

West Yorkshire Association of Acute Trusts

Our progress and achievements during
2019/2020



An Introduction from Matt Graham, WYAAT Director

The West Yorkshire Association of Acute Trusts (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 the acute hospitals a strong and consistent voice within the Partnership and delivers the Partnership's "Hospitals Working Together" programme.

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. WYAAT does not deliver programmes for the trusts - we deliver them together, supported by the WYAAT programme management office (PMO).

We are very proud of the work we have achieved through WYAAT in 2019/20. The decisions we have been able to take together and the progress we have made shows that an association of trusts is an effective way of working to bring about better services for our patients.

In 2020, collaborative working is now more important than ever. Health and care services have undergone rapid transformational changes to respond to the global public health emergency presented by the international coronavirus pandemic. At the time of writing this

report, WYAAT had a major role in the local response to the COVID-19 pandemic. Therefore, as well as summarising the achievements of 2019/20, the following pages also include an additional section on the work the WYAAT PMO undertook at the very start of the COVID-19 pandemic to support our local hospitals.

Whilst it has been an incredibly difficult time, it has given us the opportunity to work differently, breaking down barriers, to do the best we can as a system in an emergency.

We accelerated work in several areas to support a partnership response to COVID-19 across the trusts, including the roll-out of the Yorkshire Imaging Collaborative image-viewing software, increased testing capacity across the Pathology Network and establishing the Nightingale Hospital in Harrogate.

Adversity has strengthened partnerships with our colleagues across the system and we must sustain those in the future.

2020 will no doubt continue to be a very challenging year, and I am grateful for the energy, passion and effort WYAAT colleagues from across the trusts continue to demonstrate to help stabilise and reset NHS services for our population.



