



Working Together

A partnership to deliver high quality, efficient patient care for South Yorkshire, Mid Yorkshire and North Derbyshire

Seven hospital Trusts in South Yorkshire, Mid Yorkshire and North Derbyshire have formed a partnership called 'Working Together' to share best practice and improve patient care.

The Trusts are:

- Barnsley Hospital NHS Foundation Trust
- Chesterfield Royal Hospital NHS Foundation Trust
- Doncaster and Bassetlaw Hospitals NHS Foundation Trust
- The Mid Yorkshire Hospitals NHS Trust
- The Rotherham NHS Foundation Trust
- Sheffield Children's NHS Foundation Trust
- Sheffield Teaching Hospitals NHS Foundation Trust

Working together on a number of common issues will allow all the Trusts to deliver benefits that they would not achieve by working on their own. The aims of this innovative partnership are to strengthen each organisation's ability to:

- Deliver safe, sustainable and local services to people in the most appropriate care setting.
- Meet commissioner intentions to improve the health and wellbeing of the people being served in the most efficient and effective way.
- Make collective efficiencies where the potential exists.



“Working together’ is not just about clinical services, it is about sharing best practice and opportunities for improved service delivery and efficiency in clinical and non-clinical areas. We have to consider and implement change if we are going to ensure we continue to provide our patients with high quality care, in the most appropriate location and as efficiently as possible.’

Mike Pinkerton, Chief Executive
Doncaster and Bassetlaw Hospitals
NHS Foundation Trust

This work builds on earlier successes where partnering with other Trusts has already helped to improve care, such as for patients who have suffered a heart attack, stroke, patients with cancer and very sick children. Initially the Working Together programme will be constructed around 4 interdependent themes, Sharing and Adopting Good Practice, Developing a Sustainable Service Configuration, Assuring Sustainable Service Quality and creating a cross Trust care environment through the deployment of Informatics. The overall aim is to improve and sustain the quality of our clinical services whilst also providing them more efficiently and effectively and to do so together. There are currently 5 main areas of work:

1 Sharing and adopting Good Practice

Each Trust has worked hard to improve practice through their own programmes but little of this has been shared. Finding new and innovative ways to improve efficiency has become more difficult but by sharing and adopting these across the Trusts new opportunities will be introduced. Currently there are two projects where there opportunities are being developed:

Procurement - Seeking to standardise where possible on products that can be bought more effectively by a large and influential group of Trusts which will introduce discounts not currently enjoyed. These products initially will be those used generically in clinical practice but not pharmaceuticals.

Medical Locums - Understanding the causes of need to recruit locums and to minimise this whilst seeking more cost effective methods of procuring locums when they are necessary. This may expand to other professional locums in due course.

2 Consistency in Care

To explore and then introduce new service models by pooling expertise and scarce skills to deliver sustainable and safe care across seven days per week and, where necessary, across 24 hours a day.

3 Specialty Collaborative Working

Agreeing which clinical specialties may need to be configured differently in the future because of their size or changing commissioning and quality requirements. The project will explore how best to configure these specialties across the partnership to sustain local access and offer consistent care at all times.

4 Specialised Services

Working with NHS England commissioners to help configure these services across the partnership to meet the very demanding service specifications which exist and to offer safe and consistent care in all locations.

5 Informatics

Patients are now moving amongst the Trusts as treatments become more specialised and it is important that the clinical teams have access to secure, shared data about their treatment. By working together the Informatics workstream will take on this challenge. Moving to a paper-light future is also a high priority and an electronic patient record is also a common challenge. Acting together to procure software and hardware has the potential to save money and to standardise systems which can only help those clinicians who work and train across the Trusts.

As this is a large and complex programme involving seven Trusts it is essential that the workstreams share their conclusions. To ensure this happens a small Programme Office has been formed.

