



FOR HEALTHCARE LEADERS

HSJ

Care **INTEGRATION** **50**

in association with





Where does nutrition fit into your commissioning strategy? Find out how integrated local solutions improve nutritional outcomes, patient safety and experience^{1,2}



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References: 1. NICE support for commissioners and others using the quality standard on nutrition support in adults (November 2012). www.nice.org.uk/nicemedia/live/13954/61502/61502.pdf.
2. NICE. Quality standard for nutrition support in adults (November 2012).

NUTRICIA
Advanced Medical Nutrition

Nick Golding, Acting editor, LGC



The LGC and HSJ Care Integration 50 reveals for the first time the identities of the people who are doing the most to overcome historical organisational barriers to create a new care system.

For too long health and social care have been divided into silos which has hindered the effective delivery of person-centred care. This division has also led to duplication of organisations and, as a result of this, inefficiency.

Any situation in which older people spend unnecessarily long in hospital due to the failure to draw up care packages or care decisions are dominated by the acute sector, which treats symptoms rather than promoting good health, cannot continue.

The health and social care system faces an intensifying challenge: the number of people with complex care needs is soaring but budgets are stagnant. The onus has to be on improving quality of services, and with it the safety of patients or service users, rather than protecting organisations' longstanding territory.

It was in light of this that LGC and HSJ sought to identify those who are at the cutting edge of change. In partnership with Nutricia, we asked our readers to work with us to identify the greatest pioneers. They could be in local government, NHS or Whitehall, or the third or private sectors. All were united by their innovative outlook and willingness to overturn the status quo.

Integration leaders' work can inspire others to greatness; indeed, it has to for the health and care system to overcome its greatest challenges. We hope that our list will encourage those experiencing difficulties to discover how their counterparts overcame the obstacles that they faced.

Inevitably our list will provoke debate and, it is quite possible, disagreement. We hope it does. One thing is certain: the integration of our care system is long overdue and the debate about how it can be made a reality must continue. However, the best work to integrate services needs to be celebrated.

I wish to thank Nutricia and all of our judges who gave up their time to enable us to identify the finest candidates. Thanks also to the readers of both titles and social media users who nominated pace-setters for the Care Integration 50.

THE JUDGES

Stephen Dalton, chief executive, mental health network, NHS Confederation

Alex Fox, chief executive, Shared Lives and board member, Think Local Act Personal

Richard Gleave, deputy chief executive, Public Health England

Nick Golding, editor, Local Government Chronicle

Kate Hall, External/public affairs manager at Nutricia Advanced Medical Nutrition

Tony Hunter, chief executive, Social Care Institute for Excellence

Tom Shakespeare, integration lead, Local Government Association

Nicola Walsh, assistant director, King's Fund

Kaye Wiggins, chief reporter, Local Government Chronicle

David Williams, senior correspondent, Health Service Journal

Tom Wright, chief executive, Age UK



The onus has to be on improving quality of services, and with it the safety of patients or service users, rather than protecting organisations' longstanding territory

THE JUDGING PROCESS

Local Government Chronicle and Health Service Journal launched the Care Integration 50 to identify the 50 most influential people involved in the integration of health and social care services.

As part of the project, which is supported by Nutricia, the two titles appointed a panel of judges with vast experience across the health and local government sectors to use their knowledge to assess who is doing the most to shape and lead the integration of services.

Readers of both titles were asked for

nominations of people who are doing the most to drive integration, especially in individual geographical areas.

Once the nominations had been gathered, LGC and HSJ invited the panel to select the final 50 integrators at a judging session in London, putting the top 10 in order of influence.

The judges assessed candidates on a number of criteria. These included the effectiveness of their leadership; whether their work had clearly impacted on the integration of services in their local health economy; if their projects had

secured buy-in from other organisations; and if their work had resulted in better outcomes for service users and patients.

Another key factor considered was how innovative their approach to health and social care integration had been, and to what extent they were influencing and helping to support their peers. Our list includes people with a strong track record in driving person-centred coordinated care, those currently delivering it and those whose ideas have the scope to bring it about in future.

