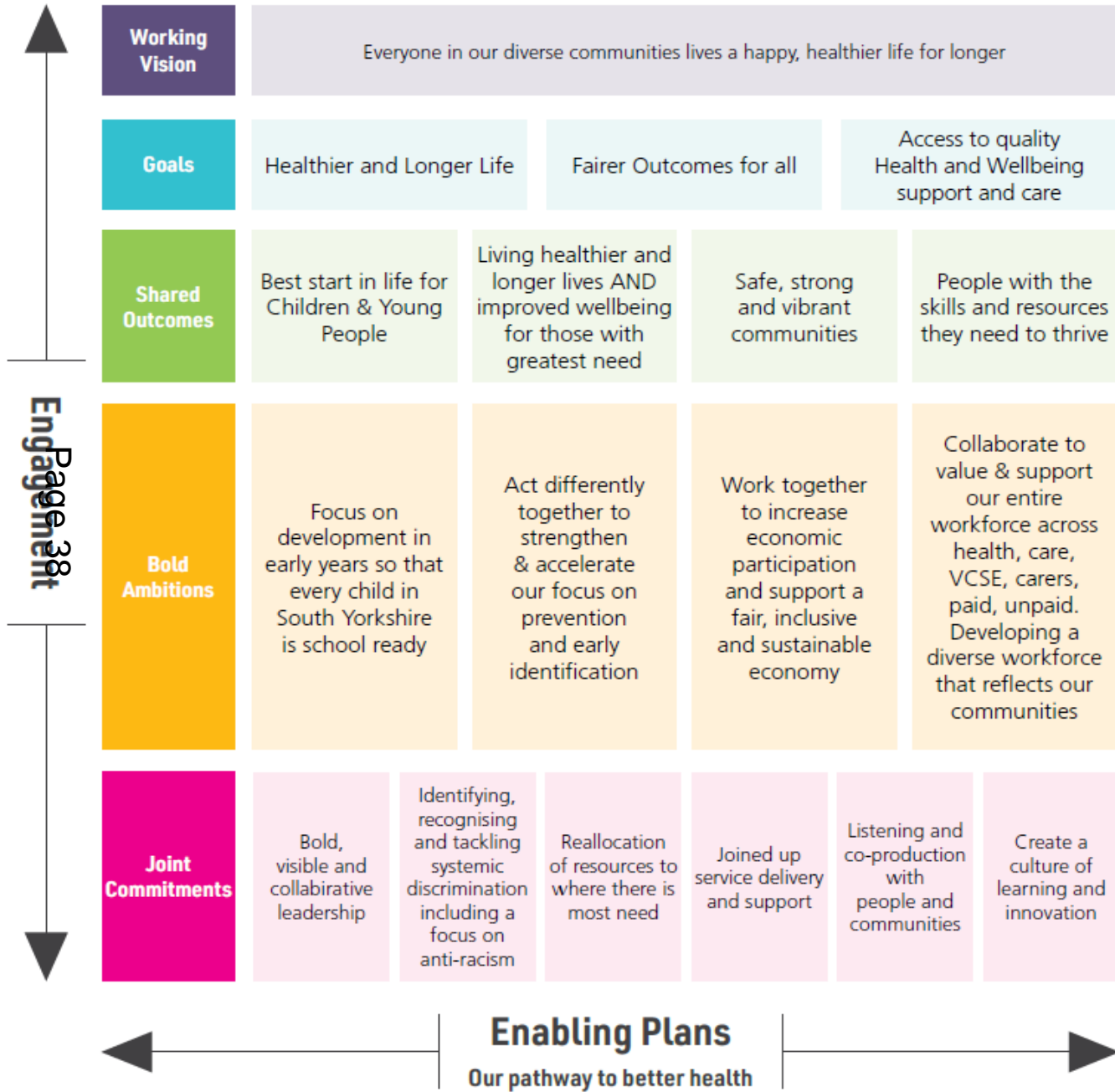


Health Scrutiny Sub-Committee 23 March 2023

NHS Commissioning in 'Place' Sheffield Committee Arrangements

Emma Latimer – Executive Place Director for Sheffield

Our Shared Outcomes, Bold Ambitions & Joint Commitments



Integrated Care Strategy: Engagement

Phase 1

- Analysed 284 reports from ICP partners from what they'd heard from citizens in last two years.
See animation on next slide

Phase 2

Asking a simple question

What matters to you about your health and wellbeing?

