

FOR HEALTHCARE LEADERS

HSJ

2013
AWARDS



32 YEARS OF RECOGNISING
LEADING HEALTHCARE SERVICES

THE JUDGES

Jules Acton director of engagement and membership, National Voices

Fiona Adshead independent health consultant

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

Suzie Bailey service improvement director, Sheffield Teaching Hospitals Foundation Trust and fellow, Health Foundation

Tim Ballard vice chair, Royal College of General Practitioners

Professor Juliet Beal director of nursing, quality improvement and care, NHS England

Professor Viv Bennett director of nursing, Department of Health and Public Health England

Helen Bevan chief transformation officer, NHS Improving Quality

Dr Amit Bhargava GP and clinical chief officer, Crawley CCG

Steven Birnie head of operations, NHS Professionals

Chris Bull local government adviser, Local Government Association

Stewart Buller marketing and communications director, NHS Professionals

Professor Alistair Burns national clinical director for dementia

Lynn Callard director, Verto Vis

Heidi Carter head of healthcare marketing, Sanofi

Miranda Carter executive director of assessment, Monitor

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

Lord Carter of Coles chair, Co-operation and Competition Panel for NHS Funded Services

Sir Andrew Cash chief executive, Sheffield Teaching Hospitals Foundation Trust

June Chandler national officer UNISON

Nick Chapman chief executive, NHS Direct

Karen Charman director of engagement, NHS Employers

Sophia Christie director, UKPrime

David Colin-Thomé independent healthcare consultant, DCT Consulting

Jane Cummings chief nursing officer, NHS England

Ann Deehan infrastructure workforce senior manager, Department of Health Research Networks

Dr Mo Dewji national clinical lead, primary care, NHS England

Dr Mike Durkin director, patient safety, NHS England

Peter Edwards senior partner, Capsticks

John Egan clinical innovation director, Medical Technologies Innovation and Knowledge Centre, University of Leeds

Dr Sam Everington chair, Tower Hamlets Clinical Commissioning Group

Mike Farrar chief executive, NHS Confederation

Katherine Fenton chief nurse, University College London Hospitals Foundation Trust and visiting professor at City University London and London South Bank University

Dr Steve Field chief inspector of general practice, Care Quality Commission

Alistair Finney portfolio director (North Central London and North East London), NHS Trust Development Authority

Simon Gilby chief executive, Wirral Community Trust

Chris Gordon programme director of QIPP, NHS Leadership Academy

Dr Shane Gordon GP and chief officer, North Essex CCG

Dr Sara Hedderwick deputy chair, consultants' committee, British Medical Association

Paul Hodgkin founder and chief executive, Patient Opinion

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

Dr Judith Hulf responsible officer and senior medical adviser, General Medical Council

Paul Jebb assistant director of nursing (patient experience), Blackpool Teaching Hospitals Foundation Trust

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

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

Professor Mayur Lakhani GP and chair, The National Council for Palliative Care

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

Geraint Lewis chief data officer, NHS England

Toby Lewis chief executive, Sandwell and West Birmingham Hospitals Trust

Dr Rebecca Lumsden clinical development manager, Association of the British Pharmaceutical Industry

Karen Lynas deputy managing director, NHS Leadership Academy

David Maher programme director, NHS City and Hackney Clinical Commissioning Group

Jill Matthews head of public health and primary care, NHS England (Midlands and East)

Sir Neil McKay consultant, Neil McKay Associates

Dame Julie Moore chief executive, University Hospitals Birmingham Foundation Trust

Mark Newbold chief executive, Heart of England Foundation Trust

Shaun O'Hanlon chief clinical information officer, EMIS and Rx Systems

Sir John Oldham chair, Independent Commission on Whole Person Care

Doug Patterson chief executive, London Borough of Bromley

David Peat partner, David Peat Solutions

Radhika Rangaraju Advancing Quality programme manager, Advancing Quality Alliance

Paul Rice head of technology strategy, NHS England

Dr Keith Ridge chief pharmaceutical officer, NHS England, Department of Health and Health Education England

Neil Riley assistant chief executive, Sheffield Teaching Hospitals Foundation Trust

Laura Robinson policy and communications adviser, National Voices

Sonia Roschnick head of unit, Sustainable Development Unit

Dr Rebecca Rosen senior fellow, Nuffield Trust

Dr Andrew Rowland member of the consultants' committee, British Medical Association

Peter Shergill head of strategy, Celesio UK

Sam Sherrington head of nursing and midwifery strategy, NHS England

Professor Janice Sigsworth director of nursing, Imperial College Healthcare Trust

Inderjit Singh head of enterprise architecture, NHS England

Dr Jagdeesh Singh Dhaliwal medical adviser, technology and innovation, NHS Direct and Keele Medical School

John Sitzia chief operating officer, NHS National Institute for Health Research, Clinical Research Network

Tony Spotswood chief executive, Royal Bournemouth and Christchurch Foundation Trust

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

Baroness Glenys Thornton former parliamentary under-secretary of state, Department of Health

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

Steven Weeks policy manager, NHS Employers

Stephen Welfare managing director, Health Education East of England

Dr Jonathan West clinical director, Adult Mental Health Directorate, Oxleas Foundation Trust

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

CONTENTS

Supplement editor
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FOREWORD

ALASTAIR McLELLAN

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ACUTE SECTOR INNOVATION

The Royal Liverpool and Broadgreen University Hospitals Trust 3

CLINICAL COMMISSIONING GROUP OF THE YEAR

Sandwell and West Birmingham Clinical Commissioning Group 5

BOARD LEADERSHIP

University College London Hospitals Foundation Trust 7

CHIEF EXECUTIVE OF THE YEAR

Lynda Hamlyn, NHS Blood and Transplant 9

CLINICAL LEADER OF THE YEAR

Simon Kay, The Leeds Teaching Hospitals Trust 11

CLINICAL RESEARCH IMPACT

Sussex Partnership Foundation Trust 13

PATIENT SAFETY

Great Ormond Street Hospital for Children Foundation Trust 15

CREATING SUSTAINABLE NHS PROVIDERS

Nottingham CityCare Partnership 17

ENHANCING CARE BY SHARING DATA AND INFORMATION

University Hospitals of Leicester Trust with Nervecentre Software 18

IMPROVED PARTNERSHIPS BETWEEN HEALTH AND LOCAL GOVERNMENT

Care Plus Group 19

IMPROVING CARE WITH TECHNOLOGY

Chelsea and Westminster Hospital Foundation Trust 20

COMPASSIONATE PATIENT CARE

Derby Hospitals Foundation Trust 21

IMPROVING ENVIRONMENTAL AND SOCIAL SUSTAINABILITY

Barts Health Trust 23

INNOVATION IN MENTAL HEALTH

Tees, Esk and Wear Valleys Foundation Trust 25

MANAGING LONG TERM CONDITIONS

Kernow Clinical Commissioning Group 27

PRIMARY CARE AND COMMUNITY SERVICE REDESIGN

Care Plus Group 29

PRIMARY CARE INNOVATION

Leeds Community Healthcare Trust 31

QUALITY AND PRODUCTIVITY

The Newcastle upon Tyne Hospitals Foundation Trust 33

PROVIDER TRUST OF THE YEAR

Northumbria Healthcare Foundation Trust 35

SECONDARY CARE SERVICE REDESIGN

Southend University Hospital Foundation Trust 37

STAFF ENGAGEMENT

Wrightington, Wigan and Leigh Foundation Trust 39

WORKFORCE

Sandwell and West Birmingham Hospitals Trust 41

2013 has been a record breaking year for the *HSJ Awards*. We received 1,101 entries – the largest number ever received in the awards' 32 year history – and 139 unique organisations made the shortlist. Our 81 judges were kept busy, and had the privilege of reviewing some of the best work in UK healthcare, as well as the challenge of deciding who our winners should be.

2013 will be remembered as the year the Francis report exposed the full scale of the care failings at Mid Staffordshire Foundation Trust. It painted a picture of an organisation where the basic values of compassionate healthcare had been lost.

There can surely be no better time, then, to recognise and celebrate those healthcare organisations working to ensure that compassion is at the centre of everything they do. We have therefore introduced a compassionate care category to this year's awards, supported by the Department of Health and secretary of state Jeremy Hunt. Those shortlisted, and our winner, remind us that the NHS is a system which is striving to learn the lessons of Francis – and, in many instances, succeeding.

In a year when the NHS has arguably faced greater scrutiny than ever before, with the Keogh review as well as the final Francis report placing the service in the spotlight, all our award winners provide real encouragement. They show a health service successfully finding ways to deal with very complex challenges in a very complex time.

That deserves celebration, and I offer our congratulations to all those on our shortlist and, in particular, to our award winners. ●



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ACUTE SECTOR INNOVATION

WINNER

THE ROYAL LIVERPOOL AND BROADGREEN UNIVERSITY HOSPITALS TRUST

Development of pancreatic enhanced recovery unit

Enhanced recovery techniques, although well established in other branches of surgery, have not been applied systematically to pancreatic surgery. The trust has developed an enhanced recovery pathway for patients undergoing major pancreatic resectional surgery and established a dedicated pancreatic enhanced recovery unit. During the first year of operation, the changes have significantly reduced patient length of stay, while maintaining high quality outcome measures and high levels of patient satisfaction. It is estimated that the unit has reduced costs by approximately £300,000 with an initial outlay of £9,000. There has been no increase in complication rates or mortality associated with the reduced length of stay, and patient satisfaction scores have markedly increased.

Judges' comments A nice example of taking agreed practice from one area and applying it somewhere else.



Winners: Royal Liverpool and Broadgreen staff

FINALISTS

CHELSEA AND WESTMINSTER HOSPITAL FOUNDATION TRUST

The Chelsea critical care physical assessment tool (CPAx)

The aim of this initiative was to develop, validate and implement a simple bedside scoring system that grades patients' physical function after they have suffered a critical illness. The system allows the objective assessment and monitoring of rehabilitation requirements.

Judges' comments A great result that actively involves the whole team and the patient in improving care.

EAST MIDLANDS AMBULANCE SERVICE TRUST

Crisis response falls team

The scheme brought together seven different organisations across Northamptonshire to give people access to all the services they need when they fall. It helps to create a greater focus on both the immediate and ongoing health impacts of a fall.

Judges' comments Great partnership working.

GEORGE ELIOT HOSPITAL TRUST

Ambulatory care team

This project aimed to improve care for res-

piratory patients. A respiratory support room was set up on a ward and a dedicated ambulatory care unit developed. The team can take direct referrals from patients and other healthcare professionals.

Judges' comments Brilliant patient focused initiative in a challenging environment.

LIVERPOOL WOMEN'S FOUNDATION TRUST

Improving outcomes and value for money of fertility treatment

The project has improved IVF pregnancy rates at the trust, which are now among the best in the world, while significantly reducing the incidence of multiple births. The trust's clinic is currently the only one in the world to use both of the leading time-lapse embryo selection systems.

