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, MedeAnalytics
Gayna Deakin deputy director of workforce, Sandwell and West Birmingham Hospitals Trust
Dr Ann Deegan infrastructure workforce senior lead, DH
Cláir 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 Keohoe 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, Fortrust
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 Roschek chief 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 marketing and business, Nottingham City Care Partnership
Inderjit Singh head of enterprise architecture, NHS England
Dr Jagdeesh Singh Dhalwal 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
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.

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
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”.

TOWER HAMLETS CLINICAL COMMISSIONING GROUP

HIGHLY COMMENDED:
LAMBETH CLINICAL COMMISSIONING GROUP
CORBY CLINICAL COMMISSIONING GROUP
HULL CLINICAL COMMISSIONING GROUP
ROtherham CLINICAL COMMISSIONING GROUP
WAKEFIELD CLINICAL COMMISSIONING GROUP
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
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 thepure 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
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 pleased to support the Acute Sector Innovation Award.

Find out more - www.essentia.uk.com

Essentia is a subsidiary business of Guy’s and St Thomas’ NHS Foundation Trust.
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.”

**NHS GREATER GLASGOW AND CLYDE AND QUEST, SCOTTISH GOVERNMENT**

Virtual fracture clinic redesign programme

**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

**LANCASHERTEACHINGHOSPITALSFUNDATIONTRUSTWITHCHSHEALTHCARE**

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”
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
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”.

**FINALISTS**

**HIGHLY COMMENDED:**

COUNTESS OF CHESTER HOSPITAL FOUNDATION TRUST

NORTHUMBRIA HEALTHCARE FOUNDATION TRUST

SANDWELL AND WEST BIRMINGHAM CLINICAL COMMISSIONING GROUP

STOCKPORT CLINICAL COMMISSIONING GROUP

Sponsored by Leadership Academy
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.
Samantha 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".
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

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.
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.”

**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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Ensuring good medical practice
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
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
I30 NHS organisations have now joined

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Sign up today and make your pledge to reduce avoidable harm and save lives:
www.SignuptoSafety.nhs.uk

SIGN UP TO SAFETY

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.
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”.

COMPASSIONATE PATIENT CARE

WINNER

SOUTH WEST YORKSHIRE PARTNERSHIP FOUNDATION TRUST
Creative Minds: developing creative approaches in our health services

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

THE LEEDS TEACHING HOSPITALS TRUST
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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.

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
CityCare is an award-winning, community health services provider, dedicated to improving long-term health and wellbeing

- We have a long heritage of delivering NHS services in the community
- We care for you and your family in your home, health centres, GP practices and schools
- We provide quality care you can trust
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. 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”.

**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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Alder Hey Children’s Foundation Trust

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.
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“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”.

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**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

**STAFFORDSHIRE AND STOKE ON TRENT PARTNERSHIP TRUST**

Clinical tissue viability

**VIRGIN CARE**

Community nursing mobile working CMS project
Sustainable development is a health issue that encompasses - environmental, social and financial sustainability

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The SDU is funded by, and accountable to, NHS England and Public Health England to work across the NHS, public health and social care system.
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 300,000kwh 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”.

**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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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

GAINSBOURGH 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

WINNER

INNOVATION IN MENTAL HEALTH
The Royal College of Nursing proudly sponsors the *HSJ* Managing Long Term Conditions Award 2014. Congratulations to the winner.

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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.”

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
Improving patient safety
—
Investigations and reviews
—
Benchmarking and auditing standards
—
Assessing organisational resilience
—
Incident investigation training
—
Complaint and serious incident diagnostics

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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”.

PATIENT SAFETY

WINNER

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 WARRICKSHIRE 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
EMIS Group congratulates the winners of the HSJ awards 2014

Supporting innovation in primary care and community service redesign
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”.

**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 CSI 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
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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”.

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**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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www.celesio.co.uk/nhs
Dr Jayadev demonstrated key strengths of leadership and innovation, particularly though 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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www.fulcrumgroup.co.uk
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 operated 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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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”.

**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 GRAVEHAM 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**
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Rachel Bellamy - University Hospital Southampton NHS Foundation Trust

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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.”

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