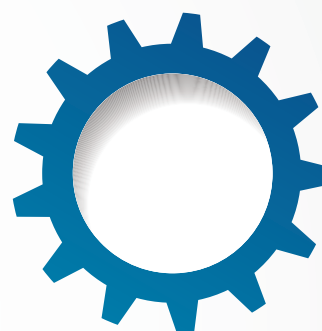


FOR HEALTHCARE LEADERS
HSJ | EFFICIENCY
AWARDS



2013 AWARDS



THE JUDGES

Susan Acott chief executive, Dartford and Gravesham Trust

Dr Naeem Ahmed clinical fellow, NHS Commissioning Board

Charles Alessi chairman, National Association of Primary Care and NHS Clinical Commissioners

Ian Atkinson chief operating officer, Sheffield Clinical Commissioning Group

Katherine Barbour telehealth/care programme manager, University of Southampton

Nick Barlow business manager, Newton Europe

Dr Jonathan Berg pathology director and head of clinical biochemistry, Sandwell and West Birmingham Hospitals Trust

Helen Bevan NHS Improving Quality delivery team

Chris Bown chief executive, Poole Hospital Trust

Elisabeth Buggins chairman, Birmingham Women's Foundation Trust

Nick Carver chief executive, East and North Hertfordshire Trust

John Coakley medical director, Homerton University Hospital Foundation Trust

Murray Cochrane head of programmes, NHS Trust Development Authority

Alastair Cooper managing director, care services, NSL Services Group

Colin Cram director, Marc 1

Helen Crisp assistant director of research, the Health Foundation

Jude Diggins director of nursing and allied health professionals, Southern Health Foundation Trust

Richard Dolby commercial lead, Transforming Pathology Partnership

Maureen Donnelly chair, Cambridgeshire and Peterborough Clinical Commissioning Group

Karen Dowman chief executive, Black Country Partnership Foundation Trust

Dr Stephen Dunn director of strategy, NHS Midlands and East

Julian Emms chief executive, Berkshire Healthcare Foundation Trust

Kate Fallon chief executive, Bridgewater Community Healthcare Trust

Dr Jonathan Fielden medical director, University College London Hospitals Foundation Trust

Andrew Foster chief executive, Wrightington, Wigan and Leigh Foundation Trust

Simon Gilby chief executive, Wirral Community Trust

Kate Grimes chief executive, Kingston Hospital Trust

Charles Gutteridge national clinical director for informatics, DH

Rebecca Harriott chief officer, Northern, Eastern and Western Devon Clinical Commissioning Group

Professor Jonathan Kay clinical informatics director, NHS England

Mahesh Kudari clinical fellow, BUPA

Dr Veline L'Esperance national clinical fellow, Royal College of Paediatrics and Child Health

Dr Rachael Liebmann registrar, Royal College of Pathologists and RCPATH consulting lead

Tim Litherland immediate past chair, Health Estates and Facilities Management Association

Michael Macdonnell head of strategy, NHS England

Paul Marriott telehealthcare lead consultant, NHS England Northern Senate

Anthony Marsh chief executive, West Midlands Ambulance Service Foundation Trust

Kevin McGee chief executive, George Eliot Hospital Trust

Sir Neil McKay consultant, Neil McKay Associates and former chief executive, NHS East of England

Dr Kathy Mclean medical director, NHS Trust Development Authority

Val Moore implementation programme director, National Institute of Health and Clinical Excellence

Michael Parr director of finance, Solent Trust

Karen Partington chief executive, Lancashire Teaching Hospitals Foundation Trust

David Peat non-executive director, North West Ambulance Service Trust

Bob Ricketts director of commissioning support services strategy and market development, NHS England

Sonia Roschnik head of unit, NHS Sustainable Development Unit

Dean Royles chief executive, NHS Employers

Wendy Saviour director, Birmingham, Solihull and the Black Country, NHS England

Michael Scott chief executive, Norfolk Community Health and Care Trust

Mike Sinclair chairman, Health Informatics Congress

Philippa Slinger chief executive, Heatherwood and Wexham Park Hospitals Foundation Trust

Neil Smith deputy chief executive, Mersey Care Trust

Frank Soodeen press and public affairs manager, The Nuffield Trust

Tracy Taylor chief executive, Birmingham Community Healthcare Trust

Dr Ros Tolcher chief executive, Solent NHS Trust

Aris Vrettos director of open programmes, University of Cambridge Programme for Sustainability Leadership

Charles Waddicor national professional advisor, Care Quality Commission

Angela Wale channel marketing manager – public sector, Celesio UK

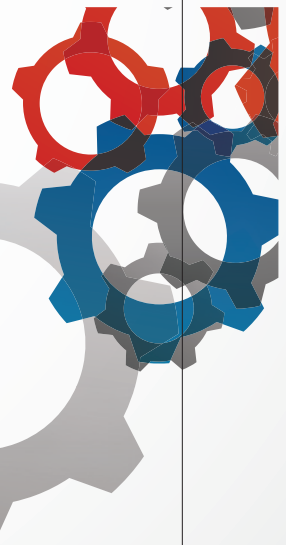
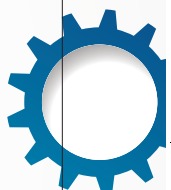
Professor David Walker deputy chief medical officer, DH

Wendy Wallace chief executive, Camden and Islington Foundation Trust

Matthew Winn chief executive, Cambridgeshire Community Services Trust

Dr Robert Winter director of the academic health science system, Cambridge University Health Partners

Ros Wyke chairman, Taunton and Somerset Foundation Trust



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FOREWORD

NICK GOLDING

NEWS EDITOR

This year has offered even more evidence of the importance of the projects showcased by the *HSJ* Efficiency Awards. NHS England revealed the health service faces a £30bn funding gap by 2020. This means that, far from the quality, innovation, productivity and prevention drive coming to an end in 2015, the need to make savings without damaging patient care will only intensify.

Although NHS funding may have held up on paper, increasing numbers of older people with significant health needs, and the need to pass funding on to cash-strapped social care services, mean that health budgets are rapidly tightening.

This year has seen Robert Francis QC's report into the catastrophic care failings at Mid Staffordshire Foundation Trust. The nation is more aware than ever of the importance of quality in health services. We all know the devastating consequences of saving money by simply cutting staff numbers, without regard for the impact on patient care.

The pressure is therefore on to make better use of the NHS's finite financial resources. This means trusts must get more from investment in equipment and estate, as well as ensuring their staff are freed up to dedicate more of their time to supporting patients.

In this supplement we learn about many of the projects that offer solutions to the NHS's financial woes. The intelligence and imagination showcased here offer inspiration to other NHS leaders facing their own financial conundrums.

I wish to congratulate everyone who has been shortlisted and, in particular, our award winners. Their hard work deserves recognition and their time in the spotlight is richly deserved.

This is the third *HSJ* Efficiency Awards, and the biggest one so far. Our judges have repeatedly remarked that the quality of entries is greater than ever. I want to thank our judges and sponsors for helping to bring this excellence to a wider audience. Even more importantly, I want to thank everyone who has taken the time to enter, helping other people to gain inspiration from their work. ●



COMMUNICATING EFFICIENCY

WINNER



Sara Pountney and Waldo Roeg

CENTRAL AND NORTH WEST LONDON FOUNDATION TRUST

Placement efficiency project: patient stories

The project, which targets mental health and learning disability out of area placements, developed patient stories that highlighted key areas the trust had been focusing on and put them together in an easy to read booklet.

A hearts and minds campaign enabled clinicians and commissioners to understand placements better. The patient stories helped to drive home the message.

Significantly, the scheme has focused on sustainability: how to efficiently use placement resources to meet current and future need. In three years, the project has worked with nine commissioning teams, implemented 371 placement moves or changes, and made £18m in full-year efficiencies across mental health and learning disability placements.

Judges' comments Through the placement efficiency project, the trust has not only made massive financial efficiencies but perhaps more importantly helped rebuild the lives of almost 300 service users. It articulated a compelling vision of recovering lives by enabling service users to optimise every personal life opportunity.

FINALISTS

ADVANCING QUALITY ALLIANCE

Encouraging patients to engage with shared decision making

This campaign encouraged the use of three simple questions to help patients get more information about their care and get involved in decisions about their treatment. This succinct and structured approach aimed to reduce appointment length.

Judges' comments Demonstrable improvement emerging.

BASILDON AND THURROCK UNIVERSITY HOSPITALS FOUNDATION TRUST

Using social media to inform and support infant feeding, particularly in young and first time parents

The "feeding together" brand was created as a website and app to give young women giving birth at Basildon Hospital information about the benefits of breastfeeding in a fun, interactive and accessible way. A Twitter account has 400 followers.

Judges' comments Efficient communication with hard to reach groups.

GREAT WESTERN HOSPITALS FOUNDATION TRUST

Obtaining full patient and staff engagement by communicating with stakeholders throughout the design, deployment and closure of an outpatient services review project

The Eyes to the Future scheme engaged with patients and staff to tackle inefficiency and quality issues across the administration of outpatient services. It has delivered better quality, productivity and cost savings.

Judges' comments A good level of engagement in the Eyes to the Future brand was clearly demonstrated.

HEALTH AND SOCIAL CARE INFORMATION CENTRE

The London health and social care information sharing programme

This programme enabled more than 60 health and care organisations to share information securely. Innovative technology means NHS numbers can now be verified and patient information can be sent using secure email.

Judges' comments Huge engagement – great scalability. Clear demonstrable outcomes.

PENNINE CARE FOUNDATION TRUST

Using email systems to improve the quality and efficiency of district nursing referrals

The scheme has created a single point of referral to district nursing teams for GP practices – addressing over-reliance on non-standardised paper referrals. Among other outcomes, this scheme has greatly improved the relations between GPs and district nurses.

Judges' comments Management and clinicians have worked together to solve an age old problem within existing resources.

ROYAL AIR FORCE MEDICAL SERVICES

A new cost-effective clinical aviation medicine service to provide optimal healthcare of military aircrew in a community setting

Minimising time to diagnosis for air crew, this brings in specialist advice on the impact of clinical conditions on flying duties, often allowing a quicker return to work.

