

South Yorkshire and Bassetlaw
Integrated Care System



South Yorkshire and Bassetlaw Integrated Care System

Executive Director
Application Pack



Executive Director Applicant Pack

Thank you for expressing an interest in an exceptional opportunity to become an Executive Director on the Unitary Board of the South Yorkshire and Bassetlaw Integrated Care System (SYB ICS) and designate Executive Director of the South Yorkshire Integrated Care Board (SYICB).

Further to the publication of the Government's White Paper ([Integration and Innovation](#)) on 11th February 2021, and subject to the final Parliamentary Bill, integrated care systems (ICS) are expected to become statutory organisations on 1st April 2022.

Since 2016, South Yorkshire and Bassetlaw Integrated Care System has been on an incredible journey to deliver significant improvements and transformation in areas such as stroke, cancer and mental health services, health inequalities, social prescribing and workforce, digital and capital developments. At the same time, we have focused on reducing unwarranted variation across our population - as reflected in our [Five Year Plan](#) (2019 – 2024).

As we look ahead to April 2022, we are seeking to appoint Executive Directors to support the CEO who is a value-based leader. Together you will be committed to delivering a highly collaborative approach, which will continue to put our people's views - including staff - at the heart of all we do.

With the support of an exceptional Executive Team of Directors our aim is to build on the work we have achieved over the past five years, to deliver on our five-year plan ambitions and provide the best health and care possible for everyone living across the area.

The successful candidate will need to counterbalance several complex and competing priorities alongside facilitating extensive and fluid engagement with a wide range of integrated care partners in the NHS, local authorities, voluntary community, and social enterprise sector (VCSE), hospices, businesses, social housing organisations, regulators, universities and further education colleges.

As an Executive Director, you will need to lead by example and demonstrate the highest level of professional integrity and probity when working alongside senior executive, non-executive and elected leaders across the Partnership.





Working closely with our newly appointed Designate CEO, Independent Chair and Chair Designate of the future organisation, the South Yorkshire Integrated Care Board (SY ICB), you will need to demonstrate a values-based approach in your work ethic - and continue to inspire this commitment across the Partnership. This will be integral throughout the transition, and beyond, in being able to bring the current organisations together to form one new statutory employer, utilising an organisational development approach to meet our aims and values.

It is essential that you are able to authentically demonstrate its objectives to improve Equality, Diversity and Inclusion (EDI) for patients, communities and staff across the Partnership. This will require the right approach to leadership, influence and collaborative relationships based on mutual accountability, together with innovative thinking and effective governance.

This includes stewardship over community-based initiatives but also oversight for a number of our nationally recognised provider collaboratives; our Provider Collaborative work was recently named among the finalists for the 'Procurement Project of the Year' at the national Health Service Journal (HSJ) Partnership Awards.

It is important that you ensure that the Partnership is consistently and strongly supportive of service delivery for people, carers, and families.

Your values and behaviours will be fundamental, and you will be a respected, compassionate and inclusive leader with the ability to build and sustain successful partnerships.

You will bring credible knowledge and understanding to support the delivery of complex integrated working and transformational change through robust and inspiring articulation of the vision.

As an ambassador for the Partnership, you will be able to use your experience and high influence to improve opportunities for Black, Asian and Minority Ethnic communities (BAME) colleagues to thrive under our alignment with NHS England and NHS Improvement's (NHSE/I) Workforce Race Equality Standard (WRES) requirements.

In doing so, this will reduce our public engagement impact, reducing inequalities and improve our system recovery so that our Partnership is more representative of the people we serve.

Most of all we are looking for someone who is passionate about addressing inequalities and achieving the best possible health and care for *all* people.

Like other regions, South Yorkshire has learned a great deal during the COVID-19 (Covid) pandemic, and we want to embed the positive changes - and learn from the negatives - into our future planning.

We will continue to work very closely with partners to help rise to these challenges, doing everything we can to meet the needs of our colleagues and communities. This includes our role as an employer and anchor institution, and as a system that delivers world class research and innovation, we have much to offer.

We fully understand our challenges and are open, honest and transparent with one another. This enables us to continue delivering towards our ambitious plans whilst acknowledging the complexity of our immediate challenges, alongside a detailed understanding of the ongoing, growing needs of our aging population.

