

Happy birthday to us!



The SYB Commissioning Hub has celebrated its first birthday – marking a year of support to the NHS-led Provider Collaboratives for specialised mental health, learning disability and autism services.

Against all odds (covid and a burst water main!) the team met in Sheffield for their second time out session together. We were privileged to hear from a patient with lived experience who gave us a perspective on the care they receive and where things could be improved.

Our guest speaker was John Williams, Executive Director of Finance and Deputy Chief Executive at Sheffield Children's NHS FT – which hosts the SYB Hub and is lead provider for the CAMHS PC. He talked about his leadership journey and shared his key ingredients for success. John thanked the team for the positive impact they have made in their first year.

Meaningful collaboration with providers over the last 12 months has been crucial to the Hub's success to date – thank you to our Provider Collaborative partners and all those who have been part of our journey so far.

Celebrating success: Our year in numbers

Adult Secure

3%

reduction in average length of stay (Oct 21 - Sept 22)

45%

reduction in delayed discharges (Oct 21 - Aug 22)

20%

reduction in SYB patients placed outside of area / natural clinical flow (Oct 21 - Sept 22)

AED

33%

increase in number of SYB AED inpatient beds for SYB patients (Feb - Aug 2022)

15%

increase in number of SYB patients admitted to care within area - now at 90% (Mar - Aug 2022)

8

patients avoided admission or were supported in discharge since launch of Stepping Stones pilot (Adult and CAMHS ED) in March 22

CAMHS

60%

reduction in number of patients waiting for Tier 4 inpatient bed (Oct 21 - Sept 22)

79%

reduction in time from referral to admission to Tier 4 inpatient bed (Feb 22 - Aug 22)

42%

reduction in the number of SYB patients receiving care out of area (Oct 21 - Sept 22)

Inside: SYB Clinical Director Dr Vinaya Bhagat and SYB Commissioning Hub Programme Director Michelle Fearon reflect on a year of positive change through partnership working...



I can't believe how much ground we have covered in the year since we launched the SYB Commissioning Hub. We now have a full team in place which includes Case Managers and Clinical Leads alongside team members in Quality, Governance, Contracting, Finance, Performance and Involvement. Recruiting the right people to these roles was a priority for us and I'm delighted that we've ended up with such a diverse and experienced team who are working together brilliantly. There's a real camaraderie in the Hub motivated by a shared commitment to doing the right thing for our patients.

The feedback from our awayday demonstrated how much we value each other as colleagues and just how strong we are as a team. We support and encourage each other and, together, we are making a really positive impact across Adult Secure, Adult Eating Disorder and CAMHS services.

Much of our first twelve months has been the laying of firm foundations from which to operate. We have worked alongside all eight of our provider partners (see below) to share insight and build effective working relationships based on transparency and collaboration. For many of us, the move to Provider Collaboratives was the first experience of commissioners and providers sitting in a room together to talk about the local patient population and the services and care they need and deserve. We come together for weekly Bed Management meetings to discuss new referrals, the patients receiving care in services, those needing support to transition between settings and timely discharges. There's a real openness to working through challenges together – this means we can remove barriers and get patients to the right place, at the right time for the care and treatment they need.

We've worked incredibly hard as a Hub team to make sure we have robust governance in place, including the required data sharing and partnership agreements and progressing lead provider contracts for each of the three Provider Collaboratives. We produced our commissioning plan for 22/23 and it's wonderful that a number of service innovations are already underway. We are now working with each NHS Lead Provider and partners within the collaboratives to set out our commissioning intentions for 23/24.

We've had a strong focus on involvement and tackling health inequality from the outset. I'm pleased with how much direct engagement we have had with service-users during the year. Hearing and learning from their lived experience is essential for us to keep improving the patient journey and quality of services.

It's also been really important to make sure we have ongoing conversations with stakeholders across the wider system including the new South Yorkshire Mental Health, Learning Disabilities & Autism Provider Collaborative and the wider South Yorkshire ICB. We all need to be joined up in our thinking and planning so that services are designed and delivered to best meet the needs of our local population, don't duplicate each other and provide the best value and outcomes for the resources we have available to us.

The three South Yorkshire and Bassetlaw Provider Collaboratives



Child and Adolescent Mental Health Services (CAMHS)

Horizon - Adult Secure Care

Adult Eating Disorders

Collaborative provider partners:

1. **Lead Provider:** Sheffield Children's NHS Foundation Trust (the Becon Centre for Children and Young People)
2. Cygnet Hospital Sheffield
3. Riverdale Grange (eating disorders)

Collaborative provider partners:

1. **Lead Provider:** South West Yorkshire Partnership NHS Foundation Trust
2. Sheffield Health and Social Care NHS Foundation Trust – Forest Lodge
3. Cygnet Hospital Sheffield
4. Riverside Healthcare – Cheswood Park Hospital
5. Rotherham Doncaster and South Humber (RDaSH) NHS Foundation Trust – Amber Lodge
6. Nottinghamshire Healthcare NHS Foundation Trust - Watwood Hospital

Collaborative provider partners:

1. **Lead Provider:** Rotherham Doncaster and South Humber (RDaSH) NHS Foundation Trust – (no AED specialised/in-patient provision)
2. Riverdale Grange – Specialist Eating Disorder Hospital, Ranmor, Sheffield