Judges' comments Great tenacity to achieve a service improvement that is highly valued by the users of the service.

SCOTTISH GOVERNMENT

QuEST: A collaborative approach to delivering quality and efficiency

Programmes implemented by Scottish NHS boards encouraged ownership of the quality and efficiency agenda, with efficiency savings of £319m and better service quality.

Judges' comments Comprehensive national approach.

UNIVERSITY COLLEGE LONDON HOSPITALS FOUNDATION TRUST

Creating a successful and sustainable quality, efficiency and productivity programme

UCLH's programme has three themes: increasing income, decreasing pay and decreasing non-pay costs. Consideration is given to all schemes to ensure that they are sustainable and do not threaten the safe and effective delivery of healthcare services.

Judges' comments Interesting presentation – nice idea. Early signs of clinical service redesign.

ENERGY EFFICIENCIES

WINNER



Fiona Daly and Chris Large

BARTS HEALTH TRUST WITH GLOBAL ACTION PLAN

Operation TLC

This initiative employed a simple idea to link energy saving actions to patient safety, comfort and dignity, as well as drive down the trust's energy bill.

Everyone from domestic services staff to consultants were given the message "turn off, lights out and close doors".

With an approach geared first towards the patient experience rather than saving the planet or even saving money, the scheme attracted widespread support.

Patients reported less disturbed and better quality sleep, and staff described a calmer working environment and improved patient safety. Cost savings are as much as £100,000 per year.

Judges' comments We were thoroughly impressed by the apparent simplicity of this scheme. It is values-based, innovative, replicable and directly benefits patient care. It is an example to the health system of how improving quality saves money and the environment.

FINALISTS

BRADFORD DISTRICT CARE TRUST

Environmental improvement investment programme

Using a carbon reduction consultant, the trust developed a funded five-year environmental investment plan to improve building performance, reduce energy costs and limit its environmental impact. This included improving roof cavity insulation, installing LED lighting and creating an energy centre.

Judges' comments A trust-wide engagement project that drives efficiencies to reinvest in patient care.

DERBYSHIRE COMMUNITY HEALTH SERVICES TRUST

Reduction of carbon emissions and associated costs through energy, water, waste and travel efficiencies

A five-year sustainable carbon emission and revenue reduction programme included improving building infrastructure, generating renewable energy, changes to working practices to reduce travel, and creating trust-wide staff awareness. Emissions are down 22 per cent, while costs are down 13 per cent.

Judges' comments An excellent and comprehensive approach across a community setting with truly demonstrable and replicable results.

EAST AND NORTH HERTFORDSHIRE TRUST

A new combined heat and power plant

The combined heat and power (CHP) plant at the Lister Hospital provides electricity, heat and cooling from a single fuel source – saving an expected £647,050 a year and cutting the trust's carbon tax bill.

Judges' comments An innovative and speedy procurement of CHP to underpin future reconfiguration and deliver further financial results.

HORDER HEALTHCARE

The environmental impact of reorganising services

This initiative involved a total review of services to reduce carbon footprint in line with government targets. The result is an expected 21.5 per cent cut in emissions, and the annual cost of clinical waste almost halved due to better segregation.

Judges' comments Improvement of quality for both staff and patients through reduction in cost and energy.

NOTTINGHAM UNIVERSITY HOSPITALS TRUST

Introduction of a new waste management system

This scheme involved separation of offensive and recyclable waste. New waste streams have been introduced, the need for clinical waste bins in patient bays removed, and new silent closing bins provided.

Judges' comments Great partnership between infection control and waste management.

SOUTH CENTRAL SHA REGIONAL ENABLEMENT GROUP

Driving energy and carbon reduction through regional collaboration

This is collaborative work across 14 acute, mental health and community trusts. A benchmarking study has identified priorities along with savings of over £7m from utility reduction across the South Central region, plus £4m from transport.

Judges' comments Combination of engagement and benchmarking analysis to identify value for money projects across 14 trusts.

SOUTH EASTERN HEALTH AND SOCIAL CARE TRUST

Reducing carbon emissions

New policies enshrine monitoring of utilities and encourage lower energy use. New LED lighting, boiler works, lighting controls and staff awareness campaigns have produced an 8 per cent drop in carbon emissions and 6 per cent fall in energy consumption.

Judges' comments Significant savings through determined leadership.

UNIVERSITY HOSPITALS BRISTOL FOUNDATION TRUST

Boiler exhaust heat recovery

Waste heat in flue gases is now used to heat the maternity hospital, saving an estimated £300,000 per year.

Judges' comments Simple yet effective "pay as you save" scheme.

EFFICIENCY IN ADMINISTRATIVE AND CLERICAL SERVICES

WINNER



Jackie Harris and Keith Strahan

HEALTH AND SOCIAL CARE INFORMATION CENTRE

The London health and social care information sharing programme

This programme enables over 60 health and care organisations to share information securely, maximising efficiencies and ensuring citizens get access to the right care at the right time.

An innovative technology known as the “Adapter” enables staff to receive information directly, without attachments, leading to efficiencies. It allows NHS numbers to be verified via “spine” mini services, and patient information to be sent using secure email and national messaging standards directly into social care information systems.

Ealing Council and Ealing Hospital have saved over 50,000 pieces of paper per year just on admissions and discharges.

Judges’ comments A small project team worked with and empowered staff at the grassroots to address inefficiency, dysfunction, delay and multiple handoffs. The benefits are clear for the patient journey. Highlights that secure email is possible across the health and social care system.

FINALISTS

BIRMINGHAM CHILDREN’S HOSPITAL FOUNDATION TRUST

Reducing waste, saving time and increasing patient safety through applying lean improvement techniques to the serious incident investigation process

Through a process redesign, the trust has delivered high quality incident investigation, analysis and improvement plans in reduced timescales. Shortening the time it takes to investigate and analyse serious safety incidents has reduced risk to future patients.

Judges’ comments An interesting demonstration of using lean principles to streamline services incident investigations.

HAMPSHIRE HOSPITALS FOUNDATION TRUST

Introduction of a single administration team with electronic rostering increases the efficiency within anaesthetics

One administration team was created to serve the anaesthetic workforce across three sites. This allowed for more flexible use of the workforce to deliver the sessions required and minimised payment for locum sessions. The scheme also facilitated cross-site working.

Judges’ comments Good example of post-merger efficiency benefits.

NHS HIGHLAND

An improved service for accessible housing applications

A pioneering occupational therapy post was created to perform medical assessments for those applying for accessible housing, on behalf of the housing department of Highland Council. Substantial cost savings have been made and the quality of assessments has risen.

Judges’ comments Great individual achievement, demonstrating partnership working within one aspect of health and social care to meet individuals’ growing needs.

SOUTH LONDON AND MAUDSLEY FOUNDATION TRUST WITH BT

New phone system saves £250,000 a year

A network upgrade cut the trust’s phone bill by £250,000 a year and improved efficiency of patient care, staff confidence and job satisfaction. Staff travel time and costs were cut by using audio and video conferencing.

Judges’ comments Effective use of technology to drive and empower clinicians for the benefit of patient care and mobile working.

ST HELENS AND KNOWSLEY TRUST HEALTH INFORMATICS SERVICE WITH CCUBE SOLUTIONS

Digitising Lloyd George records for GPs and removing the last paper notes in surgeries

A new service collects, digitises, archives and hosts Lloyd George patient records that are held by GPs in their surgeries. It has

been designed to free up space, improve practice efficiency, make patient information instantly available, remove risk and save GPs money.

Judges’ comments An effective challenge of the status quo to improve the availability of historic patient data and free up estate and staff resources in GP practices.

THE DUDLEY GROUP FOUNDATION TRUST

Retrieval of all records to improve availability of case notes

This programme stressed the importance of case notes being available first time, every time. Suppliers, staff and clinicians were involved to optimise improvements. Savings in excess of £600,000 per year have come alongside a 20 per cent cut in cancellations.

Judges’ comments Impressive in-house development to get e-tracking of case notes and 98 per cent case note availability, with benefits for patients and staff.

THE LEEDS TEACHING HOSPITALS TRUST

Using lean methodology to improve health records flow

The project, focusing on the health records department’s work, installed a communication board in the centre of the library and held daily meetings. The resulting improvements saw the proportion of records found first time soar from 50 to 97 per cent.

Judges’ comments Enthusiastic adoption of lean methodology, which has not only improved efficiency in the health records library, but transformed the impact of staff.

EFFICIENCY IN CLINICAL SUPPORT SERVICES

WINNER



James Walker and Christine Cavanagh

UK NATIONAL SCREENING COMMITTEE

Newborn blood spot failsafe solution to prevent any babies missing screening

Newborn blood spot screening can prevent death and disability in a significant number of babies each year, but it is essential that the tests are performed by the eighth day of life at the latest.

The Newborn Blood Spot Failsafe Solution is an IT system created to support maternity units in monitoring the receipt of valid blood spot samples at screening laboratories.

This system enables the National Screening Committee to track blood samples taken from babies in the first week of their lives, and inform maternity services if samples are not received. This reduces the chance of babies being missed for screening and potentially suffering irreversible brain damage.

Judges' comments This innovative scheme will close off the current inefficiencies in the newborn screening programme, thus preventing babies becoming seriously unwell. It will also enable savings to be made in all maternity units and specialist laboratories.

FINALISTS

CENTRAL AND NORTH WEST LONDON FOUNDATION TRUST

The placement efficiency project: ensuring that the right care is provided at the most appropriate place, at the best value

This scheme to cut spend on mental health and learning disability out of area placements created over £18m in efficiencies.

Judges' comments Example of true QIPP that is sustainable and client-focused.

EAST MIDLANDS AMBULANCE SERVICE TRUST

The provision of a bespoke falls solution in Northamptonshire, bringing together both NHS and social care provision

A new crisis falls response team helped to slash the conveyance-to-hospital rate.

Judges' comments A good example of how health and social care can work together to improve patient experience and save money.

