

FOR HEALTHCARE LEADERS

HSJ

2014
AWARDS

In partnership with

celesio



33 YEARS OF RECOGNISING
LEADING HEALTHCARE SERVICES

THE JUDGES

David Allison chief executive, Wirral University Teaching Hospital Foundation Trust

Trish Anderson chief officer, Wigan Borough Clinical Commissioning Group

Dr Maureen Baker chair, Royal College of General Practitioners

Dr Tim Ballard vice chair external affairs, Royal College of General Practitioners

Gill Bellord director of employment relations and reward, NHS Employers

Dr Amit Bhargava GP and clinical chief officer, Crawley CCG

Karen Breen executive director of delivery and improvement, Barts Health Trust

Paul Buckley deputy director of strategy and planning, Sheffield Teaching Hospitals Foundation Trust

Professor Alistair Burns national clinical director for dementia

Dr Peter Carter chief executive and general secretary, Royal College of Nursing

Sir Andrew Cash chief executive, Sheffield Teaching Hospitals Foundation Trust

Karen Castille former chief executive, Cambridge University Hospitals Foundation Trust

June Chandler national officer, UNISON

Anne Cooper clinical informatics advisor, NHS England

Sue Covill director of employment services, NHS Employers

Jane Cummings chief nurse, NHS England

Mark Davies European medical director, MedAnalytics

Gayna Deakin deputy director of workforce, Sandwell and West Birmingham Hospitals Trust

Dr Ann Deehan infrastructure workforce senior lead, DH

Ciarán Devane chief executive, MacMillan Cancer Support

Dr Shelley Dolan chief nurse, The Royal Marsden

Colm Donaghy chief executive, Sussex Partnership Foundation Trust

Luann Donald senior adviser, Local Government Association

Dr Michelle Drage chief executive, Londonwide LMCs and Londonwide Enterprise

Peter Edwards senior partner, Capsticks

Martin Else former chief executive, Royal College of Physicians

David Flory chief executive, NHS Trust Development Authority

Valerie Freestone specialist clinical dementia nurse, Cambridge University Hospitals Foundation Trust

Debbie Fryer director of strategy and organisational development, Liverpool Chest and Heart Hospital

Lance Gardner chief executive, Care Plus Group

Hilary Garratt director of nursing – nursing commissioning and health improvement, NHS England

Professor Patrick Geoghegan former chief executive, South Essex Partnership University Foundation Trust

Simon Gilby chief executive, Wirral Community Trust

Mark Goldman adviser, McKinsey Hospital Institute and governor, Health Foundation

Dr Shane Gordon GP and chief officer, NE Essex CCG

Lynda Hamlyn former chief executive, NHS Blood and Transplant

Professor David Haslam chair, NICE

Marisa Howes national officer, communications and policy, Managers in Partnership

Dr Judith Hulf director of education and standards, General Medical Council

Candace Imison deputy director of policy, The King's Fund

Mandip Kaur programme manager, leadership development, The King's Fund

Charlie Keeney director – CCG and primary care programmes, NHS Improving Quality

Aidan Kehoe chief executive, the Royal Liverpool and Broadgreen University Hospitals Trust

Dr James Kingsland president, National Association Primary Care and chair, NHS National Primary Care Network

Shirley Law director of learning and development, Dementia Services Development Centre, University of Stirling

Nancy Lester Director, National Institute for Health Research Clinical Research Network

Dr Geraint Lewis chief data officer, NHS England

Toby Lewis chief executive, Sandwell and West Birmingham Hospitals Trust

Steve Livermore managing director, Fortrus

Bryan Machin acting chief executive, Leeds Community Healthcare Trust

David Maher commissioning advisor, Sustainable Development Unit

Sue McLellan former head of specialised commissioning (London), NHS England

Gus Miah public sector partner, Deloitte

Candace Miller director, National Skills Academy for Health

Dr Virginia Minogue research lead, medical directorate, NHS England

Dame Gill Morgan chair, Foundation Trust Network

Dr Shaun O'Hanlon chief medical officer, EMIS

Sir John Oldham chair, Independent Commission on Whole Person Care

Doug Patterson chief executive, London Borough of Bromley

Dr Linda Patterson non-executive director and consultant physician, Calderdale and Huddersfield Foundation Trust

Sir Keith Pearson chair, Health Education England

David Peat partner, David Peat Solutions

Dr Sarah Pinto-Duschinsky director of NHS operations and delivery, NHS England

Andrew Preston managing director, de Poel Clarity

Jules Preston chair, Mid Yorkshire Hospital Trust

Paul Rice head of technology strategy, NHS England

Andrew Ridley programme director, Better Care Fund

Sonia Roschnik head of unit, Sustainable Development Unit

Rebecca Rosen senior fellow, Nuffield Trust

Karen Rosenbauer chief marketing officer, Optum International

Professor Andrew Rowland consultant in paediatric emergency medicine, The Pennine Acute Hospitals Trust and honorary professor, University of Salford

Janice Scanlan head of appointments, NHS Trust Development Authority

James Scott chief executive, Royal United Hospital Bath Trust

Peter Shergill head of national and strategic accounts, Celesio UK

Sam Sherrington head of stakeholder and cultural transformation, NHS England

Janet Simmons assistant director of business and marketing, Nottingham City Care Partnership

Inderjit Singh head of enterprise architecture, NHS England

Dr Jagdeesh Singh Dhaliwal medical adviser – technology and innovation, BT Global Services and Keele Medical School

Jan Sobieraj managing director, NHS Leadership Academy

Tony Spotswood chief executive, Royal Bournemouth and Christchurch Foundation Trust

Dr Chris Streather managing director, South London Academic Health Science Network

Ben Thomas professional adviser for mental health and learning disability nursing, DH

Baroness Glenys Thornton member, House of Lords

Cormac Tobin managing director, Celesio UK

Margaret Verghese clinical governance nurse manager, NHS Professionals

Peter Walsh director of nursing practice, Central and North West London Foundation Trust

Christine Walters director of IM&T, The Pennine Acute Hospitals Trust

Stephen Welfare managing director, Health Education East of England

Dr Jonathan West clinical director, adult mental health directorate, Oxleas Foundation Trust

Dr Suzette Woodward director of safety, learning and people, NHS Litigation Authority

Joy Youart managing director and accountable officer, Kernow CCG

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FOREWORD

ALASTAIR McLELLAN

EDITOR

With the general election now less than six months away, the political battle lines around the NHS are being drawn more distinctly. We can expect those currently in government – and those vying to replace them – to come up with a range of ideas aimed at ensuring a strong, sustainable health service.

If they are looking for inspiration, they could do far worse than read this supplement. The winners of the 2014 HSJ Awards are 22 examples of best practice happening right now. They include individuals making a difference, as well as teams committed to delivering the best possible care.

We also celebrate wider projects in important areas such as patient safety, compassionate care and better managing the increasing burden of long term conditions – all of which will be high on party political agendas as voting day draws ever closer.

We received 1,305 entries this year, an indication of the continuing status of these awards as healthcare's highest accolade, and of the wealth of good work being done across the country. Our 84 judges selected the cream of the crop, but their decisions were not easy.

I offer my hearty congratulations to our award winners and to those shortlisted.

They and we are keen to share these examples of best practice. I hope you find that reading about their work spurs ideas for new successes at your own organisation. ●



FOREWORD

CORMAC TOBIN

MD, CELESIO UK

Celesio UK is proud to partner with *HSJ* for this year's awards, which celebrate pioneering work by healthcare organisations, showcasing what the sector can accomplish and deliver through integrated and sustainable services.

Celesio UK recently launched a unique research collaboration – the Centre for Pharmacy Innovation – in partnership with a 2013 HSJ Awards winner, the Royal Liverpool and Broadgreen University Hospitals Trust, and Liverpool John Moores University.

By working together we can vastly improve medicines transfer between primary and secondary care. This is a great example of a healthcare organisation adapting to meet patient needs and using resources, such as community pharmacy, to their full potential.

At Celesio we are thinking big, with new technology and intelligent data at the heart of our developments to change healthcare. Integrating and encouraging professions in primary and secondary care to work together with patient wellbeing at the centre will deliver more effective outcomes. It will take leadership, innovation, and investment in a future that puts patients at the centre – something that together, I firmly believe we can achieve. ●