Matt Graham
Director,
West Yorkshire Association
of Acute Trusts

Airedale NHS Foundation Trust



Andrew Gold
Chair



Brendan Brown
Chief Executive

Bradford Teaching Hospitals NHS Foundation Trust



Maxwell Mclean
Chair



Mel Pickup
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

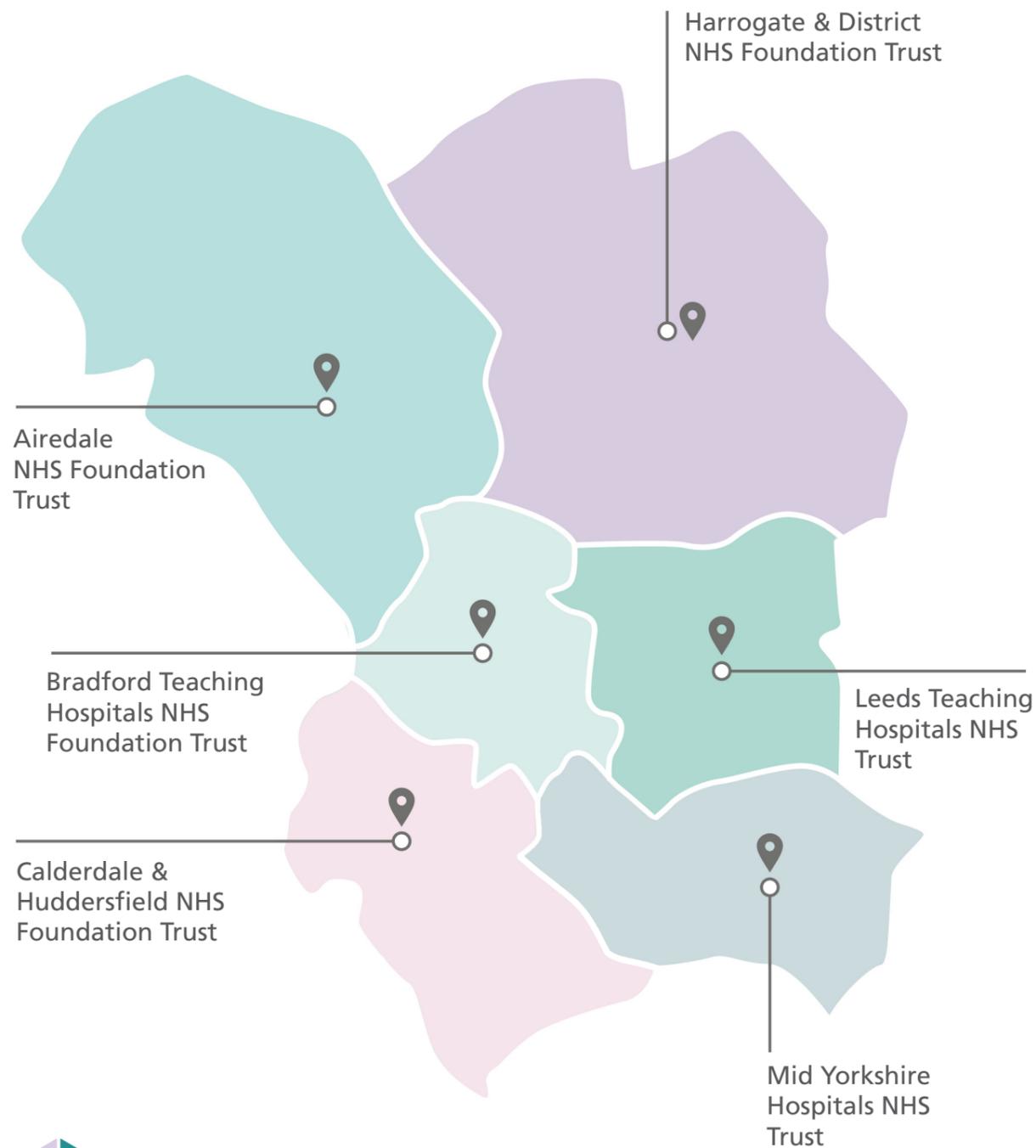
Mid Yorkshire Hospitals NHS Trust



Keith Ramsay
Chair



Martin Barkley
Chief Executive



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 2019-20

The WYAAT procurement programme saved hospitals across West Yorkshire and Harrogate more than £400k in 2019/20. Example savings achieved through standardising products include:

- Surgeon's gloves (£106,000)
- Needle-free devices (£100,000)
- Continence pads (£20,000)
- Anti-embolism stockings (£20,000)
- Warming blankets (£20,000)

The procurement team also supported the Yorkshire Imaging Collaborative, Pathology, and Scan4Safety programmes in procuring technology improvements.

Plans for 2020-21

- 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.

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 2019-20

The programme was allocated more than £14 million funding to implement Scan4Safety across the WYAAT trusts.

The procurement of a new shared Inventory Management System was completed, which will allow trusts to see levels of all stock across the region.

Each trust has begun work on the foundations of Scan4Safety. This includes the use of scannable tags to aid full traceability of patients and products.

Plans for 2020-21

- Fully establish programme and inventory teams in all trusts.
- Implement the regional Inventory Management System.
- Develop plans for future opportunities including Real Time Location Services and tracking of pathology samples.



Programmes

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 2019-20

The 'Enabling Staff Movement' programme implemented changes making it easier for NHS colleagues to move between organisations.

A 'portability agreement' between trusts enabled staff movement for a variety of short-term purposes without the need for onerous process and paperwork.

The workforce programme worked with the West Yorkshire and Harrogate Unpaid Carers Programme on the development of a 'Working Carers' Passport', to improve working conditions for working carers across West Yorkshire and Harrogate.

Plans for 2020-21

- Deliver the ambitions of the NHS People Plan through the Enabling Staff Movement programme.
- Implement a shared E-Rostering and E-Job planning platform.

Pharmacy

Benefits for patients

This programme will improve WYAAT's capacity to manufacture ready to administer medicines, such as intravenous antibiotics and chemotherapy drugs, improving patient care, enhancing patient safety and releasing nursing time to care.

Achievements in 2019-20

A Project Board was established with representation from all six WYAAT trusts including pharmacists, nursing and human resources representatives.

The team undertook a significant data-collection exercise to identify which medicines would be suitable for a regional approach to manufacture and supply. In February 2020, the Project Board agreed to focus on immunotherapy drugs and intravenous antibiotics.