GREAT ORMOND STREET HOSPITAL FOR CHILDREN FOUNDATION TRUST

A pilot outreach physiotherapy and dietetic quality improvement initiative reduces IV antibiotic requirements in children with moderate to severe cystic fibrosis

Children with moderate to severe cystic fibrosis spend a lot of time in hospital. This

project gave them weekly, supervised, intensive physiotherapy and nutrition support. It led to a 21 per cent cut in the need for inpatient IV antibiotics.

Judges' comments Clear clinical and social benefits and offering bespoke care.

SANDWELL AND WEST BIRMINGHAM HOSPITALS TRUST

Near patient pharmacy improves turnaround of hospital discharge medicines and results in fewer prescription errors

This scheme uses IT to enable the pharmacy team to review medication at the bedside and process discharge medication at ward level. The average time to process medicine fell from 6.2 hours to less than one hour.

Judges' comments An elegant but simple solution that has significantly improved the discharge process.

THE HOMEWARD CLINICAL SUPPORT SERVICE WITH NUTRICIA

Providing continuous care for enterally-fed patients at home

The service provides 24-hour-a-day home feeding support for patients, carers and health staff through an expert team of specialist nurses, pharmacists and patient coordinators. It bridges the gap between hospital and community and has helped to minimise avoidable readmission.

Judges' comments A good example of the private sector prioritising a value-added service to patients, ensuring that they are in control of their lives as much as possible.

THE ROYAL WOLVERHAMPTON HOSPITALS TRUST

Clinical equipment resource library – the safe and efficient management and decontamination of pressure relieving mattresses

An in-house system provides and maintains trust-owned pressure relieving mattresses. This has slashed rental charges, while 28 areas in the trust had no Grade 2, 3 or 4 pressure ulcers for seven months.

Judges' comments Really excellent system and great professionalism from the team.

WALSALL CLINICAL COMMISSIONING GROUP

Pharmacist prescriber-led hypertension clinics for patients with blood pressures greater than Quality Outcomes Framework targets

Pharmacist clinics in GP surgeries called in at-risk patients with hypertension, cutting avoidable admissions and spending on medicine.

Judges' comments Great to hear about the integration of clinical teams having such a direct benefit.

WEST HERTFORDSHIRE HOSPITALS TRUST

Developing pharmacy services, delivering high quality care

Pharmacy staff re-engineered practice, redesigned roles and led improvements that enhanced patient experience.

Judges' comments Good demonstration of organisational and cultural change.



Helping the NHS in Challenging Times

The harsh reality is that the NHS faces a big challenge: continuing to deliver healthcare to patients in the face of budget pressures and continuous growth in demand for services. They can no longer rely on growth, cutting services or 'big ticket' options for the coming challenges. Instead, Trust's need to look deeper to deliver change.

Newton works with NHS Trusts to achieve rapid, sustainable and financially measurable improvements. We achieve greater service profitability and quality of patient care by improving the efficiency of healthcare processes and the business intelligence used to manage them.

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EFFICIENCY IN ACUTE SERVICE REDESIGN

WINNER



Becky Sutton and Sam Walters

DERBY HOSPITALS FOUNDATION TRUST

“Teach back” changes behaviour, improves care and reduces readmissions

Readmissions cost the NHS in Derby more than £4m per year and they are not good for patients. So the local health community joined together to redesign patient pathways, working in partnership to create an enhanced discharge package including patient “teach back” (getting patients to show they have understood what they will need to do to at home); “hot handovers” (verbal handovers to community teams about patient discharge); and follow-up.

Since launching the scheme, Derby Hospitals has seen its lowest level of readmissions ever, along with anticipated first year efficiency savings of £450,000 in reduction of bed days.

Clinical and patient feedback has been very positive and the trust is now rolling the scheme out across other medical specialities.

Judges’ comments This is a great example of the power of patient involvement. It opens up exciting possibilities, using the coaching style across the organisation. Driven by individuals in line with the strategy of the organisation, it refocuses existing staff and involves patients in their own healthcare.

FINALISTS

ALDER HEY CHILDREN’S FOUNDATION TRUST

Walkabout pathway: acute ambulatory theatre pathway for paediatric plastic minor trauma

Linking the early bird plastics clinic and its minor trauma theatre service, this pathway improved service delivery, reduced waiting and starvation times, and expedited emergency patient journeys.

Judges’ comments A great example of best practice being developed at grassroots level, spreading trust-wide.

EAST MIDLANDS AMBULANCE SERVICE TRUST

The provision of a bespoke falls solution in Northamptonshire, bringing together both NHS and social care provision

The new crisis falls response team, which dovetails with council support services, has cut the conveyance-to-hospital rate to just above 40 per cent from above 65 per cent.

Judges’ comments Massive potential for application across the NHS; this scheme identifies a valuable problem.

EPSOM AND ST HELIER UNIVERSITY HOSPITALS TRUST

Creating an acute medical unit in Epsom General Hospital providing an integrated model of care seven days a week

A new acute unit has achieved financial and clinical efficiencies by hosting social care, therapy and community care centrally, with multi-disciplinary team meetings every day.

Judges’ comments Elegant and simple. Excellent results for a smaller organisation.

KING’S COLLEGE HOSPITAL FOUNDATION TRUST

Acute home healthcare – how patients can be successfully treated at home as opposed to remaining in hospital

This home care service from an independent provider offers a cost effective alternative to traditional hospital care.

Judges’ comments This dynamic, replicable scheme delivered net savings alongside very positive patient feedback.

ROYAL LIVERPOOL AND BROADGREEN UNIVERSITY HOSPITALS TRUST

Development of a dedicated pancreatic enhanced recovery unit for patients following pancreatic surgery

This new recovery unit – alongside a new pathway for major pancreatic resection surgery – has slashed length of stay, while maintaining high patient satisfaction.

Judges’ comments Excellent comparative evidence and a great desire to be world class.

ROYAL LIVERPOOL AND BROADGREEN UNIVERSITY HOSPITAL TRUST

Using case managers and concurrent utilisation management to safely handle a greater patient throughput with significantly fewer hospital beds

Rapid, real-time assessment of every patient every day by trained case managers allowed the hospital to increase patient throughput while operating with 180 fewer beds.

Judges’ comments A great example of the adoption of technology.

UNIVERSITY HOSPITAL OF NORTH STAFFORDSHIRE TRUST

Development of an interventional stroke service to improve patient clinical outcomes and provide cost savings

A change in the treatment of severe strokes required redesign of the stroke pathway. The hospital now has one of the lowest mortality rates in the UK and has saved £3.2m.

Judges’ comments Committed, passionate clinical leadership. The rapid adoption of new intervention supports national rollout.

WALSALL HEALTHCARE TRUST

Impact of a nurse-led acute oncology service in a local district general hospital

The trust created an acute oncology nurse consultant post to improve services for cancer patients. The nurse has developed service delivery and there is evidence of enhanced patient experience and safety.

Judges’ comments This highly energetic scheme transformed patient experience.

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EFFICIENCY IN COMMISSIONING SUPPORT SERVICES

WINNER



Sarah Mansaralli and Robyn Doran

CENTRAL AND NORTH WEST LONDON FOUNDATION TRUST

The placement efficiency project: ensuring the right care is provided at the most appropriate place, at the best value

The placement efficiency project was developed to support its commissioners in countering the escalating spend on mental health and learning disability out of area placements. The scheme is delivered by a small team of clinicians and administrators who focus on individual service user need at the same time as embedding robust processes to ensure long term benefits.

A hearts and minds campaign helped clinicians and commissioners better understand placements.

In three years, the project has worked with nine commissioning teams, implemented 371 placement moves or changes, and made £18m in full year savings across mental health and learning disability placements.

Judges' comments This project identified and solved a specific and long standing problem. It delivered considerable savings and impact as well as improving patient care, and stands out for tackling a reflected area in a very practical way and for a working approach to vertical integration.

FINALISTS

IQ MEDICAL

Proving CCGs and GP practices, together with providers, can improve Secondary Uses Service validation for the benefit of patients and efficient use of commissioning budgets

The iQV intelligent validation system was developed in an effort to improve and cut down on errors that may be missed in the traditional validation process. This system extracts more granular information from Secondary Uses Service data along with the information held in GP practices. The software also automatically presents pop-up windows that will request specific data if it has been omitted.

Judges' comments A vitally important and too often neglected area.

KENT COUNTY COUNCIL

Using risk stratification for effective health and social care integrated commissioning

Kent council carried out a study using a locally developed King's Fund-based risk stratification tool, giving commissioners a profile of population use of health and social care services. Investment will be targeted at those who are most at risk of rehospitalisation, with the aim of reducing crisis admissions.

Judges' comments Very promising and ambitious approach.

PORTSMOUTH CCG AND PORTSMOUTH CITY COUNCIL

Integrated commissioning arrangements with the local authority for continuing healthcare

The clinical commissioning group and the council built on previous joint working by integrating the assessment, commissioning and procurement functions for continuing healthcare, funded nursing care and mental health sectioning joint responsibilities. After six months they have cut management costs as well as improving outcomes for patients.

Judges' comments Very impressive approach to joint commissioning and integration.

STAFFORDSHIRE COMMISSIONING SUPPORT UNIT

Transforming how commissioning support is delivered

A commercial approach to optimising clinically-led commissioning led to a radically different operating model and redesigned processes. The restructure has seen improvements in services throughout Staffordshire and savings of £3.6m in its first 12 months.

Judges' comments Admirable change management in difficult conditions with strong cost savings.

EFFICIENCY IN COMMUNITY SERVICE REDESIGN

WINNER



Michelle Amourdedieu
and Rachel Grout

ASHFORD CLINICAL COMMISSIONING GROUP

Community geriatrician project

Designed to help manage patients within their own care homes, this project meant building a team consisting of community matrons, GPs and a consultant geriatrician.

This team assesses all new patients at care homes and implements an anticipatory care plan. It also provides clinical support for complex cases both within the care homes and for GP patients. The consultant geriatrician is supported by community matrons providing an on-call service.

The pilot has led to a 50 per cent cut in admissions from care homes with an associated saving of more than £500,000. It has also improved the relationship between all the care providers.

Judges' comments A great example of cross-organisational, cross-sector working to provide better care for service users and prevent inefficient use of hospital services. The passion and commitment of the team clearly came across.

