

West Yorkshire Association of Acute Trusts

Our progress and achievements during
2018/2019





What is the West Yorkshire Association of Acute Trusts (WYAAT)?

WYAAT is a collaboration of six NHS trusts who deliver acute hospital services to 2.6 million people across West Yorkshire and Harrogate.

We're part of the wider **West Yorkshire and Harrogate Health and Care Partnership**. WYAAT gives us a strong and consistent voice within the Partnership.

Our vision is to provide a region-wide, efficient and sustainable healthcare system that uses innovation and best practice for the benefit of patients.

We're working together because we believe we are stronger together.

We are all hugely committed to WYAAT, demonstrated by the £2m budget we provide to support collaboration through WYAAT and the extensive time invested by our staff, including clinicians, on the work we do together.

The time we spend working across our trusts has grown substantially to the extent that we all now view it as part of our everyday business. WYAAT does not deliver programmes for the trusts - we deliver them together, supported by the WYAAT programme management office.

We are very proud of the work we are doing through WYAAT. The decisions we have been able to take together, the progress our various projects are making, and the strength of the WYAAT voice nationally shows that an association of trusts is an effective way of working to bring about better services for our patients.

It also helps us deliver the best possible experience and outcomes for our patients and populations, one of the main reasons we exist.

The following pages give you an overview of our work during 2018/19.

