



South Yorkshire
Integrated Care Board

**Welcome to the
NHS South Yorkshire ICB**

Cover

- What is NHS South Yorkshire and work so far
- Our Doncaster approach
- Discussion on how we ensure our Health & Well Being refresh links to both Doncaster and South Yorkshire priorities



To improve health and wellbeing, the quality and experience of care, eliminate health inequalities, and ensure South Yorkshire's people have access to the services they need to live well throughout their lifetime.

Who we are

NHS SYICB became an established statutory organisation on 1st July 2022.

We work as a key partner within the South Yorkshire Integrated Care System (ICS) to collectively deliver health and care services that meet the needs of the local population. We work alongside our local councils and other partners to address health inequalities and wider determinants of health.

Our Places include Barnsley, Doncaster, Rotherham and Sheffield.

Our new website was launched on 1st July 2022. <https://southyorkshire.icb.nhs.uk/>



System Overview

36

Neighbourhoods

1

Ambulance trust

72,000

Members of staff

186

GP Practices

1.4 million

population

3

Community/mental health trusts

4

Local Authorities

1.4 million

population

8

Acute and NHS Hospital Trusts

£3.9 billion

Total health & social care budget



Our Integrated Care System (ICS)

The South Yorkshire & Bassetlaw Integrated Care System was launched in October 2018. The South Yorkshire Integrated Care Board became a statutory body on 1st July following changes brought about by the 2022 Health and Care Act.

The ICS is a partnership of Local Authorities, the NHS and the voluntary sector in our Neighbourhoods and Places and across South Yorkshire through our Provider Collaboratives.

**South Yorkshire
Integrated Care System**



**We join forces where it makes sense to do so and
where it makes a positive difference to patients, staff
and the public.**

Our Board Members

Pearse Butler
Independent Chair



Gavin Boyle
Chief Executive Officer



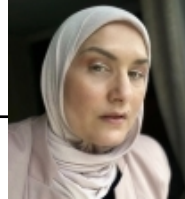
Moira Wilson
Independent Non-Executive Member



Kevin Turner
Independent Non-Executive Member



Lesley Dabell
Independent Non-Executive Member



Shahida Siddiqui
Independent Non-Executive Member



Lee Outhwaite
Chief Finance Officer



Dr David Crichton
Chief Medical Officer



Cathy Winfield
MBE
Chief Nursing Officer



Christine Joy
Chief People Officer



Will Cleary-Gray
Director of Strategy and Partnerships



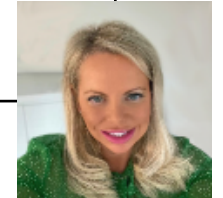
Chris Edwards
Deputy Chief Executive and Executive Place Director for Rotherham



Wendy Lower
Executive Place Director for Barnsley



Anthony Fitzgerald
Executive Place Director for Doncaster



Emma Latimer
Executive Place Director for Sheffield

Partner Members



Damian Allen
Local Authorities Partner Member



Ben Anderson
Public Health Partner Member



Mark Brooks
MHLDA Trust Partner Member



Shafiq Hussain
VCSE Partner Member



Richard Parker
Acute Trust Partner Member



Dr Lisa Philips
Primary Care Partner Member



Healthwatch Rotherham
Participant

The Big Conversation Outcome

Using this inclusive and collaborative process over 520 people (54% of all staff) were engaged in the process and helped to co-create our new shared vision and strategy and validated our purpose, vision, goals, values and behaviours.

Our Purpose

To improve health and wellbeing, the quality and experience of care, eliminate health inequalities, and ensure South Yorkshire's people have access to the services they need to live well throughout their lifetime.

Purpose: why our organisation exists, how the world could be different if we, and others who share our purpose, got everything right, a statement of the type of world we want to live in.

Our Vision

We are a system leader and a trusted partner who has South Yorkshire's people at the heart of what we do. We think differently and work creatively to transform the health and wellbeing of our communities.

Vision: a statement of the type of organisation we want to become in fulfilling our purpose.

The Big Conversation Outcome

Our Goals

Inspired colleagues

To make our organisation a great place to work where everyone belongs and makes a difference.

Integrated care

To relentlessly tackle health inequalities and to support people to take charge of their own health and wellbeing.

Involved communities

To work with our communities so their strengths, experiences and needs are at the heart of all decision-making.

Goals our measurable ambitions and big targets, the achievement of which will demonstrate the achievement of our new, shared vision.

Our values and behaviours

Values the principles that will guide our people's behaviour to achieve our vision.