THE TOP 10

1

Geoff Alltimes

SENIOR RESPONSIBLE OFFICER,
INTEGRATION PIONEER SUPPORT
PROGRAMME, NHS ENGLAND

Geoff Alltimes has long been a pioneer in the integration of health and social care. As the lead officer on NHS England's flagship integration pioneers programme, Mr Alltimes is helping to ensure the 14 pioneer areas are given the freedom to break down the barriers that would otherwise prevent the integration rhetoric from being matched by action. Prior to his current job, he held a series of roles in which he strived to bring together health and social care. He was chief executive of Hammersmith & Fulham's London borough council and its primary care trust, and was one of the first people to take on such a dual role. Mr Alltimes also played a major role in redrafting the government's health service reforms in his role as NHS Future Forum lead for patient involvement and accountability. He produced a report for ministers in which he demanded that health service commissioners could share budgets with councils. Mr Alltimes also served as chair of the Local Government Association's health transition task group. The group smoothed the process which saw local authorities take on public health responsibilities from the NHS in 2013.



Geoff Alltimes has long been a pioneer in the integration of health and social care.



2

Norman Lamb

CARE SERVICES MINISTER

As the minister of state for care and support at the

Department of Health, it is impossible to overstate Norman Lamb's influence over integration. In May last year, Mr Lamb announced the government's plan to fully integrate the NHS and social care by 2018, and to set up integration projects in every part of the country by 2015. This included the naming of 14 projects as pioneer health and care programmes, held up as examples of leading integration. Mr Lamb is also the architect of the government's planned better care fund, a £3.8bn pot to which organisations can apply for funding for integration projects.



3

Barbara Pointon

DEMENCIA CAMPAIGNER

Barbara Pointon has campaigned extensively for

better dementia care. Her husband Malcolm lived with Alzheimer's disease for 16 years until his death in 2007. Their journey was explained in a powerful television documentary. Ms Pointon drew up a chart to trace all the professionals and agencies involved in Malcolm's care and support, and the lack of co-ordination of their input, highlighting the need for integrated services. She has since served as a patron of Dementia UK, an ambassador for the Alzheimer's Society, and as a member for the Standing Commission on Carers.



Barbara Pointon has been very high profile in talking about the lack of coordination in dementia care.

JUDGES' COMMENT

4

Graham Burgess

CHIEF EXECUTIVE, WIRRAL METROPOLITAN BOROUGH COUNCIL

Graham Burgess is recognised as having done a great deal to raise the profile of health and care innovation, firstly in his role as chief executive of Blackburn with Darwen's borough council and its primary care trust, and now as chief executive of Wirral Metropolitan Borough Council. Wirral MBC is the leading local authority in Champs, the Cheshire and Merseyside public health network that brings together nine local authorities and various clinical commissioning groups to drive up standards.



“

Mr Burgess had a very difficult job and the amount of time taken up with health work is high. There are health professionals in his top team and he is integrating with health lots of different parts of local authority work.

JUDGES' COMMENT

5

Joy Youart

MANAGING DIRECTOR, KERNOW CLINICAL COMMISSIONING GROUP



Cornwall is often held up as an example of successful integration. Ms Youart, Dr Anderson and Ms Roose were commended by the judges for working successfully together in a partnership between Kernow Clinical Commissioning Group, Cornwall Council, the Council of the Isles of Scilly, Age UK, Cornwall Partnership NHS Foundation Trust and others. The partnership cut hospital admissions by a third thanks to better coordinated support for service users earlier on in their care, focusing on their wellbeing, as well as health needs.

& Tamsyn Anderson

GOVERNING BODY MEMBER, KERNOW CCG



& Tracey Roose

PROGRAMME DIRECTOR FOR INTEGRATION, KERNOW CCG

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Tracey Roose has put in some phenomenal work with residents to redesign what they really want from health and social care.

JUDGES' COMMENT

“

Joy Youart led the work that piloted social care and primary care integration through a system redesign. She seizes every opportunity to work outside of the normal statutory organisations, and is very good at mentoring others.