**Airedale
NHS Foundation Trust**



Andrew Gold
Chair



Brendan Brown
Chief Executive

**Bradford Teaching Hospitals
NHS Foundation Trust**



Maxwell Mclean
Chair



John Holden
Acting
Chief Executive

**Calderdale & Huddersfield
NHS Foundation Trust**



Philip Lewer
Chair



Owen Williams
Chief Executive

**Harrogate & District
NHS Foundation Trust**



Angela Schofield
Chair



Steve Russell
Chief Executive

**Leeds Teaching Hospitals
NHS Trust**



Linda Pollard
Chair



Julian Hartley
Chief Executive

**Mid Yorkshire Hospitals
NHS Trust**

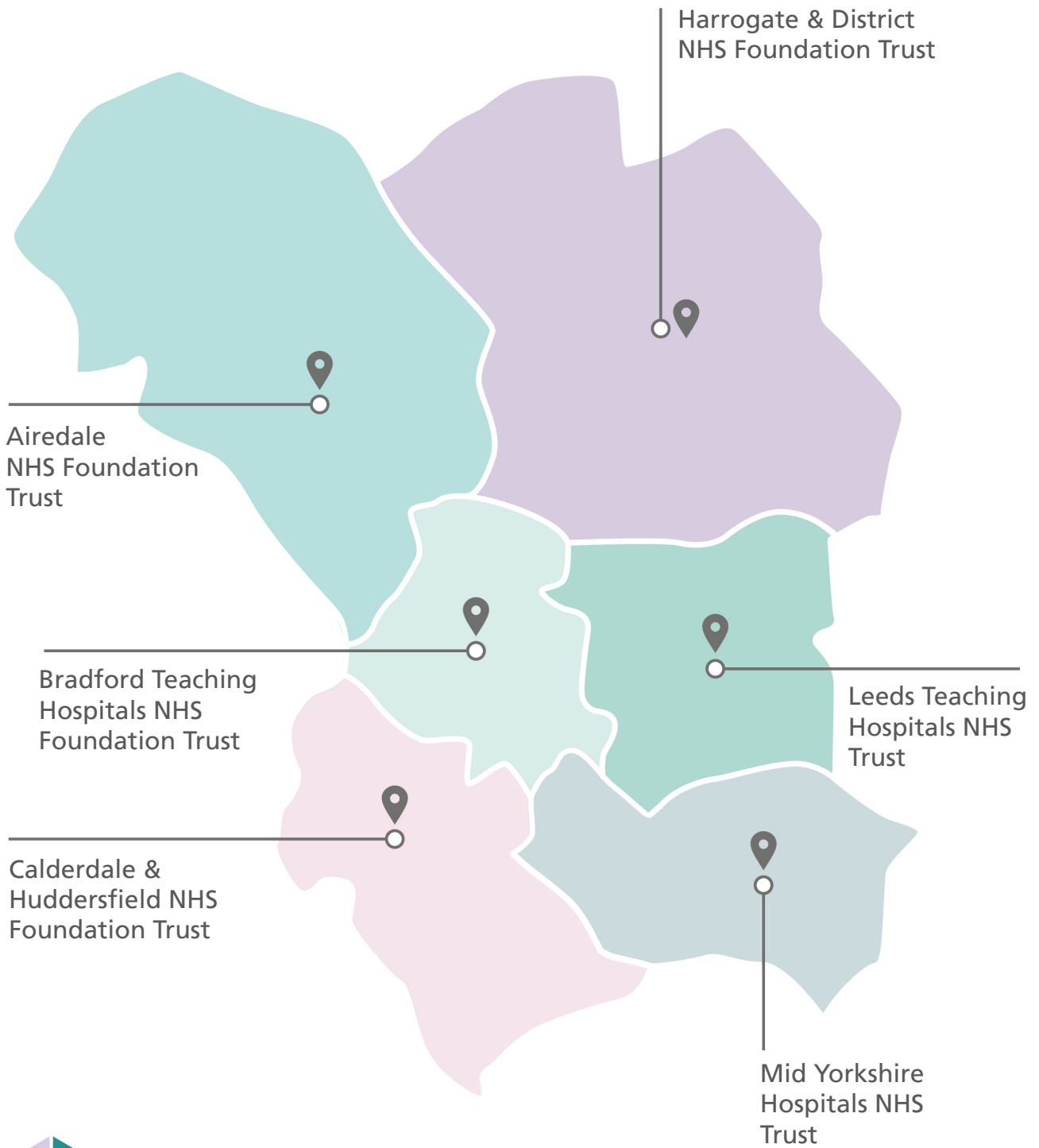


Keith Ramsay
Chair



Martin Barkley
Chief Executive

September 2019



The West Yorkshire Association of Acute Trusts is made up of six trusts working closely together to deliver health and care services across the area.



Procurement

Benefits for patients

This programme brings together procurement specialists from the WYAAT hospitals to identify areas where our combined strength in the region can be used to save money by standardising products.

Achievements in 2018-19

The programme saved over £1m by having consistent products across all WYAAT trusts and using the increased volume to obtain better prices from suppliers.

We have standardised a variety of products across our trusts, including surgeons' gloves which has ensured clinical staff can use the same gloves in any hospital in the region and saved over £200,000

We appointed a procurement lead to help increase capacity and reduce costs.

Plans for 2019-20

- Further focus on reviewing services to bring about greater regional collaboration, avoid duplication and improve service quality.
- Deliver further savings by continuing to standardise more products and services.
- Complete the development of a regional procurement model.

Information Management and Technology

Benefits for patients

This programme is about using information technology to improve and transform our services, patient facing and support services, to enable better care for our patients.

Achievements in 2018-19

We started work on migrating all WYAAT trusts to a common e-mail system which will help collaboration between trusts and ensure they are GDPR compliant, more efficient and resilient.

We began looking into a common e-rostering solution for the workforce in all WYAAT trusts.

We started designing technology so that health and social care data can be shared across all organisations.

Plans for 2019-20

- Complete the migration to the common e-mail system.
- Support trusts to progress the sharing of health and social care data.
- Support the purchase of a common Laboratory Information Management System for pathology services across WYAAT.



Programmes

Scan4Safety

Benefits for patients

Scan4Safety uses barcodes and scanning technology to track patients and products across the trusts - improving patient safety whilst reducing the cost of care. It also improves data quality in patient records and administrative systems.

Achievements in 2018-19

The programme was allocated £15m capital funding to bring in Scan4Safety across WYAAT trusts.

Leeds Teaching Hospitals Trust hosted a live demonstration of the system and its benefits.

Work began across all WYAAT trusts to start preparing to introduce Scan4Safety.

Plans for 2019-20

- Build teams in each trust to deliver and run Scan4Safety.
- Establish the physical and IT infrastructure to support Scan4Safety.
- Work with each trust to build in scanning at point-of-care.



“Scan4Safety allows us 24/7 tracking of our patients enabling our endoscopy, radiology and theatre teams to be as efficient as possible. It allows our clinicians to manage their patients more closely and safely”.

*David Berridge,
Leeds Teaching Hospitals Trust
Deputy Chief Medical Officer.*



Workforce

Benefits for patients

The workforce programme aims to help the trusts implement common, consistent, top quality employment practices to deliver sufficient staff in the right roles to provide care to our patients.

