



Working Together Trusts set to shape future of hospital care

March 2016

The Working Together Partnership is set to enter an exciting new phase which will help shape the way hospitals deliver acute care in the future, not just locally but across the NHS.

The Working Together Partnership which comprises the seven Hospital Trusts in South Yorkshire, Mid Yorkshire and North Derbyshire has become one of 50 NHS Vanguards as part of the NHS Five Year Forward plan for the future of the NHS.

Each vanguard site will take a lead on the development of new care models which will act as the blueprints for the NHS moving forward and the inspiration to the rest of the health and care system. You can read more about what a vanguard is overleaf.

This next phase of the Working Together Partnership will build on the success achieved over the last 18 months and give a real opportunity to explore with the seven Trust's clinicians, non clinical staff, patients and partner organisations the best way to deliver services in the future. At a time when the NHS is challenged in terms of staffing and finances, it makes sense for the seven Trusts to work together to ensure we can continue to provide our patients with safe, high quality care as local as possible and by ensuring we make best use of our combined resources and skills.

What are we trying to do?

The objectives of the Working Together Programme vanguard, are to work together and strengthen each of the seven Hospital Trusts by sharing collective expertise and knowledge to:

- improve quality, safety and the patient experience;
- deliver safe and sustainable new models of care;
- make collective efficiencies where the potential exists.

The Working Together Partnership

What is the Working Together Partnership?

The Working Together Programme (WTP). WTP is an existing collaborative partnership, established in March 2013, between seven acute Trusts in South Yorkshire, Mid Yorkshire and North Derbyshire. It enables the Trusts to work together and act on a larger scale to achieve, improvements in patient safety and care, transformation of systems and processes and enhance opportunities for additional quality and efficiency benefits which are not possible at an individual organisational level. The Partnership aims to strengthen each of the seven NHS Trusts by sharing collective expertise and knowledge so that sustainable service models can be created and better care delivered to patients all the time.

Which Trusts make up the Working Together Partnership?

- **Barnsley Hospital NHS Foundation Trust**
- **Chesterfield Hospitals NHS Foundation Trust**
- **Doncaster Hospitals NHS Foundation Trust**
- **Mid Yorkshire Hospitals NHS Trust**
- **Rotherham Hospital NHS Foundation Trust**
- **Sheffield Teaching Hospitals NHS Foundation Trust**
- **Sheffield Childrens Hospital NHS Foundation Trust**

Together the Trusts cover 15 hospital sites with approximately 45,000 staff, covering a population of approximately 2.3million.

What has Working Together achieved so far?

In just a short time the Working Together Partnership has enabled clinical and non clinical staff from across the 7 Trusts to work on a number of projects which have already delivered important benefits for patients, frontline clinicians and also enabled us to make better use of the resources we have. A few examples are:

The introduction of a shared IT system called ICE OpenNet across the seven Trusts means test results are now able to be accessed securely by clinicians in any of the 7 Trusts regardless of which hospital undertook the original test. This has reduced the need for costly duplicate tests and speeded up treatment decisions for patients.

Almost a million pounds has been saved by combining the joint buying power of the seven Trusts to get better prices on certain items like examination gloves and some syringes.

Clinical and non Clinical staff across any of the 7 Trusts can now have access to each of the organisations wi-fi networks so that they can securely access relevant information even if they are not at their usual hospital base. This prevents delays and ensures clinicians have the information they need regardless of which Hospital location they are in.

Clinicians have come together to explore how best to provide out of hours cover for some very specialist services where there are limited specialists available.

The Vision

“ Our vision: Through our partnership and collaboration with each other we aspire, for the benefit of our patients, to be one of the most innovative, safe, caring, responsive, effective, well led and efficient health and care systems by 2020. ”

We want to:

- Ensure consistent quality of care across all the hospital sites
- Deliver a sustainable workforce model to ensure we have the future staff we need to deliver care
- Develop equitable educational and research opportunities for staff and patients
- Maintain effective partnership working between providers and commissioners
- Sustain the local delivery of appropriate services in a way which is both clinically and financially viable
- Balance the need to centralise (to achieve standardisation) and devolve (to achieve localisation)

How will we achieve this?

