

Annual Report

2021/22



Lead Chair and Lead Chief Executive's Statement



We are pleased to share with you the first Annual Report of the South Yorkshire and Bassetlaw (SYB) Acute Federation. We are a collaboration of the Acute Trusts across SYB and our aim is that, by working more effectively together, we can improve clinical standards and the care outcomes for our patients, as well as making our organisations better places to work.

In the last twelve months the Acute Federation has overseen a range of improvements, examples of which are described herein. We have also worked together to respond to the additional challenges and pressures imposed by Covid-19. Our staff across the whole of South Yorkshire & Bassetlaw have been amazing and we want to take this opportunity to thank them for their hard work and dedication at such a difficult time. The spirit of collaboration that we have witnessed between our organisations throughout the pandemic demonstrates the positive benefits of working together.

Overall, as we reflect upon 2021/22, we believe it is clear that our achievements as an Acute Federation have been significant. This is a testament to the commitment of our teams and speaks volumes for the willingness to make improvements through the innovation and new thinking which we can count on from our colleagues.

We would like to thank our colleagues at Barnsley Hospital, Doncaster and Bassetlaw Teaching Hospitals, Rotherham Hospital, Sheffield Children's Hospital and Sheffield Teaching Hospitals and everyone else who has worked with us over the past year. Their positive support has been overwhelming and has contributed to what has been a successful, as well as challenging, year for the Federation.

As we look towards some new goals for 2022/23, we are assured in the knowledge that the dedication and support of our colleagues will assist us in unlocking new achievements for the next 12 months and beyond.

We have an exciting year ahead as our Acute Federation is set to undergo a period of significant development. We are looking forward to closer integrated working across our partners as we support each other to recover from the COVID 19 pandemic and continue to develop new ways of collaborative working for the future.

Martin Havenhand
Lead Chair

Richard Parker OBE
Lead Chief Executive

Our Chief Executives and Chairs

At the South Yorkshire and Bassetlaw Acute Federation we are supported by the Chairs and Chief Executives of our Hospital Trusts.



Dr Richard Jenkins, Chief Executive



Sheena McDonnell, Chair

NHS
Barnsley Hospital
NHS Foundation Trust



Dr Richard Jenkins, Chief Executive



Martin Havenhand, Chair

NHS
The Rotherham
NHS Foundation Trust



Richard Parker OBE, Chief Executive



Suzy Brain England OBE, Chair

NHS
Doncaster and Bassetlaw
Teaching Hospitals
NHS Foundation Trust



Kirsten Major, Chief Executive



Annette Laban, Chair

NHS
Sheffield Teaching Hospitals
NHS Foundation Trust



Ruth Brown, Chief Executive



Sarah Jones, Chair

NHS
Sheffield Children's
NHS Foundation Trust

Who we are and what we do

In South Yorkshire and Bassetlaw (SYB), our hospitals have been working together for a number of years to improve clinical standards and care outcomes for our patients. We have also been striving to make our organisations better places to work.

Since 2013 the trusts have worked together delivering projects to improve patient care by looking across organisational boundaries.

Following a detailed review of five challenged hospital services, our hosted clinical networks were established to enable us to deliver improvements. The networks focussed on Urgent and Emergency Care, Maternity, Paediatrics, Stroke and Gastroenterology.

They work in three ways:

- Level 1 - A focus on shared approaches to workforce, clinical standards and innovation
- Level 2 - To involve a higher level of sharing resources across the system
- Level 3 - A closer relationship, with one Trust providing or supporting services on another Trust's site(s)

An overview of our activity within our Networks

Stroke:

In the last 12 months, the network has developed an SYB Stroke Survivor and Carer Panel to listen and learn from those with lived experience of stroke.

There has been a regional implementation and expansion of stroke artificial intelligence which is supporting various aspects of stroke care, including detection and monitoring to aid diagnosis and decision making.

Trusts have also collaborated on the development and delivery of a new SYB Stroke Telemedicine system to allow those with advanced training in treating strokes to treat people in another location. This will support 24/7 thrombolysis treatment across our sites, giving patients the best chance of recovery and significantly improving patient outcomes.