Judges' comments Impressive results implementing leading edge practice in an area of increasing patient need.

NORFOLK AND NORWICH UNIVERSITY HOSPITALS FOUNDATION TRUST

Daily quality assurance audit programme

The trust has implemented a quality assurance audit programme that has put public involvement at its heart. Patient representatives from more than 50 voluntary and community groups were approached and invited to become external audit representatives. The project's overall aim is to improve the quality of care.

Judges' comments Energetic and engaging initiative.

PORTSMOUTH HOSPITALS TRUST

Targeting hypoglycaemic admissions

The trust's diabetes team had noticed significant recurrent hypoglycaemic admissions. The initiative aimed to educate GPs and care homes, develop a new pathway for paramedics and set up a new inpatient diabetes team.

Judges' comments Great project with a comprehensive improvement programme.

SALISBURY FOUNDATION TRUST

The Engage programme

Developed by the trust's clinical psychology team, the programme provides psychological support to older people in hospital. Stimulation and interaction is offered through memory puzzles, discussion groups and reading. This has been shown to reduce levels of anxiety and depression.

Judges' comments Fabulous idea – patient focused, multidisciplinary, low cost and entrepreneurial.

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WINNER

SANDWELL AND WEST BIRMINGHAM CLINICAL COMMISSIONING GROUP

Sandwell and West Birmingham is one of the most ambitious CCGs in the country, with strong collaborative leadership and ability to deliver as evidenced by recent SHA and NHS England reviews. With clear purpose from the Right Care, Right Here Partnership, it moved at great speed to establish and successfully became one of the largest first wave CCGs approved, without conditions. To ensure that all intelligence and feedback about patient experience is captured, a 'John Lewis' style of customer care is being introduced to provide an improved customer service.

Judges' comments A true recognition of system-wide responsibility for the population's healthcare.



FINALISTS

HIGHLY COMMENDED WEST LEICESTERSHIRE CLINICAL COMMISSIONING GROUP

The CCG has operated in shadow form for the last two years with a fully delegated budget, which has been delivered on plan both years. Impressive initiatives include being one of the few CCGs in the country to complete an end to end service redesign, consultation and procurement process.

Judges' comments Demonstrated substantial improvement through superb engagement with clinicians across the system.

BRADFORD CITY CLINICAL COMMISSIONING GROUP AND BRADFORD DISTRICTS CLINICAL COMMISSIONING GROUP

The CCGs' ambition is to join up care with the person at the centre and bring care as close to home as possible. For the first time they are achieving reduced unplanned admissions and excellent results in preventing delayed discharges.

Judges' comments Evidence of improvement in clinical care.

NEWARK AND SHERWOOD CLINICAL COMMISSIONING GROUP

The CCG has developed a change programme – PRISM – which is designed to improve care for patients with long term conditions, including older people and

those with cancer. The programme is about developing patient-centred, integrated care for people living in Newark and Sherwood.

Judges' comments Really engaged with practices to create virtual wards. We were very impressed with this and the significant reduction in hospital admissions.

SOUTH CHESHIRE CLINICAL COMMISSIONING GROUP

The CCG developed a scheme to provide more support to two groups of patients which data shows are using hospital services frequently but do not feel supported: under-19s who have been discharged with a diagnosis of asthma and over-75s discharged with a fractured hip or with a medical diagnosis and who are on at least four medications.

Judges' comments Very impressed by the maturity of approach as encapsulated in the shift of thinking.

WEST CHESHIRE CLINICAL COMMISSIONING GROUP

The ethos of the CCG is one of a "double helix", where managers and clinicians cooperate in an equal partnership, getting the best out of each profession to deliver the organisation's goal: "making sure you get the healthcare you need".

Judges' comments We are impressed.

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BOARD LEADERSHIP

WINNER

UNIVERSITY COLLEGE LONDON HOSPITALS FOUNDATION TRUST

In the past year, the trust has recorded the lowest mortality rates in the country and been the top performing acute trust in London on the Quality Index – and within the top 20 nationally. Over half of the trust's board of directors are clinicians and over 85 per cent of staff would recommend the trust. The trust has a strong focus on communicating effectively with staff, increasingly using film and other media to get the message across in a compelling way, and building pride.

Judges' comments Excellent example of outstanding clinical leadership delivering outstanding patient care.



'Outstanding care': the winning team from UCLH

FINALISTS

HIGHLY COMMENDED AVON AND WILTSHIRE MENTAL HEALTH PARTNERSHIP TRUST

In just over a year the board has led the transformation of the trust from a "centralist, top down, target-driven, bureaucratic and controlling" culture to one described as "open, honest, transparent, and supportive and focused on the delivery of high quality care."

Judges' comments A great example of very rapid improvement led by the board.

EREWASH CLINICAL COMMISSIONING GROUP

As a newly formed CCG, the organisation paid significant attention to the functioning and working of the governing body. This has included giving lay members the opportunity to significantly contribute. One chairs the CCG's patient participation network.

Judges' comments Huge enthusiasm, very strong patient focus.

NORTHUMBRIA HEALTHCARE FOUNDATION TRUST

The trust board aims to demonstrate a "stable and active leadership for quality" by consistently articulating the organisation's vision and values, structured ward assurance walk rounds by board members and visible board leadership for quality and patient safety.

Judges' comments Great example of clinicians leading and driving improvement

SOUTHERN DERBYSHIRE CLINICAL COMMISSIONING GROUP

The governing body is aiming to lead the way in creating a high performance culture of care and compassion. Successes include a £32m productivity improvement from services, a new older people's centre, a falls prevention service and improvements in the quality of care for people with diabetes.

Judges' comments Thinking deeply about what needs to be done.

THE CLATTERBRIDGE CANCER CENTRE FOUNDATION TRUST

The board has set out to create a clear vision for the organisation. It has strengthened the strategic management of the trust and driven forward improvements in cancer treatment and care by appointing new clinicians and developing strong working relationships with key external stakeholders.

Judges' comments Managed to combine rapid and significant growth with improved patient care and staff satisfaction.

WEST CHESHIRE CCG

The CCG has a "double helix" ethos: managers and clinicians cooperate in an equal partnership. The CCG is a leader of Altogether Better Cheshire, one of four national "whole place" community budget pilot areas that will test new, radical and local approaches to delivering public services.

Judges' comments Bringing together to do things differently.

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CHIEF EXECUTIVE OF THE YEAR

WINNER

LYNDA HAMLYN, NHS BLOOD AND TRANSPLANT

In her five years as chief executive of NHSBT, Lynda Hamlyn has developed a leadership team that has made significant progress to achieving the organisation's ambition to be the best of its type in the world. Her drive and ambition is also ensuring it fulfils its purpose to save and improve the lives of thousands of patients each year. This has included maintaining a constant supply of blood, despite challenging winter weather, and successfully building stock in advance of key challenges such as London 2012.

Judges' comments A strong performance and engagement through very difficult logistics.



'Strong engagement':
NHSBT's Lynda Hamlyn

FINALISTS

ANDREW MORRIS, FRIMLEY PARK HOSPITAL FOUNDATION TRUST

Andrew Morris is described as informal yet professional, a style which permeates the organisation. Despite the trust's growing size he remains a visible presence and knows most staff by their first names. In NHS staff surveys, Frimley Park consistently scores highest for staff engagement, motivation, pride, job satisfaction and leadership communication.

Judges' comments A strong, consistent chief executive, with longevity.

PETER HOMA, NOTTINGHAM UNIVERSITY HOSPITALS TRUST

Peter Homa consistently demonstrates his leadership skills on a national, regional and local level. He is a leading figure when it comes to the innovation agenda and strongly believes that the collective efforts of NHS organisations are more powerful than trusts operating in isolation.

Judges' comments He has been a fantastic, high achieving chief executive for many years.

DAVID DALTON, SALFORD ROYAL FOUNDATION TRUST

David Dalton is committed to his role and has changed an underperforming organisation into a high performing acute and community trust. His clear sense of purpose and

enthusiasm has engaged all grades and disciplines of staff.

Judges' comments He has an approach that learns more from failures by honestly examining them.

PAULA VASCO-KNIGHT, SOUTH DEVON HEALTHCARE FOUNDATION TRUST

Described as having "exceptional charm and charisma", Paula Vasco-Knight is passionately committed to integration and believes that Torbay and South Devon is blazing a trail for patients, service users and clients alike. She has embedded local collaboration with partner organisations and the emerging CCG leadership through a "clinical cabinet" structure.

Judges' comments Very passionate with some good concepts.

JO CUBBON, TAUNTON AND SOMERSET FOUNDATION TRUST

The hallmark of her leadership is described as her determination to build staff's capacity and capability to improve healthcare for the people they serve. Her prime focuses are patient safety, patient experience, and developing staff at the organisation.

Judges' comments A strong consistent performance, her wider work is self starting, pragmatic and in the past 12 months has been extremely useful to the south west area.

LIZ MEAR, THE WALTON CENTRE FOUNDATION TRUST

When Liz Mear joined The Walton Centre as chief executive in May 2011, there was an

urgent need for change. In less than a year she has made a huge impact on the organisation and its staff, energising and enthusing colleagues to support an ambitious programme of expansion.

Judges' comments Strong engagement.

ANTHONY MARSH, WEST MIDLANDS AMBULANCE SERVICE FOUNDATION TRUST

Anthony Marsh is described as an inspirational, charismatic leader who understands the community he serves. He strives to improve the performance of individuals, teams and organisations enabling more lives to be saved every day.

Judges' comments Passionate about the service he represents and very connected and respected.

ANDREW FOSTER, WRIGHTINGTON, WIGAN AND LEIGH FOUNDATION TRUST

Andrew Foster has led from the front to develop a quality strategy to ensure the trust he leads is a safe, effective and caring organisation.

Judges' comments Good engagement.

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Celebrating **clinical leadership**

Tonight we recognise the outstanding contribution made by doctors, nurses, other healthcare professionals and their teams across the UK.

Leadership takes place at many different levels, often going unnoticed, and yet has an enormous impact. Strong clinical leadership makes a difference to teams, the organisation, and most importantly to patients. So often, individuals and teams have to overcome challenging dynamics as they strive to deliver high quality care which makes their achievements even more remarkable.

Although the roles of the BMA and GMC are very different, we share the common goal of supporting the UK's doctors to maintain and improve the quality of care their patients receive. This is an opportunity to showcase how clinicians are taking the lead to deliver the best for their patients, often against a backdrop of intense pressure and a changing and complex environment, and we thank them for all they do.

