



**WEST YORKSHIRE
ASSOCIATION
OF ACUTE TRUSTS**

**ANNUAL REPORT
SUMMARY
2023/24**

Introduction from the Committee in Common

The 2023/24 Annual Report for the West Yorkshire Association of Acute Trusts (WYAAT) gives an overview of the Collaborative's progress and performance over the last 12 months, between April 2023 to end of March 2024.

WYAAT is part of the West Yorkshire Health and Care Partnership (WYHCP). WYAAT is an innovative provider collaborative (not an organisation) which brings together six NHS trusts across West Yorkshire and Harrogate (WY&H) to deliver joined up acute hospital services.

The six hospital trusts which make up WYAAT are:

- Airedale NHS Foundation Trust (ANHSFT)
- Bradford Teaching Hospitals NHS Foundation Trust (BTHFT)
- Calderdale and Huddersfield NHS Foundation Trust (CHFT)
- Harrogate and District NHS Foundation Trust (HDFT)
- Leeds Teaching Hospitals NHS Trust (LTHT)
- Mid Yorkshire Teaching NHS Trust (MYTT)

Our six hospital trusts work together through WYAAT because they believe that the health and care challenges and opportunities facing our area cannot be solved by each hospital working alone. By working together as a partnership of hospital trusts, WYAAT is helping to address health inequalities for the 2.7 million people who live across WY&H, so that all patients can receive the same high level of care, no matter where they live. Our member trusts are committed to ensuring our work is clinically, financially, and environmentally sustainable, and focused on addressing inequality in access, outcomes, and experience.

WYAAT is now part our everyday business and we encourage and support our teams to communicate and collaborate with other trusts to enable the best experience for patients and our workforce. The achievements outlined in this report could not have been achieved alone and demonstrate why collaboration between our trusts remains fundamental to our success.

The WYAAT Five Year Strategy

We developed our WYAAT Five Year Strategy (2024-2029), which launched in May 2024, and reflects on the successes and learnings since the partnership first formed in 2016, as well as setting our ambitions for the future.

The Strategy defines how our six trusts will continue to work together to achieve our vision, focusing on six priority areas – service delivery, workforce, infrastructure, productivity and efficiency, research, innovation and improvement and ways of working.

In developing the strategy, we aim to:

- Signal to our partners our commitment to leading key priorities and working together effectively to deliver the best outcomes for our communities
- Demonstrate to our patients how we will work together to provide high quality services and tackle inequality in access, outcomes or experience
- Show our teams they have permission and support to collaborate across organisations and create networks, and how working together can support their patients, services and career development
- Give our leaders clarity on where we collaborate purposefully as WYAAT, and structures and support in place to enable this.

Our success will be measured and reported in our annual reports, keeping us accountable to deliver our ambitions for our patients, population, and our workforce.

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| Andrew Gold Chair Airedale NHS Foundation Trust | | | Foluke Ajayi Chief Executive Airedale NHS Foundation Trust |
| | | | |
| Sarah Jones Chair Bradford Teaching Hospitals NHS Foundation Trust | | | Mel Pickup Chief Executive Bradford Teaching Hospitals NHS Foundation Trust |
| | | | |
| Helen Hirst Chair, Calderdale and Huddersfield NHS Foundation Trust | | | Brendan Brown Chief Executive Calderdale and Huddersfield NHS Foundation Trust |
| | | | |
| Sarah Armstrong Chair Harrogate and District NHS Foundation Trust | | | Jonathan Coulter Chief Executive Harrogate and District NHS Foundation Trust |
| | | | |
| Dame Linda Pollard Chair Leeds Teaching Hospitals NHS Trust | | | Dr Phil Wood Chief Executive Leeds Teaching Hospitals NHS Trust |
| | | | |
| Keith Ramsay Chair Mid Yorkshire Teaching NHS Trust | | | Len Richards Chief Executive Mid Yorkshire Teaching NHS Trust |

Clinical Networks

There has been significant expansion of clinical networks in 2023/24, both in number and maturity. These are fundamental to supporting continuous improvement, ensuring clinical engagement in the work of WYAAT, and enabling a culture of collaboration across the trusts.

Each network has a set of objectives which support delivery of the WYAAT Strategy and Annual Plan. Networks are expanding from solely secondary care clinicians to engage a broader range of clinical colleagues from primary and community services in order to seek opportunities to improve the full patient pathway.

Surgical

- Ophthalmology
- General surgery
- Urology
- Peri-operative care
- Trauma & orthopaedics
- Gynaecology
- ENT
- Children & young people (surgery)
- Vascular
- OMFS

Diagnostics & support services

- Outpatients
- Pathology:
 - Biochemistry
 - Histopathology
 - Microbiology
- Radiology

Medical

- Dermatology
- Gastroenterology & endoscopy
- Stroke
- Clinical psychology
- Clinical haematology
- Neurology
- Rheumatology



“Outpatients crosses all areas of secondary care, so it is integral that our Network shares good practice and develops strategies to support improvements across all individual specialties. We look at developing and disseminating system wide changes to ultimately reduce waiting lists.”

Gui Tran
Consultant Rheumatologist, HDFT
Chair of the Outpatients Clinical Network

Achievements

During the last financial year, our procurement programme delivered savings of over £1.1 million across 12 ICS organisations.