FINALISTS

ANEURIN BEVAN HEALTH BOARD

Redesign of continuing healthcare achieving improved quality and efficiency and reducing costs

A new in-house team of healthcare support workers ended dependence on external agencies. This saved money, even when client numbers rose by more than a third.

Judges' comments Good example of redesign of continuing healthcare.

FRACTURE LIAISON SERVICE – CRAWLEY CCG

Fragility fracture prevention – a primary care-based service

This innovative primary care service identifies patients directly from radiology. It has led to fewer unplanned emergency admissions, high levels of patient satisfaction and no adverse incidents.

Judges' comments Strong evidence-based service for a vulnerable population.

KING'S COLLEGE HOSPITAL FOUNDATION TRUST

Acute home healthcare – how patients can be successfully treated at home as opposed to remaining in hospital

This acute home care service provided by an independent organisation provides a cost effective alternative to hospital.

Judges' comments An excellent patient-centred service.

NHS IMPROVING QUALITY AND THE DEPARTMENT OF HEALTH

Driving improvements in quality, choice and patient experience in end of life care through the QIPP agenda

Electronic palliative care systems supported more than 60,000 extra people to die in their usual residence instead of hospital and have saved the NHS £25m since early 2008.

Judges' comments Good leadership of a national improvement initiative.

SOUTH WORCESTERSHIRE CLINICAL COMMISSIONING GROUP

Improving the quality of end of life care in Worcestershire using a whole systems, clinically-led approach to service redesign

With 19 workstreams, this programme has enabled staff from the acute, community, social care and voluntary sectors to engage in end of life care. It has reduced the proportion of patients who die in hospital and made savings in acute care costs.

Judges' comments Impressive improvements in end of life care.

NORTH STAFFORDSHIRE COMBINED HEALTHCARE TRUST

Redesign of mental health services in North Staffordshire and Stoke-on-Trent

The trust undertook an ambitious programme of service redesign, overhauling

how mental health services were delivered across the area to improve services and save money. Initial data shows occupancy in acute beds fell, despite the closure of 24 community resource centre beds.

Judges' comments A well planned redesign of services.

NORTHUMBERLAND, TYNE AND WEAR FOUNDATION TRUST

The redesign, integration and transformation of the care pathway for community children and young people's mental health and learning disability services

Creation of more intensive response teams to meet particular needs has been supported by new ways of working to ensure equal provision and efficient use of resources. Patient safety has improved and inpatient admissions have decreased.

Judges' comments This showed passionate leadership of local change to benefit children and families.

VIRGIN CARE

Chronic low back pain education class – improving patient treatment and reducing waiting times for the physiotherapy service

Virgin Care's physiotherapy service in north west Surrey has helped patients self manage their chronic low back pain through these education classes. The initiative has cut patient waiting times and saved clinical time.

Judges' comments A very well managed service making efficient use of clinical skills.

EFFICIENCY IN USE OF DIAGNOSTICS

WINNER



Joanne Brind

GREAT ORMOND STREET HOSPITAL FOR CHILDREN FOUNDATION TRUST

Developing and establishing a chronic intestinal pseudo obstruction disorders diagnostic service for paediatrics

After being awarded a national contract for diagnosing a rare but potentially fatal gut condition, the hospital designed a new diagnostic patient pathway.

Key areas of improvement were to increase manometry investigations and develop a streamlined holistic single admission pathway.

In a year, the trust has halved an extensive waiting list, increased investigation capacity three fold, and streamlined admissions to patient satisfaction.

Waiting times and hospital admissions have been cut while families receive holistic care and, critically, move more quickly to a diagnostic conclusion. The service has received good ratings from patients and families.

Judges' comments A very patient-focused initiative with huge efficiency savings, and a better patient experience and outcome. This methodical and general approach could be widely adopted.

FINALISTS

EAST MIDLANDS AMBULANCE SERVICE TRUST

The use of USB ECG leads linked to toughbook PCs

This scheme connects ECG cables to laptops to create an electronic echocardiogram rather than a paper printout. The result is a kit weighing almost 10 kilos less than standard in A&E vehicles, and costing £10,000 less. Electronic ECGs also provide better patient history.

Judges' comments Provides the robust capture and recording of vital patient data, and cost savings, with a staff-friendly approach.

GLOUCESTERSHIRE CLINICAL COMMISSIONING GROUP

Diabetes QIPP project

This scheme reduced the increasing cost of supplying diabetes patients with blood glucose strips by avoiding brands in favour of lower cost alternatives. Annual savings have been equivalent to £300,000.

Judges' comment This is cost saving, generally applicable, modern commissioning.

NHS PETCT SOUTH SERVICE WITH INHEALTH GROUP

Maximising access to PETCT diagnostic services for cancer patients across the south of England

In response to a 100 per cent rise in demand

for scanning in five years, this initiative aimed to reduce costs to allow more scans within the budget, and improve patient access in convenient locations. The result is an increase of more than 10 per cent in capacity across 15 locations.

Judges' comments This is a patient-focused approach with a much better use of assets.

NORTH BRISTOL TRUST

Digital technology in physiology

All physiological databases in the trust were linked to an electronic patient record. Clinicians can now access the data in real time along with other relevant diagnostic information. Service user diagnostic testing time has been shortened, creating extra time to provide information and training.

Judges' comments This solution delivers clinical and operational efficiency and is to be commended.

ROYAL AIR FORCE MEDICAL SERVICES

A new cost-effective clinical aviation medicine service

RAF aviation-trained clinicians were brought together with clinical physiologists, occupational health physicians and aviation medicine experts at a single community-based military establishment. The resulting service cuts the time that air crew have to wait for diagnosis and often allows a quicker return to work than when using NHS secondary care.

Judges' comments This represents a much quicker turnaround of assets.

UNIVERSITY HOSPITAL SOUTHAMPTON FOUNDATION TRUST

Implementation of a seven day endoscopy service

One of three endoscopy rooms carried out Saturday and Sunday inpatient work for those patients who would otherwise not have been seen until the Monday morning or later. This helped the trust meet the six-week access target and reduced length of stay for inpatients.

Judges' comment This scheme is a welcome move to seven day work.

WEST MIDDLESEX UNIVERSITY HOSPITAL TRUST

Online point of care testing in an accident and emergency department

The project demonstrates the advantages of connecting online point of care testing with clinical order communications systems. It directly addresses the problem of waiting times in A&E departments, while improving the level of clinical data integrity compared with conventional point of care testing.

Judges' comments This initiative links point of care testing to patient records, representing good technology and interface.



EFFICIENCY IN ESTATES MANAGEMENT

WINNER

Paul Jenkins, Norman Killin, Pat Keeling, Brian Donovan and Chris Rivers



SURREY AND BORDERS PARTNERSHIP FOUNDATION TRUST

Strategic estate rationalisation enables rapid service innovation and adoption of digital technologies

By focusing on estate rationalisation, the trust has been able to invest in service innovation and digital working.

It aligned its property, technology and clinical strategies, gearing up its estate to support more modern ways of working, including establishing an open plan headquarters.

Costs are down by a third since moving to the new HQ, while the number of trust sites has reduced dramatically, from 124 to 56.

Clinical staff have benefited through capital funds to pay for an electronic health records system and modern mobile tablet devices.

Service users, carers and visitors have benefited from high quality, safe and non-stigmatising care environments.

Judges' comments The estates project was completely integrated into the trust's wider strategy of improving efficiency and quality. It was a large scale project with huge savings that were reinvested into innovative care solutions. There was excellent engagement with staff, patients and other organisations.

FINALISTS

BARTS HEALTH TRUST WITH ADSM

Water efficiency across the trust estate

Through the "AquaFund" initiative, the trust now has a fully managed water system that is tracked and assessed on a consistent basis. More than 100 million litres have been saved with savings of over £600,000.

Judges' comments This was a collaborative partnership to drive efficiency and engage staff.

BRADFORD DISTRICT CARE TRUST

Modernising the estates maintenance function

The project restructured teams to maximise productivity by reducing travel across the estate. New computer systems and mobile devices cut out trips to collect paperwork.

Judges' comments Evidence of implementing a large change concept and using technology to get there.

GLOUCESTERSHIRE HOSPITALS FOUNDATION TRUST

Cost improvement plan to increase efficiency and save £3.7m

This initiative involved a review of all elements of the estates and facilities division to identify inefficiencies and find new ways of working. Various estates contracts were taken in-house. Savings of £4.3m were

identified against a cost of £540,000.

Judges' comments A project with huge benefits.

MERSEY CARE TRUST

Project 21 – relocation of corporate functions

This scheme saw corporate functions that were spread across 23 buildings moved into one purpose built, open plan facility. The new building has allowed more modern systems to be used to reduce costs associated with storage space, printing, equipment, heating and utilities.

Judges' comments A project with a clear strategy and clear engagement of staff.

NHS PROPERTY SERVICES – KENT AND MEDWAY AND NHS ENGLAND

Sustainable surgeries award scheme – sustainability training for GP surgeries via webinars

This webinar-based resource aimed to improve efficiency and cut carbon emissions. Each participating surgery submitted an action plan to be reviewed by an awards panel, with awards from bronze to gold.

Judges' comments A good, innovative initiative that has delivered all the outcomes.

NOTTINGHAM UNIVERSITY HOSPITALS TRUST

The central production kitchen providing more than meals

The development and building of a central production kitchen allowed the trust to pro-

vide sustainably sourced food. The scheme provided savings of £385,000 per year, while offering patients nutritious meals and benefiting the region through the use of local suppliers.

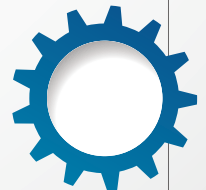
Judges' comments Made the most of the resources at hand with great results.

SANDWELL AND WEST BIRMINGHAM HOSPITALS TRUST

Implementation of agile office working to increase the efficiency of an acute hospital site

About 340 staff were transferred to an agile working system. New ways of working include a desk and meeting room booking system; establishment of home zones within offices; and new IT and phone technology. This has enabled closure of a number of unsuitable buildings.

Judges' comments Benefits are considerable.