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CLINICAL LEADER OF THE YEAR

WINNER



'Holistic patient view':
Simon Kay

SIMON KAY, THE LEEDS TEACHING HOSPITALS TRUST

Aside from Professor Kay's clinical prowess, he has also consistently demonstrated strong leadership skills. He continues to lead a team of surgeons dealing with both adult and brachial plexus injuries, he was a very successful editor of the *British Journal of Plastic Surgery* and has been president of the British Association of Plastics, Reconstructive and Aesthetic Surgery. He was the instigator of the diploma in hand surgery – a national award in the UK – and was also the driving force behind the development of the instructional course in hand surgery. This is now an internationally renowned course to continue medical education amongst hand surgeons.

Judges' comments He has demonstrated sustained clinical leadership over many years based on strong team building, a holistic patient view and succession planning.

FINALISTS

DR SREEMAN ANDOLE, BARKING, HAVERING AND REDBRIDGE UNIVERSITY HOSPITALS TRUST

As trust clinical research and educational lead in stroke medicine, Dr Andole is described as exemplifying all that leadership means – professionalism, caring, dedication, lifelong learning and clinical research.

Judges' comments Dr Andole transformed stroke care in challenging circumstances.

DR SAMANTHA BARRELL, SOUTH DEVON AND TORBAY CLINICAL COMMISSIONING GROUP

Dr Barrell is regarded as an inspiration to young, female clinical leaders of the future. She is driven by her desire to do things simply but differently, through recognition of the talents of her whole team and by enabling leadership to take place at all levels of the organisation.

Judges' comments A passionate and effective advocate for forging strong relationships and delivering joined up working.

CAROLE CLIVE, WORCESTERSHIRE HEALTH AND CARE TRUST

Carole Clive is a clinical leader who is known by thousands of staff in Worcestershire. Helped by a small team of infection control nurses and a team secretary, her influence has been felt across the area.

Judges' comments A clinical leader whose innovative approach to the prevention of infection extends beyond the institution and out into the wider community.

DR MARK COLEMAN, PLYMOUTH HOSPITALS TRUST

National clinical lead of the Laparoscopic Colorectal Training Programme (Lapco), Dr Coleman has been a national figurehead and role model for the Lapco programme.

Judges' comments Has successfully led and implemented national training in laparoscopic colonic surgery.

DR ANDREW CURRAN, LANCASHIRE TEACHING HOSPITALS FOUNDATION TRUST

Dr Curran has been the driving force in developing effective major trauma services in the region. He has embedded core values – putting patients first, collaborating across organisational boundaries, and engaging all staff involved in delivering care.

Judges' comments A clear clinical passion for the early involvement of consultants in patient care.

DR CLARE GERADA, ROYAL COLLEGE OF GENERAL PRACTITIONERS

Dr Gerada has managed to combine what many find difficult – maintaining the values and ethics of the profession while often being a lone voice among the noises of the medical and policy establishment.

Judges' comments She has an unrelenting energy to make things right for patients and for those who care for them.

VANESSA MCDONAGH, UNIVERSITY HOSPITALS COVENTRY AND WARWICKSHIRE TRUST

Nurse specialist Ms McDonagh has led major advances in preventing pressure ulcers, and drew on these to launch an innovative internal communications campaign.

Judges' comments A leader who has changed the mindset of organisations.

DR MITEN RUPARELIA, CORBY CLINICAL COMMISSIONING GROUP

Dr Ruparelia provided workable solutions that inspired all local practices to review all referrals in a weekly multidisciplinary team meeting. The success in embedding a common set of standards resulted in a 25 per cent reduction in referrals.

Judges' comments Has dynamically broken down organisational boundaries.

DR ALEXANDRA WU, ROYAL FREE LONDON FOUNDATION TRUST

Dr Wu's team has ensured older people get swift treatment and, wherever possible, are supported in their own homes.

Judges' comments An inspirational leader who has developed networks and relationships that preserve clinical autonomy.

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

We want to continue to highlight the vital role that clinical research plays in developing better patient care and recognise those Trusts and practices that, through an organisation-wide approach, have enhanced clinical research as part of their core business.

Building on the success of our “Progressive Research Culture” award last year, we want to celebrate those Trusts and practices that have gone above and beyond, introducing new initiatives to maximise the impact of research activity undertaken in their organisation.

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

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CLINICAL RESEARCH IMPACT

WINNER

SUSSEX PARTNERSHIP FOUNDATION TRUST

Empowering patients to make decisions about research participation

The trust has developed a research network and an associated communications strategy to enable patients to have individual conversations about research studies with members of the trust's research and development department. The network is open to everyone – staff, carers, colleagues and members of the public. The trust sees its research communications strategy as vital to developing this conversation and its research culture. Both the research network and research magazine are being used to increase awareness and engagement in research at the trust.

Judges' comments Demonstrated pride and passion in enabling patients to take part in research with the aim that "every patient is a research patient".



'Demonstrated passion':
Sussex Partnership Trust

FINALISTS

HIGHLY COMMENDED BARTS HEALTH TRUST

A structure and strategy for research growth

Barts Health Trust was designed with research at its core. The trust has invested in dedicated clinical research development and patient engagement posts.

Judges' comments Excellent exemplar of embedding research at a strategic level.

ALDER HEY CHILDREN'S FOUNDATION TRUST

Engaging children, young people and their families in clinical research

Alder Hey has increased patient participation through a programme of leadership, restructure, multidisciplinary team involvement and service user engagement.

Judges' comments Innovative... engaging a hard to reach patient population in research.

BRISTOL CLINICAL COMMISSIONING GROUP

A requirement to promote research in 15 mental health service specifications

This initiative led to Bristol CCG requiring all potential providers to have processes to recruit patients into studies.

Judges' comments National leadership in an area for which every CCG has a remit.

COVENTRY AND WARWICKSHIRE PARTNERSHIP TRUST

Building a trust-wide research culture by embedding research in clinical services

The trust now has a reputation for delivering studies efficiently. In 2011-12 it was one of the highest recruiting mental health trusts.

Judges' comments A powerful commitment to delivery of research in every area.

LEICESTER DIABETES CENTRE

A novel model of research, innovation, and education

The centre has established a platform for clinical research – combining biomedical, psychological and societal disciplines.

Judges' comments An excellent example of integrated clinical service, research and education rooted in the local community

ROYAL BERKSHIRE FOUNDATION TRUST

Expanding research across the entire urgent care clinical pathway

The trust is extending patient involvement in intensive care unit research to a wider range of people, from the acutely unwell to patients first entering the health system.

Judges' comments Impressive clinician-led programme in a hard to reach setting.

SALFORD ROYAL FOUNDATION TRUST

The Salford Citizen Scientist Project

This unique public engagement project gave the local community a way to identify

local health research activities and to take part. The project promotes and informs on all research happening in the local area.

Judges' comments A very interesting project in community engagement.

UNIVERSITY HOSPITALS BIRMINGHAM FOUNDATION TRUST

Integrating clinical research into the trust's core business

The trust developed an in-house research initiative. Patient recruitment for the clinical research network portfolio has doubled, due to initiatives such as an R&D website.

Judges' comments A clear research delivery vision.

WRIGHTINGTON, WIGAN AND LEIGH FOUNDATION TRUST

Rheumatology research: the positive impact on local health and wealth

The trust has coordinated its research activity in rheumatology, carrying out trials that enhance treatment, leading to improved patient outcomes and savings.

Judges' comments A powerful example of research delivery in a smaller trust setting.

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The Voice of Nursing



With more than 400,000 members, the Royal College of Nursing is the voice of nursing in the United Kingdom

The RCN exists to represent nurses and nursing, to promote excellence in practice and to develop health policy solutions that will benefit patient care.

As a Royal College we:

- produce publications and guidance documents that enhance patient safety
- work with other royal colleges and partners to improve the patient pathway
- support nurses and nursing staff to develop their practice
- commission and disseminate research and evidence on safe staffing levels
- provide a thriving executive nurse network for senior nurse leaders.

As a trade union we:

- lobby for safe staffing levels and a safe working environment for patients and staff
- represent nursing staff in the workplace
- campaign to raise the profile of nurses and nursing
- deliver high quality training for our stewards, learning and safety representatives.

For more information about the RCN,
call **0345 772 6100** or visit **www.rcn.org.uk**



**Royal College
of Nursing**

WINNER

GREAT ORMOND STREET HOSPITAL FOR CHILDREN FOUNDATION TRUST

Families reporting critical incidents and near misses in a children's hospital

Adverse events occur in approximately 10 per cent of patients admitted to UK hospitals and Great Ormond Street's own research suggests that 10-12 per cent of children experience some form of harm. But current hospital systems under report such events and valuable learning opportunities are lost. By using an electronic "family reporting system", the trust is monitoring the number and severity of family reported patient safety concerns. Adverse event reporting has increased by 52 per cent through family participation. None of the family-reported events were registered by existing methods, which has led to new insight into patient safety.

Judges' comments Creative and inspiring approach to hearing from patients when things go wrong.



FINALISTS

GREAT ORMOND STREET HOSPITAL FOR CHILDREN FOUNDATION TRUST

Earlier identification and escalation of the deteriorating child

The project aims to keep children safe by combining a robust clinical measurement tool with the introduction of twice daily safety "huddles" at ward level, and a multidisciplinary approach to handover.

Judges' comments Tackling the complexity and challenge of observing patients from across the world.

GREAT ORMOND STREET HOSPITAL FOR CHILDREN FOUNDATION TRUST

Reducing prescribing errors using the principles of reliability

This trust-wide programme achieved 55 to 60 per cent sustained reductions in prescribing errors.

Judges' comments Fantastic initiative to reduce prescribing errors for children.

HEART OF ENGLAND FOUNDATION TRUST

Patient held urinary catheter passport

Urinary tract infections account for almost one in five healthcare associated infections. The trust decided to introduce a patient held "urinary catheter passport". By prompting early urinary catheter removal

the passport improves catheter management and enhances patient compliance.

Judges' comments A good initiative, ultimately reducing infections.

HEALTH EDUCATION ENGLAND

Reducing the length of time patients spend in the emergency department

This project developed a rapid assessment and treatment plus model, placing the emphasis not only on the initial assessment but also on safe discharge and referral.

Judges' comments Enthusiastic approach to shaping medical education.

NHS Lothian

Improving safety in airway management by standardising equipment and training

NHS Lothian decided that, every time a patient had an anaesthetic, staff should have the same tools to do the job, whether in the emergency department or in theatres, regardless of site.

Judges' comments A good example of improving safety.

ST GEORGE'S HEALTHCARE TRUST

Speaking Out for Patient Safety

A young man dying of thirst was a watershed moment for St George's. The Speaking Out campaign combines a number of approaches to ensure staff know that they will be supported to improve patient safety.

Judges' comments Moving approach to enabling people to speak out about safety.

UCLPARTNERS

How we halved cardiac arrests with a collaborative approach

Six London hospitals collaborated to reduce avoidable cardiac arrests, with an overall reduction of 36 per cent achieved.

Judges' comments Great example of collaborative working by sharing ideas.