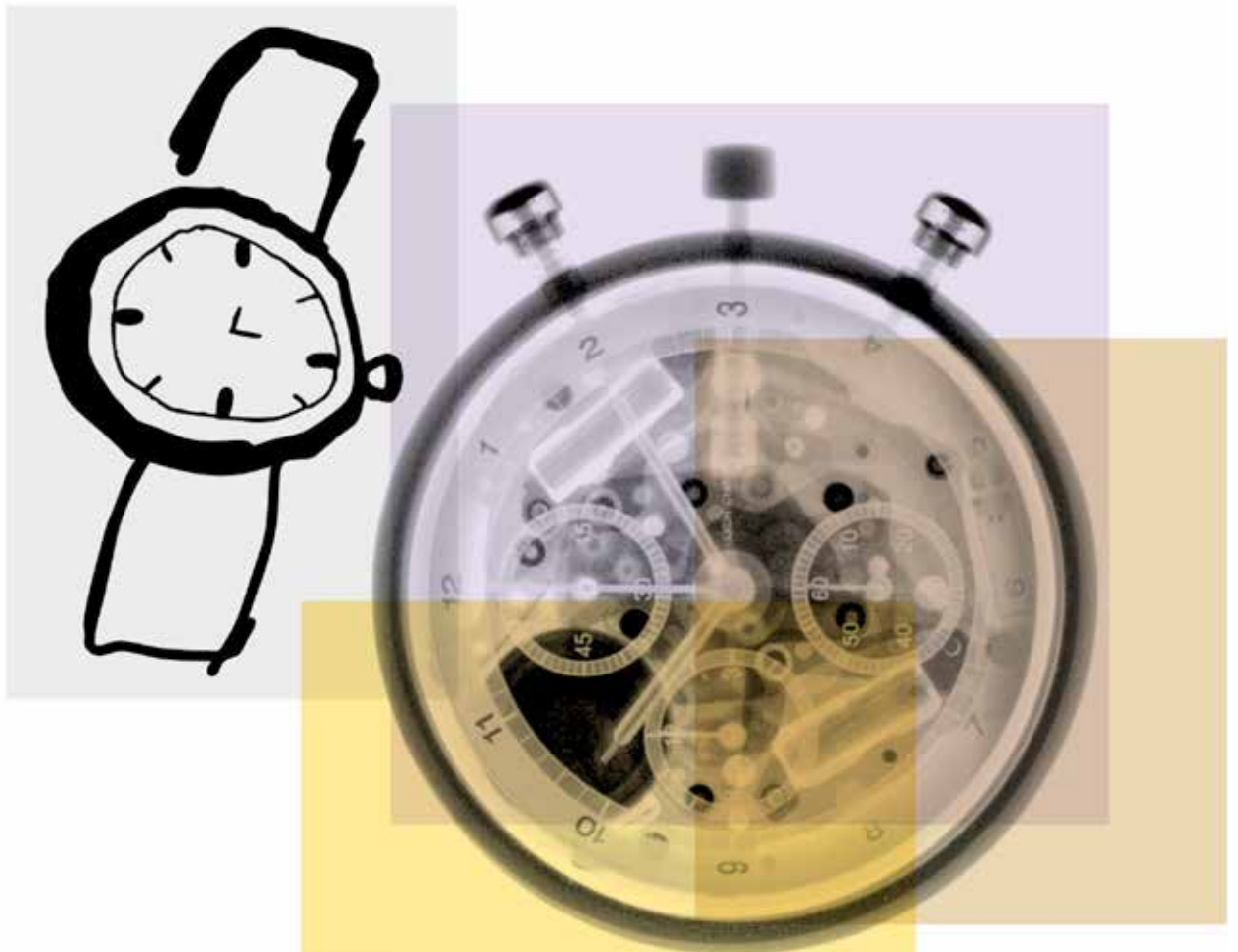
Capsticks is pleased to support the Clinical Commissioning Group of the Year Award

The HSJ Awards are in recognition and celebration of the excellence, enthusiasm and sheer hard work that exists throughout the healthcare profession.

We would like to take this opportunity to congratulate the winner of the Clinical Commissioning Group of the Year Award, Tower Hamlets Clinical Commissioning Group, and indeed, all those who were shortlisted. Having worked closely with CCGs since their inception we appreciate and applaud the huge effort and professionalism of those working within them.

Find out more about how we work with you at:

www.capsticks.com



CLINICAL COMMISSIONING GROUP OF THE YEAR

TOWER HAMLETS CLINICAL COMMISSIONING GROUP

A focus on engagement, communication, and collaboration has helped Tower Hamlets Clinical Commissioning Group tackle deprivation and health inequalities, and create an approach based on the immediate needs of the population, putting them at the heart of everything it does.

Comprehensive engagement informs each stage of the commissioning cycle and uses patient and public insight along with clinical expertise and innovation.

The group's approach to collaboration has resulted in improved diabetic inpatient care at the Royal London Hospital. This success was emulated in primary care with the development of diabetic care packages. This has helped the borough exceed the national standard for treatment targets, and the number of people receiving regular checks and being supported to self care has increased significantly.

A focus on communication means that health information is available in multiple languages across the community, and the group works with partners to reach vulnerable people in the borough.

Tower Hamlets CCG is committed to making the best use of funds, and the triage system at the front end of A&E has generated £2m of savings and helped more than 30,000 people to receive care in the right setting.

Changes to the group's mental health accommodation strategy are on track to deliver savings of £1.6m by 2016.

The group strives to strike a balance between a long term strategic view and immediate work to improve outcomes for local people.

Judges were impressed by the group's "strong leadership, especially around clinical leadership, while retaining patient focus".



FINALISTS

HIGHLY COMMENDED:
LAMBETH CLINICAL COMMISSIONING GROUP

CORBY CLINICAL COMMISSIONING GROUP

HULL CLINICAL COMMISSIONING GROUP

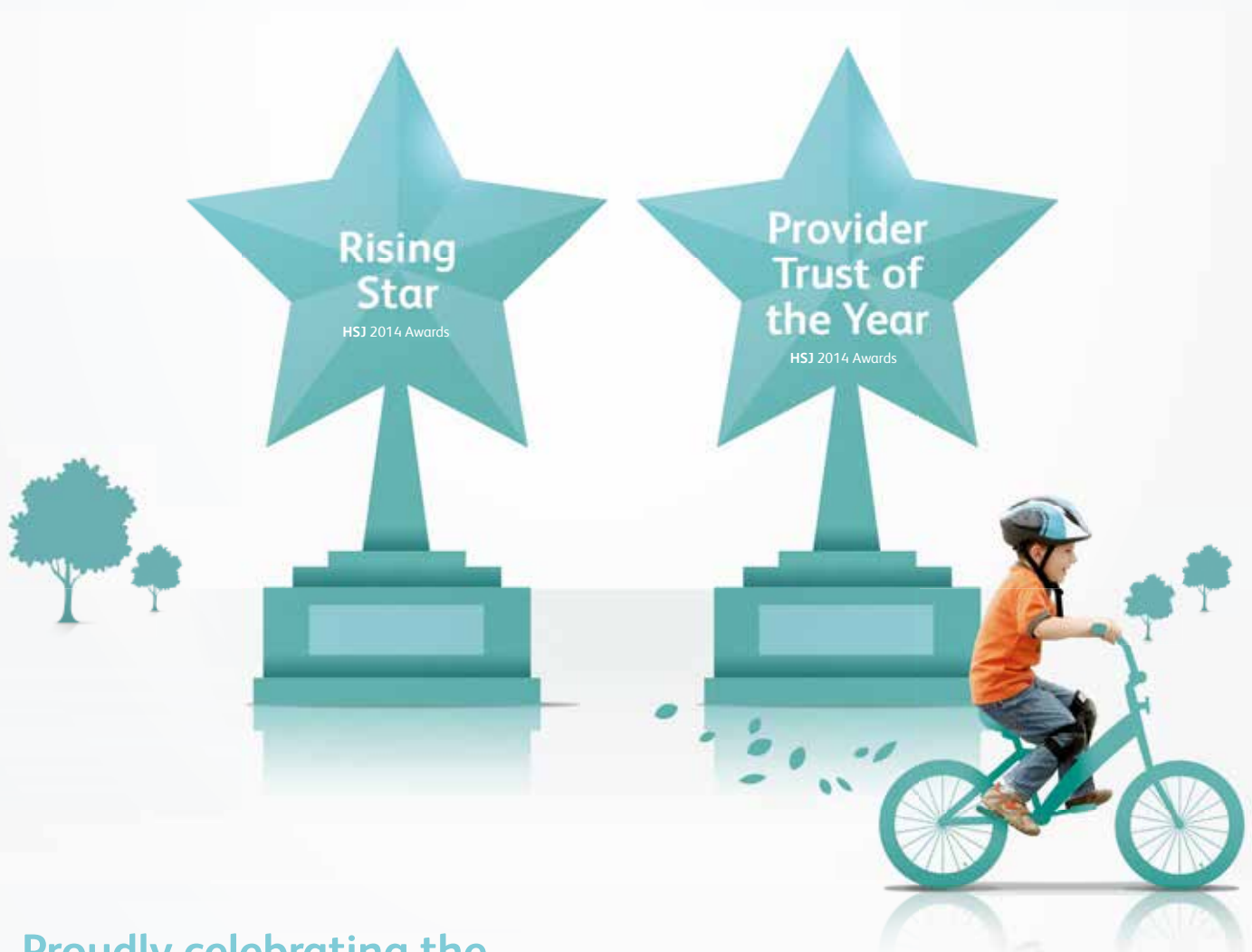
ROTHERHAM CLINICAL COMMISSIONING GROUP

WAKEFIELD CLINICAL COMMISSIONING GROUP

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Celesio UK would like to congratulate the winners of the Rising Stars and Provider Trust of the Year categories at this year's HSJ Awards.



**Proudly celebrating the
healthcare stars of tomorrow**

We are Celesio. And you probably already know our businesses.

To discover how we can support you,

visit www.celesio.co.uk or email hello@celesio.co.uk

PROVIDER TRUST OF THE YEAR

WINNER

WRIGHTINGTON, WIGAN AND LEIGH FOUNDATION TRUST

A strong focus on staff engagement has helped Wrightington, Wigan and Leigh Foundation Trust reduce mortality rates while achieving a cash surplus.

The trust developed the “WWL Way” to trace the effect of engagement initiatives, using innovative techniques to discover which tool to best use for a given situation. The WWL Way won an *HSJ* Award in 2013 and is being shared with other trusts as a best practice model.

Wrightington, Wigan and Leigh has also acted to ensure it listens to service users – particularly those with criticisms. Serious complaints are escalated, discussed and monitored on a weekly basis by two directors, and contact is made with complainants where appropriate.

This staff and patient engagement has contributed to a 30 per cent drop in official mortality rates in the six years to 2013-14, with a similar fall in the pure number of deaths in hospital.

The trust has a financial risk rating of 4, achieved a surplus of £4m and has a cash balance of £20m.

Its performance has been rated green by Monitor, and it hit the 18 week referral-to-treatment target in all specialties. Judges praised “a great all round performer ensuring happy staff resulting in happy patients”.



FINALISTS

CAMBRIDGESHIRE COMMUNITY SERVICES TRUST

DERBYSHIRE COMMUNITY HEALTH SERVICES TRUST

DORSET COUNTY HOSPITAL FOUNDATION TRUST

THE WALTON CENTRE FOUNDATION TRUST

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Essentia is pleased to support the Acute Sector Innovation Award

Essentia provides consultancy and services in areas ranging from strategy and estates development, to sustainability and IT. We have a relentless drive for excellence, a passion for innovation, and an absolute commitment to getting it right every time.