More information on our website here: <https://syics.co.uk/get-involved/tell-us-what-matters-you-about-your-health-and-wellbeing>

<https://re-url.uk/WTOL>

Survey here: <https://re-url.uk/WTOL>

Working with Healthwatches

Or for a discussion about how you can involve your citizens please email: katy.davison@nhs.net



Integrated Care Strategy

National Guidance

- Integrated Care Strategies are expected to set the direction of the system by setting out how it will work together to deliver more joined-up, preventative, and person-centred care for their whole population.

They are expected to include....

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- Shared outcomes
- Quality & quality improvement
- Joint working & section 75
- Data & information sharing

To consider..

- Personalised care
- Disparities health and social care
- Population health and prevention
- Research and innovation
- Health protection
- A focus on different ages
- Workforce
- Other health related services

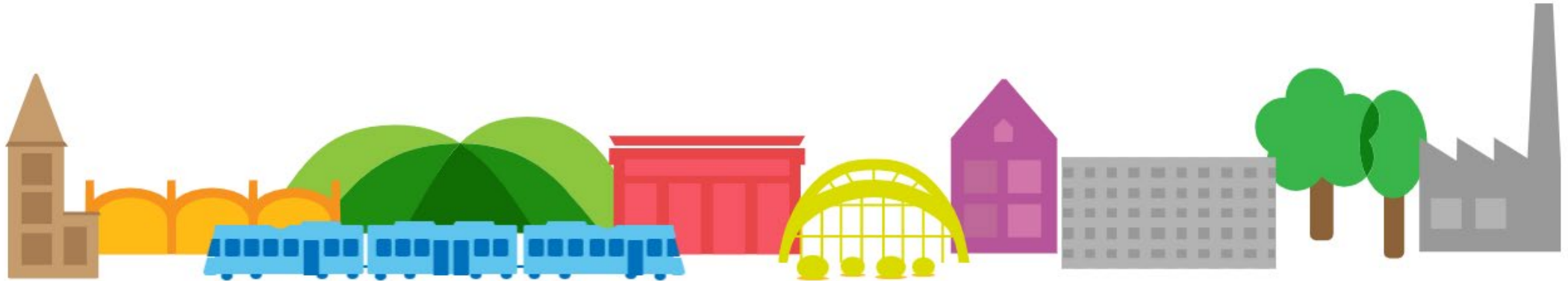
South Yorkshire Approach

- The approach agreed in South Yorkshire to develop our initial Integrated Care Strategy is to build on...
 - The significant engagement work already undertaken by our ICP Partners and use the insight from this to inform our strategy development
 - All the existing strategies and plans, particularly Health and Wellbeing Strategies and Place Plans for Health and Care.
 - The considerable work on integration that has already taken place through Health & Wellbeing Boards, Place development, Better Care Fund plans and previous non statutory integrated care systems to develop strategies that support more integrated approaches to delivering health & care

Alignment of Strategies



Sheffield Place Health and Care Partnership Framework



Purpose and Introduction

The Sheffield Partnership Framework sets out the foundations of how we will work together as a Partnership together and with our local communities, to focus our time and resources to enable our teams to deliver transformational change that meets our strategic priorities.