JUDGES' COMMENT

6

Steven Michael

CHIEF EXECUTIVE, SOUTH WEST YORKSHIRE NHS PARTNERSHIP FOUNDATION TRUST

Steven Michael's work at South West Yorkshire has been in the vanguard of innovative community-rooted integration for some years. In particular, Mr Michael is credited for the foundation trust's hosting of Altogether Better, a programme which encourages patients and communities to work alongside health and social care providers to help shape and further integrate their services. After winning additional Big Lottery funding in 2013, the project was extended to support community health champions to work with healthcare practitioners, social care providers and local authorities in Sunderland, Northumberland, Tyneside, Shropshire and Yorkshire and the Humber.



Mr Burnham's are the most radical ideas on integration. The Whole Person Care report (commissioned by Mr Burnham in 2013) relied on a concept of integrating budgets. He could have relaxed in opposition but he hasn't; instead he has promoted radical ideas at political risk.

JUDGES' COMMENT



Steven Michael has pushed integration since before it was trendy and has personally driven agendas in mental health and community care for his whole career.

JUDGES' COMMENT

7

Elisabeth Paice

CHAIR, INTEGRATED CARE MANAGEMENT BOARD, NORTH WEST LONDON CLINICAL COMMISSIONING GROUP

& Thirza Sawtell

DIRECTOR OF STRATEGY AND TRANSFORMATION, NORTH WEST LONDON CCG

Elisabeth Paice (right) was an important player in the Inner North West London integrated care pilot. The pioneer project was designed to integrate acute, primary, community and social care services for people with diabetes and people aged over 75 years.

Building on the success of the integrated care pilot, Thirza Sawtell leads a larger initiative, the whole systems integrated care programme, which comprises North West London's 10 separate integration pilots, which involves 31 different organisations including councils, NHS trusts, CCGs



Thirza Sawtell's work is on a flagship project that represents real, deep integration.

JUDGES' COMMENT



Ms Paice was instrumental in setting up the lay partnerships and leading on multidisciplinary groups in this project. She has helped to anchor north-west London in person-centric care.

JUDGES' COMMENT

8

Andy Burnham

SHADOW HEALTH SECRETARY

Andy Burnham mooted giving health and wellbeing boards control of the NHS's £90bn commissioning budget. Although his plan appears unlikely to become Labour policy, it has certainly intensified the debate about integration. There can be few more dramatic attempts to ensure the NHS would have been subject to the democratic oversight that local government would have given.



9

Sandie Keene

DIRECTOR OF ADULT SOCIAL SERVICES, LEEDS CITY COUNCIL, AND FORMER PRESIDENT, ASSOCIATION OF DIRECTORS OF ADULT SOCIAL SERVICES

ASSOCIATION OF DIRECTORS OF ADULT SOCIAL SERVICES

Sandie Keene has recently completed a successful year as president of ADASS, leading the association's integration work during a crucial year for the health and social care system. She has been a key contributor to discussion and action on the Health and Social Care Act, the Care Bill, the launch of the pioneer programme and the establishment of the better care fund. She has called repeatedly for the full pooling of councils' adult care budgets with those of the NHS. At a local level, Ms Keene has been a driving force behind delivering connected care for Leeds, including creating neighbourhood networks, which are community-based organisations that help elderly people live independently and actively, as well as promoting health and wellbeing.



BETTER INTEGRATION

KATE HALL

Nutrition underpins the health and wellbeing of all members of society. As a leading provider of products, services and solutions for medical nutrition, Nutricia supports the emerging professional and political consensus for integrated care to improve the quality of health and social care of people. Yet that goal is a major challenge in our ageing society and during a period of significant constraints on funding.

Clinical commissioning groups, together with local health and wellbeing boards, play a key role in leading local change. Through its programme of education and partnership with professional, patient and care organisations at local and national level, Nutricia empowers carers and their loved ones with knowledge and confidence to demand the support and care they need.

Nutricia works in partnership with Carers UK to help improve understanding about nutrition and care. The partnership provides carers with information and resources on nutritional care for both themselves and the person they care for, such as on the importance of eating well for carers, eating well and dementia, and the role of good nutrition when caring for someone (see www.carersuk.org/nutritionresources).