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Essentia is a subsidiary business of Guy's and St Thomas' NHS Foundation Trust

ACUTE SECTOR INNOVATION

WINNER

NHS GREATER GLASGOW AND CLYDE AND QUEST, SCOTTISH GOVERNMENT

Virtual fracture clinic redesign programme

A patient-focused “virtual clinic” service at Glasgow Royal Infirmary and Stobhill Hospital’s minor injuries unit has freed up time for consultants and won the approval of patients.

Since April this year, a seven-day-a-week virtual fracture clinic has catered for all emergency patients who can be allowed home but require a specialist orthopaedic opinion.

The virtual review process means patients are triaged without having to come in to hospital, directed to sub-specialty fracture clinics or discharged with advice and a helpline number. All triaged patients are then telephoned by a senior nurse on the day of review.

The system has cut the number of breaches of the four-hour waiting target in the emergency department by 60 per cent for orthopaedic patients. New fracture clinic attendances reduced by the same proportion.

Of 929 surveyed patients, 87 per cent reported satisfaction with their outcome and 89 per cent with the information provided. Three consultants have now been able to pick up new clinics, while two have developed a hip and knee school for patients undergoing arthroplasty.

Over 60 hospitals have contacted the Royal Infirmary team to find out more about this innovation.

Judges said: “The new model has delivered demonstrable operational, productivity and financial gain.”



FINALISTS

HIGHLY COMMENDED: LANCASHIRE TEACHING HOSPITALS FOUNDATION TRUST

The proactive elderly care team

HIGHLY COMMENDED: PORTSMOUTH HOSPITALS TRUST

Innovating diabetes care within acute trusts

BRIGHTON AND SUSSEX UNIVERSITY HOSPITALS TRUST

Creation of a trust-owned outpatient pharmacy company to improve the quality of patient services

BURTON HOSPITALS FOUNDATION TRUST

New SKINS tool to cut pressure ulcer risk

DERBY HOSPITALS FOUNDATION TRUST

Preventative support and responsive acute care meets the needs of the aging community

LANCASHIRE TEACHING HOSPITALS FOUNDATION TRUST WITH CHS HEALTHCARE

Hospital discharge support service for home of choice patients

MANCHESTER MENTAL HEALTH AND SOCIAL CARE TRUST

LEAN/Six Sigma in mental health adult acute inpatient service

NORTH BRISTOL TRUST

Compliance aid dispensing by the use of a third party dispensing partnership

NORTH EAST LINCOLNSHIRE CLINICAL COMMISSIONING GROUP

Short stay paediatric assessment and observation unit in A&E

THE PRINCESS ALEXANDRA HOSPITAL TRUST

Patient voice in innovation: “It’s not my job”

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At the NHS Leadership Academy our philosophy is simple – great leadership development improves leadership behaviours and skills. Better leadership leads to better patient care, experience and outcomes.

We hold the principles of equality and inclusion at the heart of everything we do and all that we stand for – the NHS is a universal service and we are committed to developing a leadership community more representative of the groups that we serve.

With opportunities available to everyone in health and social care, over 26,000 staff have now joined us on their own leadership journeys. Will you be next?

To find out about leadership development opportunities and support:

www.leadershipacademy.nhs.uk

BOARD LEADERSHIP

WINNER

HERTFORDSHIRE PARTNERSHIP UNIVERSITY FOUNDATION TRUST

The board of the Hertfordshire Partnership University Foundation Trust has seen strong results from the implementation of a new strategy developed with service users, staff, commissioners and others.

This set a vision of becoming the leading provider of mental health and specialist learning disability services in the country, and, to this end, it set eight goals.

These goals included being both an employer of choice and a provider of choice. To support the goals, five core values were agreed: welcoming; kind; positive; respectful; and professional.

A major programme of staff engagement was run by the board, and an inclusion team set up. Staff were identified to support men, women, older adults, young people, those from minority ethnic backgrounds, LGBT people and gypsy and traveller communities.

The board set out to ensure individuals suffering mental ill health were treated equally to those with physical illnesses.

At the end of 2013-14, the trust was fully compliant with all essential Care Quality Commission standards and Monitor targets, and in a healthy financial position. Patient and staff survey results have improved in key areas.

Judges praised a “strong commitment to equality and diversity that is having a real impact on service delivery” as well as “excellent use of feedback”.



**Winners: Hertfordshire Partnership
University Foundation Trust**

FINALISTS

HIGHLY COMMENDED: COUNTRESS OF CHESTER HOSPITAL FOUNDATION TRUST

NORTHUMBRIA HEALTHCARE FOUNDATION TRUST

SANDWELL AND WEST BIRMINGHAM CLINICAL COMMISSIONING GROUP


STOCKPORT CLINICAL COMMISSIONING GROUP

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NHS Employers keeps workforce leaders and HR practitioners up to date with the latest workforce thinking and expert opinion.

We support employers in the NHS to put patients first, helping make sense of current and emerging healthcare issues and providing practical advice, information, and best practice.

A large, teal-colored abstract shape with organic, flowing edges, positioned on the right side of the page.

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CHIEF EXECUTIVE OF THE YEAR

WINNER

SAMANTHA JONES **WEST HERTFORDSHIRE HOSPITALS TRUST**

Sam Jones has been credited with single handedly creating a climate that is open, honest and transparent; placing a high value on frontline staff; and challenging processes while seeking and offering solutions for doing things better.

All the initiatives she has spearheaded since joining the trust have the patient at their heart.

Operation Onion, a daily forum for staff, patients and the public, designed to “peel back the layers” of processes and improve patient safety and experience, sends out a clear message that the trust refuses to accept the status quo and is constantly moving forward.

With a focus on making senior leadership accessible, the executive team is encouraged to do regular walkabouts, giving them the opportunity to talk to frontline staff and patients, as well as weekly Talk Time sessions in the canteen.

Respected by her executive team, patients and frontline staff, Sam is approachable, easy-going and willing to help anyone get ahead. The trust values are embedded into daily practices because of her relentless drive and vision.

The judges described her as “a passionate, values-driven leader, uncompromising about patient safety with the courage to have honest conversations”.



Winner: Samantha Jones

FINALISTS

HIGHLY COMMENDED **KAREN PARTINGTON** **LANCASHIRE TEACHING HOSPITALS** **FOUNDATION TRUST**

CATHERINE BEARDSHAW **AINTREE UNIVERSITY HOSPITAL** **FOUNDATION TRUST**

ANDREW BURNELL **CITY HEALTH CARE PARTNERSHIP**

TONY CHAMBERS **COUNTRESS OF CHESTER HOSPITAL** **FOUNDATION TRUST**

MARIANNE GRIFFITHS **WESTERN SUSSEX HOSPITALS FOUNDATION** **TRUST**

DR LINDA HARRIS **SPECTRUM COMMUNITY HEALTH**

JONATHAN LEWIS **BROMLEY HEALTH CARE**

HUGH MCCAUGHEY **SOUTH EASTERN HEALTH AND SOCIAL CARE** **TRUST**

CLARE PANNIKER **BASILDON AND THURROCK UNIVERSITY** **HOSPITALS FOUNDATION TRUST**

TRACY TAYLOR **BIRMINGHAM COMMUNITY HEALTHCARE** **TRUST**

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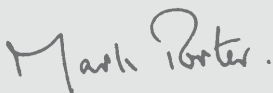
Clinical Leader of the Year

Excellent clinical leadership is an essential part of compassionate, safe and effective clinical care.

This is why we are proud to have joined together to support the HSJ Clinical Leader of the Year Award.

The General Medical Council and British Medical Association are committed to supporting excellence in clinical leadership, by helping all doctors to become better and stronger leaders within their organisations and teams.

We believe all doctors are leaders and that leadership skills need to be honed and developed alongside clinical skills. We hope the winner of this award, and indeed all those shortlisted, will be an inspiration to others and help promote excellence in clinical leadership throughout the UK.



Dr MARK PORTER
Chair of Council



NIALL DICKSON
Chief Executive



The British Medical Association (BMA) is the professional association and registered trade union for doctors in the United Kingdom. We represent over 154,000 doctors and medical students. Find out more about how we help doctors at all stages of their career at bma.org.uk/developing-your-career

General Medical Council

The General Medical Council helps to protect patients and improve medical education and practice in the UK by setting standards for students and doctors. We support them in achieving (and exceeding) those standards, and take action when they are not met.

CLINICAL LEADER OF THE YEAR

WINNER

DR FERGUS JEPSON **LANCASHIRE TEACHING HOSPITALS FOUNDATION TRUST**

As leader of the trust's specialist mobility rehabilitation centre, Dr Jepson has been the driving force in developing treatment and technology for people living with amputation and limb loss across the north west of England.

His desire to allow his patients to live as full and complete a life as possible, both physically and psychologically, is what makes him an outstanding clinical leader.

Dr Jepson was the consultant on a national project to treat injured, non-combatants of the Libyan conflict, and he also trained junior Libyan doctors in rehabilitation. More recently, he worked to improve care for war veterans who have lost limbs or been injured during service.

After winning government funding to access the latest technology, he worked with the Veteran's Prosthetic Panel and manufacturer Ottobock to prescribe the new Genium X3, an advanced prosthetic knee, and his patients were the first in the UK to be fitted with one.

From hosting Christmas parties for young patients and their families, to providing a new children's playroom, Dr Jepson consistently advances the quality and safety of care through innovation and improvement and his developments really make a difference to the lives of his patients.

Judges said: "He has led a remarkable transformation of a service into a world class example of excellent patient-centred care."