Some of the ways in which we can achieve the aims are to make changes and improvements collectively which result in:

- Clinical Services networked, where appropriate that support, long term sustainability
- Reductions in variation of care through standardised operating procedures and agreed clinical pathways across the partnership.
- New ways of working to support specialities with recruitment and retention of staff
- Radiology and pathology reporting systems that will maximise capacity and speed decision making
- A digital strategy to connect organisations so that we can securely share patient information that will improve safety, quality and the patient experience
- New operating models that support the spread of best practice and increase cost efficiencies.

What is a vanguard?

The vanguard sites are part of what is known as the New Care Models Programme, a new initiative by NHS England to support the implementation of its The Five Year Forward View (5YFV), which sets out the future vision of the NHS.

Each vanguard site will take a lead on the development new care models:

Integrated Primary and Acute Care Systems - will join up GP, community, mental health and hospital services. Under this new care model, primary and acute care systems (PACS) would provide list-based GP and hospital services, together with mental health and community care, in single NHS organisations for the first time. They could evolve in different ways, for example, by hospital trusts opening their own GP surgeries. Under some circumstances, PACS could become accountable for the whole health needs of a registered list of patients.

Multispecialty Community Providers - will aim to move services out of hospitals

and into the community. Under this new care model, GP group practices would expand, bringing in nurses and community health services, hospital specialists and others to provide integrated out-of-hospital care. These practices would shift the majority of outpatient consultations and ambulatory care to out-of-hospital settings. Over time, these providers might take on delegated responsibility for managing NHS budgets (or combined health and social care budgets) for their registered patients.

Enhanced health in care homes - will aim to improve services for older people, joining up health, care and rehabilitation. Under this new care model, the NHS will work in partnership with care home providers and local authority social services

departments to develop new shared models of care and support, including medical reviews, medication reviews and rehabilitation services.

Urgent and emergency care - will look at new approaches to improve the coordination of services and reduce pressure on A&E departments. These new models will see care delivered by GPs, pharmacists, community teams, ambulance services, NHS 111, and social care.

Acute care collaboration vanguards - The 13 acute care collaboration vanguards will link together local hospitals to improve their clinical and financial viability.

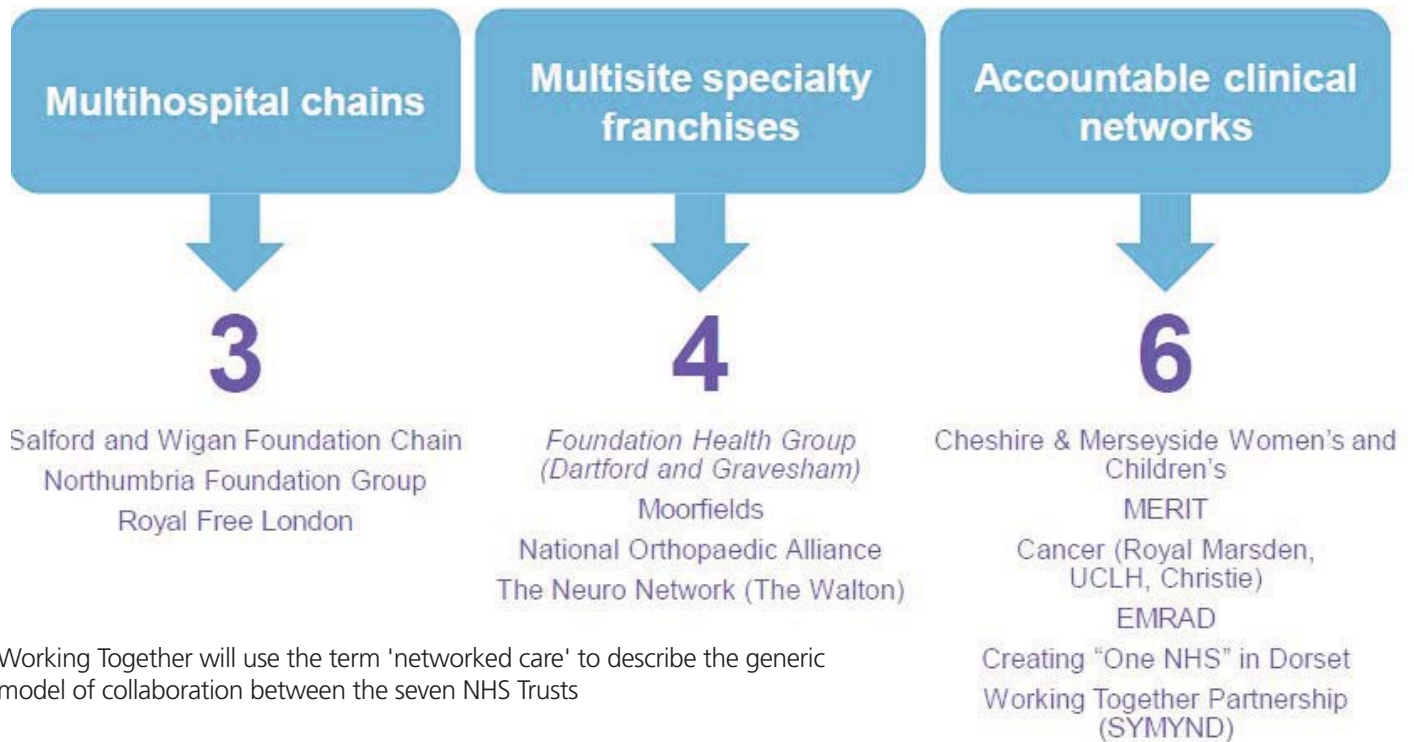
What type of vanguard is the Working Together Partnership?