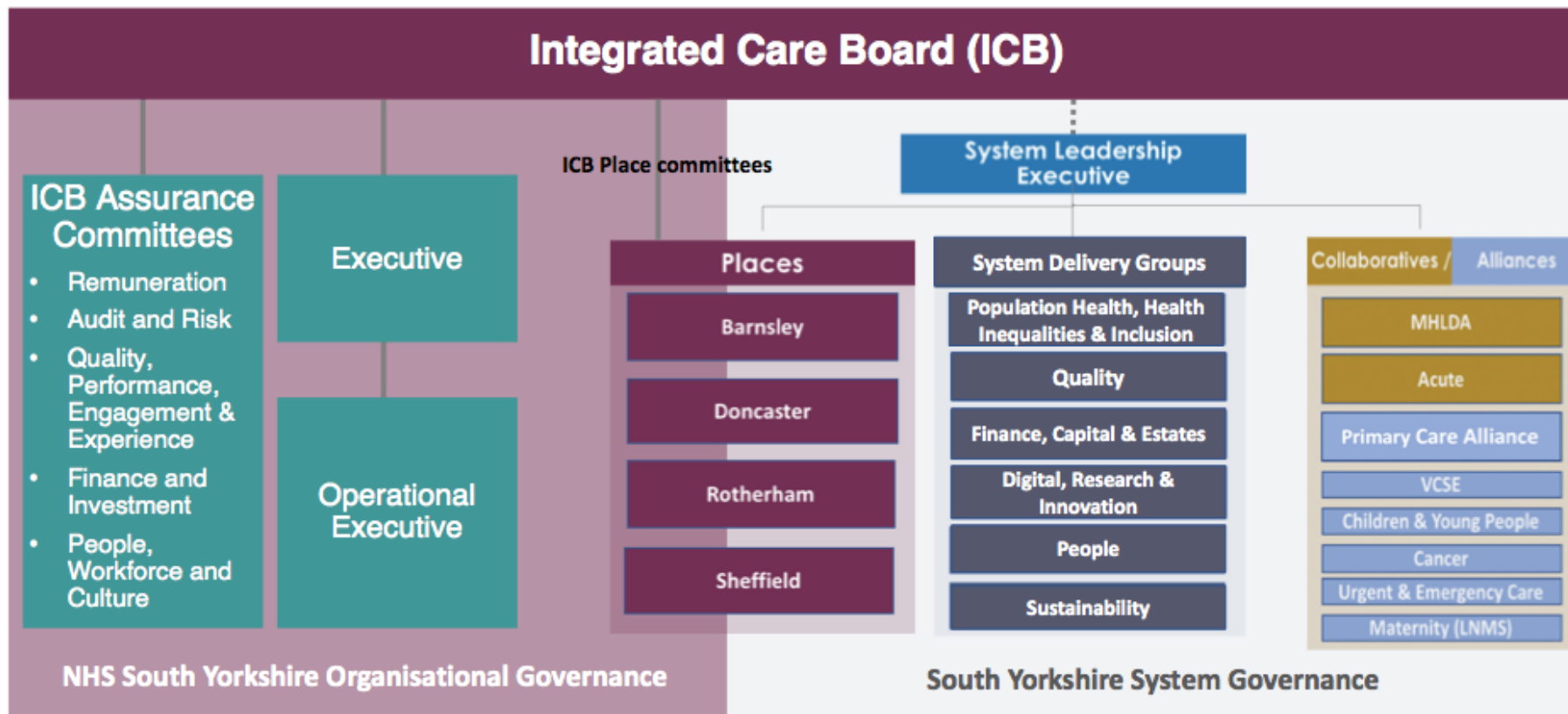
We are...	ONE TEAM	EMPOWERED	INNOVATIVE
Behaviours	We are collaborative , creating solutions with our colleagues, communities and partners.	We are supportive , encouraging each other to reach our full potential.	We are bold , creatively exploring new ways of working and thinking to achieve our goals.
	We are open , honest, and authentic with each other.	We are inclusive , embracing diversity and ensuring fairness and equity.	We learn , from our experience and the good practice of others.
	We are accountable , holding each other and ourselves to high standards.	We are compassionate , caring, and respectful.	We share , as we lead by example and spread learning within our communities.

Behavioural framework how we treat each other, the actions and attitudes expected from individuals and groups within our organisation, towards one another, the business, and those we serve - the agreed visible expression of our values.