Winner: Dr Fergus Jepson

FINALISTS

HIGHLY COMMENDED: **PAULA PHILLIPS** **SOUTH WEST YORKSHIRE PARTNERSHIP** **FOUNDATION TRUST**

CLARE EDWARDS **BIRMINGHAM COMMUNITY HEALTHCARE** **TRUST**

DR MARTIN FARRIER **WRIGHTINGTON, WIGAN AND LEIGH** **FOUNDATION TRUST**

DR SUZANNE JOELS **CAMDEN AND ISLINGTON FOUNDATION TRUST**

DR JAC LIVSEY **THE CHRISTIE FOUNDATION TRUST**

DR FIONA MASON **ST ANDREW'S HEALTHCARE**

DR RICHARD MEJZNER **NORTHERN, EASTERN AND WESTERN DEVON** **CLINICAL COMMISSIONING GROUP**

DR JIM O'DONNELL **SLOUGH CLINICAL COMMISSIONING GROUP**

DR VICKY PLEYDELL **HAMBLETON, RICHMONDSHIRE AND WHITBY** **CLINICAL COMMISSIONING GROUP**

PROFESSOR JO SMITH **WORCESTERSHIRE HEALTH AND CARE TRUST**

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The Clinical Research Network is proud to sponsor the **Clinical Research Impact** award

We want to continue to highlight the vital role that clinical research plays in developing better patient care.

We also want to recognise those Trusts and practices that, through an organisation-wide approach, have embedded clinical research as part of their core business.

Building on the success of previous years, the Clinical Research Impact award provides us with an opportunity to celebrate those NHS organisations that have gone above and beyond by introducing new initiatives to maximise the impact of their research activity.

Thank you to all those who entered and congratulations to our winners.

Find out more about us:
www.crn.nihr.ac.uk



CLINICAL RESEARCH IMPACT

WINNER

PORTSMOUTH HOSPITALS TRUST

Strategies for change, impact and quality improvement

A series of initiatives to boost research activity has helped Portsmouth Hospitals improve quality of care.

A clinical outcomes research group was established to create a centre of research excellence on the use of clinical outcome data to improve patient care. Working in collaboration with the University of Oxford, the group won a £1.9m research grant from the Wellcome Trust.

A dedicated personal and public involvement officer focused on corporate level communication, using social media and marketing through a tailored website. An internal mystery shopper scheme was implemented, and Twitter used to raise awareness.

A research clinic space was created with waiting and quiet areas, and a taxi service offered to boost patient recruitment, experience and access. Training has been offered to all professional groups.

Research areas include fundamental care; dementia and compassionate care; public health and long-term conditions; and maternity care.

The trust has secured investment from industry in the local health economy of £1.8m over the next four years.

Concrete results from research activity include reduction of the time taken to diagnose severe asthma; more accurate breast cancer radiotherapy; and new treatment options for patients with pleural effusions.

Judges praised the “ambitious and impressive programme” that was impacting “locally and beyond”.



FINALISTS

HIGHLY COMMENDED: DANETRE MEDICAL PRACTICE

Engaging with the research community for it to become a core service of primary care

BIRMINGHAM AND SOLIHULL MENTAL HEALTH FOUNDATION TRUST

Research and innovation division

BIRMINGHAM WOMEN'S FOUNDATION TRUST

Research and development department

BURTON HOSPITALS FOUNDATION TRUST

Developing and promoting clinical research trials

HOMERTON UNIVERSITY HOSPITAL FOUNDATION TRUST

MANCHESTER MENTAL HEALTH AND SOCIAL CARE TRUST

Dementia therapeutics research programme

SOLENT TRUST

A research-active clinical workforce

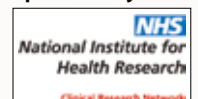
SOUTHERN HEALTH FOUNDATION TRUST

Research and development department

THE PENNINE ACUTE HOSPITALS TRUST

Clinical research and development team

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130 NHS organisations have now joined

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harm and save lives:

www.SignuptoSafety.nhs.uk



.....

Sign up to Safety is a national
campaign with the ambition of making
the NHS the safest healthcare system in
the world by **listening** to patients and
staff, **learning** from when things go
wrong, and **acting** to improve safety.

.....

The aim is to
reduce avoidable harm by
up to 50% and save around
6,000 lives in three years.
Join the movement to help
achieve this ambition.

COMPASSIONATE PATIENT CARE

WINNER

SOUTH WEST YORKSHIRE PARTNERSHIP FOUNDATION TRUST

Creative Minds: developing creative approaches in our health services

The Creative Minds programme co-funds arts, sports, recreation and leisure projects to help recovery. It has helped thousands of local people increase confidence, develop social skills and reach their potential.

Set up in response to calls for a more creative approach to supporting health and wellbeing, Creative Minds springs from a belief that creativity should be at the heart of services that support recovery.

Participation helps tackle social exclusion and promotes self-acceptance by allowing people to discover talents and skills that combat the feelings of negativity surrounding their mental health.

So far, Creative Minds has delivered more than 180 creative projects in partnership with more than 60 community organisations and groups, benefiting more than 3,000 participants.

The strategy has worked especially well with people who have traditionally been difficult to engage.

Creative Minds has reconfigured the future of the trust's services, redefining what it means to have effective, inexpensive, non-pharmacological, locally configured mental health services.

Judges said the project took user-led services to a different level, hailing "the empowerment of service users that demonstrates personal and economic benefits for individuals, families and whole communities".



Winners: South West Yorkshire Partnership Foundation Trust

FINALISTS

HIGHLY COMMENDED: INCLUSION HEALTHCARE SOCIAL ENTERPRISE

Inclusion Healthcare

HIGHLY COMMENDED: NORTHUMBRIA HEALTHCARE FOUNDATION TRUST

Holding our patients in mind: measuring patient experience to provide person centred and compassionate patient care

BARTS HEALTH TRUST

Older people's improvement programme

BIRMINGHAM COMMUNITY HEALTHCARE TRUST

Children's palliative care team

BRADFORD DISTRICT CARE TRUST

Care maker ambassadors

HELEN SANDERSON ASSOCIATES

One-page profiles for patients

HERTFORDSHIRE COMMUNITY TRUST

Rapid response service for unexpected child death

HOUNSLOW AND RICHMOND COMMUNITY HEALTHCARE TRUST

How a dragon can provide compassionate care

ROYAL DEVON AND EXETER FOUNDATION TRUST

Compassionate patient care for individuals and their carers living with dementia

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ENHANCING CARE BY SHARING DATA AND INFORMATION

WINNER

HEALTH AND SOCIAL CARE IN NORTHERN IRELAND

Northern Ireland electronic care record

A clinically-led regional collaboration has led to the creation of a portal-based electronic care record for all 1.8 million people in Northern Ireland.

The system allows staff to see key information about a patient from multiple systems across the country. It means such valuable data is no longer trapped in individual hospitals and organisations, and improves the quality and efficiency of care.

It integrates more than 70 million messages from sources spread through acute, community, primary and social care sources. More than half of these have been added since the system went live.

The establishment of robust security, audit and information governance plans means the system safely distributes data. Access is determined by role, and security processes are in place.

More than 10,000 people are using the system, and in excess of 1 million visits have been made to its data. More than one in eight people in Northern Ireland has benefited from it.

One consultant in Belfast described the system as “the single-most useful IT advance in healthcare”.

Judges were impressed with the country’s pragmatic approach to solving the problem of information sharing. They praised the way clinicians in all care settings were able to access a range of information about patient care from different providers.



Winners: Health and Social
Care in Northern Ireland

FINALISTS

HIGHLY COMMENDED: MACMILLAN CANCER SUPPORT

Routes from diagnosis

BLACKBURN WITH DARWEN CLINICAL COMMISSIONING GROUP

Data sharing collaboration for out-of-hours care

CAMDEN CLINICAL COMMISSIONING GROUP

Camden integrated digital record

CENTRAL SOUTHERN COMMISSIONING SUPPORT UNIT

Making integrated care records a reality

HEALTH AND SOCIAL CARE INFORMATION CENTRE

Summary care records programme: benefits in hospital pharmacy

INTEGRATED CARE 24

ShareMyCare

KENT COUNTY COUNCIL

Using whole population linked datasets to develop higher value models of care

PORTSMOUTH HOSPITALS TRUST WITH NEWTON EUROPE

Improved length of stay leads to £3m in annual savings

TOWER HAMLETS CLINICAL COMMISSIONING GROUP

Tower Hamlets integrated care Record New entry 1

WIGAN BOROUGH CLINICAL COMMISSIONING GROUP

Tell us once: an alternative approach to data sharing

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IMPROVED PARTNERSHIPS BETWEEN HEALTH AND LOCAL GOVERNMENT WINNER

GREAT YARMOUTH AND WAVENEY CLINICAL COMMISSIONING GROUP

Integrated care system

Great Yarmouth and Waveney CCG set out to develop a fully integrated care system across all relevant local organisations, in a bid to boost quality of care and increase value for money.

The CCG worked closely with district councils as well as regional bodies responsible for health, social care and the voluntary sector to develop the system.

A fund was established with Norfolk and Suffolk county councils, pooling resources and redesigning services. A community advocates model was developed with Great Yarmouth Borough Council and Voluntary Norfolk, allowing members of the public to engage people with long term conditions. Public consultations and public health initiatives took place.

The CCG set up an integrated care systems programme board to implement the project and a suite of further engagement activities took place. Work has begun to identify which pathways could work with combined budgets, management and teams.

Out-of-hospital teams have been commissioned in Lowestoft to help care for patients nearer their homes. This model forms part of the integration drive, and will be used area-wide by the end of this financial year.

Judges praised “strong leadership” and said the area was “on the cusp of a very complex but positive programme of change”.