Due to coronavirus the project was paused from March to June 2020 so that pharmacy staff could return to fulltime clinical work.

Plans for 2020-21

- Determine options for a viable operating model to significantly increase pharmacy capacity to optimise patient care.
- Develop and gain approval of a business case for the preferred option.

Pathology

Benefits for patients

The aim of the West Yorkshire and Harrogate Pathology Network is to deliver high quality, efficient and effective pathology services for the population of 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 2019-20

The West Yorkshire and Harrogate Pathology Strategy was supported by all WYAAT trust boards. The strategy set out plans to operate a single network of pathology services for West Yorkshire and Harrogate and to consolidate some laboratory services into a smaller number of hub laboratories.

The Network was also successful in securing £12 million to support the implementation of a single Laboratory Information Management System across the six WYAAT trusts. This state-of-the-art IT system will link the pathology services together giving clinicians access to pathology results from anywhere in West Yorkshire and Harrogate.

Programmes



In line with the Network Strategy, Leeds Teaching Hospitals NHS Trust submitted a planning application to develop a new, state-of-the-art laboratory facility at St James's University Hospital to provide one of the hub laboratories for the network.

Plans for 2020-21

- Complete procurement and commence design and build phase of the Laboratory Information Management System to link the pathology services together giving clinicians access to pathology results from anywhere in West Yorkshire and Harrogate.
- Support the build of the new West Yorkshire and Harrogate hub laboratory at St James's University Hospital.





Programmes

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: in line with our vision “Any image, Anywhere”.

Achievements in 2019-20

New image-sharing technology, which allows organisations to view patient images and reports across eight NHS hospital trusts, was successfully deployed at Airedale NHS Foundation Trust, Calderdale and Huddersfield NHS Foundation Trust and The Mid Yorkshire Hospitals NHS Trust.

The technology provides instant access for clinicians to view patient images and reports, which previously had to be physically or electronically transferred between hospitals.

Extensive work took place to support the recruitment of radiographers across WYAAT, including a project with Local Health Education providers to explore establishing an apprentice route for radiographers.

The Yorkshire Imaging Collaborative worked with the Health Education England Overseas Recruitment Pilot Programme in India to support a successful overseas recruitment drive. This resulted in the appointment of 15 radiographers.

Clinicians from across WYAAT and partner trusts worked together to agree common approaches to scanning and reporting, to ensure continuity of care for patients.

Plans were progressed for the introduction of software which will allow clinicians to report on patient scans from any location, including when working from home.

Plans for 2020-21

- Deploy image-sharing technology at Leeds Teaching Hospitals NHS Trust, Bradford Teaching Hospitals NHS Foundation Trust.
- Commence implementation of collaborative reporting software between WYAAT and Humber Coast and Vale partner trusts.
- Implement flexible and home working for 158 Consultant Radiologists and Reporting Radiographers.
- Implement training rooms at each hospital trust to facilitate virtual training.



Programmes

Planned Care

Benefits for patients

This programme manages the transformation of planned hospital care to achieve the best health outcomes and reduce inequality of access for patients.

Achievements in 2019-20

Standard referral criteria and protocols for hip, knee and shoulder surgery were finalised and approved for implementation this year.

Content has been designed and created for the patient journey mobile app. When launched, the app will be available for all patients to engage with from the decision to have surgery right through the post-surgical therapy, providing timely information in an accessible format.

The programme delivery group designed and tested optimised theatre lists, a way of rotating staff that means it is possible to do an additional joint replacement on each theatre list.

The programme team co-designed a ‘best of the best’ approach for several ophthalmology procedures across West Yorkshire and Harrogate, to ensure that patients get the same level of high-quality clinical care wherever they live.

An innovative new approach to connecting optometrists and specialists in hospitals was also trialled which will significantly improve the speed at which patients receive care.

Plans for 2020-21

- Launch the patient journey app.
- Develop regional discharge criteria, virtual pathways and guidelines on which patients should be referred to a community optometrist.
- Establish a Planned Care Alliance as a governing body to deliver service transformation in outpatients, diagnostics and surgery to improve patient care and manage hospital capacity.