Key priority:

Our focus next year will be on Urgent Diagnosis & Treatment, Needs-based Stroke Rehabilitation, and Stroke prevention. In particular, we want to identify those most at risk and reduce health inequalities by raising awareness within those population groups.

From April 2022 we will have extended access to Mechanical Thrombectomy services which will give more patients vital access to this life saving treatment.

Gastroenterology:

Significant achievements have been made within the Gastroenterology network by sharing best practice and enabling mutual aid working between the service sites to support delivery of clinical care.

As a result, there has been a significant reduction in patient waiting lists at Barnsley, Rotherham and Doncaster & Bassetlaw, with all three trusts expecting to have all new referrals seen within six weeks by the end of April 2022.

The network also developed a system-wide, out-of-hours Gastrointestinal bleed rota which enables all trust sites to have access to specialist expertise and appropriately trained staff in the event of a patient suffering such a bleed. This improves patient safety and ensures that services can offer endoscopy to patients 24/7 if required.



Key priority:

Going forward, we will look how further mutual aid working and sharing of our staff resources across the system can help us respond to increasing demand. A focus will also be placed on making our system resilient to avoid bottle necks within our services due to unavailability of staff.

Maternity:

Our maternity network has been listening to the needs of our service users across South Yorkshire and Bassetlaw with a special focus on seldom heard from groups. They have recruited a Service User Voice lead to ensure that improvement works are informed by the needs of our patients and their families.

In 2021/22, many quality improvements have been made including, winning funding to develop a new maternity digital strategy and a project implementing continuous glucose monitoring for pregnant women with Type 1 diabetes was established to encourage optimal glucose control for this high-risk group. This has significantly improved obstetric and neonatal health outcomes. The project has been expanded in February 2022 to offer this monitoring to those with Type 2 or gestational diabetes.



Key priority:

Anticipating further requirements of our maternity services across our Trusts, we will need to consider the additional recommendations for change made in the second Ockenden report. Scrutiny on maternity services is likely to continue for some time with a number of additional enquiries due to be published in the coming year but we have no doubt that our teams will respond effectively to any recommendations made.

Paediatrics:

Following a soft launch in January 2021, the South Yorkshire and Bassetlaw Healthier Together website was revamped to provide better information for patients and their families. User numbers have gone from around 100 visitors a week to now well over 1,000. By having accurate information on which to base clinical decisions, the right children are seen at the right time, in the right place.

During the height of the Covid-19 pandemic in 2020, the Acute Federation supported an Emergency Surgery pathway which provided children with access to emergency surgery at Sheffield Children's Hospital. This allowed our other hospitals to focus on treating the high volumes of unwell adults with Covid-19. This pathway was stepped up again in April 2021 to support Doncaster and Bassetlaw Teaching Hospitals following a major incident at the Doncaster site.

The SYB Children & Young People Alliance has been established focussing on enhancing life outcomes, reducing health inequalities and tackling wider issues which impact the health of children. Over 200 professionals from across the region are now involved.



Key priority:

During the next 12 months, as well as focussing on asthma, diabetes and epilepsy, we will be improving services for Children & Young People with obesity. Obesity can severely impact a child's longterm health, so we are working across the region to support healthy weight management programmes in schools. We also want to improve support services for young people who access emergency care services due to violence by working on a pilot Violence Reduction Navigators programme.

Urgent and Emergency Care:

Within our Emergency Departments across SYB, a new tool (EDDI) has been implemented so that the NHS 111 service can book patients into ED.

The network has also begun the roll out of the Streaming and Re-direction digital App to the front doors of Emergency Departments so that patients who self-present can use the tool, if demand appropriate, and can be streamed to alternative hospitals for their urgent care needs.

This system is currently live at Doncaster Royal Infirmary and Bassetlaw Hospital.



Key priority:

Streaming and redirection across the rest of SYB will be a key priority for the coming year as well as improving access to Same Day Emergency Care to reduce pressure on emergency departments.