EFFICIENCY IN FINANCIAL SERVICES

WINNER



Claire Liddy and
Chris Ellison

WRIGHTINGTON, WIGAN AND LEIGH FOUNDATION TRUST

Devolved financial management – improving clarity, control and confidence

The devolved financial management scheme aimed to improve budgetary control and deliver efficiency. Its mission statement was clarity, control and confidence.

An innovative app was designed as a bespoke tool for clinicians and cost centre managers. This improved the presentation of financial information as well as its accessibility. It also allowed budget holders to undergo financial training in a way that appealed to them.

The trust established a clear budget holder hierarchy, and each budget holder was invited to a drop-in training session.

Survey responses showed that on average more than one hour per week of ward managers' time was released for more patient care.

Judges' comments This initiative showed excellent engagement with frontline staff in the development of the tool. It was extremely refreshing to see the finance function paying as much attention to people and cultural issues as to technical ones. This meant that culture change was achieved and embedded.

FINALISTS

NORTH BRISTOL TRUST

Service reconfiguration to unite plastic surgeons and physiotherapists

This initiative harnessed the skills of physiotherapy technicians to follow up patients with fifth metacarpal fractures to maximise the amount of consultant clinic space for patients requiring surgery. Costs incurred by the trust fell by 80 per cent and patient non-attendance was also reduced.

Judges' comments Clear patient focus and benefit, together with an innovative approach to workforce through clinical leadership.

EFFICIENCY IN INFORMATION TECHNOLOGY

WINNER



Louise Rogerson and Jonathan Burr

TRAFFORD CLINICAL COMMISSIONING GROUP

ELMA: End of Life Monitoring and Assessment project

The project provides a tablet device to care homes along with software enabling access to a secure portal to store advance plans for palliative care patients.

Information is cached straight to the server, and a coded email of the plan can be sent directly to the GP from the tablet. This combats the historic problem of few plans being shared with GPs.

The portal provides a case management flow and performance dashboard to support patient progress.

The introduction of the portal has saved administration time and led to more consistency. User feedback has been excellent.

Judges' comments This project demonstrated a passionate commitment to innovation across a health economy to support patients, carers and families in dealing with the realities of end of life care. Structured data is provided to healthcare systems, resulting in direct clinical, administrative and patient benefits.

FINALISTS

BASILDON AND THURROCK UNIVERSITY HOSPITALS FOUNDATION TRUST

e-Board: an electronic solution merging patient white boards, nursing handover notes and other safety and discharge management information

The e-Board simplifies the task of ward nurses tracking patients through to discharge, while enhancing the quality of the information they log. A poll showed none wanted to go back to paper and white board.

Judges' comments Strong local ownership and significant service improvement.

EAST MIDLANDS AMBULANCE SERVICE TRUST

The use of USB ECG leads linked to toughbook PCs

The trust attached ECG leads to laptops used by the ambulance service to create an electronic echocardiogram. This has cut more than a quarter of the weight carried by response staff and saved £10,000 per unit.

Judges' comments A staff-driven innovative use of new technology.

GUY'S AND ST THOMAS' FOUNDATION TRUST

A patient and professional partnership using information technology

Developed with the goal of improving care for the physical, emotional and environ-

mental consequences of rheumatoid arthritis, this service centred on a customised electronic record capturing longitudinal outcomes. The proportion of patients declining therapy fell from 35 per cent to 8 per cent.

Judges' comments Direct patient benefits are realised through the use of this clinically focused and elegant solution supporting clinicians working in a specialist area.

NORTH OF ENGLAND COMMISSIONING SUPPORT UNIT

RAIDR: a business intelligence and analytics tool for GPs and healthcare commissioners

This dashboard analysis and reporting tool helps GP practices benefit from the wealth of NHS data. Its cost can be recouped by preventing just two or three non-elective admissions a year via risk stratification.

Judges' comments Shows how such tools can utilise the power of collaboration, be popular with users and achieve results for performance management.

KING'S COLLEGE HOSPITAL FOUNDATION TRUST WITH PCTI SOLUTIONS

Docman

When a patient is referred to King's, the Docman referral management solution is now used. It has led to shorter waits for appointments, saved staff time and enhanced patient experience.

Judges' comments Excellent demonstration of how a technical product can transform a crucial function at a large teaching hospital.

PORTSMOUTH HOSPITALS TRUST

Secure online patient self service

With many patients unable to get through on the phone to cancel and rebook outpatient appointments, this gave patients a secure online route to do so. Patients are now notifying the trust sooner when they are unable to attend, improving clinic use.

Judges' comments Rapid implementation of an idea suggested by patients.

ST HELENS AND KNOWSLEY HEALTH INFORMATICS SERVICE

Creating efficiency, improving care and leading the way in creating a paperless NHS

Aiming to become the first paperless trust in England, St Helens and Knowsley has implemented a number of electronic systems. This project required an initial investment of £1.2m but is expected to save more than £3.2m over five years.

Judges' comments Clearly a leader in the field.

WEST MIDDLESEX UNIVERSITY HOSPITAL TRUST

Online point of care testing in accident and emergency

Using online point of care testing devices at hospital entrances has helped frontline staff accelerate decision making, reduced congestion and improved patient waiting times.

Judges' comments Dynamic use of point of care testing in conjunction with order communications.

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EFFICIENCY IN MEDICINES MANAGEMENT

WINNER



Tim Donaldson

NORTHUMBERLAND, TYNE AND WEAR FOUNDATION TRUST

Telepharmacy: enabling technology to bring pharmaceutical care closer to patients

The trust's pharmacy service covers more than 80 inpatient wards and the previous system meant the trust's three dispensaries each needed a pharmacist present at all times.

Using the telepharmacy high definition video conferencing system, prescriptions and orders can be screened remotely, allowing prescription checking to be undertaken by a single, centrally located pharmacist.

The scheme has allowed pharmacists to be released from two of the three dispensaries to spend more time on wards and to manage medicines supply.

Savings were £90,000 in the scheme's first year with a return on capital investment in just three months.

Judges' comments This is a simple initiative using low cost technology to maximise pharmacy expertise with an impressive return on investment in three months. Scalable and rapidly transferable across both community and acute settings, this project, if replicated across the NHS, will transform and liberate pharmacy services.

FINALISTS

COVENTRY AND RUGBY CLINICAL COMMISSIONING GROUP

The right prescription in nursing homes

This scheme moved from patient-specific to bulk prescriptions in a bid to combat delays in patients receiving prescribed products. As well as improving life for patients, it has achieved significant waste reduction and cost savings.

Judges' comments This is a simple tactical idea that has resulted in patient care improvements.

GLOUCESTERSHIRE CLINICAL COMMISSIONING GROUP

Diabetes QIPP project

This scheme reduced the increasing cost of supplying diabetes patients with blood glucose strips by avoiding high cost brands in favour of lower cost alternatives. The change has resulted in annual savings equivalent to £300,000 while maintaining the quality of patient care.

Judges' comments Effective implementation of a procurement project.

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LEWISHAM HEALTHCARE TRUST

Using a formulary and controlled supply process to rationalise use of wound management products in community services

A formulary and a controlled supply process for all patient services in the community replaced a prescription-based system. It has improved patient access to products, reduced wastage and cut prescribing costs.

Judges' comments A transferable solution.

ROYAL DEVON AND EXETER FOUNDATION TRUST

Treat to target and one stop shop service

This initiative created a one stop shop for early treatment of inflammatory arthritis with early and optimised drug treatment. Increased phone support for patients also reduces the need for attendances.

Judges' comments The impact and clinical outcomes are inspirational.

NHS COUNTY DURHAM AND DARLINGTON

Using e-learning to reduce inappropriate antibiotic prescribing in County Durham and Darlington GP practices

This e-learning programme was identified as a way of delivering key messages in a cost effective, time efficient and interactive manner. Completed by all GP practices in the PCT area, it resulted in reduced prescription of a broad spectrum of antibiotics.

Judges' comments This is a positive example of working collaboratively that is showing early impact on use of antibiotics.

NHS NORTH EAST LINCOLNSHIRE

Respiratory disease audit

A highly collaborative audit, this was aimed at highlighting inappropriate prescribing of inhaled corticosteroids and long-acting beta2 agonists.

Judges' comments This is a good example of how collaboration can drive efficiencies in the treatment of long term conditions.

NORTHUMBRIA HEALTHCARE FOUNDATION TRUST

A clinico-ethical framework for multi-disciplinary review of medication in nursing homes

This project reduces the use of unnecessary medicines and involves patients and their families or carers in prescription decisions. It is also designed to build in evidence about ethical decision making. Cost savings of £130,000 are expected.

Judges' comments A good example of medicines management best practice for care homes involving patients and professionals.

OXFORD UNIVERSITY HOSPITALS TRUST

Implementation of a clinical pharmacy and medicines dispensing service in a chemotherapy day treatment unit

This project at the oncology chemotherapy day treatment unit at the Churchill Hospital provides patients with specialist services and advice during treatment, ensures the best use of medicine and cuts waste.

Judges' comments This project has really raised the profile of pharmacy.

EFFICIENCY IN MEDICAL TECHNOLOGY

WINNER



Clive Peedell and Chris Walker

SOUTH TEES HOSPITALS FOUNDATION TRUST

Implementing stereotactic ablative radiotherapy for management of medically inoperable early stage lung cancer

Introducing this technique has resulted in a dramatic reduction in the number of hospital visits needed by patients, as well as falls in treatment time and costs.

The trust identified the stereotactic ablative radiotherapy technique as a compelling new standard of care, only requiring between three and five hospital visits rather than the 20 to 35 needed when using conventional techniques.

It also produces better tumour control rates, and fewer side effects.

The programme has treated more than 90 patients since it started in 2009. A number of staff are on national committees to further develop the technique in the UK.

Judges' comment This scheme showed significant benefit in delivering improved quality effectively, with a substantial reduction in cost to the health system.

FINALISTS

DERBY HOSPITALS FOUNDATION TRUST

iQudos clinical decision support and service

Decision support software brings the management of age-related chronic diseases out of hospitals and into communities through nurse-led sessions. Administrative systems cut costs and provide more opportunity for foreign language translation.

Judges' comments Application of technology in delivering integrated care.

