

SHEFFIELD CITY COUNCIL

Sheffield Health and Wellbeing Board

Meeting held 27 September 2018

PRESENT: Dr Tim Moorhead (Chair), Chair of the Clinical Commissioning Group
Councillor Chris Peace, Cabinet Member for Health and Social Care
Dr Nikki Bates, Governing Body Member, CCG
Jayne Brown, Sheffield Health and Social Care Trust
Nicki Doherty, Director of Delivery Care out of Hospital, Clinical Commissioning Group
Councillor Jackie Drayton, Cabinet Member for Children and Young People
Greg Fell, Director of Public Health, Sheffield City Council
Phil Holmes, Director of Adult Services, Sheffield City Council
Alison Knowles, Locality Director, NHS England
Jayne Ludlam, Executive Director, People Services, Sheffield City Council
Judy Robinson, Chair of Sheffield Healthwatch
Maddy Ruff, Accountable Officer, Clinical Commissioning Group

Also In Attendance:

Maddy Desforges – Voluntary Sector
Chief Inspector Helen Lewis – South Yorkshire Police
Jennie Milner – Better Care Fund Programme Manager

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1. APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received from Chief Superintendent Stuart Barton (South Yorkshire Police, representing the South Yorkshire Police and Crime Commissioner); Professor Chris Newman (University of Sheffield); Dr David Throssell (Sheffield Teaching Hospitals NHS Foundation Trust); John Mothersole (Sheffield City Council); Clare Mappin (The Burton Street Foundation); and Rebecca Joyce (Accountable Care Partnership Programme Director).

2. DECLARATIONS OF INTEREST

2.1 There were no declarations of interest from members of the Health and Wellbeing Board.

3. PUBLIC QUESTIONS

3.1 Public Question Concerning Stop Smoking Services

3.1.1 Mr. Mike Lawrence stated that he provides a stop smoking programme as part of his holistic therapy practice and the majority of the public who want to stop smoking have previously been given Champix or NRT either from their GP or local pharmacy, which hasn't worked for them, but they still are informed to continue to try them. He added that in the Health & Wellbeing Board meeting on 29th March 2018, mention was made that advice given by pharmacies was to signpost patients to 'other services as appropriate', and he queried what are the other services?

3.1.2 In response, Greg Fell (Director of Public Health, Sheffield City Council) stated that he would provide a written response to Mr. Lawrence, but commented that smoking cessation services in Sheffield were commissioned in line with NICE guidance. There were a range of services made available to support individuals to stop smoking, or to switch to vaping, but that holistic therapies were not commissioned due to insufficient evidence of their effectiveness.

3.2 Public Question Concerning Stress

3.2.1 Mr. Mike Lawrence commented that, in an Axa PPP survey published on 13th November 2017, Sheffield was highlighted as one of the most stressed cities in the UK, behind Cardiff and Belfast. He asked is this an issue that the Board have discussed in previous meetings and is this of concern?

3.2.2 In response, Greg Fell (Director of Public Health, Sheffield City Council) stated that he had read the report on this relatively small survey, and added that, in his opinion, Sheffield was not significantly more stressed than the majority of other cities in the UK. He confirmed that Sheffield does regard stress as a serious issue and referred to various initiatives which were supported in Sheffield, and stated that although the Board had not specifically discussed mental health recently, it would be doing so within the next few months.

3.3 Written Question Concerning Blue Badge Policy

3.3.1 Greg Fell reported the receipt of a question addressed to the Health and Wellbeing Board from Mr. Ian Clegg regarding the administration of the Blue Badge Scheme, and particularly the timescales for processing applications and the appeals process. Mr. Fell stated that he had obtained a response from the Council's Customer Services service (who administer the Scheme), which indicated that the Service does process almost all applications within the 28 day target, and added that he would arrange for a written response to be provided to Mr. Clegg.