We have a long history in Sheffield of working together to drive forwards our Place based plans, this has included establishing the following arrangements:

- **Sheffield Health and Care Partnership:** bringing together partners across health and care to develop and monitor delivery of place based plans
- **Joint Commissioning Committee** – coming together across Health and care by establishing a significant pooled budget and associated governance mechanisms

Health and Care Bill 2022

The Health and Care Bill 2022 and the associated establishment of the NHS South Yorkshire Integrated Care Board provides us with a key opportunity, to drive forwards integration and collaboration across partners to deliver our aspirations to deliver:

- Better health and wellbeing for the population
- Reduce health inequalities
- Drive forward sustainability
- Better quality of health and care for the population

This provides us as partners across Sheffield an opportunity to refresh our framework approach, and pool our collective efforts to drive forwards a transformational place based plan for the benefit of our local communities.

This paper sets out our approach to developing the Sheffield Partnership Framework, focussing on building on our approach to date and drawing together our collective skills, experience and expertise to deliver our ambitions

Strategic Framework Development

Vision, Purpose and Principles

Strategic Priorities

Governance and Decision Making

Making the best use of resources

Performance, assurance and risk management

Delivery

Sheffield Place Health and Care Partnership Framework – Overview

The Framework will embed our approach to:

- Promote and enable the integration of services for the Sheffield population
- Drive the reduction in health inequalities for the city
- Providing clarity on our roles and responsibilities and associated decision making approach
- Focus on improving quality, performance and risk
- Strengthening our approach to partnership working
- Embedding engagement and consultation in approach with local communities
- Agreeing an approach to developing the measures of success

The following slides focus on our vision and strategic priorities followed by an overview and areas for discussion related to governance and decision making.

Sheffield Partnership Framework	
Focus of this pack	Vision and Purpose Providing an overview of our vision and purpose including the key principles that underpin our Sheffield Health and Care Partnership
	Strategic Priorities Setting our strategic priorities and focus for the benefit of our local communities in Sheffield
	Governance and decision making A focus on the structures that will support us in delivering our priorities in a streamlined approach, that embeds purposeful governance
	Making the best use of our resources Focus on our financial framework as well as the ways of working to draw together our skills, experience and expertise to drive forward delivery
	Monitoring our progress, performance and assessing our key risks Ensuring we embed enabling processes, that support us to have a robust approach to monitoring our performance and key operational risks, in a way that compliments a focus on transformation
	Enabling joint delivery Setting out our Delivery Programmes, that our framework should enable us to deliver Including the development of key processes and delivery approach

Vision, Purpose and Principles

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Sheffield Partnership Framework: Vision, Purpose and Principles

During 2021, we worked across health and care partners and with Sheffield citizens to develop our vision and strategic aims, which are locally owned across all Partners, these discussions built on the national vision as set out in the Integrating Care White Paper, Health and Care Bill and our work to date across Sheffield.

This has enabled us to set out the ambition for Sheffield, embedding an approach to focus on our community assets and drive forwards improvement to level up our approach across the City.

To support us to do this in a way that makes the most of our experiences we have set out a small number of key principles for the development of the framework, that as Partners, we will strive to embed.

The following section sets out our Governance and Decision Making Approach.

Vision

*Our partnership vision is for our health and care services to be **integrated**, joined up, and seamless; to reduce and remove **inequalities** in health outcomes and access to support, by playing our full role as anchor organisations in our city, and to do all this in a way that **involves people, their experiences and our communities** at the centre of our work.*