Other key programmes

Outside of our hosted networks, the Acute Federation has made significant strides in a number of other areas and work programmes geared towards improving services for patients and reducing workforce pressures.

Pathology:

In line with national guidance, we are considering how we can consolidate our Pathology services to ensure future resilience and to enable us to invest in the leading-edge technologies.

Under the appointment of the SYB Pathology Clinical Director and Operational Director, the network has successfully won £654k to fund this work over the next two years, and has received capital funding for the implementation of a single Laboratory Information System (£510K) and a digital pathology system (£218K) for the region.



Key priority:

In the coming 12 months, a full Business Case will be developed and all those in the existing services across our hospitals will be engaged in how to best develop the service of the future.

Imaging:

In Imaging, we have successfully completed recruitment of two cohorts of Reporting Radiographers through the South Yorkshire and Bassetlaw Imaging Academy. These new recruits are already helping to reduce the strain on imaging workforces and enabling timely diagnosis of patients at hospitals within the federation.

The imaging workstream has also secured funding for iRefer at two places, a clinical decision support tool which will provide referring clinicians with evidence-based advice on the best imaging tests or investigations to request when referring a patient to imaging services.

Our Imaging function supported operational delivery of services throughout 2021/22 by accessing and distributing central resources for mobile and static capacity.



Key priority:

A key priority for us is addressing workforce challenges in ultrasound and plain film X-Ray with new models of delivery, working with the South Yorkshire and Bassetlaw Imaging Academy and undertaking a detailed capacity and demand review, supported by the NHS England/Improvement Elective Intensive Support Team.

Community Diagnostic Centres:

The Community Diagnostic Centres (CDC) programme has welcomed significant achievements in the last twelve months with the securing of £3 million in funding for two CDC centres in Barnsley and Mexborough.

The new sites, which completed phase one of development back in February, will help to speed up diagnostic tests for patients in the area with suspected conditions such as cancer.

We have engaged all system partners in CDC planning for Year 2 and beyond, in order to ensure that we maximise the potential benefit from the National CDC Programme for SYB to aid recovery and enable us to meet the anticipated future growth in diagnostic demand.



Key priority:

We are expecting a substantial growth in diagnostic demand and so we are working with partners across the region to develop a system wide approach. This will require us to secure external funding, identify the right solutions and develop the workforce of the future.

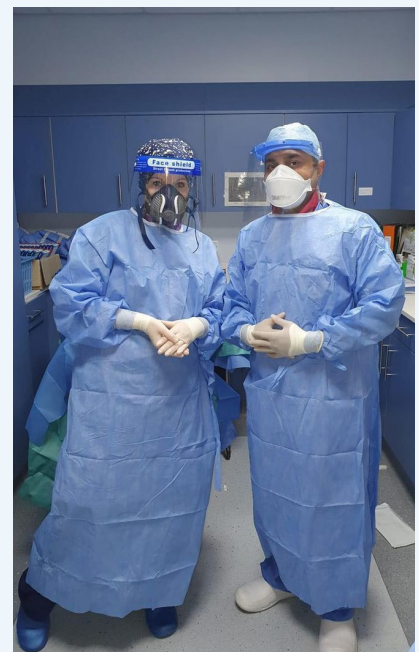
Procurement:

In 2021/22, with the challenges of the pandemic, our Procurement function ensured stability of supply across our hospitals. A resilience group was established to achieve this with mutual aid and joint working in place.

We also established the Integrated Care System (ICS) Procurement Collaborative with other partners.

Joint working between organisations is progressing with an 88.21% participation rate in collaborative working during 2021/2022. This achieved £0.6m of realised savings. A plan to deliver £2.3m of savings during 22/23 is underway with scope for this to increase.

During 21/22 each organisation adopted a joint e-Tendering platform called Atamis, better enabling collaborative working, data sharing and work planning.



Key priority:

With procurement teams working together, we can save money, improve quality and reinvest these benefits into other services. Our aim is to provide the best social value to the population of South Yorkshire and Bassetlaw.