4. BETTER CARE FUND UPDATE

- 4.1 The Board considered a joint report of the Executive Director, People Services, Sheffield City Council, and the Director of Delivery, NHS Sheffield CCG, providing an update on the delivery of Sheffield's Better Care Fund (BCF).
- 4.2 The report, in asking the Board to consider progress against its ambitions, and to support the key next steps in relation to integrated commissioning, posed the following questions:-
- Is the Board satisfied that these plans will progress the Board's ambition to transform the health and care landscape, reduce health inequalities and deliver better outcomes for Sheffield people?
 - How can the Board contribute to the development of priority areas and enablers to support transformation at pace and scale?
- 4.3 The report was jointly presented by Jennie Milner (Better Care Fund Programme Manager), Phil Holmes (Director of Adult Services, Sheffield City Council), and Nicki Doherty (Director of Delivery, NHS Sheffield CCG), with (a) Jennie Milner outlining the history of the Better Care Fund and highlighting successes to date, (b) Phil Holmes referring to and commenting upon the proposals for utilising the Improved Better Care Fund (iBCF) in 2018/19 and (c) Nicki Doherty outlining the ongoing priorities for the Better Care Fund in 2018/19 and the work to develop Sheffield's approach to integrated health and social care commissioning and improving outcomes for Sheffield people, referring in particular to the continued focus on reducing demand on hospital services, including delayed transfers of care, and the scaling up of good practice.
- 4.4 In response to questions from Councillor Jackie Drayton regarding the funding for mental health services and community support workers, and regarding the governance of the BCF, Nicki Doherty commented that funding for these services was allocated from the wider BCF and that, although this didn't include children's mental health services, those services were to form part of the overall integrated commissioning plans. The BCF's governance arrangements were outlined and it was confirmed that the Board was responsible for overseeing the strategic direction of the Fund.
- 4.5 In response to a query from Dr Nikki Bates, Nicki Doherty undertook to provide her with performance data for the core cities, and Phil Holmes confirmed that, generally, the core cities' performance was below the national average.
- 4.6 Councillor Chris Peace commented on the importance of the prevention and early intervention agenda, addressing delayed transfers of care, and providing support for joint workforce development. In response, Nicki Doherty acknowledged that different working cultures existed within health and social care and it was important to build up trust. Joint workforce development and closer working arrangements and integration, for example in the Active Recovery Service, would assist this process.

- 4.7 In response to a suggestion made by Judy Robinson, Nicki Doherty undertook to incorporate reference to the recommendations from the recent Care Quality Commission's Local Area Review of Sheffield, within the Better Care Fund Plans.
- 4.8 The Chair (Dr Tim Moorhead), in referring to the need to have clear objectives for the BCF, asked how success would be measured, and in response, Nicki Doherty commented that the BCF Plan set out clear objectives, the outcomes ambitions, CQC metrics, etc, which would enable performance to be measured and assessed, and indicated that performance monitoring information could be included in future update reports to the Board on the BCF.
- 4.9 Alison Knowles referred to the need for data on trends to be made available to assist the process of assessing performance, and, in referring to the recommendation in the report that final approval of the BCF submission be delegated to the Executive Director, People Services (SCC) and Director of Delivery (CCG), she queried whether the Board was in a position to do this, given that the report does not provide details of the resources available within the overall BCF. In response, it was reported that discussion on the overall BCF had been held at the previous meeting of the Board on 29th March.
- 4.10 **RESOLVED:** That, following consideration of the information contained in the report now submitted, and as now reported:-
- (a) continued delivery of the Better Care Fund plans be formally approved;
 - (b) approval be given to the proposed allocation of the Improved Better Care Fund funding for 2018/19, as outlined in the report;
 - (c) final approval of the BCF submission be delegated to Jayne Ludlam (Executive Director, People Services, SCC) and Nicki Doherty (Director of Delivery, CCG), and details be circulated to Board Members following its submission;
 - (d) arrangements be made for the Board, at a future meeting, to discuss in more detail how integration can support strategic priorities; and
 - (e) performance monitoring information be included in future update reports to the Board on the BCF.

5. CQC SYSTEM REVIEW

- 5.1 The Board considered a report circulated by the Director of Adult Services, Sheffield City Council, providing a summary of performance across the NHS and social care in supporting older people with their health and wellbeing needs.
- 5.2 The report commented on and attached as appendices (a) the report of the Care Quality Commission's (CQC) Local System Review of Sheffield, carried out in Spring 2018, which focussed on three key areas in order to assess how

well older people move through the health and care system, namely (i) maintaining the wellbeing of a person in usual place of residence, (ii) crisis management and (iii) “step down” (return to usual place of residence or admission to new place of residence, and (b) Sheffield’s Action Plan (“Making It Better”) which had been produced in response to the CQC’s Review, and agreed by partner organisations, to ensure continual improvement.