Effective nutrition support, to prevent and manage malnutrition, is fundamental to care across all settings, but most importantly it can help keep people out of hospital. The Nutricia clinical support service, Homeward, provides 24/7 home enteral feeding support for patients, carers and healthcare professionals through an expert team of specialist enteral nurses, pharmacists and patient co-ordinators, underpinned by best-in-class dedicated home delivery. Homeward works in close collaboration with healthcare professionals to provide seamless support to patients from hospital discharge through to continuous full patient management in the community, supporting improved measurable outcomes. This was illustrated by the November NHS Alliance 2013 – Integrated Care (visit www.youtube.com/watch?v=d3y2JEcdR0I for more information).



The strong health economic arguments for tackling disease-related malnutrition have been recognised by the National Institute for Health and Care Excellence. In addition to delivering health and economic outcome benefits and efficiencies across the care system, true integration in nutrition support means patients and carers will experience seamless and timely care regardless of care setting and location and geography.

At Nutricia, we strongly believe nutrition is integral to healthcare. We are focused on pioneering nutritional solutions that help people live healthier lives for longer.

Kate Hall is external affairs manager at Nutricia



Dame Philippa has contributed over 25 years of phenomenal work and holds deep personal experience of health and social care, which she shares warmly in different ways. She brings the carers' agenda out of its silo and makes health providers listen.

JUDGES' COMMENT

10

Dame Philippa Russell

CHAIR OF THE STANDING COMMISSION ON CARERS

Dame Philippa Russell has worked in learning disability services for her entire career, including with the National Children's Bureau, the Department for Education and Skills, and the Disability Rights Commission. Since 2007, she has been chair of the Standing Commission on Carers, which was set up to oversee the consultation on and implementation of the Strategy for Carers. The strategy brought together commitments to supporting carers from the Department for Business, Innovation & Skills, the Department for Communities & Local Government, the Department for Education, The Department of Health, the Department for Work & Pensions, and the Government Equalities Office, emphasising the need for "integrated and personalised services".

THE INFLUENCERS

Lord Victor Adebowale

CHIEF EXECUTIVE, TURNING POINT

Lord Adebowale is the chief executive of a social enterprise that works to turn around the lives of people affected by issues including mental health problems, substance abuse and unemployment. In short, it works to support the lives of people who are hampered by silo-based public services. His role as a non-executive director of NHS England give him an opportunity to promote service integration at the highest level.

“Turning point is a people-space, not a sector-space. It is very highly regarded in the third sector and the social care sector, and looks beyond social care to broader societal and health care outcomes.”
JUDGES' COMMENT

David Behan

CHIEF EXECUTIVE, CARE QUALITY COMMISSION

David Behan is commended for driving integration through his work in his former role as director general for social care, local government and care partnerships at the Department for Health.

“David Behan gave Andy Burnham and Norman Lamb the integration narrative. He identified how few budgets are pooled, which led to the creation of the better care fund.”
JUDGES' COMMENT

Chris Bull

LOCAL GOVERNMENT ADVISER, PUBLIC HEALTH ENGLAND

Chris Bull is a ground-breaking figure. In his time at Herefordshire Council, he was the first council chief executive to also perform the same role for a primary care trust. He has since become an advisor on local government to Public Health England.

“In the integration agenda, locally and nationally, Chris is a big figure. He has worked on the ground and brought services together in different parts of the country.”
JUDGES' COMMENT

Alistair Burns

NATIONAL CLINICAL DIRECTOR FOR DEMENTIA IN ENGLAND, DEPARTMENT OF HEALTH

Alistair Burns' role has been central to achieving the prime minister's dementia challenge. He has been working towards improving the coordination of care in the face of an ageing population and tightening budgets.

“Alistair Burns is leading the dementia



Olivia Butterworth has led patient and participant work at NHS England, reaching out to agencies that don't normally have a relationship with health

challenge. He understands the importance of health and social care interfacing in order to deal with dementia.”

JUDGES' COMMENT

Olivia Butterworth

HEAD OF PUBLIC VOICE, NHS ENGLAND

Olivia Butterworth's role at NHS England includes promoting citizen participation and engagement. To achieve this, she has developed the organisation's relationships with the voluntary sector and Healthwatch England, helping to bring these sectors together for the benefit of service users.