We strongly welcome and encourage applications from people of all backgrounds.

If you share our values and ambitions for the people living in South Yorkshire and have the skills and experience to drive our Partnership forward, then we would be delighted to receive your application.

You can read more about the work of our Partnership on our website at
<https://sybics.co.uk>

You can also follow us on Twitter at
[@SYBhealthcare](https://twitter.com/SYBhealthcare)



A message from our CEO

1.5m

Population

£3.9b

Total health and social care budget

72k

Members of staff

200+

GP practices

36

Neighbourhoods

6

Acute hospital and community trusts

6

Local authorities

5

Clinical commissioning groups

4

Care/mental health trusts

In its current form, the South Yorkshire and Bassetlaw Integrated Care System (SYB ICS), comprises of five places – Barnsley, Bassetlaw, Doncaster, Rotherham and Sheffield – with Bassetlaw to be aligned to the district of Nottingham (Nottingham and Nottinghamshire ICS) from April 2022.

We take a place-based approach that builds on the strengths, capacity, and knowledge of all those directly involved with local communities whilst delivering a wrap-around approach to transformational change via nine [priority programmes](#) – cancer, digital and innovation, health inequalities, hospital services, mental health, out-of-hospital care, primary and community care, urgent and emergency care and workforce.

Where our [Three Year Review](#) (2016 – 2019) highlighted a number of our key achievements in the areas of reduced hospital waiting times, extended access to primary care and increased access to mental health support, [our Five Year Plan](#) (2019 -2024) set-out our key ambitions in preventing the ‘burden of illness’ - caused by smoking, obesity and alcohol – but also our intentions to deliver more joined-up care closer to home where safe and necessary to do so.



The Covid pandemic has made our Partnership stronger

Covid has fast-tracked many of our pre-pandemic digital innovations which have had the opportunity to be trailed safely as colleagues have had to work around new challenges to maintain life-saving infection control measures across our health and care settings.

The intelligence, agility and speed provided by digital innovations – the requirements tested and adapted throughout the Covid pandemic – have only added to our determination to introduce new digital technologies to support patients, including virtually. Remote care has also supported our long-term commitments to enhance the opportunities for more person-centred care (personalised care). This has also brought together the expertise of multidisciplinary teams to support patients - even during the most challenging points of the pandemic – as reflected through our [Rapid Insights report](#) with the Yorkshire and Humber Academic Health Science Network (Yorkshire & Humber AHSN).

Working arrangements are co-produced by partner organisations

NHS providers, commissioners, local authorities, the voluntary community social enterprise (VCSE) sector, Healthwatch and other community representatives work together to devise appropriate working arrangements.

It is important that the successful candidate can work with local leaders, including the Mayor of Sheffield City Region as part of the South Yorkshire Mayoral Combined Authority (SY MCA), to support regional ambitions related to health prevention, levelling-up and reducing the impacts caused by Covid-19 on social and economic deprivation.

Alongside the SY MCA, our Partnership Board is also aligned to the Local Resilience Forum which is made of representatives from police, fire and rescue, transport, and local authority partners to join-up on local issues and public health related campaigns.

We've found that our mature partnerships have been truly tested during the pandemic - and we've been absolutely delighted in how local partners have responded by working together in all sorts of new ways; through co-production, mutual aid and delivering joint campaigns we've been able to maintain emergency frontline services by keeping them open during the most challenging times, recalibrated urgent care pathways where necessary to do so (such as for [children's emergency surgery](#)) and provide [personal protective equipment](#) (PPE) when it was needed most.

These recent examples are emblematic of the value and deep connections across our Partnership and we're rightly very proud of our track record in continually performing to these high standards - regardless of the unprecedented challenges we might face together.



Work is tested through good governance arrangements.

Our governance is through system executive and assurance oversight, sector collaborative partnerships, local place reviews and public involvement. We engage people via our local places, voluntary sector and Healthwatch around priorities that would improve people's wellbeing and we increasingly have lay members involved in our programmes.

We have a Joint Committee of Clinical Commissioning Groups, Acute Federation, Mental Health, Learning Disabilities and Autism Collaborative, Children and Young People's Collaborative and a developing Primary Care Collaborative. We listen to and involve the public and patients through many routes, including our Citizens' Panel, online Membership Forum and Cancer Patient Advisory Board.