Winners: Great Yarmouth and Waveney Clinical Commissioning Group

FINALISTS

HIGHLY COMMENDED: BIRMINGHAM COMMUNITY HEALTHCARE TRUST

Healthy villages

BRENT CLINICAL COMMISSIONING GROUP

STARRS: NHS Brent's short-term assessment, rehabilitation and re-ablement service

DEVON COUNTY COUNCIL

Care Direct plus Southern: Test of change

HAMBLETON, RICHMONDSHIRE AND WHITBY CLINICAL COMMISSIONING GROUP

Integration of health and social care in Hambleton, Richmondshire and Whitby

LEEDS CITY COUNCIL, LEEDS COMMUNITY HEALTHCARE TRUST AND THE LEEDS TEACHING HOSPITALS TRUST

Leeds health and adult social care integration

LONDON BOROUGH OF LAMBETH

West Norwood health and leisure centre

NENE CLINICAL COMMISSIONING GROUP

Older persons integrated mental health pathway

NORTH MIDDLESEX UNIVERSITY HOSPITAL TRUST

Health on the move: public health initiative by Professor Okolo

NOTTINGHAM WEST CLINICAL COMMISSIONING GROUP

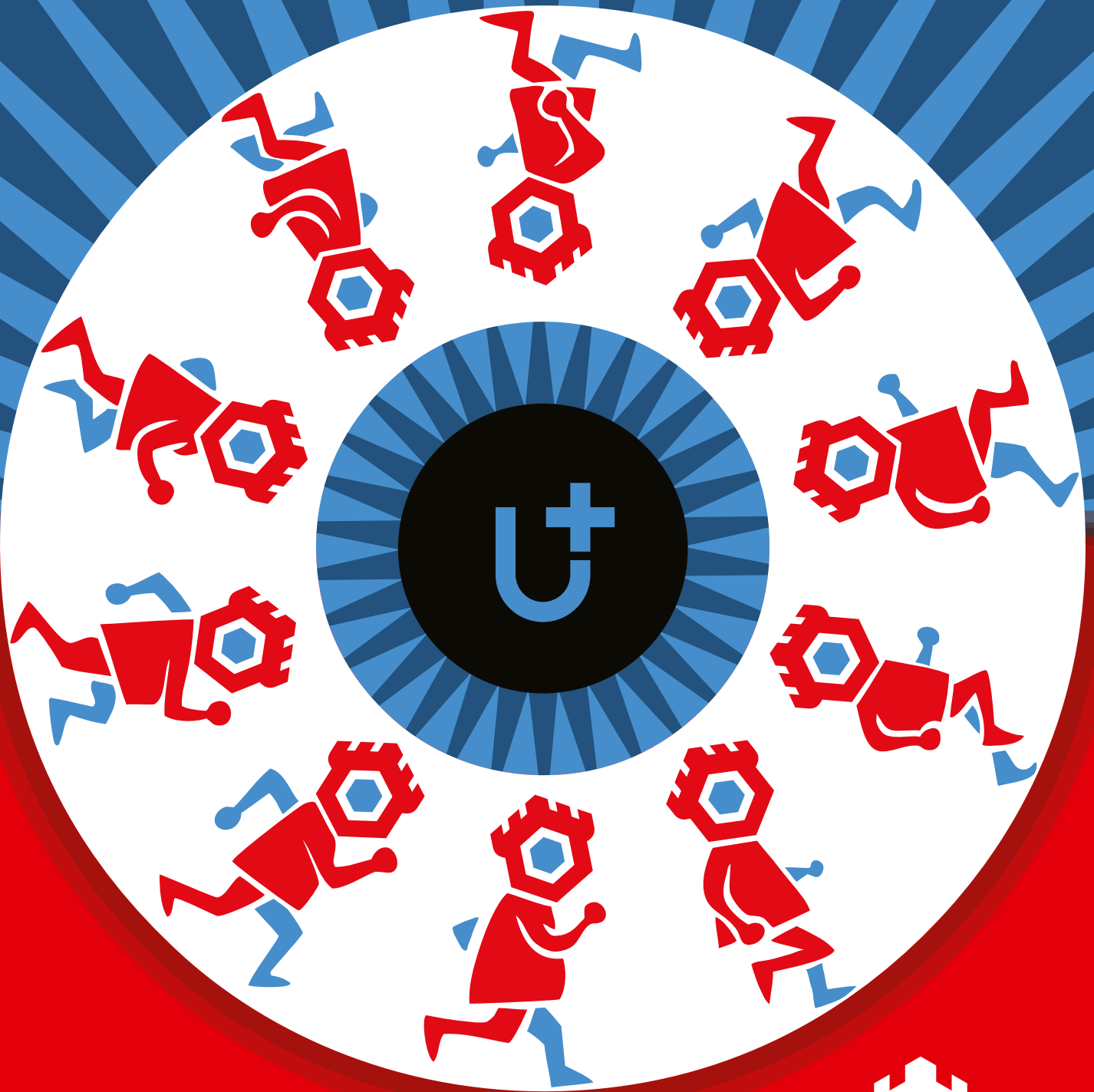
WHITTINGTON HEALTH TRUST AND LONDON BOROUGH OF ISLINGTON

N19 pilot team

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IMPROVING CARE WITH TECHNOLOGY

WINNER

ALDER HEY CHILDREN'S FOUNDATION TRUST

Innovation service

About to move to state-of-the-art £270m new buildings, Alder Hey Children's Foundation Trust set about developing its working practices to meet its forthcoming environment.

The trust formed a partnership with BT and set up a dedicated innovation service, staffed by a team of clinicians, executives and project managers.

Five areas of future IT development were chosen: patient experience; telehealth; digital testing grounds; technology in innovation; and stand-alone software.

An innovation "hot house" was held, with patients, parents, clinicians, programmers and others spending three days identifying opportunities to improve patient experience. Three working demonstrations were produced which could be commercialised to fund future activity.

Portable urinalysis machines have been placed in homes of a pilot group of chronically ill patients, with a handset to relay results and provide information.

A mock-up hospital has been created alongside a showcase of modern digital infrastructure; and an innovation portal has been created to allow streamlined submission of ideas.

The trust is working alongside BT to develop apps within a tightly regulated environment and believes the partnership model could benefit other hospitals.

Judges hailed the "very clear messages" given out by the project. They particularly liked the "impressive" innovation hub and the "fantastic" hot house.



FINALISTS

HIGHLY COMMENDED: CHELSEA AND WESTMINSTER HOSPITAL FOUNDATION TRUST

Dean Street Express

BRISTOL COMMUNITY HEALTH

Releasing time to care through mobile working

CORNWALL PARTNERSHIP FOUNDATION TRUST

Epilepsy rescue medication training, a consistent dilemma of inconsistency: using web based technology to keep patients safe

COUNTY DURHAM AND DARLINGTON FOUNDATION TRUST

Health call INR monitoring

DONISTHORPE HALL CARE HOME

Improving elderly care through sharing electronic medical records

DR TOOLBOX, HEALTH EDUCATION ENGLAND AND NORTH WEST THAMES FOUNDATION SCHOOL

Dr Toolbox, enabling trainees

HCL CLARITY

From requisition to recruitment: How HCL Clarity brought efficiency and safety to the NHS workforce

LIVERPOOL HEART AND CHEST HOSPITAL FOUNDATION TRUST

Innovative use of IT to improve patient outcomes and organisational efficiency

ROYAL UNITED HOSPITAL BATH TRUST

Success in using technology to reduce patient harm – pressure ulcer incidence reduced by 87 per cent

SHEFFIELD TEACHING HOSPITALS FOUNDATION TRUST

Electronic check-in and process workflow for outpatient clinics

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IMPROVING EFFICIENCY THROUGH TECHNOLOGY

WINNER

NHS WALES SHARED SERVICES PARTNERSHIP

Using technology to enable prudent healthcare for Wales

“Simplify, streamline and standardise” was the phrase that underpinned the methodology and approach of this project, which has delivered considerable efficiency savings that can be redirected into patient care.

The country-wide project encompassed three trusts, seven health boards and 84,000 employees, and set out a raft of initiatives.

This included replacing paper based processes with electronic automated systems; developing a suite of 10 standardised NHS Wales e-learning modules for statutory and mandatory topics to replace 60; and maximising the potential of people bringing their own devices to work.

Other success criteria included avoidance of repeat induction and statutory and mandatory training for 5,000 clinical, medical and administration staff when moving between NHS Wales organisations, saving an estimated £5m in productive time.

Similar savings were estimated from significantly reducing occupational health clearance times.

This reorientation of the way NHS Wales organisations operate with respect to learning, development, assurance and workforce processes has resulted in improved performance, productivity and efficiencies.

The project also involved creating a costing model in partnership with Swansea University, which can be used to measure the efficiencies of technology in a healthcare setting.

Judges described it as “a comprehensive project to drive the benefits from an existing technological solution”.



FINALISTS

HIGHLY COMMENDED: OXLEAS FOUNDATION TRUST

Clinician's task list

BUPA

Bupa COPD virtual ward

HEALTH EDUCATION ENGLAND

Oriel

LANCASHIRE NORTH CLINICAL COMMISSIONING GROUP AND UNIVERSITY HOSPITALS OF MORECAMBE BAY FOUNDATION TRUST

Advice and guidance

NHS SCOTLAND AND PARTNERS

National MSK redesign

NHS SHARED BUSINESS SERVICES

Integrated single financial environment for NHS England and English health commissioning organisations

ROTHERHAM, DONCASTER AND SOUTH HUMBER FOUNDATION TRUST

The use of multi-disciplinary technology to aid a rapid and accurate diagnosis of dementia

SOUTHERN WEST MIDLANDS MATERNITY AND NEWBORN NETWORK

Parent information mobile phone app for the Southern West Midlands Maternity and Newborn Network

STAFFORDSHIRE AND STOKE ON TRENT PARTNERSHIP TRUST

Clinical tissue viability

VIRGIN CARE

Community nursing mobile working CMS project

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- Make best use of limited resources
- Protect and maintain a healthy environment
- Build resilient communities



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IMPROVING ENVIRONMENTAL AND SOCIAL SUSTAINABILITY

WINNER

WRIGHTINGTON, WIGAN AND LEIGH FOUNDATION TRUST

WWL Social Responsibility Group

A social responsibility group set up by Wrightington, Wigan and Leigh Foundation Trust's director of finance has driven extensive progress in environmental and social responsibility.