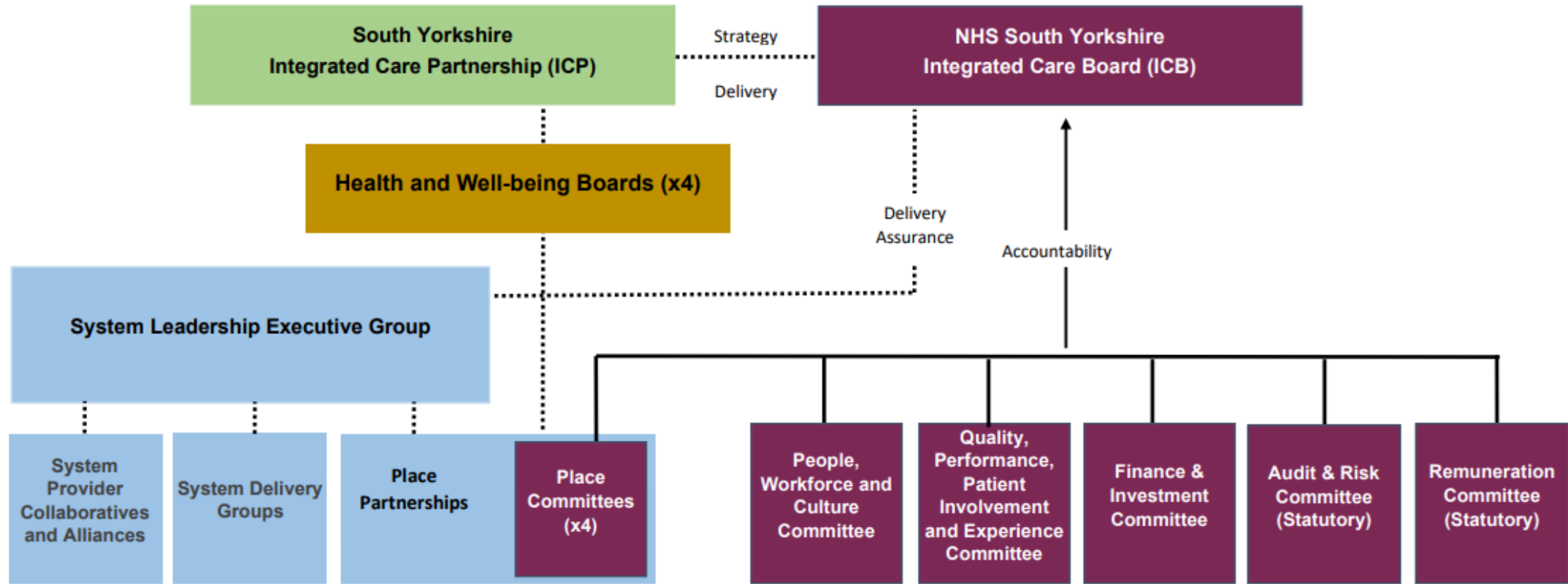
ICB Governance Structure

The first Board meeting of the NHS South Yorkshire ICB was held on 1st July

Integrated Care Partnership (ICP)



Functions and Decision Map



Committee or Group	Key
Integrated Care Partnership	
Integrated Care Board and Committees	
External Organisational Governance	
Partnership Forum or Group	
Direct Accountability	
Working relationship and reporting on agreed priorities	

ICB Committees, Partnerships and Delivery Groups

Committee or Group	Overview
South Yorkshire Integrated Care Partnership	The Integrated Care Partnership is a broad alliance of organisations and representatives concerned with improving the care, health and wellbeing of the population, jointly convened by local authorities and the NHS. It is a joint statutory committee of the ICB and the 4 local authorities in South Yorkshire. Its main role is developing the Integrated Care Strategy
Health and Wellbeing Boards	Health and Wellbeing Boards are 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 local Joint Strategic Needs assessment of the local population it serves.
South Yorkshire Integrated Care Board	<p>The Integrated Care Board (ICB) is an NHS Statutory Body. It has a Unitary Board with an Independent Chair, Independent non-executive members, a chief executive, executives and statutory partner members who bring the perspective of the various sectors of health and care.</p> <p>The ICB is directly accountable for NHS spend within the ICB area, commissioning of services and arranging healthcare for the population of South Yorkshire, quality and performance within the ICB area. It brings partner organisations together in a new collaborative way with a common purpose and brings the NHS together locally to improve population health and establish shared strategic priorities, connecting to partnership arrangements at system and place. The ICB is accountable to NHS England.</p>
ICB Assurance Committees	The ICB has assurance committees which are chaired by and whose membership is from Independent Non-Executive Members of the Board. They have a critical role in providing assurance to the board on how the ICB is discharging its statutory functions. Assurance Committees are accountable to the Board.
ICB Place Committees	ICB Place committees provide consistency of ICB governance in each place. They provide a mechanism for delegation within the Integrated care Board so that decision on priorities and resources can take place locally in each place with wider health and care partners. ICB Place Committees are one part of the wider set of arrangements in each place to enable integrated working at a local level. Place Committees are accountable to the Board.

ICB Committees, Partnerships and Delivery Groups continued...

Place Partnerships	The Partnership of health and care organisations across each of the Barnsley, Doncaster, Rotherham and Sheffield Places that come together respectively to plan and deliver joined-up services and to improve the health of people who live and work in their respective Places.
System Leadership Executive	An Executive Group to enhance relationships between the leaders across the health and care system and facilitating joint action to improve health and care outcomes and experiences across their populations, by influencing the wider determinants of health, including creating healthier environments and inclusive and sustainable economies. They operate through mutual accountability and consensus and accountability is through members organisations.
System Provider Collaboratives	Provider Collaboratives and Alliances are organisations who provide health and care services working together. This is where something is better done collectively for example a service delivered once to improve access or quality for everyone in South Yorkshire. South Yorkshire has a number of Collaboratives and Alliance any they cover Hospital Trusts, Mental Health Trusts, Primary Care, Children and Young People services, the Voluntary Sector and disease or condition specific Alliances for example Cancer and Maternity. They operate through mutual accountability and consensus and accountability is through members organisations.
System Delivery Groups	System Delivery Group multi-sectoral and multi care and profession groups who collaborate to develop strategies and plans, share good practice and leaning, monitor quality and delivery with a focus on the South Yorkshire population as a whole and each of its place populations. They operate through mutual accountability and consensus and accountability is through members organisations.

Our Places



Barnsley



Doncaster



Rotherham



Sheffield

Place Based Health & Care Partnership

Partners in each of our places are working together as Place Based Health & Care Partnerships to improve health and care for local residents.

These partnerships are the foundation of Place development with relationships in each continuing to evolve and work taking place to deliver ambitious joint strategic plans for the health and care needs of their local population.

Each Place Base Partnership has a Local Plan with priorities. It sets out how partners will work together to help everyone in their locality.



The principle aim is to help people in each of our Places to get the best start in life and to be healthier.