UNIVERSITY COLLEGE LONDON HOSPITALS FOUNDATION TRUST

Multidisciplinary team checklist

The trust developed a ward safety checklist to tackle a list of common risks.

Judges' comments Fantastic clinically led initiative. A must for every trust.

WEST SUFFOLK FOUNDATION TRUST

The Red Flag Project

The project aimed to ensure fragile, at-risk patients with a fractured neck of femur were cared for in the most timely and all-encompassing way, while utilising the available resources most effectively.

Judges' comments An initiative to create proactive, focused care.

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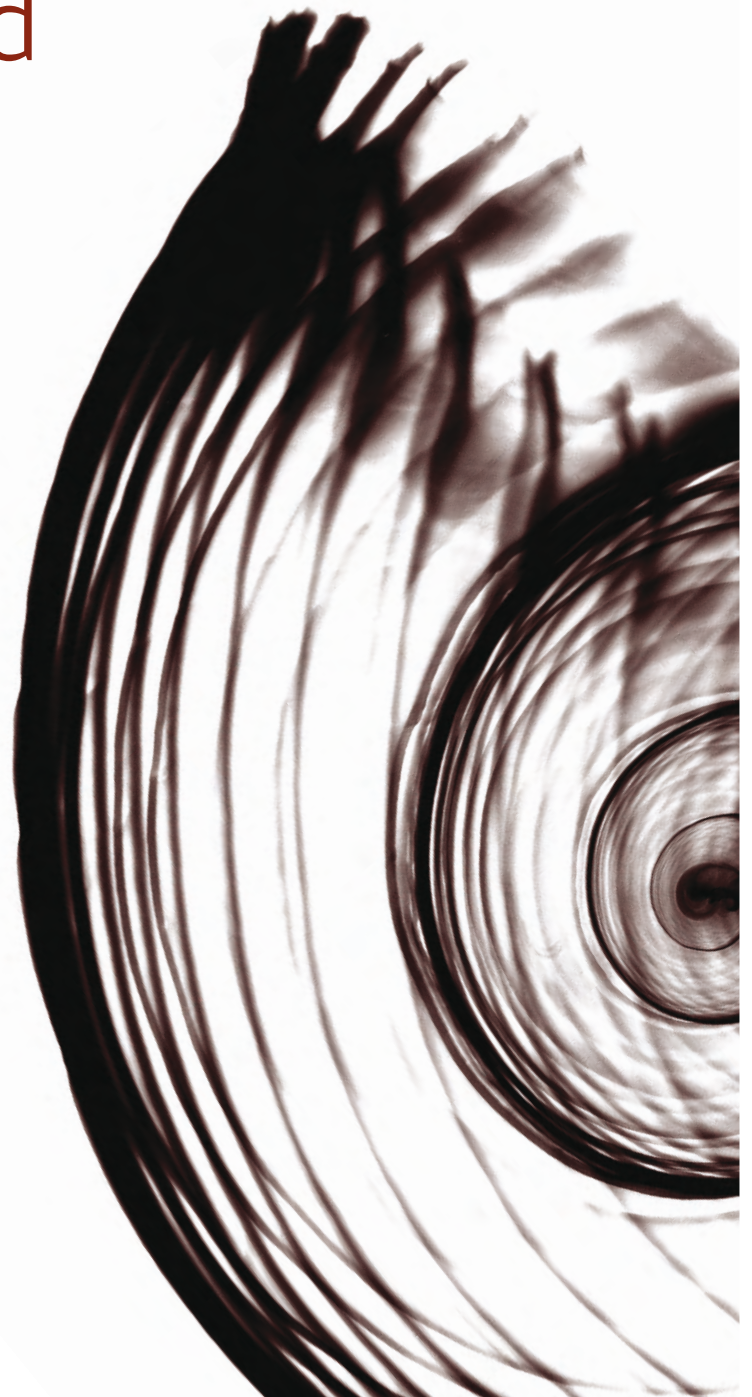
Royal College of Nursing

Capsticks is pleased to support the Creating Sustainable Providers Award

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

We would like to take this opportunity to congratulate the winner of the Creating Sustainable Providers Award, Nottingham CityCare Partnership, and indeed, all those who were shortlisted. Having worked within the health and social care sector for 30 years, we appreciate and applaud the huge effort and professionalism of those that work within it.

Find out more about how we work with you at www.capsticks.com



CREATING SUSTAINABLE NHS PROVIDERS

WINNER

NOTTINGHAM CITYCARE PARTNERSHIP

Right to request: the right decision for Nottingham City

A social enterprise that has used its new freedom to improve outcomes and efficiency. Services have been developed and delivered by those closest to their patients, working at the heart of their communities. As a social enterprise, CityCare is now free to navigate the boundaries of public, private and the third sector. It has invested in initiatives to reduce the number of children entering care and increased staff training and care home beds.

Judges' comments Demonstrated a strong case for making a difference in their community. A truly innovative approach to service delivery.



'Innovative': Nottingham Citycare Partnership

FINALISTS

EMPATH (A PARTNERSHIP BETWEEN NOTTINGHAM UNIVERSITY HOSPITALS TRUST AND UNIVERSITY HOSPITALS OF LEICESTER TRUST)

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

The "empath" project to design and implement a high quality, efficient and sustainable pathology service has produced quality benefits and savings of £10.5m on an annual budget of £69m.

Judges' comments Very promising.

GUY'S & ST THOMAS' FOUNDATION TRUST

Increasing theatre throughput and introducing flexible consultant job plans

Over the past two years Guy's orthopaedic centre has increased theatre throughput by more than 46 per cent by introducing flexible medical job plans, cross cover arrangements and Saturday working.

Judges' comments Achieved significant cultural change.

GUY'S & ST THOMAS' FOUNDATION TRUST WITH JANSSEN HEALTHCARE INNOVATION AND DEPUY SYNTHES

Care4today

The trust partnered with industry to

improve its patient pathway for hip and knee replacements. Patients now leave hospital from the day after surgery and continue their care at home. Patients have access to an interactive website where they can track their exercises.

Judges' comments A very patient-focused approach and holistic pathway.

SOUTHERN HEALTH FOUNDATION TRUST

Bringing people together to provide quality care

Southern Health was created during the amalgamation of two existing trusts in 2011, to provide an integrated mental and physical health service across Hampshire. The trust is bringing services together by establishing integrated service divisions in each geographical area to deliver quick referral routes and effective care pathways.

Judges' comments Good holistic vision of sustainable organisation for the future.

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ENHANCING CARE BY SHARING DATA AND INFORMATION



WINNER



Focus on handover: the team at Leicester hospitals

UNIVERSITY HOSPITALS OF LEICESTER TRUST WITH NERVECENTRE SOFTWARE

Mobile handover of care

The trust embarked upon a CQUIN safety programme which includes improved clinical handover and standards for ward round notation. These have been addressed using Nervecentre mobile technology. Using Nervecentre via mobile devices, information is entered throughout the day, giving clinicians access to live, accurate information on the status of patients. Nervecentre's goal is to improve staff productivity and communication and also build a comprehensive picture of the hospital's performance for management.

Judges' comments A real time system across all devices. Handover is a good, well defined issue [to focus on].

FINALISTS

ADVANCING QUALITY ALLIANCE (AQUA)

Using reliable information to reduce clinical variation and improve patient outcome

The project launched when there was no systematic way of defining quality care in the north west. Teams now meet regularly to share best practice. Research published in the *New England Journal of Medicine* concluded avoidable mortality rates fell 6 per cent in the north west in the first 18 months of the programme.

Judges' comments Created an infrastructure across the region.

BASILDON AND THURROCK UNIVERSITY HOSPITALS FOUNDATION TRUST

e-Board

The new "e-Board" not only gives patient status at a glance, but has nursing handover and care quality information. This makes it a complete ward management system that provides vital bed management data.

Judges' comments A great start to improving patient care.

CAMBRIDGE UNIVERSITY HOSPITALS FOUNDATION TRUST

The trauma patient management system (TPMS)

The trauma patient management system has led to a substantial fall in mortality

rates and improvement in national outcome data, to the extent that the East of England major trauma centre is now one of the best performing in the UK.

Judges' comments A very exciting project with great prospects.

NHS BLOOD AND TRANSPLANT

EOS (Electronic Offering System) Mobile

The project provides fast access to key information about organ donors to transplant teams via mobile and tablet devices. This enables them to assess the suitability of an organ and identify an appropriate recipient.

Judges' comments Good use of technology for a simple but effective idea.

NORTH OF ENGLAND COMMISSIONING SUPPORT UNIT

RAIDR – a business intelligence and decision support tool

RAIDR (Reporting Analysis and Intelligence Delivering Results) provides healthcare professionals in commissioning and primary care with a single portal for all their information needs, integrating previously isolated data sources.

Judges' comments A complex undertaking that has proved to be successful.

WEST MIDDLESEX UNIVERSITY HOSPITAL TRUST

Providing cardiology clinicians with information to improve performance

The trust formed a multidisciplinary team

to determine how to improve performance and patient outcomes in cardiology. The team developed a balanced scorecard that encompassed quality, workforce, activity, financial and patient safety information.

Judges' comments Good example of a project that shares existing data with frontline clinicians of which they would previously have been oblivious.



IMPROVED PARTNERSHIPS BETWEEN HEALTH AND LOCAL GOVERNMENT

WINNER

CARE PLUS GROUP

Intermediate tier system

The Care Plus Group developed an “intermediate tier” in response to the ever increasing demand on acute secondary care, and need to deliver integrated community services. The tier focuses on short term support to help people regain optimum levels of independence, health and wellbeing. It offers a range of functions supported by multidisciplinary teams and is the single point of access and triage for all adult social care and therapy as well as a local response to 111.

Judges’ comments Very, very impressive example of integrated services and model of intermediate care delivered by social enterprises in a seamless fashion.



Impressive integration: the Care Plus team

FINALISTS

HIGHLY COMMENDED WIRRAL COMMUNITY TRUST

Effective joint working enabling the children’s workforce to improve speech and language

Partnership between local government and the NHS has enabled resources to be targeted at early identification of speech and language difficulties by early years and primary school staff.

Judges’ comments Sustainable and inspired.

CALDERDALE AND HUDDERSFIELD FOUNDATION TRUST

Integrating the health and social care workforce

The trust has developed an integrated intermediate care service. The support and independence team incorporates all elements of intermediate care via a single point of access – and is unique in incorporating specialist rehabilitation and mental health.

Judges’ comments Beneficial results across the piece.

CITY OF BRADFORD METROPOLITAN DISTRICT COUNCIL

Warm homes and healthy people in Bradford

The project involved the Department of Health, local clinical care groups, voluntary care agencies and the district council working together to reduce deaths and morbidity

due to fuel poverty, cold housing and rough sleeping using a variety of approaches.

Judges’ comments Truly inspiring project and an example of a great partnership.