Strategic Aims

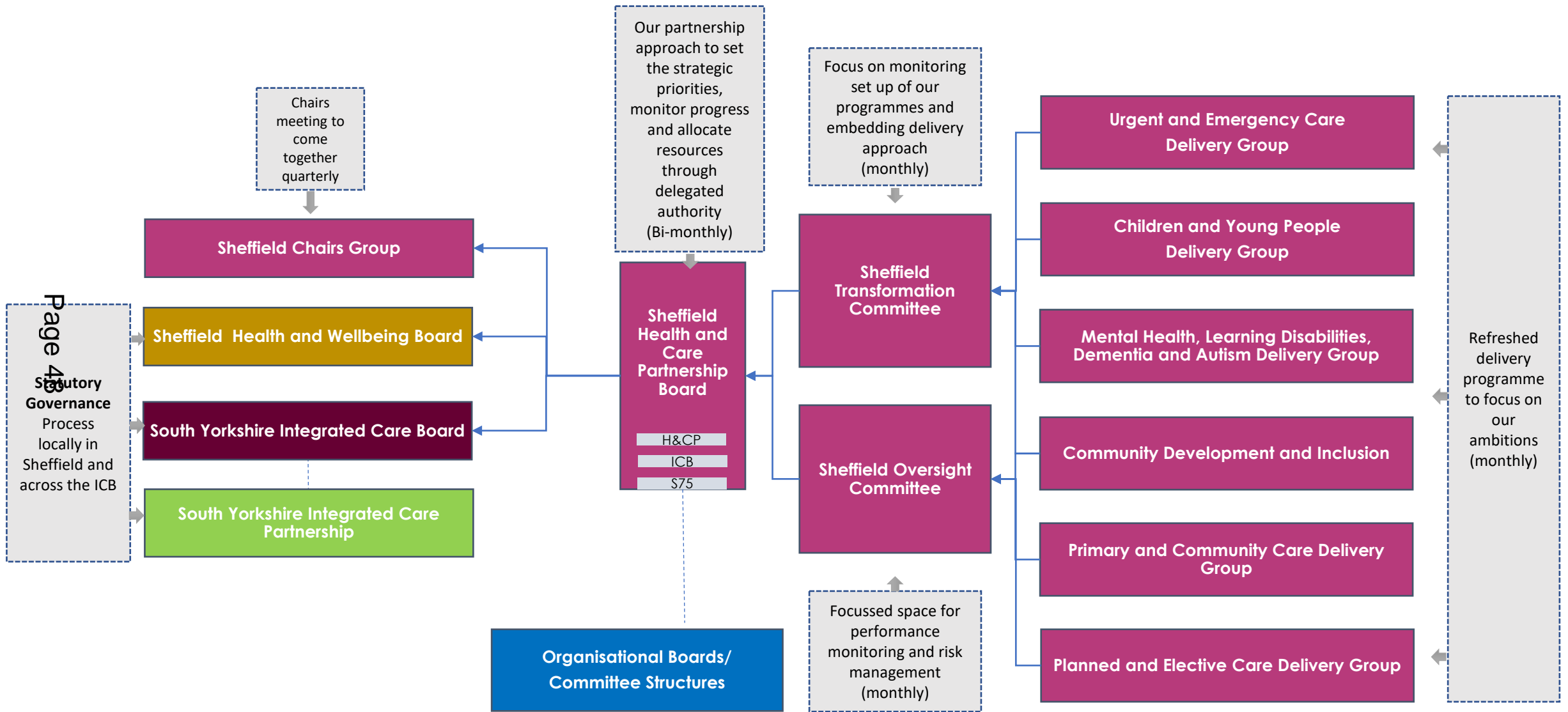
1. For our health and care services to be **integrated, joined up** and **seamless**
2. Equalise outcomes and reduce **inequalities**
3. **Involving people, experiences** and **communities** at the centre of our work

Framework Principles

- Build on our **approach and what has worked well** while driving **forwards a new way of working**
- Identify and **deliver key priorities** for our local communities
- Draw **together significant skills and expertise** across our partner organisations, that **enable us to delivery our work most effectively**
- Embed **purposeful process** and **governance** and recognising the **democratic legitimacy** of the Local Authority elected members