EAST MIDLANDS AMBULANCE SERVICE TRUST

The use of USB ECG leads linked to toughbook PCs

This scheme connects ECG cables to laptops to create an electronic echocardiogram rather than a paper printout. The result is kit weighing almost 10 kilos less than is standard in emergency vehicles, and costing £10,000 less.

Judges' comments There are clear savings and feedback from staff is positive.

ST HELENS AND KNOWSLEY TEACHING HOSPITALS HEALTH INFORMATICS SERVICE

Mersey Burns App – improving efficiency in the assessment and treatment of major burns to deliver better patient outcomes

Mersey Burns is an app for portable devices

that gives reliable assessment of burn injuries. It provides improved accuracy and time efficiency when calculating fluid resuscitation requirements compared to paper based methods of assessment. Receiving burns teams can get accurate injury details in advance.

Judges' comments This scheme is clearly innovative and Medicines and Healthcare Products Regulatory Agency registered.

ST HELENS AND KNOWSLEY TEACHING HOSPITALS TRUST WITH APA PARAFRICTA

Protecting skin from breakdown to pressure ulcers

In line with a zero tolerance approach to pressure ulcers, the trust used the Parafriacta Bootee to reduce the number of incidences. The result was a 32 per cent year-on-year decrease in grade two pressure ulcers to the heel, and savings of more than £60,000.

Judges' comments This is a great product and a pragmatic approach.

UNIVERSITY HOSPITAL SOUTHAMPTON FOUNDATION TRUST

The Posthorax vest

The vest was used to support the sternum after cardiac surgery by preventing over expansion of the thorax, without restricting breathing. As a result sternal wound infection rates dropped from 2.4 to 1.9 per cent, also reducing the considerable cost of managing such infections.

Judges' comments This project showed sustained focus on a difficult problem with promising technology. It displayed a good

method of assessment, economic evaluation and teamwork.

UNIVERSITY HOSPITAL SOUTHAMPTON FOUNDATION TRUST

Using transjugular intrahepatic portosystemic shunts to treat refractory ascites

This scheme was primarily aimed at patients with late stage liver cirrhosis who needed to have abdominal fluid drained frequently. The insertion of transjugular intrahepatic portosystemic shunts reduced the number of bed days needed for the procedure and provided associated cost savings.

Judges' comments The initiative displayed a novel technique.

EFFICIENCY IN PATHOLOGY SERVICES

WINNER



Mike Murphy and Simon Noel

OXFORD UNIVERSITY HOSPITALS TRUST

Using information technology and process change to improve the safety and efficiency of blood transfusion

Barcode patient identification, bedside handheld devices and electronically controlled blood fridges were used to improve patient safety and save time and money.

The system was introduced to combat errors that occur at all stages of transfusion and which have been only been partially tackled by other initiatives focused on manual procedures.

The results include better following of correct pre-transfusion procedures, reductions in wrong collection and inadequate labelling of blood samples, and quicker delivery of urgent blood to operating theatres.

A reduction in blood wastage and nursing and laboratory time has made annual net savings of £528,000. The process went from being a project to a routine way of working.

Judges' comments This project has facilitated the implementation of order communication and robust patient identification for wider use in healthcare across community and hospital care.

FINALISTS

DERBY HOSPITALS FOUNDATION TRUST

Improving breast cancer treatment choices by cutting waits for test results

Streamlining the methods used in laboratories and promoting the full use of available technology has led to a dramatic cut in waiting times for test results. Patients now also have more treatment options, and have gained the opportunity to participate in clinical trials as well.

Judges' comments This project has enabled improved patient choice on cancer treatments through fundamental re-examination of laboratory processes.

NOTTINGHAM UNIVERSITY HOSPITALS TRUST AND UNIVERSITY HOSPITALS OF LEICESTER TRUST

empath: a new organisational model to deliver high quality and sustainable pathology services

A partnership approach that fuses autonomous government with a commercial philosophy has created a flexible and sustainable delivery model for this joint pathology service. It also provides improved quality of service with annual savings of £10.5m – and has the potential to include other organisations.

Judges' comments A powerful vision which in due course could deliver significant patient benefits and savings.

ST GEORGE'S HEALTHCARE TRUST

Implementing innovation and efficiency in blood transfusion services in a large NHS trust

A review of blood usage in elective surgical patients led to an evidence-based blood ordering schedule to avoid unnecessary transfusions. The scheme has minimised waiting times and transfusion costs while reducing the clinical risks of transfusion.

Judges' comments This project represents an innovative use of nurse-led iron deficiency anaemia clinics to optimise non-transfusion treatment of patients.

UNIVERSITY HOSPITAL SOUTHAMPTON FOUNDATION TRUST

Electronic ordering of laboratory tests and a teaching programme for GPs in managing demand

This project focused on laboratory tests in an effort to tackle test duplication and cut costs. It set up laboratory test panels on the electronic ordering system ICE for common disorders, and an online tutorial for GPs to reinforce best practice.

Judges' comments An original application of online learning to reinforce user-based intervention in over-requesting of diagnostic tests.

WEST MIDDLESEX UNIVERSITY HOSPITAL TRUST

Point of care testing in an accident and emergency department

Connecting online point of care testing with clinical order communications systems, this

scheme directly addresses the problem of waiting times in A&E departments. It also improves the level of clinical data integrity compared with conventional methods.

Judges' comment This project has provided improved patient experience and performance against access targets.





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EFFICIENCY THROUGH OUTSOURCING

WINNER



Tom Thornber, Lynn Maloney and Rob Duncombe

THE CHRISTIE FOUNDATION TRUST

Outsourcing of all pharmacy logistics services to Alliance Boots to produce an integrated pharmacy model

Recognising the significant benefits possible, the trust looked to develop an integrated pharmacy service model combining the best of the public and private sectors.

It demanded that the service had to keep clinical expertise within pharmacy but release capacity to develop pharmacy clinical services into clinics and onto wards.

The trust tendered and procured a comprehensive package of pharmacy logistic services including outpatient and inpatient dispensing, medicine procurement, stock control, and medicine distribution.

The hospital pharmacy team is now supported by the full infrastructure of a multinational pharmacy services provider.

Judges' comments This is an excellent example of true outsourcing which merits replication, demonstrating a dynamic partnership approach to derive the best from both in-house and outsourced teams. It is already delivering clear patient benefits, and releasing savings.

FINALISTS

HIGHLY COMMENDED MILTON KEYNES HOSPITAL FOUNDATION TRUST WITH LIFEPSYCHOL

Contracting high quality brief psychological therapy for diabetes patients from a specialist social enterprise

This project aimed to ensure that both the physical and mental health of patients with diabetes was optimised through improved self management. Reductions in HbA1c scores and diabetes-related distress as well as improvements in service users' overall wellbeing are expected.

Judges' comments Through outsourcing they have captured the value of a third sector approach to meeting patients in their preferred environment, truly reflecting where the NHS needs to be.

BARTS HEALTH TRUST

Outsourcing renal patients' hospital transport to Coperforma to improve the patient experience and deliver a better service while reducing costs

Having carried out an efficiency review of all non-emergency transport for the trust,

Coperforma introduced an autonomous transport scheduling system, on-site service delivery team and proactive approach to problem solving. Barts' renal patients are arriving on time, travelling in comfort and avoiding unnecessarily long journeys.

Judges' comment We like this people-centred can-do approach to challenging the norm.

NHS PROFESSIONALS WITH PORTSMOUTH HOSPITALS TRUST

Working with NHS Professionals to improve workforce efficiency and patient safety

Working with managed service provider NHS Professionals, the trust has reduced temporary workforce usage and related spending. Management information helps the trust understand workforce demand drivers and usage patterns. Agency spend has been halved in a year.

Judges' comments We were impressed with the way this project has used management information to build better consistency in staffing on wards.

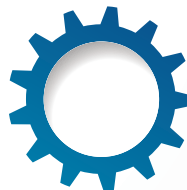
NOTTINGHAM UNIVERSITY HOSPITALS TRUST

Meals at home service

Meals are now supplied from a new receipt and distribution unit, which is adjacent to the central production kitchen. The project consolidates the trust's sustainable ethos of sourcing locally produced food and of maximising the benefits of seasonal varieties. This process also contributes to reducing

avoidable readmissions through better nutrition.

Judges' comments Attractive benefits to patients and the local economy.



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EFFICIENCY IN PROCUREMENT

WINNER



Julian Baker and Shane Mills

CWM TAF HEALTH BOARD

Collaborative procurement: delivering high quality low and medium secure mental health services at reduced cost

After some issues with service delivery, a collaboration of clinicians, managers and procurement, financial, legal and commercial experts created a three year project that has cut £4.7m from costs so far – with another £1.5m projected for next year.

Clear compliance and governance arrangements were put in place to overcome weakness in the existing system.

A clear evaluation process was established with initial screening to ensure appropriate registration with regulators, desktop evaluation to ensure compliance with eight essential requirements, and site visits to verify this compliance.

Aiming to deliver a better service, more value for money and improved compliance, the project has seen delayed discharges reduce from 13 to one.

Judges' comments Delivering significant cash savings throughout Wales and demonstrating the huge benefits for patients and taxpayers this approach can bring. There would appear to be potential [to apply it] in mental health and social care in the rest of the UK.

FINALISTS

HIGHLY COMMENDED LONDON PROCUREMENT PARTNERSHIP

A 30 trust collaboration on a procurement process to replace IT systems

The forthcoming end of national provision of clinical and administrative information systems for NHS community service and mental health providers was the spark for this collaborative approach to a replacement for London and the south. Thirty trusts created a consortium, saving substantial amounts on the procurement process.

Judges' comments A high-impact programme delivering substantial clinical and financial benefits.

HIGHLY COMMENDED SURREY AND BORDERS PARTNERSHIP FOUNDATION TRUST

Cleaning up our act: developing a best practice tender specification and contract arrangement for NHS waste

With over 30 waste management suppliers and no standard pricing or procedures, the trust consulted widely before developing a

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bespoke approach for its 150 frontline services to use.

Judges' comments Significant environmental benefits and financial savings, and a beacon for other trusts.