EAST MIDLANDS AMBULANCE SERVICE TRUST

Crisis response falls team

This initiative has brought together seven different organisations in Northamptonshire to create an entire process to support people who fall via a much quicker and more efficient method.

Judges’ comments Depended on imaginative and inspiring leadership.

LONDON BOROUGH OF TOWER HAMLETS

TB outreach service

A TB outreach service was set up to work with individuals from high risk groups who have TB, to ensure they are treated for the required duration and provide them with support to access other services.

Judges’ comments Totally vital outreach service for hard to reach TB patients.

SHEFFIELD CITY COUNCIL AND SHEFFIELD CLINICAL COMMISSIONING GROUP

A different kind of health and wellbeing board

Sheffield’s health and wellbeing board has an equal number of GPs and councillors. The CCG and council are now looking at joining some commissioning functions.

Judges’ comments Brilliant example of partnership working.

STOCKPORT FOUNDATION TRUST

Redesigning the delivery model for mortuary services

There is a shortage in the number of histopathologists willing to do post-mortems. In response, the trust teamed up with the council to recruit salaried specialist post-mortem histopathologists.

Judges’ comments Great partnership to solve a very difficult problem.

SURREY COUNTY COUNCIL

Introducing seven-day-a-week adult social care services in Surrey’s acute hospitals

The council’s adult social care teams based in five acute hospitals now offer seven-day services. Effective partnership with the hospitals was crucial to the project’s success.

Judges’ comments Very impressive integrated working.

WALSALL CLINICAL COMMISSIONING GROUP

Partnering for quality: raising standards of care in care homes and improving outcomes

Work undertaken jointly by Walsall CCG and the local council has enabled a whole care home sector to raise quality standards of care and measurably improve outcomes for patients.

Judges’ comments High standards, systematic leadership and partnership.

IMPROVING CARE WITH TECHNOLOGY



WINNER



Creative project:
'Dean Street at Home'

CHELSEA AND WESTMINSTER HOSPITAL FOUNDATION TRUST

Dean Street at Home: reaching gay men using social media to offer home HIV testing

The trust set up "Dean Street at Home", an innovative project to reduce undiagnosed HIV in men who have sex with men (MSM). The trust developed partnerships with gay businesses and community organisations to reach MSM using social media. This aimed to reach them in an environment where they may be engaging in risky behaviour. The men were directed to an HIV risk assessment website developed in partnership with communications agency 90TEN. Working with private sector partner Dr Thom, users were offered a home sampling kit for HIV.

Judges' comments Creative and intelligent; scalable and applicable to other disease groups.

FINALISTS

HIGHLY COMMENDED ST HELENS AND KNOWSLEY TEACHING HOSPITALS TRUST HEALTH INFORMATICS SERVICE

The Mersey Burns App: improving the assessment and treatment of major burns

The "Mersey Burns" app offers fast, reliable estimation of burn injuries and improved accuracy in calculating resuscitation requirements. Clinicians can email management plans to the receiving burns unit.

Judges' comments Use of apps to support clinical decision making.

ANOTO

Improving care in the community using Anoto technology

The PaperIQ system supports the Aneurin Bevan Health Board in Wales Clinical Futures programme. Previously, carers used paper forms and diaries to manage and record appointments, now 200 community-based staff use smartphones to manage interactions with patients.

Judges' comments Significant partnership of the board with the private sector.

BASILDON AND THURROCK UNIVERSITY HOSPITALS FOUNDATION TRUST

e-Board

The trust has developed the e-Board, an

electronic patient status at a glance that also incorporates nursing handover and care quality information.

Judges' comments Great initiative and drive to achieve clinical engagement.

BIRMINGHAM WOMEN'S FOUNDATION TRUST

Using next generation sequencing technology to improve genetic diagnosis of familial breast cancer

Familial breast cancer accounts for 5-10 per cent of all breast cancer cases. This initiative has utilised the power of next generation sequencing technology to implement a high-throughput, low-cost screening strategy for the improved detection of inherited defects in these genes.

Judges' comments Potentially game changing technology with high impact.

CORNWALL PARTNERSHIP FOUNDATION TRUST

The use of movement infra-red sensors for nocturnal seizure monitoring in vulnerable patients

The trust has used evidence based dementia care tool Just Checking to screen for movements suggestive of nocturnal seizures in a vulnerable high risk population who cannot provide reliable histories.

Judges' comments A potentially important application of existing technology.

DERBYSHIRE HEALTHCARE FOUNDATION TRUST

Many risk assessments, one system, fingertip fast response

In 2012, the trust introduced a new electronic system for recording and managing all team, service and organisational risk assessments. Teams must complete a minimum number of risk assessments, with that number depending upon their location.

Judges' comments An enthusiastic approach reaching across the enterprise.

NHS BLOOD AND TRANSPLANT

EOS (Electronic Offering System) Mobile

The EOS Mobile project has provided fast access to key information about organ donors to transplant teams via a range of mobile and tablet devices which enables them to assess the suitability of an organ and identify an appropriate recipient.

Judges' comments Well managed project that is a strong foundation for further development.

NORFOLK AND SUFFOLK FOUNDATION TRUST

SystemTDM

Provided by the trust, SystemTDM is a fully configurable and individualised toxicity monitoring system for people taking lithium. It links all stakeholders with access to a secure record of patients prescribed lithium, monitoring them appropriately for toxicity and related health issues.

Judges' comments Worthy and critical in terms of patient safety.

COMPASSIONATE PATIENT CARE

WINNER

DERBY HOSPITALS FOUNDATION TRUST

The intergenerational care concept

The trust enhanced care for elderly patients with dementia through innovative programmes based on intergenerational partnerships between young volunteers and elderly patients. The intergenerational care concept aims to treat patients as people and ensure their hospital experience is exemplary, from the environment in which they are cared for, through to the individual care they receive. Over 100 volunteers provide support to patients across 20 wards from oncology and orthopaedics to stroke and care of the elderly. This is coupled with the creation of the UK's first acute-ward-based reminiscence rooms and memory cafes, transforming hospital environments into a home-from-home with a 1950s-style living room to help patients feel secure.

Judges' comments The intergenerational partnership is outstanding. A real values-driven approach demonstrated through a range of exciting innovations.



'Values-driven':
Derby Hospitals

FINALISTS

BLACKPOOL TEACHING HOSPITALS FOUNDATION TRUST

Compassionate care for children

The child health department involves children and young people in interviews of new staff including consultant paediatricians, and introduced a transition team to support babies with complex medical needs as they move from the neonatal unit to the children's wards.

Judges' comments Great example of compassionate care involving children.

BRADFORD TEACHING HOSPITALS FOUNDATION TRUST

Providing dignified care

The trust has used a range of innovative approaches to enhance compassionate care, with a particular focus on the needs of patients with dementia. Changes included developing a dementia pathway, enhancing the environment, and improving communication with staff and patients.

Judges' comments Demonstrated a well integrated approach ranging from the healing environment to staff education.

NORTH LINCOLNSHIRE CLINICAL COMMISSIONING GROUP

Compassionate commissioning: an experience-led approach

Eighteen months ago, North Lincolnshire CCG committed to experience-led commissioning and has co-designed a compassionate commissioning strategy with its community. It argues that, as well as being the right thing to do, compassionate commissioning is the most effective way to work.

Judges' comments Great initiative to improve patient led commissioning [that] really puts the patient at the heart of commissioning.

SPIRAL HEALTH CIC

Person-centred care

This social enterprise uses person-centred practices at its Bispham Hospital unit near Blackpool. This makes it possible to understand what matters to patients as real people rather than just as patients with medical conditions.

Judges' comments Strong personalised care and culture change.

THE PRINCESS ALEXANDRA HOSPITAL TRUST

Changing the approach to complaints

Patient complaints are now the first item on every public board meeting with patients offered up to an hour to present their case on how things could have been done differently. The result has been a dramatic drop from 75 complaints a month to 15.

Judges' comments This trust really demonstrated how to undertake rapid change to improve patient care whilst involving patients, carers and staff.

UNITED LINCOLNSHIRE HOSPITALS TRUST

Nurse-led care for patients with dementia

The trust developed a nurse-led service and introduced it into seven care homes. It showed that such services can help to ensure care home residents with dementia have an alternative to hospital admission and can increase the chances of residents' or their families' wishes being respected with regard to preferred place of death.

Judges' comments This work demonstrates what can be achieved when clinicians are passionate about compassionate care.

WEST DUNBARTONSHIRE COMMUNITY HEALTH AND CARE PARTNERSHIP

Safer medicines management through listening to patients

Many visually impaired people currently need to rely on others to help them with their medication. The partnership has developed a resource pack to enable health and social care professionals to better assist patients with a visual impairment to manage their medicines effectively and safely.

Judges' comments A great innovation.

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Department
of Health

The Sustainable Development Unit is a national unit working on behalf of the health and care system in England.

Funded by **NHS England** and **Public Health England** our role is to support the health and care system in England fulfil its potential as a leading sustainable and low carbon service by developing systems, organisations, people, policy, tools and research.

On 29 January 2014 the unit will publish a new sustainable development strategy on behalf of the health, public health and social care system.

It follows an extensive consultation earlier in 2013 and is the first strategy that addresses sustainability across the health system, integrating NHS, Public Health and Adult Social Care activities.

The strategy sets out a vision for improving the quality of care while significantly reducing our impact on the environment. It provides a platform where individuals and organisations can play an active part in reducing environmental impact, improving health and wellbeing, building social cohesion and preparing for changing times and climate

Our website contains a wealth of information and helpful tools to enable organisations meet legal obligations and embed sustainability across its activities.

www.sduhealth.org.uk



0113 825 3220



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IMPROVING ENVIRONMENTAL AND SOCIAL SUSTAINABILITY

WINNER

BARTS HEALTH TRUST

Creating environmental and social sustainability through collaborative partnerships and knowledge sharing across the NHS

The trust's sustainability programme has delivered four key projects which highlight its dedication to reducing its impact, engaging its communities and improving health. First, Operation TLC is a behavioural change programme to reduce carbon whilst positively impacting patient experience. Second, NHS Sustainability Day is a national and international collaborative day of action on climate change aimed at engagement, knowledge sharing, and recognition and reward. Third, Reducing Fuel Poverty aims to reduce excess winter deaths locally and improve health outcomes. And finally, Food and Nutrition Education delivers nutrition education to primary school children, tackling future obesity rates and malnutrition.

Judges' comments Real example of why public health in acute trusts can deliver real change.



FINALISTS

HIGHLY COMMENDED MID ESSEX HOSPITAL SERVICES TRUST

The Natural Health Service: managing our estate and natural woodlands to provide an enhanced environment to provide patient care.

This project focuses on the management of the trust's estate to provide an enhanced environment for staff, patients and the local community.

Judges' comments Demonstrated the benefits of eco initiatives for patient outcomes.