Governance and Decision Making

Sheffield Place Framework Governance Structure



Governance and Decision Making

Name	Main Role
Sheffield Health & Wellbeing Board	Oversee the Sheffield Health & Wellbeing strategy. The Health and Wellbeing Board is a statutory forum where political, clinical, professional and community leaders from across the care and health system come together to improve the health and wellbeing of their local population and reduce health inequalities. It is responsible producing the Health and Wellbeing Strategy based on the Joint Strategic Needs Assessment.
Sheffield Chairs Group	The Chairs of the Health and Care Partnership organisations will hold the Partnership Board to account for delivery and transparency
Page 49 Sheffield Health and Care Partnership Board	The Sheffield Partnership Board three functions: <ol style="list-style-type: none"> 1. As an ICB Place committee providing a mechanism for delegation within the Integrated care Board so that decision on priorities and resources can take place locally with the wider health and care partners. It is one part of the wider set of arrangements in each place to enable integrated working at a local level enabling delegated authority from the ICB Board to make decisions about the use of ICB resources in Sheffield in line with its remit. The ICB Place Committees is accountable to the ICB Board. 2. As a Health and Care Place Partnership providing a mechanism to deliver on strategic policy matters relevant to the achievement of the Place Plan. All health and care partners across Sheffield work collaboratively to plan and deliver joined-up services and to improve the health of people who live and work in Sheffield. 3. Joint Commissioning S75 Arrangements – a joint committee between the ICB and Local Authority to manage business related to the S75 agreement.
Sheffield Transformation Committee	To manage the delivery and development of the Sheffield Place Based Plan, taking direction from and reporting up to the Sheffield Place Partnership Board. A time limited function to set up our processes and delivery approach, which over time will transition to direct reporting o the Sheffield Partnership Board
Sheffield Oversight Committee	To manage and oversee the Sheffield system performance where partners are all equally responsible for delivery and achievement.
Delivery Groups	To deliver the identified priorities and programmes of work successfully, bringing together key teams and leads from our

Sheffield Health and Care Partnership Board: Further Detail (1/2)

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Sheffield Partnership Board		
Purpose	Role	Operating Approach
<p>Incorporate the functions of the:</p> <ul style="list-style-type: none"> • Health and Care Partnership • Sheffield Joint Commissioning Committee and the • Sheffield ICB Place Committee, the <p>It will have delegated authority for the health spend in Sheffield (through the ICB Executive Place Director for Sheffield)</p> <p>A Committee in Common, Partnership Board whereby the ICB and Sheffield City Council are able to agree and implement joint commissioning arrangements.</p>	<p>Plan safe, sustainable, effective and efficient health and care, in a collaborative, integrated way.</p> <p>Ensure joint accountability, ownership and prioritisation of resources from all key partners across Sheffield.</p> <p>Operating Principles – As partners we will have:</p> <ul style="list-style-type: none"> • Joint Accountability • Inclusivity • Stewardship of Sheffield Health and Care finances • Oversight of risks • Identify opportunities for integration • Strategic Planning – setting the priority work areas for the local Delivery Groups 	<p>We will manage meeting arrangements and associated membership to undertake business appropriately, this will include a three section agenda:</p> <ul style="list-style-type: none"> • Health and Care Partnership (focus on place plan delivery) • ICB Place Committee (focus on ICB Business) • Joint Commissioning (\$75 arrangements to be managed across the ICB and LA) <p>To support us to deliver this effectively we have set out on the next slide the proposed membership and associated options for chairing arrangements.</p>

SheffieldHealth and Care Partnership Board: Further Detail (2/2)

This sets out the proposed membership of the three part partnership board balancing the statutory requirements of each of the statutory elements of the Board (S75 and ICB Place Committee) with a broader membership to manage our partnership business through the Health and Care Partnership.

We are committed to undertaking business transparently and therefore have set out that all partners will be in attendance for the entirety of the meeting, however we will need to manage conflicts of interest through full members and those in attendance for elements. We will also conduct as much business as possible in public.

We are committed to taking the majority of business through the Health and Care Partnership (Part 1) of the meeting, and will commit to only take those decisions that are required legally via the delegation model through part 2 and part 3.