We launched our first Senior Leadership Programme (SLP) in May 2023, to develop and retain aspiring executive directors across the Collaborative.

Our procurement programme completed over 50 projects which will deliver £4 million of savings within the 2024/25 financial year.

We supported the establishment of CDCs in Eccleshill, Bradford District and Craven, Seacroft, Leeds, Armley, Leeds and Wakefield, with further sites due to be implemented between 2024 and 2026.

Successful implementation of a digital pathology platform which allows clinicians to report on images remotely, enabling greater workforce flexibility and information sharing.

We were awarded the 'Best Legal Services Partnership with the NHS' HSI award for our work securing a Managed Service Contract (MSC) with support from Hempsons LLP.

Delivered a West Yorkshire Endoscopy Training Centre which will provide training locally for our staff and allow us to train endoscopists more quickly than traditional routes.

Our radiology programme deployed 260 workstations to radiologists and reporting radiographers to increase reporting capacity.

Our business case for the creation of a new pharmacy aseptic hub was approved by NHS England, supported by £24 million of investment.

Opened a new cancer ward and assessment area at Huddersfield Royal Infirmary, providing additional specialised oncologist support and care for patients from two of our trusts.

Decreased missed appointments across multiple specialties, freeing up over 3,500 appointments monthly for patients waiting for elective care.

Putting the patient first

By working together, our procurement teams can source the best quality products on the market, to be available consistently across our trusts, standardising patient care across our hospitals.

CDCs enable patients to receive multiple diagnostic tests without the need to travel to a hospital. They support earlier diagnoses through easier, faster, and more direct access tests.

Implementing a single Laboratory Information Management System (LIMS) ensures that patients have access to services which are flexible and support timely diagnostic results.

Our Endoscopy programme is working to reduce variation in patient care across our trusts, ensuring equity of care no matter where patients live across West Yorkshire and Harrogate.

The radiology technology we implement will allow images to be accessed instantly, supporting quicker diagnoses and treatment, and reducing the need for patients to return for repeat diagnostic tests.

Our planned care programme is ensuring that patients are able to choose where they are seen to receive their treatment, where appropriate.

The new pharmacy aseptic hub will release nursing time directly back into patient care, by removing the manual process of compiling patient medicine from their role.

Bringing vascular care closer to home and providing as many services as possible in local trusts by ensuring consultants, vascular nurse specialists and diagnostics are available wherever possible across the service.

NHS: A Career in Surgery project

'NHS: A Career in Surgery' project
Our schools career package aimed to attract the future healthcare workforce by getting young people interested in different roles and professions within the NHS. Colleagues from across WYAAT delivered a combination of webinars and face to face events to students across West Yorkshire, focused on clinical and non-clinical careers in the NHS and the various entry routes available when considering their career journeys.

The below photographs were taken at the January 2024 face to face event held at Heckmondwike Grammar School, where over 110 sixth form students attended learn about roles within NHS surgery, as well as test their practical and interview skills with support from 30 existing WYAAT colleagues.

The day was incredibly successful, with X of students providing feedback that the day had only solidified their ambitions to pursue a career in the NHS. Local media also wrote a feature on the event: [Careers in Surgery: Are the next generation of NHS professionals going to come from this Heckmondwike school?](#)



Radiology homeworking stations

Across WYAAT, 260 workstations have been deployed to support radiologists and reporting radiographers with capacity and demand of reporting.

At Bradford Teaching Hospitals NHS Foundation Trust, six reporting stations have been created on site, situated in the radiology department, but away from clinical areas, providing "protected" space away from patients and staff.

At least two clinicians work on site during peak hours, with other colleagues offering support remotely from home to x-ray areas, emergency department staff and for urgent reports for inpatients and GPs.



This hybrid way of working has enabled the trust to significantly reduce costs previously being spent on insourcing.

Plain film x-rays are now reported by a reporting radiographer, freeing up consultant activity capacity for reporting more complex cases.

Glossary of Abbreviations

| | |
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| Airedale NHS Foundation Trust | ANHSFT |
| Bradford Teaching Hospitals NHS Foundation Trust | BTHFT |
| Calderdale and Huddersfield NHS Foundation Trust | CHFT |
| Clinical Commissioning Groups | CCGs |
| Clinical Diagnostic Centre | CDC |
| Harrogate and District NHS Foundation Trust | HDFT |
| Integrated Care Board | ICB |
| Integrated Care Boards | ICBs |
| Integrated Care Systems | ICs |
| Integrated Clinical Environment | ICE |
| Laboratory Information Management System | LIMS |
| Leeds Teaching Hospitals NHS Trust | LTHT |
| Managed Service Contract | MSC |
| Mid Yorkshire Teaching NHS Trust | MYTT |
| National Pathology Imaging Cooperative | NPIC |
| NHS England | NHSE |
| Non-Surgical Oncology | NSO |
| Target Operating Model | TOM |
| West Yorkshire & Harrogate | WY&H |
| West Yorkshire Association of Acute Trusts | WYAAT |
| West Yorkshire Health and Care Partnership | WYHCP |
| West Yorkshire Integrated Care Board | WYICB |
| West Yorkshire Vascular Service | WYVaS |
| Yorkshire Imaging Collaborative | YIC |

**Visit our website for the full
2023-24 Annual Report**