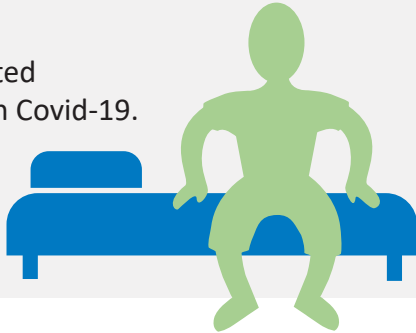
Working Together to Tackle Covid-19

Covid-19 was an enormous challenge for each and everyone of us. Through collaboration, we faced these unprecedented challenges together and provided the best care possible for the people of South Yorkshire & Bassetlaw.

Together we treated

25,591

patients admitted
to hospital with Covid-19.



397

Children were transferred
to Sheffield Children's for
their emergency surgery,
helping our other
hospitals to focus on the
care of unwell adults.



At Sheffield Children's alone,

3,549,327.12

travel miles were saved due to virtual
appointments which equates to

96.26 tonnes of CO2



>96%

Of our hospital workers received the first dose
of the Covid-19 vaccine at all of our hospitals.
More than 93% also took up the second dose
and 86% have received the booster.

20,783

People were discharged
home following
successful treatment
for Covid-19

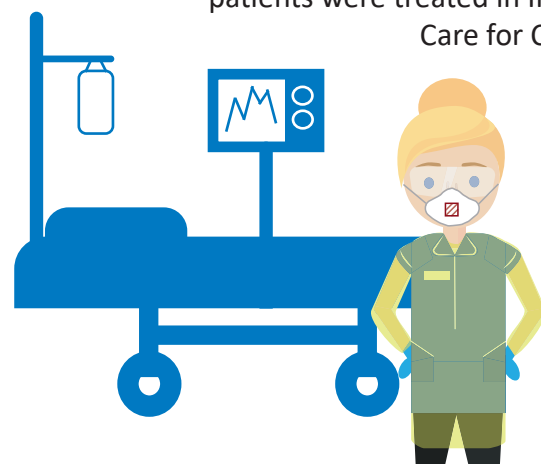


Our regional Embrace
transport service helped
with the transfer of very
ill patients from the Mid-
lands to specialist beds in
South Yorkshire.