Achievements in 2018-19

The WYAAT trusts have reached agreement to make it easier for staff to work across all six organisations to provide the best possible services for patients and to help their own personal development.

The trusts have agreed that those who are competent to carry out roles and are already cleared to work in one organisation, can work in another WYAAT trust without the need for an honorary contract and all the associated checks.

Plans for 2019-20

- Having a cohesive voice on behalf of the WYAAT trusts feeding into the National People Plan and working together to make it happen.
- Field testing a workforce development tool, via the West Yorkshire and Harrogate Health and Care Partnership, which will support and enable transformation of the workforce.

- All trusts signed up to the national core skills mandatory training framework.
- Alignment of the clinical support worker role profile.
- Developing a collaborative medical bank to offer more opportunities for additional work, particularly to our junior medical staff, and reduce the use of agency doctors.
- Signing all trusts up to a standard apprenticeship pay framework.

"I think we're incredibly fortunate to operate in the environment that is created and fostered by the Partnership and by WYAAT. It feels like an environment in which collaboration, respect, support and peer challenge are promoted and I think that's an incredibly important enabler for us to do our work in our places".

*Steve Russell,
Chief Executive for Harrogate
and District NHS Foundation Trust*



Programmes

Pharmacy

Benefits for patients

Patients will benefit from the improvement of the medicines supply chain serving the six WYAAT hospital trusts and three partner hospital trusts. This includes reducing operational costs, driving forward innovation, managing risks in the supply chain and making sure the service can meet future challenges and demands.

Achievements in 2018-19

We concluded work to investigate the potential for a partnership with a commercial supply chain organisation. We decided that the benefits were not sufficient to outweigh the risks. The work has demonstrated the benefits of a shared approach to pharmacy services and we will now focus on collaborative opportunities between our pharmacy services.

Plans for 2019-20

- Further opportunities for working together within pharmacy services and developing them into a new pharmacy programme to benefit patients.



Pathology

Benefits for patients

This programme plans to develop a network for pathology services in West Yorkshire and Harrogate. It will address challenges around staffing and increasing demand, investment in new technology and ways of working so that patients get the highest quality service.

Achievements in 2018-19

Pathology clinical and scientific leads worked together to develop the case for a pathology network in West Yorkshire and Harrogate. The case was formally agreed by the trusts in January 2019.

We also obtained permission to build a new pathology laboratory at St James's University Hospital and were allocated funding to bring in new technology to store, share, report and analyse microscope slides digitally.

Plans for 2019-20

- Develop and assess the options for the best approach to deliver the new pathology network, with increased staff involvement and engagement.
 - Start the procurement of a common Laboratory Information Management System to allow trusts to work together and ensure they all have access to the latest technology.
 - Start the process to build a new pathology laboratory at St. James's University Hospital in Leeds.
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Radiology - Yorkshire Imaging Collaborative

Benefits for patients

The Yorkshire Imaging Collaborative works across the six WYAAT trusts and three regional partner trusts to provide an integrated radiology service that is responsive to the needs of patients across all our hospitals. Using common approaches and technology we will be able to deliver patient images and reports wherever patients receive their care within the network.

Achievements in 2018-19

We held workshops on common practices, processes, workforce and shared core services with clinicians and managers which generated a wide range of ideas for improved ways of working.

We started to establish 13 regional expert groups to improve radiological practice around clinically important and difficult subjects, and statutory targets such as cancer and stroke.

Gained agreement to release the £6.1m of capital funding allocated to West Yorkshire and Harrogate to

develop a shared radiology reporting system to help with management and image reporting across WYAAT trusts.

Successfully deployed the Agfa Enterprise Imaging system for viewing radiology images in Harrogate and District NHS Foundation Trust and North Lincolnshire and Goole NHS Foundation Trust.

Plans for 2019-20

- Appointment of a clinical fellow to the programme team.
- Fully establish and maintain the 13 regional expert groups to create common imaging protocols, patient advice, post procedural and safety documents, imaging pathways and reporting standards so that new technology can be shared.
- Complete the procurement of a common reporting system across WYAAT trusts for sharing radiology images and reports.
- Deploy Agfa Enterprise Imaging into Airedale NHS Foundation Trust, Calderdale & Huddersfield NHS Foundation Trust and Mid Yorkshire Hospitals NHS Trust. Complete the planning for deployments at Leeds Teaching Hospitals NHS Trust, Bradford Teaching Hospitals NHS Foundation Trust and Hull University Teaching Hospitals NHS Trust.