The group includes nurses, governors, facilities managers and communication staff among others. Patients and the public are also engaged in various projects to ensure their voices are heard.

The trust set a vision of being a "strong, stable backbone of the community", using its position of influence to increase the wellbeing of society.

Outcomes from the social responsibility group's work have included installation of LED lighting, saving 300,000kw hours of electricity per year. A dilapidated 1970s building has been redeveloped into a patient-centred facility. Three electric car charging points have also been installed on hospital sites.

Free wifi has been provided to improve patient experience. Users access wifi via a mandatory "landing site" that is also used to promote wellbeing. A fund raising committee raised more than £15,000 to convert an unused storage space into a multi-sensory play area for young patients.

Judges praised the involvement of service users and the wider community in the project, describing it as "a refreshing approach aiming to create a social movement for environmental and social change with a clear impact on reducing inequalities".



Winners: Wrightington, Wigan and Leigh Foundation Trust

FINALISTS

HIGHLY COMMENDED: THE NEWCASTLE UPON TYNE HOSPITALS FOUNDATION TRUST

OHPAT: Care closer to home

HIGHLY COMMENDED: WALSALL CLINICAL COMMISSIONING GROUP

A public value approach to commissioning

ARDEN COMMISSIONING SUPPORT AND THE YOUNG FOUNDATION

Building socially sustainable relationships

BARTS HEALTH TRUST

Sustainability at Barts Health

BIRMINGHAM AND SOLIHULL MENTAL HEALTH FOUNDATION TRUST

Sustainability is not a project and can't be ticked as done

CENTRE FOR SUSTAINABLE HEALTHCARE

The NHS Forest

NHS BLOOD AND TRANSPLANT

Carbon Management Plan

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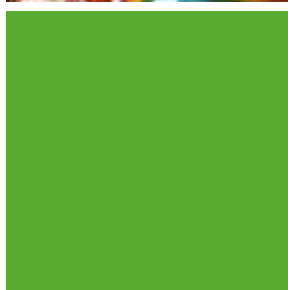
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INNOVATION IN MENTAL HEALTH

WINNER

NEWHAM CLINICAL COMMISSIONING GROUP

#Isitjustme? Peer-to-peer education through youth radio broadcasting during Mental Health Awareness Week

Newham CCG wanted to connect with young people during Mental Health Awareness Week, and focused on peer-to-peer education and targeted communications.

The CCG worked on a broadcast engagement campaign with youth station Reprezent 107.3FM – whose presenters are all under 25 – allowing programmes to be researched, written and delivered by the young presenters.

The station also used interviews with music stars including Rudimental; social media; and a feature on ITV's *Good Morning Britain* to boost audiences.

Music artist Lady Leshurr, popular among young girls in the borough, spoke about lyrics from her song *Depression*, and gave insight into the circumstances causing her to write them.

Almost 10,000 people listened to one of five documentary features, while almost 50,000 heard about the campaign. One-minute adverts highlighting facts about mental health were broadcast 180 times.

Uptake of local mental health services increased, and requests were received from colleges and universities to use the material. The CCG said the campaign successfully increased public confidence in mental health services, and tackled the stigma about mental health.

Judges said the campaign was a “very innovative and imaginative way of engaging young people” and contained “great links to other services and networks”. They said the campaign had “huge potential” and could be expanded.



FINALISTS

HIGHLY COMMENDED: CHESHIRE AND WIRRAL PARTNERSHIP FOUNDATION TRUST

MyMind.org.uk

BLACKBURN WITH DARWEN CLINICAL COMMISSIONING GROUP

Leading innovation in mental health commissioning

BUDDY ENTERPRISES

Buddy app: therapy services in a digital world

GAINSBOROUGH FOUNDATION WITH RAINBOW SURGERY

ANSWERS: an innovative way of achieving success in the commonest mental health illness of alcoholism

HERTFORDSHIRE PARTNERSHIP UNIVERSITY FOUNDATION TRUST

Adult day treatment unit

MANCHESTER MENTAL HEALTH AND SOCIAL CARE TRUST

Start2 online service for health and wellbeing

MERSEY CARE TRUST

Ashworth Hospital

NORTHUMBERLAND, TYNE & WEAR FOUNDATION TRUST

Sunderland psychiatric liaison team

SOUTH ESSEX PARTNERSHIP UNIVERSITY FOUNDATION TRUST

The prevention of avoidable deaths as a result of physical illness and deterioration within mental health in-patient settings

UCLPARTNERS

12,000 trained: leading a cultural change in dementia care

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MANAGING LONG TERM CONDITIONS

WINNER

BRIDGEWATER COMMUNITY HEALTHCARE TRUST

Integrated neighbourhood teams in Wigan

The creation of integrated neighbourhood teams has helped create more than 1,000 case management plans for the highest risk patients at Wigan's practices since April last year.

This has contributed significantly to a 43 per cent drop in A&E visits and a fall of 48 per cent in emergency admissions. Outpatient attendance was down by 17 per cent by January this year.

The highest risk patients are identified using a purpose built risk stratification tool at monthly meetings across all practices, covering a population of 300,000.

Clusters of practices – known as integrated neighbourhood teams – meet to discuss patients referred to them and to agree how they can best be supported to remain independent. Case management plans set out patient goals and the multi-agency, multi-disciplinary staff to support them.

The swift impact of the introduction of the teams can be attributed to factors including solid engagement and GP leadership; the total control offered by an in-house risk stratification tool; and strong governance and project management.

A standard operating procedure; dedicated clinical facilitators and admin support; investment in new technology; patient meetings to agree care goals; and the overall simplicity of the system were other measures behind the success.

The judges said: "Hats off to a whole system change driving whole person care."



Winners: Bridgewater Community Healthcare Trust

FINALISTS

HIGHLY COMMENDED: DEVON PARTNERSHIP TRUST & WESTBANK

Neighbourhood health watch

ALZHEIMER'S SOCIETY

Alzheimer's Society Merton dementia hub

AYLESBURY VALE CLINICAL COMMISSIONING GROUP

Live well

BATH AND NORTH EAST SOMERSET CLINICAL COMMISSIONING GROUP

Heart failure pathway and passport

EAST LEICESTERSHIRE AND RUTLAND CCG, NHS LEICESTER CCG AND NHS WEST LEICESTERSHIRE CCG

Transforming diabetes services: a new model of care for Leicester, Leicestershire and Rutland

EREWASH CLINICAL COMMISSIONING GROUP

Welcome home to integrated care

LEWISHAM AND GREENWICH TRUST AND LEWISHAM CLINICAL COMMISSIONING GROUP

Delivering an integrated interface care model to support patients with long term conditions, to manage their own medicines

NORTH EAST LONDON FOUNDATION TRUST

Integration: the continuation of an illusion or reality

THE ROYAL LIVERPOOL AND BROADGREEN UNIVERSITY HOSPITALS TRUST

Diabetes emergency app

YOUR HEALTHCARE AND STAYWELL (FORMALLY AGE CONCERN KINGSTON) WITH ROYAL BOROUGH OF KINGSTON CCG AND ROYAL BOROUGH OF KINGSTON ADULT SOCIAL CARE

Kingston at Home: integrated care for better health

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WRIGHTINGTON, WIGAN AND LEIGH FOUNDATION TRUST

Improving organisational safety culture through quality and safety champions

Patient safety is Wrightington, Wigan and Leigh Foundation Trust's top priority, and the organisation set up a programme of creating staff quality and safety champions.

Almost 200 employees have joined the initiative, many through word of mouth, and are working on 60 improvement projects. Quality and safety champions are given in-house training, and a supportive staff network exists.

The champions are free to work on any improvement they can show is aligned to the trust's objectives. They are supported with data from incident reporting systems, investigations, safety surveys and audits.

Bronze, silver and gold badges are awarded to champions as they progress their improvement projects.

The trust has seen some impressive results, with reductions in length of stay for patients following certain incidents, and fewer patients suffering moderate or severe harm from falls. A consistent 98 per cent are free of hospital-acquired harm, according to polls. Patient and staff satisfaction has improved and a budget surplus was recorded.

The trust hopes every member of staff will eventually become a quality and safety champion. It said its initiative could be replicated in any health service organisation.

Judges backed the data-driven and factual but passionate approach along with the staff engagement and "belief".



Winners: Wrightington, Wigan and Leigh Foundation Trust

FINALISTS

HIGHLY COMMENDED: WEST HERTFORDSHIRE HOSPITALS TRUST

Daily Onion: towards a culture of patient safety first and always

ALDER HEY CHILDREN'S FOUNDATION TRUST

Revision of the surgical morbidity and mortality meetings: a tool for improving patient safety

BURTON HOSPITALS FOUNDATION TRUST

Preventing falls through reviewing medication and nursing ownership

COVENTRY AND WARWICKSHIRE PARTNERSHIP TRUST

Safer "wet floor" signs

NORTH BRISTOL TRUST

Improving medicines reconciliation on admission

NOTTINGHAM UNIVERSITY HOSPITALS TRUST

Safer surgery

ROYAL DEVON AND EXETER FOUNDATION TRUST

Exeter quality improvement academy

SOUTH WORCESTERSHIRE CLINICAL COMMISSIONING GROUP

Enhancing the safety and quality of care for care home residents in South Worcestershire

THAMES VALLEY HEALTH INNOVATION AND EDUCATION CLUSTER

SKINtelligence: developing a new culture around safety and avoiding skin breakdown

WALSALL CLINICAL COMMISSIONING GROUP

The use of a pharmacist-led technology intervention method to show a reduction in patient harm

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VERITA

IMPROVEMENT THROUGH INVESTIGATION

EMIS Group

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**Supporting innovation in primary care and
community service redesign**

PRIMARY CARE AND COMMUNITY SERVICE REDESIGN WINNER

BRISTOL CLINICAL COMMISSIONING GROUP

Bristol Community Rose Clinic

The Bristol Community Rose Clinic was set up to provide a community-based service for women dealing with the effects of female genital mutilation (FGM).