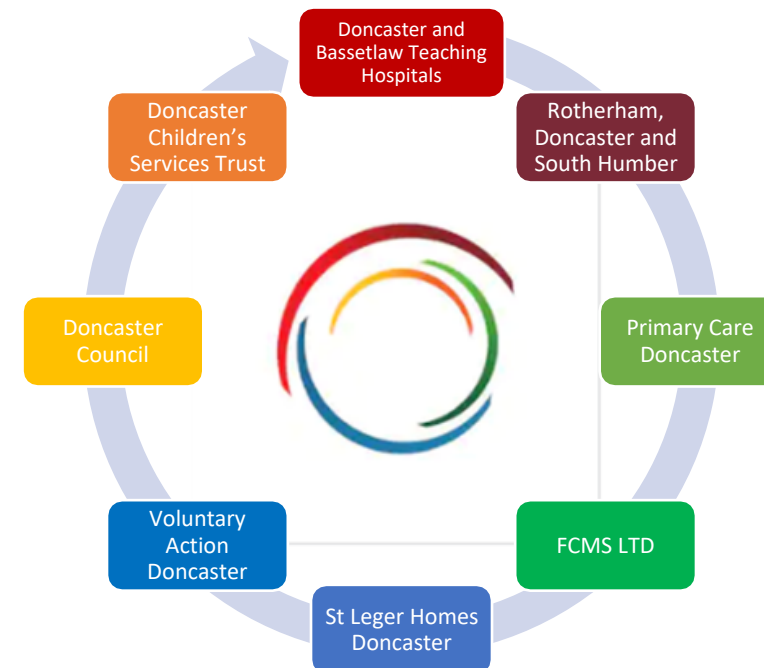


Doncaster Partners have been working in a collaborative way for several years to transform Health and Social Care and partners are committed to a whole system partnership approach in order to:

- Address health inequalities, reviewing access to services including primary care, health outcomes by population groups and establish a Fairness and Wellness commission
- Continue to use the life course approach to coordinate activity and track progress
- Increase the voice of local residents in the Health and Wellbeing Board and refresh the Health and Wellbeing strategy.
- Develop effective working arrangements with the new health system structures and local Voluntary, Community and Faith groups
- Continue to build on the compassionate and community centred approach and develop joint investment approaches to health and wellbeing

Doncaster Place Maturity:

- There is already a strong and embedded partnership model in Doncaster that includes all key partners
- Place governance has been developed collaboratively and agreed across all organisations
- Health and Social Care Joint Commissioning is well established
- Place Vision and Principles have been reviewed and milestones refreshed to provide a clear transformation plan for 2022/23
- Multi agency operational groups support the governance arrangements to drive forward collective improvement
- Transformation leaders report to Place Partnership Delivery Group through to the Place Partnership Board
- A range of joint roles are well established across Place
- A Provider Collaborative Agreement approved in 2018 which developed into the Place Agreement



Doncaster Place Priorities



The Doncaster Place Plan 2016-2022 was refreshed in 2019 and closely aligns to the Health and Wellbeing Strategy and Doncaster Borough Strategy for 2030: Doncaster Delivering Together

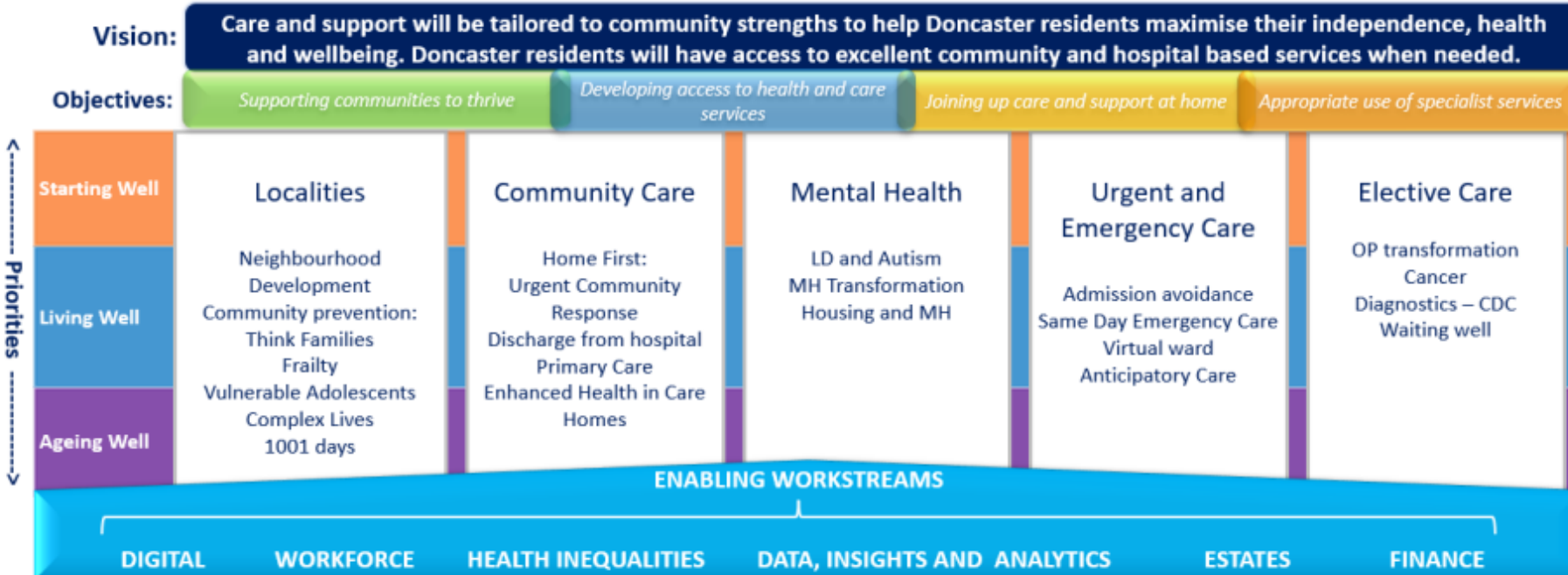
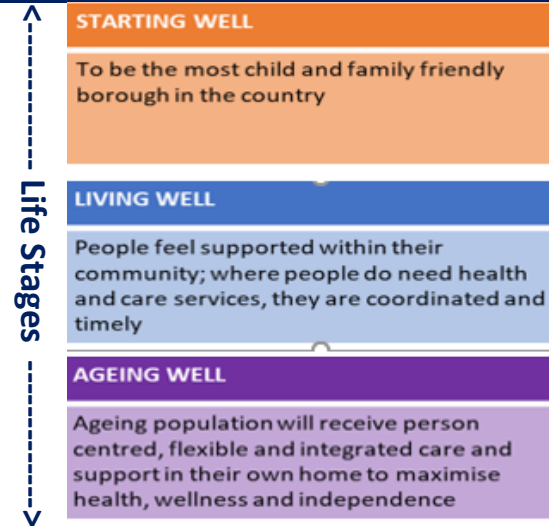
Our plans build upon successful CCG and Local Authority joint approach of previous years with a continued "Life Stage Approach"