They will support the Workstream Managers and their Chief Executive Sponsors and ensure that the integrity of the Programme is maintained. Several appointments have been made so far and these are:

Programme team

Programme Director

Chris Linacre (part-time)

Programme Manager

Janette Watkins (also initial Workstream Manager for Sharing and adopting good practice)

Programme Medical Director

Dr Des Breen (part-time)

Programme Finance Manager

Wayne Lugton (part-time)

HR Manager:

Heidi King (also Workstream Manager for Locums)

A Programme Administrator will also support the team.



Chris Linacre



Janette Watkins



Des Breen

Workstream Leads and sponsors



Specialty Collaborative Working

Chief Executive sponsor: Gavin Boyle, Chesterfield Royal NHS Foundation Trust

Manager: Julie Shaw



Consistency in Care

Chief Executive sponsor: Diane Wake, Barnsley Hospital NHS Foundation Trust

Manager: James Scott



Specialised Services

Chief Executive sponsor: Stephen Eames, Mid Yorkshire Hospitals NHS Trust

Manager: James Scott



Sharing and adopting Good Practice

Chief Executive sponsor: Simon Morritt, Sheffield Childrens Hospital NHS Foundation Trust

Manager: Janette Watkins



Procurement

Chief Executive sponsor: Sir Andrew Cash, Sheffield Teaching Hospital NHS Foundation Trust

Manager: Tony White



Locums

Chief Executive sponsor: Mike Pinkerton, Doncaster and Bassetlaw Hospitals NHS Foundation Trust

Manager: Heidi King



Informatics

Chief Executive sponsor: Louise Barnett, interim Chief Executive, The Rotherham NHS Foundation Trust

Manager: Adam Drury

'There are already strong relationships and trust within the partnership group. We also have examples of where previous collaboration between partners has led to service improvements for patients and local communities.'

Simon Morritt, Sheffield Childrens Hospital NHS Foundation Trust

'The CCGs and NHS England look forward to working with the Foundation Trusts to encourage joint working and the sharing of best practice to ensure our patients continue to receive high quality safe, sustainable services.'