- 5.3 The Board was asked to consider the information set out in the report on the plans for improvement and the arrangements for ensuring improvements are maintained, including determining the role of the Board in that regard.
- 5.4 Phil Holmes (Director of Adult Services), in presenting the report, commented on the nature of the CQC Review and the reasons why Sheffield was one of 20 areas selected for Review. He outlined Sheffield’s strengths, as identified in the Review report, and commented on Sheffield’s response to the conclusions of the Review, as articulated in the Action Plan, which sets out the key areas of improvement for Sheffield. The Plan contained nine key actions which had been agreed for five priority areas, with these areas being (A) to work in a way that acknowledges and improves older people’s views and experiences and which drives a city-wide vision; (B) to have a shared city-wide workforce strategy to support front-line staff to deliver the vision and which further develops multi-agency working; (C) clearer governance arrangements to ensure stronger joint working between organisations and greater involvement for the Voluntary, Community and Faith sector; (D) a shift to prevention at scale, supported by clear commissioning arrangements, including descaling what isn’t working; and (E) a strong system focus on enabling the right support from the right people in the right place and at the right time to provide the best possible experience for older people and to ensure best use of resources. He concluded his presentation by outlining some thoughts on roles and responsibilities for ensuring progress against the Action Plan, including roles for this Board and the Healthier Communities and Adult Social Care Scrutiny and Policy Development Committee in that regard.
- 5.5 Greg Fell, in supporting the Action Plan, asked how progress would be monitored, and in response, Phil Holmes outlined the measures which Sheffield’s Accountable Care Partnership (being the body responsible for enabling and delivering the Plan) would utilise to monitor progress.
- 5.6 In response to a query from Councillor Jackie Drayton regarding health partners’ views on the Action Plan, Phil Holmes confirmed that the Action Plan benefitted from whole system involvement, with the local health partner organisations taking shared ownership of the Plan. Nicki Doherty added that each health partner organisation had agreed the actions it would take and to ensure that their delivery would be overseen at senior leadership level.
- 5.7 Jayne Ludlam suggested that this Board should have the role of driving the agenda to shift resource deployment towards prevention.
- 5.8 Jayne Brown enquired as to the extent of progress already made on delivering the Action Plan, and in response, Phil Holmes outlined initiatives which had

recently been launched to provide momentum and to increase understanding of older people's service experiences. He added that the Accountable Care Partnership (ACP) would be monitoring progress on the delivery of the Action Plan, and that its performance monitoring information would be provided to this Board to enable progress to be appraised. He undertook to circulate the current monitoring data to Board members by email and to report more fully to the next meeting of the Board. In response to a further comment from Councillor Jackie Drayton, Phil Holmes confirmed that future Action Plan monitoring reports would include relevant statistical and trend information.

5.9 In response to comments made by Chief Inspector Helen Lewis regarding inappropriate criminalisation of older people, Phil Holmes, in acknowledging the issue, indicated that this linked to safeguarding and that he would raise this matter with the Adult Safeguarding Board.

5.10 Greg Fell suggested that, as part of the Board's role in ensuring progress against the Action Plan, Board members could take personal responsibility for championing specific actions or sponsoring priority themes.

5.11 **RESOLVED:** That:-

- (a) the information contained in the report now submitted be noted;
- (b) the plans for continually improving the care and support for older people in Sheffield, as set out in the Action Plan, be supported;
- (c) the recommendation that the focus of the Board should be to ensure that governance arrangements are robust to drive the right outcomes for older people, and that the Board evaluates progress every six months to ensure a meaningful shift to prevention at scale that results in a greater number of people being able to maintain health and wellbeing for longer, be supported; and
- (d) the suggestion that Board members take personal responsibility for championing specific actions or sponsoring priority themes, be supported and the Director of Adult Services and Director of Public Health be requested to co-ordinate the allocation process.

6. HEALTH AND WELLBEING STRATEGY

6.1 The Board considered a report of the Director of Public Health, Sheffield City Council, setting out a proposed approach and timescale for producing a new Health and Wellbeing Strategy for Sheffield.

6.2 In order to help guide the development of the Strategy, the report also sought a steer from the Board in relation to the definition and focus of a couple of the proposed ambitions to be featured in the Strategy.