CAMBRIDGE UNIVERSITY HOSPITALS FOUNDATION TRUST

Think Green: going beyond compliance for a truly sustainable future

The trust's Think Green project drives forward the sustainability agenda on the ever-expanding Cambridge biomedical campus through staff engagement, infrastructure development and process changes.

Judges' comments Impressive savings.

NHS SOUTH OF ENGLAND STRATEGIC HEALTH AUTHORITY

Driving carbon reduction and cost savings through regional collaboration

In January 2012, the South Central regional enablement group of chief executives commissioned a programme of carbon and

energy reduction across the region's 14 NHS organisations. The work has identified annual utility savings of £7m.

Judges' comments Designed to improve the high level carbon use of large providers.

NOTTINGHAM UNIVERSITY HOSPITALS TRUST

Expanding our sustainable food procurement programme, improving waste segregation and combating a throw away culture.

The trust extended its successful sustainably sourced food procurement programme to cover all its campuses. It has built a central production kitchen, introduced a new waste management system, and introduced a system to extend the useful life of metal equipment such as trolleys and wheelchairs.

Judges' comments Excellent example of trust leadership which drives through a range of approaches that combine to reduce environmental impact and improve health.

SOUTH ESSEX PARTNERSHIP UNIVERSITY FOUNDATION TRUST

Greening office supplies

The trust launched a review of its procurement practices as part of its pledge to meet its sustainable development management plan and implementation framework. It aimed to reduce the organisation's environmental impact and improve its sustainable procurement of office supplies.

Judges' comments Strong example of how board level plans for sustainability drive change on the ground.

WEST MIDDLESEX UNIVERSITY HOSPITAL TRUST

Sustainability and energy projects

The project covered engineering solutions, operational practice change and working with supply chain partners to ensure waste, water and energy usage and costs were reduced. The trust is also aiming to reduce its carbon footprint, make financial savings and encourage staff to live a healthy sustainable lifestyle.

Judges' comments Strong example of public private partnerships delivering measurable improvements to energy costs and carbon.

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 **Sustainable Development Unit**

Inspiring Innovation

We work in partnership with the NHS and the wider public sector to deliver innovative care pathways. Our services are tailored to meet the needs of commissioners and service users across the UK.

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PRIMARY CARE AND COMMUNITY SERVICE REDESIGN WINNER

CARE PLUS GROUP

It's a wonderful life: why every service should have volunteers

The HOPE specialist falls and respiratory service offers individually tailored and holistic assessment, treatment and education. It has been designed, developed and is delivered in a collaboration between a specialist multidisciplinary team and 80 volunteers, consisting of expert patients and carers aged 8 to 88, from all walks of life, who bring a multitude of skills. This collaboration has enhanced and brought to life a dynamic service that demonstrates outstanding clinical outcomes for patients, but has also touched the lives of the health professionals and volunteers integral to its delivery.

Judges' comments A standout example of empowerment, delivering high quality, social personalised care.



Tapping volunteer power:
Care Plus Group

FINALISTS

HIGHLY COMMENDED COUNTY DURHAM AND DARLINGTON FOUNDATION TRUST, DURHAM COUNTY COUNCIL AND NORTHUMBRIAN WATER

A partnership approach to community health

Healthworks is a healthy living resource centre in Easington Colliery which provides easy access to more than 80 health and community services, information and activities for all ages. The centre acts as a community focal point.

Judges' comments Inspirational and transformational, Healthworks is its community.

BIRMINGHAM COMMUNITY HEALTHCARE TRUST

Rapid access to 24-hour community-based services

The new citywide rapid access model aims to ensure that referrers and patients have timely access to a range of community services as a real alternative to a hospital admission.

Judges' comments Great example of continuous improvement.

EREWASH CLINICAL COMMISSIONING GROUP

Integrated care framework

The programme aimed to provide better care closer to home and continuity of care. A

single point of access helped provide seamless urgent and short term care with community delivery teams offering proactive longer term care and case management.

Judges' comments Promising foundations to effective service redesign.

LIVERPOOL HEART AND CHEST HOSPITAL FOUNDATION TRUST AND KNOWSLEY CCG

Knowsley Community COPD service

The service empowers people to take responsibility for their health, by offering education about chronic obstructive pulmonary disease and helping self management.

Judges' comments First class service.

MACMILLAN CANCER SUPPORT

Practice nurses, an untapped resource to support people after primary cancer treatment

Macmillan recruited ten practice nurses to workshops to discover what they need to learn to take on a greater role in caring for people after primary cancer treatment.

Judges' comments Inspiring and innovative.

NORTHUMBERLAND CCG, NORTHUMBRIA HEALTHCARE FOUNDATION TRUST AND NORTHUMBERLAND COUNTY COUNCIL

Northumberland frail elderly pathway

The organisations have developed an integrated pathway of care for older people with complex needs, including a standardised assessment and regular reviews.

Judges' comments A good example of medically focused collaborative working.

OXFORD HEALTH FOUNDATION TRUST

Breathe Well COPD Pathway

A new pathway includes psychological interventions, which have been incorporated across the respiratory pathway.

Judges' comments At a very exciting stage in terms of possibility and scale.

ROYAL FREE LONDON FOUNDATION TRUST

Elderly patients with complex health and social care needs: a whole system approach

The trust has created a post acute care enablement team and triage rapid elderly assessment to reduce the length of stay and avoid admissions for elderly patients.

Judges' comments Impressive clinically led collaborative improvement.

WANDSWORTH CCG

Wandsworth Community Wards

The project integrates a team including consultants, GPs, community nurses and social workers to ensure vulnerable patients can be managed at home.

Judges' comments Impressive integrating.

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INNOVATION IN MENTAL HEALTH

WINNER

TEES, ESK AND WEAR VALLEYS FOUNDATION TRUST

Revolutionising catering across learning disability assessment and treatment inpatient services, giving people with learning disabilities opportunities to influence and participate

The aim of this initiative was to overhaul the way catering was delivered to people using learning disabilities services. Staff worked closely with patients and dieticians to plan nutritious menus, then worked with patients to cook the meals. The self-catering model promotes a sense of independence for patients and gives them confidence to cook for themselves when they leave the unit. Patients also have the chance to get a qualification in food hygiene. This work has now been replicated in all learning disability units across the trust.

Judges' comments A fantastic example of how staff and service users can change the culture of care provided.



Catering revolution: Tees, Esk and Wear Valleys

FINALISTS

5 BOROUGH PARTNERSHIP FOUNDATION TRUST

Child and adolescent mental health services "Who Am I?" website

The trust set up workshops with young service users to develop a website to reduce isolation and promote social interaction on issues around mental health. It engaged the users to develop an informative, supportive and age-appropriate website with strong interaction.

Judges' comments Excellent example of [young] service [user] involvement.

BARNET, ENFIELD AND HARINGEY MENTAL HEALTH TRUST

Tom's Club

The Tom's Club project offers activities for people with dementia and carers, including ones they can attend together.

Judges' comments Aims to meet the needs of carers and the person with dementia separately and together.

BIG WHITE WALL

Online therapy as part of a digital pathway

Big White Wall's LiveTherapy service provides talking therapies through a digital platform. CBT, counselling and interpersonal therapy are available.

Judges' comments Excellent use of technology to improve patient experience.

CENTRAL AND NORTH WEST LONDON FOUNDATION TRUST

The CNWL Recovery College

The "college" is a mental health recovery study and training facility providing courses, workshops and resources for users, their supporters and staff. The emphasis is on promoting self management.

Judges' comments Good evidence of service user involvement.

EAST LONDON FOUNDATION TRUST

Utilising the power of hope to improve patient experience

Mental health inpatients often struggle to feel hopeful about regaining a meaningful life. The project has driven activities that embrace the concept of hope.

Judges' comments An innovative project.

LINCOLNSHIRE PARTNERSHIP FOUNDATION TRUST, LINCOLNSHIRE COUNTY COUNCIL AND SHINE MENTAL HEALTH SUPPORT NETWORK

Community mental health support networks

Two networks have been set up for people with mental health problems. One is a managed care network of 49 groups and organisations. The other, SHINE, is an independent, informal network to connect people.

Judges' comments A good example of integrated care across a large demographic.

MANCHESTER MENTAL HEALTH AND SOCIAL CARE TRUST

Involvement to innovate: improving compassion and dignity through digital story telling

The trust created a digital collection of patient stories with resulting cost savings and improvements in care.

Judges' comments Powerful example of how real life stories can have a positive impact.

MIDLAND HEART

Using horticultural therapy and outdoor activity to maximise mental health support and wellbeing for the hardest to reach people

The initiative engages hard to reach individuals through meaningful daytime activities and helps them gain transferable skills and start a CV.

Judges' comments Engaged with people who have been difficult to engage.

SOUTH STAFFORDSHIRE AND SHROPSHIRE HEALTHCARE FOUNDATION TRUST

Mental health awareness app for the armed forces

The trust developed this app, which is a free mental health awareness guide.

Judges' comments Fantastic use of technology to promote mental health.

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MANAGING LONG TERM CONDITIONS

WINNER

KERNOW CLINICAL COMMISSIONING GROUP

The pathfinder: voluntary sector-led integrated care lifting people with long term conditions out of dependency and building social capital

Age UK volunteers, trained in motivational interviewing and long term conditions awareness, work as part of an integrated team based around a general practice population – alongside community nursing, mental health, social care and GPs. The team identifies people who are, or who are likely to become, high users of health and social care, in order to support them to have a better quality of life and reduce dependency on statutory services. The CCG aims to offer support including motivational coaching, targeted exercise, volunteer “buddies”, condition-specific education, peer support, memory cafes and social activities.

Judges’ comments Inspirational and moving. We want to grow old in Cornwall.



‘Inspirational’: Kernow CCG focuses on the elderly

FINALISTS

CENTRAL LONDON COMMUNITY HEALTHCARE TRUST

“One stop shop” service providing seamless care for people with Parkinson’s disease

This project offers integrated care for Parkinson’s and related disorders. A “one stop shop” model ensures continuity across secondary, primary, community and social care to prevent crisis admissions.

Judges’ comments Excellent results.

DERBY HOSPITALS FOUNDATION TRUST

Pump partnership between health professionals, children and their families reduces hospital visits and improves diabetes self care

The trust introduced a remote pump clinic for children. This supports children using insulin pumps for self care and helps them avoid continual visits to hospital.

Judges’ comments Good remote interaction.

DUDLEY CLINICAL COMMISSIONING GROUP

Community neurology and disability team

A new model of care improves coordination of community neurological services and moves care closer to home. This has had 98 per cent patient satisfaction and saved over £25,000 in the first year.

Judges’ comments Valuable and replicable.

EAST MIDLANDS AMBULANCE SERVICE TRUST

Crisis response falls team

This brought together seven different organisations in Northamptonshire to create a new way to support people who fall.

Judges’ comments Very good crisis response service prevented many admissions.