The five key areas of transformation for Place are supported by a number of enablers and underpinning principles

These are areas that will make the most impact if addressed collectively across health and social care

The priorities have been reviewed to ensure they remain relevant and are reported through Partnership Board

Combination of National "must be done" – and locally agreed priorities for our Doncaster patients and residents with more of a locality focus



Here and Now Issues re Access and Flow



UEC Summary

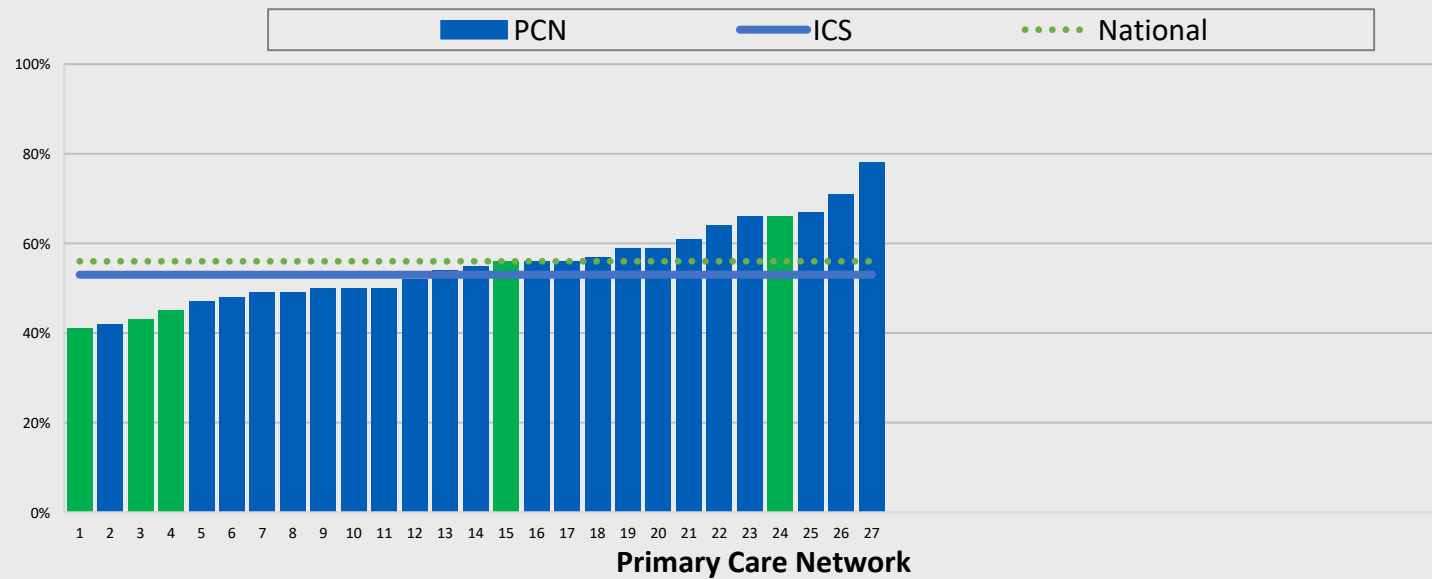
	A & E Performance (4hrs)	Over 12 hours from arrival	12 hour+ decision to admit delay	MFFD (%)	MFFD > 21 days	Ambulance handovers
BHNFT						
DBHFT						
SCH				N/A	N/A	
STH						
TRFT	N/A					

GP Patient Survey

Overall experience of making an appointment

Q21. Overall, how would you describe your experience of making an appointment?