It was created thanks to the combined initiative and vision of community workers and various health professionals, who had become aware of the number of women affected by FGM, but were frustrated by the limited amount of help available for them.

Before the Bristol clinic, the alternatives were at hospitals, which involved long waits, or at a London-based clinic.

The community that would use the service were consulted at every step, on staffing, opening hours and eligibility – and also chose the clinic's name. The result is a specialist service staffed by an all female team from Lawrence Hill Surgery, creating an environment where women can discuss their health needs in a sensitive and non-judgmental environment.

The information that the service gathers will also help understand the extent of FGM in the community, and help the NHS in Bristol to better engage a community that does not always access planned health care.

Judges described the project as “a standout example of innovative working addressing a taboo subject”.



Winners: Bristol Clinical Commissioning Group

FINALISTS

HIGHLY COMMENDED: SPECTRUM COMMUNITY HEALTH

Relationship and sex education programme: empowering women through education and information

CENTRAL LONDON CCG, HAMMERSMITH AND FULHAM CCG, HEALTH EDUCATION NORTH WEST LONDON, IMPERIAL COLLEGE HEALTHCARE TRUST, NORTH WEST LONDON CSU AND WEST LONDON CCG

Connecting care for children: redesigning community health services in north west London to deliver better care for children

CENTRAL LONDON COMMUNITY HEALTHCARE TRUST, WEST LONDON CCG, HAMMERSMITH AND FULHAM CCG, TRIBOROUGH (PARTNERSHIP OF WESTMINSTER, HAMMERSMITH AND FULHAM, AND KENSINGTON AND CHELSEA COUNCILS), CENTRAL AND NORTH WEST LONDON FOUNDATION TRUST, AND WEST LONDON MENTAL HEALTH TRUST

Proactive care homes

GREENWICH COORDINATED CARE PIONEER

Greenwich coordinated care pioneer

KERNOW CLINICAL COMMISSIONING GROUP

Living well: a model of primary care and community integration

LAKESIDE + LIMITED

Corby Urgent Care Centre

LEICESTERSHIRE PARTNERSHIP TRUST

Co-ordinated community health services

NHS SCOTLAND AND PARTNERS

National MSK redesign

PLYMOUTH COMMUNITY HEALTHCARE

Great expectations antenatal programme

SOUTH WARWICKSHIRE FOUNDATION TRUST IN PARTNERSHIP WITH WARWICKSHIRE COUNTY COUNCIL AND SOUTH WARWICKSHIRE CCG

Comprehensive discharge to assess (D2A): disruptive innovation

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PRIMARY CARE INNOVATION

WINNER

PARTNERS4HEALTH

Hospital@Home

GP-led NHS body Partners4Health delivers the “Hospital@Home” service to patients of Western Cheshire CCG who would otherwise require hospital admission.

The service was developed to tackle the rising numbers of patients being admitted to hospital, and a lack of options to manage acutely ill patients at home.

More than 50 GPs attended focus groups to allow the delivery team to understand the admissions pressures they faced and how they would like to make referrals and receive discharge information. Online polls were carried out for further information.

A project board was set up including senior members from the CCG, Partners4Health, Countess of Chester Trust, the local authority, a community provider and Northwest Ambulance Trust.

Every one of 692 patients surveyed about the project was satisfied with the care they received, with just one out of 671 saying they did not want to use Hospital@Home in the future. Referral-to-treatment times were significantly below those for traditional routes.

More than £500,000 of net savings were recorded in 18 months. The scheme could be replicated in other areas.

Judges were impressed by the level of cost savings. They described the project as an “innovative approach that bridges the gap between primary and secondary care”.



FINALISTS

ALCHEM PHARMACY

Tackling unnecessary A&E admissions through better primary care team messaging

BRADFORD CITY CLINICAL COMMISSIONING GROUP

Bradford beating diabetes

DMC HEALTHCARE

Evidence based innovation: the role of the primary care pharmacist within general practice

HAVERSTOCK HEALTHCARE

Haverstock Healthcare: GP Consortium

NORTHERN, EASTERN WESTERN DEVON CCG AND THE LINDSAY LEG CLUB FOUNDATION

Barnstaple Leg Club: commissioning the Leg Club model

IPSWICH AND EAST SUFFOLK CCG

The i-van

VALENTINE HEALTH PARTNERSHIP

Integrating health visiting with inner London GP practice

WALSALL CLINICAL COMMISSIONING GROUP

Pharmaceutical screening of repeat prescriptions by primary care practice-based pharmacists in general practice

WEST LEICESTERSHIRE CLINICAL COMMISSIONING GROUP

Improving the quality of primary medical care among practices through a clinically led practice appraisal programme

WORCESTERSHIRE HEALTH AND CARE TRUST

Wyre Forest care home support team

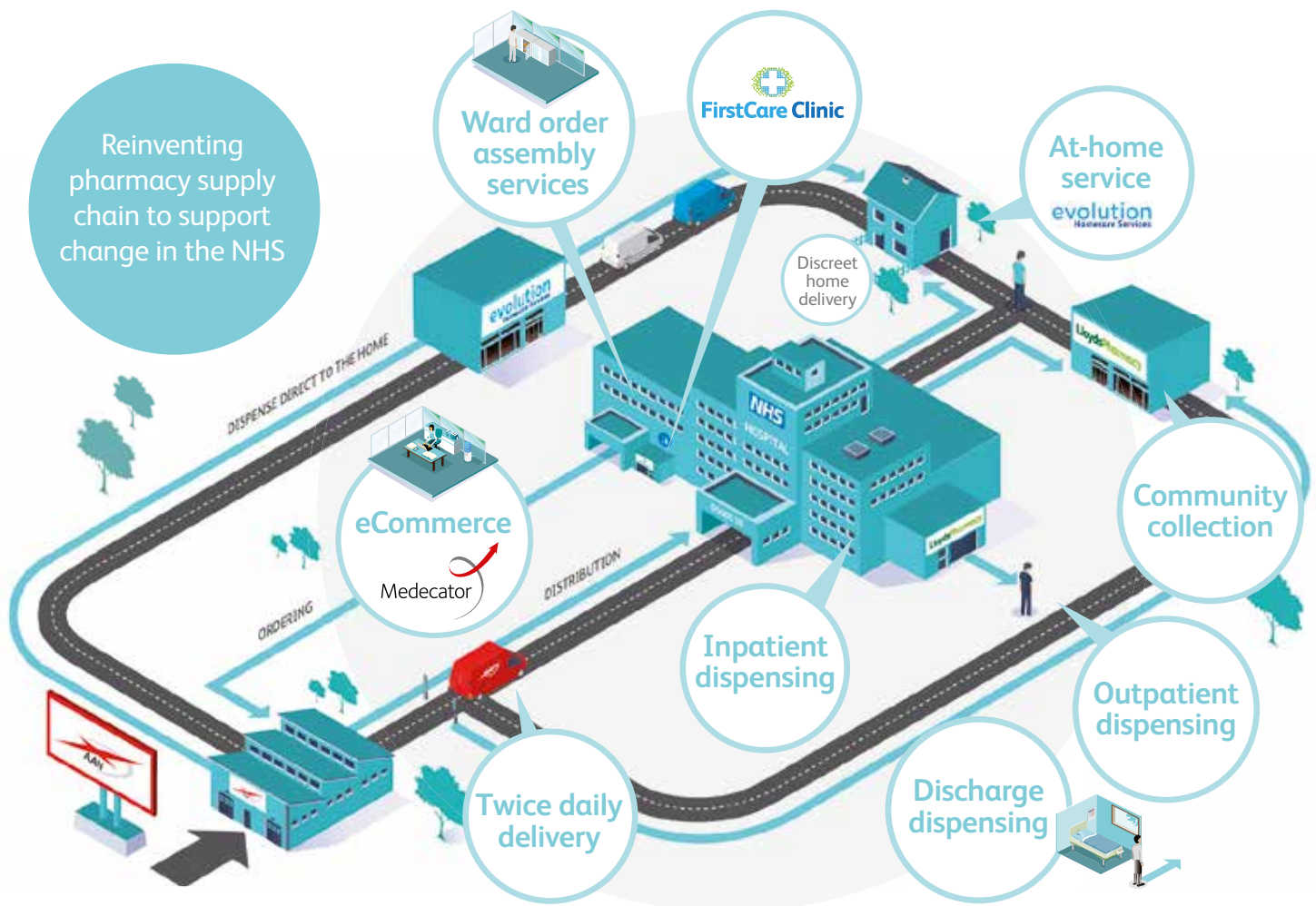
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WINNER

DR ANITA JAYADEV **GREAT ORMOND STREET HOSPITAL FOR CHILDREN FOUNDATION TRUST**

Dr Jayadev demonstrated key strengths of leadership and innovation, particularly through her Darzi Fellowship year at Great Ormond Street Hospital.

Her projects contributed to a 25 per cent reduction in prescription errors; reduced harm from all medicines trust wide; the opening up of staff training to outside clinicians and across disciplines; and cut two hours off the average ward round time.

Dr Jayadev's understanding of the needs of patients, families, and colleagues at all levels enables her to network with a wide variety of stakeholders and users to spread innovation between disciplines, hierarchies and across primary and secondary care.

She has a strong academic background and raft of awards and distinctions, and her

dedication to evidence-based care includes writing trust antibiotic guidelines at Whipps Cross Hospital, writing the medication quality strategy at Great Ormond Street Hospital, and auditing many clinical practices.