To Note:

- Local Authority Co-Chair of Sec 75 to be agreed

Sheffield Partnership Board Membership				
Title	Org.	PART 1: Sheffield Health & Care Partnership	Part 2: Section 75	Part 3: ICB Sheffield Place Committee
Executive Place Director for Sheffield	SYICB	Chair	Co -Chair	Chair
Chief Finance Officer or Deputy	SYICB	Member	Member	Member
Medical Director	SY ICB	Member	Member	Member
Chief Nurse for Sheffield	SY ICB	Member	In attendance	Member
Non-Executive Director	SYICB	Member	In attendance	Member
Place Secretariat Support	SY ICB	In attendance	In attendance	In attendance
Chief Executive	SCC	Member	Member	In attendance
Director of Finance	SCC	Member	Member	In attendance
Elected Chair of H&WBB	SCC	Member	Member	In attendance
Director of Public Health	SCC	Member	Member	In attendance
Director of Adult Social Care	SCC	In attendance	Member	In attendance
Director of Childrens Social Care	SCC	In attendance	Member	In attendance
Chief Executive	STHFT	Member	In attendance	In attendance
Chief Executive	SCFT	Member	In attendance	In attendance
Chief Executive	SHSC	Member	In attendance	In attendance
Chief Executive	PCS	Member	In attendance	In attendance
Chief Executive	VAS	Member	In attendance	In attendance
Representative	Healthw atch	Member	In attendance	In attendance
<i>Elected Member</i>	SCC	In attendance	Member	In attendance
<i>Elected Member</i>	SCC	In attendance	Member	In attendance
<i>Elected Member</i>	SCC	In attendance	Member	In attendance

Other attendees will be invited as required

Sheffield Transformation Committee Arrangements

Sheffield Transformation Committee

Purpose

This is a new forum that replaces some of the functions that were overseen by EDG and EMG.

It will be established to manage the development and delivery of the 5 year Sheffield Place Based Plan and associated delivery programmes, providing oversight and strategic direction to each of the delivery programmes.

NB: For the avoidance of doubt the STB shall not be a committee of any of the Partners or any combination of them.

Role

- Development and delivery of the 5 year Sheffield Place Based Plan
- Monitoring progress on delivery and impact of Place Plan programmes.
- Prioritisation and coordination of the work programmes to deliver the Place Priorities and manage interdependencies between programme area.
- Ensure consistency of approach between programmes of work

It is proposed that the Transformation Committee initial function is to set up the delivery programme and associated groups to drive forwards transformation, the initial timeframe of 12 months is proposed.

Operating Approach

- Will deliver the agreed strategic priorities of the Sheffield Place Partnership Board
- Will ensure interconnectivity between different areas of work
- Will meet on a monthly basis (ideally 2 weeks prior to each Place Partnership Board for reporting purposes)
- Will escalate programme risks and issues from the delivery groups to the Place Partnership Board

Membership;

- Strategy Directors from all Partners, Director of Adult Social Care
- Director of Children’s Social Care
- Delivery Group leads / chairs
- Clinical and Professional leadership

Sheffield Oversight Committee Arrangements

Sheffield Oversight Committee

Purpose

To identify and oversee the Sheffield system performance where partners are equally responsible for delivery and achievement.

Embedding the principle being that the achievement of key performance indicators is contributed to by some or all system partners

Role

- Identify the highest risks within the Sheffield health and care system
- Identify the solutions that can be put in place across Sheffield to achieve the performance outcomes as one system.
- Focus on how well we are working as a system rather than specific organisational performance management
- To inform the work of the delivery programmes by identifying risks and issues and sharing these to drive forwards our transformation programme

Operating Approach

Operating Principles:

- Will meet monthly
- Will focus on agreed key performance indicators as well as outcomes – focussing on areas of greatest risk in the system
- Will produce an overarching Sheffield dashboard
- Will include areas such as finance, quality and workforce