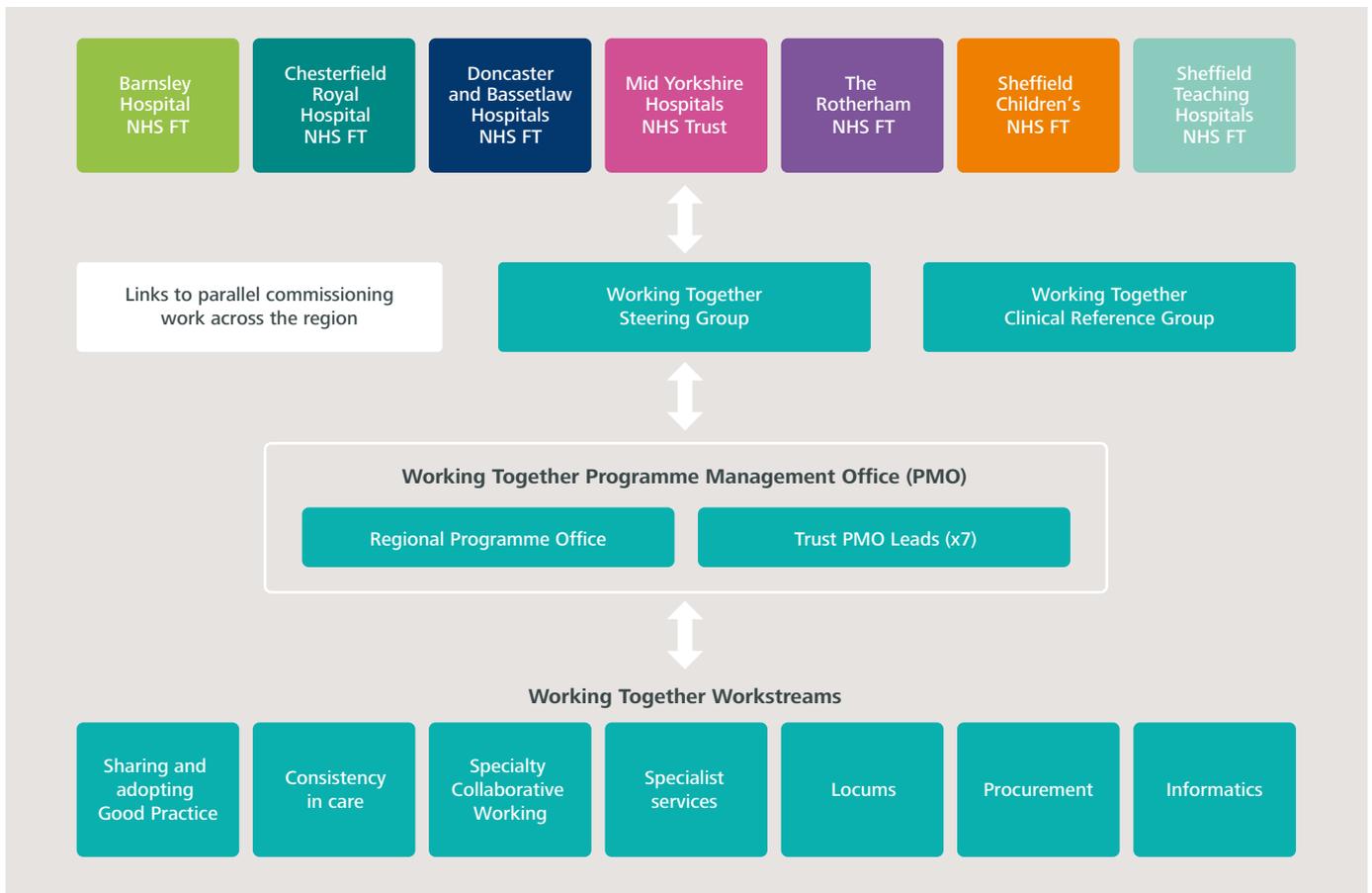
Chris Edwards, Chief Officer, NHS Rotherham CCG and **Eliri de Gilbert**, Director at NHS England (South Yorkshire and Bassetlaw)

'It is absolutely the right approach to work together, collaborating and sharing best practice to ensure we can continue to improve clinical quality standards for our patients whilst at the same time recognising the future financial challenges we face.'

Sir Andrew Cash, Chief Executive, Sheffield Teaching Hospital NHS Foundation Trust



Working Together Programme Structure



‘By working together we have the opportunity to take on these challenges together and to pool our skills and resources to support the delivery of high quality healthcare. As proposals emerge from this Programme engagement with staff, our local communities and other partners will be key to determining how we take this forward over the coming months.’

Louise Barnett, interim Chief Executive, The Rotherham NHS Foundation Trust

‘Sharing and learning from the experience of best practice from all the partner Trusts to drive improvement in service quality, outcomes and efficiency. Matching the availability of scarce clinical skills and staff with keeping access as local as possible is a huge challenge facing the NHS and this Programme will explore how we can do this in our own localities.’

Diane Wake, Chief Executive, Barnsley Hospital NHS Foundation Trust

‘We all have areas of good practice that can be shared and implemented, we all buy equipment and disposables that cost many hundreds of millions of pounds that we can buy more effectively by standardising and combining our needs, we all fill vacancies by locums but do so independently when we could do so much more effectively together.’

Stephen Eames, Chief Executive, Mid Yorkshire Hospitals NHS Trust, Manager

The workstream groups are just beginning to formulate their plans and further updates will be circulated at regular intervals.

For more information, or if you are interested in getting involved, please contact **Janette Watkins** (Programme Manager) at janettewatkins@nhs.net or telephone 01709 424 534.

‘It’s absolutely clear to me that the challenge of providing high-quality care within financial constraints can only be met by working with others. Partnerships like this one are crucial to improve what we all do for our patients and our staff.’

Gavin Boyle, Chief Executive, Chesterfield Royal NHS Foundation Trust