“Olivia has led patient and participant work at NHS England, reaching out to a range of agencies that don't normally have a relationship with health, and building strong partnerships.”
JUDGES' COMMENT

Peter Colclough

LEADERSHIP ASSOCIATE, THE KING'S FUND

Peter Colclough gained a huge reputation as an integration pace-setter in his role as the first chief executive of Torbay Care Trust, which included being director of adult social care at Torbay Council. Torbay's single integrated organisation proved inspiring to many other areas, although few have matched its ambition. Mr Colclough took this experience to help develop integrated services in Cornwall and North Somerset.

Ciarán Devane

CHIEF EXECUTIVE, MACMILLAN CANCER SUPPORT AND NON-EXECUTIVE DIRECTOR AT NHS ENGLAND

Ciarán Devane has campaigned extensively for care integration in relation to cancer services. He has spoken widely on his vision for an integrated approach to cancer care, in which every person living with cancer would be assessed to discover their needs, whether medical, nutritional,



In the integration agenda, locally and nationally, Chris Bull is a big figure. He has worked on the ground and brought services together.

social or professional, and then supported through a tailored plan.

“Ciarán promotes community and social engagement, in which his cancer expertise and background are invaluable. Integration here is so important.”
JUDGES' COMMENT

Stephen Dorrell

CHAIR, COMMONS HEALTH COMMITTEE

The former health secretary has used his role as chair of the health select committee to repeatedly call for integrated health and social care. In a February 2014 report, the committee welcomed the government's creation of the better care fund, but expressed concern that the pace of change towards integration was insufficient to meet the challenge of the growing pressure on adult social care.

“Stephen Dorrell gets the really big picture about integration. He is passionate and knowledgeable, and has been working on it since 1995 when he was secretary of state for health.”
JUDGES' COMMENT



Carolyn Downs has taken a hands-on approach to integration, and her work has gone beyond the call of duty

Carolyn Downs

CHIEF EXECUTIVE, LOCAL GOVERNMENT ASSOCIATION

Carolyn Downs has championed the LGA's work on public service redesign through its Rewiring Public Services campaign. This seeks to provide solutions to how to deliver public services within an ever tightening fiscal environment. In particular, the campaign promotes the integrated commissioning of social care and primary health services in order to reduce the need for and cost of inpatient treatment.

“Carolyn has taken a hands-on approach to integration, and her work on integration has gone beyond the call of duty. She has been more interested in integration than any other LGA chief.”

JUDGES' COMMENT

Amanda Doyle

CHIEF CLINICAL OFFICER, BLACKPOOL CLINICAL COMMISSIONING GROUP

Amanda Doyle is a partner in a large Blackpool practice that provides both primary medical and urgent care services. She has worked also as a primary care trust medical director, and now as the chief clinical officer for the clinical commissioning group, in all roles working to coordinate services in an area with huge health needs.

“In an area of massive deprivation Amanda Doyle works hard with local government to improve the health of the local population. She has done this as a GP, in her former role on the PCT and now at the CCG. She also drives integration as chair of NHS Clinical Commissioners.”

JUDGES' COMMENT

Martin Farran

EXECUTIVE DIRECTOR OF ADULTS AND COMMUNITIES DIRECTORATE, BARNSELY MBC

Martin Farran has been involved in the development of Stronger Barnsley Together, an integration pioneer. This promises to “fundamentally shift the focus from health and care agency interventions to more holistic engagement”. In particular, Mr Farran has led on work promoting the independence of residents.

“Martin Farran has done some interesting work in Barnsley bringing together the CCGs and social care services.”

JUDGES' COMMENT

Jo Frazer

PROGRAMME MANAGER FOR HEALTH AND SOCIAL CARE INTEGRATION, KENT COUNTY COUNCIL

Jo Frazer has led the Kent integration pioneer, which draws together Kent CC, district councils, clinical commissioning groups, acute services and the voluntary sector which aims to keep service users independent for longer.

“Kent's work was pioneering in integration and Jo has a good reputation.”

JUDGES' COMMENT

Chris Ham

CHIEF EXECUTIVE, THE KING'S FUND

The King's Fund is seen as a thought leader on integrated care. Professor Ham was nominated for “relentlessly covering the country making [integration] happen”.