Key Achievements in 2018-19



Vascular

Agreeing to create a single integrated vascular service for the region to provide consistent and expert treatment for patients



Procurement

Saving £1m by using standard medical products across all WYAAT trusts and leveraging cheaper prices from suppliers



Radiology

Releasing £6m capital funding for a shared radiology reporting system with the aim of improving care for patients

Since the end of 2016 WYAAT has created a series of programmes covering corporate and clinical support and clinical services, each with its own management team.



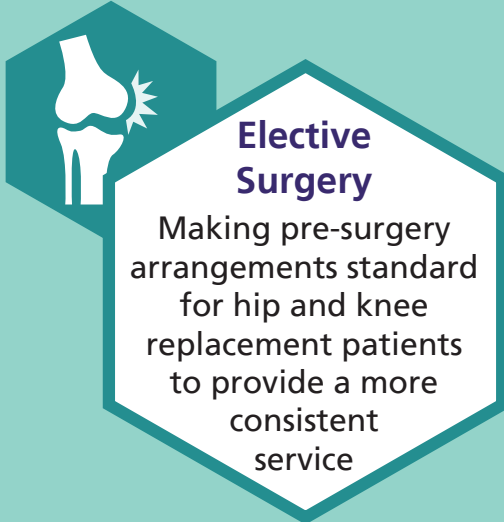
Service Sustainability

Securing funds from NHS England to allow WYAAT clinicians and managers to work together to improve services for patients

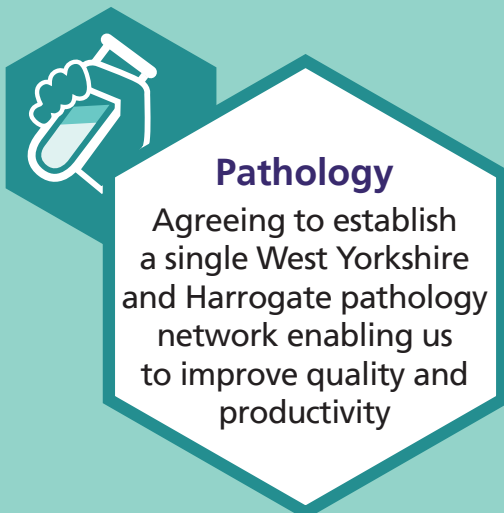


Pharmacy

Concluding our work to investigate a shared regional supply chain for medicines



Patients are at the centre of everything we do. By sharing resources, expertise and innovation we can collectively provide a better service for all our patients throughout West Yorkshire and Harrogate.





Programmes

Service Sustainability

Benefits for patients

Identifying the services that are most at risk of being unsustainable and finding the best way to address those risks.

Achievements in 2018-19

Identified three services that were at risk of being unsustainable – ophthalmology, dermatology and gastroenterology – and developed programmes to address this.

Successfully bid for funding from NHS England to create networks to allow WYAAT clinicians and managers to work together to improve services.

Plans for 2019-20

- Begin developing a new service model for ophthalmology across all care settings with staff and patients.
- Create clinical service networks in cardiology, maxillo-facial surgery and urology.
- Carry out diagnostic reviews in paediatric surgery and oncology following concerns about sustainability.

Elective Surgery

Benefits for patients

This clinically-led programme aims to deliver clinical excellence while providing a consistent best value-for-money service for orthopaedic patients across the region.

Achievements in 2018-19

A standard West Yorkshire and Harrogate commissioning policy has been developed and agreed with our clinicians for hip, knee and shoulder surgery.

Theatre teams in all six trusts shared best practice and innovation across their orthopaedic theatre teams to develop a model to increase productivity and capacity to enable us to do more orthopaedic operations.

We have standardised pre-surgery patient education information and are investigating making it available through an “app”.

Plans for 2019-20

- Complete the introduction of standard patient educational materials across all trusts.
- Embed and expand the plan for making more efficient use of theatre lists.



West Yorkshire Vascular Service

This programme aims to create a single West Yorkshire Vascular Service for Airedale, Bradford, Calderdale and Huddersfield, Leeds and Mid Yorkshire NHS Trusts, with two arterial centres in line with the recommendations of the Yorkshire and Humber Clinical Senate.

Achievements in 2018-19

To provide consistent and expert treatment for patients, WYAAT unanimously recommended to NHS England that the preferred option for the second arterial centre in West Yorkshire (alongside Leeds General Infirmary) should be Bradford Royal Infirmary*.