The Working Together Partnership is an Acute Care Collaboration vanguard.



Acute Care Collaboration vanguards are designed to spread excellence in hospital services and management across multiple geographies. By contrast, the 37 vanguards already launched mostly focus on integrating care between GPs, social and community care, mental health and hospital services within their local area.

There are three types of Acute Care Collaboration vanguards



Working Together will use the term 'networked care' to describe the generic model of collaboration between the seven NHS Trusts

What support do we get as a vanguard?

We will receive financial and practical support, and learning from our experience will be used by other areas in coming years.

Next steps and guiding principles

The Working Together Partnership vanguard will build on the important areas of work already underway including informatics, non-clinical support services and procurement as well as clinical projects addressing sustainable quality and service configuration issues.

In addition over the coming weeks the partner Trusts will work together on the development of a high level clinical strategy across the seven acute Trusts and explore an appropriate governance structure which will support clinical and non clinical teams to make positive changes moving forward in line with the agreed strategy.

The Chairs and Chief Executives of the seven Trusts have agreed the following principles which will guide the partnership moving forward:

- 1 Through our partnership and collaboration with each other we aspire, for the benefit of our patients, to be one of the most innovative, safe, caring, responsive, effective, well led and efficient health and care systems by 2020.
- 2 We will remain as seven separate Trusts with our own accountabilities and responsibilities. We have no intention to pursue mergers or acquisitions.
- 3 Our starting point for everything we do will be, can this be done better, safer, more economically for our patients if we work with our partners in a different way?
- 4 We will move at pace in examining all our activities on a "bottom up" basis, across the partnership, engaging our clinical and non-clinical teams to adopt innovative approaches and best practice.
- 5 We will challenge ourselves and embrace change where it benefits our patients or the health care system as a whole. Status quo is not an option if we are to do the right thing for our patients on a sustainable basis.
- 6 We will establish a governance model which facilitates this approach. Structure will not be a barrier to innovative change while recognising the statutory responsibilities of all seven individual Trust Board of Directors.
- 7 Models of cost/benefit equalisation will be a key ingredient of the partnership activity to ensure financial loss or gain for any individual Trust is not a barrier to beneficial system change/progress.
- 8 We will seek support from Commissioners to ensure changes are achieved at pace in order to gain maximum benefits for patients and system stability.

We would love you to be involved

If you would like to find out more about how you can get involved in shaping how we move forward we would love to hear from you. It does not matter whether you are a member of staff from one of the seven partner Trusts, a patient or a member of the public we are interested in all your views which will help shape how we move forward. Contact: Janette.watkins@nhs.net or visit www.workingtogethernhs.co.uk.