“Chris Ham has a great deal of influence on integration behind the scenes.”

JUDGES' COMMENT

Sue Hawkins

CARE CATERING SERVICES MANAGER AT DORSET COUNTY COUNCIL

Sue Hawkins leads a project in Dorset which has seen residential care homes and homes for adults with learning disabilities use a malnutrition universal screening tool, produced by the British Association for Parenteral & Enteral Nutrition. It allows either care or catering staff to take action if a service user is malnourished. The project integrates the nutritional support received from residential social care and primary care providers.

“Sue Hawkins has created a strong link between the NHS and the community at a local level.”

JUDGES' COMMENT

Peter Hay

STRATEGIC DIRECTOR FOR PEOPLE, BIRMINGHAM COUNCIL

Peter Hay has been awarded a CBE for services to health and social care. As Birmingham is the largest council in Europe, his joint children's and adults' services remit is significant. He also had an important role in the transformation of Birmingham's troubled children's services, which, in line with recommendations from Julian Le Grand, will become far more integrated with other services.

“Peter's job in Birmingham is one of the most difficult in local government, but Birmingham has one of the most ambitious integration plans nationally. He is passionate and looks further upstream than anyone else in the sector.”

JUDGES' COMMENT

Nicholas Hicks

CHIEF EXECUTIVE, CAPITATED OUTCOME-BASED INCENTIVISED COMMISSIONING (COBIC)

Dr Hicks was previously chief executive and director of public health for Milton Keynes Primary Care Trust, and he realised when he held the roles that the NHS's payment-by-results system served as a disincentive to joint work between organisations. He believes commissioning using outcome-based contracts can be a major lever to develop integrated services, and developed the COBIC consultancy to help commissioners bring this about.

Phil Hope

DIRECTOR, IMPROVING CARE

At the Improving Care company, Phil Hope works with health and social care services to improve performance. Mr Hope is a former Labour care services minister. His work in government included development of the National Care Service white paper, the national dementia strategy, the national mental health strategy, and the national autism strategy.

Richard Humphries

ASSISTANT DIRECTOR, KING'S FUND

Richard Humphries is the leading commentator on the integration of health and social care. He leads the King's Fund's work on health and wellbeing boards, including a research project into their performance. He works to offer practical support to local authorities and their health partners.

Diane Jeffrey

CHAIR OF TRUSTEES, AGE UK

Diane Jeffrey, alongside her work for Age UK, is chair of the Malnutrition Task Force, a government-funded initiative to help prevent malnutrition in older people. Through this work, Ms Jeffrey supports pilots that integrate care to prevent malnutrition in service users.

Derek Johnson

PRINCIPAL CATERING MANAGER FOR ADULT SOCIAL CARE SERVICES, LEEDS CITY COUNCIL

Derek Johnson leads a project to help prevent dehydration among elderly people in Leeds, aiming to cut the number of people admitted to hospital with dehydration and its related conditions. Mr Johnson worked to raise awareness of the dangers of dehydration among frontline primary health and social care workers by providing free resources on hydration. The project was recognised with a National Association of Care Catering award.

Nikita Kanani

CLINICAL EXECUTIVE FOR INTEGRATED CARE, BEXLEY CLINICAL COMMISSIONING GROUP

Nikita Kanani is a GP in south east London, Bexley CCG's clinical lead for integrated care, and the Faculty of Medical Leadership and Management's quality improvement lead. She is passionate about improving service provision and access within the NHS and realises this can only be achieved by breaking down barriers between services.

Rob Kenyon

CHIEF OFFICER FOR HEALTH PARTNERSHIPS, LEEDS CITY COUNCIL

Rob Kenyon has led Leeds City Council's pioneering partnership work. Over the last year he has launched the Leeds Innovation Health Hub, establishing a partnership with US care firm Alere, and led Leeds' successful bid to become an integration pioneer.

“Rob Kenyon is very community-orientated.”
JUDGES' COMMENT

Simon Leftley

CORPORATE DIRECTOR FOR PEOPLE, SOUTHEND-ON-SEA BOROUGH COUNCIL

Simon Leftley has worked for the past four years alongside his colleagues in Southend Clinical Commissioning Group to create flexible seamless care pathways across health and social care. He has led the creation of multi-disciplinary teams and single points of referral.