West Yorkshire and Harrogate Clinical Strategy

Benefits for patients

The purpose of this programme is to improve clinical services in West Yorkshire and Harrogate. It promotes collaboration between healthcare services where it makes sense to do so and ensures that patients receive the same high standard of care, regardless of where they live.

Achievements in 2019-20

A West Yorkshire and Harrogate Clinical Strategy was drafted to highlight opportunities where hospitals and other healthcare services could benefit from working together.

The strategy describes a model of care which focuses on the delivery of care closer to home, the use digital technology and prevention of illness by supporting patients to adopt a healthy lifestyle.

Plans for 2020-21

- Following the initial peak of the pandemic, this work was put on pause while services are restarted and changes from COVID-19 are embedded.
- The work will restart towards the end of 2020 with a review of the Clinical Strategy against the lessons from COVID-19.



West Yorkshire Vascular Service

Benefits for patients

The West Yorkshire Vascular Service brings together the vascular services from Airedale, Bradford, Calderdale and Huddersfield, Leeds and Mid Yorkshire NHS Trusts. Its aim is to create a sustainable, effective regional service which delivers exceptional care to patients and which staff enjoy working in.

Achievements in 2019-20

A public consultation was successfully completed with NHSE/I on the proposal for Bradford Royal Infirmary to be the second arterial centre in West Yorkshire, leading to support from the West Yorkshire Joint Health Oversight and Scrutiny Committee for the proposal. NHSE/I took its formal commissioning decision on the proposal in March 2020, enabling WYVaS to begin preparation for the move of services in late 2020.

A set of standardised treatment protocols for vascular services were developed through extensive clinical engagement across WYVaS. These will be implemented in all trusts to ensure patients receive the same high standards of care everywhere in West Yorkshire.

Plans for new models of vascular care were developed including: a “Virtual Ward” which will enable patients to stay at home for longer; an Urgent Vascular Assessment Clinic, to see urgent patients quickly without needing admission to hospital; and a Consultant of the Week model to provide continuity of consultant input to patients on vascular wards.

Plans for 2020-21

- Establish the expanded Bradford Royal Infirmary arterial centre to complete the reconfiguration from three to two arterial centres in the region.
- Implement the new models of vascular care to optimise patient experience and outcomes.
- Develop the vascular workforce across West Yorkshire.



COVID-19 Response

The end of 2019/20 saw an unprecedented challenge to health and care systems worldwide with the outbreak of COVID-19.

The WYAAT PMO supported the trusts to co-ordinate their initial response to COVID-19 and facilitated ongoing conversations between trust leaders to share information and agree common approaches during the pandemic.

Reporting

- Provided a link between the trusts to coordinate the response to COVID-19 across the system
- Provided WYAAT level reporting on critical care capacity and staffing levels across the trusts
- Issued a daily communications report to support the sharing of key messages across the trusts

Xero image sharing

- Accelerated deployment of software to enable regional image and report viewing, which:
 - Enabled a quicker patient diagnosis
 - Reduced the number of times some patients were required to attend hospital for a scan

West Yorkshire and Harrogate Pathology Network

- Supported all trusts to increase capacity for COVID-19 testing and operate extended hours during the surge to improve capacity across WYAAT hospitals
- Led and coordinated the pathology incident response in West Yorkshire & Harrogate

PPE and medical equipment supplies

- Established a regional store at the Yorkshire Showground in Harrogate.
- Sourced several large orders for the region
- Co-ordinated supplier offers of help across local trusts
- Organised daily stock reporting on supplies

Ethical principles

- Drafted, scoped and ratified broad ethical principles to support clinicians caring for adults with coronavirus across the local health and care system

Supporting NHS Nightingale Hospital Yorkshire and the Humber

- Led the establishment of the Nightingale Hospital - a 500 bed critical care hospital delivered in three weeks
- Maintained the hospital's readiness for reactivation
- Established an outpatient CT service at NHS Nightingale for trusts to increase scanning capacity in West Yorkshire & Harrogate





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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