- 6.3 Greg Fell (Director of Public Health) introduced the report, referring in particular to the proposed structure of, and approach to, the new strategy, and seeking the views of Board members in relation to the “Living and Working” and “How We Live” ambition areas. He concluded his presentation by outlining the proposed schedule for the production of the new Strategy, culminating in the final Strategy being approved by the Board at its meeting to be held on 28th March 2019.
- 6.4 Councillor Jackie Drayton referred to the “Starting and Developing Well” section of the proposed Strategy, and in particular, the ambition area of “School Readiness”, and suggested that the ambition should be that all children at age 5 in Sheffield were ready for school and for life, and this suggestion was accepted by Greg Fell.
- 6.5 In response to comments made by Councillor Chris Peace in relation to defining and articulating the “Living and Working” section of the Strategy, Greg Fell outlined potential ambitions and sources for measuring success.
- 6.6 Judy Robinson referred to the “Ageing and Dying Well” section of the proposed Strategy, and in particular, the ambition area of “Loneliness and Isolation”, and suggested that this issue was a cross cutting one, and this was acknowledged by the Board.
- 6.7 Maddy Ruff suggested that the proposed Strategy should clearly articulate what we want to do to improve health and wellbeing and reduce health inequalities in the city and how success would be measured. She recommended that lead responsibilities for delivering each of the ambitions should also be included in the Strategy.
- 6.8 In response to a comment made by Phil Holmes that the proposed new Strategy needed to flow from the Joint Strategic Needs Assessment (JSNA) and link to the city’s Place-based plans, Greg Fell confirmed that the JSNA would form a key feature of the Strategy.
- 6.9 Dr Nikki Bates suggested that regard should be had in the Strategy to the role that the health and social care partners can play, being major employers in the city.
- 6.10 **RESOLVED:** That the Board:-
- (a) approves the proposed approach to developing the updated Health & Wellbeing Strategy, as outlined in the report;
 - (b) agrees to receive drafts of the Strategy at the Board’s October private strategy development session and December public meeting;
 - (c) agrees to work towards signing off a final version of the Strategy at the Board’s March 2019 public meeting, following formal consultation to be undertaken early in the new year;

- (d) agrees to discuss in further detail how successful implementation of the Strategy will be delivered and evaluated; and
- (e) requests the Director of Public Health to circulate to Board members, details of the proposed sponsors for delivery of each of the proposed ambitions in the Strategy.

7. HEALTH AND WELLBEING BOARD FUTURE MEETING ARRANGEMENTS

- 7.1 The Board considered a joint report of the Director of Public Health, Sheffield City Council, and the Accountable Care Partnership Programme Director, containing proposals for future meeting arrangements for the Board, designed to improve openness and transparency around the work of the Board.
- 7.2 The report also proposed a broader review of Board membership, and of the relationship between the Board and the Accountable Care Partnership Board, to be conducted, building on the Board's discussions around the Care Quality Commission Local System Review and the Health and Wellbeing Strategy, and for recommendations in that regard to be submitted to the meeting of the Board on 13 December 2018.
- 7.3 In relation to future meeting arrangements, comments from members of the Board included that consideration should also be given to the format and venues for some of the meetings, to make them less formal and more interactive, and possibly to include presentations from service recipients. Whilst broadly supporting the proposal to make more meetings open to the public, it was accepted that the option to occasionally meet in private, for reasons of confidentiality, should be retained. It was also suggested that there should be clear plans and focus for the co-production work to be undertaken in the strategy development sessions.
- 7.4 In relation to Board membership, comments from members of the Board included support for the skill sets of the Board's membership to be kept under regular review, and for consideration to be given to Board membership being extended to include representation from the Council's Place Portfolio and voluntary sector.
- 7.5 **RESOLVED:** That this Board:-
- (a) agrees to the proposal to implement quarterly formal public meetings, open strategy development sessions to the public, and publish agendas and minutes of these sessions online, as outlined in the report;
 - (b) requests that all members of the Board participate in the governance review to ensure all views are considered;
 - (c) agrees to receive recommendations from the reviews of Accountable Care Partnership governance, and Health and Wellbeing Board membership and terms of reference, at the Board's meeting on

13 December 2018; and

- (d) notwithstanding the forthcoming review of membership, approves the appointment of the Executive Director, Place, Sheffield City Council, and the Cabinet Member for Neighbourhoods and Community Safety, to serve as additional members of the Board.

8. MINUTES OF THE PREVIOUS MEETING

- 8.1 **RESOLVED:** That the minutes of the meeting of the Board held on 29 March 2018 be approved as a correct record.

9. DATE AND TIME OF NEXT MEETING

- 9.1 It was noted that the next meeting of the Health and Wellbeing Board would be held on Thursday 13 December 2018, starting at 3.00pm.