Gillian Leng

DEPUTY CHIEF EXECUTIVE AND DIRECTOR OF HEALTH AND SOCIAL CARE, NATIONAL INSTITUTE FOR HEALTH AND SOCIAL CARE EXCELLENCE

Professor Leng leads a new NICE directorate which is developing quality standards across health and social care. She is working to ensure the institute's guidance helps break down barriers between the two sectors.

Heather Mitchell

CHIEF EXECUTIVE, SEQOL

SEQOL is a social enterprise providing social care for adults in Swindon, with a strong focus on integrating services. Prior to her role at SEQOL, Ms Mitchell worked as interim chief executive and director of adult social care in a role spanning both Swindon's borough council and its primary care trust.

“Heather Mitchell came to Swindon when it was in difficulty and turned it into a community service. She is a well-known integration leader across the south west and as strong a voice in the integration dialogue as the team behind the Torbay project.”
JUDGES' COMMENT

Mark Newbold

CHIEF EXECUTIVE, HEART OF ENGLAND NHS FOUNDATION TRUST

As the head of one of the Midlands' biggest acute trusts, Dr Newbold has overseen several projects driving forward integration. The trust has successfully integrated acute staff with community teams and ensured vulnerable peoples' care is case managed to reduce the risk of hospital admission.

“Mark leads a lot of work that is acute and community based. He understands the role of local authorities in integration.”
JUDGES' COMMENT

John Oldham

CHAIR, INDEPENDENT COMMISSION ON WHOLE PERSON CARE

John Oldham led an independent commission, instigated by Labour, to make recommendations about integrating health and social care services. His report backed an evolutionary approach for health and wellbeing boards to take a lead role in planning services but came out against structural change.

“John Oldham essentially wrote Labour's policy on integration.”
JUDGES' COMMENT

David Oliver

VISITING FELLOW, KINGS FUND

At the King's Fund, David Oliver works on a variety of integrated care projects, with a particular focus on integrated services for older people. He worked previously as lead clinician and lead clinical director for South London NHS Trust and the Royal Berkshire NHS Foundation Trust.

“David is very passionate about integration. He understands it, flipping between health and social care.”

JUDGES' COMMENT

David Pearson

PRESIDENT, ASSOCIATION OF DIRECTORS OF ADULT SOCIAL SERVICES

David Pearson is president of ADASS which is playing a strong role in the drive to integrate services. Along with the Local Government Association, NHS England, the Association of Directors of Children's Services, Monitor, NHS Confederation and the Department of Health, it produced the Integrated Care Toolkit, a guide for health and wellbeing boards and their partners. Mr Pearson has worked in social care for 30 years and has a particular interest in integration.

Sarah Pickup

DIRECTOR OF SOCIAL CARE, HERTFORDSHIRE COUNTY COUNCIL

Sarah Pickup has shown herself to be a pioneer while working on the development of shared health and social care commissioning arrangements between Hertfordshire County Council, East and North Hertfordshire Clinical Commissioning Group, and Herts Valleys CCG.

“Sarah Pickup sees things in a very joined-up way. She uses her role at Hertfordshire CC to lead joined-up work on top of her own work.”
JUDGES' COMMENT

“

Mark Newbold understands the role of local authorities in integration.



Simon Stevens' move to tear up commissioning silos and give CCGs control of primary care is a key moment in integration.

Neil Revely

DIRECTOR OF HEALTH, HOUSING AND ADULT SERVICES, SUNDERLAND CITY COUNCIL

In his role at Sunderland City Council, Neil Revely was an important part of the move to pool adult social care budgets with that of the city's clinical commissioning group. The city's £25m pooled fund could be increased to £200m, such is the enthusiasm for the initiative.

“Neil has a good background in integration and his work at Sunderland has gone way beyond the bounds of duty.”