1,000

patients were treated in Intensive
Care for Covid-19
*

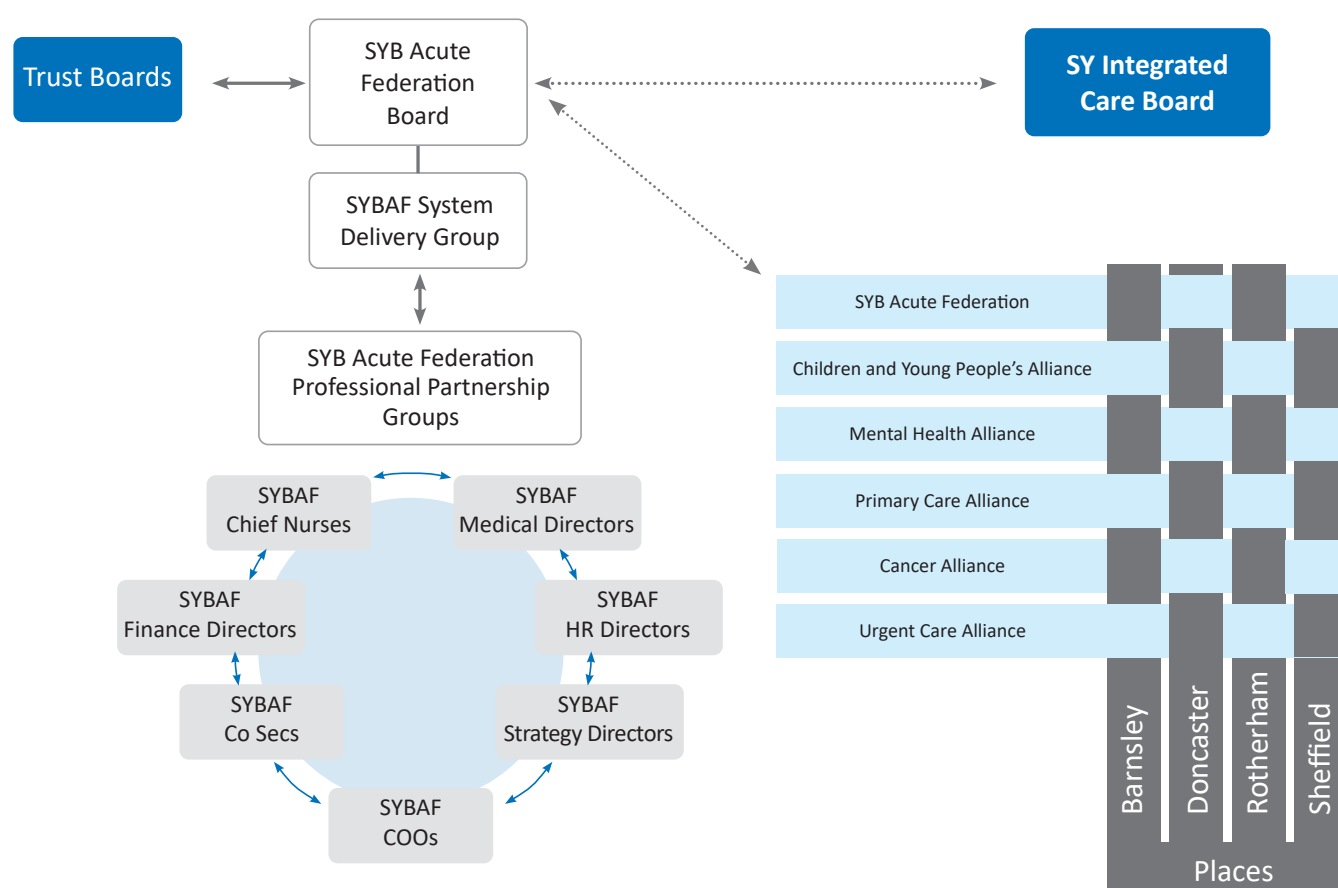


*excluding
Rotherham and
Sheffield Teaching
Hospitals who
don't report this
data.

A look forward to 2022/23

As we take pride reflecting on the last twelve months, we find the Acute Federation at the forefront of integrated working across SYB. We are also working with colleagues nationally to influence policy and guidance.

As a Provider Collaborative, the SYB Acute Federation will transition from operating in shadow form to operating under a Board with an effective governance structure which is integrated into our organisations. The South Yorkshire and Bassetlaw Acute Federation has a clear ambition to be a high performing and successful Acute Federation within a high performing Integrated Care System. To support us with these new ambitions, we will be introducing a new governance structure from April 2022.



This new governance structure, alongside the appointment of a substantive Managing Director, will give the Acute Federation the capacity and expertise to expedite its responsibilities and to be held accountable for its delivery.

As a maturing Acute Federation, we need to focus on creating capacity and space to develop our priorities for 22/23 and beyond. This will need to have sufficient breadth to start to consider a full spectrum of our responsibilities from resolving operational & staffing issues through to understanding the impact on health inequalities across our shared population.

Post-Covid, we know that we will need to place significant focus on elective recovery and reducing elective surgery wait times across our services. There is already a wealth of innovative new service models being applied in our hospital Trusts and we will need to look at how we can use our networks and resources to deliver these, or similar models, in other areas to help return our waiting lists to pre-covid levels. In addition to this we really need to consider how as Acute providers, the Acute Federation can support our ICB to make a real impact in the reduction of health inequalities.

Glossary of terms

- CDC - Community Diagnostic Centre
- CO Secs- Company Secretaries
- EDDI – Emergency Department Digital Integration
- HR – Human Resources
- ICS - Integrated Care System
- SYB - South Yorkshire and Bassetlaw



South Yorkshire & Bassetlaw
Acute Federation