



Supporting NHS trusts to deliver an
organisation-wide approach

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QUALITY IMPROVEMENT

Welcome

Trust-wide Improvement: Improvement and systems

How do we drive improvement across organisational boundaries?

Chair: Jenny Reindorp, Associate Director of Programmes, NHS Providers

Speakers:

Julian Hartley, Chief Executive, Leeds Teaching Hospitals NHS Trust

Lucy Cole, Director, West Yorkshire Association of Acute Trusts (WYAAT)

Housekeeping

- This is a Zoom meeting meaning you are able to use both camera and audio, we ask you to stay on mute unless invited to speak.
- Please feel free to turn your camera off for GDPR reasons, although we encourage cameras to be kept on.
- We very much welcome your questions and comments in the chat box, usually found at the bottom of the screen.
- If you wish to ask a question audibly, please use the raise hand function and wait until you are invited to speak.
- If you lose connectivity, follow the same link to re-join the meeting.
- Please note that this meeting is being recorded and may be shared on our website.

Improvement in Partnership

Sir Julian Hartley – Chief Executive, Leeds Teaching Hospitals NHS Trust and Chair - West Yorkshire Association of Acute Trusts (WYAAT)

Lucy Cole – Director, WYAAT



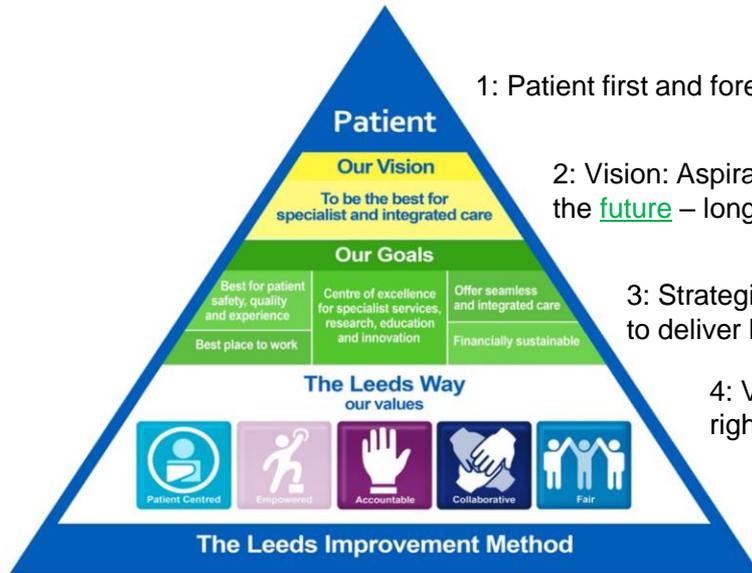
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🖱 wyaat.wyhpartnership.co.uk

🐦 @WYAAT_Hospitals

Leeds Improvement Method: The Strategic Triangle



1: Patient first and foremost

2: Vision: Aspirational description of what we want to achieve in the future – long term – unlikely to change

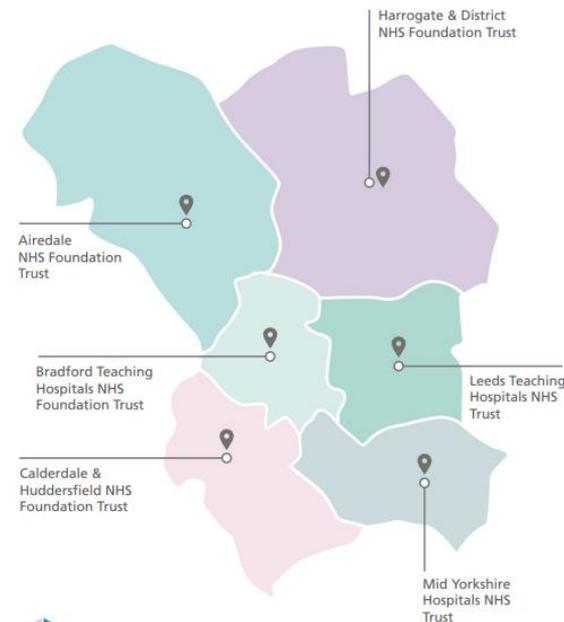
3: Strategic Themes/Goals – High level structure of plan to deliver long term vision

4: Values – The principles that help us decide what's right or wrong. Accepted standards of behaviour