GREAT ORMOND STREET HOSPITAL FOR CHILDREN FOUNDATION TRUST

Pilot outreach physiotherapy and dietetic quality improvement initiative reduces IV antibiotic requirements in children with moderate-severe cystic fibrosis

The “frequent flyer programme” at the cystic fibrosis unit between September 2010 and April 2012 aimed to reduce the need for children with cystic fibrosis to be admitted to hospital for intravenous antibiotics.

Judges’ comments Of enormous value to a group of sick children and their families and friends.

LIVERPOOL COMMUNITY HEALTH TRUST

COPD medicines optimisation reduces exacerbations and admissions

Following an initial pilot, the medicines management team developed an optimisation process that responded to patients’ views, needs and other initiatives with the aim of helping patients to self manage their conditions better.

Judges’ comments Great example of medicines optimisation producing great results.

OUTER NORTH WEST LONDON INTEGRATED CARE PROGRAMME

Community orientated person care

The project’s goal is for providers to coordinate around the person and joins up four local authorities, three acute, two mental health and two community trusts.

Judges’ comments Enthusiasm palpable.

PENNINE CARE FOUNDATION TRUST

Long term physical health conditions and co-morbid mental health problems – a collaborative and integrated approach using CBT

A pathway to improve mental health outcomes includes referral pathways and identification of appropriate patients.

Judges’ comments Should be happening everywhere.

PORTSMOUTH HOSPITALS TRUST

“Hearing voices: do it in STYLE”

The trust revamped its service for young people with type 1 diabetes. It has focused on transitioning them into adult services.

Judges’ comments Impressive clinical improvements in a difficult age group.

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PRIMARY CARE INNOVATION

WINNER

LEEDS COMMUNITY HEALTHCARE TRUST

“Right patient, right product, right time, right outcome”: clinically and cost effective nutritional treatment of malnutrition

Food should be first line treatment for anyone identified at risk of malnutrition. However, oral nutritional supplements are often inappropriately prescribed to treat malnutrition. The Leeds Eating and Drinking Team is a city wide service and part of the nutrition and dietetics service based within Leeds Community Healthcare Trust. The team consists of dietitians, dietetic assistants and a speech and language therapist who provide specialist support and advice for adults requiring nutritional interventions. Crucially, dietitians see all patients at risk of malnutrition.

Judges’ comments Simple and effective intervention to an under-recognised growing problem.



Effective intervention: the Leeds community team

FINALISTS

CARE PLUS GROUP

It’s a wonderful life: why every service should have volunteers

The HOPE Specialist Falls and Respiratory Service offers tailored and holistic assessment, treatment, and education. It has been developed and is delivered in collaboration with 80 volunteers.

Judges’ comments Truly innovative insight.

CORNWALL PARTNERSHIP FOUNDATION TRUST

Primary care dementia practitioners provide skilled support for people with dementia

The trust has placed dementia practitioners in GP practices where they work to raise awareness and provide consistent care from diagnosis to end of life.

Judges’ comments Excellent project embedding a multidisciplinary team of professionals into general practice.

DERBYSHIRE COMMUNITY HEALTH SERVICES TRUST

Rectory Road project

The trust developed a community workforce planning tool for a community nursing team in Chesterfield. It enables the team to reduce mileage, maximise patient facing time, and monitor demand and capacity.

Judges’ comments High impact on efficiency and patient care.

EAST MIDLANDS AMBULANCE SERVICE TRUST

Crisis response falls team

This initiative brought together seven organisations to create a process to support people who fall more quickly and efficiently. **Judges’ comments** The link between the ambulance service and social services was genuinely innovative.

SALFORD HEALTH MATTERS

The Salford Children’s Community Partnership

The project embeds paediatric expertise into general practice. It is the only project of its kind in the UK and has cut spending on children’s admissions as well as improving the quality of and access to children’s illness management in primary care.

Judges’ comments Efficient and effective response to parents and families in a disadvantaged area [helping them] to take responsibility for their own care.

UNITED LINCOLNSHIRE HOSPITALS TRUST

Impact of training and advance care planning for care home residents with dementia on hospital admission and place of death

The trust secured funding from a local charity for a two year nurse led project to improve management of delirium and end of life care through training in care homes.

Judges’ comments Compelling and precise approach to building capacity.

WALSALL CLINICAL COMMISSIONING GROUP

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

Practice-based pharmacists work as an integral part of general practice teams to manage repeat prescriptions. This has achieved a significant number of clinical, safety and financial benefits.

Judges’ comments Well developed pharmacy practice.

MIRIAM PRIMARY CARE GROUP

Minor injury and illness service

The nurse led minor injury and illness service was set up to reduce the pressures of unplanned care. The group developed the service model from its own premises and a second practice location, treating 2,500 patients in its first year. Last year it saw over 17,000 patients.

Judges’ comments An imaginative and consistent approach.

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A photograph of a Black female nurse in a blue uniform and white apron, smiling and looking down at a patient. The background is a clinical setting with purple curtains and a white lamp.

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NHS Improving Quality is helping to build improvement capacity and capability in healthcare as well as supporting the delivery of the NHS Outcomes Framework by designing, commissioning and delivering improvement programmes, focusing on key priority areas.

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- ➔ **part of the new transformational Seven Day Services Improvement Programme to support the acceleration of learning to enable whole system change across England**
- ➔ **planning a programme of work to improve patient safety, which includes a national campaign to reduce the prevalence of avoidable pressure ulcers.**

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QUALITY AND PRODUCTIVITY

WINNER

THE NEWCASTLE UPON TYNE HOSPITALS FOUNDATION TRUST

Oncology homecare programme

The aim of the trust's project was to move oral targeted therapies out of consultant led clinics and into nurse led clinics with medication being delivered to the patient's home. The pathway has been streamlined for patients and consistency has also been improved by the establishment of the nurse led service. VAT savings can be made by dispensing drug in the community and those savings have been used to employ a senior clinical nurse specialist, with plans to expand the service.

Judges' comments Potential for huge productivity savings across the NHS.



Huge potential: the winning Newcastle team

FINALISTS

HIGHLY COMMENDED SOUTH WARWICKSHIRE FOUNDATION TRUST

Cutting the human and financial cost of frailty

The trust has transformed the way care is delivered to older people by following a four-step plan. Each element alone delivers a small improvement but together it has transformed care.

Judges' comments Excellent partnership working – not easy to achieve.

DERBY HOSPITALS FOUNDATION TRUST

Keep me safe

Half of all harm events are avoidable, so the trust formed a multidisciplinary safety team to take on a challenge to reduce harm by 50 per cent in a year. By becoming safety ambassadors, team members have generated enthusiasm and a real cultural change among frontline staff.

Judges' comments Very good focus on reducing variation and developing care bundles.

EAST CHESHIRE TRUST

Integrated respiratory service for central and east Cheshire

The service is a seven day in-reach and out-reach service for patients with chronic obstructive pulmonary disease and other lung conditions. It incorporates acute hos-

pital care, same day and early discharge, admission avoidance, nurse led clinics, oxygen assessment services, pulmonary rehabilitation and palliative care.

Judges' comments Good patient satisfaction.

GREATER MANCHESTER COMMISSIONING SUPPORT UNIT

Prescribing consistently, cost effectively and to the highest quality standards across Greater Manchester

The CSU has developed a joint formulary that highlights first choice drugs and alternatives – based on clinical efficacy, adverse effects, patient acceptability and cost effectiveness. The formulary has been adopted by all 25 NHS organisations in Greater Manchester.

Judges' comments Impressed with the work and the prescribing across the pathway.

HOUSING21

Dementia voice nurse

The nurse service provides support and symptom control for people with mid-stage to advanced dementia and aims to enable the person to die in their place of choice and minimise hospital admissions.

Judges' comments Excellent to have people focused on dementia.

SALFORD HEALTH MATTERS

The Salford Children's Community Partnership

The project has introduced paediatric expertise into general practice. Two

advanced paediatric nurses manage acute children's illness in a GP surgery. There is an observation area, on-site medications and an option for home monitoring. The project fundamentally redesigns an urgent care pathway.

Judges' comments Interesting – has potential.

SHEFFIELD CLINICAL COMMISSIONING GROUP

Using technology frees up clinical experts' time, gets the best drugs for patients and saves millions

The CCG has introduced a medicines management team information system which logs interventions in real time and which means it can track progress and calculate savings and that clinical pharmacists don't have follow up paperwork to fill in.

Judges' comments Commendable.

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PROVIDER TRUST OF THE YEAR

WINNER

NORTHUMBRIA HEALTHCARE FOUNDATION TRUST

This top performing trust operates across one of the largest geographical and most rural areas in England, providing health services in North Tyneside and Northumberland and managing adult social care in Northumberland. The north east has some of the worst health outcomes in the country and yet Northumbria Healthcare continues to deliver high standards of care in an extremely difficult and challenging operating environment. Against this backdrop, it strives to ensure that every individual has an exceptional experience and it has one of the most extensive patient experience programmes of any trust in the country.

Judges' comments This integrated trust has taken patient experience and quality measurement to a new level.



Top provider: Northumbria
Healthcare Trust

FINALISTS

OXLEAS FOUNDATION TRUST

Eighty one per cent of the trust's staff would recommend its care to their friends and family – the highest score for any trust delivering community-based services in the country. Oxleas' culture achieves excellence by creating an expectation of high standards supported by a skilled workforce with a shared vision.

Judges' comments A powerful example of integrated care from vision to reality.

SALISBURY FOUNDATION TRUST

Salisbury Foundation Trust has an outstanding record of delivering performance targets, maintaining financial balance, improving patient safety, acting on patient views and delivering care with compassion. The trust balances delivery of its district general hospital services with provision of high quality regional and supraregional specialist services.

Judges' comments Providing outstanding patient experience by doing ordinary things extraordinarily well.

THE CHRISTIE FOUNDATION TRUST

The Christie bedrock is excellent patient care – recognised in the latest Care Quality Commission annual inpatient survey, where it achieved one of the top scores nationally. Learning from patients is embedded throughout the organisation.

Judges' comments A shining example of the bridge between science and the patient to deliver world class pathway-based cancer care.

UNIVERSITY COLLEGE LONDON HOSPITALS FOUNDATION TRUST

UCLH is a large group of hospitals run by clinicians and, during a period of considerable change and challenge for the NHS, has consistently delivered excellent outcomes for patients, innovative service change and world-class research.

Judges' comments Exemplar of a clinically led NHS – a sign of the future of the NHS.

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SECONDARY CARE SERVICE REDESIGN

WINNER

SOUTHEND UNIVERSITY HOSPITAL FOUNDATION TRUST

Rapid-access transient ischaemic attack clinic

Delay in receiving prompt specialist treatment after a mini stroke carries high risk of suffering a major stroke. Collaboration between Southend PCT, commissioners, GPs, hospital stroke specialists, radiologists and vascular surgeons resulted in a major overhaul of the trust's mini stroke clinic. This has included a public education programme via a social marketing project; implementation of online electronic referral; 24-hour access to the stroke team; introduction of a one-stop clinic including ECG, blood analysis and MRI brain imaging; ability to perform carotid ultrasound; new medication for rapid anticoagulation; and access to urgent surgical carotid intervention.