Membership;

- Chief Operating Officers / Operational Directors from all Partners,
- Director of Adult Social Care,
- Director of Children’s Social Care,
- ICB Chief Finance Officer for Sheffield
- ICB CNO / CMO
- ICB People Lead

Delivery Groups Arrangements (1/2)

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Sheffield Delivery Groups		
Purpose	Role	Operating Approach
<p>The delivery groups will focus on priorities identified by the Partnership , which will focus on areas where we can add value by working at a system level.</p> <p>We propose a review of the current delivery groups to align to our joint priorities (further information on following slide)</p> <p>A Programme Management Framework is proposed to span across all delivery groups to support embedding a consistent programme management approach across the delivery groups</p>	<p>Operating Principles</p> <ul style="list-style-type: none"> • Will meet monthly • Will focus on agreed areas of the Place Plan – focussing on areas of greatest risk in the system • Reduction of health inequalities and increasing the public, community and staff narrative will be a key deliverable for every aspect of the programme of work • Programme risks and issues will be escalated from the delivery groups and the delivery group leads will be held to account for the delivery of their group's priority programmes. 	<p>Membership:</p> <ul style="list-style-type: none"> • It is proposed that the membership is tailored to the requirements of the workstream <p>Chairing options:</p> <ul style="list-style-type: none"> • By Executive Managerial Lead an/or Clinical Leads

Delivery Groups: Arrangements (2/2)

Delivery Groups- Proposed Approach

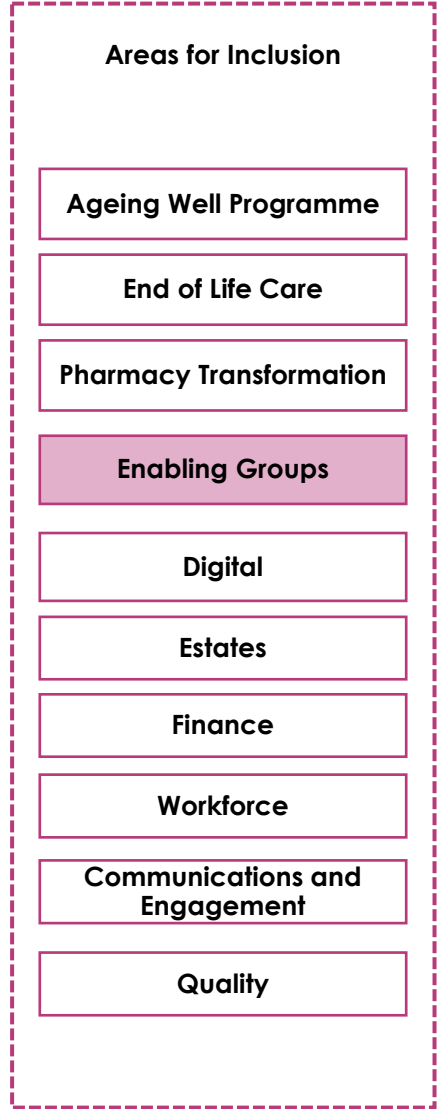
We have set out here a series of delivery groups which will enable us to focus on our priorities. This includes a combination of existing programmes and new programmes to drive our development.

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For example our Community Development and Inclusion Programme, which will bring together our expertise to drive the agenda on EDI, Anchor Institution and focus on the assets in our communities.

Along with this we propose a joint PMO approach that pulls together our collective skills and expertise

There are other groups that require further discussion as outlined here.



Priority setting Process to date

- Each of the Partnership Delivery boards were asked to identify their priority areas of work for 2023/2024.
- These were presented to the HCP Board in February 2023
- All were accepted as key areas of work for the health and care system in Sheffield
- A process is currently underway to identify which areas the partnership would have most 'value add' and which are to be driven through existing contractual arrangements or using alternative resource and levers.



Questions

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