We hope that these accomplishments clearly demonstrate to you the scale and breadth of our ambitions for the future South Yorkshire Integrated Care Partnership.

As the incoming Executive Director you will be fully supported by highly driven and motivated colleagues across the wider Partnership to thrive and succeed within a values-based leadership culture – including supporting the health and wellbeing of our people.

We look forward to receiving your application.



Gavin Boyle

Designate Chief Executive of the future organisation, the South Yorkshire Integrated Care Board (SYICB).



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Our vision

As Executive Director you will be working towards implementing the vision outlined in our Five Year Plan* (2019 – 2024). The scale of these ambitions is distilled into four key areas:

Developing a population health system

- Tackling health inequalities and helping people to have the best start in life; this includes the wider determinants of health – such as education and employment – which will be included in our healthcare planning.
- Reducing the impact of the 'burden of illness' will ensure we are supporting our prevention work to reduce ill-health and early deaths caused by smoking, alcohol and obesity.
- Support the early diagnosis and increased survival from cancer.

Strengthening our foundations

- We want to make our health and care system in South Yorkshire the best place to work, supported through the development of a flexible workforce and addressing nurse shortages.
- Fast-track digital innovation and digitally enabled care – such as virtual GP appointments - across our neighbourhoods.
- Increase the involvement of our local citizens and welcome diversity and minority voices into the conversations so that we can build a better future.

Building a sustainable health and care system

- Reducing the pressures on Accident and Emergency (A&E). Urgent treatment centres have been launched already in two of our Places.
- Give patients more options, more control and more joined-up care at the right time in the best care setting. This includes increasing patient access to their medical records.
- We will take forward the recently formed Hospital Hosted Networks to ensure everyone has the same high-quality standards and equal access.

Broadening and strengthening our partnerships to increase our opportunity

- Use our influence nationally and across the regions, including the role we play in the local and regional economy.
- Strengthening the connections we have in Neighbourhoods and in Place with our local authorities and the voluntary sector.
- Given that much of the transformation work already happens at Place, we will continue to work together, but also explore and find new ways of working, with our long-established partners.

*Our Five Year Plan is pending an update during 2021



Our values and culture

Through our many years of Partnership working we expect our incoming Executive Director to embody and demonstrate the nine dimensions closely bound to the NHS England and NHS Improvement (NHS E/I) Leadership Model.

1	Leading with care
2	Sharing the vision
3	Influencing for results
4	Engaging the team
5	Inspiring shared purpose
6	Holding to account
7	Evaluating information
8	Connecting our service
9	Developing capability

The South Yorkshire Partnership will strive to exhibit the following behaviours when working with colleagues during and beyond the transition:

- Inspire confidence across our communities, partners and NHS E/I by being able to engage in meaningful dialogue across the Partnership.
- Respect differences of opinion or views that are contrary to your own - find new learning opportunities or connectedness to fully understand other ways of seeing the same challenges.
- Act with honesty and integrity and put trust in others to deliver what is asked of them.
- Challenge and ask questions of others constructively – listen, learn and engage with colleagues and our wider stakeholders by taking the time to share learning and insights.



Involvement

We place a high value on the feedback that our patients, communities and colleagues share with us.

Effective public involvement, particularly with those with lived experience and who are seldom heard, ensures that we make the right decisions together about our health and care services.

Our Five Year Plan was also developed with our Guiding Coalition - a strategic advisory forum which includes voices from primary and secondary care clinicians, local authorities, voluntary sector and the public - to support the vision.

We listen to our communities and involve a wide range of people from our neighbourhoods from the beginning. Using a range of approaches to involve our communities directly:

**Our online membership
(with over 700 people)**

Citizen's Panel

Public surveys

Social media

Case study requests

It's often the case that our workstreams need to better understand the views of/ or hear from a particular group of patients (or members of a community) to help inform their planning from the outset.

In this scenario our [engagement approach](#) is more targeted to ensure that we hear specifically from them.

We are grateful for the involvement and reach made possible through our Partnership for instances where we work with the media, hold events or ask for wider support to amplify engagement projects.