All her projects focus on breaking down silos. For example, an "innovation swap shop" for exchange of ideas between old and new trainees, and a networking evening where frontline staff can present their quality and safety improvement projects to colleagues, chief executives and potential sponsors.

The judges said: "Anita captures your attention with her infectious style and displays a natural influencing and leadership style."



Winner: Dr Anita Jayadev
Great Ormond Street Hospital for Children Foundation Trust

FINALISTS

HIGHLY COMMENDED: NEAL CLEAVER **DORSET COUNTY HOSPITAL FOUNDATION TRUST**

DOMINIQUE ALLWOOD **IMPROVEMENT SCIENCE LONDON**

DAVID BULL **WEST MIDLANDS AMBULANCE SERVICE FOUNDATION TRUST**

DR JAMES BURSELL **MILTON KEYNES HOSPITAL FOUNDATION TRUST**

ELMER CATANGUI **IMPERIAL COLLEGE HEALTHCARE TRUST**

DR ALYS COLE-KING **BETSI CADWALADR UNIVERSITY HEALTH BOARD AND** **CONNECTING WITH PEOPLE**

SIMON DUNN **NORTHERN LINCOLNSHIRE AND GOOLE FOUNDATION TRUST**

ADAM HAYWARD **SHERWOOD FOREST HOSPITALS FOUNDATION TRUST**

ALEX HERITAGE **CENTRAL MANCHESTER CLINICAL COMMISSIONING GROUP**

CHRIS JONES **THE LEEDS TEACHING HOSPITALS TRUST**

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Fulcrum is proud sponsor of the Secondary Care Service Redesign Award.

Good luck to all the finalists.



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deliver more
successful
projects

As a leading and active Public Private Partner we know that long-term partnerships are more likely to deliver successful project outcomes. Which is why we are experts at establishing them with the NHS and local authorities.

But it's also why we're involved in the HSJ Awards and are proud sponsors of the Secondary Care Service Redesign category as we believe that they actively promote the importance of working closely together, like partners, for the benefit of all concerned.

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SECONDARY CARE SERVICE REDESIGN

WINNER

HEART OF ENGLAND FOUNDATION TRUST, BIRMINGHAM CITY COUNCIL AND SOLIHULL METROPOLITAN BOROUGH COUNCIL

Supported integrated discharge

This project reorganised the way the trust and local authorities support patients discharged from the acute hospital, to cut down length of stay and return them to maximum independence, while making significant savings.

Targeting emergency admissions of over-65s, the project used acute therapy staff and city council re-ablement staff working in partnership to create a seamless transition between an acute setting and a supportive community based health service.

The service model included up to 14 days of therapy at the patient's home from the acute trust, along with a re-ablement programme from the local authority. Ongoing therapy was handed over to community therapy services if needed.

The result was a 13 per cent drop in over-65s staying in hospital more than 14 days, and an average four-day reduction for those staying longer than 14 days.

Bed reductions have saved about £2.5m, compared with the £700,000 needed to operate the supported integrated discharge model. The patient was also less likely to need ongoing long term care.

The approach at the Birmingham Heartlands site is now being spread to the Solihull Hospital site with similar results.

Judges described the project as "a patient-centred approach to organisations working together, to bridge the community and hospital pathway, offering integrated care".



FINALISTS

HIGHLY COMMENDED: NOTTINGHAM UNIVERSITY HOSPITALS TRUST

Development of the outpatient parenteral antibiotic therapy service

ANEURIN BEVAN HEALTH BOARD

Adult weight management service

CROYDON HEALTH SERVICES TRUST

Ambulatory emergency care at Croydon Health Services

HAMBLETON, RICHMONDSHIRE AND WHITBY CLINICAL COMMISSIONING GROUP

Redesign of paediatric and maternity services at the Friarage hospital

LANCASHIRE TEACHING HOSPITALS FOUNDATION TRUST

Patient-focused antibiotic treatment

NORTH EAST LINCOLNSHIRE CLINICAL COMMISSIONING GROUP

Short stay paediatric assessment and observation unit in A&E

ROYAL INFIRMARY OF EDINBURGH, NHS Lothian

The Kaizen Chiefs

SHEFFIELD TEACHING HOSPITALS FOUNDATION TRUST

Front door response team

THE LEEDS TEACHING HOSPITALS TRUST

New care model saves more lives

THE NORTH WEST LONDON HOSPITALS TRUST

The St. Mark's CT colonography team promoting early diagnosis of bowel cancer

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MiP and UNISON work in partnership to support members of the healthcare team to deliver high quality patient-centred care.

We are delighted to sponsor the HSJ award for staff engagement and join HSJ and friends to celebrate our healthcare teams.



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STAFF ENGAGEMENT

WINNER

WIRRAL UNIVERSITY TEACHING HOSPITAL FOUNDATION TRUST

Listening Into Action

The Listening Into Action strategy put into place a wide variety of initiatives to comprehensively engage staff, which resulted in numerous service improvements.

The plan was launched following an organisational health review and national staff survey which highlighted key priorities for change.

More than 1,000 staff attended one of 14 chief executive led conversations to put their own ideas forward, and over 650 staff went to team led conversations to make improvements. In excess of 120 high impact improvement actions were completed and more than 200 quick win improvements.

The project included a personal commitment to change from the chief executive, a recognition of the need for multidisciplinary staff engagement, and a regular sharing of achievements as evidence of change.

Key improvements as a result of the project included a streamlining of the recruitment process and reduction in the recruitment gap between leaver and new starter; a major refurbishment of the A&E department; and a reduction in average length of stay from 12 to five days in the older people's short stay unit.

A repeated staff survey showed significant improvement in responses regarding these areas.

Judges said the project was a "powerfully impressive, evidence based programme to bring about positive change through staff engagement".



Winner: Wirral University Teaching
Hospital Foundation Trust

FINALISTS

HIGHLY COMMENDED: NORTHUMBRIA HEALTHCARE FOUNDATION TRUST

Staff engagement

BIRMINGHAM CHILDREN'S HOSPITAL FOUNDATION TRUST

Building and caring for TeamBCH

COVENTRY AND WARWICKSHIRE PARTNERSHIP TRUST

Equal active partners

DARTFORD AND GRAVESHAM TRUST

Staff engagement, improving patient experience

FRIMLEY PARK HOSPITAL FOUNDATION TRUST

HULL AND EAST YORKSHIRE HOSPITALS TRUST

Great staff, great care, great future - staff engagement

IPSWICH & EAST SUFFOLK CCG AND WEST SUFFOLK CCG

Redesigning patient pathways through staff engagement

NHS WALES SHARED SERVICES PARTNERSHIP

Modernising and transforming safer recruitment through team empowerment and partnership working

SOUTH WEST LONDON AND ST GEORGE'S MENTAL HEALTH TRUST

Listening into action team

THE LEEDS TEACHING HOSPITALS TRUST

The Leeds way

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**THE WORK MAY BE TEMPORARY
BUT THE RIGHT ATTITUDES
ARE ENDURING...**

RESPECTFUL
RELIABLE COMMITTED
COOPERATIVE
EXTRA MILE HONEST
GOOD LISTENER
INTEGRITY **POLITE**
EMPATHY

BECOME PART OF THE TEAM

DELIVER THE BEST CARE POSSIBLE

BUILD GREAT RELATIONSHIPS

DEVELOP YOUR SKILLS

“Temporary workers are a vital part of our workforce and we value them as much as we do our permanent staff. We see teamwork as encompassing flexibility, reliability and a supportive attitude together with a commitment to providing excellent patient care.”

Rachel Bellamy - University Hospital Southampton NHS Foundation Trust

Proud sponsors of the Workforce Award.

HEALTH EDUCATION YORKSHIRE AND THE HUMBER

Advanced training practice scheme

Created as a model to promote entry into general practice nursing, the advanced training practice scheme has created a shift in career aspirations.

The scheme has provided student nurses with accredited high quality placements attached to practice nurse teams covering years one, two and three of their training.

Audits show a shift from 30 per cent of student nurses considering practice nursing as a first career choice prior to GP placement, to 88 per cent after placement. An increasing number of practices have employed students directly on qualification.

With a region-wide footprint of 100 participating practices, the scheme has seen a growth in the number of nurses going through it, and now generates 200 placements a year.

Of those who have graduated since going through the training scheme, more than 10 per cent have been employed directly into practice nurse roles in general practice.

The scheme has also created a mentor course and workshops for the many expert practice nurses who have no teaching experience. This has aided their growth as primary care nurse educators, improving their job satisfaction and professional development.

Judges said: "This team has built a sustainable platform and infrastructure that has seen successful planning and provides for future workforce change."



Winners: Health Education
Yorkshire and the Humber

FINALISTS

HIGHLY COMMENDED: NOTTINGHAMSHIRE'S COMMUNITY PROGRAMME IN PARTNERSHIP WITH NOTTINGHAM CITYCARE PARTNERSHIP

Better training and a new clinical quality framework for care homes

HEALTH EDUCATION EAST MIDLANDS

Responding to the workforce challenge by equipping nurses for general practice

HEALTH EDUCATION ENGLAND

The talent for care project

HEALTH EDUCATION ENGLAND WITH EAST KENT HOSPITALS UNIVERSITY FOUNDATION TRUST

Establishing hot "emergency-based" and cold "ward-based" teams to enhance the trainee experience, improving patient care at weekends

HULL AND EAST YORKSHIRE HOSPITALS TRUST

Success through people

LEICESTERSHIRE PARTNERSHIP TRUST

Co-ordinated community health services

NORFOLK & NORWICH UNIVERSITY HOSPITALS FOUNDATION TRUST

NHS Apprentices: changing a workforce by raising aspiration and providing opportunity

NORTH TEES AND HARTLEPOOL FOUNDATION TRUST

Apprenticeships in care enhance patient experience, quality and safety and reduce costs.

THE LEEDS TEACHING HOSPITALS TRUST

WORCESTERSHIRE HEALTH AND CARE TRUST

Developing an effective workforce

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