Judges' comments Outstanding example of high quality service redesign using innovative technology seven days a week.



FINALISTS

HIGHLY COMMENDED NORTHUMBRIA HEALTHCARE FOUNDATION TRUST

HIP QIP – a quality improvement programme for hip fracture care

The trust has transformed its hip fracture pathway. Rigorous design and planning of improvement has delivered significant changes in service quality.

Judges' comments Outstanding results delivered by excellent service redesign.

DERBY HOSPITALS FOUNDATION TRUST

Teachback changes behaviour, improves care and reduces readmissions

The Derby health community joined together to prevent avoidable readmissions by redesigning pathways and creating an enhanced discharge package including patient "teach back" and "hot handovers".

Judges' comments A well thought through patient centred approach.

HEALTH AND SOCIAL CARE INFORMATION CENTRE

Enabling secure information flow across care pathways

This programme enables over 60 health and social care organisations to participate in service redesign to enable the secure sharing of patient level information. It focuses

on the flow of data between hospitals and social care and between GPs and social care, improving Continuing Care assessments and developing integrated discharge data.

Judges' comments Excellent facilitative work across different care settings.

LIVERPOOL HEART AND CHEST HOSPITAL FOUNDATION TRUST AND KNOWSLEY CLINICAL COMMISSIONING GROUP

Knowsley Community COPD service

A one-stop clinic allows care from diagnosis until end of life, integrated with primary, secondary and tertiary care.

Judges' comments A great community delivered service that really has met the needs of patients and commissioners alike.

OXFORD HEALTH FOUNDATION TRUST AND OXFORD UNIVERSITY HOSPITALS TRUST

Heart2Heart

The trusts have developed an integrated physical and psychological pathway across primary and secondary care for cardiac patients. Psychological interventions are offered as part of physical care and integrated at the point of delivery.

Judges' comments Great example of straddling care across primary and secondary care.

SANDWELL AND WEST BIRMINGHAM HOSPITALS TRUST

Service redesign through clinical leadership, staff, patient and public involvement

Currently including two acute hospitals, the trust aims to create a new single hospital. It is running a major reconfiguration programme with public and staff engagement.

Judges' comments Significant improvements in a major service reconfiguration.

SURREY AND BORDERS PARTNERSHIP FOUNDATION TRUST

Mind the funding gap: rethinking community substance misuse services in Surrey

Cuts in the drug and alcohol service budget in 2011 prompted a re-design and an opportunity to embed best practice.

Judges' comments An impressive response to difficult circumstances.

UNIVERSITY HOSPITALS BRISTOL FOUNDATION TRUST

Transforming care at Bristol Adult CF Centre

The trust redesigned the Bristol Adult Cystic Fibrosis Centre and involved its multidisciplinary team in developing a patient-centric approach to enhancing the way it delivered care.

Judges' comments Great start towards a patient focused model.

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STAFF ENGAGEMENT

WINNER

WRIGHTINGTON, WIGAN AND LEIGH FOUNDATION TRUST

The “WWL Way”: using a partnership approach to achieve demonstrable improvements in culture, staff engagement and performance

The project utilises skills from a trio of partners, adding value and rigour to the staff engagement initiatives. “Staff Involvement Delivers” offers a range of longstanding partnership initiatives between managers and staff, encouraging honest and open dialogue. The “Listening into Action” framework provides a compelling approach to release organisational energy and ideas. And the trust’s “Unipart” partners provide the organisation with discipline and sustainability, maintaining engagement and improvement through visual performance management and enhanced team communication. These partnerships blend together to deliver systematic improvements in staff satisfaction and frontline performance.

Judges’ comments Clear connection being made between partnership and staff engagement, service delivery and quality of care.



Wigan way: the winning team



FINALISTS

BIRMINGHAM WOMEN’S FOUNDATION TRUST

Together We Can

The project empowers staff to use knowledge and experience to design better ways of doing things.

Judges’ comments An excellent approach to addressing challenges in the workplace.

BRIDGEWATER COMMUNITY HEALTHCARE TRUST

Using clinical expertise and staff knowledge to improve patient outcomes and reduce costs

Clinical network leads and frontline clinicians have led on a programme of transformational change across a wide geographical and diverse footprint. The aim is to improve patient outcomes and reduce costs, with a focus on improving quality and productivity across the organisation.

Judges’ comments Good example of ongoing clinical engagement.

IPSWICH AND EAST SUFFOLK CLINICAL COMMISSIONING GROUP AND WEST SUFFOLK CCG

Developing partnerships between employers and trade unions in CCGs in Suffolk

In preparation for the establishment of CCGs and transfer of NHS Suffolk staff to

these new employers, a workstream was initiated to embed partnership working and develop it to meet the needs of the parties within the CCGs.

Judges’ comments Very commendable approach to managing the transition.

NORTH EAST LONDON FOUNDATION TRUST

Demonstrating the positive impact of staff engagement

The trust developed a pilot project which set out to demonstrate the impact of staff engagement on service transformation in a challenging environment.

Judges’ comments Excellent example of how involving and engaging staff can lead to radical transformation.

NOTTINGHAM CITYCARE PARTNERSHIP

Staff working group and staff board member

Nottingham CityCare aims to be a staff led organisation. Staff say they feel supported and empowered through close engagement.

Judges’ comments Commitment to engaging staff in creating a new organisation.

OXLEAS FOUNDATION TRUST

Improving services through effective staff engagement

Oxleas staff have the highest levels of job satisfaction in the country according to the 2012 NHS staff survey.

Judges’ comments Evidence of significant progress.

THE CHRISTIE FOUNDATION TRUST

The Christie 2020 Vision

The ambitious 2020 vision was developed through consultation with key stakeholders including staff. The 2020 staff vision forum was established to ensure that all staff could contribute to developing the vision.

Judges’ comments Good example of staff and stakeholder engagement.

WALSALL HEALTHCARE TRUST

Putting staff at the heart of a revolution in patient experience

The project aimed to create a revolution in patient experience driven, developed and followed through by staff at all levels.

Judges’ comments A good approach to improving the quality of patient experience.

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"We had to go out to agencies to fill shifts. This was an expensive option, so we used the programme to grow the available bank workforce, which we believed would give us better quality workers and make significant cost savings."

Portsmouth Hospitals NHS Trust



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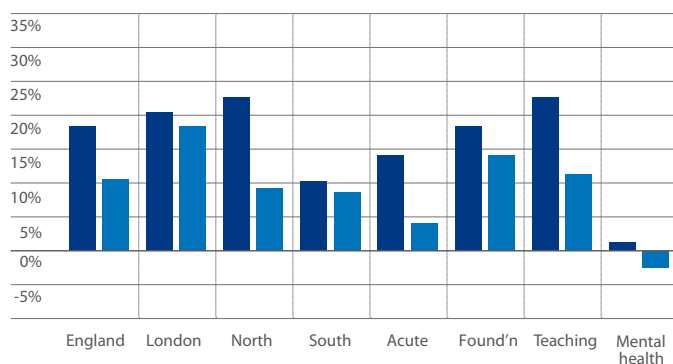
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■ Year on year ■ Quarter vs prior year quarter



Source: Extract from NHS Professionals National Trends Spring 2013

Coming soon...



WINNER

SANDWELL AND WEST BIRMINGHAM HOSPITALS TRUST

Learning Works

Following a radical review of how the trust's vacancies were filled, the "Learning Works" project was designed to sustain recruitment and succession planning for the long term future. The project is addressing hard-to-fill vacancies by attracting unqualified and unemployed local people into free to access trust development activities and basic education signposting. This ultimately leads to recruitment into precursor-traineeships, apprenticeships or substantive roles. The project fulfils local and national unemployment initiatives and supports local economic growth, whilst simultaneously addressing trust needs for emerging roles and unfilled vacancies.

Judges' comments Recognising the role of the hospital as a large employer in the community and the impact of employment levels on health, offering new ways into employment and progression through a multi-agency partnership.



Good employer: the team from Sandwell and West Birmingham Hospitals

FINALISTS

HIGHLY COMMENDED EAST KENT HOSPITALS UNIVERSITY FOUNDATION TRUST

Young blood: apprenticeships in biomedical science

The trust's approach to apprenticeships has allowed it to deliver national priorities, address workforce planning, and tap into the potential of young local people.

Judges' comments Innovative solution in the pivotal area of biomedical science. Opened up employment opportunities and resolved long standing staffing issues.

BARTS HEALTH TRUST

East London Apprenticeships

The project aims to fill 1 per cent of jobs through apprentices. It has achieved a step change in how apprentices are perceived and deployed.

Judges' comments Fantastic initiative that supports local people into NHS careers and contributes to the health of the community.

BIRMINGHAM AND SOLIHULL MENTAL HEALTH FOUNDATION TRUST

The Birmingham Youthscape youth board PPI recruitment programme

As part of setting up a new inpatient unit for 16 and 17 year old females with eating

disorders, the Youthscape Youth board – a service user led collaboration between the trust and The Prince's Trust – was commissioned to design and facilitate the recruitment strategy for all new staff.

Judges' comments Puts into practice the oft-repeated commitment to have user involvement from ward start-up.

EAST LONDON FOUNDATION TRUST

Band 6 apprentice programme

The Band 6 clinical practice lead role is often considered challenging. The programme aimed to address this and help develop people's knowledge and skills to become confident and competent leaders.

Judges' comments An excellent and well structured programme.

NORTH EAST LONDON FOUNDATION TRUST

Recruiting, retaining and rejuvenating health visiting in NELFT

A group was established to identify recruitment and retention issues in health visiting and undertake a problem solving analysis.

Judges' comments A sustained, imaginative and successful campaign.

NOTTINGHAMSHIRE HEALTHCARE TRUST

Development of a qualified nurse preceptorship programme

The trust's "Starting Out" programme allows newly registered nurses to be recruited to the local services nurse bank

and a clinical placement found for them to complete their preceptorship.

Judges' comments Helped meet the needs of nursing staff seeking employment... whilst providing staff in a value for money way.

PORTSMOUTH HOSPITALS TRUST

Care support worker development programme

The trust targets staff who have care experience but do not yet meet its recruitment criteria. Candidates do classroom training and a period of supervised work practice.

Judges' comments An excellent initiative to support the development of care workers.

UNITED LINCOLNSHIRE HOSPITALS TRUST

Mixed-skill workforce driving successful clinical trials in a district general hospital

The Lincolnshire Clinical Research Facility was set up in 2005 and supports consultants to run trials, reducing costs.

Judges' comments Joining together the directorate silos to smooth the road so that clinicians can focus on participants.

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