JUDGES' COMMENT

Jon Rouse

DIRECTOR GENERAL FOR SOCIAL CARE, DEPARTMENT OF HEALTH

As director general for social care, local government and care partnerships at the Department of Health, Jon Rouse is using his understanding of local government to drive integration from the top. The former Croydon London Borough Council chief executive has successfully made a case for integration at a time of stagnant NHS budgets and social care cuts.

“Jon Rouse has undertaken lots of integration work, particularly as chief executive of Croydon, and has pushed hard for integration and early intervention in dementia care.”

JUDGES' COMMENT

Jay Stickland

SENIOR ASSISTANT OF DIRECTOR, ADULT SOCIAL CARE, GREENWICH ROYAL BOROUGH COUNCIL

Jay Stickland was involved in the Greenwich Coordinated Care, a pioneer integration project, which is a

partnership between health agencies, GPs, Greenwich Royal Borough Council, and Greenwich Action for Voluntary Services. The project has led to increased use of assistive technology and cut accident and emergency attendances by 7%.

David Smith

CHIEF EXECUTIVE, OXFORDSHIRE CLINICAL COMMISSIONING GROUP

David Smith was one of the first people in the country to fulfil a role as both an accountable officer for a clinical commissioning group and as a director of adult social care services, in Kingston, west London. His recent move to become chief executive of Oxfordshire Clinical Commissioning Group, which last year proposed a pioneering commissioning plan, could see his integration zeal result in more high profile work.

Simon Stevens

CHIEF EXECUTIVE, NHS ENGLAND

In his first speech as chief executive of NHS England, Simon Stevens set out his vision for health and care services to break through rigid barriers between specialist and acute services, and primary and community services. He has also stated his determination that the NHS and local government should collaborate on new models of service delivery.

“Simon Stevens' move to tear up commissioning silos and give CCGs control of primary care is a key moment in integration.”

JUDGES' COMMENT

Caroline Tapster

DIRECTOR OF HEALTH AND WELLBEING SYSTEM IMPROVEMENT, LOCAL GOVERNMENT ASSOCIATION

Caroline Tapster has led the LGA's work on health and wellbeing boards, a central part of the move to use local government's democratic mandate to force through integration. In her former role as chief executive of Hertfordshire County Council, she played a big role in devising its joint commissioning system with local partners.

“Caroline will leave a legacy of credibility for health and wellbeing boards.”

JUDGES' COMMENT

Jeremy Taylor

CHIEF EXECUTIVE, NATIONAL VOICES

As head of the coalition of care charities, Jeremy Taylor has successfully made the

case for patients, service users and their carers who have suffered due to care being arranged in silos. Few bodies have done more than National Voices to promote person-centred coordinated care.

“Jeremy has done a lot of public, sustained work on the narrative of integration.”

JUDGES' COMMENT

Helen Watson

CORPORATE DIRECTOR, CHILDREN, ADULTS AND FAMILIES

and Iain Malcolm

LEADER, SOUTH TYNESIDE COUNCIL

Iain Malcolm (Lab) is chair of the South Tyneside Health and Wellbeing Board, while Helen Watson is the lead officer for the board. Through the board the pair have worked to improving the quality, integration and efficiency of local services. This includes the introduction of a new, multi-disciplinary team to deliver community-based long term care, and a single point of access for patients with urgent care requirements, and improved access, for high intensity hospital service users, to community-based services.

Andrew Webster

ASSOCIATE DIRECTOR FOR HEALTH AND SOCIAL CARE INTEGRATION, LOCAL GOVERNMENT ASSOCIATION

Andrew Webster leads service integration and the better care fund programme for the LGA. He was previously the London tri-borough's former adult care director, and prioritised the creation of person-centred coordinated care when in the post.

John Wilderspin

CO-CHAIR OF THE SYSTEMS LEADERSHIP STEERING GROUP AT THE LEADERSHIP CENTRE FOR LOCAL GOVERNMENT

As a chair of the steering group, John Wilderspin has brought together many national bodies involved in health and social care to jointly fund 25 Local Vision leadership development experiments across the country, many of which focus on integration. He is also managing director of the Central Southern Commissioning Support Unit.

“John has taken on a number of roles of the last few years, including as West Sussex Primary Care Trust chief executive. He has been out on the road, travelling tirelessly for integration.”

JUDGES' COMMENT