5: The Improvement System – the way we do it around here

WYAAT: Our approach to improvement

- WYAAT is a collaboration of the **six acute trusts** in West Yorkshire & Harrogate
- Providing a mechanism to **share best practice** and **learn from each other**
- A focus on tackling **unwarranted variation or inequalities in access, outcomes and experience**
- Delivery of **improvement and change programmes**
- **Only** what the trusts do together and the decisions they take together
- **Not** an organisation and **not** “doing things to” the trusts
- Built around a **strategic approach** as within a Trust:
 - Patient
 - Vision
 - Purpose / goals
 - Principles / values
- **No single methodology** – each trust has its own



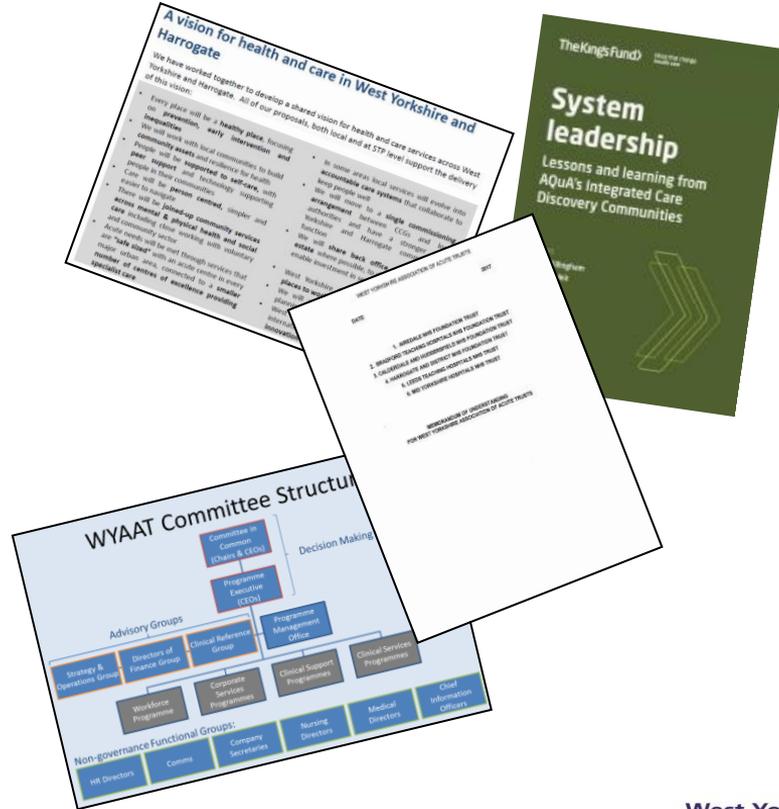
The West Yorkshire Association of Acute Trusts is made up of six trusts working closely together to plan health and care services across the area.

What makes our approach work?

- Shared vision and common purpose – buy-in from our Boards
- A “compact”:
 - Expectations & behaviours
 - Communication
 - Relationships and trust
 - Open culture
- Distributed leadership
- Collaboration of the willing – voluntary engagement

Underpinned by:

- Robust governance, systems and processes – documented in our MoU
- Networks of executives and clinicians
- Sufficient resources, realistic timescales



What have we achieved?

Continuous improvement

- Focus on unwarranted variation through benchmarking e.g. GIRFT, Model Hospital, BADS, sharing best practice, 'go see', pilot, test and scale, pathway redesign in our work on **Elective Recovery, Efficiency Strategy**
- Rapid service roll-outs such as **vaccination, covid medicines delivery units**

Service reconfiguration

- Creation of **West Yorkshire Vascular Service**
- Reconfiguration of three arterial centres to two
- New clinical model and pathways reducing admissions and length of stay

Digitally enabled improvement

- **Shared reporting solution** – common protocols designed by 12 Special Interest Groups
- Single **laboratory information management system** (LIMS) and orders/results system (ICE) – harmonisation of processes and test catalogue
- Single **inventory management system**

Key Reflections



- Establish a clear vision and purpose for your collaborative work
- Ensure boards are signed-up to the vision and purpose
- Working principles to avoid ‘winners and losers’
- Commitment to openness and transparency – preparedness to share the good, the bad and the ugly
- Networks enable trusted relationships and in turn drive the improvement journey
- Culture and approach trumps uniformity of process

Thank you!

Support available now and coming up in the programme is available on the [Trust-wide improvement hub](#), scan the QR code for access:





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