



Sharing data and experience has led to a masterclass in improvement for South Yorkshire and Bassetlaw ICS

For the last two years, South Yorkshire and Bassetlaw Integrated Care System has been using Roster Perform and HealthRoster data to develop a common data set, in a bid to help improve performance and eradicate unwarranted variation within the region.

As well as sharing data, knowledge and experience the trusts hold masterclasses in improvement, with each trust leading on a specific area. Monthly meetings to share data and discuss ways of working have led to a significant improvement in the average roster appeal lead times along with reductions in overtime, additional duties and unused contracted hours.

Our challenge

The South Yorkshire and Bassetlaw ICS consists of seven trusts: - Barnsley NHS Foundation Trust, Rotherham Doncaster and South Humber NHS Foundation Trust, Sheffield Health and Social Care NHS Foundation Trust, Sheffield Children's Hospital NHS Foundation Trust, Doncaster and Bassetlaw NHS Foundation Trust, Sheffield Teaching Hospitals NHS Foundation Trust and the Rotherham NHS Foundation Trust.

We wanted to make significant improvements across a number of KPIs that would lead to service improvements, for example management of unused contracted hours, management of additional duties and overtime and management of sickness.

When we started working together two years ago, we recognised early on that sharing data would help to identify areas of best practice and enable us to drill down and focus on what changes were needed. It would also help to reduce unwarranted variation between the trusts in the region. However, the initial data review highlighted some challenges experienced by trust leads in optimising the data available from the system.

Lessons for others

Sharing of knowledge has undoubtedly allowed each trust to use the Allocate suite more effectively, enabling them to get the most out of the systems that have been purchased.

Our approach

Through data sharing we agreed key metrics that would underpin efficiency and productivity and collaborated on the best way to report these. The metrics included roster approval lead time, unused hours, unavailability percentages and temporary staffing use.

Trusts performing well on a particular KPI then presented a masterclass to the rest of the group, sharing their knowledge and the processes that they followed. As a result of the masterclasses, a number of additional meetings and visits took place, where people could help to guide and coach their counterparts and their colleagues, sharing data, information and references.

The masterclasses helped to present a valuable insight into current practices, as well as providing support between trusts. A greater insight into what is happening at neighbouring trusts helps to create confidence that each trust is comparable as well as ensuring that no trust is an outlier, which could lead to issues such as competition or retention.

Our achievements

Since we started working together, there has been a reduction in unused contracted hours and a steady reduction in the use of overtime. In just one year, across all trusts, overtime hours have reduced from 28939.63 in 2017 to 26991.86 in November 18.

From April 18 to March 2019, Sheffield Health and Social Care NHS Foundation Trust reduced unused contracted hours by 67 per cent and Rotherham, Doncaster and South Humber NHS Foundation Trust by 30 per cent.

In additional duties, Barnsley Hospital NHS Foundation Trust saw a 60 per cent reduction from just over 2667 hours in October 2017 to 1140 hours in October 2018. Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust saw a 67 per cent reduction from 7757 hours in October 2017 to 2547 hours in October 2018. Six-week lead times have also improved, with the average roster approved lead time increasing by 9.54 days, going from 21.71 days for the October 2017 roster to 31.25 for the October 2018 roster.

As well as improving KPI results, we have also been able to work on reducing unwarranted variation in approaches to e-Rostering across the system.

Our innovative approach of working together has also provided a strong support network, with trust leads regularly meeting outside of the monthly meetings, supporting colleagues in areas such as data analysis and the roll out of different Allocate modules.

Following these successes, we are now starting to investigate other opportunities for efficiency. Trusts have been sharing their individual priorities and each organisation has then assessed whether it can be built into its own improvement plans. This has been useful in generating discussion around improvement opportunities.

We have also started looking at the Levels of Attainment, analysing where each trust is against the meaningful use standards for Level 1. This has allowed us to identify how we can help each other to progress. We are hoping to continue the masterclass programme, focusing on areas such as business cases and rostering policy, progressing this analysis and subsequent masterclasses through the levels.