Our collaboration with local Voluntary Community and Enterprise Sector (VCSE) organisations and Healthwatch's are very important to us and we make good use of their expertise and public networks.

Recent examples of our engagement work:

- [New report shows views of people](#) in SYB on health services during pandemic
- [Stoma patients](#) asked for their feedback
- [Survey seeking views](#) on a potential change to the way appendicectomies for children under the age of eight is provided in SYB is launched

Our latest campaign is to [gather local patient insight](#) within Long Covid patients to inform the national '[Your Covid Recovery](#)' website resource.



Equality, Diversity and Inclusion (EDI) Commitments

We're fully committed to improving Equality, Diversity and Inclusion (EDI) for patients, communities and staff across our health and care system.

In line with the NHS People Plan, our work regionally is progressing well with several EDI commitments which were first proposed towards the end of 2020.

Aligned to NHS England and NHS Improvement's (NHSE/I) Workforce Race Equality Standards (WRES), we identified a number of key areas for action.

One of the key aims was to set-up a system-wide EDI Steering Group which is up-and-running with energy and commitment from all members.

Plans for 2021 and beyond

We are currently exploring how we can best connect the current existing Black Asian and Minority Ethnic (BAME) Networks across all our partners to the existing ICS leadership and governance structures.

To help improve the diversity of our leadership and we have applied for funding for a dedicated bespoke BAME talent management programme. We also have plans to enhance the recruitment of associate non-executive directors (NEDs) from BAME backgrounds.

To ensure that we remain on-track with our EDI pledges, we will embed the work into all ICS work programmes by:

- Developing a Race Equality Charter for the South Yorkshire system
- Establishing an EDI Executive Steering Group with NED representation, keeping the EDI leads as a delivery group
- Looking at resourcing the further development of EDI work
- Ensuring this is seen as a system-wide approach system wide

Partner organisations have also backed NHS England and NHS Improvement's (NHSE/I) Workforce Race Equality Standard (WRES) requirements. The WRES supports employees from black and minority ethnic (BME) backgrounds to progress within the NHS through equity of access to career opportunities and through the improved treatment in the workplace.



Examples of our success and achievements to date

The South Yorkshire and Bassetlaw Cancer Alliance

- Funded the VCSE to raise awareness of signs and symptoms to support the earlier diagnosis of some cancers – recruiting over 12,000 cancer champions across SYB to conversations with people.
- Have increased screening uptake and ‘missed referrals’ using behavioural science ‘nudging’ – promoting people through behavioural insights to proactively access care and treatment using very localised data (at practice level). Early findings show positive results with the approach being adopted to respond to the disruption of cancer services from Covid.
- Delivered targeted lung health checks in Doncaster (as a trial), encouraging around 41,000 people in the town to take up the invitation. From now until March 2022, mobile trucks will make their way across the Doncaster area in a bid to help detect lung cancer earlier, as well as identifying other lung conditions. A recent study showing that checks such as these can potentially pick up changes earlier and reduce lung cancer deaths by around 26% in men and 40% in women.

Social Prescribing - All five Places in South Yorkshire and Bassetlaw have a [social prescribing](#) service, with (pre-Covid) over 10,000 people accessing some kind of social prescribing support each year.

Stroke - Transformed [hyper acute stroke services](#) across SYB in 2019 – saving lives, improving health outcomes and reducing disabilities. Staff (in survey results) say there is ‘one team’ ethos and agree that quality of care and patient experience has improved. Patients are extremely satisfied as reflected in Sentinel Stroke National Audit Programme (SSNAP) data.

QUIT - [Launched](#) a ground-breaking stop-smoking programme which has the potential to save up to 2,000 lives a year. Part funded by Yorkshire Cancer Research. There is significant commitment to the programme from all eight acute, mental health and children’s trusts in our health and care system – and the largest of its kind in the UK. It could also prevent up to 4,000 hospital readmissions a year.



Working Win - Between November 2020 and March 2021 the ICS has been a key partner in the Sheffield City Region-led [Working Win project](#). Working Win project. This innovative programme helps to provide robust support to people seeking employment whilst also living with mental or physical health conditions. Support is provided while finding work but also within it. The total number of residents supported by Working Win is more than 3,570, with more than 500 of these supported during an extension phase, which was put in place to help the region's fightback against the Covid pandemic.