The appointment of a clinical director, general manager and head of nursing to oversee the development and running of the West Yorkshire Vascular Service.

Plans for 2019-20

- Clinical staff engagement over the recommendation to NHS England of Bradford Royal Infirmary as the preferred option for the second arterial centre in West Yorkshire.
- Continued work to design and deliver an integrated single vascular service.
- Increased and ongoing engagement with West Yorkshire Vascular Service staff.



* This recommendation is subject to public consultation by NHS England during 2019.

West Yorkshire & Harrogate Health & Care Partnership

Cancer Alliance

The WYAAT trusts are key partners in the West Yorkshire and Harrogate Cancer Alliance and a particular focus in 2018-19 was on improving the cross-trust performance of the 62-day target for the start of treatment.

Other key actions this year have included:

- Inter-hospital transfer policy to streamline referral pathways
- Developing pathways and clinical guidelines for the main tumour groups
- Detailed analysis and improvement of prostate, colorectal and lung pathways.

For 2019-20 the trusts have asked the Cancer Alliance to develop an Improvement Collaborative for the prostate and lung cancer pathways.



The Partnership

WYAAT's second role is to provide a strong and consistent acute trust voice into the West Yorkshire and Harrogate Health and Care Partnership. Over the last year this has been in two main areas: the development of West Yorkshire and Harrogate as an integrated care system; and the development of a clinical strategy for West Yorkshire and Harrogate.

West Yorkshire and Harrogate Integrated Care System

In May 2018 NHS England announced that West Yorkshire and Harrogate would be one of the second wave of shadow integrated care systems. Over the last year, the WYAAT trusts and senior leaders have played a significant part in the further development of our Health and Care Partnerships. WYAAT was also allocated significant funding, in particular £4m for a second "West Yorkshire Acceleration Zone" to sustain urgent and emergency care performance over winter 2018/19.

West Yorkshire and Harrogate Clinical Strategy

The aim of the West Yorkshire and Harrogate Clinical Strategy is to develop an outline description of the future West Yorkshire and Harrogate health and care system. Firstly it

connects our vision and ambition to the programmes of work and ensures the West Yorkshire and Harrogate local place plans are aligned.

Secondly it will help ensure that West Yorkshire and Harrogate plans and local plans (Leeds, Bradford and Airedale, Calderdale, Kirkees, Wakefiled and Harrogate) are aligned.

In 2019/20 we will be pulling together all the work we have done and reporting back on our findings and recommendations.

Governance

The WYAAT governance has been tested a couple of times during 2018-19, the most challenging being the work on the West Yorkshire Vascular Service.

The decision to end the pharmacy regional supply chain work because we noted that the risks far outweighed the benefits, showed how robust our programme management and governance is.

We believe our ability to take collective decisions, and the strength of WYAAT's voice regionally and nationally, shows that an association of trusts is a good alternative to mergers and other structural changes to deliver collaboration between organisations.

Financial Position 2018-19

Total spend in 2018/19: **£1.5m**

WYAAT Funding: **£1m**

Other funding

(West Yorkshire and Harrogate, Health Education England and non-WYAAT trusts): **£0.5m**

In Conclusion

This year we have seen our programmes move forward, with a number gaining key approvals and securing capital funding.

Our portfolio of programmes has grown, particularly those in clinical services where the trusts have all recognised the great benefits of working together.

We've also cemented our position at the heart of the West Yorkshire and Harrogate Health and Care Partnership which in turn has attracted significant funding to help transform our work – and key leadership roles being taken by WYAAT chairs and chief executives.

We advance into 2019-20 with another year of collaborative working under our belts bringing with it further benefits for our patients and staff.

For more information about WYAAT please go to our website:
www.wyaat.wyhpartnership.co.uk



wyaat.wyhpartnership.co.uk



@WYAAT_Hospitals



A collaboration between:
Airedale NHS Foundation Trust,
Bradford Teaching Hospitals NHS Foundation Trust,
Calderdale and Huddersfield NHS Foundation Trust,
Harrogate and District NHS Foundation Trust,
Leeds Teaching Hospitals NHS Trust,
Mid Yorkshire Hospitals NHS Trust.

The West Yorkshire Association of Acute Trusts is part of
West Yorkshire and Harrogate Health and Care Partnership