Percentage of patients saying they had a 'good' experience of making an appointment



PCN	Name
1	DONCASTER EAST PCN
2	NETWORK NORTH PCN
3	DONCASTER SOUTH PCN
4	DONCASTER NORTH PCN
5	RAVEN PCN
6	ROTHER VALLEY SOUTH PCN
7	BARNSELY PCN
8	SEVEN HILLS PCN
9	ROTHERHAM CENTRAL NORTH PCN
10	FOUNDRY PCN
11	CITY CENTRE AND UNIVERSITY SHU PCN
12	GPA1 PCN
13	MALTBY WICKERSLEY PCN
14	TOWNSHIPS 2 PCN
15	DONCASTER CENTRAL PCN
16	TOWNSHIPS 1 PCN
17	WENTWORTH 1 PCN
18	HEALTH VILLAGE/DEARNE VALLEY PCN
19	HEELEY PLUS PCN
20	SAPA 5 PCN
21	HILLSBOROUGH PCN
22	PEAK EDGE PCN
23	WEST 5 PCN
24	4 DONCASTER PCN
25	UOS STUDENT PCN
26	PORTER VALLEY PCN
27	UPPER DON VALLEY PCN

Health Inequalities – “Avoidable, Unfair and Systematic”

- 25% of Doncaster population live in 10% index of most deprived areas in the country
- 35% of Doncaster children are living in Poverty
- Significant range of life and healthy life expectancy across our city

Indicator	Period	Doncaster			Region England			England		
		Recent Trend	Count	Value	Value	Value	Worst	Range		Best
Life expectancy at birth (Male)	2018 - 20	-	-	77.8	78.4	79.4	74.1		84.7	
Life expectancy at birth (Female)	2018 - 20	-	-	81.0	82.2	83.1	79.0		87.9	
Under 75 mortality rate from all causes	2018 - 20	-	3,517	410.0	372.7	336.5	570.7		220.1	
Under 75 mortality rate from all cardiovascular diseases	2017 - 19	-	698	82.1	80.2	70.4	121.6		39.8	
Under 75 mortality rate from cancer	2017 - 19	-	1,280	150.6	137.5	129.2	182.4		87.4	
Suicide rate	2018 - 20	-	112	13.8	12.5	10.4	20.3		5.0	

Locality Working in Doncaster: Programme Plan for 2022 - 2023

Empowered, Engaged Communities

Build capacity within communities. Shift to doing with rather than to. Address inequalities.

What we'll do	By when	Who'll lead
Identify and train staff, partners and residents to be Community Explorers and drive engagement with Doncaster's communities	July 2022	Rupert Suckling
Launch of Your Life Doncaster, bringing together key information about assets and support in each Locality	July 2022	Debbie Hogg
Completion of Appreciative Inquiry and wider engagement to find out what is most important to residents in each neighbourhood	September 2022	Rupert Suckling
Establish action learning sets in each Locality so that Community Explorers can stay connected and develop practice	November 2022	Rupert Suckling
Complete "Dream", "Design" and "Deliver" workshops to support Doncaster neighbourhoods to identify and address key actions	December 2022	Rupert Suckling

Commissioning and Investment

Attract and bring together funding to invest in local communities and support

What we'll do	By when	Who'll lead
Approval of Doncaster Delivering Together Investment Plan 2022-23, including regenerative investments in communities	July 2022	Debbie Hogg
Voluntary sector partnerships in place and delivering preventative support in each Locality that improve health and wellbeing	September 2022	Rupert Suckling
Review of contracts register and identification of opportunities to develop more community-focused approaches in 2023-24	October 2022	Rupert Suckling
Alignment of partner investment in Primary Care and Community Safety alongside wider investment to improve collective impact	January 2023	Rupert Suckling
Approval of Doncaster Delivering Together Investment Plan 2023-24, including regenerative investments in communities	April 2023	Debbie Hogg

Leadership and Deals

Local governance, plans and priorities that engage with members, partners and communities.

What we'll do	By when	Who'll lead
2022-23 Locality Plans launched and discussed with staff, partners, Town and Parish Councils	July 2022	Lead Directors
Joint work on shared values, recognising colleagues, celebrating successes, achieving priorities, developing locality working approach	October 2022	Debbie Hogg
Mid-year public update to Overview and Scrutiny Management Committee about 2022-23 progress on Locality Plan priorities	October 2022	Phil Holmes
Review of progress and learning from priority neighbourhoods that have been the focus of in-depth work to address entrenched issues	December 2022	Lead Directors
Completion and approval of 2023-24 Locality Plans that reflect community feedback, Great 8 priorities and available investment	March 2023	Phil Holmes

Integrated Local Delivery

Staff work together on local geographies for the benefit of people and places.

What we'll do	By when	Who'll lead
All Your Family Groups chaired by Triage Managers and picking up people and place issues as part of whole family approach	August 2022	Riana Nelson
Evaluation of piloted changes to improve community access to Adult Social Care alongside extension of community Talking Points	October 2022	Phil Holmes
Review of Street Scene capacity and focus ; agreement of next steps to improve capability for Locality Working	December 2022	Dan Swaine
Agreement of integrated Doncaster city centre team to sustainably support local people and businesses	December 2022	Dan Swaine
Review of overall Local Solutions progress across all teams supporting people and places. Agreement of next steps for 2023-24	January 2023	All Directors

Highlights

Place Governance becoming established – including Place Committee, Delivery Group and multi-professional Clinical Reference Group

Place Agreement in process of being signed by all partners

Reporting at Place – to provide system oversight, Place Plan progress and Place based achievements

Medical Director appointment, Dr Nabeel Alsindi

Agreement to develop **1 Plan for Doncaster** for April 2023

Doncaster Workforce Lead recruitment underway

What is challenging?