General Adolescent and General Adolescent LD Services, Psychiatric Intensive Care Units (PICU), Specialist CAMHS Eating Disorders Units, CAMHS Low Secure and CAMHS Low Secure LD and Autism/ASC Services

Adult Low and Medium Secure Mental Illness, Personality Disorder, Learning Disability (LD) and Autism/ASC Services

Specialist inpatient services and associated teams (e.g. day services, outreach)

South Yorkshire and Bassetlaw Commissioning Support Hub
hosted by Sheffield Children's NHS Foundation Trust

Clinical transformation

Dr Vinaya Bhagat
Clinical Director,
SYB Provider Collaborative

One of the highlights of our first year has been embarking on an ambitious clinical transformation programme to inform the new clinical models and future outcome measures we are developing. We have actively engaged and involved a wide range of stakeholder groups and their feedback and enthusiasm has been so positive. We've had meaningful discussions with both clinicians and staff working in our CAMHS, AED and Adult Secure services and, importantly, with those who have first-hand experience of care.



To harness this valuable insight, the Hub has hosted a series of Clinical Transformation Workshops to review AS, AED and CAMHS services – including LD and autism - and assess our current provision. As part of this work, we have already implemented the Single Point of Access (SPA) to standardise the thresholds for timely admissions, completed high level demand and capacity reviews for all three Provider Collaborative service lines and most importantly co-produced several meaningful outcome measures to improve service-user experience. These Clinical Transformation Workshops and conversations with wider stakeholders are ongoing and will see us co-creating sustainable change in care delivery to improve quality, safety, services and patient outcomes.

As part of our wider workforce strategy we have completed a scoping exercise to understand the current content and regularity of staff training across each of the provider partners. We are looking at the themes, inconsistencies, and opportunities to provide more training to frontline staff and develop a confident and highly competent workforce within our three Provider Collaboratives. We have developed a programme to train staff in caring for patients with autism in inpatient settings across all of our provider sites. Alongside this, we have developed a regional network with Acute Hospital clinicians to lead the review and implementation of the updated Medical Emergencies in Eating Disorders (MEED) guideline across AED and CAMHS.



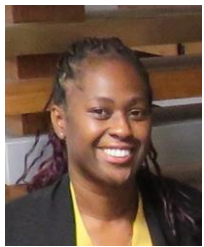
Whilst launching our Provider Collaboratives during a pandemic threw up its challenges, it did give us with a real urgency to come together effectively. I think relationships between our provider partners and the Hub have matured quicker than any of us envisaged due to the increase in demand for services during and post lockdown, and the case management and clinical response required to meet the needs of additional complex patients. **And it's making a difference – we have seen the number of patients placed out of area for inpatient treatment steadily reduce over the year as well as achieving a reduction in the number of patients waiting for an inpatient bed.** The length of time patients wait for an admission has also come down.



Our achievements and progress so far are thanks to the willingness of our providers to engage and communicate with openness and a real desire to learn from each other. Our Hub team members – including those who were with us from the beginning but have since moved on to other roles - have been crucial in fostering this new culture of joint working and creating an environment for continuous improvement. I am very grateful to all those who have made our first year so impactful. We are on the right track and great things lie ahead!



Patient engagement update: Involving experts by experience



Our commitment to meaningful engagement with service-users across AED, CAMHS, Adult Secure, LD and Autism services means we are always looking for new opportunities to include people with lived experience in our work. **Daneele Graham leads this agenda for the SYB Hub Team in her role as Involvement Co-Ordinator.** She has built relationships with staff at provider sites and got to know service-users through her visits to the inpatient units within South Yorkshire and Bassetlaw.

Daneele recently encouraged Emma* - a CAMHS patient at Riverdale Grange - to join the recruitment panel for our new Deputy Case Manager. Emma helped design the questions to be asked and followed up with additional queries during the interview.

Says Daneele: “Emma did a fantastic job and was confident enough to ask candidates about themselves and what skills and experience they would bring to the Case Management Team. After all the interviews, she gave a really balanced summary of each applicant and recommended her preferred candidate for the role. We have since welcomed Helen Bennett to the Hub team. Having the perspective of a current service-user really adds richness to the recruitment process as they can ask questions based on their own experiences and elicit responses we may not otherwise hear. We will certainly be looking to involve service-users in this way again – it was really rewarding for both us and Emma.”

To support involvement initiatives, Daneele has produced an interview panel guide for service-users, an activity matrix of involvement opportunities and an expression of interest form so those that want to take part in our work can put themselves forward as a patient representative.

* Name changed for patient confidentiality

Congratulations to Cheswold Park Hospital and Riverside Healthcare following a service-user’s winning entry at the National Service User Awards 2022.

A patient receiving treatment at the unit submitted a written presentation aimed at breaking down barriers and removing stigma around self-harm. Written from lived experience and using real-life situations to explore the reasons that people may engage in self-harm, the service-user suggested how staff can best support those in crisis. ‘Self-Harm: My Journey’ won the Mark Britton Service Users Choice Award which is presented to the individual who receives the most votes on the day of the ceremony.



10th Annual
National Service User Awards



Sally Rawcliffe-Foo
Head of Quality
& Governance



Helen Bennett
Deputy
Case Manager



Tanbir Hussain
Finance
Manager



Jenny Nicholson
CAMHS
Clinical Lead

Welcome to the team

Introducing the Hub’s newest recruits – it’s great to have you on board!