinical and supporting capabilities working together effectively.
- 4.2 **Deliver Outstanding Care:** These proposals relate to areas of care where SHSC is recognised as having significant expertise and experience, and these

opportunities offer a chance to enhance the access of the South Yorkshire population to them.

- 4.3 Great Place to Work: These proposals offer highly rewarding opportunities for our colleagues to further develop their skills and careers in pursuit of delivering outstanding care.
- 4.4 Ensure our services are inclusive: These proposals have significant potential to enhance access to care for many across South Yorkshire. In so doing we will take care to consider any potential inequalities and tackle them in the design of service solutions.

Equality, diversity and inclusion

- 4.5 The developments described in this paper will be evaluated in full to maximise their potential to positively impact on inclusion and reducing inequalities, and to avoid or mitigate any negative consequences. This will be described in full once detailed proposals are available for consideration.

Culture and People

- 4.6 There will be a need for OD support to enable teams in the Trust and those in partner organisations to effectively deliver the changes described in this report. This requirement and options to address it will be described in full when detailed proposals are brought forward.

Integration and system thinking

- 4.7 All of the content of this report relates to the Trust's role in relation to place based and regional systems, and has the potential to enhance services, access and outcomes for Sheffield and South Yorkshire residents.

Financial

- 4.8 The regional development of partnership solutions for service needs has potential to positively contribute to income growth for the Trust. Similarly place based initiatives and national programmes offer growth opportunities.

Compliance - Legal/Regulatory

- 4.9 At the present time no decisions are required, but as work develops the appropriate legal and regulatory advice will be sought and will inform recommendations made to the Board.

Environmental sustainability

- 4.10 The environmental impact of the developments referred to above will be considered in full once detailed proposals are available. It is noted that much of the work across South Yorkshire contains an element of 'care closer to home' and therefore may reduce the travel associated with the current mode of provision.

Section 5: Recommendations

Trust Board is recommended to:

1. Note the updates provided

Section 6: List of Appendices

none