- Ongoing UEC system pressure despite considerable focus and development work – oversight group being established and continued focus of 100 day discharge challenge
- Financial position – commencement of work to develop Place Financial Strategy and oversight group
- Integration between PCNs and localities
- Workforce – recruitment and retention in both Health and Social Care



Most proud of...

Locality development

- Local Solutions approach 'Your Family' implemented across Doncaster which is supporting vulnerable children and families



Digital inclusion

- Progressing Doncaster wide digital inclusion programme

Mental Health

- The Crisis Alternatives Alliance was shortlisted for a HSI award for mental health innovation of the year
- Doncaster is piloting the mental health ambulance response unit- positive patient feedback to date

Children and Families

- Introduction of the digital assessment process for ASD and ADHD
- Roll out of 'Kooth' – online chat and emotional wellbeing service for children and young people



Health Inequalities

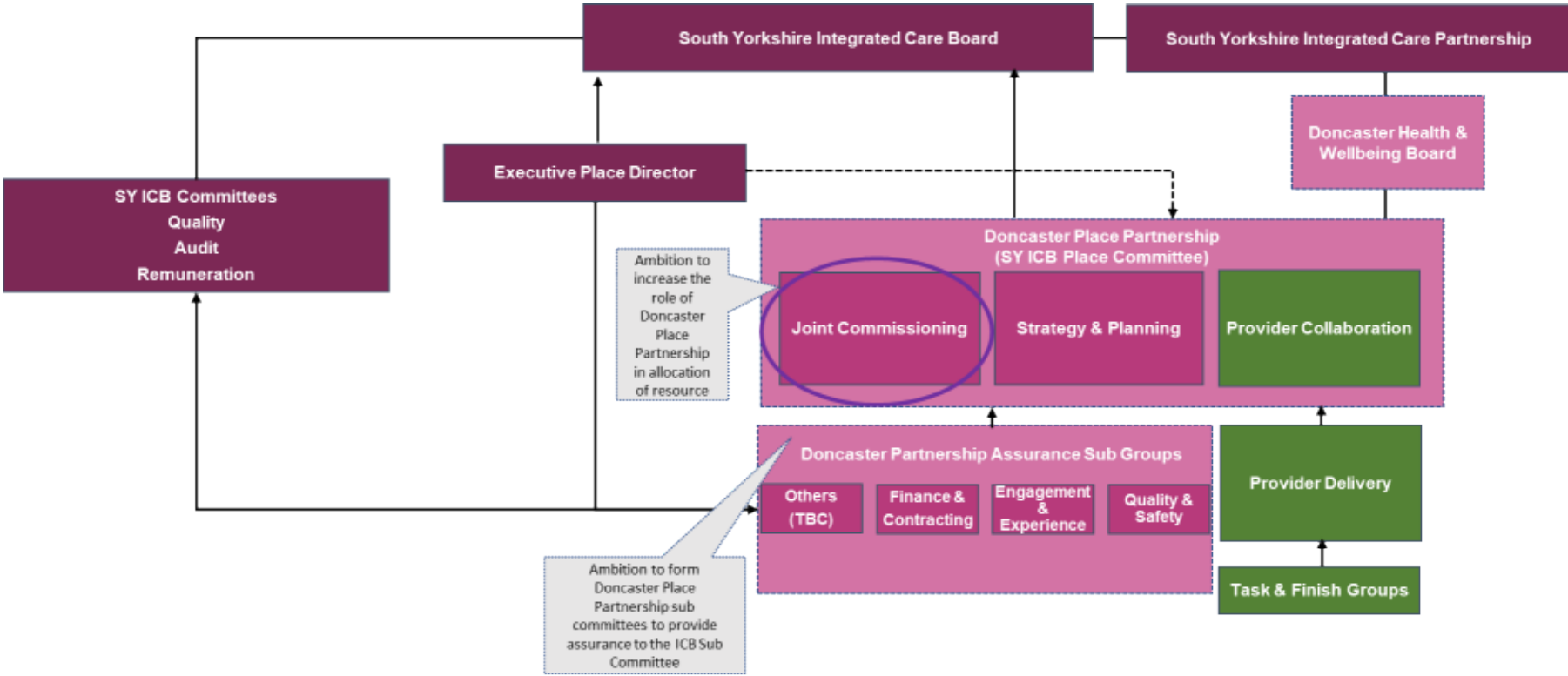
- Steering group established
- Workshop planned to bring together PCN and Wellbeing roles

Transfer of Care Hub

- Joint appointment to place ToC Hub lead



Governance – March 23



ICB Strategy

NHS South Yorkshire ICB continues to work to deliver the South Yorkshire Integrated Care System 5 year plan

This was adopted at our first Board Meeting on the first of July.

The Integrated Care Partnership will meet for the first time in September and will refresh the strategy.