BRISTOL AND WESTON NHS PURCHASING CONSORTIUM

A new approach to procurement efficiency

By re-examining the internal governance that underpins procurement, the consortium has set a model for real efficiency savings over three to five years.

Judges' comments Puts clinicians at the heart of procurement to deliver savings.

COUNTY DURHAM AND DARLINGTON FOUNDATION TRUST

Implementation of e-business system Cardea

The trust introduced an e-business system for its sourcing and purchasing cycle, simplifying purchasing.

Judges' comments Valuable savings, efficiencies and carbon reduction.

EAST OF ENGLAND COLLABORATIVE PROCUREMENT HUB WITH ADSM

Innovative framework for water management

A procurement hub was created to find a supplier of water management services. ADSM provides water-saving technologies, lower charges, prevention of leaks, and promotes water education in the organisation.

Judges' comments Environmental benefits and financial savings.

LONDON PROCUREMENT PARTNERSHIP

Getting clinicians involved in collaborative evidence-based procurement of ICDs and pacemakers

Clinical and procurement specialists came together to transform procurement of implantable cardioverter defibrillator and pacemakers. Decisions are based on clinical evidence. Prices have tumbled, while new technologies are available cost effectively.

Judges' comments This approach has delivered an excellent procurement strategy through changing attitudes of clinicians.

NOTTINGHAM UNIVERSITY HOSPITALS TRUST

Attacking the throwaway culture

This attack on a "throw away – buy new" culture included reducing waste disposal, ensuring the quality of locally sourced food, and helping other local services to procure efficiently.

Judges' comments Potentially transferable to other trusts and public sector organisations.

SALISBURY FOUNDATION TRUST

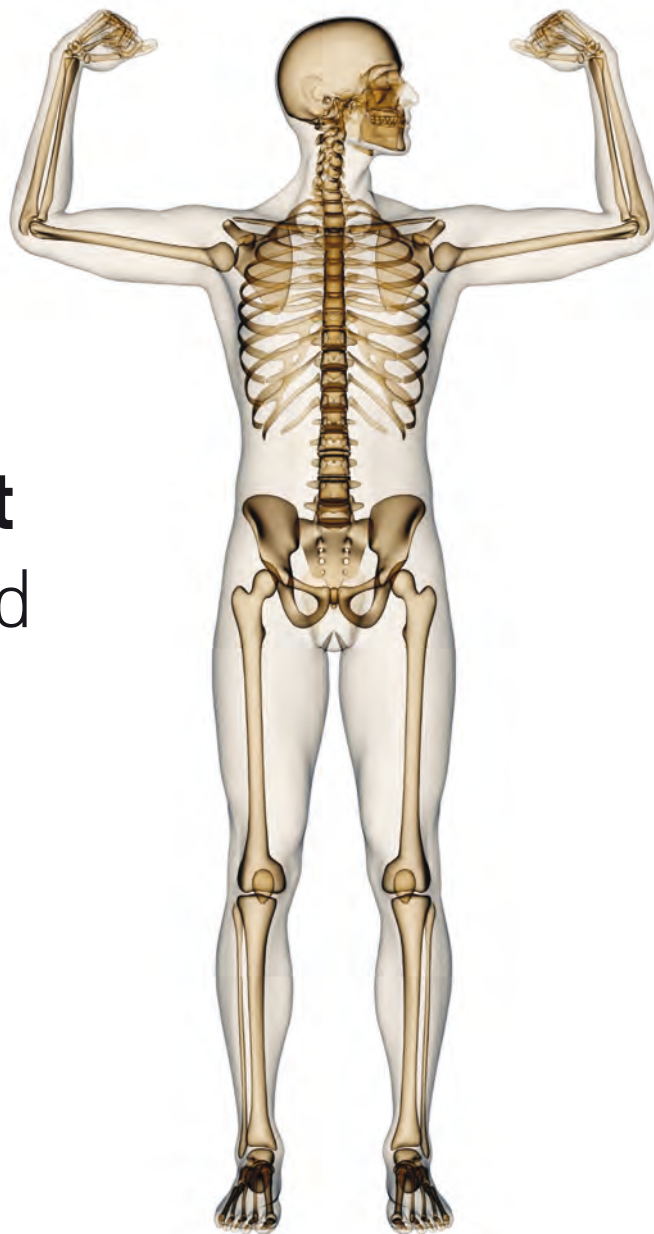
Alternative integrated distributor initiative

The trust delivered a new approach to medical consumables distribution with an alternative distribution model and improved procurement processes through increased contract compliance.

Judges' comments A good example of a procurement team acting as an effective change agent.



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EFFICIENCY IN TRANSPORTATION AND LOGISTICS

WINNER



Richard Kersley and Brian Miller

SOUTH CENTRAL AMBULANCE SERVICE FOUNDATION TRUST

Solar panel power on rapid response vehicles

Installing solar panels on the roof of a new fleet of rapid response vehicles to power emergency equipment has cut costs, saved time and created a fleet that is fully mobile at all times.

The panels power the secondary battery system that supplies power for all emergency equipment. This cuts battery replacement costs and reduces time spent out of action recharging.

The system has also reduced fuel consumption as vehicles no longer have to keep engines running to recharge.

As a result, the trust has more vehicles able to respond to incidents at any one time.

Judges' comments A truly innovative idea. With a focus on energy efficiency and cost savings, it also has clear environmental benefits. It demonstrates creative thinking from in-house engineering to deliver frontline benefits, and has the patient benefit of keeping more vehicles on the road.

FINALISTS

BARTS HEALTH TRUST WITH COPERFORMA

Transforming the renal transport service

After reviewing non-emergency transport for the trust, Coperforma introduced a scheduling system and on-site service delivery team. Renal patients are now travelling in comfort and arriving on time.

Judges' comments Tackles a big logistical problem and achieved big financial savings while improving patient satisfaction.

EAST MIDLANDS AMBULANCE SERVICE TRUST

A joint ambulance and police approach to the night-time economy of Leicester and Loughborough

This partnership between the trust and the police involves a joint response to town centre 999 calls. It aimed to combat the high level of alcohol-related incidents at weekends. Patients are assessed and treated at the scene in a specially adapted ambulance vehicle.

Judges' comments A great example of partnership working with a positive impact on A&E attendance.

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EAST MIDLANDS AMBULANCE SERVICE TRUST

Emergency care practitioners supporting reductions in urgent ambulance admissions to hospital

Emergency care practitioners are used to reduce the number of unnecessary A&E attendances following patient calls to GPs. Patients are directly referred to the practitioners rather than requiring transport to hospital, reducing pressure on acute services.

Judges' comments Truly impacts on hospital attendance. Should be adopted more widely.

SOUTHEND UNIVERSITY HOSPITAL FOUNDATION TRUST

Improved efficiency in transport for dialysis patients

Closer assessment of patients' needs was used to better match transport requirements for dialysis treatment. Trips were clustered geographically and detailed scheduling was introduced to create more appropriate and efficient transportation of patients to and from home for dialysis.

Judges' comments A great focus on reducing waste that should be adopted by other similar units.

SOUTHERN HEALTH FOUNDATION TRUST

Expanding supply chains, using existing suppliers to meet new needs

The trust needed to provide access to training, equipment and consumables to any

member of staff needing to use a glucometer. This initiative overcame logistical problems by working with a supplier to deliver consumables to any trust location and enable staff to support service users in patient-centred care.

Judges' comments Creative use of an existing supplier.

THE ROYAL WOLVERHAMPTON HOSPITALS TRUST

Clinical equipment resource library: the safe and efficient management and decontamination of pressure relieving mattresses

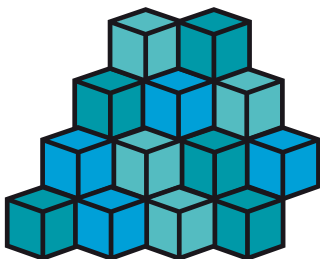
This scheme aimed to reduce risks of pressure ulcers by creating a comprehensive in-house management system for pressure relieving mattresses. This included introducing trust-owned mattresses, repairs, and an intranet helpdesk for orders. The result is a drop in both rental costs and avoidable pressure ulcers.

Judges' comments A simple idea that delivered clear benefits to patients.



MHI congratulates

the 52 teams from 13 acute trusts in London whose joint work to sustainably improve quality and productivity was shortlisted for the **Efficiency in Training and Development** award.



Barking, Havering and Redbridge University Hospitals
Barnet and Chase Farm Hospitals ▪ **Barts Health** ▪ **Croydon Health Services**
Ealing Hospital ▪ **Epsom and St Helier University Hospitals**
Imperial College Healthcare ▪ **Kingston Hospital** ▪ **Lewisham Healthcare**
The North West London Hospitals ▪ **South London Healthcare**
West Middlesex University Hospital ▪ **Whittington Health**

EFFICIENT TELEHEALTH SOLUTIONS

WINNER



Michele Grange and Kim Hogan

SEQOL

Supporting life planning for people with learning disabilities and long term conditions

SEQOL worked with GPs, acute trusts and social care to develop life plans for patients to help them better understand and self manage their conditions. The scheme is aimed at people in the Swindon area with learning disabilities, those living in supported housing, and those with long term conditions and co-morbidities who were having frequent admissions to hospital which they found frightening and distressing.

The life plans are supported by a 24 hour a day telephone support line, providing an urgent response if the patients' vital signs are outside their normal parameters.

Creating life plans and using telehealth as a self management tool has reduced non-elective admissions, and community nurse and GP visits.

Judges' comments The early cost savings are high, both in the acute sector and across the whole system.

FINALISTS

BETSI CADWALADR UNIVERSITY HEALTH BOARD

TeleRehab

This initiative from the Betsi Cadwaladr board – which provides health services across North Wales – helps patients in remote areas to avoid long journeys to and from their nearest district hospitals. It uses encrypted, secure video conferencing technology to link patients from their home, GP practice or local hospital with their healthcare professional, saving patient and staff time.

Judges' comments A highly innovative approach to delivering telehealth and remote video patient consultation that will minimise travelling times in rural locations.