As part of the £5m **Macmillan Living with and Beyond Cancer programme**, 1,300 additional patients are accessing support. New support worker roles were also introduced across secondary care services to better support the holistic needs of cancer patients, often freeing up clinical time and providing patients with more personalised care.

Allied Health Professionals (AHP) Council - Established the [AHP Council](#), the first in the country, utilising the expertise, knowledge and skills of a multidisciplinary team to oversee improved career development and training opportunities across the pathway. AHP roles – which includes physiotherapists, paramedics and radiographers – join up to develop new ways of supporting health and care services.



Workforce - in partnership with Health Education England:

- Introduced 135 trainee nurse associates into health and care services in Doncaster and Sheffield to undertake more routine tasks while better utilising the time of registered nurses in focusing on patients with more complex needs.
- Developed 21 clinical pharmacists, who are now able to prescribe, have joined the workforce and are working in general practice.
- Trained 825 non-clinical members of staff to work as Care Navigators across the system. This has the benefit of freeing-up GP appointments by signposting patients to different, more appropriate services to support their immediate presenting needs.

Capital investment - £20 million funding for emergency care schemes:

- Yorkshire Ambulance Service (YAS) - ambulance hub
- Barnsley Hospital NHS Foundation Trust - new paediatric Emergency Department building
- Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust - new CT scanner and capacity extension
- Sheffield Teaching Hospitals NHS Foundation Trust - expansion of hyper-acute stroke services.
- Potential new public services - GP surgeries, nurse-led clinics and pharmacies through a further £57.5 million investment (still pursuing these).

Developed five hosted networks

on the back of the SYB hospital services review, bringing clinical teams together across services to strengthen sustainability and improve patient outcomes

Gastroenterology

Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust

Maternity

The Rotherham NHS Foundation Trust

Paediatrics

Sheffield Children's NHS Foundation Trust

Stroke

Sheffield Teaching Hospitals NHS Foundation Trust

Urgent and Emergency Care

Barnsley Hospital NHS Foundation Trust

Accelerator programme - SYB [chosen](#)

as one of 13 areas nationally to help lead NHS routine care recovery plan. Investment of around £10m is anticipated to boost our approach and enable faster treatment of patients



During the first wave of the pandemic:

- SYB was able to increase critical care capacity by over 300% above the baseline to meet the new extraordinary demands. In doing so, it meant that SYB did not need to transfer a single patient out of the region.
- In addition to capitalising on SYB's procurement expertise to maximise PPE stocks, we supported Sheffield City Region in a joint call-to-arms for local manufacturing firms to recalibrate their manufacturing products to support the local demands for PPE - resulting in around 50 businesses coming forward
- We also helped to facilitate the hosting of 600 healthcare students from Sheffield Hallam University (SHU) across the system to support the regional effort
- The skills and expertise of our transformation pathology team ensured our SYB response to testing staff and patients was swift, co-ordinated and efficient
- Temporarily consolidated all children's surgery at Sheffield Children's Hospital NHS Foundation Trust (SCH) where it was appropriate to do so.

SYB ICS Reporting

Radiographer Academy

- The [academy](#) was set up in 2017 to complement academic training with experience that replicates a clinical environment. The latest trainees started their seven-month training at the academy in February.

One of a range of partners supporting health care, regeneration and sporting projects totalling more than £200m at the Sheffield Olympic legacy park.

The flagship developments include a National Centre for Child Health Technology and diagnostic imagery research hub.

£500,000 investment in mental

health - the additional money is supporting a range of projects, including additional psychologists for children, providing additional 24/7 crisis support and funding a housing worker to help support those discharged from mental health wards.

Rotherham Health App

(RotherHive) - A service providing online access to manage healthcare 24 hours a day. As of the middle of June 2019, around 1700 people had signed up to App and 2000 people have had their medication reviewed via the App. It was further promoted and used during the pandemic.





You can find out more about what we're doing as a Partnership to improve the lives of our communities by visiting our website:

<https://sybics.co.uk>



We do hope you found this summary useful and we're looking forward to receiving your application.





South Yorkshire and Bassetlaw Integrated Care System

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