Our 9 priority programmes:

Workforce

Cancer

**Primary and community
care**

**Urgent and emergency
care**

Digital and innovation

Out-of-hospital care

**Mental health and
disabilities**

Health inequalities

Hospital Services

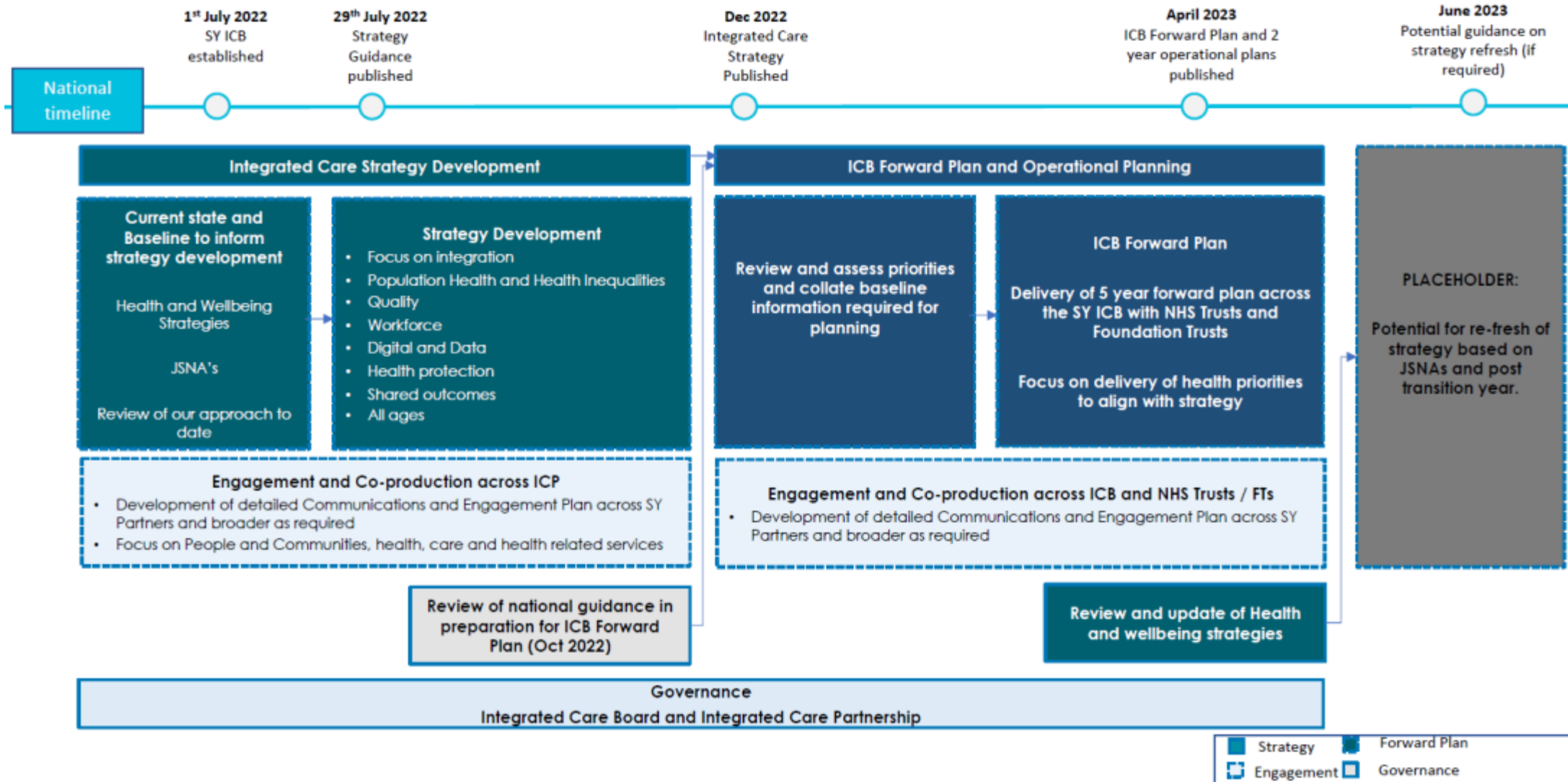
SY Integrated Care Strategy

The new **Integrated Care Strategy** represents both an opportunity to **do things differently**, but to also **build on the good work across the system** and within each of the **Places**

The **ICP** is responsible for developing the **Integrated Care Strategy**

Statutory requirements in developing the Integrated Care Strategy	
Must set out how the 'assessed needs' from the joint strategic needs assessments in relation to its area are to be met	Consider whether the needs could be more effectively met with an arrangement under section 75
Have regard to the NHS mandate in preparing the integrated care strategy.	Involve in the preparation of the integrated care strategy: local Healthwatch organisations and people who live and work in the area.
Publish the integrated care strategy	Consider revising the integrated care strategy whenever they receive a joint strategic needs assessment

How will we get there?



How will we get there?

Doncaster 1 Plan Development

Current state and baseline

- JSNA
- Review of existing plans
- Partnership development self assessment

Developing in partnership

- Place based working group of planning leads
- Place based engagement and communication

1st July 2022
SY ICB established

29th July 2022
Strategy Guidance published

Oct 2022
Planning guidance (TBC)

Dec 2022
Integrated Care Strategy Published

April 2023
ICB Forward Plan and 2 year operational plans published

June 2023
Potential guidance on strategy refresh (if required)

National timeline

What's the immediate ask?

- Ensure the right, and active membership of the SY ICP Co-ordination Group
- Form a Doncaster working group of planning leads to support the Doncaster input to the ICP strategy and to develop the Doncaster 1 Plan

Questions: How do we ensure this is absolutely links to our Health and Wellbeing Priorities across Doncaster

How do we ensure our Doncaster resident are actively engaged in this approach and development