DORSET CCG

Implementation of telehealth across Bournemouth, Poole and Dorset

Telehealth was rolled out to patients with chronic obstructive pulmonary disease and chronic heart failure who are registered with a GP practice across the Bournemouth, Poole and Dorset cluster. The initiative has cut hospital admissions and reduced the need for direct contact with healthcare professionals.

Judges' comments This is a good structured and planned procurement.

INFORMATICS MERSEYSIDE

Telehealth delivery across Liverpool

Aiming to provide telehealth technology to around 1,600 patients over a three-year period, this scheme tested new concepts of healthcare delivery and boosted patient empowerment. Initial data suggests a large reduction in hospital admissions for telehealth patients, and cost savings to match.

Judges' comments An impressive programme of telehealth implementation that has a strong focus on patient self management.

TF3 CONSORTIUM AND THE NORTHERN IRELAND CENTRE FOR CONNECTED HEALTH AND SOCIAL CARE

Using remote telemonitoring in Northern Ireland for those with long term care needs

This partnership between the private sector and a local social enterprise provides a remote telemonitoring service with the capacity for 3,500 patients. It is delivered by nurses who remotely monitor vital health readings from patients at home using Bluetooth-connected equipment.

Judges' comments A sophisticated procurement with an ambitious roll out programme.





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WORKFORCE EFFICIENCY

WINNER



Wing commander
Ed Nicol

ROYAL AIR FORCE MEDICAL SERVICES

A new clinical aviation medicine service to provide optimal healthcare of military air crew in a community setting

This project brings together a team of RAF aviation-trained clinicians, clinical physiologists, occupational health physicians and aviation medicine experts at a single community-based military establishment.

It provides rapid, occupationally appropriate clinical management and advice to the UK Armed Forces' air crew. With minimal diagnosis time for air crew, it often allows a quicker return to work than when using NHS secondary care facilities.

This service has saved £295,000 so far and is projected to save the Defence Medical Service about £1m over five years, as well as supporting a more rapid return to work for many patients, improved productivity, better morale and higher operational output.

Judges' comments This project was about bringing disparate services together to provide a one-stop assessment, diagnostic and treatment service for air crew from all over the world. There is genuine evidence of workforce efficiency and cost savings in parallel with enhanced user experience and further cost avoidance.

FINALISTS

BARTS HEALTH TRUST WITH GLOBAL ACTION PLAN

Operation TLC

This initiative employed a simple idea to link energy saving actions to patient safety, comfort and dignity. The "turn off, lights out and close doors" message has improved patient and staff wellbeing, and cost savings are as much as £100,000 per year.

Judges' comments Good use of social movement principles, with a strong and compelling narrative, appealing to heart and head.

BLACKPOOL TEACHING HOSPITALS FOUNDATION TRUST

Flexible working for paediatric nurses

A flexible working initiative in the paediatric unit was introduced after staff consultation. It included new 11.5 hour shifts with staff working their hours over a four-week period. The move has transformed staffing budgets from overspend to underspend.

Judges' comment The way this team was led and engaged through major change is inspiring.

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CENTRAL AND NORTH WEST LONDON FOUNDATION TRUST

Improving the productivity of the Camden and Islington wheelchair team

By re-organising the workload of the administration team and therapists, this initiative cut the time wheelchair users spent waiting for wheelchair assessments.

Judges' comments Showed boldness in the way that a group of staff took responsibility for a failing service and turned it around.

CENTRAL MANCHESTER UNIVERSITY HOSPITALS FOUNDATION TRUST

Twilight therapy service

The twilight therapy service addressed lack of patient mobilisation on the day of surgery due to unavailability of staff. Patient mobilisation rose from 5 to more than 50 per cent with decrease in the length of stay.

Judges' comments Passion for improvement has led to deep staff engagement.

DERBYSHIRE COMMUNITY HEALTH SERVICES TRUST

Community workforce planning tool

This tool is used in the absence of a clinical computer system to enable the community nursing team in Chesterfield to easily record caseload, and monitor demand and capacity. It has improved planning, cut travel and maximised time for patient visits.

Judges' comment A great example of a bottom-up change with a group of clinical staff taking the initiative to solve big challenges.

GATESHEAD HEALTH FOUNDATION TRUST WITH KRONOS

SMART workforce management solutions

Staff clock in and out using biometric hand readers. Attendance is recorded automatically providing accurate pay and absence information. Cost savings so far are £1m.

Judges' comments We were impressed at the way the trust "hardwired" the e-rostering system into the way it does its business.

NORTH BRISTOL TRUST

Service reconfiguration to unite plastic surgeons and physiotherapists

This initiative simplified the management of metacarpal fractures so physiotherapy technicians were harnessed to follow up patients not requiring operations, maximising consultant clinic space.

Judges' comments A compelling presentation by two surgical trainees of how to use the right skills in the right environment to get better patient outcomes.

SOUTH WEST YORKSHIRE PARTNERSHIP FOUNDATION TRUST

Developing and implementing an in-house trust-wide bank service

The staff bank service was expanded, enabling it to review staffing needs across the trust, reducing risk, improving quality and cutting temporary staffing costs.

Judges' comments An exemplary bank service with consistent standards equality – impressive in a post-Francis era.

FINANCE TEAM OF THE YEAR

WINNER



Bill Shields and
Marcus Thorman

IMPERIAL COLLEGE HEALTHCARE TRUST

Over the last 18 months the finance team has directly delivered a cost saving within the function, as well as driving the transformation agenda of the wider trust

The programme involved more than 50 finance staff working towards making the finance function more efficient while improving service quality. New systems, processes and organisational structure led to a 10 per cent saving.

At the same time, the team has increased financial control, accelerated the month-end process, improved reporting to budget holders and enhanced the decision support capability of the trust.

Finance also helped the wider organisation deliver a cost improvement programme of £54m in 2012-13.

Judges' comments This was an impressive move towards being ahead of the field, implementing robust process and balancing the people and culture element of change. It showed a solid and robust approach to building a world class finance function and a sustainable, flexible organisation.

FINALISTS

CHELSEA AND WESTMINSTER HOSPITAL FOUNDATION TRUST

The trust achieved efficiencies of £17.1m in 2012-13, exceeding its target, while also exceeding all service targets. Its A&E four-hour wait results were the best in the country. The finance team helped identify areas to target for efficiency with "deep dive" service line reviews.

Judges' comments A great example of a high performing finance function.

YORK TEACHING HOSPITAL FOUNDATION TRUST

An efficiency team, including two finance staff among representatives of other functions, facilitated savings of £63m over four years. Financial leadership was evident throughout, alongside a recognised need to involve other disciplines. The team also aims to make efficiency fun.

Judges' comments A thoughtful approach to safeguarding services while driving efficiencies, delivered in an enthusiastic and energetic manner.

EFFICIENCY IN TRAINING AND DEVELOPMENT

WINNER



Liam Carrier and Hayley Darn

DERBYSHIRE HEALTHCARE FOUNDATION TRUST

Employee training passport

The trust's use of an electronic staff record to create individual employee training passports has dramatically changed the way workforce data is collected and acted on. The data is now playing a key role in the trust's strategic aim of promoting clinical excellence and improving the patient experience.

The electronic record is used to tackle difficulties that can occur keeping track of individuals' training. It has demystified the training needs of staff, eliminated confusion and prevented excuses that can stop training occurring.

The system identifies the right training for the right posts and avoids duplication and unnecessary training. It has gained widespread praise from staff and managers.

Judges' comments This comprehensive organisation-wide approach involved a good analysis of the challenges. With the aim of reducing costs and improving patient experience, there is clear evidence of impact, with 100 per cent coverage of all staff – including the chief executive.

FINALISTS

CENTRAL SURREY HEALTH

A modular training programme to enable sustainable, continuous improvement within a community health provider

The organisation fostered an improvement culture by seconding clinical and administrative staff to its improvement programme. It has made over £2.1m savings since 2010. **Judges' comments** A good programme led by the frontline.

DERBY HOSPITALS FOUNDATION TRUST

Streamlined learning opportunities

This approach to keeping training up to date, developed by staff, used one stop shops and e-learning. Participation rose, with over 30,000 e-learning courses completed, releasing more staff time to care for patients. **Judges' comment** Good staff engagement.

GLOUCESTERSHIRE HOSPITALS FOUNDATION TRUST

Improving mandatory training

Measures that boosted mandatory training compliance by 33 per cent in three years

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included a training records system to identify competencies needed by all staff – with email reminders – and bespoke e-learning packages.

Judges' comment A blend of national systems and local innovation.

NHS TAYSIDE

Tayside Centre for Organisational Effectiveness: creating a learning system for quality improvement across whole systems

Aimed at development and improvement of people, clinical processes and managerial systems, this project has created 20 expert advisers who support appropriate courses to build core quality improvement skills within the organisation. Almost 1,200 frontline staff have gone through the process.

Judges' comments This demonstrates an innovative approach to embedding improvement science.

NHS TRUST DEVELOPMENT AUTHORITY

Together to improve value

This ambitious approach to boosting care and increasing efficiency involved multi-disciplinary teams from 13 hospitals. The project developed skills, confidence and enthusiasm in 300 participants so they could become value improvement leaders, and create a network for peer support and learning.

Judges' comments A sophisticated bottom-up approach to improvement, cheering along progress and empowering staff.

OXFORD UNIVERSITY HOSPITALS TRUST

A competence-based approach to statutory and mandatory training

This initiative focuses on the development and assessment of competencies. Staff can use a web-based learning management system to demonstrate competence, avoiding unnecessary and expensive re-training and refresher courses, while increasing compliance.

Judges' comments A paradigm shift to competency-based training.

ROYAL BOROUGH OF GREENWICH

Evidence into practice: a systematic approach to improving primary care outcomes

Involving a practice-based clinical audit of diabetes care in 14 Greenwich practices, this scheme assessed training needs, developed improvement plans and arranged workshops.

Judges' comments A great analysis and end-to-end project.

WRIGHTINGTON, WIGAN AND LEIGH FOUNDATION TRUST

Interactive, meaningful and fun finance training for non-finance staff

A finance training team delivered financial awareness sessions to clinicians and budget holders. The result was better understanding of the financial impact of decisions, and reductions in overspending.

Judges' comments Innovative project making finance fun and linking with patient care.

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